ISSN: **2229-7359** Vol. 11 No. 2S, 2025

https://www.theaspd.com/ijes.php

# The Impact of Green Branding on EV Adoption in India: A Comparative Study of Tata Motors and Ola Electric

Rajimol KP<sup>1</sup>, Rajeshwari G V<sup>2</sup>, Dr Ajatashatru Samal<sup>3</sup>, Dr Lakshmi.S.R<sup>4</sup>, Naveen Kumar A<sup>5</sup>,

# Dr N Subbu Krishna Sastry<sup>6</sup>

<sup>1</sup>Assistant Professor, Department of MBA, Atria Institute of Technology, Bangalore, India,

<sup>2</sup>Research Scholar, Management, Visvesvaraya Technological University, Belagavi,

Research Centre, Department of MBA, Sri Venkateshwara College of Engineering, Bangalore Email-gyraajeshwari@gmail.com

<sup>3</sup>Associate Professor & HoD, Department of MBA, Sri Venkateshwara College of Engineering,

Visvesvaraya Technological University, India, Email- ajatashatru7@gmail.com

<sup>4</sup>CHRIST (Deemed to be University), Yeshwantpur campus, Bangalore .India

Email: lakshmi.sr@christuniversity.in

<sup>5</sup>Assistant Professor, Department of MBA, Sri Venkateshwara College of Engineering, Visvesvaraya Technological University, India, Email- naveenreddy7899446@gmail.com

<sup>6</sup>Professor, School of Management, CMR University Bangalore, India

Email- Email-oviansastry@gmail.com

#### **Abstract**

More concern about the environment has strongly affected people's shopping habits and the strategies of companies, mainly in the electric vehicle business. Because of its importance in sustainable marketing, green branding now strongly impacts how consumers behave and prefers greener ways to travel. This study aims to look into the eco-friendly branding ways used by Tata Motors and Ola Electric in India, and evaluate their influence on the adoption of electric vehicles by people. The study used a mix of examining brand campaigns, surveying customers, and analyzing additional reports to assess the extent to which environmental matters are included in the branding and marketing of each company. Tata Motors uses their history and technological achievements to make cars, while Ola Electric tries to meet the needs of young people in cities by highlighting disruptions, affordability, and sustainability. The research explores issues such as trust in the brand, reasons for the brand's environmental reputation, the company's social responsibility efforts, and its engagement on digital platforms to determine how these affect the level of loyalty. It seems that while Ola Electric uses strong green-themed branding and prefers digital platforms, Tata Motors is perceived as reliable and accepted by people buying for their families. The research points out that aligning authentic actions in business with green branding can help a company gain and keep loyal customers. It proves that successful green branding helps develop the brand and encourages more Indians to choose electric vehicles. It gives expert advice to both marketers and policymakers on how to strengthen the image of green brands and assist India in reaching environmental sustainability and clean mobility goals. It adds to the existing knowledge about green marketing and behavior of consumers in growing economies.

**Keywords:** Green Branding, Electric Vehicles, Consumer Adoption, Sustainable Marketing, Tata Motors, Ola Electric, India, Brand Strategy, Environmental Sustainability.

<sup>\*</sup> Corresponding Author Email: rajikpc14@gmail.com

ISSN: **2229-7359** Vol. 11 No. 2S, 2025

https://www.theaspd.com/ijes.php

#### INTRODUCTION

Because global environmental issues are increasing, the automobile industry is shifting towards electric vehicles instead of cars powered by internal combustion engines. It is especially important for India, since the nation has to deal with damage to the environment and increasing urban air pollution at the same time. According to the latest government plans, such as FAME and the 2070 net-zero goal, electric vehicles are now central in India's new policies. As a result, branding sustainable products and offering ecological services is now a significant tool used to sway customers, grow brand reputation, and encourage more people to go for electric vehicles.

This type of branding means connecting a brand's environmentally friendly values in its core image, products, actions, and how it reaches customers. The popularity of electric vehicles in India depends on strong branding that helps consumers realize they are safe for the environment and their irresistible cost cannot be overlooked. There are numerous elements to green branding, for example, making products sustainable, using green sources for suppliers, taking care of corporate social responsibility (CSR), and receiving environmental certification. If shared with people clearly, these strategies can make a brand unique and encourage customers to stick with it.

