



## Mass Customization as a Sustainable Entrepreneurial Strategy: Evidence from Consumer Markets in India

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### Abstract

Customization in manufacturing has emerged as a vital strategic approach in today's competitive marketplace, where consumers increasingly seek products that reflect their personal preferences rather than standardized offerings. Traditional mass production systems, while efficient, often fail to address the growing demand for individuality, emotional value, and self-expression. In response, organizations are shifting toward customization and made-to-order production models to enhance customer engagement and brand differentiation. This study examines the impact of customization on customer buying experience and brand positioning, focusing on key dimensions such as customer satisfaction, emotional attachment, involvement, and perceived value. The research is based on primary data collected from 147 respondents through a structured questionnaire covering customized products such as apparel, footwear, and personalized gifts. Beyond its marketing implications, the study positions customization as an emerging entrepreneurial and innovation-driven strategy, particularly relevant for small and medium enterprises (SMEs) operating in dynamic markets like India. It also highlights the potential of customization to contribute to sustainable production practices by reducing overproduction and aligning manufacturing with actual consumer demand. The findings indicate that customization significantly enhances customer experience and strengthens brand perception while offering strategic advantages for businesses. The study contributes by linking customization with sustainable consumption, entrepreneurial opportunities, and competitive advantage in emerging market contexts.

**Keywords:** Mass Customization, Personalization, Customer Buying Experience, Brand Positioning, Consumer Behaviour, Customer Satisfaction, Emotional Attachment, Purchase Intention, Made-to-Order Production, Product Differentiation, Customer Involvement, Competitive Advantage

### 1. Introduction

Globalization, rapid technological environment changes, and dynamic service needs have made the contemporary market very competitive. The modern consumers are increasingly becoming curious about the products which would reflect their individuality, lifestyle and personal identity in contrast to the standardized and mass produced products. The conventional manufacturing systems, based on uniformity and economies of scale, have traditionally made materials affordable and accessible, but in many cases are currently unable to meet the increasing need to have uniqueness, emotional appeal, and self-expression in consumption patterns. Recent research indicates that mass customization has come as a reaction to the shifting tastes, combining the flexibility and efficiency (Trentin et al., 2025; Baranauskas et al., 2020).

To address these changes, customization in production, also known as mass customization or make-to-order production has become a strategic management tool which enables the consumer to

customize the product characteristics, including design, colour, material, size and personalized content based on the consumer preference. Customization became much more viable and scalable with the introduction of digital technologies and Industry 4.0 practices and e-commerce platforms (Ghobakhloo and Fathi, 2020; Kache and Seuring, 2017). Previous studies indicate that involving customers in the design of products builds ownership and increases perceived value, otherwise known as the I designed it myself effect (Franke et al., 2010). Moreover, personalization enhances customer satisfaction and interaction in all spheres of business, including service industries like hospitality (Hwang et al., 2021).

In addition to serving as a marketing, differentiation strategy, customization is also being considered as an entrepreneurial innovation strategy. Customization is used by firms, especially startups and small and medium enterprises (SMEs) to provide niche products and compete favorably in dynamic markets. The concept of mass

customization has been evolving, allowing organizations to implement flexible production systems and new business models that improve business competitiveness and adaptability (Purohit and Parkhi, 2023; Naldi et al., 2025). Also, the increase in the number of international e-commerce platforms has reinforced the connection between customization and performance of the firm, especially when it comes to long-term results (Hui et al., 2024).

Meanwhile, rising issues about environmental sustainability and responsible production have brought to the fore the shortcomings of conventional mass production systems that tend to drive overproduction, inventory buildup, and ineffective use of resources. Conversely, customization, especially through made-to-order production, matches production with the real consumer demand, thus minimizing waste and enhancing resource efficiency. Sustainable manufacturing is also implemented with the help of the digital transformation and Industry 4.0, where the data can be used in the decision-making process and efficient management of the resources (Ghobakhloo, 2020; Wulff and Gustafsson, 2026). The sustainability convergence of customization is linked to the bigger trends towards responsible consumption and production in the modern economies.

