

APPENDIX D:

Tables 1-59 shows the themes found in each source with each table representing its own theme. It shows the number of codes that was assigned from that source to the corresponding theme as well as the percentage of total codes. Table 60 shows the most prominent themes found in the data in descending order.

Table 1. Ariely & Carmon, 2003 - Themes

Theme	# of codes	% of total codes
Experience	18	78.26
Co-Experience	1	4.35
Retention	1	4.35
External Influences	1	4.35
Meaningfulness	1	4.35
Keep Users in Control	1	4.35
Total codes	23	

Table 2. Bargas-Avila & Hornbaek, 2011 - Themes

Theme	# of codes	% of total codes
Emotional response/impact	4	26.67
UX	4	26.67
User/Customer expectation	1	6.67
Experience	1	6.67
Meaningfulness	1	6.67
Co-Experience	1	6.67
Learnability	1	6.67
Relationship	1	6.67
Flow Stata	1	6.67
Total codes	15	

Table 3. Battarbee & Koskinen, 2005 - Themes

Theme	# of codes	% of total codes
Co-Experience	11	29.73
Experience	6	16.22
Meaningfulness	5	13.51
Emotional response/impact	5	13.51
Complex/Dynamic	2	5.41
Pleasure	1	2.70
Strive for Universal Usability	1	2.70
Evaluation	1	2.70
User needs/goals	1	2.70
UX	1	2.70
External influences	1	2.70
Flow state	1	2.70
An Experience	1	2.70
Total codes	37	

Table 4. Behera et al., 2020 - Themes

Theme	# of codes	% of total codes
Analysis	2	14.29
Sustainability	2	14.29
Relationship	1	7.14
Importance -LG	1	7.14
Importance -UX	1	7.14
Classification	1	7.14
Lead Generation	1	7.14
Customer value	1	7.14
Trust	1	7.14
Loyalty	1	7.14
Business Value	1	7.14
Brand	1	7.14
Total codes	14	

Table 5. Berman, 2012 - Themes

Theme	# of codes	% of total codes
Digital business strategy/model	11	40.74
Digital transformation	5	18.52
Experience	2	7.14
Strive for Consistency	2	7.14
Social	1	3.70
UX	1	3.70
Business Value	1	3.70
User/Customer expectation	1	3.70
Brand	1	3.70
Information/Content	1	3.70
Employee	1	3.70
Total codes	27	

Table 6. Bharadwaj et al., 2013 - Themes

Theme	# of codes	% of total codes
Digital business strategy/model	12	44.44
Business Value	8	29.63
Digital transformation	6	22.22
Relationship	1	3.70
Total codes	27	

Table 7. Bondarenko et al., 2019 - Themes

Theme	# of codes	% of total codes
Importance - LG	7	30.43
Process/ How to	5	21.74
Marketing	4	17.39
Lead Generation	3	13.04
ROI/Financial implications	3	13.04
Classification	1	4.35
Total codes	23	

Table 8. Budac, 2008 - Themes

Theme	# of codes	% of total codes
Loyalty	3	50
Business Value	1	16.67
Retention	1	16.67
Customer Value	1	16.67
Total codes	6	

Table 9. Chantias, 2017 - Themes

Theme	# of codes	% of total codes
Digital transformation	9	75
Relationship	1	8.33
Analysis	1	8.33
KPI	1	8.33
Total codes	12	

Table 10. Dhanda & Shrotryia, - Themes

Theme	# of codes	% of total codes
Sustainability	11	39.29
Digital business strategy/model	3	10.71
ROI/ Financial implications	2	7.14
Brand	2	7.14
Competitive advantage	2	7.14
CO-creation	2	7.14
Relationship	2	7.14
Business value	1	3.57
Relationship value	1	3.57
Loyalty	1	3.57
Trust	1	3.57
Total codes	28	

Table 11. Dougherty & Murthy, 2009 - Themes

Theme	# of codes	% of total codes
UX	2	33.33
Digital transformation	1	16.67
Loyalty	1	16.67
Experience	1	16.67
Importance - LG	1	16.67

Total codes	6
-------------	---

Table 12. Ebert & Duarte, 2018 - Themes

Theme	# of codes	% of total codes
Digital Transformation	3	33.33
Business Value	1	11.11
Digital business strategy/model	1	11.11
Relationship Value	1	11.11
Competitive Advantage	1	11.11
UX	1	11.11
Emotional impact/response	1	11.11
Total codes	9	

Table 13. Forlizzi & Battarbee, 2004 - Themes

Theme	# of codes	% of total codes
Experience	17	22.97
Emotional impact/response	13	17.57
UX	12	16.22
Co-Experience	9	12.16
Flow state	6	8.11
Aesthetics	3	4.05
Relationship	3	4.05
Competitive Advantage	2	2.70
Learnability	2	2.70
Meaningfulness	2	2.70
Information/Content	1	1.35
An Experience	1	1.35
Reduce short-term memory load	1	1.35

Seek universal Usability	1	1.35
Demographics	1	1.35
Total codes	74	

Table 14. Frow & Payne, 2007 - Themes

Theme	# of codes	% of total codes
CX	8	22.22
Brand	7	19.44
Business Value	5	13.89
Loyalty	2	5.56
Emotional impact/response	2	5.56
Customer value	2	5.56
ROI/ Financial implications	2	5.56
Strive for Consistency	2	5.56
Relationship	1	2.78
Experience	1	2.78
Complex/Dynamic	1	2.78
Relationship value	1	2.78
Lead Life cycle	1	2.78
User needs/goals	1	2.78
Total codes	36	

Table 15. Gebayew et al., 2018 - Themes

Theme	# of codes	% of total codes
Digital transformation	3	21.43
CX	3	21.43
Digital Business Strategy	2	14.29
ROI/Financial implications	2	14.29
Sustainability	1	7.14
Social	1	7.14
Marketing	1	7.14
Meaningfulness	1	7.14

Total codes	14
-------------	----

Table 16. Graesch et al., 2020 - Themes

Theme	# of codes	% of total codes
Digital transformation	2	33.33
Employee	1	16.67
Customer value	1	16.67
Evaluation	1	16.67
Seek Universal Usability	1	16.67
Total codes	6	

Table 17. Grubor & Olja, 2018 - Themes

Theme	# of codes	% of total codes
Marketing	5	17.86
Social	3	10.71
Relationship	3	10.71
Information/Content	2	7.14
Trust	2	7.14
Competitive advantage	2	7.14
Pleasure	1	3.57
Classification	1	3.57
AIDA	1	3.57
User/customer expectations	1	3.57
Brand	1	3.57
Employee	1	3.57
Business Value	1	3.57
Lead Generation	1	3.57
Reduce short-term memory load	1	3.57
Relationship value	1	3.57
Meaningfulness	1	3.57
Total codes	28	

Table 18. Gupta & Numkar, 2020 - Themes

Theme	# of codes	% of total codes
Information/Content	7	18.92
Relationship	5	13.51
Trust	4	10.81
Retention	4	10.81
Brand	4	10.81
Marketing	3	8.11
Loyalty	2	5.41
Emotional impact/response	2	5.41
User needs/goals	1	2.70
Customer value	1	2.70
Lead generation	1	2.70
Classification	1	2.70
Demographics	1	2.70
AIDA	1	2.70
Total codes	37	

Table 19. Haas et al., 2012 - Themes

Theme	# of codes	% of total codes
Relationship value	20	62.50
Business Value	10	31.25
Marketing	1	31.25
Competitive advantage	1	31.25
Total codes	32	

Table 20. Hartson & Pylla, 2019 - Themes

Theme	# of codes	% of total codes
Emotional impact/response	8	27.59
Meaningfulness	5	17.24
UX	3	10.34
Importance -US	3	10.34
Learnability	2	6.90
Complex/Dynamic	1	3.45
Experience	1	3.45
Digital business strategy	1	3.45
ROI/Financial implications	1	3.45
Strive for universal Usability	1	3.45
Usefulness	1	3.45
Flow state	1	3.45
Relationship	1	3.45
Total codes	29	

Table 21. Hassenzahl, 2013 - Themes

Theme	# of codes	% of total codes
User needs/goals	4	28.57
Experience	3	21.43
Meaningfulness	3	21.43
CO-Experience	2	14.29
An Experience	1	7.14
Sustainability	1	7.14
Total codes	14	

Table 22. Hassenzahl, 2021 - Themes

Theme	# of codes	% of total codes
Strive for universal Usability	5	20.83
Meaningfulness	4	16.67
User needs/goals	4	16.67
UX	3	12.50
Pleasure	3	12.50
Sustainability	2	8.33
Aesthetics	1	4.17
Emotional impact/response	1	4.17
Keep users in Control	1	4.17
Total codes	24	

Table 23. Hassenzahl, 2008 - Themes

Theme	# of codes	% of total codes
UX	8	57.14
Complex/Dynamic	2	14.29
Experience	2	14.29
User/customer expectations	1	7.14
Flow state	1	7.14
Total codes	14	

Table 24. Helfat & Raubitschek, 2000 - Themes

Theme	# of codes	% of total codes
Lead generation	2	66.67
Competitive Advantage	1	33.33
Total codes	3	

Table 25. Kashfi et al., 2019 - Themes

Theme	# of codes	% of total codes
UX	11	42.31
Timing	4	15.38
Principles	3	11.45
External influence	2	7.69
Complex/Dynamic	2	7.69
Usability	2	7.69
User/customer expectations	1	3.85
Digital Business strategy	1	3.85
Total codes	26	

Table 26. Koski, 2016 - Themes

Theme	# of codes	% of total codes
Nurture/Management	13	24.53
Relationship	6	11.32
Lead generation	6	11.32
Marketing	5	9.43
Experience	4	7.55
B2B	3	5.66
Lead Life cycle	3	5.66
CX	3	5.66
ROI/ Financial implications	2	3.77
Analysis	2	3.77
UX	1	1.89
Usability	1	1.89
Emotional impact/response	1	1.89
Trust	1	1.89
Classification	1	1.89
Information/Content	1	1.89
Total codes	53	

