

## Preface

The preface is structured according to the four designed sections of the book and intends to introduce the contributions of 55 authors to the various sections. This handbook engages the reader with 27 chapters under 4 different sections selected from previous IGI Global publications reflecting a diverse range of methodologies applied: the majority of chapters represent conceptual work followed by chapters that pursued a quantitative, qualitative, or case study methodology. Eleven chapters refer to specific global research settings and a diverse range of product and/or service industries. The following four sections cover the most up to date developments in Consumer Behavior. To cater for a holistic knowledge provision, the chapters chosen represent a selection of contributions already previously published by IGI, revisited and updated.

The current key knowledge developments in the field are summarized in the synopsis of the four sections. Whereas the first two sections provide a more theoretical background underpinning the new revolutionary waves of consumer empowerment and value as well as product or service co-creation and its implicit consumer-centric strategies and paradigmatic changes, the last two sections tend to provide a more focused and applied information on the managerial consequences of the first two sections. The latter relate, for example, to increased consumer involvement, consumer motivation, the central role of branding, human-computer interaction, the crucial consideration of the social and cultural context with an emphasis on virtual communities, automated technology integration, consumer information systems, and cost-benefit analysis of Knowledge Management projects.

### **TARGET AUDIENCE**

The intention to provide applied knowledge on Managing Consumer Behavior relating to private (large companies as well as SMEs) and public industries (i.e. e-government or alleviation of poverty) spiced with a number of international case studies make the book an interesting reference book for middle or top managers of companies, entrepreneurs, consultants, public officials, and for vocational or professional education and training managers in all contextual fields of Consumer Behavior.

A sound discussion on conceptual developments based on a variety of research methodologies combined with applied knowledge, on the other hand, might prove very useful for undergraduate students in their final year and, especially, postgraduate students (especially MBA, DBA, or PhD students) and their teachers in modules such as Consumer Behavior, Strategic Marketing, Marketing Communications, Knowledge Management and Transfer or Management, and Consumer Information Systems.

## OBJECTIVE/PURPOSE OF THE BOOK

Due to the comprehensive and concise summary of offline and online consumer behavior-related concepts and developments, consumer-centric strategies, a wide spectrum of research methodologies, managerial implications, and case studies, this new handbook serves as an encyclopedia on a diverse range of branches of knowledge all revolving around Managing Consumer Behavior in a diverse range of industries and countries. It might very well have a major impact on current managerial practice and as “food for thought” for further research developments in the field. The value of the book can be summarized as follows:

1. A detailed and extensive review of multidisciplinary Consumer Behavior-related frameworks, models, and constructs.
2. Interesting insights into a number of international cases (i.e. on the service industry and e-retailing, university libraries, apparel industry, e-government, airport industry, Zakat Institutions, and IPTV providers).
3. Recommendations to guide practitioners to successfully implement the concepts in practice.
4. A number of conceptual and empirical analyses of research streams still in their embryonic stage, such as online, offline, and overall consumer satisfaction; firm-consumer co-creation of values, products, and services; legal implications of consumer-centric strategies; Social CRM and influencing Virtual Communities; Human-Computer Interaction; Consumer Information Systems with new data-mining techniques; automated technology integration.
5. Overall, a holistic synthesis of ground-breaking cross-functional consumer behavior concepts serving as an encyclopedia to academics, practitioners, and students alike.

## THE SEQUENCE OF SECTIONS AND CHAPTERS

### Section 1: Consumer Empowerment by Consumer-Centric Marketing Strategies

Consumers of all ages are in charge of their decisions and, hence, have the power to boost a product/service or send it to its decline stage. The relationship with the consumer and other stakeholders is fundamental for every kind of business and value chain activity. For this reason, a consequent customer focus is in the very centre of marketing models and corporate strategies. A range of models (i.e. Engel-Kollatt-Blackwell model, Howard Sheth model, Bettman’s model, the often cited “Black Box” Model, and more recently, Holistic Consumer Behavior models) explain consumer behaviour focusing on its external and internal antecedent stimuli, the actual consumer decision making process and factors influencing post-purchase behaviour. Acknowledging the contribution of, so-far dispersed, consumer-related knowledge and strategies to corporate market and financial performance, Kaufmann and Panni (2013) synthesized a number of customer-centric and, increasingly sustainability-related, concepts, such as Relationship Marketing (RM), Customer Relationship Management (CRM), Customer Knowledge Management (CKM), Behavioral Branding, and Cause-Related Marketing. The paramount role culture plays in International Consumer Behavior has been addressed by Kaufmann’s (2010) handbook and the Coberen research study on the consumption culture in Europe (Santos et al., 2013). Whilst the Societal Marketing Concept had already gained widespread recognition in the marketing discipline, there is a growing concern for eth-