Differentiation is particularly significant in the new markets where digitalization is blistering, consumer preferences are changing, and the increasing number of technologies are altering the business landscapes. Individualization assists the firms to adequately meet the needs of consumers which differ in their needs so that the firms remain operational and competitive. Also, it enables the entrepreneurship and the SMEs to be innovative, differentiate and create value in such environments that are increasingly competitive.

The present paper examines the problem of customization in the manufacturing process and its impact on customer buying experience and brand positioning. Specifically, it examines how customized products impact customer satisfaction, emotional bond, involvement and purchase behavior. It is based on the main data collected on the basis of the structured questionnaire on 147 respondents on customized products that involve, but not limited to, apparel, shoes and customized gifts. Despite these earlier studies having been largely linked to operational and technological challenges, not much has been done in terms of the broader implications of customization as far as sustainability, entrepreneurship and dynamics in the emerging markets are concerned. Therefore, this paper will address this gap by proving customization as a strategic, sustainable and innovation-based strategy,

which assists in customer value creation, competitive advantage and a long-term economic development.

## 2. Literature Review

The concept of customization in the manufacturing industry has been widely applied in numerous fields particularly as far as customer experience, innovation and competitive strategy is concerned. Mass customization has developed as a hybrid concept that integrates the efficiency of mass production with the flexibility of personalized services so that firms can achieve customer needs that are different yet operational performance is not compromised. The role of customization in the contemporary supply chains and production settings has been reinforced by the increasing significance of digital technologies and data-driven systems (Kache & Seuring, 2017). Customization has become one of the most important strategic instruments to increase customer satisfaction, perceived value, and brand differentiation in competitive markets over time (Yan et al., 2020; Yoo and Park, 2016).

A considerable amount of literature accentuates the role of customization on customer purchasing experience. The literature shows that the option to involve the customers in the process of product design and the development process builds a sense of ownership and engagement, which increase the perceived value, satisfaction, and loyalty (De Bellis et al., 2019; Shi et al., 2023). Personalized products can be viewed as exclusive and personally applicable, which results in more intense emotional bonds and willingness to spend. Moreover, tailoring is also significant to form a brand perception, especially in such industries as luxury and service, where customization provides better customer experience and customer relationships (Yoo and Park, 2016; Yan et al., 2020). All of these findings prove that customization has a strong effect on consumer behavior and enhances brand positioning.

Besides impacting customer experience, customization has also been considered as an innovation-driven strategy contributing to competitive advantage and entrepreneur development. The incorporation of new technologies, such as the use of big data analytics and online platforms, allows companies to provide highly customized products, at the same time remaining efficient (Kache and Seuring, 2017; Naldi et al., 2025). Customization also enables measuring consumer preferences and increasing flexibility in manufacturing, so that firms can effectively respond to the dynamic market needs (Shi et al., 2023). The development of mass customization has also allowed companies to implement flexible and innovative frameworks that enhance performance

and competitiveness, especially in global and e-commerce-based settings (Hui et al., 2024). Moreover, it has been used in a variety of industries, such as construction and healthcare, which proves its versatility and allows progressing in the field of innovation (Barco et al., 2016; Volpp et al., 2018). Recent studies have also emphasized the significance of customization in ensuring sustainability and responsible production practices. Traditional mass production systems are also likely to result in over-production and wasteful use of resources, and customization may bring production closer to the actual demand and thereby reduce the waste and increase efficiency (Sandrin et al., 2018). The ability to apply Industry 4.0 technologies and convert the industry digitally, efficiently manage resources, and make data-based decisions further enhances the sustainability potential of customization (Naldi et al., 2025; Wulff and Gustafsson, 2026). Moreover, it is observed that customization can lead to sustainable performance outcomes, particularly when global e-commerce platforms, and sufficient firm capabilities are involved (Hui et al., 2024). All these indicate that customization is not only beneficial in economic performance but also environmental sustainability. Overall, the reviewed literature demonstrates that customization is a multifaceted model, which leads to enhanced customer experience, innovation, and sustainable business operations. Customization has become a strategy in the modern business environment as a result of digital technology, customer engagement, and flexible manufacturing systems. Nevertheless, there is still a need to incorporate these perspectives into one construct, in particular, in the emerging markets, where customization could be a key variable in the process of entrepreneurship, competitive advantage, and sustainable development.

