Bridging the Threads: Challenges and Strategies for Handloom Retailers in Odisha's Online and Offline Markets

AUTHOR:

Mr. Avinash Kumar [a,b,1,*]
Dr. Vidushi [b,2]

[a] National Institute of Fashion Technology, Plot no 24, Patia, Bhubaneshwar, Odisha-751024
[b] World University of Design, Sonipat, Haryana-131029
[1]avinash.kumar2@nift.ac.in*,
[2]Vidushivashishtha03@gmail.com
* Corresponding author

ISSN 2584-0282
International Journal of Arts, Architecture & Design, Vol. 4(1), January 2026

doi.org/10.62030/2026Janpaper2

Published: 30th Jan 2026

Received: 30th Sept 2025

Accepted: 23rd Dec 2025

Published by:
World University of Design

ABSTRACT

The handloom industry in India has witnessed steady growth over the past two decades, with Odisha emerging as a significant hub for local artisans and manufacturers. In today's era of conscious consumerism, handloom products are in demand both nationally and internationally; however, retailers continue to face critical challenges in sustaining and expanding sales across online, offline, and omni-channels (both online and offline). This study provides a comparative analysis of Odisha's handloom retailers, highlighting how offline sellers dominate due to cultural trust and tactile experiences, online retailers face barriers of competition and digital capability gaps, and omni retailers struggle with dual operational pressures. Drawing on primary data collected from 284 retailers through a structured survey, the findings reveal that while offline sales remain the most profitable, social media-driven commerce and omnichannel models present strong growth opportunities. The study offers targeted recommendations for strengthening trust, enhancing digital skills, optimizing store experiences, and leveraging government and NGO partnerships. Using the combination of tradition with modern retail strategies, Odisha's handloom sector can enhance its resilience, profitability, and global visibility in the years ahead.

Keywords: Sales Strategies, Online and Offline Markets, Handloom Product, Odisha

1. Introduction

The handloom industry is the second-largest in the world, proving how important textiles have been in Indian tradition since centuries. The textile industry supports a large number of weavers and artisans and provides them livelihoods like no other sector. It has played a major role in uplifting rural India. The Indian textile industry is now one of the leading economic sectors in the country. There have been tremendous developments in textile production technology, but none of them can replace handcrafted textiles. Artisans and weavers continue to work on their craft, but the issue arises when it comes to selling these products. There are a number of government schemes in place to support artisans, but not much has been done to support handloom retailers. Handloom retailers struggle to connect these artisans with customers. This study aims to address these issues by closely examining the struggles faced by handloom retailers in marketing products in both online and offline markets. This study also provides strategic solutions to alleviate these issues.

1.1 Retail in Handloom Sector

Retailing in the handloom sector initially began with traditional offline stores. With the spread of technology, some retailers have started to use online platforms to reach customers far and wide. Most handloom retailers now use both online and offline channels to sell their products while some continue to rely solely on either online or offline markets. The retail market thus continues to evolve. E-commerce and digital platforms continue to grow rapidly. This has helped retailers reach more customers both within the country and abroad. Online marketplaces like Amazon and Flipkart have made it significantly easy for domestic and international buyers to access these products. In the present age, nothing changes the influence of social media, an important tool that helps retailers to increase their brand visibility. Initiatives such as the Handloom Mark scheme and Geographical Indication (GI) tags by Government of India, have further reinforced authenticity and market differentiation. Despite all these provisions, there are number of issues which these handloom retailers are facing for using various marketing channels effectively and efficiently. In this age of digitalization, offline retailers still faces issue in increasing the foot traffic of their stores. However, online retailers are facing the issue of digital illiteracy, logistical constraints, and stiff competition with other online marketplaces. Meanwhile, retailers with both channels have expressed their issue with maintaining a seamless and consistent brand presence across both physical and digital channels.
A number of studies have been conducted on the handloom sector of Odisha and most of which are focusing on aspects such as the historical and cultural significance, the socio-economic conditions of artisans and weavers, and its impact on economic livelihoods. However, there is a lack of research on the challenges faced by handloom retailers in selling their products through online, offline, and omnichannel (both online and offline) platforms. The growth of the handloom retail sector will depend on adopting innovative marketing strategies, utilizing digital tools effectively, and ensuring that retailers receive the necessary support to adapt to evolving consumer preferences. The primary objective of this study is to examine the challenges encountered by handloom retailers in Odisha in marketing and selling their products across different sales channels. Additionally, the study provides strategic marketing recommendations to help retailers enhance their market presence and overcome these challenges.

2. Literature review

This section of existing literature highlights the need for a comprehensive marketing strategy that integrates digital solutions, leverages e-commerce platforms, and addresses key consumer preferences.

2.1 Challenges in Marketing Handloom Product

Despite the growing demand for handloom products, retailers still face challenges in effectively marketing their products that emphasize the need for targeted marketing strategies that resonate with consumers, highlighting the complexities of promoting Indian handicrafts (Attri & Bairagi, 2022). Similarly, digitization plays a critical role in improving product visibility and promotion (Ghosal, Prasad, & Behera, 2020). The effectiveness of marketing strategies is further influenced by the integration of online and offline sales channels, with an omnichannel approach simplifying the consumer purchasing experience (Sharma & Reubens, 2024; Naik, Bhardwaj, & Mishra, 2024).

2.2 The Role of E-commerce in Expanding Market Reach

The integration of e-commerce has significantly impacted the handloom sector, particularly in regions such as Odisha (Tarai & Shailaja, 2020). Online platforms are a great way for artisans to reach out to customers, as they provide access to bigger markets and have the potential to improve sales (Yadav & Jena, 2022). Moreover, social media is a powerful marketing tool that has contributed to enhancing product visibility and engaging consumers (Guha, Mandal, & Kujur, 2021).