ics and social responsibility issues and consumer welfare. For this reason, companies are well advised to put these values center stage of their corporate culture and strategies when striving for sustainable competitive advantage. The created trust, preference, and confidence among organizations' consumers and stakeholders guarantee a long-term, enduring relationship. A coherent summary of cutting-edge consumerism concepts and studies is provided by Kaufmann and Panni (2014).

In our current virtual era, Newholm et al.'s (2006) statement, that "consumer power is an implied function of the market" (p. 994) becomes truer than ever before. Today's consumers are increasingly more knowledgeable and with a simple click able to research the best price and/or quality offer for a product or service around the globe. In line with Newholm et al. (2006), Ramaswany (2008) describes the profile of today's consumers as "informed, connected, networked, and empowered on a scale as never before, thanks to search engines, engagement platforms, the growth of Internet-based interest groups, and widespread high-bandwidth communication and social interaction technologies" (p. 9). Reay and Seddighi (2012) point to implications that shake the previous strategic pillars of a company: "Customers can now influence every part of the business system such that companies can no longer act autonomously" (p. 260).

As the new technologies have changed to a great extent the way we live, communicate, and work, the www revolution affects consumer behavior. Our modern lifestyle and shopping behaviors are transformed by the digital world. Implicitly, companies need to differentiate between online and offline buying decision processes. Having major implications on marketing media, a publication of e-Marketer, for example, shows that the amount of minutes spent online and mobile has grown from 2009 to 2012, and that, vice versa, the occupation with traditional printing media is decreasing. In addition, the online shopping behavior does not seem to follow generalisable global patterns, which have implications on international marketing strategies as to standardization of adaptation. ChannelAdvisor (2011) reports, for example, that "most US, UK, and French consumers purchased the bulk of holiday gifts online, but Australian and German consumers were more inclined to holiday shop at physical storefronts" and, conclusively, suggests using multichannel platforms. A Nielsen (2013) research report differentiates online consumer behavior as to product categories. The following product categories were ranked highest (by percent) of claimed Internet importance in the decision making process: electronics, appliances, books, music, clothing, and cars, to mention but the top six categories.

Comparing previous offline consumer behavior models with new online consumer models (i.e. that of there are some obvious differences between online or offline shopping. The online model entails factors such as "Web site features" (i.e. delay in download or navigability), "consumer skills" (i.e. a consumer's knowledge on online transactions), "product characteristics" (i.e. different conduciveness of products to be described, packaged, or shipped), "attitudes towards online purchasing" (i.e. trust in the website), "perceptions about control over the Web environment," or click stream behavior (i.e. transaction log of a consumer's Web moves) (Laudon & Traver, 2011).

The chapters allocated to this section provide a series of conceptualizations to theoretically underpin corporate practice. The first chapter by Khasawneh and Alazzam integrates consumer-centric concepts focusing on Customer Knowledge Management regarded as the conditional concept for achieving Competitive Advantage requiring increasing corporate levels of cooperation and co-creation. The following two chapters by Lin and Jalleh as well as Xu and Yang conceptualize factors relating to e-CRM providing fundamental aspects to be considered when planning to implement e-CRM-related business processes for the service industry and US academic libraries. The factors of the concepts in the respective contributions are IT costs and risks as well as strategic marketing-related factors, such as customer

identification, differentiation, interaction, and trust management supported by state-of-the-art Web technologies. The fourth chapter by Tzoulia draws the attention on legal issues on a European scale implicit from the application of Consumer-Centric Marketing strategies (i.e. in terms of data protection and Fair Competition) and outlines obligations for advertisers. A holistic analogue and online strategic and operational Marketing perspective is given by Viardot's fifth chapter of this section to materialize by the new concept of "Fresh Fashion" applied by Zara. Specifically, the role of the store, employees, branding, and international marketing is emphasized. The sixth chapter by Panni, corresponding with Chapter 1, proposes a basic framework for Customer Knowledge Management with its variables to be assessed by criteria of market performance. Finally, the last chapter of this section by Liew, Ramayah, and Yeap complements the previous chapters by conceptualizing the effect of market orientation on Customer Relationship Management, its implementation, and performance.

