Customer Orientation through Digital Media: The Case of Decorative Paint Sector of Bangladesh

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Introduction of convergence technologies in the digital media has made the latter acutely competitive marketspace for the corporates irrespective of industries. Active and interactive participation of the mass people in such media engagement has further fuelled this competition among the market players. Hence, customer orientation through digital media has become an important strategic approach for the corporates to establish their leadership in the respective domains. The corporates of the decorative paint sector of Bangladesh are also not an exception to this and therefore, they have no other better alternative but to ensure their strong presence in the web and social media through consistent digital marketing effort via search engine optimization using on and off page content development, search engine marketing using Google, Yahoo, Bing Ads, social media marketing using Facebook, Twitter, YouTube ads, etc. Thus, customer orientation through the said digital media may enable the decorative paint sector in Bangladesh to ensure maximum customer reach, engagement and satisfaction for their sustainability and success.

Field of Study: Marketing

Keywords: Digital media, digital marketing communication, decorative paint sector, search engine optimization, social media, internet, web, etc.

1. Introduction

To sustain in the competitive market it is important to know the customer requirements, their attitudes and perceptions to the market trends, etc. This has become easier with the advent of convergent technologies like internet, web, multimedia, social media, search engine optimization, cloud computing, etc. It is because such technologies have made modern day customers interested towards email, voice chatting, video conferencing, various types of apps, company profiles of social networking sites like Facebook, Twitter, LinkedIn, Instagram, YouTube, etc. The reasons of such technology savvy attitude of customers are the results of the convenience in the extensive use of the said robust convergent technologies. The result of this is that modern online surfers irrespective of their ages, occupations and genders allocate a good amount of their daily routine for such media usage. This is because the decorative paint sector like those of other sectors also need to rely on new digital media. The main reason behind this necessity is the recent trend where customers of the present day are integrating website, search engines and social media into their daily lives. It is, therefore, to maintain stable growth, profitability and brand development in such fiercely and acutely competitive environment, the decorative paint marketers in Bangladesh have become serious to promote their services through digital media apart from their marketing communication through conventional media in order to ensure mass awareness among the members of

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online community. Indeed, such significance of marketing communication through digital media behind customer orientation acted as the principal reasons or motivation behind this study to examine the relationship between marketing communication through digital media and customer orientation of the decorative paint sector of Bangladesh.

Some of the previous papers adopted various qualitative frameworks or models of customer orientation while others focused on digital marketing. From that perspective, the current paper is unique because, this study found ten (10) integrated variables of both customer orientation and digital marketing which have direct influence on the decorative paint sector of Bangladesh. The significance of the identified variables on the customer orientation decorative paint sector of Bangladesh through digital media was verified and proved through various statistical tests including reliability, sampling adequacy, validity, and multiple regression analysis.

But the current study is not free from **limitations**. But there is paucity of research findings in this regard. For example, the competitiveness in the decorative paint telecommunication industry of Bangladesh is very acute where each of the market players is trying to secure its position in the market in the long run. But the success of such efforts to a great extent depends on the digital media based customer orientation. However, in the present time of competitive rivalry, customers' switching tendency and their engagement in the digital media through positive and negative word of mouth, etc., it has been very challenging to be customer oriented through the conventional media based marketing campaigns only. In this connection, customer orientation through digital media may be an effective approach to adopt by the paint companies to ensure stable growth of their business. However, from the intensive effort during the collection of secondary data, it has been seen that there is acute scarcity of research works on the role of customer orientation of the decorative paint sector of Bangladesh through digital media. Some of the past studies have not come into a conclusion with the concrete and exhaustive list of necessary factors which could may positively affect and ensure customer orientation of the decorative paint sector of Bangladesh through digital media. In fact, some of the previous studies focused on one or, some specific factors other than the maximum factors. So, it is clearly evident that there is a **research gap** and to mitigate this gap a rigorous research is yet to be systematically attempted. This **motivates** the current research to be pursued to identify the relevant factors that may enable the concerned paint companies to take necessary policy measures and actions in order to ensure customer orientation of them through digital media in particular and for the industry in general. Furthermore, the present study may contribute to further research for innovative, academically enriched and digital media centric marketing program for customer oriented business growth and stability. Therefore, to fill out such knowledge gap left out by the previous research works, the findings of the same similar to the subject matter may be cited and on the basis of the same an empirical study may be endeavored to draw Bangladesh scenario. With this end in view, the present study investigates the **research question**: "Can decorative paint sector of Bangladesh ensure customer orientation through Digital Media?". However, from the context of the current research question the following **hypothesis** has been developed to exhibit the appropriate answer:

H_0: Decorative paint sector of Bangladesh cannot ensure customer orientation through Digital Media.