2.3 Changing Consumer Preferences and Market Expansion

Online shopping habits have changed, and research on Sambalpuri handloom products shows that digital buying is becoming increasingly popular (Maharana & Acharya, 2023). Both traditional and digital marketing strategies are providing many benefits to women craftsmen (Anurag & Kaur, n.d.). Additionally, initiatives such as using international platforms for market access and product displays might open doors for regional artisans (Ithurbide, 2023).

2.4 Strategies for Enhancing Online Sales and Market Sustainability

Improving quality in crucial areas such as training, promotional marketing, logistical assistance, and e-commerce solution training is necessary to increase online sales (Mohanty & Das, 2022; Banerjee & Bhattacharya, 2021). Long-term success in the handloom sector also depends on implementing sustainable business practices (Suresh, Saha, & James, 2024). One creative strategy for e-commerce promotion of local artisan goods is the Hub and Spoke model (Sharma, Bhowmick, & Patnaik, 2020).

2.5 Storytelling as a Marketing Tool

Showing genuine stories about workmanship, legacy, and sustainability can increase customer engagement and sales. Using storytelling in marketing tactics has been found to be an effective method in influencing consumer decisions to buy handcrafted products (Trivedi, Payal, Vasavada-Oza, & Krishna, 2023).

2.6 Digital Retail towards Handloom Products

The interplay between online and offline channels also presents unique challenges and opportunities for fostering customer loyalty and satisfaction, which are vital for sustained growth in the handloom sector (Yunita et al., 2024). The rapid advancements in digital technologies, such as artificial intelligence, machine learning, and the Internet of Things, further enable retailers to offer seamless and personalized shopping experiences across various touchpoints, thereby enhancing customer convenience and loyalty (Apryadhi et al., 2024; Vhatkar et al., 2024). This holistic integration of various retail channels provides customers with enhanced service, leading to increased sales and higher loyalty, as consumers can benefit from a unified shopping experience regardless of their chosen touchpoint (Yunita et al., 2024).

3. Research Methodology

Research Design

A descriptive research design was adopted to investigate channel-specific drivers and barriers. This study was conducted in Odisha and involved a sample of 284 handloom retailers. Convenience sampling method has been used in conducting the study. A structured online questionnaire has been used to collect primary data. This questionnaire consists of 17 multiple choice questions. The following retailers have been approached for participation in the study:

1. *Online Retailers* – Retailers who exclusively sell their products through online platforms.
2. *Offline Retailers* – Retailers who operate solely through physical stores.
3. *Omnichannel Retailers* – Retailers utilizing both online and offline platforms for sales.

Sampling Technique and Sample Size

Sample of 284 Odisha-based handloom retailers was selected using convenience sampling.

Inclusion Criteria:

- Retailers selling Odisha handloom products through online, offline, or both channels.
- Willingness to participate and provide complete responses through a structured questionnaire.

Exclusion Criteria:

- Handloom retailers outside Odisha.
- Retailers not involved in selling Odisha-specific handloom products.

Tools and Methods of Data Collection

Primary Data

Primary data was collected using questionnaires that captured 20 questions on retailer demographics, business experience, channel usage, profitability perceptions, customer engagement patterns, drivers for channel selection, and barriers faced in online/offline operations. A pilot study was conducted prior to final data collection to test clarity, relevance, and internal consistency of the questions and statements. Necessary modifications were incorporated based on the received responses.

Secondary Data

Secondary data were sourced from:

- Academic books and peer-reviewed journals
- Government reports and policy documents related to handlooms
- Market studies, industry reports, and e-journals focusing on Indian and Odisha handloom sectors
- E-resources on online/offline retailing and e-commerce in handloom sectors.

Data Analysis Techniques

The collected data were coded and analyzed using percentage distribution and frequency analysis to compare channel-specific trends. Graphical interpretation was used to illustrate channel prevalence, digital adoption, cost structures, customer interactions, and profitability variations among retailer groups.

Ethical Considerations

- Participation in the survey was voluntary.
- Respondent anonymity and confidentiality were maintained.
- Data were used strictly for academic research purposes.

4. Results and Discussions

This study provides a comparative analysis of the challenges faced by handloom retailers operating through different sales channels- online, offline, and omnichannel (both online and offline). The study highlights challenges encountered by each category such as key operational, logistical, and market-related difficulties that impact sales performance. The comparative analysis in this study not only identifies these challenges but also provides insights into how different retail strategies impact sales efficiency, market reach, and overall business sustainability. The findings help in understanding the challenges and in developing targeted interventions and strategic solutions to enhance the resilience and profitability of handloom retailing in Odisha.

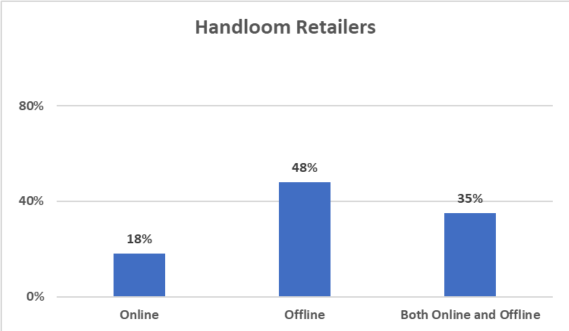

Fig 1. Handloom Retailers

The chart shows the distribution of handloom retailers by selling mode: offline-only retailers dominate with 48%**,** followed by omni sellers at 35%, while online-only retailers make up just 18%. This indicates that traditional offline retailing continues to be the strongest channel for handloom sales, supported by established practices and customer trust. However, the growing share of omni retailers reflects a visible shift toward integrating digital platforms. Despite this trend, digital penetration remains relatively limited compared to offline dominance.