### 3. Theoretical Framework

The present study is grounded on a number of theoretical frames that substantiate the strategic, entrepreneurial, and sustainability-driven role of customization in the modern business environments. They are the Resource-Based View (RBV), the Sustainable Business Model Theory, and the Circular Economy Logic that, when combined, provides a complete foundation in the study of the role of customization in value creation, competitive advantage, and sustainable development.

As in the Resource-Based View (RBV), competitive advantage is achieved when firms utilize unique resources and abilities efficiently. In the context of customization, the possibility to offer differentiated goods by means of such possibilities as versatile manufacturing systems, digital technologies, and platforms of communication with customers assists

companies to develop personalized goods that are hardly replicable by their competitors. These competencies ensure maximum customer satisfaction, brand positioning and long term business performance. Customization can thus be considered as a strategic resource that promotes differentiation and a lasting competitive advantage. Sustainable Business Model Theory focuses on incorporation of economic, environmental, and social value creation in organizational strategies. Customization will fit that line of thought since it transforms the production to a demand-based rather than a forecast-based production system; this will lower overproduction and enhance resource efficiency. With production being customer specific, companies can reduce waste, maximize the use of resources, and generate value which goes beyond the financial performance to environmental and social value. Sustainable business models are essential to facilitate such transitions and organizational sustainability over time (Nosratabadi et al., 2019; Bocken et al., 2018).

Moreover, Circular Economy Logic promotes the notion of minimizing waste and maximizing resource usage by closed-loop systems and responsible consumption. Customization helps to support the principles of a circular economy by promoting the creation of products in response to real demand and increasing their durability through emotions and perceived value. Personalized products have a longer life cycle, which means that they are not replaced as often, and they help to promote a sustainable consumption pattern. The circular economy has been broadly understood as a revolutionary paradigm of sustainability leading to resource efficiency and environmental responsibility (Geissdoerfer et al., 2017). Also, some circular business model patterns propose the importance of innovation and design in attaining sustainability goals, which is quite similar to customization strategies (Ludedeke-Freund et al., 2019).

According to these theoretical viewpoints, the paper hypothesizes that customization is the intermediary among customer value creation and sustainable business performance. Customization also improves customer satisfaction and engagement by providing firms with the ability to provide customers with customized products, thus resulting in better brand positioning and competitive advantage. At the same time, the demand production minimizes surplus inventory and wastage, which makes it environmentally sustainable. In this way, we can think of customization as a strategic process linking customer-centric innovation to sustainable growth in modern business settings.

### 4. Research Gap

There is a strong gap in the literature on customization in manufacturing since the majority of the research conducted so far on this topic has largely concentrated on technical and operational factors like production processes, efficiency of the supply chain, and technical development, but has paid little attention to customer-driven results. Specifically, no in-depth studies have explored the impact of customization on the customer purchasing experience, such as satisfaction, emotional connection, and interest. In addition, past research is more prone to focus on single product lines thus narrowing the generalizability of the research findings with only minimal research involving a combination of varied customized products like clothing, shoes, and customized presents in a single context. Moreover, the customization effect on brand positioning has not been well studied, particularly in regard to its role in creating a high quality, innovative, and customer-oriented brand image.

In addition to these restrictions, the gap in the research that links customization with sustainability views, especially in the context of how demand-based production can minimize waste, enhance resource efficiency, and responsible consumption, is apparent. Moreover, little effort has been put on the role of customization as an entrepreneurial and innovation-based strategy, particularly to the small and medium enterprises in the competitive markets. The next gap is the lack of attention to emerging markets like India where the processes of digitalization are drastically evolving, consumer behavior shifts, and the development of e-commerce platforms open exclusive opportunities of business models based on personalization.

Thus, the current research paper fills these gaps by focusing on the holistic, customer-centric approach to examining how customization affects various product categories and places customization in the wider context of sustainability, entrepreneurship, and new market trends.