Table 27. Kuniavsky, 2010 - Themes

Theme	# of codes	% of total codes
UX	5	21.74
External influences	2	8.70
AIDA	2	8.70
Flow state	2	8.70
Strive for Consistency	2	8.70
Digital transformation	1	4.35
Complex/Dynamic	1	4.35
Usability	1	4.35
Relationship	1	4.35
Planes	1	4.35
Marketing	1	4.35
Brand	1	4.35
Offer Informative feedback	1	4.35
Information/Content	1	4.35
Demographics	1	4.35
Total codes	23	

User/customer expectation	3	2.48
Demographics	3	2.48
Design dialogs to Yield closure	3	2.48
Offer Informative feedback	3	2.48
Social	2	1.65
Process/How to	2	1.65
Evaluation	2	1.65
Reduce short-term memory load	2	1.65
Layout	2	1.65
Prevent Errors	2	1.65
Co-Experience	2	1.65
Relationship	1	0.83
Lead Life cycle	1	0.83
Pleasure	1	0.83
KPI	1	0.83
Planes	1	0.83
Emotional impact/response	1	0.83
Total codes	121	

Table 28. Lehtinen, 2020 – Themes

Theme	# of codes	% of total codes
UX	14	11.57
Information/Content	9	7.44
Brand	8	6.61
Seek Universal Usability	7	5.79
Experience	7	5.79
Lead Generation	6	4.96
Aesthetics	6	4.96
Trust	6	4.96
Flow state	6	4.96
Keep Users in Control	6	4.96
Customer value	4	3.31
User needs/goals	4	3.31
Strive for Consistency	3	2.48
AIDA	3	2.48

Table 29. Light, 2003 - Themes

Theme	# of codes	% of total codes
Social	2	40
Business Value	1	20
Relationship	1	20
Retention	1	20
Total codes	5	

Table 30. Luther et al., 2020 - Themes

Theme	# of codes	% of total codes
UX	5	25
Competitive Advantage	3	15
Import – UX	2	10
Complex/Dynamic	2	10
Business Value	2	10
Usability	1	5
Information/Content	1	5
Aesthetics	1	5
User needs/goals	1	5
Retention	1	5
Brand	1	5
Total codes		20

Table 31. Mahmood et al., 2019 - Themes

Theme	# of codes	% of total codes
Digital transformation	6	42.86
Digital Business Strategy	6	42.86
Sustainability	1	7.14
Business Value	1	7.14
Total codes		14

Table 32. Minge & Thuring, 2018 - Themes

Theme	# of codes	% of total codes
Aesthetic	5	31.25
Emotional impact/response	5	31.25
Usability	4	25
UX	2	12.5
Total codes		16

Table 33. Mosakhani et al., 2012 - Themes

Theme	# of codes	% of total codes
Business Value	2	20
ROI/Financial implications	2	20
Demographics	1	10
Importance - LG	1	10
Marketing	1	10
Classification	1	10
Brand	1	10
Process/How to	1	10
Total codes		10

Table 34. Mosley, 2007 - Themes

Theme	# of codes	% of total codes
Brand	7	29.17
CX	5	20.83
Employee	4	16.67
Loyalty	2	8.33
Competitive advantage	2	8.33
Social	1	4.17
Strive for Consistency	1	4.17
Emotional impact/response	1	4.17
Trust	1	4.17
Total codes		24

Table 35. Norman, 2002 - Themes

Theme	# of codes	% of total codes
Emotional impact/response	6	75
Usability	1	12.5
Aesthetics	1	12.5
Total codes		8

Table 36. Pekuri et al., 2013 - Themes

Theme	# of codes	% of total codes
Digital business strategy	7	53.85
Business Value	2	15.38
Competitive Advantage	2	15.38
Relationship	1	7.69
Customer Value	1	7.69
Total codes	13	

Table 37. Petters, 2022 - Themes

Theme	# of codes	% of total codes
Keep users in Control	5	21.74
Offer informative feedback	4	17.39
Meaningfulness	3	13.04
Usability	2	8.70
Reduce short-term memory load	2	8.70
Co-experience	2	8.70
User needs/goals	1	4.35
Demographics	1	4.35
Evaluation	1	4.35
Permit easy reversal of actions	1	4.35
Design dialogs to yield closure	1	4.35
Total codes	23	

Table 38. Pettersson et al., 2018 - Themes

Theme	# of codes	% of total codes
Evaluation	6	75
UX	2	25
Total codes	8	

Table 39. Picolli & Ives, 2005 - Themes

Theme	# of codes	% of total codes
Sustainability	5	45.45
Relationship Value	3	27.27
Business Value	1	9.09
Competitive Advantage	1	9.09
Customer Value	1	9.09
Total codes	11	

Table 40. Porter, 2001 - Themes

Theme	# of codes	% of total codes
Competitive Advantage	13	35.14
Business Value	7	18.92
Digital transformation	4	10.81
Digital business strategy	4	10.81
Relationship	2	5.41
Customer Value	2	5.41
Relationship Value	1	2.70
Lead generation	1	2.70
Trust	1	2.70
Brand	1	2.70
ROI/ Financial implications	1	2.70
Total codes	37	

Table 41. Reichheld & Schefter, 2000 - Themes

Theme	# of codes	% of total codes
Loyalty	11	45.83
Trust	4	16.67
Retention	2	8.33
Relationship	2	8.33
Customer value	1	4.17
Marketing	1	4.17
ROI/Financial implications	1	4.17
UX	1	4.17
CX	1	4.17
Total codes	24	

Table 42. Rodriguez & Peterson, 2012 - Themes

Theme	# of codes	% of total codes
Relationship	7	15.91
Social	5	11.36
Loyalty	4	9.09
Trust	3	6.82
Brand	3	6.82
Process/ How to	3	6.82
Meaningfulness	3	6.82
UX	2	4.55
Marketing	2	4.55
User needs/goals	2	4.55
Customer value	2	4.55
Business value	2	4.55
Co-experience	2	4.55
Relationship value	1	2.27
Competitive advantage	1	2.27
Digital transformation	1	2.27
Classification	1	2.27
Total codes	44	

Table 43. Santoso & Schrepp, 2019 - Themes

Theme	# of codes	% of total codes
UX	2	33.33
Demographics	2	33.33
Competitive Advantage	1	16.67
Usefulness	1	16.67
Total codes	6	

Table 44. Sebastian et al., 2017 - Themes

Theme	# of codes	% of total codes
Digital Business Strategy	6	46.15
Digital transformation	3	23.08
Loyalty	1	7.69
UX	1	7.69
Trust	1	7.69
Sustainability	1	7.69
Total codes	13	

Table 45. Setia et al., 2013 - Themes

Theme	# of codes	% of total codes
Information/Content	4	22.22
UX	3	16.67
Digital business strategy	2	11.11
Customer value	2	11.11
Digital transformation	1	5.56
Retention	1	5.56
Business Value	1	5.56
Trust	1	5.56
Loyalty	1	5.56
CX	1	5.56

User/Customer expectations	1	5.56
Total codes		18

Table 46. Shneiderman et al., 2018 (chapter 12) - Themes

Theme	# of codes	% of total codes
Information/Content	5	20
Keep users in Control	5	20
UX	2	8
Meaningfulness	2	8
Emotional impact/response	2	8
Prevent Errors	2	8
Layout	1	4
Evaluation	1	4
Importance -UX	1	4
Strive for Consistency	1	4
User needs/goals	1	4
Flow state	1	4
Aesthetics	1	4
Total codes		25

Table 47. Shneiderman et al., 2018 (chapter 3) - Themes

Theme	# of codes	% of total codes
Principles	8	18.60
Strive for Consistency	6	13.95
Prevent Errors	6	13.95
Reduce short-term memory load	3	6.98
Keep users in Control	3	6.98
Offer Informative feedback	3	4.65
Demographics	2	4.65
Usability	2	4.65
Permit easy Reversal of actions	2	4.65
Learnability	2	4.65
Information/Content	1	2.33
Meaningfulness	1	2.33
Design dialogs to yield closure	1	2.33
External influence	1	2.33
Co-experience	1	2.33
Loyalty	1	2.33
Total codes		43

Table 48. Shneiderman et al., 2018 (chapter 5) - Themes

Theme	# of codes	% of total codes
Evaluation	6	60
Usability	1	10
Loyalty	1	10
Competitive Advantage	1	10
User/customer expectations	1	10
Total codes		10

Table 49. Song, Ruan & Jeon, 2021 - Themes

Theme	# of codes	% of total codes
UX	7	63.64
Marketing	3	27.27
Classification	1	9.09
Total codes	11	

Table 50. Swieczak & Kukowski, 2016 - Themes

Theme	# of codes	% of total codes
Lead generation	17	15.60
ROI/Financial implications	13	11.93
Analysis	11	10.09
Classification	10	9.17
Process/how to	9	8.26
AIDA	8	7.34
Marketing	7	6.42
Brand	7	6.42
Importance - LG	5	4.59
User needs/goals	3	2.75
Information/Content	3	2.75
KPI	3	2.75
Management	3	2.75
Keep users in Control	2	2.75
UX	1	0.92
Loyalty	1	0.92
Business value	1	0.92
Customer value	1	0.92
Retention	1	0.92
Usability	1	0.92
Demographics	1	0.92
Emotional impact/response	1	0.92
Total codes	109	

Table 51. Vance et al., 2008 - Themes

Theme	# of codes	% of total codes
Trust	22	57.89
Demo	5	7.89
Lead generation	3	7.89
Influences LG	2	5.26
UX	2	5.26
Experience	2	5.26
Information/Content	1	2.63
Flow state	1	2.63
Total codes	38	

Table 52. Verhulsdonck & Shalamova, 2020 - Themes

Theme	# of codes	% of total codes
CHOICES	8	40
Ext Influences	3	15
Emotional Impact/response	2	10
Reduce short-term memory load	2	10
AIDA	1	5
Pleasure	1	5
Usability	1	5
Co-experience	1	5
Experience	1	5
Total codes	20	

Table 53. Vial, 2019 - Themes

Theme	# of codes	% of total codes
Digital transformation	28	68.29
Business Value	8	19.51
Digital business strategy/model	2	4.88
User/customer expectation	1	2.44
Social	1	2.44
Analysis	1	2.44
Total codes	41	