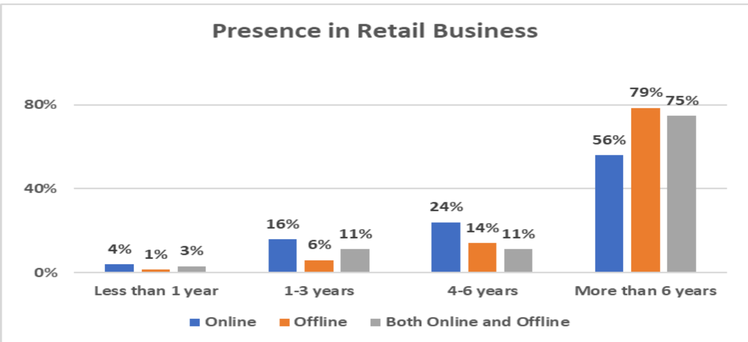

Fig 2. Presence in Retail Business

The chart highlights the duration of business presence among handloom retailers across online-only, offline-only, and omni (both) channels. Offline retailers are the most mature, with 79% operating for over six years and very few recent entrants, reflecting long-established businesses. Omni retailers also show maturity, with 75% in operation for more than six years, though a small 11% fall in the 1–3 year bracket, suggesting experimentation with blended models. Online-only sellers are comparatively younger, with 56% over six years old but a notable 20% being new (under three years). This shows online platforms are attracting newer entrants.

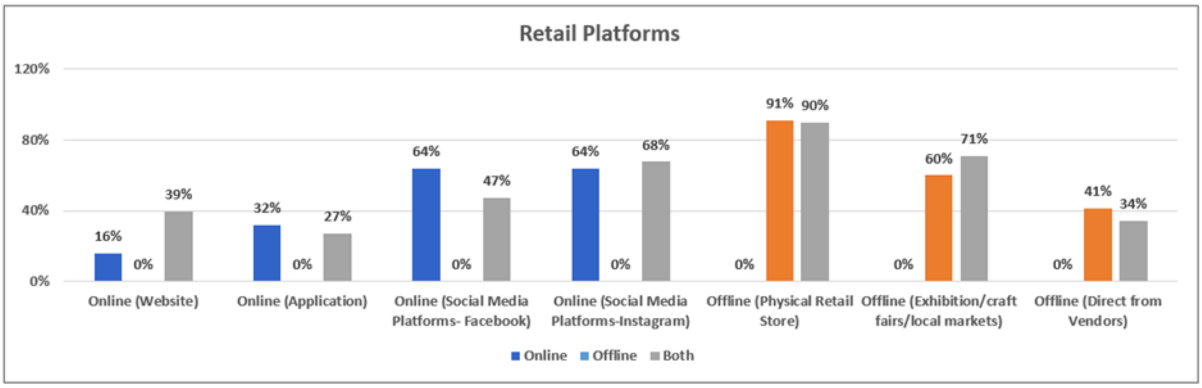

Fig 3. Retail Platform Usage

The chart shows the platforms used by handloom retailers across online-only, offline-only, and omni modes. Offline stores dominate**,** with 91% relying on them, reaffirming the centrality of traditional retail. Among online channels, Facebook (68%) and Instagram (64%) are the most popular, making social media the primary driver of online presence. In contrast, websites (32–39%) and dedicated apps (16%) remain underutilized, highlighting limited investment in owned digital platforms. Omni retailers balance physical stores with social media but still show weaker adoption of apps and websites. Overall, offline remains strong, while online growth depends heavily on social media visibility.

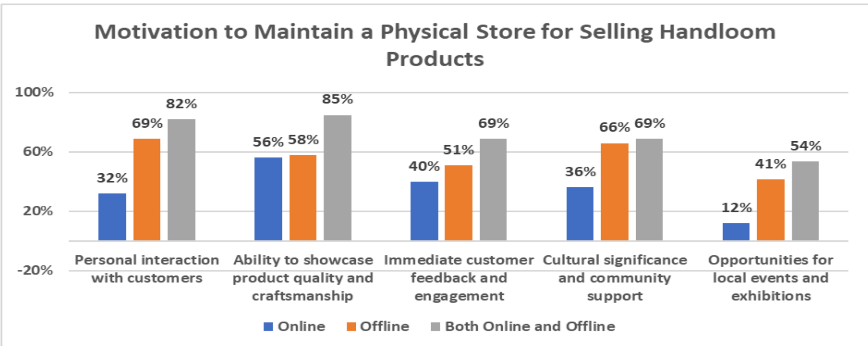

Fig 4. Motivations for Maintaining a Physical Store

The chart highlights why retailers still value physical stores in the digital era. The strongest drivers are the ability to showcase product quality and craftsmanship (58–85%), enable personal interaction with customers (69–82%)**,** and uphold cultural significance and community support (66–69%)**.** Omni sellers show the highest motivation across all factors, reflecting the need for credibility, trust, and deeper engagement even with digital operations. Physical stores also support immediate feedback (51–69%) and opportunities for local events and exhibitions (41–54%)**,** keeping businesses rooted in community. Overall, sensory experience and cultural heritage remain advantages offline platforms uniquely provide.

Fig 5. Importance of Shopping Environment

The chart highlights how retailers view the importance of the physical shopping environment in driving sales. A large majority of offline (84%) and omni retailers (90%) emphasize store layout, ambiance, and overall environment as highly important, showing their reliance on experiential factors for customer engagement. In contrast, only 40% of online retailers consider it very important, while 56% see it as somewhat important, reflecting their limited dependence on physical spaces. Very few across all categories dismiss it as unimportant (4% online, 1% offline). Overall, offline success depends heavily on creating strong in-store experiences that build trust and drive purchases.