Business in the Indian electric vehicle area is flourishing due to government subsidies, better infrastructure, and a rising number of buyers. In this sector, Tata Motors and Ola Electric are well-known companies that take two different paths with their brands, business systems, and ways of operating in the market. By using its name and wide dealership network, Tata Motors has grown its electric cars, such as the Nexon EV and the Tigor EV, in India. The company tries to appear as an honest and dependable brand that uses technology along with environmentally-friendly methods. On the contrary, Ola Electric, formed from the well-known ride-hailing firm Ola, has swiftly become a focus of interest thanks to its big plans, exciting marketing campaigns, and desire to help everyone use electric vehicles. The Ola S1 scooter and other models are shown by the company as fashionable, high-tech, and eco-friendly choices available to urban riders.

The purpose of this research paper is to look at how Tata Motors and Ola Electric have adopted green branding strategies and see how those strategies prompt people to use electric cars in India. These two brands were selected because they have different plans for targeting the market. Through top-down decisions, Tata Motors works on reliable products, offers helpful after-sales service, and portrays the brand as welcoming to families. But Ola Electric uses a bottom-up strategy, concentrating on going straight to customers, communicating via apps, intensive online advertising, and having an appealing image for the young group. Although both companies report strong concern for the environment, they implement green marketing in different styles, so we can learn a lot by comparing the methods.

The idea of green branding is based on the general ideas of green marketing, which support actions that help the environment, from how products are made to how they are promoted and used. When companies are genuine about green values in marketing, consumers tend to favor the company and have a strong desire to purchase and suggest its products. Because of this theory, companies must give importance to perception management in groups where false environmental statements can lower their credibility. As customers in India care greatly about a brand's reliability when buying, genuine green claims are very important.

ISSN: **2229-7359** Vol. 11 No. 2S, 2025

https://www.theaspd.com/ijes.php

Another way of looking at this subject is by using the Technology Adoption Model, which explains how people adopt technology depending on how useful and easy it is to use. When a brand uses green branding, it points out that EVs use less energy, are eco-friendly, and give vehicle owners access to modern features such as braking that returns power to the battery, high-tech connections, and checking car condition online. Hence, the combination of TAM and green branding reveals subtle reasons that affect why people choose electric vehicles.

Because of this, it is more important than ever for brands to support environmental issues since urban millennials and Gen Z tend to decide what to purchase with their values in mind. Those customers make efforts to buy from firms that prove they are environmentally sensitive, honest, and forward-thinking. Using social media, consumers are now able to reach out to brands, offer their opinions, and join discussions with the public. In this setting, green branding helps share values about the environment and also strengthens connections among people and followers.

The researchers in the study use both qualitative and quantitative methods of study. The purpose of content analysis is to look for messages about the environment in advertisements, websites, product brochures, and CSR reports. Meanwhile, a formal survey is given to people using or considering EVs, checking their impressions of the brand's sustainability, how much they believe the information they get, and whether they plan to purchase electric vehicles. In order to understand a wide range of views, the sample included consumers from India's biggest cities. Experts use factor analysis and correlation tests to find useful results and confirm their theories.

This study is important to different groups of people. Marketers can use these findings to know how focusing on sustainability in a brand can benefit their efforts to win and keep EV customers. This point makes it easier for policy makers to see that branding from the private sector supports their plans to speed up green mobility. The study supplies important information for those working in branding and industry in developing countries. In the end, the study takes the mystery out of what leading brands say about 'green' and inspires consumers to be more careful about their decisions.

All in all, green branding started as a minor marketing tool but is now a major business approach in industries that must pay close attention to environmental issues, like the automotive industry. As India tries to shift to sustainable transport, the way Tata Motors and Ola Electric promote their brands will greatly influence how people talk about transport, businesses operate, and the environment is affected. In doing so, the study tries to determine the strategies that could motivate people to choose eco-friendly choices and turn the Indian EV market into a leader when it comes to adopting green solutions.

#### LITERATURE REVIEW

Adopting sustainable ways of transportation in India has become possible mainly due to electric vehicles (EVs) and support from the government and more aware consumers. One of the main influences behind this change is green branding, which combines environmental concerns into a company's brand plan to appeal to people who pay attention to the environment. Researchers have discussed many approaches that automotive companies use to promote sustainability and build trust to get customers to buy electric cars.