H_a: Decorative paint sector of Bangladesh can ensure customer orientation through Digital Media.

From the light of the above hypothesis, the principal **objective** of this study is to examine the relationship between marketing communication through digital media and customer orientation of the decorative paint sector of Bangladesh.

This paper is organized with the various sections. Section 1 deals with introduction, Section 2 focuses on the background of the decorative paint industry of Bangladesh, Section 3 portrays the literature review, Section 4 exhibits the conceptual model of the present study, Section 5 delineates the methodology of the study, Section 6 exhibits the analysis and findings of the study and Section 7 draws a constructive conclusion with implications.

2. Background of the Decorative Paint Industry of Bangladesh

The key products include plastic emulsion, distemper, outer coat (weather proof), synthetic enamel, etc. (Rahman, F., 2016). The users of the decorative paints include shipbuilding, automobile, furnishing and real estate industries, homes and offices, industrial and textile sectors, etc. The companies that manufacture and market decorative paint are both formal/structured and non-structured in nature.

Market size: According to the Annual report of BPMA (Bangladesh Paint Manufacturers Association, 2014), the size of the Bangladesh decorative paint industry is more than BDT 20 billion (approx. 0.26 billion USD). A study on the entire paint industry of Bangladesh conducted by Prime Bank Ltd. exhibited the domestic production capacity Tk 920 crore against the estimated current market demand as Tk 1,000 crore. So, the demand-supply gap of Tk 80 crore showed good prospect for the decorative paint industry though there was little business opportunity for the new entrants. However, in 2017, the size of Bangladesh's decorative paint market was about Tk 3,500 crore, according to a number of paint manufacturers and Bangladesh Paint Manufacturer's Association (Chakma, J., 2018).

Market share: Berger Paints (BD) Ltd is the market leader. Other national major companies are Asian Paints, Roxy Paints, Elite Paints, RAK and Pailac Paints. Moon Star Paints & Chemical Ind. Ltd, Nazrul Brothers Paint Industries (Ujala Paint), and Al-Karim Paints & Chemicals Ltd have strong presence in certain regional markets. Recently the market has experienced the entry of global players such as Akzonobel from the Netherlands, Nippon Paint from Japan and Jotun Paints from Norway (Rahman, F., 2016). According to the Annual report of Bangladesh Paint Manufacturers Association (2014), Berger, Asian, Roxy, Pailac, Aqua, and Elite are the major players and command an almost 90% market share. Three enamel decorative paint brands (Alfa, FMC, Jotun) are newly engaged in paint production in Bangladesh. Berger Paints alone holds 52% market share, followed by Asian Paints with 18% market share, Roxy 7%, Pailac 5%, Aqua 2%, and Elite Paints 7%. Other, small and medium-sized enterprises (SMEs) altogether occupy 9% of market share. Together, all these companies produce 77,000 MT of paints annually, although the

demand of the country is nearly 98,000 MT. The per capita paint consumption of the country is approximately 260 grams. While the study on the entire decorative paint industry of Bangladesh conducted by Prime Bank Ltd., there are only a few players namely Berger, Asian, Roxy, Pailac, Aqua and Elite, etc., operating in the market with over ninety (90) percent market share where Berger alone holds 48 percent market share, followed by Asian Paints 12 percent, Roxy 10 percent, Pailac and Aqua each 7 percent and Elite Paints 5 percent. Uzala and Navana paints are also in the market (http://www.thepages.com.bd, 2017). A recent study of LankaBangla Investment Ltd reveals that above 80% of the country's paint market is in the hands of foreign brands including Berger, Asian, Roxy, Pailac, Aqua, and Elite where Berger alone holds 52% market share, followed by Asian Paints 18%, Roxy 7%, Elite 7%, Pailac 5%, and Aqua paints 2%, while the local paint companies, now around 30, have less than 20% market share. The study also found the recent launching of paints in the market under the brand name of Rainbow Paints by the Pran-RFL group. Other local brands include RAK, Uzala, Nippon, and Jotun Paints (Mahmud, N. and Rahman, A., 2018).