### 5. Objectives Of The Study

1. To develop an understanding of customization in manufacturing and make-to-order production.
2. To identify the benefits of customization for both businesses and consumers.
3. To analyse the influence of personalized products on the customer buying experience, including satisfaction, involvement, and emotional attachment.
4. To examine customization as a sustainable and entrepreneurial strategy for achieving competitive advantage and supporting business growth in emerging markets such as India.

### 6. Hypotheses Of The Study

The following alternative hypotheses were formulated for the present study:

**H1:** Customization in manufacturing and make-to-order production has a significant effect on fulfilling modern customers' demand for personalized products.

**H2:** Personalized products have a significant positive impact on the customer buying experience, including satisfaction, involvement, and emotional attachment.

**H3:** Customization provides significant benefits to both businesses and customers by enhancing product value, customer satisfaction, and business growth.

**H4:** Customization contributes to sustainable consumption by reducing excess production and enhancing product value.

### 7. Research Methodology

#### 7.1 Research Design

The current investigation uses a descriptive research design to investigate the influence of customization in manufacturing on the buying experience of customers and brand positioning. The descriptive one is appropriate because it aims at knowing and examining consumer perceptions, satisfaction levels, emotional attachment and involvement to customized products. The study will provide a systematic understanding of the influence of customization on consumer behavior and differentiation of brands in a competitive market.

#### 7.2 Universe and Population

The customers interested in customized products constitute the study universe. The target group includes consumers who are either aware or experienced with customization practices. This will be an ideal selection of respondents as they will be well informed and exposed to the customized products; therefore will be in a position to present valuable information regarding the perceptions and experience of the respondents.

#### 7.3 Sample Frame and Sample Size

The sample frame will be a balanced population of respondents, which can consist of students, working population, business owners, homemakers and the general consumers. This diversity helps in obtaining various perspectives on customization across various demographic groups. The sample of respondents was selected to cover a population of 147 respondents which was good enough to carry out statistical analysis.

#### 7.4 Data Sources

The research will rely on primary and secondary data. Primary data were gathered as the

respondents themselves to get their opinions, preferences and experience of the customized products. The secondary data were collected through the use of diverse sources like journals, research articles, books, company websites, government reports and other sources which are available on the internet. The conceptual framework was created based on these sources and used to justify the analysis by using the corresponding theoretical knowledge.

**7.5 Data Collection Method**

A structured questionnaire was used to collect primary data through an online survey (Google Forms). The questionnaire was prepared based on the existing literature, both theoretical and previous research studies into customization and consumer behavior. Most of the questions were multiple choice and this helped the respondents to provide concrete and well structured responses and it was easier to collect and analyze responses.

**7.6 Statistical Tools Used**

Statistical techniques involved in the analysis are Percentage Method and Chi-square test. The percentage method was used to summarize and interpret the distribution of responses and Chi-square test was employed as a method to test the hypotheses and analyze the significance of relationships between the variables. These steps ensured reliability and validity of the results obtained using the data.

**8. Results**

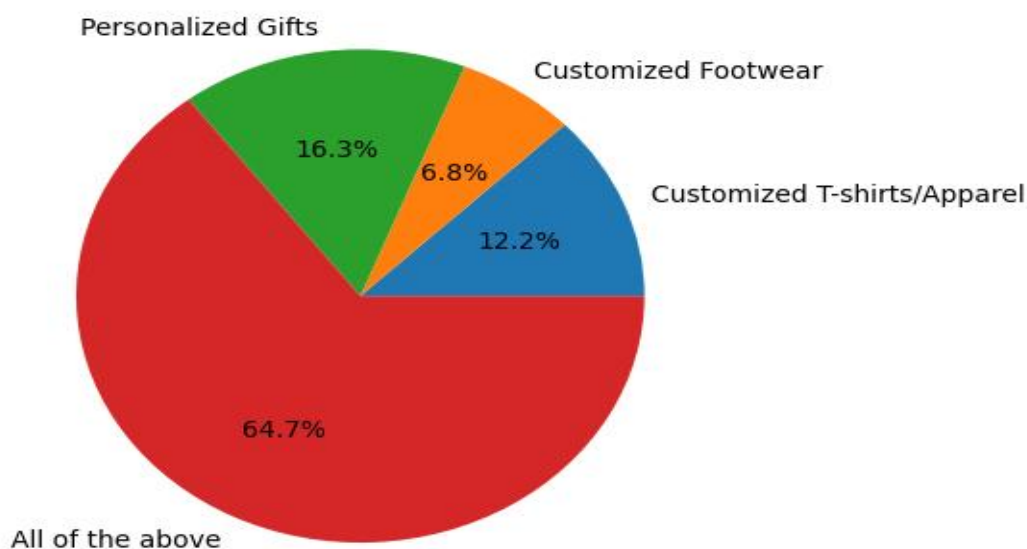
The findings of the research are represented with the help of the descriptive statistics and hypothesis testing methods. These findings are founded on the information gathered on 147 respondents, and are discussed with the help of the percentage, tabular, graphical, and statistical data analysis tools, including Chi-square test.