Table 54. Wang et al., 2020 - Themes

Themes	# of codes	% of total codes
User/customer expectations	3	17.65
Strive for Consistency	3	17.65
UX	2	11.76
Offer Informative feedback	2	11.76
Flow State	2	11.76
Usability	2	11.76
Co-experience	1	5.88
Planes	1	5.88
Pleasure	1	5.88
Total codes	17	

Table 55. Weinman, 2015 - Themes

Theme	# of codes	% of total codes
Timing	1	25
Retention	1	25
Lead generation	1	25
UX	1	25
Total codes	4	

Table 56. Wilcox & Sussman, 2014 - Themes

Theme	# of codes	% of total codes
Influences- LG	2	25
Co-experience	1	12.5
Brand	1	12.5
Marketing	1	12.5
Lead generation	1	12.5
Social	1	12.5
Analysis	1	12.5
Total codes	8	

Table 57. Woodrand et al., 2013 - Themes

Theme	# of codes	% of total codes
Digital transformation	17	50
ROI/Financial implications	7	20.59
Logic	3	8.82
Digital business strategy/model	3	8.82
Business value	3	8.82
Sustainability	1	2.94
Total codes	34	

Table 58. Zhou et al. 2021 - Themes

Theme	# of codes	% of total codes
Trust	11	18.64
Loyalty	9	15.25
Flow state	9	15.25
UX	7	11.86
Keep Users in Control	6	10.17
Pleasure	4	6.78
Information/Content	3	5.08
Retention	2	3.39
Learnability	1	1.69

Experience	1	1.69
ROI/ Financial implications	1	1.69
Influences -UX	1	1.69
AIDA	1	1.69
User/customer expectations	1	1.69
Usability	1	1.69
Lead generation	1	1.69
Total codes	59	

Table 59. Zumstein et al., 2021 - Themes

Theme	# of codes	% of total codes
Marketing	6	25
ROI/Financial implications	4	16.67
Social	2	8.33
Lead generation	2	8.33
Nurture/Management	2	8.33
Loyalty	2	8.33
Lead Life cycle	1	4.17
Relationship	1	4.17
Retention	1	4.17
KPI	1	4.17
Classification	1	4.17
Trust	1	4.17
Total codes	24	

Table 60. Prominent Themes

Prominent theme	Amount of Sources
UX	10
Digital transformation	7
Digital Business Strategy/model	5
Emotional impact/content	4
Lead Generation	3
Information/Content	3
Sustainability	3
Keep Users in Control	3
Evaluation	2
Experience	2
Loyalty	2
Trust	2
CX	2
Marketing	2
Analysis	1
Brand	1
ROI/Financial Implications	1
Business value	1
CHOICES	1
Co-Experience	1
Demographics	1
Importance – LG	1
Influence	1
Reduce short-term memory load	1
Lad life cycle	1
Nurture/Management	1
Principles	1
Relationship	1
Relationship value	1
Social	1
Retention	1
Timing	1
Aesthetics	1
Usability	1
User needs/goals	1

User/customer expectations	1
Strive for Consistency	1

Table 61. Digital Transformation sources

Source	# of codes	% of codes
Vial	28	31.11
Woodrand et al.	17	18.89
Chanias	9	10.00
Bharadwaj et al.	6	6.67
Mahmood et al.	6	6.67
Berman	5	5.56
Porter	4	4.44
Sebastian et al	3	3.33
Ebert & Duarte	3	3.33
Gebayew et al.	3	3.33
Graesch et al.	2	2.22
Rodriguez & Peterson	1	1.11
Dougherty & Murthy	1	1.11
Setia et al.	1	1.11
Kuniavsky	1	1.11
Total codes	90	

Table 62. Experience sources

Source	# of codes	% of codes
Ariely & Carmon	18	26.87
Forlizzi & Battarbee	17	25.37
Lehtinen	7	10.45
Battarbee & Koskinen	6	8.96
Koski	4	5.97
Hassenzahl et al. 2013	3	4.48
Vance et al.	2	2.99
Berman	2	2.99
Hassenzahl 2008	2	2.99
Dougherty & Murthy	1	1.49
Zhou et al.	1	1.49
Bargas-Avila & Hornbaek	1	1.49
Frow & Payne	1	1.49
Hartson & Pylla	1	1.49
Verhulsdonck & Shalamova	1	1.49

Total codes	67
-------------	----

Table 63. Business Value sources

Source	# of codes	% of codes
Haas et al.	10	16.39
Bharadwaj et al.	8	13.11
Vial	8	13.11
Porter	7	11.48
Frow & Payne	5	8.20
Rodrigues & Peterson	3	4.92
Woodrand et al	3	4.92
Mosakhani et al.	2	3.28
Pekuri et al.	2	3.28
Luther et al.	2	3.28
Swieczak & Kukowski	1	1.64
Light	1	1.64
Berman	1	1.64
Mahmood et al.	1	1.64
Ebert & Duarte	1	1.64
Setia et al.	1	1.64
Budac	1	1.64
Picolli & Ives	1	1.64
Behera et al.	1	1.64
Dhanda & Shrotryia	1	1.64
Grubor & Olja	1	1.64
Total codes	61	

Table 64. Digital Business Strategy/Model sources

Source	# of codes	% of codes
Bharadwaj et al.	12	19.67
Berman	11	18.03
Pekuri et al	7	11.48
Sebastian et al	6	9.84
Mahmood et al	6	9.84
Porter	4	6.56
Woodrand et al	3	4.92
Dhanda & Shrotryia	3	4.92

Vial	2	3.28
Setia et al.	2	3.28
Gebayew et al.	2	3.28
Ebert & Duarte	1	1.64
Kashfi et al.	1	1.64
Hartson & Pylla	1	1.64
Total codes		61

Table 65. Trust sources

Source	# of codes	% of codes
Vance	22	36.67
Zhou et al.	11	18.33
Lehtinen	6	10.00
Reichheld & Schefter	4	6.67
Gupta & Numkar	4	6.67
Rodriguez & Peterson	3	5.00
Grubor & Olja	2	3.33
Koski	1	1.67
Zumstein et al.	1	1.67
Sebastian et al.	1	1.67
Setia et al.	1	1.67
Mosley	1	1.67
Porter	1	1.67
Behera et al	1	1.67
Dhanda & Shrotryia	1	1.67
Total codes		60

Table 66. Emotional impact/response sources

Source	# of codes	% of codes
Forlizzi & Battarbee	13	23.64
Hartson & Pylla	8	14.55
Norman	6	10.91
Battarbee & Koskinen	5	9.09
Minge & Thuring	5	9.09
Bargas-Avila & Hornbaek	4	7.27
Frow & Payne	2	3.64

Gupta & Numkar	2	3.64
Verhulsdonck & Shalamova	2	3.64
Shneiderman et al - Chapter 12	2	3.64
Swieczak & Kukowski	1	1.82
Koski	1	1.82
Lehtinen	1	1.82
Ebert & Duarte	1	1.82
Mosley	1	1.82
Hassenzahl et al 2021	1	1.82
Total codes		55

Table 67. Lead Generation sources

Source	# of codes	% of codes
Swieczak & Kukowski	17	36.96
Koski	6	13.04
Lehtinen	6	13.04
Bondarenko et al.	3	6.52
Vance et al.	3	6.52
Zumstein et al.	2	4.35
Helfat & Raubitschek	2	4.35
Wilcox & Sussman	1	2.17
Zhou et al.	1	2.17
Porter	1	2.17
Weinman	1	2.17
Behera et al.	1	2.17
Gupta & Namkar	1	2.17
Grubor & Olja	1	2.17
Total codes		46

Table 68. Brand sources

Source	# of codes	% of codes
Lehtinen	8	17.39
Swieczak & Kukowski	7	15.22
Frow & Payne	7	15.22
Mosley	7	15.22
Gupta & Numkar	4	8.70

Rodriguez & Peterson	3	6.52
Dhanda & Shrotryia	2	4.35
Mosakhani et al	1	2.17
Wilcox & Sussman	1	2.17
Berman	1	2.17
Kuniavsky	1	2.17
Porter	1	2.17
Behera et al.	1	2.17
Luther et al	1	2.17
Grubor & Olja	1	2.17
Total codes	46	

Table 69. Loyalty sources

Source	# of codes	% of codes
Reichheld & Schefter	11	25.58
Zhou et al.	9	20.93
Rodriguez & Peterson	4	9.30
Budac	3	6.98
Zumstein et al.	2	4.65
Frow & Payne	2	4.65
Mosley	2	4.65
Gupta & Numkar	2	4.65
Swieczak & Kukowski	1	2.33
Dougherty & Murthy	1	2.33
Sebastian et al.	1	2.33
Setia et al.	1	2.33
Behera et al.	1	2.33
Dhanda & Shrotryia	1	2.33
Shneiderman et al. - Chapter 3	1	2.33
Shneiderman et al. - Chapter 5	1	2.33
Total codes	43	

Table 70. Marketing sources

Source	# of codes	% of codes
Swieczak & Kukowski	7	17.07
Zumstein et al.	6	14.63
Koski	5	12.20
Grubor & Olja	5	12.20
Bondarenko et al.	4	9.76
Song et al.	3	7.32
Gupta & Numkar	3	7.32
Rodriguez & Peterson	2	4.88
Mosakhani et al.	1	2.44
Wilcox & Sussman	1	2.44
Reichheld & Schefter	1	2.44
Haas et al.	1	2.44
Gebayew et al.	1	2.44
Kuniavsky	1	2.44
Total codes	41	

Table 71. Relationship sources

Source	# of codes	% of codes
Rodriguez & Peterson	7	17.07
Koski	6	14.63
Gupta & Numkar	5	12.20
Forlizzi & Battarbee	3	7.32
Grubor & Olja	3	7.32
Reichheld & Schefter	2	4.88
Porter	2	4.88
Dhanda & Shrotryia	2	4.88
Bharadwaj et al	1	2.44
Chanas	1	2.44
Zumstein et al.	1	2.44
Pekuri et al.	1	2.44
Light	1	2.44
Lehtinen	1	2.44
Bargas-Avila & Hornbaek	1	2.44
Frow & Payne	1	2.44