Market growth: The Prime Bank report also found that Berger became the market leader with the growth by 25 percent in 2008 and Asian Paints that entered the market in 2002, whooping 50 percent while the local housing industry grew 20 percent (http://www.thepages.com.bd, 2017). The factors which influenced the growth of decorative paint industry of Bangladesh include growth in the real estate sector, gradual increase in awareness of preservation of houses, availability of house loans and shift from semi-permanent to permanent housing structure, growth in shipbuilding industry and consistent growth of the economy, rapid urbanization, surge in spending capacity, growth of the middle class to the rich and super rich, home renovation, expansion of industries (http://www.thepages.com.bd, 2017; Mahmud, N. and Rahman, A., 2018). On the other hand, in this foreign brand dominated decorative paint market, the local firms struggle due to lack of technological support, access to affordable financing, lack of research & development facilities, lack of policy and fiscal support from the government, high 10% rate of supplementary duty, etc. This is because the local brands cannot compete with foreign brands and around four to five local paint companies closed down in the last few years due to financial constraints, thus failing to compete with foreign brands (Cited BPMA in Mahmud, N. and Rahman, A., 2018).

3. Literature Review

Customer orientation refers to the degree to which firms seek to understand and satisfy their core customers' needs (Donavan et al., 2004; Theoharakis & Hooley, 2008). Stressed on providing benefits and value i.e., customer orientation), especially when selling individualized or premium-priced products and in highly competitive markets (Homburg, et al, 2011). If a company wants its Customer orientation have results, it should move their partners to this line of thinking too (Kotler, 2011).

Without customers a firm has no revenues, no profits and no market value (Gupta and Lehmann, 2005). This has given realization to more and more corporations

regarding the importance of customer focused business (Anton and Petouhoff, 2002).

3.1. Real-time interaction with customers: According to P. Rattanawicha (2013), internet has become an important media for businesses to communicate with their customers. In this study, P. Rattanawicha (2013) found that Thai Internet users preferred using text chat to live communicate with online sales representatives on the websites. Again, recent research reveals that online customers are increasingly driven by a need for social interaction (T. Childers, et al, 2001).

3.2. Availability of customized offers: Technology has enabled organizations to accommodate customer variability and offer a wider range of customized services that meet the needs of individual customers (Randhawa and Scerri, 2015). In recent years, firms have found a novel means to overcome this limitation, and are engaging customers in the innovation process through 'user toolkits' that provide customers the freedom to design and develop their own customized product or service (Hippel, 2001; Franke and Piller 2004).

3.3. Personalized engagement with customers: In the studies by Paniagua and Sapena (2014), the firms' engagement is assessed in terms of the number of likes or fans that positively influence the firms' share value but also taking into consideration the number of comments and posts, the richness and quality of the content (photos, video, links), and the frequency of updates, which are important aspects to attract target customers' attention (Moro et al., 2016; Karjaluoto et al., 2015). According to Vlachvei and Notta (2015), a higher volume of posts and comments could represent a greater opportunity, not only for improving users' awareness and engagement with firms, but also for influencing the firm's market value. Email marketing has the highest return on investment than other marketing methods (S. Jenkins, 2009). Recent research shows that for every dollar invested in E-mail marketing, one can expect that according to the Direct Marketing Association, E-mail marketing in 2009, acquired for $43.52 (S. Jenkins, 2009).

3.4. Access to updated information: Access to information has led to a more knowledgeable, informed, savvy, sceptical consumer with higher expectations (Kim, 2008). The internet can provide consumers with up-to-the minute information on prices; availability, etc. (Franz, H., 2000).

3.5. Possibilities for comparison shopping: By allowing consumers to shop in many places and conduct quick comparisons of offerings and prices (Ellis-Chadwick, et al., 2000), Internet market places have the ability to reduce search costs for price and product information (Rowley, 2000; Bhatt & Emdad 2001).

3.6. User friendly search: With the volume of search engine usage at an all-time high and the consequent diversity of terms and concepts being sought it is becoming increasingly difficult to track what is being searched for within any given field of business and commerce (Mintel, 2007). According to Nielsen-NetRatings (2015) the average SEO-engaged brand saw its natural traffic rise by 19.8 percent year-over-year in 2014. Natural search drove 21 percent of total site traffic in 2014, well up from 18.1 percent in 2013. To ensure that internet users find the company's website, different internet marketing techniques are used (Madleňák, *et al.,* 2015). For example, this may be done through improved search referrals to a web site, using

either organic or paid search also known as search marketing (Moran & Hunt, 2006). Interactive decision aids on the Internet (e.g. a wide variety of software tools including search engines), help consumers locate useful information (Bradlow & Schmittlein, 2000; Haubl & Trifts, 2000).

