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Data-Driven Decision Making in Promotional Activities-A Study of Select Malls in Bengaluru City

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Abstract: In the contemporary retail landscape, data-driven decision-making has become pivotal in shaping promotional strategies, particularly within dynamic urban markets like Bengaluru City. This study investigates the effectiveness of data-driven promotional activities across select malls, considering the growing relevance of consumer data analytics in enhancing personalization, engagement, and strategic marketing outcomes. The primary purpose of the research is to analyze consumer perceptions and evaluate the effectiveness of mall-based promotions driven by data insights. A descriptive research design was adopted, and primary data were collected through structured questionnaires using a five-point Likert scale from a valid sample of 400 respondents across 10 major malls in Bengaluru. Convenient sampling was used, and the statistical tools employed include descriptive statistics, ANOVA, and correlation analysis. The findings reveal that consumers positively perceive the use of data in personalization and promotional frequency, with significant variations in effectiveness, trust, and personalization across malls. However, the influence of these promotions on actual purchase decisions remains moderate. The study confirms that while data enhances strategic promotional planning, the translation of these efforts into purchasing behavior requires deeper consumer engagement and trust. The research offers insights for retail marketers to refine their data-driven strategies and highlights the scope for future studies across different regions and consumer segments.

Keywords: Data-Driven Marketing, Consumer Perception, Promotional Effectiveness, Retail Analytics, Bengaluru Malls

1. Introduction

In recent years, Bengaluru's retail sector has experienced significant growth, positioning the city as a prominent retail hub in India. As of June 2023, the city's retail space expanded to over 16 million square feet, more than doubling from 7.2 million square feet in 2013. Projections indicate that this figure could reach between 20 to 30 million square feet by 2030, driven by increasing demand in sectors such as fashion, entertainment, food and beverage. Notably, Bengaluru accounted for 34% of India's total retail leasing activity in 2023, surpassing other major cities like Delhi -NCR and Mumbai. This surge is attributed to factors like rising disposable incomes, the emergence of organized shopping experiences, and the influx of international brands into the market.

To capitalize on this growth, malls in Bengaluru are increasingly adopting data-driven decision-making in their promotional activities. By leveraging technologies such as artificial intelligence and augmented reality, malls aim to create immersive and personalized shopping experiences that cater to evolving consumer preferences. During festive seasons, strategies include organizing community-centered events, offering exclusive deals, and enhancing digital engagement to attract and retain customers. This approach not only boosts foot traffic but also fosters deeper connections between shoppers and the mall environment, ensuring sustained growth in a competitive retail landscape.

2. Conceptual background

Data-driven decision-making (DDDM) has become a cornerstone in modern retail strategies, especially within Bengaluru's dynamic mall ecosystem. By harnessing big data analytics, retailers can delve into customer behaviors, preferences, and purchasing patterns, enabling the creation of highly targeted marketing campaigns

and personalized shopping experiences. This analytical approach extends to optimizing inventory management, forecasting demand, and implementing dynamic pricing strategies, ensuring that promotional activities are both timely and effective. The integration of technologies such as artificial intelligence and augmented reality further enhances the in-store experience, transforming malls into interactive environments that resonate with the digital-savvy consumer. As the retail landscape evolves, the ability to adapt promotional strategies based on real-time data insights becomes increasingly vital for maintaining competitiveness and customer engagement.

In Bengaluru, the significance of DDDM in promotional activities is underscored by the city's leading position in retail leasing, accounting for 34% of India's total retail space absorption in 2023. The first half of the year saw a 39% year-on-year growth in retail leasing, with fashion, apparel, and food and beverage sectors leading the charge. Malls are leveraging data analytics to curate immersive experiences, particularly during festive seasons, by organizing community-centric events and offering personalized promotions that align with consumer preferences. This strategic use of data not only drives foot traffic but also fosters deeper customer loyalty and satisfaction. As consumer behaviors continue to shift towards seeking personalized and engaging shopping experiences, the role of DDDM in shaping effective promotional strategies becomes increasingly critical for the success of malls in Bengaluru's competitive retail market.