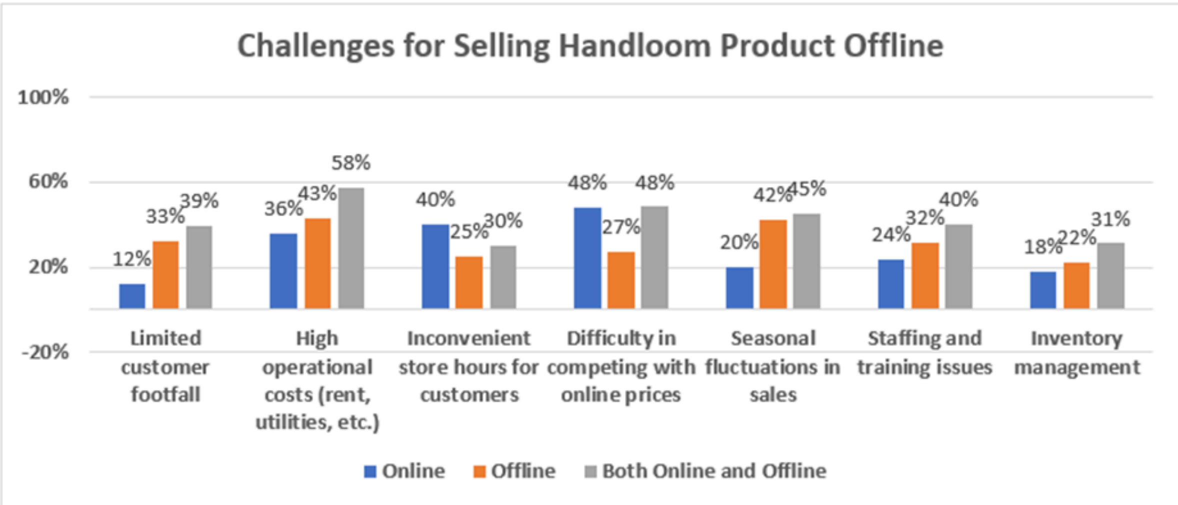

Fig 6. Challenges for Selling Handloom Product Offline

The chart highlights key hurdles for retailers maintaining physical stores. High operational costs (rent, utilities, maintenance) are the biggest concern, especially for omni sellers (60%) who must sustain both physical and digital channels. Price competition with e-commerce is another major issue, reported by 40% of online and around 50% of blended sellers, reflecting the difficulty of matching online discounts. Other challenges include low customer footfall, seasonal sales fluctuations, staffing gaps, and inventory management, though their intensity varies. Overall, omni retailers face the greatest cost burden, while offline sellers rely on customer experience, and online sellers battle price pressures.

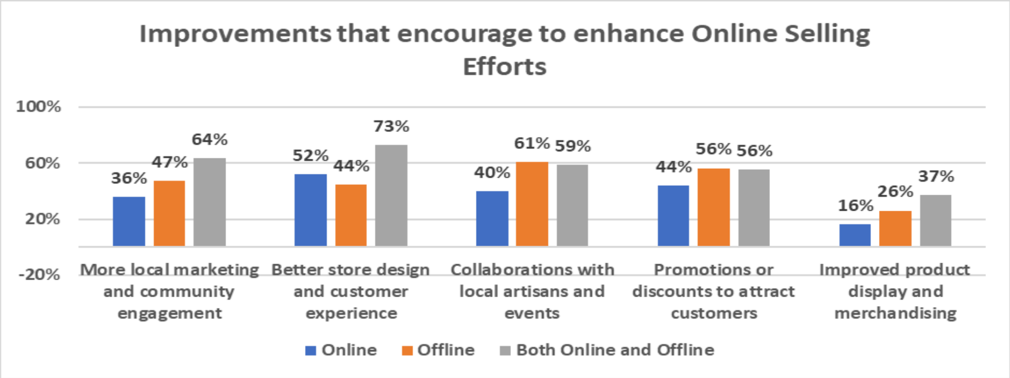

Fig 7. Improvements Encouraging Online Sales

The chart highlights strategies retailers see as key to strengthening digital presence. Better store design and customer experience ranks highest (73% omni, 52% online), showing that presentation, storytelling, and authenticity build credibility. Local marketing and community engagement (47–64%) are also vital, reinforcing trust and cultural connection. Collaborations with artisans and events are valued by offline (61%) and omni (59%) sellers for their role in cultural relevance and differentiation. While promotions/discounts (44–56%) help, they rank below experiential factors. Product display improvements (16–37%) matter less. Overall, success in digital channels depends on authenticity, cultural linkage, and community-driven storytelling.

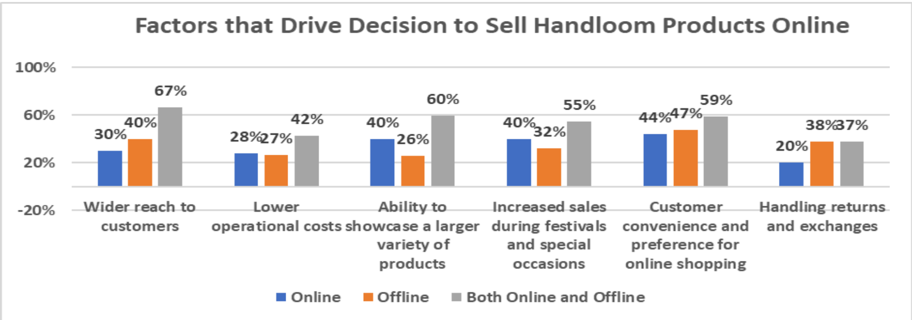

Fig 8. Top Drivers to Sell Online

The chart highlights key motivations for retailers to adopt digital sales. The strongest drivers are wider reach (67% of blended sellers), the ability to showcase larger product variety (60% blended, 40% online), and festival-driven sales boosts (40–55%). Customer convenience is also critical, cited by 59% of blended and 44–47% of others, reflecting demand for accessibility. Lower operational costs (27–42%) and easier handling of returns/exchanges (37–38%) matter but are less central. Overall, omni sellers value digital channels most, seeing them as vital for scaling, reaching broader markets, and leveraging seasonal peaks—crucial for Odisha handlooms to expand beyond local boundaries.