3.7. Opportunity of user-generated content: Social media is a group of internet-based applications that build on the ideological and technological foundations of web 2.0, and that allow the creation and exchange of user- generated content (Galati et al., 2017). Kaplan and Haenlein (2010), classified social media according to six categories: blogs, social networking sites, virtual social worlds, collaborative projects, content communities, and virtual game worlds. In 2013, 86% of marketers stated that they see social media channels as an important part of their marketing activities (Stelzner, 2013). As a result, almost every company operates a public networking industry these days, handling accounts on different online community systems (like Facebook or myspace, as well as Twitter and Instagram) to be able to take advantage of the public networking pattern (Love, 2015). Social Media Marketing refers to advertising methods embedded in social media sites (Love 2015; Wood, 2016).

3.8. Responsive customer service: While according to York (2012), the greater the value of responsiveness, or interactivity, the deeper the exchange of information between firms and users, which is fundamental for firms' survival and for the building of social capital on the social media sites.

3.9. Opportunity of social networking: The research work of Bughin et al (2011) suggests that integration of social technologies for social networking provide benefits to the organisation by creating awareness and building engagement with customers using blogs, social networking media etc.
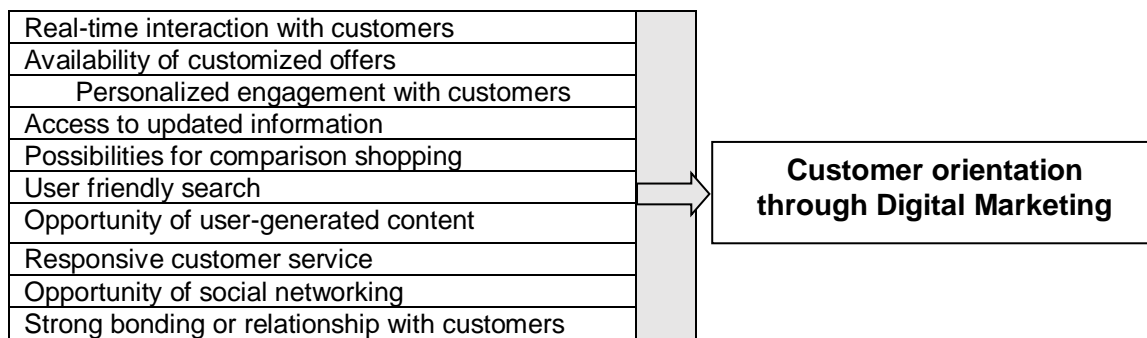
3.10. Strong bonding or relationship with customers: Customer Relationship Management (CRM) has emerged to create a customer oriented organization that maximizes customer value and long term organizational profitability through realization of mutual beneficial, durable relationships with customers (Zablah et al, 2004; Shah et al, 2006; Chen & Popovich, 2003). With a CRM approach the organization is able to treat its customers on an individual and unique basis (Bose, 2002). The business approach of CRM uses the latest information technologies to maintain intense communication with customers, as well as to gather and utilize data regarding their needs and desires (Schermerhorn, 2008). As an information technology system CRM gathers and utilizes customer information for the organization so that the organization may anticipate customer wants, need, and desires and thereby building lasting customer business relationships (Schermerhorn, 2008). In a study Epstein (2005) found that customers can be tracked for their website interaction to identify their preferences and hence allow the firm to respond instantaneously to their needs and such gathered information is very important for refining the value preposition and better allocating internal resources. Thus, such information acts as essential to include all aspects of customer interaction within the system from acquisition to loyalty (Epstein 2005). With customer knowledge, a firm can avoid competing based on the customer's own demand curve (Chang et al. 2003). Profiling customer data and analyzing it to develop deeper understanding can help in better managing customer care functions and the relationships with customers (Longenecker et al. 2003). Permission marketing, customisation and

personalised offerings, which are enabled through CRM, allow companies to create real value for consumers in their communication with them and help them foster and build relationships and engagement with their consumers (Kim, 2008).