Hartson & Pylla	1	2.44
Kuniavsky	1	2.44
Behera et al.	1	2.44
Total codes	41	

Table 72. ROI/Financial implications sources

Source	# of codes	% of codes
Swieczak & Kukowski	13	31.71
Woodrand et al.	7	17.07
Zumstein et al.	4	9.76
Bondarenko et al.	3	7.32
Mosakhani et al.	2	4.88
Koski	2	4.88
Gebayew et al.	2	4.88
Frow & Payne	2	4.88
Dhanda & Shrotryia	2	4.88
Reichheld & Scheffer	1	2.44
Zhou et al.	1	2.44
Hartson & Pylla	1	2.44
Porter	1	2.44
Total codes	41	

Table 73. Competitive advantage

Source	# of codes	% of codes
Porter	13	34.21
Pavlou & Sawy	7	18.42
Luther et al.	3	7.89
Pekuri et al.	2	5.26
Mosley	2	5.26
Dhanda & Shrotryia	2	5.26
Grubor & Olja	2	5.26
Rodrigues & Peterson	1	2.63
Haas et al.	1	2.63
Ebert & Duarte	1	2.63
Helfat & Raubitschek	1	2.63
Piccoli & Ives	1	2.63
Santoso & Schrepp	1	2.63
Shneiderman et al. - Chapter 5	1	2.63

Total codes	38
-------------	----

Table 74. Information/Content sources

Source	# of codes	% of codes
Lehtinen	9	23.68
Gupta & Numkar	7	18.42
Shneiderman et al. - Chapter 12	5	13.16
Setia et al.	4	10.53
Swieczak & Kukowski	3	7.89
Zhou et al.	2	5.26
Grubor & Olja	2	5.26
Koski	1	2.63
Forlizzi & Battarbee	1	2.63
Berman	1	2.63
Kuniavsky	1	2.63
Luther et al.	1	2.63
Shneiderman et al. - Chapter 3	1	2.63
Total codes	38	

Table 75. Usability Sources

Source	# of codes	% of codes
Lehtinen	7	19.44
Hassenzahl et al 2021	5	13.89
Minge & Thuring	4	11.11
Kashfi et al.	2	5.56
Petters	2	5.56
Wang et al.	2	5.56
Shneiderman et al. - Chapter 3	2	5.56
Swieczak & Kukowski	1	2.78
Koski	1	2.78
Forlizzi & Battarbee	1	2.78
Zhou et al.	1	2.78
Battarbee & Koskinen	1	2.78
Hartson & Pylla	1	2.78

Kuniavsky	1	2.78
Norman	1	2.78
Luther et al	1	2.78
Graesch et al.	1	2.78
Verhulsdonck & Shalamova	1	2.78
Shneiderman et al - Chapter 5	1	2.78
Total codes	36	

Table 76. Co-Experience sources

Source	# of codes	% of codes
Battarbee & Koskinen	11	32.35
Forlizzi & Battarbee	9	26.47
Rodriguez & Peterson	2	5.88
Lehtinen	2	5.88
Petters	2	5.88
Hassenzahl et al 2013	2	5.88
Wilcox & Sussman	1	2.94
Ariely & Carmon	1	2.94
Bargas-Avila & Hornbaek	1	2.94
Verhulsdonck & Shalamova	1	2.94
Wang et al	1	2.94
Shneiderman et al - Chapter 3	1	2.94
Total codes	34	

Table 77. Meaningfulness

Source	# of codes	% of codes
Battarbee & Koskinen	5	15.63
Hartson & Pylla	5	15.63
Hassenzahl et al - 2021	4	12.50
Rodriguez & Peterson	3	9.38
Petters	3	9.38
Hassenzahl et al - 2013	3	9.38
Forlizzi & Battarbee	2	6.25

Shneiderman et al. - Chapter 12	2	6.25
Gebayew et al.	1	3.13
Ariely & Carmon	1	3.13
Bargas-Avilla & Hornbaek	1	3.13
Grubor & Olja	1	3.13
Shneiderman et al. - Chapter 3	1	3.13
Total codes	32	

Table 78. Flow state sources

Source	# of codes	% of codes
Zhou et al	7	24.14
Forlizzi & Battarbee	6	20.69
Lehtinen	6	20.69
Kuniavsky	2	6.90
Wang et al.	2	6.90
Vance et al	1	3.45
Bargas-Avila & Hornbaek	1	3.45
Battarbee & Koskinen	1	3.45
Hartson & Pylla	1	3.45
Hassenzahl 2008	1	3.45
Shneiderman et al - Chapter 12	1	3.45
Total codes	29	

Table 79. Relationship value sources

Sources	# of codes	% of codes
Haas et al.	20	68.97
Picolli & Ives	3	10.34
Rodriguez & Peterson	1	3.45
Ebert & Duarte	1	3.45
Frow & Payne	1	3.45
Porter	1	3.45
Dhanda & Shrotryia	1	3.45
Grubor & Olja	1	3.45

Total codes	29
-------------	----

Table 80. Keep Users in Control sources

Source	# of codes	% of codes
Lehtinen	6	21.43
Zhou et al.	5	17.86
Petters	5	17.86
Shneiderman et al. - Chapter 12	5	17.86
Shneiderman et al. - Chapter 3	3	10.71
Swieczak & Kukowski	2	7.14
Ariely & Carmon	1	3.57
Hassenzahl et al 2021	1	3.57
Total codes	28	

Table 81. Sustainability sources

Source	# of codes	% of codes
Shanda & Shrotryia	11	44
Picolli & Ives	5	20
Behera et al	2	8
Hassenzahl et al 2021	2	8
Woodrand et al.	1	4
Sebastian et al	1	4
Mahmood et al/	1	4
Gebayew et al.	1	4
Hassenzahl et al. 2013	1	4
Total codes	25	

Table 82. User needs/goals sources

Source	# of codes	% of codes
Lehtinen	4	17.39
Hassenzahl et al 2021	4	17.39
Hassenzahl et al. 2013	4	17.39
Swieczak & Kukowski	3	13.04

Rodriguez & Peterson	2	8.70
Battarbee & Koskinen	1	4.35
Frow & Payne	1	4.35
Gupta & Numkar	1	4.35
Luther et al	1	4.35
Petters	1	4.35
Shneiderman et al. - Chapter 12	1	4.35
Total codes	23	

Table 83. CX sources

Source	# of codes	% of codes
Frow & Payne	8	38.10
Mosley	5	23.81
Koski	3	14.29
Gebayew et al.	3	14.29
Reichheld & Schefter	1	4.76
Setia et al.	1	4.76
Total codes	21	

Table 84. Strive for Consistency sources

Source	# of codes	% of codes
Shneiderman et al - Chapter 3	6	30
Lehtinen	3	15
Wang et al.	3	15
Berman	2	10
Frow & Payne	2	10
Kuniavsky	2	10
Mosley	1	5
Shneiderman et al - Chapter 12	1	5
Total codes	20	

Table 85. Process/ How to

Source	# of codes	% of codes
--------	------------	------------

Swieczak & Kukowski	9	45
Bondarenko et al	5	25
Rodriguez & Peterson	3	15
Lehtinen	2	10
Mosakhani et al.	1	5
Total codes		20

Table 86. Customer value sources

Source	# of codes	% of codes
Lehtinen	4	21.05
Setia et al.	2	10.53
Frow & Payne	2	10.53
Porter	2	10.53
Rodriguez & Peterson	1	5.26
Swieczak & Kukowski	1	5.26
Reichheld & Schefter	1	5.26
Pekuri et l.	1	5.26
Budac	1	5.26
Picolli & Ives	1	5.26
Behera et al.	1	5.26
Gupta & Numkar	1	5.26
Graesch et al.	1	5.26
Total codes		19

Table 87. Social (Marketing) sources

Source	# of codes	% of codes
Rodrigues & Peterson	5	26.32
Grubor & Olja	3	15.79
Zumstein et al	2	10.53
Light	2	10.53
Lehtinen	2	10.53
Wilcox & Sussman	1	5.26
Vial	1	5.26
Berman	1	5.26
Gebayew et al	1	5.26
Mosley	1	5.26
Total codes		19

Table 88. Classification sources

Source	# of codes	% of codes
Swieczak & Kukowski	9	50
Rodriguez & Peterson	1	5.56
Bondarenko et al.	1	5.56
Song et al	1	5.56
Mosakhani et al.	1	5.56
Koski	1	5.56
Zumstein et al	1	5.56
Behera et al.	1	5.56
Gupta & Numkar	1	5.56
Grubor & Olja	1	5.56
Total codes		18

Table 89. Demographics sources

Source	# of codes	% of code
Vance et al	5	27.78
Lehtinen	3	16.67
Santoso & Schrepp	2	11.11
Shneiderman et al - Chapter 3	2	11.11
Swieczak & Kukowski	1	5.56
Mosakhani et al	1	5.56
Forlizzi & Battarbee	1	5.56
Kuniavsky	1	5.56
Gupta & Numkar	1	5.56
Petters	1	5.56
Total codes		18

Table 90. Evaluation sources

Source	# of codes	% of codes
Pettersson et al.	6	33.33
Shneiderman et al - Chapter 5	6	33.33

Lehtinen	2	11.11
Battarbee & Koskinen	1	5.56
Petters	1	5.56
Graesch et al.	1	5.56
Shneiderman et al - Chapter 12	1	5.56
Total codes		18

Table 91. Aesthetics sources

Source	# of codes	% of codes
Lehtinen	6	33.33
Minge & Thuring	5	27.78
Forlizzi & Battarbee	3	16.67
Norman	1	5.56
Luther et al.	1	5.56
Hassenzahl et al. 2021	1	5.56
Shneiderman et al - Chapter 12	1	5.56
Total codes		18

Table 92. Analysis sources

Source	# of codes	% of codes
Swieczak & Kukowski	11	64.71
Behera et al	2	11.76
Wilcox & Sussman	1	5.88
Koski	1	5.88
Chanias	1	5.88
Vial	1	5.88
Total codes		17