## **Section 2: Value Co-Creation Heralding a Paradigm Change**

Optimizing the new consumer relationship is based on understanding customers better day by day. This understanding will lead to an ever closer relation with the consumers providing us with a detailed knowledge on how to tailor services and products, how to retain them, or even how to motivate them to increase our sales. Pointing to considerable corporate benefits, Reay and Seddighi (2012) stressed that "a focus on an innovation strategy via co-creation activities is predicted to help organizations to generate competitive advantage through the integration of customers' views into the organizations' key operations, making customers' ideas an input for product and process development . . . . This in turn could potentially lead to falling costs, product differentiation, and quicker responses to changing market conditions" (p. 272).

It becomes obvious that we are witnessing a change paradigm: while, in the old days, the consumer used products created by manufacturers for her/him, now she/he co-operates with the firm in the manufacture or design and even selling of products. This is confirmed by Mele, Spena, and Colurcio (2010) stressing that "the traditional understanding of innovation, in which the supplier is the innovator and the customer is the recipient of (or perhaps the stimulus for) innovation, is replaced by an understanding of innovation based on S-D (Service-Dominant) logic in which customers and other stakeholders become real co-innovators who exchange and integrate resources to co-create value" (p.60). Therefore, Saarijarvi, Kannan, and Kuusela (2013) hold that "understanding the logic of business environments and ecosystems featuring value co-creation is a near prerequisite to becoming and remaining competitive" (p. 6). They further suggest that the trend is to "reinventing value in terms of the value-creating system itself where different actors—suppliers, business partners, allies, and customers—work together to co-produce value" (Saarijarvi, Kannan, & Kussela, 2013, p. 7). In addition, they stressed that:

*. . . considering the opportunities of value co-creation is fundamentally about identifying new ways to support either the consumer's or the firm's value-creating processes. These can take place through consumer value co-creation mechanisms (such as refining and then returning consumer data to consumers) or firm value co-creation mechanisms (such as co-production, co-development, and co-design). The perspective on value creation is extended as both firms and customers are inventing new and innovative ways to support each other's value-creating processes. These mechanisms shift the focus beyond the traditional exchange. Value co-creation as a business concept strives to capture this critically important and topical evolution where the boundaries between firms and customers become more blurred owing to the continuous redefinition of their roles (p. 15).*

A practical example of consumer direct involvement is the case of AT&T. Cuccureddu (2011), exploring the company AT&T and its policy to involve the consumer in their product innovation process, found out that collaborative innovation results increase the speed to the market and improve the output to market due to the continuous feedback loop consumers are providing during the product-development process. Furthermore, he identifies that consumers' involvement decreases cost-to-market as consumers become testimonials of the product or the brand. This consumer advocacy turns into a kind of authenticity word-of-mouth propaganda that makes it more credible and independent from manipulative marketing campaigns. Kun (2012) suggests in this context that word-of-mouth propaganda should be added online with the objective that Web visitors can explore the opinions of satisfied peers, which might positively influence their final decision.

A further corporate benefit is alluded to by Weckstrom (2011), pointing to elicit even so-far un-articulated consumers' desires:

*Methodologies such as co-creation and lead-user innovation offer a promise of turning product development in companies inside out by unleashing the creativity of consumers. Through orchestrating a creative collaborative process companies can better understand the often un-articulated needs and wants of consumers, and based on this insight develop value propositions that combine products and services in new ways for improved differentiation and return on investment (p. 2).*

According to Shah (2000), who explored 57 innovation histories in the field of skateboarding, snowboarding, and windsurfing equipment innovations:

*. . . contrary to conventional wisdom, equipment for new sports was not developed by existing sports equipment manufacturing companies. Innovations were instead developed by a few early and active participants in the new sports – lead users who built innovative equipment for themselves, their friends, and often built businesses focused on producing such equipment in order to appropriate benefit from their innovations and establish a lifestyle around the sport (p. 2).*

Relating furthermore to start up activities of these innovative lead users, Shah (2000) continues to describe the profile of these innovators:

*The innovating users in these sports were generally very young – in their teens or early twenties and technically unsophisticated. They evolved their innovations via learning-by-doing in their novel and rapidly evolving fields. They would begin by building a prototype using simple tools and materials, immediately try it out under real field conditions, discover problems, make revisions within hours, and then try again. The small companies founded by some of these innovators began as lifestyle firms, in which expert users supported their primary activity of playing at and refining their sport by making and selling copies of the sporting equipment they had developed from their basement or spare room or garage. Over time, some of these firms closed as the interests of their founders changed, but others survived and evolved into major producers of equipment for the sport (p. 3).*