4. Conceptual Model of the Present Study

From the light of the extensive literature review the above Figure 1 has been developed for the present study to exhibit the analytical (i.e., graphical) model of the issues which can examine the relationship between marketing communication through digital media and customer orientation of the decorative paint sector of Bangladesh.

Figure 1: Research Model for Customer Orientation through Digital Marketing Decorative Paint Sector of Bangladesh

Real-time interaction with customers
Availability of customized offers
Personalized engagement with customers
Access to updated information
Possibilities for comparison shopping
User friendly search
Opportunity of user-generated content
Responsive customer service
Opportunity of social networking
Strong bonding or relationship with customers

→ **Customer orientation through Digital Marketing**

5. Methodology of the Study

Table 1: Identification of Variables

Code	Variables	Sources
v1	Real-time interaction with customers	P. Rattanawicha, 2013; T. Childers, et al, 2001
v2	Availability of customized offers	Franke and Piller 2004; Randhawa and Scerri, 2015; Hippel, 2001
v3	Personalized engagement with customers	Karjaluoto et al., 2015; Moro et al., 2016; Paniagua and Sapena, 2014; S. Jenkins, 2009; Vlachvei and Notta, 2015
v4	Access to updated information	cf. Franz 2000; Kim, 2008
v5	Possibilities for comparison shopping	Bhatt & Emdad 2001; Ellis-Chadwick, et al., 2000; Rowley, 2000
v6	User friendly search	Bradlow & Schmittlein, 2000; Haubl & Trifts, 2000; Madleňák, *et al.,* 2015; Mintel, 2007; Moran & Hunt, 2006; Nielsen-NetRatings, 2015
v7	Opportunity of user-generated content	A. Galati et al., 2017; Kaplan and Haenlein, 2010; Love 2015; Stelzner, 2013; Wood, 2016
v8	Responsive customer service	York (2012)
v9	Opportunity of social networking	Bughin et al, 2011
v10	Strong bonding or relationship with customers	Bose, 2002; Chang et al., 2003; Chen & Popovich, 2003; Epstein, 2005; Kim, 2008; Longenecker et al. 2003; Schermerhorn, 2008; Shah et al, 2006; Zablah et al, 2004
DV	Customer orientation	Anton and Petouhoff, 2002; Donavan et al., 2004; Gupta and Lehmann, 2005; Homburg, et al, 2011; Kotler, 2011; Theoharakis & Hooley, 2008

Source: Literature Survey

The current study is the combination of both primary and secondary data collection and their analyses in which, the primary data have been collected from the sample size of 150 respondents who all are the subscribers of decorative paint sector of Bangladesh using purposive sampling method through a structured and self-administered questionnaire based extensive survey comprising of open-ended and non-forced, balanced and odd numbered non-comparative itemized questions using a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree). The inferential statistical tools have been adopted to identify the role of digital media based marketing communication in ensuring effective customer interaction of this sector of Bangladesh. From the literature review 10 factors of customer orientation through digital marketing have been identified as variables which are exhibited in the **Table 1** from v1 to v10.

6. Analysis and Findings

From the results of the reliability, validity and multiple regression analysis based on the field survey, the following results have been found:

6.1 Reliability Analysis:

Table 2: Reliability Analysis

Number of variables	Cronbach's Alpha	Acceptable Value	Reliability Status
11	.803	>.7	High

From the above **Table 2** the reliability of the study has been found high since the test result of the Cronbach's Alpha using 11 variables including 10 independent variables and 1 dependent variable shows the value as .803. Since the value is greater than 0.7, the study is highly reliable.

6.2 Sampling Adequacy Analysis:

Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy validates that the identified independent variables (i.e., v1 to v10) of digital media based customer orientation of the decorative paint sector of Bangladesh as dependent variable (i.e., DV). The above **Table 3** exhibits that the value of KMO is .761 which is 'good' or, 'middling' (Kaiser, 1974) suggesting the adequacy of the sample size.

Table 3: KMO Test

Name of Test	Test Score/Result	Acceptable Value	Validity Status
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.761	Good	Significant

6.3 Validity Analysis:

Table 4: Bartlett's Test

Name of Test		Test Score/Result	Acceptable Value	Validity Status
Bartlett's Test of Sphericity	Approx. Chi-Square	388.172	Greater than the table value	Significant
	Df	45		
	Sig.	.000		

From the results of the Bartlett's Test of Sphericity in the above **Table 4**, it is seen that with 45 degrees of freedom the approximate chi-square statistics is 388.172 which is greater than the table value. This shows that the result of Bartlett's test of sphericity is significant suggesting that the population was not an identity matrix. Therefore, the Bartlett's Test of Sphericity is significant.