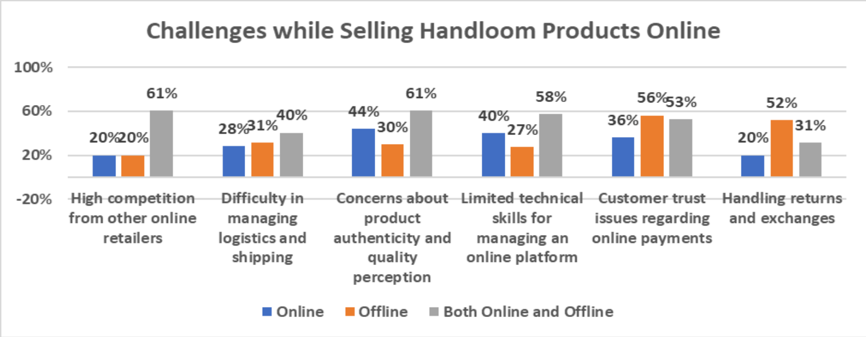

Fig 9. Key Challenges in Online Sales

The chart outlines key difficulties retailers face in digital channels. The biggest challenges include intense competition (61% of blended sellers), limited technical skills (58%), and concerns over authenticity and quality (44–61%) critical in handlooms where trust matters. Other issues are customer payment trust (53–56%), logistics and shipping hurdles (28–31%), and the complexity of returns/exchanges (31–52%). Omni sellers face the toughest situation, as they must balance both offline and online formats, increasing costs and operational strain. Overall, digital sales growth is constrained by capability gaps, trust deficits, and infrastructure weaknesses, requiring targeted solutions for sustainable expansion.

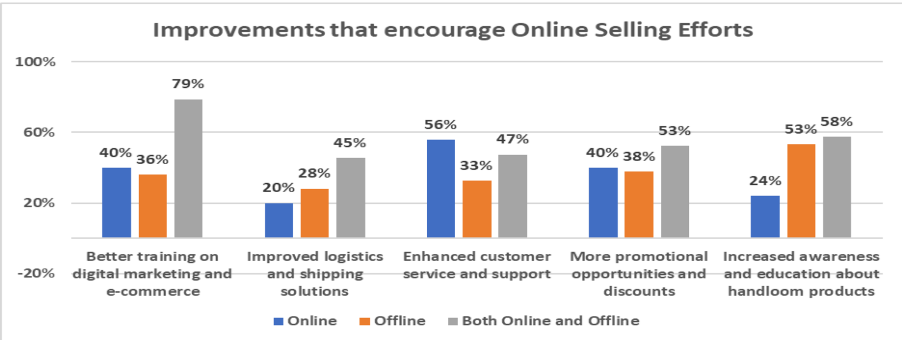

Fig 10. Encouraging Improvements for Online Selling

The chart highlights opportunities for strengthening digital sales. Omni sellers show the highest demand, with 79% seeking training in digital marketing and e-commerce, 58% calling for greater awareness of handloom products, and 45% emphasizing better logistics. Online-only retailers prioritize enhanced customer service (56%) and promotional opportunities (53%) to boost growth. Offline sellers are less vocal but still value awareness-building (53%) and stronger support and promotions. Overall, sellers agree that capacity-building in digital skills, e-commerce management, marketing, and logistics alongside initiatives to raise product awareness are crucial to reducing risks and enabling sustainable online expansion in the handloom sector.

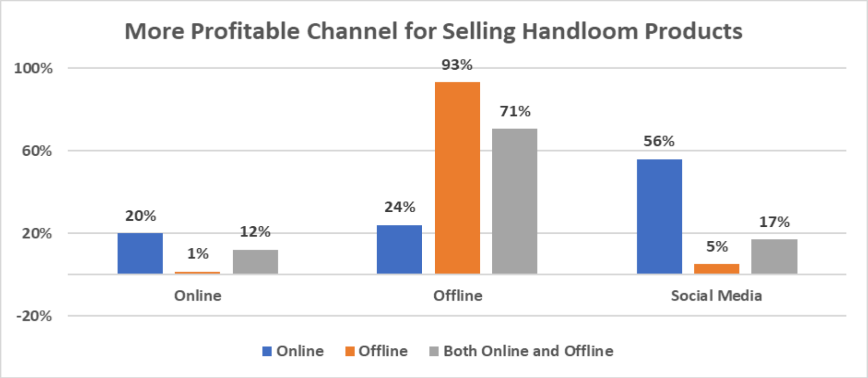

Fig 11. Profitability Perception

The chart compares profitability across channels for different seller types. Offline clearly dominates, with 93% of offline-only and 71% of omni retailers considering it their most profitable channel, confirming physical markets as the strongest driver of profits in handloom sales. For online-only sellers, however, social media stands out, with 56% citing it as their most profitable channel, compared to just 5% of offline and 17% of omni sellers. By contrast, traditional online platforms lag, with only 20% of online sellers, 12% of omni, and 1% of offline sellers reporting profitability, showing weaker returns than offline or social-driven sales.