**Table 1. Awareness of Customized Products among Respondents**

Sr.no	Options	Observed Frequency (O)	Percentage
1.	Customized T-shirts/Apparel	18	12.2%
2.	Customized Footwear	10	6.8%
3.	Personalized Gifts	24	16.3%
4.	All of the above	95	64.6%
	Total	147	100%

Table 1 shows the awareness of the personalized products among the respondents. Most of the respondents (64.6) are familiar with all types of customized products, which indicates that the respondents are highly aware of products in the market. Also 16.3% of the respondents know about

personalised gifts and 12.2% about personalised clothing. Awareness of customized footwear is comparatively low, with only 6.8% of the respondents aware of such footwear. This is to show that consumers have a good understanding of customization and have embraced the practice.



**Figure 1. Awareness Level of Customized Products**

The graph in figure 1 illustrates the distribution of the awareness levels among the respondents graphically. It is evident in the figure that the greatest percentage of respondents knows about all categories of customized products, which supports the presence of strong market share of

customization. The fact that the proportions of the segments, which represent individual products categories, are relatively small, also emphasizes the prevalence of the overall awareness over category-specific knowledge.

**Table 2. Chi-Square Test Results for Awareness of Customized Products**

Category	O	E	O - E	(O - E) <sup>2</sup>	(O - E) <sup>2</sup> / E
Customized T-shirts/Apparel	18	36.75	-18.75	351.56	9.57
Customized Footwear	10	36.75	-26.75	715.56	19.47
Personalized Gifts	24	36.75	-12.75	162.56	4.42
All of the above	95	36.75	58.25	3393.06	92.33
<b>Total <math>\chi^2</math></b>					<b>125.79</b>

The Chi-square test was carried out to test the significance of awareness about customized products and the results are presented in Table 2. Calculated Chi-square value (125.79) is much greater than the critical value (7.815) at a 5 percent level of significance. This shows that there is a

statistically significant difference between the observed and expected frequencies. Hence the null hypothesis is rejected and the alternative accepted to prove the hypothesis that customization is a key factor in meeting the customer demand of personalized products in modern times.

**Table 3. Emotional Response of Customers towards Customized Products**

Sr.no	Options	Observed Frequency	Percentage
1.	Happy	38	25.6%
2.	Emotionally connected	80	54.7%
3.	Normal	29	19.7%
4.	Disappointed	0	0%
	Total	147	100%

The results in Table 3 indicate how customers feel about customized products. Most of the respondents (54.7%) said that they were emotionally attached, 25.6% said they were happy and 19.7% were neutral. It is worth noting that none of the respondents said that they were not satisfied, which shows that consumers have a positive attitude towards customization.