6.3 Multiple Regression Analysis

Multiple regression analysis has been used to examine whether decorative paint sector of Bangladesh can ensure customer orientation through digital media or not. The dependent variable (digital media based customer orientation of the decorative paint sector of Bangladesh) has been regressed against each of the 10 identified independent variables in the **Table 1**.

The following **Table 5** exhibits the results of the regression analysis. To predict the goodness-of-fit of the regression model, the Multiple Correlation Coefficient (R), Coefficient of Determination or, Square Multiple Correlation Coefficients (R^2), Adjusted R^2, F ratio and t-values with significance have been examined.

Table 5a: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.524[a]	.274	.222	.75073

a. Predictors: (Constant), v10, v9, v5, v2, v8, v6, v4, v3, v1, v7

In the **Table 5a:**

Firstly, the multiple correlation coefficients (R) of 10 independent variables (v1 to v10) on the dependent variable (digital media based customer orientation of the decorative paint sector of Bangladesh i.e., DV) is 0.524, which showed that digital media based customer orientation of the decorative paint sector of Bangladesh has positive input from the 08 independent variables. In other words, the R value 0.524 shows 52.4% multiple correlation coefficients which means that there is 52.4% correlation between the predictors or 08 independent variables and the dependent variable (digital media based customer orientation of the decorative paint sector of Bangladesh i.e., DV).

Secondly, the Square multiple correlation coefficients (R^2) is 0.274, suggesting that more than 27.4% of the variation or variance in the dependent variable (DV) has been explained by the 10 predictors or independent variables. This meets the assumption of non-zero variance based on the fact that the R^2 value the variance in the predictor values, which in this case is not equal to zero.

Thirdly, the adjusted R^2 value 0.222 is ideal to generalize the model well because this value is close to R^2 value with a small difference of 0.052 (0.274 – 0.222). This means that if the model were applied to the population, it would account for 5.2% less variance in outcome.

Table 5b: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	29.634	10	2.963	5.258	.000^b
1	Residual	78.340	139	.564		
	Total	107.973	149			

a. Dependent Variable: DV
b. Predictors: (Constant), v10, v9, v5, v2, v8, v6, v4, v3, v1, v7

In **Table 5b,** firstly, the F ratio is 5.258, which is highly significant and this means that the model significantly improves the ability to predict the outcome variable. In this table, the p value is shown as 0.000 which is less than 0.05 indicating the model has a significant fit to the overall data.

So, the regression model achieved a satisfactory level of goodness-of-fit in predicting the variance of DV in relation to the 10 predictors or independent variables, as measured by the above mentioned R, R^2, Adjusted R^2 and F ratio. In other words, at least one of the 10 predictors or independent variables is important in contributing to the digital media based customer orientation of the decorative paint sector of Bangladesh.

Table 5c: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
	(Constant)	1.833	.436		4.204	.000		
	v1	.115	.105	.105	1.101	.273	.572	1.748
	v2	.156	.082	.192	1.899	.060	.511	1.956
	v3	.091	.077	.111	1.190	.236	.602	1.662
	v4	-.021	.078	-.024	-.265	.792	.622	1.607
1	v5	.014	.070	.017	.200	.841	.723	1.384
	v6	.286	.070	.370	4.081	.000	.633	1.579
	v7	-.141	.073	-.193	-1.925	.056	.518	1.929
	v8	.139	.075	.151	1.847	.067	.778	1.285
	v9	.069	.091	.065	.756	.451	.715	1.398
	v10	-.026	.071	-.030	-.366	.715	.787	1.271

a. Dependent Variable: DV

In **Table 5c** the application of the b-values in the multiple regression model equation interprets this model to mean that for every increase of one unit in v1, assuming the effects of v2, v3, v4, v5, v6, v7, v8, v9 and v10 be held constant, improvement of the digital media based customer orientation of the decorative paint sector of Bangladesh would increase by 0.115. Likewise, should the effects of other components be held constant, a single unit increase in v2 would result in a 0.156 increase in the digital media based customer orientation of the decorative paint sector of Bangladesh. Similarly, being other components held constant a single unit increase in v3, v4, v5, v6, v7, v8, v9 and v10, would lead to a 0.091, -0.021, 0.014, 0.286, -0.141, 0.139, 0.069 and -0.026 increase respectively in improvement of the digital media based customer orientation of the decorative paint sector of Bangladesh.