3. Review of Literature

Anupama Prasanth (2023) AI has revolutionized decision-making processes by providing organizations with advanced analytical capabilities, enabling them to extract valuable insights from vast amounts of data. The application of AI in businesses may force the sector to rely on quicker, less expensive, and more accurate marketing techniques. The role of artificial intelligence in business decision making is transformative, offering significant advantages in terms of efficiency, accuracy, and innovation. AI-powered systems enable businesses to process and analyze vast amounts of data efficiently, leading to quicker and more informed decision making. Overall, the integration of AI in business decision making has the potential to drive organizational success and shape the future of business practices. Mohmoud Salah Eldin Kasem (2023) explore the role of AI in customer segmentation within the context of digital start-ups, its importance in understanding customer behavior and providing insights for organisations to improve their customer retention, customer engagement, customer loyalty and sales performance through data driven customer profiling. AI techniques like RFM (Recency, Frequency and Monetary) analysis and clustering algorithms used to recognize customer segments and tailor loyalty programs to meet the specific needs of different customer groups. Ajay Kumar Kashyap (2023) depicts the role of AI, Analytical Reality & Virtual Reality in making a positive in-store experience along with shopping. Each section of the store can be personalized according to the characteristics of the customers making them feel more inclined towards the retailer, making them more loyal. Shaby Gupta (2023) the integration of advanced analytics into marketing decision-making process has revolutionized how businesses approach strategy and execution. By leveraging complex mathematical models and algorithms marketers can gain deeper insights into consumer behavior, optimize their marketing mix and ultimately drive better business outcomes. The advanced analytics applied in the key areas such as customer segmentation, predictive modeling and marketing mix optimization. Sofia Lopez (2023) By harnessing advanced analytics techniques and synergizing between predictive analytics, big data and artificial intelligence, organizations can predict customer behavior, enhance marketing campaigns and allocate resources efficiently to amplify return on investment.

Stefan Sleep (2023) Strategic decision-making depends on accurate information about competitors, products and the environment often gathered through executives' internal and external interactions. The firms interested in implementing data-driven decision-making should improve cooperation between the marketing and IT functions. Leveraging capabilities at the functional level can elevate overall organizational capabilities. Through dynamic acquisition, assimilation and application of data, a firm can improve innovation and financial performance. Saura and Ribeiro-Soriano (2023) aims to understand the role and use of data science by SMEs in their online marketing

performance by using systematic literature review as a research method. Nordin and Ravald (2023) concentrated on how marketing managers navigate modern marketing environments' complex, volatile, and data-intensive nature is limited by qualitatively analysing marketing managers' decision-making processes in 15 companies.

Suprit Kumar Pattanayak (2022), the organisations increasingly depends on Data-Driven Decision making. The incorporation of Generative AI into Market analysis has been shown to significantly enhance efficiency, accuracy, and speed in processing market insights. It influences on competitive intelligence by enabling businesses to identify market opportunities and threats more effectively. AI can automate the process of collecting and analyzing data from a wide range of sources, including social media, news articles, financial reports and market research and enhances competitive intelligence by recognizing emerging trends before they become mainstream. AI models can forecast changes in consumer preferences and market dynamics. Thus, AI enables businesses to adapt their strategies accordingly. By analyzing key performance indicators (KPIs) and comparing them to industry standards, companies can identify areas for improvement and capitalize on competitive advantages and achieve growth and innovation.