ISSN: **2229-7359** Vol. 11 No. 2S, 2025

https://www.theaspd.com/ijes.php

Green branding, which belongs to green marketing, is used to show products or companies as environmentally conscious to help shape consumer decisions. Valentini and Kruckeberg (2018) point out the ethical elements of talking about green energy in the automobile industry by discussing the Volkswagen emissions scandal as a case study. Their study shows that being honest and transparent matters a lot when it comes to green branding, because false advertising can threaten a company's reputation. Companies based in India will need to take this advice to maintain trust with their customers, according to what these researchers discovered.

To look into this in India, Vatsa, Singh, and Chaudhary (2021) studied how much green advertising worked to promote eco-friendliness in the auto industry. The research shows that green ideas in automotive ads have limited success, mostly because of how clear, powerful, and persuasive the messages are. It makes a big difference in brands such as Tata Motors and Ola Electric, as one uses established credibility in marketing while the other focuses on digital changes.

With more competition in the Indian EV market, top companies are including sustainability in their main marketing strategies. Gottumukkala et al. (2024) analyzed several automotive firms and realized that many are now taking on sustainability issues instead of only complying. Marketing experts mention that Tata Motors and Maruti Suzuki have both started targeted environmental practices, for instance, "EVergreen" supports environmental choices and comes alongside Tata's new sustainable vehicles. Such campaigns support the brand's pledge to clean transportation and help teach people new things.

Just like Tesla, Ola Electric, a more recent company, has created its reputation on innovation and sustainability. The direct sales method and app-supported system fit this generation, since they focus on technology and care about the environment. According to Yaghi (2024), ads designed to be green in the car industry favorably influences people's environmental views, especially if they are promoted online with emotive messages.

How the government decides on policies can influence the growth of green branding in a company. The FAME II scheme (according to Chambers and Partners, 2023), duty exemption for making lithium-ion cell manufacturing (as outlined by the Press Information Bureau, 2023), and lower GST on EVs and chargers (as announced by Press Information Bureau in 2022) have decreased the cost of EVs, giving businesses an opportunity to help customers and strengthen the "environmentally friendly" image of their brand. Both companies have shared the information about these incentives to point out how owning an electric car will be economical, useful, and good for the environment.

The report by Autocar India (2024) says that with the EV policy now bringing import duties down to 15% for firms investing in domestic production, companies such as Ola Electric are capitalizing on their domestic manufacturing as a proud and sustainable choice. Because of these actions, automotive firms' claims about being environmentally friendly are trustworthy to customers.

Mercom India reports that consumer interest in EVs is increasing fast, as sales of EVs went up by 27% each year, and experts predict an even sharper 66% increase in 2024. Such growth happens because people are becoming more interested in environmentally friendly ways to

ISSN: **2229-7359** Vol. 11 No. 2S, 2025

https://www.theaspd.com/ijes.php

commute, not only because of policy. Especially the urban generation, who are interested in technology and the environment, look favorably at brands that fit with these beliefs. While Ola Electric works to satisfy the tech-savvy young drivers, Tata Motors serves the segment of families that want to keep their costs low and drive confidently.

In Metropolia University of Applied Sciences (2020), it is explained that top automakers are taking steps to ensure sustainability is applied in products and the company's identity, not just in their press and advertising. If this style is upheld sincerely, the brand's value rises and customers stick with it for a long time.

Tillu et al. (2024) introduce a wide lens to examine the effects of technical, economic, and ESG (Environmental, Social, and Governance) factors on India's sustainability for the sector. According to their findings, green branding should involve more than promotions and actually include concrete ESG results. Businesses that show their ESG progress and focus on green solutions can create a good reputation for themselves. Working on hybrid and EV technology and having a solid manufacturing process lead to cleaner supply chains for Tata Motors and Ola Electric, which help their brands if promoted properly.

Trust plays a major role in the stories found in the literature. Valentini and Kruckeberg (2018) have noted that people and companies can lose their good image if they do not practice what they preach. Because greenwashing is so common in India, consumers' doubt might reduce the impact of green branding. Therefore, businesses must ensure that they actually do what they say, for example, use green energy, recycle their cars, and outline their carbon emissions.