Pointing to differentiate co-creating consumers as to their divergent motives, Roberts, Hughes, and Kertbo (2014) explored which factors motivate consumers to engage in co-creation activities. They stressed that motivations differ across type of activities, these relates as to the person if he/she works

independently, as a part of a community or directly with the firm. Roberts et al. (2014) explained that “innovating independently of the firms appears to be driven by egocentric motives; innovating as a part of a community appears to be driven by altruistic motives and innovating directly in collaboration with the firm appears to be driven by opportunity (or goal) related motives” (p. 147). The authors’ study focuses on “theories of extrinsic and intrinsic motivation, tension-reducing, self-efficacy and expectancy theories, to explain why differences persist. This enables researchers to consider how value might be optimized across varying forms of co-creation, and build better studies into the management and performance implications of consumer value co-creation” (p. 147).

Specifically relating to new creative ways to better utilize the consumers’ ability to cooperate in innovation by approaching consumers’, so far, unarticulated needs via Web-based methods, case studies on blue chip companies, and suggestions for unconventional qualitative market research techniques are provided by the following interesting website: <http://www.innovation-point.com/consumerinspiration.htm>.

Consequently, the chapters in this section focus on consumer motivation and involvement as well as its organizational implications in the field of e-solutions and social media. Chapter 8 by Korelo, Mantovani Lucena da Silva, and Muller Prado, in order to explain the consumers’ intention to choose and accept product novelties, suggests a hierarchy of choice goals providing main drivers juxtaposing the most innovative with less innovative consumers. The next chapter by Cho is dedicated to e-retail consumers’ perceptions on e-customization discussing the factors that can motivate consumers to participate in the value creation process and categorizing them into various dimensions. Relating to one of the most important changes in public administration, the third chapter in the section, by Carrizo Moreira and Zimmermann, investigates the impact of e-government on consumer behavior and the importance of Knowledge Management for value creation in public administration. Chapter 11 by Tenge researches the influence of CRM on public social platform participation and tests a theoretical framework to increase the motivation of passengers in the air traffic industry to volunteer information for the corporate Facebook pages. Chapter 12 by Yager and Yager introduces a framework of Intelligent Social Network Analysis stressing the paramount importance to fully understand the structure and dynamics of consumers’ social networks and to influence this complex structure to achieve corporate objectives. The last chapter in this section by Ayanso examines and conceptualizes current social CRM challenges, solutions and their analytical and operational capabilities. It discusses the technical and managerial challenges triggered by the adoption of Social Media technologies.

### **Section 3: Achieving Consumer “Involvement” – A Multidisciplinary Effort**

More and more, the previously prevalent physical consumers’ relationship is becoming a virtual one. New technologies and the overarching influence of the Internet have revolutionized the relationship with consumers. Trying to achieve a balance between personal and virtual customer relationships is perceived to be the current challenge for many companies in the current economy. Many organizations are trying to a great extent to personalize and close the virtual gap with the customer. In order to achieve this, a starting point could be the following suggestion of Farquhar and Rowley (2006): “Commercial organizations need to translate customer relationships that have been created in traditional business environments into the virtual marketplace and to use online communities to strengthen these relationships” (p. 162). Carlson and O’Cass (2010) refer to scholars like Cox and Dale (2001), Cai and Jun (2003), and Trocchia and Janda (2003) who propose, in their effort to bridge this transition of consumer relationship towards a virtual relationship, to develop an extensive information website presence and offering low prices aiming to delivering high quality e-services that can make consumers happy and hopefully retain them.

Another promising route to bridge this virtual gap with the customers is through involvement. Bloch et al. (1986, as cited in Shang, Chen, & Liao, 2006) highlight that consumers' motivation in the search of information is due to the level of involvement with the product or service (i.e. by taking part in virtual communities). Nevertheless, Shang, Chen, and Liao (2006) in their research found that "messages in the virtual community may not be able to evoke the emotional states and satisfy the needs of affectively involved consumers" (p. 410). In this context, the authors suggest to differentiate between online respectively virtual communities, which satisfy cognitive needs through, for example, word of mouth information, and brand communities, which satisfy emotional bonds with the brand. They also tend to support previous research suggesting that face to face contacts and non-verbal cues (Buggon et al., 1984; Knapp & Vangelisti, 1992, as cited in Shang, Chan, & Liao, 2006) as well as real experiences with the brand and members of the brand community at geo-temporary concentrated brand events, called brand-fests (McAlexander, Shouten & Koenig, 2002), might be conditional for the arousal of more intimate relationships and feelings of brand community integration.