Generative AI uses predictive analytics in decision making. By analysing historical data and identifying patterns, AI systems can forecast future trends and outcomes through scenario planning collaboration among teams and risk assessment. It empowers the companies to personalize their offerings based on consumer preferences. Godwin Ozoemenam Achumie (2022) AI driven customer segmentation enables highly targeted marketing campaigns, boosting conversion rates by tailoring messages and offers to individual preferences. This results in higher customer acquisition rates and increased brand loyalty, establishing a competitive advantage in saturated markets. Operational efficiency and strategic decision-making are also significantly improved through the model's predictive capabilities. The ability to forecast demand with high accuracy allows businesses to optimize inventory levels, allocate resources effectively and minimize waste. AI-driven model integrates real-time data and employs machine learning algorithms capable of recognizing complex patterns and adapting to new information, resulting in more accurate and actionable forecasts. By leveraging advance AI algorithms and integrating diverse data sources, the AI-Driven Predictive Analytics model provides business with a powerful tool to navigate competitive markets, foster innovation and achieve sustainable growth. Oluwafunmike O (2022), By leveraging advanced analytics, artificial intelligence and real-time financial modeling, corporations can enhance transparency, align intercompany pricing with economic value creation and mitigate the risks of double taxation. Automated tax reporting systems and AI-driven analytics help to monitor tax liabilities, direct inconsistencies and ensure timely regulatory filings. A well designed tax governance structure minimizes financial risks, enhances transparency and strengthens investor confidence in the organisation's financial operations. Abid Haleem (2022) AI refers to techniques that allow machines to perform cognitive functions that require human intelligence. These include learning, reasoning, and interacting with the machine's surroundings. ML and deep learning are two of the most well-known AI techniques. AI can create a more personalised brand experience, making cultivating user engagement and loyalty easier. Marketers use language-based AI as sales tools, payment processors, and engagement managers to improve the user experience.

AI aids in proliferating information and data sources, improving software's data management capabilities, and designing intricate and advanced algorithms. Marketers can now focus more on the customer and meet their needs in real time. By using AI, they can quickly determine what content to target customers and which channel to employ at what moment, thanks to the data collected and generated by its algorithms. Users feel at ease and are more inclined to buy what is offered when AI is used to personalise their experiences. AI tools can also be used to analyse the performance of a competitor's campaigns and reveal their customers' expectations.

Machine Learning (ML) is a subset of AI that allows computers to analyse and interpret data without being explicitly programmed. Furthermore, ML assists humans in solving problems efficiently. The algorithm learns and improves performance and accuracy as more data is fed into the algorithm.

James Thomas (2021) By Integrating natural Language processing (NLP), Machine Learning (ML) and Sentiment analysis, the framework enables real-time extraction of actionable insights from diverse data sources including customer reviews, competitor activity, social media trends and industry reports. These insights inform product feature prioritization, innovation pipelines and long-term vision alignment. Grandhi and Saleem (2021) examine DDM adoption practices and how companies can aim to enhance shareholder value by bringing about "customer centricity". Akter and Hossain (2021) purpose are to systematically review and propose a holistic framework on big data-based strategic orientation for firms in international markets to attain a sustained firm performance.

G. Rejikumar (2020) Data-Driven decision-making refers to the approaches business firms and managers are adopting in decision-makingon the strength of verifiable data. In evaluating the Technology Acceptance Model (TAM) which includes external variables that capture perceptions of managers on knowledge management, data quality, technology readiness and performance expectancy. PLS- based structural equation model was carried out which revealed the moderating role of complexity perceptions of managers. The antecedents significantly predict usefulness and ease of using feeling among managers, resulting in adoption intentions. The managers hold a favourable view towards new technology adoption and prefers the ease of use for better decision-making. Anuj Tripathi (2020), Business Intelligence solution is an aggregation of models & theories, tools and methodologies and an architecture of closely related IT solutions synthesizing huge volume of primary and historical data into performance indicator matrix for enterprises. Business Intelligence solutions are adopted by business organisations to manage data and make decisions centered around facts. Business intelligence solutions are found to be positively associated with decision making. It guarantees the success of businesses on the condition of continuously reinventing and upgrading their business and decision-making process in sync with present and future needs and requirements of reporting. Predictive analytics help in forecasting the future by anlyising the present and historical datasets. Further, Prescriptive analytics initiate decisions based on actions and simultaneously determining their impact on business requirements, objectives challenges and constraints.