Table 93. AIDA sources

Source	# of codes	% of codes
Swieczak & Kukowski	8	47.06
Lehtinen	3	17.65
Kuniavsky	2	11.76
Zhou et al	1	5.88

Gupta & Numkar	1	5.88
Grubor & Olja	1	5.88
Verhulsdonck & Shalamova	1	5.88
Total codes		17

Table 94. Nurturing/Management sources

Source	# of codes	% of codes
Koski	14	87.5
Zumstein et al	2	12.5
Total codes		16

Table 95. Importance (LG) sources

Source	# of codes	% of codes
Bondarenko et al	7	46.67
Swieczak & Kukowski	5	33.33
Mosakhani et al	1	6.67
Dougherty & Murthy	1	6.67
Behera	1	6.67
Total codes		15

Table 96. Retention sources

Source	# of codes	% of codes
Gupta & Numkar	4	26.67
Reichheld & Schefter	2	13.33
Swieczak & Kukowski	1	6.67
Zumstein et al	1	6.67
Light	1	6.67
Zhou et al	1	6.67
Setia et al	1	6.67
Budac	1	6.67
Ariely & Carmon	1	6.67
Weinman	1	6.67
Luther et al.	1	6.67
Total codes		15

Table 97. User/Customer expectation sources

Source	# of codes	% of codes
Lehtinen	3	20
Wang et al.	3	20
Vial	1	6.67
Berman	1	6.67
Zhou et al	1	6.67
Setia et al.	1	6.67
Kashfi et al.	1	6.67
Bargas-Avila & Hornbaek	1	6.67
Hassenzahl 2008	1	6.67
Grubor & Olja	1	6.67
Shneiderman et al - Chapter 5	1	6.67
Total codes		15

Table 98. Complexity/Dynamic sources

Source	# of codes	% of codes
Forlizzi & Battarbee	2	15.38
Kashfi et al	2	15.38
Battarbee & Koskinen	2	15.38
Hassenzahl 2008	2	15.38
Luther et al.	2	15.38
Frow & Payne	1	7.69
Hartson & Pylla	1	7.69
Kuniavsky	1	7.69
Total codes		13

Table 99. Offer informative feedback sources

Source	# of codes	% of codes
Petters	4	30.77
Lehtinen	3	23.08

Shneiderman et al - Chapter 3	3	23.08
Wang et al.	2	15.38
Kuniavsky	1	7.69
Total codes		13

Table 100. Reduce short-term memory load sources

Source	# of codes	% of codes
Shneiderman et al - Chapter 3	3	25
Lehtinen	2	16.67
Petters	2	16.67
Verhulsdonck & Shalamova	2	16.67
Forlizzi & Battarbee	1	8.33
Wiley & Getto	1	8.33
Grubor & Olja	1	8.33
Total codes		12

Table 101. Principles sources

Source	# of codes	% of codes
Shneiderman et al - Chapter 3	8	72.73
Kashfi et al.	3	27.27
Total codes		11

Table 102. Pleasure sources

Source	# of codes	% of codes
Zhou et al.	3	27.27
Hassenzahl et al. 2021	3	27.27
Lehtinen	1	9.09
Battarbee & Koskinen	1	9.09
Grubor & Olja	1	9.09
Verhulsdonck & Shalamova	1	9.09

Wang et al.	1	9.09
Total codes	11	

Table 103. External influences sources

Source	# of codes	% of codes
Verhulsdonck & Shalamova	3	30
Kashfi et al	2	20
Kuniavsky	2	20
Ariely & Carmon	1	10
Battarbee & Koskinen	1	10
Shneiderman et al. - Chapter 3	1	10
Total codes	10	

Table 104. Prevent errors sources

Source	# of codes	% of codes
Shneiderman et al - Chapter 3	6	60
Lehtinen	2	20
Shneiderman et al - Chapter 12	2	20
Total codes	10	

Table 105. Lead Life cycle sources

Source	# of codes	% of codes
Koski	3	37.5
Swieczak & Kukowski	1	12.5
Oldroyd et al	1	12.5
Zumstein et al.	1	12.5
Lehtinen	1	12.5
Frow & Payne	1	12.5
Total codes	8	

Table 106. Learnability sources

Source	# of codes	% of codes
Forlizzi & Battarbee	2	25
Hartson & Pylla	2	25
Shneiderman et al - Chapter 3	2	25
Zhou et al.	1	12.5
Bargas-Avila & Hornbaek	1	12.5
Total codes	8	

Table 107. CHOICES sources

Source	# of codes	% of codes
Verhulsdonck & Shalamova	8	100
Total codes	8	

Table 108. Employee sources

Source	# of codes	% of codes
Mosley	4	57.14
Berman	1	14.29
Graesch et al.	1	14.29
Grubor & Olja	1	14.29
Total codes	7	

Table 109. Importance (UX) sources

Source	# of codes	% of codes
Hartson & Pylla	3	42.86
Luther et al.	2	28.57
Behera et al.	1	14.29
Shneiderman et al. - Chapter 12	1	14.29
Total codes	7	

Table 110. KPI sources

Source	# of codes	% of codes
Swieczak & Kukowski	3	50
Chanas	1	16.67
Zumstein et al.	1	16.67
Lehtinen	1	16.67
Total codes	6	

Table 111. Influences sources

Source	# of codes	% of codes
Wilcox & Sussman	2	40
Vance	2	40
Zhou et al.	1	20
Total codes	5	

Table 112. Timing sources

Source	# of codes	% of codes
Kashfi et al.	4	80
Weinman	1	20
Total codes	5	

Table 113. Design dialogs to yield closure sources

Source	# of codes	% of codes
Lehtinen	3	60
Petters	1	20
Shneiderman et al - Chapter 3	1	20
Source	5	

Table 114. Management sources

Source	# of codes	% of codes
--------	------------	------------

Swieczak & Kukowski	3	100
Total codes	3	

Table 115. Logic sources

Source	# of codes	% of codes
Woodrand et al	3	100
Total codes	3	

Table 116. B2B sources

Source	# of codes	% of codes
Koski	3	100
Total codes	3	

Table 117. An experience sources

Source	# of codes	% of codes
Forlizzi & Battarbee	1	33.33
Battarbee & Koskinen	1	33.33
Hassenzahl et al 2013	1	33.33
Total codes	3	

Table 118. Planes sources

Source	# of codes	% of theme
Lehtinen	1	33.33
Kuniavsky	1	33.33
Wang et al.	1	33.33
Total codes	3	

Table 119. Permit easy reversal of actions sources

Source	# of codes	% of codes
--------	------------	------------

Shneiderman et al - Chapter 3	2	66.67
Petters	1	33.33
Total codes	3	

Table 120. Layout sources

Source	# of codes	% of codes
Lehtinen	2	66.67
Shneiderman et al. - Chapter 12	1	33.33
Total codes	3	

Table 121. Usefulness sources

Source	# of codes	% of codes
Hartson & Pylla	1	50
Santoso & Schrepp	1	50
Total codes	2	

Table 122. Co-creation/Shared value source

Source	# of codes	% of codes
Dhanda & Shrotryia	2	100
Total codes	2	

Text Sorted by Theme

This sections shows the quotes/codes sorted by theme, with the source it originated form shown below each quote/code.

Lead generation

Secondary tactics are those that can be less effective and/or less profitable than primary tactics

Source: Swieczak & Kukowski,2016

lead generation strategy ask the question of how a market with a well-established awareness of a given brand or product can be stimulated to an extent where the shift can be made from considering a purchase to its actual execution

Source: Swieczak & Kukowski,2016

convince them to purchase this solution

Source: Swieczak & Kukowski,2016

Irrespective of the type of business activity undertaken, every entity operating in an open market economy is looking for optimal solutions that are conducive to expanding their loyal customer base

Source: Swieczak & Kukowski,2016

The art of effective lead generation management is based on understanding which of the tactics will generate the most beneficial leads for the company and then on their ongoing utilization.

Source: Swieczak & Kukowski,2016

Along with the development of ecommerce, some companies are capable of implementing activities linked to sales in a comprehensive approach

Source: Swieczak & Kukowski,2016

lead generation marketing provided sales support




Source: Swieczak & Kukowski,2016




lead generation relies on direct marketing, also known as direct-response marketing communications

Source: Swieczak & Kukowski,2016




overriding objective of the newly implemented lead generation tactic is to increase the number of active leads, thereby increasing sales and company revenue in the long-term.

Source: Swieczak & Kukowski,2016




The main objective of a company with an adopted lead generation strategy should be the generation of high quality, cost-efficient leads

Source: Swieczak & Kukowski,2016




the main objective in the lead generation process should be harnessing the largest number of tactics designed to benefit

Source: Swieczak & Kukowski,2016



Lead generation involves identifying prospective customers and qualifying their likelihood to buy in advance of making a sales call.

Source: Swieczak & Kukowski,2016



Lead generation marketing is getting people to "raise their hands" and say they are interested in buying, or learning about an available product or service.

Source: Swieczak & Kukowski,2016



Primary tactics are most effective and profitable in generating leads for the organization

Source: Swieczak & Kukowski,2016

Over a period of several months or years, the primary tactic may not work as well as it does now. Both the needs and the objectives of an organisation can change, the target client may change, or the very tactic can evolve in such a way that it stops working as well and its use is no longer feasible from the point of view of the organisation's interests

Source: Swieczak & Kukowski, 2016

the implementation of new lead generation tactics is a "trial and error" process

Source: Swieczak & Kukowski, 2016

The success of the lead generation concept is connected with a number of informed decisions about how to get closer to potential clients and what product or service information they should be furnished with that constitute a part of the company's offer

Source: Swieczak & Kukowski, 2016

lead generation is not only a collection of contacts of potential buyers. In

Source: Bondarenko et al., 2019

lead generation is the receipt of contact information of potential customers at their own request. Lead generation is a marketing approach that relies on the formation of a base of target audience (target audience).