## Summary

It is mentioned in the reviewed works that green branding is becoming an important means to encourage consumers to use EVs in India. According to the key findings, there are the following aspects:

- It is very important to be sincere in green messaging to earn consumer trust.
- These two brands, Tata Motors and Ola Electric, use two different green branding methods: Tata uses the reputation it built over time, while Ola innovates and disrupts the industry.
- Certain government policies and incentives greatly assist in bringing about a green position.
- Younger populations who are involved with digital technology seem to respond more to care for the environment in marketing.
- Firms should not only market themselves in a green way, but also put ESG plans into action, to keep having a positive impact.

This base of research allows us to examine the comparison of Tata Motors and Ola Electric, pointing out how using different branding strategies influences consumer behavior in the Indian market for electric vehicles.

#### Research Objective

- 1. To identify and analyze the green branding elements employed by Tata Motors and Ola Electric.
- 2. To evaluate consumer perceptions of these branding strategies and their impact on purchase intention and brand loyalty.

ISSN: **2229-7359** Vol. 11 No. 2S, 2025

https://www.theaspd.com/ijes.php

- 3. To compare the effectiveness of the two brands in promoting EV adoption through sustainable branding.
- 4. To offer strategic recommendations for enhancing green branding practices in the Indian EV sector.

### **Hypotheses**

H<sub>1</sub>: There is a significant positive relationship between consumer perception of green branding strategies and purchase intention for electric vehicles.

#### RESEARCH METHODOLOGY

To study consumers' beliefs about green branding and their influence on buying habits, the study made use of quantitative methods in India's EV sector, partly devoted to Tata Motors and Ola Electric. A questionnaire has been used to get information from people who currently or might own EVs, living in Mumbai, Delhi, Bengaluru, or Nagpur. The questionnaire covers questions about how someone perceives green brands, their intention to purchase, and consumers' loyalty, all supported by research from before. In order to include people familiar with both brands, a sample was created by stratifying the data. Information was obtained from 400 participants by using online platforms and offline ways. Recording data sets and measures were made with descriptive statistics, which were then used to understand the study's findings. Additionally, Pearson's correlation, multiple linear regression, and independent sample t-tests were used with SPSS software to check and confirm the study hypotheses. The instrument's reliability and validity were maintained by using Cronbach's Alpha and factor analysis methods. The researchers looked at the differences in how people react to Tata Motors and Ola Electric. Using this approach, one can study how green branding impacts what people think, intend to do, and how loyal they are to EV products in India.

Table 1: Descriptive Statistics of Key Variables

Tuble 11 Descriptive successes of they variables					
Variable	N	Minimum	Maximum	Mean	Std. Deviation
Consumer Perception of Green Branding	400	1.80	5.00	4.12	0.63
Purchase Intention for Electric Vehicles	400	2.00	5.00	4.05	0.70

## Analysis of Descriptive Statistics

The figures offered for the "Consumer Perception of Green Branding" and "Purchase Intention for Electric Vehicles" provide early or first signs about the Indian EV market. With 400 people involved in the survey, the mean score for how consumers perceive green strategies by Tata Motors and Ola Electric was 4.12 (on a 5-point scale), so the majority of respondents think well of those strategies. The standard deviation of 0.63 demonstrates that opinions are mostly consistent among the survey participants. Also, the average score for wanting to buy an electric vehicle was 4.05, showing that consumers are likely to give electric vehicles serious thought. Although there is a little more variation in the responses, the 0.70 standard deviation points toward a positive view toward EV adoption. It appears that these strategies are well received by people and may shape the way they decide what to buy. Since both variables have high means, it seems that there is a link between a positive image of green branding and a person's intention to buy. It allows further study of the connection using correlation and regression to check how strong and meaningful the link is.

ISSN: **2229-7359** Vol. 11 No. 2S, 2025

https://www.theaspd.com/ijes.php

Table 2: Pearson's Correlation Between Consumer Perception of Green Branding and Purchase Intention

Variables	Consumer Perception	Purchase Intention
Consumer Perception of Green Branding	1	0.642
Purchase Intention for Electric Vehicles	0.642	1

## Analysis of Hypothesis Testing

Pearson's correlation study demonstrated that strong link between consumers' opinions about the green focus of brands and their enthusiasm for electric vehicles, reaching a coefficient of 0.642. As a result, customers who feel positively about green branding by EV producers, for example, Tata Motors and Ola Electric, are inclined to purchase electric cars. The low significance value (p less than 0.05) confirms that the positive link between the factors is not likely to result from chance. This result backs up hypothesis (H<sub>1</sub>), stating that green branding helps influence consumers' intentions to buy electric vehicles in India. This illustrates that green branding helps to persuade customers and increases their chance of choosing electric vehicles. All in all, the hypothesis testing proves that green branding is a vital reason people in India choose sustainable ways of getting around.