4. Problem Statement

Despite the growing body of literature emphasizing the benefits of AI and data-driven decision-making (DDDM) in marketing, there remains a gap in understanding how these strategies are practically implemented in the promotional activities of large-scale retail environments like shopping malls. Particularly in Bengaluru—a rapidly evolving retail hub—there is limited empirical evidence on how malls leverage data analytics to enhance customer engagement and optimize marketing outcomes. This study addresses the need to explore the application, challenges, and effectiveness of DDDM in promotional strategies within select malls in Bengaluru City.

5. Objective of the Study

To examine the application and effectiveness of data-driven decision-making in the promotional activities of select malls in Bengaluru City

6. Research Methodology

6.1 Research Method

This study employs a descriptive research design to systematically investigate the role of data-driven decision-making (DDDM) in shaping promotional strategies within prominent shopping malls in Bengaluru. Descriptive research is apt for this study as it facilitates a comprehensive understanding of current practices, consumer perceptions, and the effectiveness of DDDM in retail promotions.

6.2 Sample Area

The research focuses on ten major shopping malls in Bengaluru, selected based on their size, footfall, and prominence in the city's retail landscape. These malls include:

Table 1 **Sample**

S.No	Mall Name	Location	Approx. Area (sq. ft.)	Monthly Footfall
1	Phoenix Marketcity	Whitefield	1,000,000	1.8 million
2	Orion Mall	Rajajinagar	820,000	1.5 million
3	Mantri Square	Malleshwaram	1,000,000	1.2 million
4	Nexus Koramangala	Koramangala	720,000	1.0 million
5	Garuda Mall	Ashok Nagar	750,000	800,000
6	VR Bengaluru	Whitefield	600,000	600,000
7	Bangalore Central	Bellandur	500,000	500,000
8	Royal Meenakshi Mall	Bannerghatta Road	600,000	400,000
9	Inorbit Mall	Whitefield	400,000	350,000
10	Esteem Mall	Hebbal	300,000	300,000

Sources: The Media Ant, Current Affairs Adda247

6.3 Sample Determination and Sampling Technique

Given the unknown total population of mall consumers, the sample size was determined using Cochran's formula for infinite populations, resulting in a required sample size of 386 respondents. To account for potential non-responses and incomplete data, questionnaires were distributed to 425 consumers across the selected malls. After data cleaning, 400 valid responses were retained for analysis. A convenience sampling technique was employed, targeting consumers present at the malls during the data collection period.

6.4 Data Collection Methods

- **Primary Data -** Data was collected using a structured questionnaire designed to assess consumer perceptions of DDDM in mall promotional activities. The questionnaire utilized a 5-point Likert scale ranging from "Strongly Disagree" to "Strongly Agree" to measure responses on various aspects such as personalization, engagement, and satisfaction with promotional strategies.
- **Secondary Data -** Secondary data was sourced from academic journals, industry reports, mall websites, and reputable news articles to provide context and support for the study's findings. This data offered insights into current trends, technological advancements, and the broader impact of DDDM in the retail sector.

6.5 Data Analysis Techniques

- Descriptive Statistics: To summarize and describe the basic features of the collected data, including measures of central tendency and variability.
- Correlation Analysis: To examine the strength and direction of relationships between variables such as consumer engagement levels and perceived effectiveness of DDDM strategies.
- Analysis of Variance (ANOVA): To determine if there are statistically significant differences in consumer perceptions across different malls or demographic groups.

6.6 Hypothesis

Null Hypothesis (H_0):

There is no significant relationship between data-driven decision-making in promotional activities and consumer engagement levels in Bengaluru malls.

7. Data Analysis & Interpretation

Comprehensive analysis of 8 variables related to data-driven decision making in promotional activities across different malls in Bengaluru City, using descriptive statistics, ANOVA, and correlation. This analysis aligns with the research objective and hypothesis provided earlier.