Source: Bondarenko et al., 2019

an online environment, this is more of a mutually beneficial exchange: you want to get a credit of trust with your contacts, which can be proved by something useful for a potential client

Source: Bondarenko et al., 2019

responsive activity that is sent to and from social media channels such as Facebook and Twitter. Frequency

Source: Wilcox & Sussman, 2014

navigational structure is specific to how logically or intuitively information is arranged within an m-commerce site.
Source: Vance et al., 2008

Our study therefore provides support for the influence of system quality on perceived EOU
Source: Vance et al., 2008

In their model, system quality and satisfaction are object-based attitudes that “influence the beliefs a person holds or the relative importance he attaches to attitudinal and normative considerations”
Source: Vance et al., 2008

“the idea is to first send generic information and when the lead shows interest towards that information you react to it and send more specific information about yourself. Based on the leads interest we can move him to the next level in the funnel.”
Source: Koski, 2016

creating the right kind of content to the web pages is essential.
Source: Koski, 2016

when considering marketing automation and lead nurturing the customer should always be in the center
Source: Koski, 2016

“I do not believe in using only one media channel, but to the common effect of using different medias together to provide the right content to interest the target customer.”
Source: Koski, 2016

provide the lead a coherent customer experience
Source: Koski, 2016

both teams need to agree upon what they consider to be a good lead.

Source: Koski, 2016

The most important online marketing objective for 60 percent of the participants was lead generation

Source: Zumstein et al., 2021

Less successful companies measured ROI significantly less and maintained fewer lists of prospective customers and sales leads

Source: Zumstein et al., 2021

This means that the more leads a company has, the likelier its business is to grow

Source: Lehtinen, 2020

should strive to convert as many website visitors as possible to achieve a growing trajectory.

Source: Lehtinen, 2020

the experience the visitor has on the website and the overall service quality of this experience is very important for increasing conversions.

Source: Lehtinen, 2020

in order to convert the visitors must be pleased with the experience and information they receive on the website.

Source: Lehtinen, 2020

This is exactly where lead generation comes in, convincing more website visitors to convert into leads.

Source: Lehtinen, 2020

The website is the main lead generator or conversion engine in this framework

Source: Lehtinen, 2020

presenting users with a compelling experience is critical, if they wish to encourage their behavior and loyalty

Source: Zhou et al., 2010

Integrative knowledge is required not only for coordination of tacit knowledge, but also for complex coordination of codified knowledge, within and across vertical chains

Source: Helfat & Raubitschek 2000

Integrative knowledge enables organizations to coordinate activities within a vertical chain or across vertical chains, to obtain market feedback from customers about products, and to obtain feedback either from within vertical chains or from external markets regarding technology

Source: Helfat & Raubitschek 2000

The great paradox of the Internet is that it's very benefits— making information widely available; reducing the difficulty of purchasing, marketing, and distribution; allowing buyers and sellers to find and transact business with one another more easily—also make it more difficult for companies to capture those benefits as profits

Source: Porter, 2001

Longer times are correlated with a decrease in “conversions,” such as a prospect making a purchase, a decrease in customer satisfaction, fewer page views, fewer return visits, and so o

Source: Weinman, 2015

Develop a model to deliver customized, tailored and personalized promotion and advertising of recommended items targeting items rated, window shopping and cold-start users using a blend of selling strategies: up-selling, cross-selling, best-in-class-selling, needs-satisfaction-selling and consultative-selling

Source: Behera et al., 2020

The objective is to persuade people and to convert them into buying customer with valuable and accurate content further change their perception of the brand

Source: Gupta & Numkar, 2020

reaching consumers who are overloaded with information from different media, and refers to catching consumer attention by providing value that will firstly create a relationship, develop trust and finally lead to sale

Source: Grubor & Olja, 2018

Classification

Social CRM can be used to qualify leads early in the sales cycle by researching the profile of the ideal target prospect

Source: Rodriguez & Peterson 2012

the recipient/consumer as well as the entrepreneur are defined as the lead, whose potential gives an indication of interest in the products or services offered.

Source: Swieczak & Kukowski, 2016

it is necessary to determine the stage of the purchasing cycle that the client is at, after which, in line with the lead generation strategy, they can be reached precisely at their given stage

Source: Swieczak & Kukowski, 2016

Marketing qualified leads is a lead that is legitimate, sincere, and challengeable.

Source: Swieczak & Kukowski, 2016

if potential clients visit a website of a given company over 20 times, they are probably on the "Decision" or "Action" phase

Source: Swieczak & Kukowski, 2016

These clients have the money and purchase competences and also carefully check the product or service before the possible purchase.

Source: Swieczak & Kukowski, 2016

how should a lead be defined in terms of company needs and objectives

Source: Swieczak & Kukowski, 2016

classification and implementation of the acquired lead requirement

Source: Swieczak & Kukowski, 2016

providing a sales force with a steady stream of qualified leads is job one

Source: Swieczak & Kukowski, 2016

Leads are people who have identified themselves as candidates who can potentially be turned into sales. Depending on where they are in the buying cycle, leads may have the following nature: "Thinking about buying" or "shopping around" or "considering alternatives" or "ready to buy". However, notwithstanding what they mean, each of them indicates the degree of interest in a given product or service and is identified as a tangible option satisfying specific client needs

Source: Swieczak & Kukowski, 2016

they don't know anything about you yet, they don't have a need for your services or products, they are not ready to buy anything yet; "Warm" - they already know something about you, heard, read articles, follow on social networks or receive newsletters, most likely, they already understand your offer and its value; "Hot" - ready to make a deal, make an advance payment, fully pay.

Source: Bondarenko et al., 2019

In other words, marketing communication can prompt consumer interest in new technology, but the consumer must take several steps to accept these innovations.

Source: *Song, Ruan, Jeon, 2021.pdf*

Lead generators, using some tools, are able to trace user's behavior in the cyberspace and finally provide the customers with analyzed data pack called lead

Source: *Mosakhani et al.,*

Lead scoring means giving points to a lead according to its characteristics and actions online

Source: *Koski, 2016*

A lead or marketing qualified lead (MQL) represents a measurable interest in a product or service in the two initial phases of the customer journey

Source: *Zumstein et al., 2021*

classifying customers based on the buying pattern for effective marketing at multiple touch points in the e-shopping process;

Source: *Behera et al., 2020*

Segmentation of audience is the best call to grow businesses because in that way the message reach much faster and better rather than targeting the whole population

Source: *Gupta & Numkar, 2020*

Phases that consumer passes through while engaging with brands in online environment are [11]: awareness, engagement, purchase, post purchase, advocacy, and brand evangelist. They expect the relevant and inspiring content at every point of their journey

Source: *Grubor & Olja, 2018*

Marketing

Sales and marketing professionals need to capture detailed information on prospective clients in order to gain a better understanding of their needs, discover key buying influences, and understand their buying process

Source: *Rodriguez & Peterson 2012*

Morgan and Hunt (1994, p.22) define RM as “all marketing activities directed towards establishing, developing, and maintaining successful relational exchanges”.

Source: *Rodriguez & Peterson 2012*

marketing efforts must focus on the implementation of such lead generation tactics that will ensure that the organization wins the largest number of high-quality potential clients

Source: *Swieczak & Kukowski, 2016*

Other objectives, such as brand building, brand stewardship, public relations, and corporate communications are also on the list, to be sure.

Source: *Swieczak & Kukowski, 2016*

e-commerce, data mining, customer relationship management (CRM), and integrated marketing communications. But the major contribution that direct marketing makes to the business marketing equation is generating leads for a sales force

Source: *Swieczak & Kukowski, 2016*

The lead generation concept, on the other hand, defines marketing activities the inherent objective of which is soliciting clients and creating a valuable client base.

Source: *Swieczak & Kukowski, 2016*

lead generation marketing can effectively generally serve both company sales and marketing

Source: Swieczak & Kukowski, 2016

Lead generation marketing is a way of generating something that can be referred to as Marketing Qualified Leads (MQLs). Marketing qualified leads is a lead that is legitimate, sincere, and challengeable. Legitimate and sincere leads are such that clients truly intend to buy.

Source: Swieczak & Kukowski, 2016

Direct marketing comprises a set of marketing tools, approaches, and activities that are targeted, measurable, and driven by return-on-investment (ROI) considerations. But the key difference is that direct marketing's goal is to motivate an action. The action can be anything from a click to a phone call, to a store visit-whatever the goal of the marketer is.

Source: Swieczak & Kukowski, 2016

Attracting Clients Using Newsletters This tool is already suitable for working with “cold” and “warm” leads that you received using the main site, Landing Page or content marketing. At this stage, the key task is to move the lead in the sales funnel: tell more about the offer; build trust; work out objections (expensive, difficult, what guarantees); segment leads if necessary; personalize mailings so that the lead becomes “hot” or at least “warm”; turn it into a client and hold it by all means (r

Source: Bondarenko et al., 2019

Content marketing is about creating trust, promoting the company's expertise through useful and interesting content. This tool is quite versatile in terms of attracting customers.

Source: Bondarenko et al., 2019

(click through rate) - an indicator of the click ability of advertisements. Calculated as a percentage of clicks to ad impressions. Using CTR determine the effectiveness of an advertising campaign. $CTR = (\text{clicks} \div \text{impressions}) * 100\%$ CPC (cost per click) - the cost that the advertiser pays for a click on an ad with the subsequent transition to the site. CPC helps us evaluate the effectiveness of an advertising campaign,

as well as adjust bids. Several factors affect the CPC metric – the ad itself, its Quality Score (CTR), display region, time, competitors showing ads for the same key phrases. $CPC = \frac{\text{ads cost}}{\text{clicks}}$ $CPC = \frac{CPM}{CTR}$ $CPC = \text{conversion ratio} * CPA$ Conversion ratio = number of conversions ÷ web visits CPA (cost per action) - the cost of the action on the advertiser's website. In

Source: Bondarenko et al., 2019

buyers are overwhelmed by informational noise, and as a result, they are becoming increasingly successful in ignoring messages that they don't want to hear, and independently research what they want to know

Source: Bondarenko et al., 2019

marketing communication acts as an effective external factor in the process of embracing new innovations.