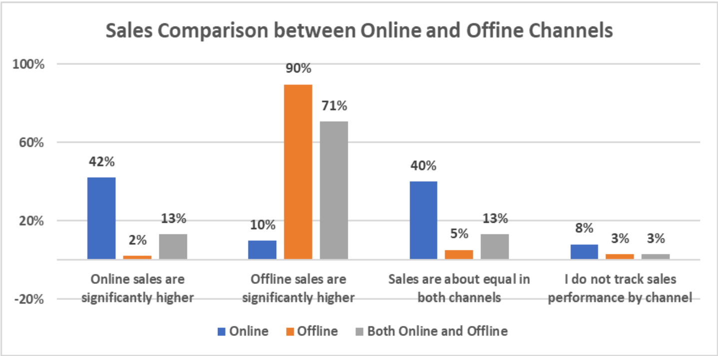

Fig 12. Sales Volume Trends

The chart highlights seller views on sales strength across channels. Offline dominates, with 90% of offline-only and 71% of omni sellers reporting higher offline sales, underscoring the continued power of physical markets. Online-only retailers see stronger digital performance, with 42% citing higher online sales and 40% noting parity, showing that channel-native sellers perform best in their chosen format. For omni sellers, offline still leads, though 13% report sales parity. Overall, offline remains the primary driver, while parity between channels is emerging in some cases. A small share (3–8%) across groups do not track sales performance systematically.

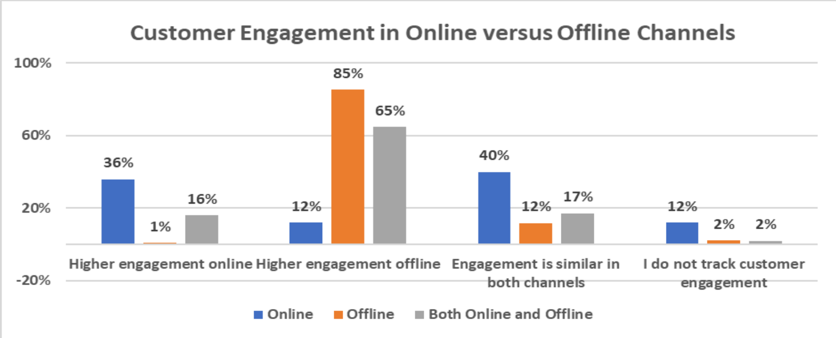

Fig 13. Customer Engagement

The chart compares seller perceptions of customer engagement across channels. Offline dominates, with 85% of offline-only and 65% of omni sellers reporting stronger engagement through face-to-face trust and personal interaction—crucial in handloom sales. Online sellers see some strength digitally, with 36% citing higher online engagement, though barriers like limited trust and lack of personal touch remain. A balanced view exists too: 40% of online and 17% of omni sellers find engagement similar across channels, suggesting potential for omnichannel strategies. However, 2–12% of sellers across groups do not track engagement, risking weaker optimization of customer relationships and growth.

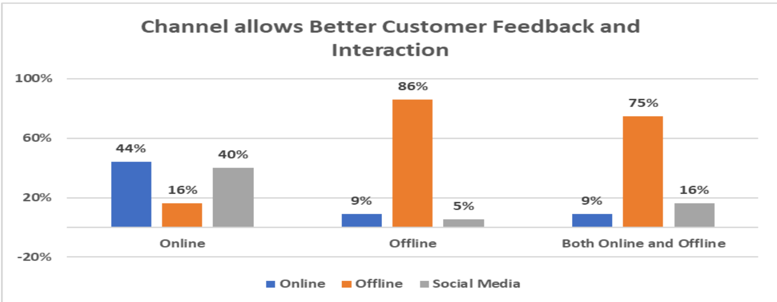

Fig 14. Customer Feedback Quality

The chart shows seller views on customer interaction and feedback across channels. Offline dominates, with 86% of offline-only and 75% of omni sellers favoring it for stronger trust, personal conversations, and service. For online sellers, social media emerges as the best feedback tool (40%), far ahead of e-commerce sites (16%), highlighting the importance of direct engagement over impersonal marketplaces. Still, only 44% of online sellers find e-commerce effective for feedback, revealing trust gaps and weaker interaction. To bridge this, digital sellers need to strengthen trust through reviews, live demos, and video consultations, replicating offline's personal connection digitally.

Fig 15. Marketing Effectiveness

The chart compares seller views on marketing effectiveness across channels. Offline marketing remains strong, with 61% of offline sellers and 33% of omni favouring strategies like local events, exhibitions, and flyers, reflecting the value of community-driven outreach for handloom. Online sellers lean on digital marketing, with 36% prioritizing tools like social media and email, while just 1% of offline sellers agree. Balanced strategies are increasingly popular 40% of online and 43% of omni sellers see both online and offline as equally effective, showing the rise of omnichannel approaches. Very few sellers (4–6%) report not using marketing at all.

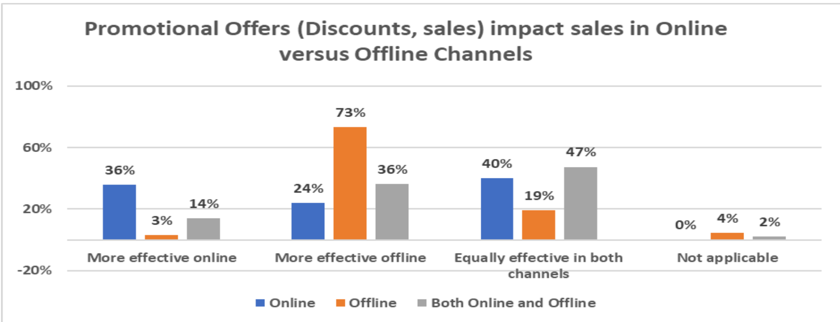

Fig 16. Promotions

The chart reveals differing perceptions of promotion effectiveness across retail channels. Offline dominates, with 73% of offline-only sellers and 36% of omni sellers finding promotions more effective in physical spaces, where urgency and trust drive quick conversions. Online retailers are more divided: 36% favour online promotions, while 40% see them equally effective across channels, reflecting reliance on digital campaigns but also limits in replicating offline urgency. Omni sellers are split, with 47% believing promotions work equally well across both. Overall, offline promotions excel in urgency and personal trust, while online requires stronger targeting, personalization, and trust-building to match.