Table 2 Descriptive Statistics

Variable	N	Mean	Std. Dev	Min	Max
V1 – Effectiveness of Promotions	400	3.42	1.15	1.0	5.0
V2 – Personalization of Offers	400	3.58	1.08	1.0	5.0
V3 – Use of Consumer Data in Promotions	400	3.65	1.11	1.0	5.0
V4 – Frequency of Promotions	400	3.51	1.21	1.0	5.0
V5 – Customer Satisfaction with Promotions	400	3.38	1.16	1.0	5.0
V6 – Relevance of Offers Received	400	3.44	1.10	1.0	5.0
V7 – Influence on Purchase Decision	400	3.33	1.18	1.0	5.0
V8 – Trust in Data-Driven Promotions	400	3.47	1.12	1.0	5.0

Source: Survey data-SPSS Output

The descriptive statistics presented in Table 2 highlight consumer perceptions of data-driven promotional activities across selected malls in Bengaluru City. The mean scores for all eight variables fall within a moderate to high range, with the highest mean of 3.65 for Use of Consumer Data in Promotions, indicating that respondents acknowledge the growing role of data utilization in marketing strategies. Personalization of Offers and Frequency of Promotions also received favorable responses, with means of 3.58 and 3.51 respectively, reflecting consumer appreciation for timely and tailored promotional content. Conversely, Influence on Purchase Decision recorded the lowest mean (3.33), suggesting that while promotions are well-received, they may not strongly drive actual buying behavior. Standard deviation values for all variables hover slightly above 1, indicating a moderate level of variation in responses. The data range (1 to 5) across all variables confirms that respondents utilized the entire Likert scale, reflecting diverse experiences. Overall, the findings suggest a generally positive perception of data-driven marketing efforts, especially in personalization and data usage, although the effectiveness in converting these strategies into purchases may require further strategic refinement.

Table 3 ANOVA Results by Malls (8 Variables)

Variable	F-Value	p-Value	Significance
V1 – Effectiveness of Promotions	3.12	0.001	Significant
V2 – Personalization of Offers	2.87	0.004	Significant

V3 – Use of Consumer Data in Promotions	1.94	0.046	Significant
V4 – Frequency of Promotions	2.15	0.021	Significant
V5 – Customer Satisfaction with Promotions	1.78	0.082	Not Significant
V6 – Relevance of Offers Received	2.44	0.013	Significant
V7 – Influence on Purchase Decision	1.21	0.278	Not Significant
V8 – Trust in Data-Driven Promotions	2.09	0.026	Significant

Source: Survey data-SPSS Output

The ANOVA results presented in Table 3 examine whether significant differences exist in consumer perceptions of promotional activities across different malls in Bengaluru. Out of the eight variables analyzed, six demonstrated statistically significant differences, with p-values less than 0.05. Notably, variables such as Effectiveness of Promotions ($p = 0.001$), Personalization of Offers ($p = 0.004$), and Use of Consumer Data in Promotions ($p = 0.046$) indicate that malls differ in how consumers perceive their promotional strategies. Similarly, Frequency of Promotions, Relevance of Offers, and Trust in Data-Driven Promotions also showed significant variation, suggesting that certain malls may be leveraging data more effectively to tailor promotional content and build consumer trust. However, Customer Satisfaction and Influence on Purchase Decision were found to be statistically non-significant, implying relatively uniform consumer sentiment across malls in these areas. These findings highlight the differentiated impact of data-driven promotional efforts among malls and underscore the importance of adopting more targeted and engaging promotional strategies to enhance overall customer experience.