#### **DISCUSSION**

The results of this study prove that the use of green approaches in branding greatly affects how Indian electric vehicle consumers react to Tata Motors and Ola Electric products. It has been proven that strong green branding catches the attention of consumers and leads them to buy more. It is clear that green branding makes EV makers more appealing to customers and also motivates them to ditch fuel-powered vehicles for cleaner alternatives.

Findings in the study match information from earlier works emphasizing that India's consumers are becoming more interested in environmentally friendly products. It is clear from this result that consumers are affected by how ethical and environmentally aware a brand is, as well as the features and prices of their products.

This study indicates that both Tata Motors and Ola Electric have successfully fanned favourable opinions from consumers through their green branding, but there are differences since each brand has a different background, position, and communication way. Tata Motors uses its old reputation in cars with modern efforts to help the environment and Ola Electric attracts technology-minded younger buyers by advertising electric mobility and environmental themes.

In addition, the research reveals manufacturers should keep focusing on clear and believable green marketing strategies. Taking care of the environment by communicating well can encourage people to buy more, support the brand, and encourage them to continue being customers for a long time. So, policymakers and marketers should consider ways to encourage green marketing of EVs with incentives, certifications, and more educational programs, as this may help speed apple-up adoption in India and move it toward its sustainability ambitions.

At the same time, it is clear that green branding should not serve as the sole factor for people, as other things like price, availability of related services, and quality continue to matter.

ISSN: **2229-7359** Vol. 11 No. 2S, 2025

https://www.theaspd.com/ijes.php

Researchers may want to examine the ways in which green branding influences functional aspects of decision-making by people.

All in all, this research proves that promoting electric vehicles using green strategies is important for changing Indian consumers' attitudes and intentions positively. Using these strategies well could be essential for Tata Motors and Ola Electric to gain a greater role in the EV industry and contribute to greener transportation in the nation.

### **Overall Conclusion**

It looked at how green branding plans influenced whether people in India want to buy an electric vehicle from Tata Motors or Ola Electric. It was found that consumers' views about green branding contribute strongly and significantly to their willingness to buy electric vehicles. This implies that messages about nature and environmental solutions have a big impact on how people behave in India's rapidly growing EV sector.

With green branding, EV makers boost their good reputation and encourage buyers who focus on protecting the environment. Tata Motors and Ola Electric have used their branding in favor of green energy to appeal to various groups, therefore encouraging people to prefer electric transportation. In addition, green branding needs to be supported by cost, infrastructure growth, and advanced technology if it's to encourage people to adopt electric vehicles.

According to the study, Indian players in the automotive market and policymakers can drive up acceptance and achieve rapid market growth of electric vehicles by relying on transparent and engaging green branding strategies. All in all, what these efforts achieve is supporting sustainability efforts through cleaner cars and curbing the effects of India's automotive industry on the environment.

All in all, using green branding approaches has been noticed to sway consumer purchases and also help brands gain lasting loyalty in the electric vehicle market. To achieve a greener car industry, India should keep improving its sustainable marketing and allow helpful policies and new ideas to guide the process.

## **REFERENCES**

- Autocar India. (2024, March 15). New EV policy to reduce import duty to 15 percent. <a href="https://www.autocarindia.com/industry/new-ev-policy-to-reduce-import-duty-to-15%C2%A0percent-434630">https://www.autocarindia.com/industry/new-ev-policy-to-reduce-import-duty-to-15%C2%A0percent-434630</a>
- Business Model Analyst. (2025, March 28). *Maruti Suzuki marketing strategy*. <a href="https://businessmodelanalyst.com/maruti-suzuki-marketing-strategy/">https://businessmodelanalyst.com/maruti-suzuki-marketing-strategy/</a>
- Chambers and Partners. (2023). *Evaluating FAME II: Insights and the road ahead*. <a href="https://chambers.com/articles/evaluating-fame-ii-insights-and-road-ahead">https://chambers.com/articles/evaluating-fame-ii-insights-and-road-ahead</a>
- Exchange4Media. (2020, February 6). Maruti Suzuki launches 'People Technology' campaign. <a href="https://www.exchange4media.com/advertising-news/maruti-suzuki-launches-people-technology-campaign-110913.html">https://www.exchange4media.com/advertising-news/maruti-suzuki-launches-people-technology-campaign-110913.html</a>
- Gottumukkala, M., Kalvakolanu, N. S., Bobba, V., & Bathina, S. (2024). Sustainable green marketing practices of the automotive industry in India: A thematic analysis of key players. *Library Progress (International)*, 44(3), 17813–17823. <a href="https://bpasjournals.com/library-science/index.php/journal/article/view/1151">https://bpasjournals.com/library-science/index.php/journal/article/view/1151</a>