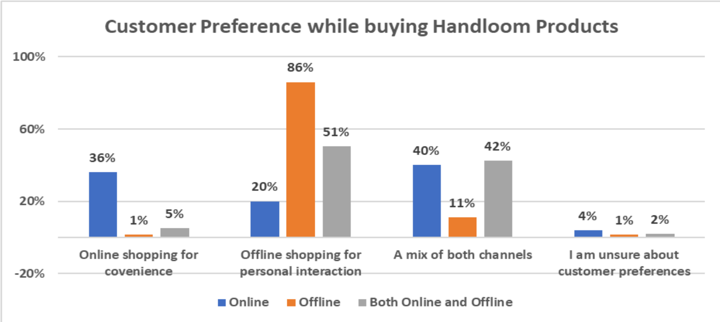

Fig 17. Customer Preferences

The chart highlights customer buying preferences across channels. Offline dominates, with 86% of offline-only and 51% of omni sellers noting strong preference for in-person shopping, driven by trust, touch, and personal interaction—key for handloom products. Online preference is lower, with only 36% of online sellers citing convenience as the main driver, showing that ease alone cannot replace tactile validation. A balanced preference is emerging: 40% of online and 42% of omni sellers report customers value both physical interaction and digital convenience. The main barrier for online remains the lack of touch-and-feel, reinforcing offline's continued dominance despite digital expansion.

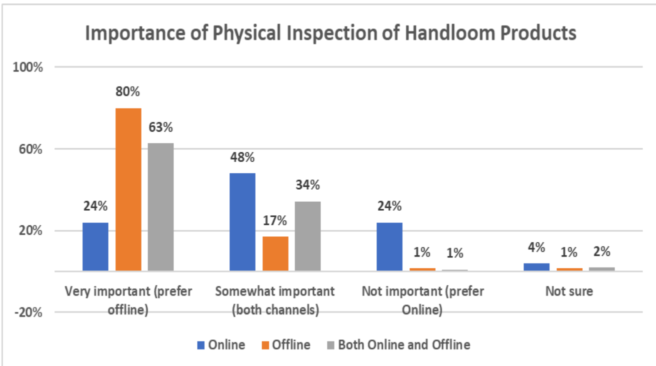

Fig 18. Importance of Physical Inspection of Handloom Products

The chart shows differing views on the importance of physical inspection in handloom sales. Offline (80%) and omni sellers (63%) see it as very important, stressing the role of touch-and-feel in assessing craftsmanship and authenticity. Online sellers are split: only 24% consider it very important, while another 24% dismiss it, relying instead on digital tools like photos, reviews, and descriptions. Many online (48%) and omni sellers (34%) see it as "somewhat important," reflecting a middle ground. Overall, the lack of tactile experience is a key barrier online, requiring AR/VR previews, videos, or flexible return policies to build trust.

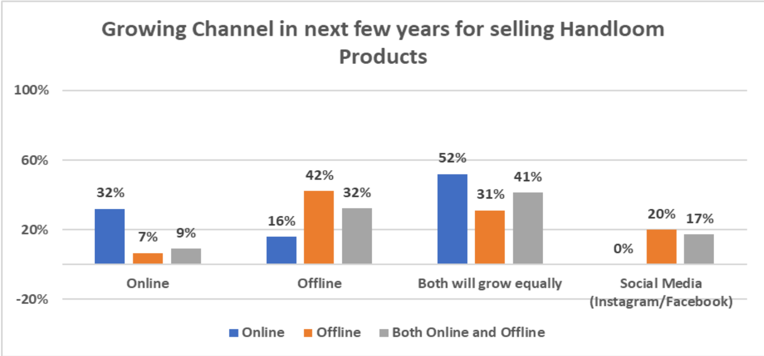

Fig 19. Future Growth Expectations

The chart shows seller expectations for future sales channels across online-only, offline-only, and omni retailers. Growth is expected to be multi-channel, with 52% of online and 41% of omni sellers predicting equal expansion of both formats. Offline sellers remain optimistic about physical growth (42%), reflecting confidence in trust, touch, and local networks. Online potential is strongest among online-only sellers (32%), though overall it is seen more as a complement than the main driver. Social media emerges as a new growth lever, with 20% of offline and 17% of omni citing its rising influence in sales.

Comparative Analysis of handloom retailers across different sales channels

Handloom retail in Odisha operates across three models offline, online-only, and omni with distinct dynamics. Offline retailers dominate (48%) and are the most mature, with nearly 80% in business for over six years. Their strength lies in trust, cultural roots, and tactile experiences, though they face high operational costs, seasonal dependence, and pricing competition. Omni retailers (35%) are equally mature but struggle with heavy dual costs and lack of synergy between channels. Online-only sellers (18%) are the smallest yet fastest-growing, led by younger entrants exploring digital-first models, though they remain vulnerable due to low trust, technical skill gaps, and logistics challenges.

Comparatively, offline remains most profitable and preferred, with 93% of offline and 71% of omni sellers finding it more lucrative than digital. Customers strongly favour offline engagement, while online depends heavily on social media to drive visibility and sales. Bottlenecks differ: offline suffers from high costs, online from lack of authenticity, and omni from managing dual complexities. To grow, online sellers must build trust via visuals, storytelling, and digital marketing. Offline sellers should reduce costs and enhance experiential stores. Omni must create synergy, streamline inventory, and balance offline credibility with online reach.