Source: Song, Ruan, Jeon, 2021.pdf

It has been confirmed by various studies that consumers pay attention to media stimuli, which in turn lead to interest in products, brands, or services in the media

Source: Song, Ruan, Jeon, 2021.pdf

Marketing communication such as advertising is important as it takes the lead in delivering the message to the target audience

Source: Song, Ruan, Jeon, 2021.pdf

Globalization and the increasing popularity of the internet mean that the internet is becoming a powerful marketing tool for converting innovation to economic value for business

Source: Mosakhani et al.,

In which multiple variables are used to measure social media performance. For brands investing in social media marketing, performance indicators must be recognised so that future strategy

Source: Wilcox & Sussman, 2014

Moreover, marketing automation is a bridge between marketing and sales teams to further develop the cooperation and therefore also develop the lead generation process.

Source: Koski, 2016

Marketing automation provides the means to trigger automated and personalized marketing messages to customers.

Source: Koski, 2016

Furthermore, the essence of marketing automation is to provide a company with a platform for planning, designing and optimizing marketing campaigns as well as to provide an efficient lead management process

Source: Koski, 2016

Marketing automation (also referred as “MA”) is the process of triggering automated and personalized outbound marketing communications to targeted customers

Source: Koski, 2016

Marketing automation means sending the right message to the right lead i.e. a prospective customer at the right time. Marketing automation is conducted via software, which enables the automatization of sending these right messages to all prospective leads.

Source: Koski, 2016

At 95 percent, almost all the successful businesses use email or newsletter marketing,

Source: Zumstein et al., 2021

Web analysis, the tracking of marketing technologies and instruments through digital analytics, is the starting point for marketing automation

Source: Zumstein et al., 2021

Typically, marketing automation solutions combine functions from digital analytics, email marketing, social media marketing, and retargeting to focus on workflows for lead management.

Source: Zumstein et al., 2021

Success in marketing and sales depends on a company's particular goals

Source: Zumstein et al., 2021

Marketing automation aims to optimise resources, as the automation of repetitive tasks saves time and money

Source: Zumstein et al., 2021

Marketing automation is understood by Hannig (2017, p. 5) as the IT-supported execution of recurring marketing tasks to increase the efficiency of marketing processes and the effectiveness of marketing decisions.

Source: Zumstein et al., 2021

Because referred customers cost so little to acquire, they begin to generate profits much earlier in their life cycles

Source: Reichheld & Schefter, 2000

The very scope of marketing has been conceived broadly as to “produce and deliver goods and services that people want and value ”

Source: Haas et al., 2012

Marketing is an application area of digital transformation, which helps the organization effectively coordinate and manage digital touch points through a managed, repeatable process that delivers a meaningful and compelling customer experience at every stage of the customer life cycle.

Source: Gebayew et al., 2018

In some cases, such as with fashion goods, a product's identity will rival its functionality. The identity is the combination of what the product does, how it looks, what associations it evokes, and how it emphasizes certain features over others. It is communicated through the editorial voice of text copy, shared design details (such as Apple Computer's consistent use of black, white, and silver as the colors its flagship products come in), advertising messages, and the kinds of products a company makes. It is the core of the product's brand

Source: Kuniavsky, 2010

Content marketing is combination of increasing brand identification, authority, authenticity, loyalty, trust and credibility

Source: Gupta & Numkar, 2020

the marketing strategy is inclining towards digital marketing from traditional marketing. This new strategy focuses on creating customer relationships by building trust and making them loyal

Source: Gupta & Numkar, 2020

Content Marketing is basically the use of any kind of content e.g., video, text, audio, image etc. to connect with costumers to achieve business goals

Source: Gupta & Numkar, 2020

It is one of basic means of Internet marketing and social media that have become "new hybrid component of integrated marketing communications" that is a powerful weapon in engaging customers and create meaningful relationship

Source: Grubor & Olja, 2018

Major channels of Internet marketing are the following [5]: + Web Site, + Search Engine Marketing, + Social Media Marketing, + Content Marketing, + E-mail Marketing, + Mobile Marketing, + Banner Advertising.

Source: Grubor & Olja, 2018

“Marketers must move from the reactionary (cost-center) mentality but view themselves as growth strategists – and execute a digital plan around their member’s buying journey – including awareness, consideration, purchase, adoption and advocacy

Source: *Grubor & Olja, 2018*

Internet marketing demands a holistic strategy and engagement of all the channels that are available in online space, with constant evaluation and improvement of Internet marketing manager skills and expertise

Source: *Grubor & Olja, 2018*

, the aim is to attract as many targeted users as possible and to increase visits to a website and awareness of company’s brand

Source: *Grubor & Olja, 2018*

Digital transformation

With the emergence of technology advancements such as Web 2.0, communication control has shifted from the company to the hands of the customer.

Source: *Rodriguez & Peterson 2012*

Evidence shows that customers will no longer tolerate the rushed and inconvenient service that has become all too common. Instead, they are looking for a satisfying experience.

Source: *Dougherty & Murthy, 2009*

To increase option value, a design move must either create new design options or increase the value of existing options. We define a design option as the right but not the obligation to make a design move in the future.

Source: *Woodrand et al., 2013*

We conceptualize the logic of digital business strategy in terms of two key constructs: design capital and design moves . We define design capital as the cumulative stock of designs owned or controlled by a firm.

Source: *Woodrand et al., 2013*

At the firm level, option value is a measure of the breadth of opportunities afforded by the firm's design capital. Option value is enhanced by architectures that enable designers to combine components within or across layers, cultivate or attract external partners (e.g., by providing application programming interfaces or software development kits), and launch innovative digital offerings.

Source: *Woodrand et al., 2013*

This fusion of IT within the business environment gives rise to a strategic tension between investing in digital artifacts for long-term value creation and exploiting them for short-term value appropriation.

Source: *Woodrand et al., 2013*

When a firm enjoys high-quality design capital with high option value and low technical debt, its design capital can confer unfettered competitive advantage

Source: *Woodrand et al., 2013*

Information systems researchers have examined the complementarities between IT and business capabilities and resources (Melville et al. 2004) to establish mechanisms by which investments in IT could catalyze the development of business capabilities and measurably impact firm performance

Source: *Woodrand et al., 2013*

Design moves are discrete strategic actions that change the structure or function of a digital artifact (product or system). "Discrete" means that each action can be identified separately from others and arranged in a temporal sequence or nested hierarchically as part of a larger move. "Strategic" means that the actions are taken with the intent of obtaining competitive advantage. We focus on actions taken by firms, although one could also consider design moves by individuals, governments, standards organizations, open-source communities, or other agents that engage in strategic design.

Source: Woodrand et al., 2013

A design move can be represented as a vector on the map, indicating the extent to which the move increases or decreases the option value of a firm's designs and increases or decreases the firm's technical debt.

Source: Woodrand et al., 2013

gained significant advantages as the quality of their design capital improved.

Source: Woodrand et al., 2013

In a debt-constrained design capital state, a firm possesses high option value, but it is weighed down by high levels of technical debt.

Source: Woodrand et al., 2013

They argue that digital innovation—the process of leveraging digital artifacts to transform existing physical products or create new ones—offers a powerful lens for developing such frameworks. The concept of digital innovation draws attention to the ways in which firms recombine, reconfigure, or design new digital artifacts in response to competitors' actions or windows of market opportunity

Source: Woodrand et al., 2013

We next consider low-quality design capital, a state in which a firm possesses few design options, and its ability to exercise the options it does possess is impeded by high technical debt.

Source: Woodrand et al., 2013

Startup firms and new business units tend to possess option- constrained design capital (the top-left quadrant of Figure 3). We observe that such firms can make two distinct kinds of design moves: one kind increases the option value of its designs (i.e., a move to the right), while the other kind increases its technical debt

Source: Woodrand et al., 2013

Design moves are discrete strategic actions that enlarge, reduce, or modify a firm's stock of designs—for example, developing a new product or service, improving an existing component in a layered modular architecture, or reconfiguring the architecture itself

Source: Woodrand et al., 2013

Firms pursuing digital business strategies must manage a fundamental tension between the need to support flexible adaptation of their products and services to changing market conditions, and the need to provide stable value appropriation mechanisms to extract economic rents and reinvest them in innovative activities

Source: Woodrand et al., 2013

often depends on the voluntary participation of other firms to create a vibrant ecosystem of complementary and competing offerings

Source: Woodrand et al., 2013

Our conceptual model proposes that digital businesses enact design moves with the goal of managing the levels of option value and technical debt associated with the firm's design capital.

Source: Woodrand et al., 2013

digital resources are “more than just bits and bytes, the digital infrastructure consists of institutions, practices, and protocols that together organize and deliver the increasing power of digital technology to business and society”

Source: Bharadwaj et al., 2013

Simply put, we need a reconceptualization of the role of digital connections within a firm's corporate portfolio of products and services (its scope) to better prescribe its digital business strategy under increased digital conditions

Source: Bharadwaj et al., 2013

Digital technologies are also transforming the structure of social relationships in both the consumer and the enterprise space with social media and social networking

Source: Bharadwaj et al., 2013

The results imply that digital business strategy is not only a matter of internally optimizing the firm's operations or of externally responding to competitors, but that it also arises from a deep awareness and dynamic responsiveness to the competitive environment.

Source: *Bharadwaj et al., 2013*

Digital technologies also enable different forms of dynamic capabilities suitable for turbulent environments

Source: *Bharadwaj et al., 2013*

We need to think more about the role of digital technologies in influencing not only the business strategies of individual firms but also the nature of the industry and the sources of value creation and location of value capture.

Source: *Bharadwaj et al., 2013*

showed that the formulation of a dedicated DTS is a key measure by top management to master and systematically address the challenges of digital transformation.

Source: *Chanias, 2017*

Particularly the pervasiveness of IT-induced changes and the growing variety of digital initiatives as well as related infrastructures across the organization that top management faces are major managerial challenges

Source: *Chanias, 2017*

Thus, a digital transformation is a specific form of organizational transformation enabled by information systems (IS) (Besson and Rowe, 2012) that requires dedicated strategies, which integrate both a technological perspective and a business one

Source: *Chanias, 2017*

a key measure for implementing a DTS is the creation of distinct digital transformation governance that facilitates collaboration, coordination, and transparency concerning the diversity of digital transformation efforts and related digital initiatives that usually exists in large organizations.