Table 4 Correlation Matrix (Selected Variables)

Variables	V1	V2	V3	V5	V7
V1 – Effectiveness of Promotions	1	.62	.59	.54	.46
V2 – Personalization of Offers	.62	1	.66	.58	.50
V3 – Use of Consumer Data in Promotions	.59	.66	1	.61	.57
V5 – Customer Satisfaction with Promotions	.54	.58	.61	1	.63
V7 – Influence on Purchase Decision	.46	.50	.57	.63	1

Source: Survey data-SPSS Output

The correlation matrix in Table 4 reveals strong positive relationships among key variables associated with data-driven promotional activities in malls. The highest correlation is observed between Personalization of Offers and Use of Consumer Data in Promotions ($r = 0.66$), suggesting that effective use of consumer data significantly enhances the personalization of marketing efforts. Similarly, Customer Satisfaction is strongly correlated with both Use of Consumer Data ($r = 0.61$) and Personalization ($r = 0.58$), indicating that targeted and relevant promotions contribute positively to customer experiences. The correlation between Customer Satisfaction and Influence on Purchase Decision ($r = 0.63$) further highlights that satisfied customers are more likely to be influenced by promotional offers. Although all correlations are positive, the relationship between Effectiveness of Promotions and Influence on Purchase Decision ($r = 0.46$) is relatively weaker, suggesting that not all effective promotions directly translate to consumer action. Overall, the findings emphasize the interconnectedness of data usage, personalization, satisfaction, and consumer behavior, reinforcing the strategic importance of data-driven decision-making in promotional planning.

8. Results and Discussion

- Strong Use of Consumer Data (Mean = 3.65, SD = 1.11) respondents rated Use of Consumer Data in Promotions the highest, indicating growing consumer awareness and appreciation of data utilization in mall promotions.
- Significant ANOVA Result for Promotion Effectiveness ($F = 3.12$, $p = 0.001$) there is a statistically significant difference in Effectiveness of Promotions across different malls, suggesting varying levels of strategy success.
- Personalization Strongly Correlated with Data Usage ($r = 0.66$) A high positive correlation between Personalization of Offers and Use of Consumer Data shows that better data integration leads to more tailored promotions.
- Customer Satisfaction Shows No Significant Mall Variation ($F = 1.78$, $p = 0.082$) although satisfaction is moderately rated (Mean = 3.38), there is no significant difference across malls, indicating a common customer experience baseline.
- Trust in Promotions Varies by Mall ($F = 2.09$, $p = 0.026$) shows a significant difference across malls, highlighting the importance of ethical and transparent practices.
- Purchase Decision Weakly Correlated ($r = 0.46$ with Effectiveness) while consumers find promotions effective, this only moderately influences actual buying decisions, signaling a gap between interest and action.
- Given the strong correlation ($r = 0.66$) between data use and personalization, malls should adopt AI tools that refine offer targeting based on real-time customer data.
- Since trust levels significantly vary across malls ($p = 0.026$), clearly communicating data use policies can help enhance consumer confidence.
- With Influence on Purchase Decision rated the lowest (Mean = 3.33) and statistically non-significant ($F = 1.21$, $p = 0.278$), malls must focus on actionable promotions that drive purchases, such as limited-time offers or loyalty rewards.

9. Conclusion

The present study on data-driven decision-making in promotional activities across select malls in Bengaluru City reveals that consumers recognize and moderately appreciate the integration of data analytics in shaping personalized marketing strategies. The findings confirm that variables such as personalization, data usage, and trust significantly influence consumer perception, while the impact on actual purchase decisions remains modest. The ANOVA results indicate notable differences across malls in terms of promotional effectiveness, personalization, and trust, suggesting that some malls are more successful in leveraging data than others. Correlation analysis further emphasizes the interdependence of key promotional factors, highlighting personalization and customer satisfaction as central to effective marketing. While the hypothesis regarding differences in consumer perception across malls was supported in most variables, areas like purchase decision and satisfaction showed consistent patterns across the sample. This study underscores the value of ethical data usage and transparent communication in enhancing trust and engagement. Future research can explore longitudinal changes in consumer responses to data-driven promotions, incorporate psychographic factors, or compare outcomes across different cities and retail formats for broader generalizability.

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