This is confirmed by Sahney, Ghosh and Shrivastava (2013) stressing that a lack of trust, otherwise often developed in human interaction, is one of the key obstacles that Indian vendors are facing in online transactions. The overarching message is to create a dyadic relationship striving for a balance of virtual and human/personal interaction. As this dyadic relationship is based on a voluntary and also unpredictable cooperation of two independent system players acting on the same eye level, the firm and the consumer, for mutual benefit, it is suggested to find a different term for "Management" of Consumer Behavior or Consumer Relations as "Management" implies autonomy and control of the firm's behavior, which is actually not the case anymore. "Effectively integrating consumer behavior and/or relationships" is a suggested term for sparking a discussion on this view. The degree of combination between personal/physical and virtual relationships to create consumer involvement might be a worthwhile avenue for further research. Consumers, as all human beings, like to be heard and have the feeling of being part of a community. A close connection with other consumers gives her/him a sense of connection or belongingness leading to an increase of personal value and eventually exceeding the consumers' expectations. In this respect, the integration of the sociological concept of identity in general and social identity in particular in Marketing has been established as a concept on which consumer and stakeholder relationships in Marketing are to be built and developed (i.e. Arnett, German, & Hunt, 2003; Kaufmann, Zagorac, & Sanchez, 2008; Balmer, 2011; Kaufmann, et al., 2012).

The identity concept is regarded as the underlying platform for the communication with stakeholders applied in corporate marketing (Balmer, 2011). In more detail and without claiming to be exhaustive, the identity concept has been applied to a number of consumer behavior fields: explaining consumers' sponsoring behavior based on appealing to their salient identity (Arnett, German, & Hunt, 2003), banks' identity-related marketing strategies in transitional settings (Kaufmann, et al., 2008), the interrelationship between legitimacy, reputation, and sustainability with corporate and supply chain branding (Czinkota, Kaufmann, & Basile, 2014), new consumer roles in branding (Kaufmann, Basile, & Vrontis, 2012), the development of regional and interregional brands (Kaufmann & Durst, 2008; Kaufmann, 2012), the concept of behavioral branding (Henkel et al., 2012), luxury shopping behavior of Russian consumers (Kaufmann, Vrontis & Manakova, 2012), status orientation of Cypriot consumers (Kitsios & Kaufmann, 2009), international tourist behavior (Kaufmann et al., 2009), the internationalization of SMEs (Altintas et al., 2011), and consumer ethnocentrism (Cutura, Kaufmann, & Butigan, 2012). Furthermore, the use of psychological models helping to explain, for example, individual motivational and satisfaction factors (i.e. expectancy-disconfirmation, equity, and cognitive dissonance) point to the legitimate call for the

increasing interplay between marketing and multidisciplinary concepts for explaining the increasingly diverse and complex interrelationships of consumer behavior factors triggered by historical, political, economic, social, cultural, and technological challenges of our time. Hence, more differentiated and localized consumer behavior theories are recommended rather than a “grand” and all-embracing theory of consumer behavior. A newly arising multidisciplinary discipline of Consumer Behavior does, however, imply that in the future other (i.e. psychological and/or sociologically related) benefits should accrue to the consumer to an ever-increasing extent (i.e. Arnett, German & Hunt, 2003; Czinkota, Kaufmann and Basile, 2014). Pursuing multidisciplinary consumer benefits will contribute to a more authentically and credibly perceived corporate culture and more sustainable and socially responsible relationships with consumers and stakeholders.