5. Conclusion

The survey reveals that handloom retailing in Odisha continues to be anchored in offline channels, driven by deep-rooted cultural trust, tactile experience, and community engagement. While online and omni models are gaining traction, particularly through social media, they remain constrained by operational challenges such as digital capability gaps, customer trust issues, and high competition. Omni retailers, though potentially well-positioned, face the dual burden of sustaining physical overheads while investing in digital visibility. To strengthen the sector, differentiated strategies are essential: offline retailers must focus on optimizing costs and enhancing in-store cultural experiences, online retailers need to build authenticity and expand digital skills to scale beyond Odisha, and omni retailers must strive for synergy rather than duplication across channels. Looking forward, the most promising pathway is *omnichannel growth*, where the strengths of offline credibility and online reach are combined to deliver sustainable profitability. Targeted interventions—capacity building in e-commerce, logistics support, cooperative models for cost reduction, and integration with tourism and cultural promotion—can further enhance the resilience of Odisha's handloom sector. Ultimately, by blending tradition with innovation, handloom retailers can secure not just local relevance but also national and global visibility, ensuring both cultural preservation and commercial viability in the years ahead.

Recommendations

Odisha's handloom sector has significant scope for growth if it embraces emerging opportunities. Retailers should prepare for an omnichannel future, as most sellers expect multi-channel models to drive expansion rather than relying on a single format. Social media commerce is set to play a central role, especially for online-only sellers, where platforms like Instagram and Facebook already generate higher profitability than traditional e-commerce sites. At the same time, tourism integration offers offline retailers a powerful advantage by linking handloom stores with heritage circuits in Konark, Puri, and Bhubaneswar, they can attract both cultural and commercial footfall. Finally, government and NGO partnerships in areas such as digital training, logistics hubs, and collaborative marketing can strengthen retailer resilience and amplify Odisha's handloom identity on both national and global platforms.

References

Apryadhi, F., Mohamad, N., Nizam, N. Z., & Othman, A. B. (2024). Exploring the moderated mediation model of customer intention in omnichannel technology: a systematic literature review. *International Journal of Research in Business and Social Science (2147-4478)*, *13*(4), 25. https://doi.org/10.20525/ijrbs.v13i4.3408

Attri, R., & Bairagi, R. (2022). Guthali–Challenges in marketing Indian handicrafts and handloom. *Emerald Emerging Markets Case Studies, 12*(1), 1–23.

Ghosal, I., Prasad, B., & Behera, M. P. (2020). Delineating the exchange environment of handicraft industry from market space to marketplace: An inclusive map for RURBAN development. *Paradigm, 24*(2), 133–148.

Sharma, S., & Reubens, R. (2024). Craft retail: Omnichannel. In *The Routledge handbook of craft and sustainability in India* (pp. 213–227).

Naik, M. K. P., Bhardwaj, P., & Mishra, V. (2024). Modeling of barrier in the adoption of omnichannel marketing: A case of Indian handloom industry. *Research Journal of Textile and Apparel, 28*(4), 857–878.

Tarai, S. K., & Shailaja, K. (2020). Integration of e-commerce in handloom sector: Consumer perspective in Odisha, India. *Journal of Textile & Apparel Technology & Management, 11*(4).

Yadav, S. B., & Jena, B. B. (2022). The interplay between handloom e-commerce platform and handloom weavers: A case study approach. *IUP Journal of Business Strategy, 19*(1), 48–66.

Guha, S., Mandal, A., & Kujur, F. (2021). The social media marketing strategies and its implementation in promoting handicrafts products: A study with special reference to Eastern India. *Journal of Research in Marketing and Entrepreneurship, 23*(2), 339–364.

Maharana, K. C., & Acharya, S. C. (2023). Customer's attitude towards online shopping of Sambalpuri handloom: A study on Sambalpur District. *SSRN.*

Anurag, U., & Kaur, S. (n.d.). Blended traditional and digital marketing for empowering women artisans: An empirical approach. In *Women in education and work life* (p. 59).

Ithurbide, C. (2023). Global platforms weaving into the craft industry: Lessons from localisation strategies in India. In *Digital platforms and the Global South* (pp. 91–108). Routledge.

Mohanty, S. K., & Das, R. C. (2022). Service experience and customer satisfaction in offline and online services: A study on traditional apparel retail in Odisha. *Orissa Journal of Commerce, 42*(4), 74–91.

Banerjee, N., & Bhattacharya, S. C. (2021). E-commerce–Stitching the gap between weavers and consumers. In *Interdisciplinary research in technology and management* (pp. 121–127). CRC Press.

Suresh, R., Saha, P., & James, J. (2024). Handloom and resource equity—A circularity narrative from India in the Global South. *Journal of Cleaner Production, 468*, 143081.

Sharma, A., Bhowmick, B., & Patnaik, J. (2020). Innovation through hub and spoke model: E-commercializing regional India's handicraft industry. In *European Conference on Innovation and Entrepreneurship* (pp. 614–XXI). Academic Conferences International Limited.

Trivedi, M., Payal, M., Vasavada-Oza, F., & Krishna, R. (2023). Tell me a story! Antecedents to purchase of handloom products in India. *Global Business Review, 24*(4), 704–720

Vhatkar, M. S., Raut, R. D., Gokhale, R., Kumar, M., Akarte, M., & Ghoshal, S. (2024). Leveraging digital technology in retailing business: Unboxing synergy between omnichannel retail adoption and sustainable retail performance. *Journal of Retailing and Consumer Services*, *81*, 104047. https://doi.org/10.1016/j.jretconser.2024.104047

Yunita, D., Adam, M., Wahab, Z., Andriana, I., & Nailis, W. (2024). Omni-Channel Strategy in the Digital Retail Environment. In *Business, management and economics*. https://doi.org/10.5772/intechopen.1005112