ISSN: **2229-7359** Vol. 11 No. 2S, 2025

https://www.theaspd.com/ijes.php

- Hyundai Motor India. (n.d.). *Progress for humanity*. Retrieved April 15, 2025, from <a href="https://www.hyundai.com/in/en/hyundai-story/progress-for-humanity">https://www.hyundai.com/in/en/hyundai-story/progress-for-humanity</a>
- Mercom India. (2024). Electric vehicle sales clock 27% yearly growth in 2024, reach 1.9 million units. <a href="https://www.mercomindia.com/electric-vehicle-sales-2023">https://www.mercomindia.com/electric-vehicle-sales-2023</a>
- Metropolia University of Applied Sciences. (2020). Automotive industry adapting to going green? [Bachelor's thesis].
- Passionate in Marketing. (2023, June 27). Never been to EVergreen A campaign by Tata Motors. <a href="https://www.passionateinmarketing.com/never-been-to-evergreen-a-campaign-by-tata-motors/">https://www.passionateinmarketing.com/never-been-to-evergreen-a-campaign-by-tata-motors/</a>
- Press Information Bureau, Government of India. (2022, January 5). GST Council reduces rates on EVs and charging equipment. <a href="https://pib.gov.in/PressReleasePage.aspx?PRID=1797676">https://pib.gov.in/PressReleasePage.aspx?PRID=1797676</a>
- Press Information Bureau, Government of India. (2023, February 1). Union Budget 2023-24: Customs duty exemption extended for lithium-ion cell manufacturing. <a href="https://pib.gov.in/PressReleseDetailm.aspx?PRID=1907698">https://pib.gov.in/PressReleseDetailm.aspx?PRID=1907698</a>
- Reuters. (2024, April 5). *India EV sales to rise* 66% this year after nearly doubling in 2023, report says. <a href="https://www.reuters.com/business/autos-transportation/india-ev-sales-rise-66-this-year-after-nearly-doubling-2023-report-says-2024-04-05/">https://www.reuters.com/business/autos-transportation/india-ev-sales-rise-66-this-year-after-nearly-doubling-2023-report-says-2024-04-05/</a>
- Tillu, P. G., Digalwar, A. K., Singh, S. R., & Reosekar, R. S. (2024). Towards sustainable automobile ecosystem in India: Integrated analysis of technical, economic, and ESG dimensions. Cleaner Environmental Systems, 16. https://doi.org/10.1016/j.cesys.2024.100132
- Valentini, C., & Kruckeberg, D. (2018). "Walking the environmental responsibility talk" in the automobile industry: An ethics case study of the Volkswagen environmental scandal. Corporate Communications: An International Journal, 23(1), 73–86. <a href="https://doi.org/10.1108/CCIJ-04-2018-0045">https://doi.org/10.1108/CCIJ-04-2018-0045</a>
- Vatsa, M., Singh, S., & Chaudhary. (2021). Study of green advertisements in Indian automobile sector for environmental sustainability. IOP Conference Series: Materials Science and Engineering, 1091, 012015. https://doi.org/10.1088/1757-899X/1091/1/012015
- Yaghi, S. (2024). The effect of green advertising on consumers' environmental attitudes: A study of the automotive industry. In R. Khamis & A. Buallay (Eds.), *AI in business*: Opportunities and limitations (Studies in Systems, Decision and Control, Vol. 516). Springer. <a href="https://doi.org/10.1007/978-3-031-49544-1">https://doi.org/10.1007/978-3-031-49544-1</a> 20