Since the beta values are the standardized versions of the b-values and are directly comparable, these values may be used to infer regarding the relative importance of each predictor or independent variables to the model. In other words, the beta coefficients could be used to explain the relative importance of the 10 dimensions (independent variables) in contributing to the variance in the digital media based customer orientation of the decorative paint sector of Bangladesh (DV i.e., dependent variable). As far as the relative importance of the 10 dimensions is concerned, v6: (Beta=0.370) followed by v2: (Beta=0.192), v8: (Beta=0.151), v3: (Beta=0.111), v1: (Beta=0.105), v9: (Beta=0.065), v5: (Beta=-0.017), v4: (Beta= -0.024), v10: (Beta= -0.030) and v7: (Beta= -0.193) are all important in the improvement of digital media based customer orientation of the decorative paint sector of Bangladesh.

Again, since there are more than one predictors (independent variables), the magnitude of the t-value in conjunction with the significance has been considered to assess the overall contribution to the model. Based on the decision rule "the smaller the significance value and the greater the t-value, the greater the contribution of the predictor", it is seen that v6: (t=4.081) followed by v2: (t=1.899), v8: (t=1.847), v3: (t=1.190), v1: (t=1.101), v9: (t=0.756), v5: (t=0.200), v4: (t= -0.265), v10: (t= -0.366), v7: (t=-1.925), are all significant predictors or independent variables of digital media based customer orientation of the decorative paint sector of Bangladesh. In this regard, from the t-values it can be also concluded that v6 has a greater impact on the outcome (i.e. DV) than v8, v3, v1, v9, v5, v4, v10 and v7.

In summary, it can be stated that all underlying dimensions are positive and therefore are significant. Thus, the result of multiple regression analysis rejects the null hypothesis (H_0) that "Decorative paint sector of Bangladesh cannot ensure customer orientation through Digital Media" and proves or accepts the alternative hypothesis (H_a) that "Decorative paint sector of Bangladesh can ensure customer orientation through Digital Media". So, there is a relationship as expected.

7. Conclusion and Implications

The new findings of the present study revealed that the use of digital marketing may improve customer orientation due to various factors such as real-time interaction with customers, availability of customized offers, personalized engagement with customers, access to updated information, possibilities for comparison shopping,

user friendly search, opportunity of user-generated content, responsive customer service, opportunity of social networking, strong bonding or relationship with customers, etc. The multiple regression analysis exhibited that these factors mostly influence the customer orientation of the decorative paint industry of Bangladesh through digital marketing.

So, the marketers and policy makers of this industry have to emphasize on aforesaid parameters to add more value by adopting digital marketing to their product and service portfolio. In addition, other parameters such as integrated and optimized customer service should also be taken under consideration though such factors have been poorly measured in this study. Alongside, they have to focus on the continuous improvement and multifarious application of the digital marketing campaigns and technical-know-how so that pleasing experience of using such product or service like 'Color World' can be provided to the users.

However, the reviewed literature in each study focuses on their unique findings which are not always directly related to the digital marketing of the decorative paint industry of Bangladesh. Moreover, these studies focused either one or some aspects other than the complete subject matter of the current study. For example, the findings of the previous studies on the variables like v1, v2, v4, v8 and v9 were inadequate to properly exhibit the influence of digital marketing on the decorative paint industry of Bangladesh. So, the previous papers did not exhibit the factors of digital marketing in such constructive and compact manner. Though some of the past papers adopted factor analysis, the result of such analysis including identified factors were not verified in each case with inferential statistics like correlation and multiple regression analyses. From this perspective, the present paper is unique for its compliance with the reliability and validity test criterion.

The present study has been found very much significant from the results of higher reliability and validity scores, with highly significant correlation of coefficient supported by higher F ratio, unstandardized B, standardized Beta and t values.

Finally, it can be concluded that the said factors in the form of initiatives for digital marketing may take the decorative paint industry of Bangladesh to a long way with stable growth. It is also expected that the current paper may contribute in the research and academic development of customer oriented growth in this industry of Bangladesh through a systematic process of extensive literature review followed by the primary survey findings and analysis together with conclusive implications. Thus, the paper will enable the industry with necessary course of actions and new business models which will enable the academia in developing its theory based on proven practice.

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