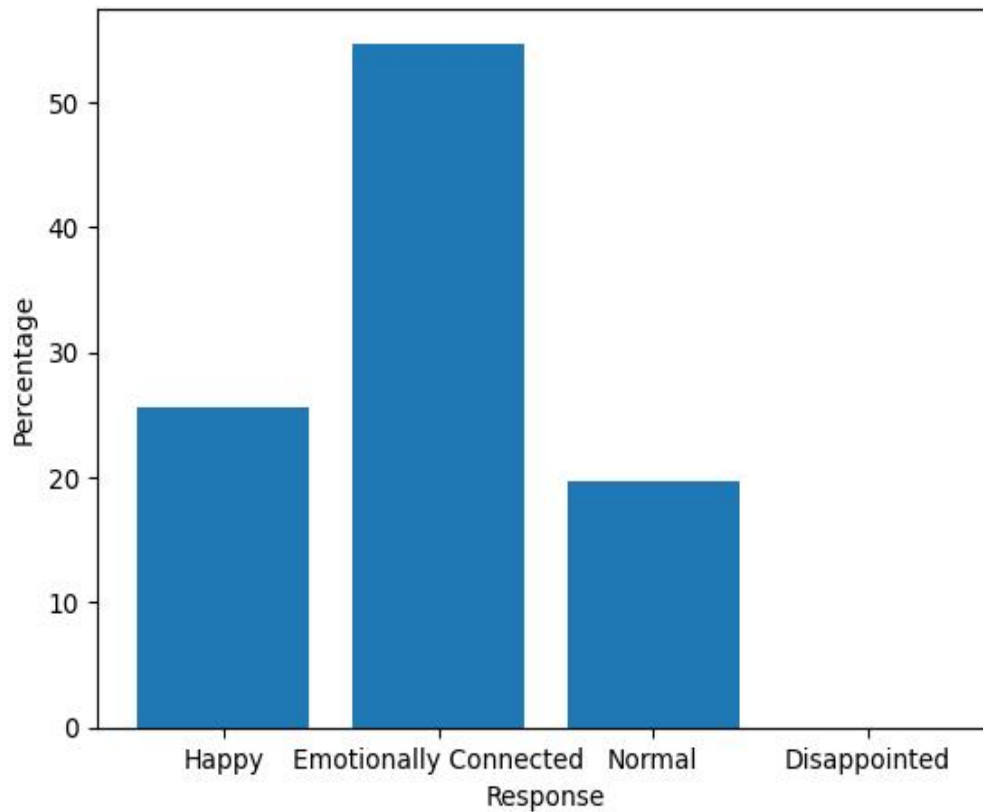


Figure 2. Emotional Response of Customers

Customer emotional responses have been graphically presented in figure 2. The figure shows clearly that emotional connection is the most predominant followed by happiness and neutrality. There were no negative replies as well, which also shows the positive attitude toward tailor-made

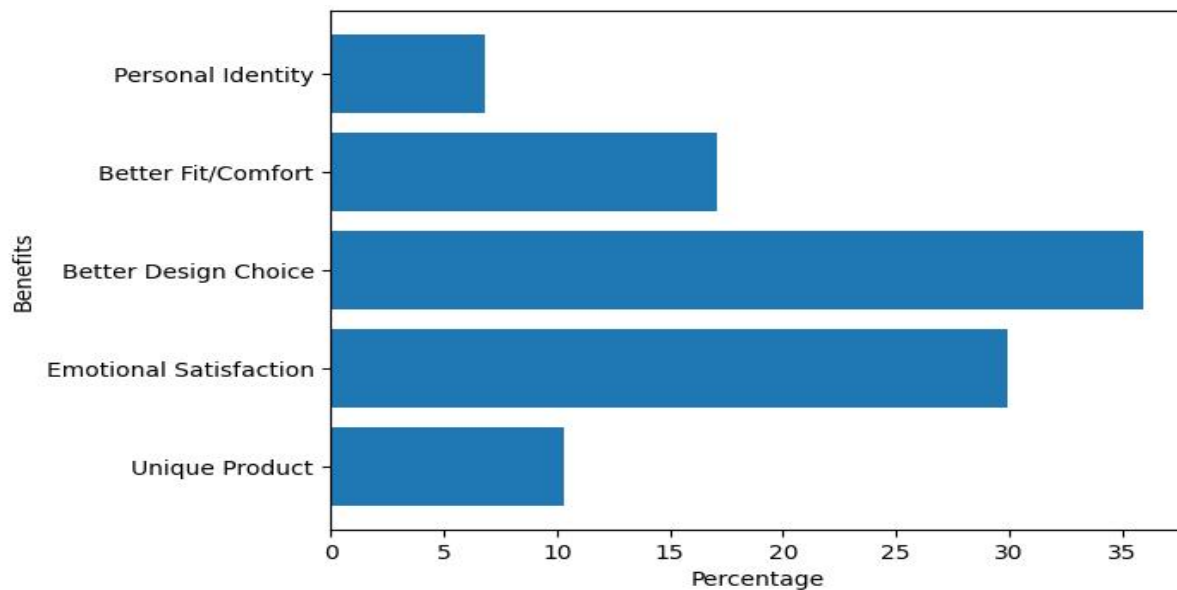
products. Nonetheless, a statistical test, the Z-test shows that the calculated value (1.07) is less than the critical value (1.645), which implies that the outcome is not statistically significant. Thus, the null hypothesis cannot be rejected