The chapters in this section give an overview of the factors explaining consumer firm relationships in an offline as well as online environment. In Chapter 14, Aquilani et al. pay tribute to the central importance of customer satisfaction in relation to Customer Relationship Management. The authors provide measures for both, online, offline, and overall customer satisfaction with its respective antecedents. Chapter 15 by Pennington focuses on brands as critical design elements in virtual communities. It discusses the development and transition of virtual communities, the system of meanings in consumer culture, culture in virtual communities, communicating culture through products and brands, and brand consumption. Chapter 16 by Surma models human nature based on behavioral patterns and social relations. Additionally, he regards identifying peer-to-peer influence on social networks’ sites as critical to social media marketing strategies. Servidio, Davies and Hapeshi explore in Chapter 17 the potential of multi-modal interfaces and virtual environments for business and marketing. Special attention is drawn to relationships between Human-Computer Interaction (HCI) studies and consumer behaviour, focusing on virtual environments for electronic and Internet e-commerce (online retail) services. In Chapter 18 Correia Loureiro illuminates the process behind the attraction and aversion or even hatred for brands explaining Consumer-Brand Relationships (CBR) by factors such as the identity of the brands, the way they communicate, as well as the traits of personality, lifestyle, and involvement of the consumers. Providing a more internal brand perspective, Massa in Chapter 19 suggests leveraging the power of a corporate brand to drive fundamental change and transformation within organizations based on the creation of a brand promise and related brand principles. Glavin’s and Sengupta’s Chapter 20 illustrates how simulation-based methods can be used to model and predict changes or interventions in the market, such as new product introductions, for which no history exists. The effect of word-of-mouth through social networks in consumer markets is referred to as one of the fledgling research avenues. In the last chapter of this section, Ndubisi and Shaikh Ali evaluate dual strategies of firms within two service sectors on the east and west coasts of Malaysia used for trying to build lasting and loyal relationships with customers, namely by respect and rapport.

#### **Section 4: Knowledge Management – Indispensable Corporate Memory**

The above-indicated salient importance of complex and deep consumer knowledge requires consumer information to be continuously gathered and stored in some kind of consumer knowledge pool and links the topic of consumer relations with knowledge and information management. Rowley (2002) underlines that the “organizations’ need to develop strategies that enable them to capitalize on the dynamic integration of systems and people” (p. 268) and, in today’s global business environment, this relates to virtual systems. As the main objective of Knowledge Management (KM) is to gather, store, and disseminate



information, the cross-functional participation of different departments (customer service, communication, design) is crucial. This rich source of consumers' information would be instrumental in improving the relationship by maximizing consumer-tailored services/products. It is important to bear in mind that this source of information must be protected in order to guarantee the customer their privacy and security. Failing in doing so or having insufficient security measures in place will damage the relation with the consumer.

Moreover, due to the current technologies' sophistication, KM is also becoming very interactive in involving the customers as a direct co-player (see also previous co-creation section). Again, this direct consumer participation supports the company in continuously improving the products/services, optimizing performance, increasing even word-of-mouth propaganda and winning the consumers' loyalty.

The chapters in this section show concrete benefits for—in one case—macro (philanthropic) and micro corporate objectives when implementing Knowledge Management. In Chapter 22, Hussain correlates Consumer Centric Knowledge Management (CCKM) with poverty alleviation efforts in the case of Zakat Institutions. It reviews the contributions of key agents of knowledge change, such as the World Bank and IFAD, to establish communities of practices in creating and sharing knowledge on poverty alleviation and suggests ways to bridge existing knowledge management gaps. In Chapter 23, Heavin and Adam investigate how Small and Medium (SMEs)-sized Irish software enterprises manage value creating customer relationships by leveraging reliable customers as external knowledge resources. The findings display different levels of customer knowledge focus and knowledge acquisition activity. In Chapter 24, Zapata Cantú et al. identify the main external and internal sources of knowledge generation in Mexican firms and the organizational elements that are relevant in this process. In this context, the authors differentiate between services and manufacturing firms. Brunet-Thornton et al. focus in Chapter 25 on knowledge management as a tool for influencing customers in the Czech Republic. Generally incorporating latest research in the field, the authors consider tangible and intangible benefits of successful Knowledge Management and provide recommendations on how to overcome potential barriers. Tuunanen's, Gardner's, and Bastek's Chapter 26 explores Consumer Information Systems (CIS), in particular the emerging field of Internet Protocol Television (IPTV)/Internet TV systems. Proposing a Consumer Information Systems as Services framework, this study takes one of the first steps towards an actual mass customization approach to consumer information systems. In the final chapter, Ooi, Seng, and Ang explore Automated Technology Integrations for customer satisfaction assessment and describe the main related concerns and challenges to realize customer satisfaction. Furthermore, it introduces the integration of automated technology components, such as Automated Emotion Recognition System and Automated Text Content Analysis Tool, to be integrated into communication tools.

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