Table 4. Benefits of Customized Products

Sr.no	Options	Observed Frequency (O)	Percentage
1.	Unique product	15	10.3%
2.	Emotional satisfaction	44	29.9%
3.	Better design choice	53	35.9%
4.	Better fit/comfort	25	17.1%
5.	Personal identity	10	6.8%
	Total	147	100%

Table 4 indicates the perceived value of customization in terms of respondents. The results show that the greatest advantage will be the higher design choice (35.9%), then emotional satisfaction (29.9%), and lastly, better fit or comfort (17.1%). A less significant number of respondents link

customization with uniqueness (10.3%), and personal identity (6.8%). These findings show that the customization is a source of significant customer value, especially flexibility and emotional involvement.



**Figure 3. Perceived Benefits of Customization**

Figure 3 shows the distribution of perceived benefits of customization. The graphical representation adds to the fact that improved design choice is the most noticeable advantage, then there is emotional satisfaction. The relatively lower degree of embodiment of uniqueness and individual identity means that consumers are more focused on the functional and experiential benefits, as compared to the symbolic ones. This demonstrates the usefulness of customization as a way of enhancing customer experience.

### 9. Discussion

The results of the current research indicate important information about the influence of customization on customer experience, brand positioning and business strategy. The findings suggest that personalization is well-known to customers and is a significant factor to satisfy the current need of tailored products. Most of the respondents indicated the level of awareness of various types of customized products, which validates the fact that customization is now a common concept in modern markets. These results can be compared with other recent studies that emphasize the increased role of the personalization and customization in the contemporary business realities (Kundisch et al., 2017; Gilmore and Pine, 2015).

The research also indicates that customizing has a positive impact on the customer purchase experience as it increases customer satisfaction, participation and emotional appeal. This is in line with the previous studies that found that customization is an effective way to enhance customer satisfaction and/or perceived value especially in online and retail setting (Thirumalai

and Sinha, 2016). Though the proportion of respondents who indicated that they were emotionally attached to customized products is significant, the statistical test indicates that the attachment is not significant among all consumers. This difference can be attributed to the variations in consumer tastes and the extent of personalization provided, which were the focus of co-creation and innovation setting research (Adel and Younis, 2019). Functionally, the findings indicate that the main feature that customers appreciate is customization due to its capacity to provide superior design options and flexibility. Emotional satisfaction and better fit or comfort also turn out to be significant benefits supporting the notion that the customization adds to the practical and experiential facets of consumption. These results substantiate the opinion that individualization can be used to drive the creation of value by both functional utility and customer interaction, especially when facilitated by digital tools and innovative technologies (Aheleroff et al., 2020).

The customization can be interpreted within the context of sustainability as the tool of the enhanced responsible production and consumption patterns. Make-to-order manufacturing is facilitated by customization and will reduce the probability of overproduction and excess stock thus minimizing the waste and improving resource utilization. This opinion is supported by research highlighting the significance of customization in creating more sustainable production systems and reducing the environmental impact (Medini et al., 2015; Gembarski et al., 2018). Furthermore, the concept of circular customization, which deals with personalization, in addition to the aspects of a circular economy, in order to better manage product

lifecycle and sustainability outcomes (Matschewsky et al., 2025). The correlation between customization and sustainable performance has also been established in recent empirical studies, namely in the case of small and medium enterprises (Hui et al., 2024).

As an entrepreneur, customization is a massive opportunity to firms to be innovative and differentiate in competitive markets. With the integration of digital technologies and Industry 4.0 solutions, a business is able to offer products of a very high level of personalization and still be efficient and scalable. This proves the idea that customization could be an innovation driver and a competitive advantage, particularly in a technological environment (Aheleroff et al., 2020). Moreover, the research shows that customization enhances organizational flexibility, as well as supports the business models, which applies particularly to the companies targeting sustainable development (Naldi et al., 2023).

The results in the Indian setting involve the greater applicability of customization due to the expanding digital penetration, changed customer preferences, and expansion of e-commerce platforms. The companies which are able to implement customization strategies successfully will be able to place their brands in a more competitive position as they will be perceived as innovative, customer-centered and high-end. However, it must go through the hurdles of a complex operation, delivery delays and usability issues in digital platforms, to reap the benefits of customization to the fullest. The problematic areas can be also discovered in the recent study that discusses the introduction of customization as an element of dynamic and digital markets (Dissanayake and Sinha, 2019).

Overall, the study presents the fact that customization is not a mere production strategy, but a comprehensive strategy that brings customer experience to a new level, enables sustainable practices, and provides business opportunities. Customization in business models can thus help in achieving long term competitive advantage, innovation and market success.

### 10. Implications Of The Study

The study findings have significant implications to the businesses, entrepreneurs as well as the policymakers. In terms of management, an example of strategic tool that can serve as a competitive advantage is customization in manufacturing, in order to enhance customer satisfaction, engagement and loyalty. Companies that sell customized products will have better chances of establishing a solid brand image, and distinguishing themselves in very competitive markets. To improve the overall customer experience, managers need to focus on

creating easy-to-use customization platforms, product quality, and efficient delivery systems. Digital technologies and data analytics can also be used to learn more about customer preferences and provide organizations with more effective and specific customized solutions.

In terms of entrepreneurial perspective, customization will offer substantial chances to startups and small and medium businesses to venture in the market with new and adaptable business strategies. Compared to conventional mass production systems, customization helps businesses to work with lower inventory levels and less risk because they produce products according to the real demand of customers. The method enables entrepreneurs to focus on niche markets and provide some unique value propositions without the need to have a high scale production infrastructure. The fast development of online shopping websites also contributes to the ventures based on customization through direct contact with customers and enabling customized products, thus supporting innovation and business development.

Politically, the research indicates that encouraging personalization should be a policy focus when adopting sustainable and responsible manufacturing. The policymakers can influence businesses to move towards demand-based manufacturing styles that will mitigate overproduction, waste, and enhance efficiency of resource. The implementation of the customization practices can be further facilitated by the supporting digital infrastructure, innovation ecosystems and skills development programs. In addition, the policies which support the growth of small businesses and startups can facilitate the evolution of the enterprises which are based on customization. To contribute to the economic development, policymakers can include customization in the broader industrial and sustainability policies without undermining the sustainability of the environment.

### 11. Conclusion

The current research finds that differentiation in production has become an important strategic tool in reaction to the evolving consumer demands to personalized products. The results show that customization is a significant component in improving customer buying experience through increased satisfaction, participation and emotional involvement. High awareness of respondents also proves that customization is a well-known and accepted concept in the market. The findings also show that the main value of customization to customers is the possibility to provide superior design options, flexibility, and emotional appeal. Even though the emotional attachment to

customized products is apparent, it does not seem to be equally strong among all consumers, which indicates the difference in preferences among individuals. However, the general attitude towards customization is positive, which supports its significance as a customer-centered approach. Also, the customization helps to enhance the brand positioning since it establishes a perception of innovation, quality and customer orientation. Companies that embrace customization strategies are better placed to distinguish themselves and be competitive in the dynamic markets. In a more global sense, customization is also sustainable production, as it facilitates production based on demand and minimizes surplus production. The difficulties related to the delivery delays and the usability of digital platforms can impact customer experience and need to be resolved by organizations. The concept of customization may be seen as an effective strategy to enhance customer value, build brand image, and guarantee the success of the business in the long term.

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