Source: *Chanias, 2017*

a DTS formulated by top management is intended to provide the organization with a consistent strategic direction for all ongoing and planned digital transformation efforts – and should guide the organizational community in envisioning the desired future state.

Source: *Chanias, 2017*

It goes beyond the digitization of resources and involves the transformation of key business operations, products, and processes, leading to revised or completely new business models

Source: *Chanias, 2017*

a DTS is supposed to coordinate, prioritize, and implement an organization's digital transformation efforts and, on this basis, to govern its journey to achieve the desired future state of being digitally transformed

Source: *Chanias, 2017*

To master the challenges of a digital transformation and to systematically address the multifaceted transformative impacts of information technologies (IT) on an organization's inner and outer environments, top management is increasingly formulating and implementing a digital transformation strategy

Source: *Chanias, 2017*

Digital transformation is understood as the extended use of advanced IT

Source: *Chanias, 2017*

The disruption spurred by DT also requires that the culture of the focal organization changes

Source: *Vial, 2019*

The contributions of DC have been found most useful in contexts fraught with environmental turbulence or hyper competition as ordinary capabilities cannot explain — on their own — how firms build and sustain competitive advantage

Source: *Vial, 2019*

Digital technologies can help firms rapidly adapt to changes in environmental conditions (Fitzgerald, 2016b; Günther et al., 2017; Hong and Lee, 2017; Huang et al., 2017; Kohli and Johnson, 2011) by contributing to organizational agility, defined as a firm's "ability to detect opportunities for innovation and seize those competitive market opportunities by assembling requisite assets, knowledge, and relationships with speed and surprise"

Source: *Vial, 2019*

the literature highlights cross-functional collaboration as an important element of DT

Source: *Vial, 2019*

"dynamic capability enables the repeated and reliable performance of an activity directed toward strategic change, as distinct from entirely ad hoc problem solving"

Source: *Vial, 2019*

Another barrier to DT is the resistance that employees can demonstrate when disruptive technologies are introduced in the organization

Source: *Vial, 2019*

workshops that involve organizational actors who will be affected by DT can help prevent resistance and improve cross-functional collaboration.

Source: *Vial, 2019*

In the context of DT, changes to the structure as well as the culture of an organization lead employees to assume roles that were traditionally outside of their functions. Specifically, the literature highlights the idea that DT fosters situations where employees who are not part of the IT function take the lead on technology-intensive projects

Source: *Vial, 2019*

three types of dynamic capabilities are also relevant: innovation capabilities, environmental scanning and sensing capabilities, and integrative capabilities

Source: *Vial, 2019*

One of the most significant barriers to DT is inertia (35 sources). Inertia is relevant where existing resources and capabilities can act as barriers to disruption (Islam et al., 2017; Svahn et al., 2017a), highlighting the relevance of path dependence as a constraining force for innovation through digital technologies

Source: *Vial, 2019*

“a process that aims to improve an entity by triggering significant changes to its properties through combinations of information, computing, communication, and connectivity technologies

Source: *Vial, 2019*

DT is also associated with increases in several dimensions of organizational performance, including innovativeness (Svahn et al., 2017a), financial performance (Karimi and Walter, 2015), firm growth (Tumbas et al., 2015), reputation (Kane, 2016c; Yang et al., 2012) as well as competitive advantage

Source: *Vial, 2019*

we observe that combinations of technologies are particularly relevant in the context of DT

Source: *Vial, 2019*

(1) sensing changes in markets by developing an analytics competency; (2) judiciously seizing upon these trends by augmenting products with services using mobile applications and social media; and (3) transforming the

organization to become a platform provider enabling customers to act as complementors of the firm's digital services, thereby further contributing data that can be leveraged for future sensing.

Source: *Vial, 2019*

Integrative capabilities (IC) “ provide the capacity for reliable, repeatable communication and coordination activity directed toward the introduction and modification of: products; resources and capabilities; business models. ”

Source: *Vial, 2019*

Digital technologies have a profound impact on the behavior (Chanias, 2017; Hong and Lee, 2017) of consumers who have ubiquitous (Yoo et al., 2010a) access to information and communication capabilities (e.g., using social media on a mobile device).

Source: *Vial, 2019*

in the context of DT, organizational leaders must work to ensure that their organizations develop a digital mindset while being capable of responding to the disruptions associated with the use of digital technologies

Source: *Vial, 2019*

In other instances, these technologies can be implemented to provide insight into untapped market opportunities or to increase customer proximity

Source: *Vial, 2019*

A common theme across studies points to the need for firms to cultivate a willingness to take risks and to experiment (Fehér and Varga, 2017) with digital technologies on a small scale before scaling these successful experiments to the rest of the organization

Source: *Vial, 2019*

Strategy (Bharadwaj et al., 2013; Matt et al., 2015) as well as changes to an organization, including its structure (Selander and Jarvenpaa, 2016), processes (Carlo et al., 2012), and culture (Karimi and Walter, 2015) are required to yield the capability to generate new paths for value creation (Svahn et al., 2017a).

Source: *Vial, 2019*

Digital technologies bring about disruption in the markets where firms operate (Mithas et al., 2013). They facilitate the (re) combination of existing products and services to generate new forms of digital offerings (Yoo et al., 2010b) favoring services over products (Barrett et al., 2015), lowering barriers to entry (Woodard et al., 2012) and hindering the sustainability of the competitive advantage of incumbent players

Source: *Vial, 2019*

In the context of DT, we argue that external IC are essential because the value networks that firms rely on to create and capture value are increasingly large and complex.

Source: *Vial, 2019*

At a high level, DT encompasses the profound changes taking place in society and industries through the use of digital technologies

Source: *Vial, 2019*

describing DT as a process where digital technologies play a central role in the creation as well as the reinforcement of disruptions taking place at the society and industry levels. These disruptions trigger strategic responses from the part of organizations, which occupy a central place in DT literature.

Source: *Vial, 2019*

DC posits that firms possess both ordinary as well as dynamic capabilities. The former relate to “the performance of administrative, operational, and governance-related functions that are (technically) necessary to accomplish tasks” ; the latter “involve higher-level activities that can enable an enterprise to direct its ordinary activities toward high-payoff endeavors” (Teece, 2014:328). Dynamic capabilities enable firms to innovate and adapt to changes in their environment through three main mechanisms (Teece, 2007): sensing , i.e., the “identification, development, co-development, and assessment of technological opportunities in relationship to customer needs ” (p. 332); seizing, i.e. , the “mobilization of resources to address needs and opportunities, and to capture value from doing so ” (p.

332); and transforming , that is, the “ continued renewal ” (p. 332) of the firm as its resources are reconfigured to strategically seize opportunities and respond to threats.

Source: *Vial, 2019*

Digital technologies alone provide little value to an organization (Kane, 2014). It is their use within a specific context that enables a firm to uncover new ways to create value, consistent with the enduring idea that organizational change is an emergent phenomenon

Source: *Vial, 2019*

digital technologies also foster the generation of data

Source: *Vial, 2019*

highlighting operational efficiency – which includes the automation (Andriole, 2017), the improvement of business processes (Gust et al., 2017) as well as costs savings (Pagani, 2013), as a benefit of DT.

Source: *Vial, 2019*

Our study revealed three essential elements for a successful digital transformation: 1. A digital strategy that defines a SMACIT inspired value proposition 2. An operational backbone that facilitates operational excellence 3. A digital services platform that enables rapid innovation and responsiveness to new market opportunities

Source: *Sebastian et al., 2017*

SMACIT and other digital technologies have created a moment of truth for big old companies: they bring new customer expectations, younger, more nimble competitors and revolutionary managerial approaches.

Source: *Sebastian et al., 2017*

New digital technologies present both game-changing opportunities for—and existential threats to—companies whose success was built in the pre-digital economy.

Source: *Sebastian et al., 2017*

Optimize the digitally enabled supply chain

Source: *Berman, 2012*

Drive customer and community collaboration

Source: *Berman, 2012*

Integrate cross-channel.

Source: *Berman, 2012*

Deliver business model innovation.

Source: *Berman, 2012*

Enable the networked workforce.

Source: *Berman, 2012*

Consequently, such broad change affects all organizational departments (such as marketing, HR, IT, supply chain, etc.) roles, responsibilities, and structure, which is not an easy task to handle at rare times

Source: *Mahmood et al., 2019*

The need for transformation arises due to societal, industrial and mostly because of technological advancements

Source: *Mahmood et al., 2019*

The current digital age needs of transformation arise mostly due to technological advancements.

Source: *Mahmood et al., 2019*

low employee skills regarding new technologies and transformation processes create hurdles in acceptance.

Source: *Mahmood et al., 2019*

Identification of fundamental technologies, with respect to organizational requirements, shapes more chances of fruitful outcomes

Source: *Mahmood et al., 2019*

shows that 40% of today's business would be failed in the next ten years and 70% of them will try to attempt digital transformation, but only 30% will be able to transform themselves successfully.

Source: *Mahmood et al., 2019*

Industry is moving to adopt holistic business models, completely redesign products and services, closer interactions with suppliers and long-term partnerships with customers

Source: *Ebert & Duarte, 2018*

These companies have reorganized themselves to operate simultaneously in two distinct modes. The standard mode keeps traditional businesses and operations running, while a disruptive mode seeks additional opportunities to exploit new markets and innovate in technologies, processes, products, or services.

Source: *Ebert & Duarte, 2018*

Digital Transformation (DX) is about adopting disruptive technologies to increase productivity, value creation, and the social welfare

Source: *Ebert & Duarte, 2018*

Recurrent discontinuities, due to the rapid pace of innovations, shorter product life cycles, ever-changing customer needs, and growing internationalization of businesses, have made customer service performance critical for firm survival.

Source: *Setia et al., 2013*

Some of the benefits of digital transformation for business are
1. Increase customer satisfaction
2. Increase customer experience
3. Improvement in productivity
4. Increase revenue from products and services
5. Cost reduction.

Source: *Gebayew et al., 2018*

Digital transformation is the integration of digital technology into all sectors of a business, fundamentally altering how you perform and bring value to customers.

Source: *Gebayew et al., 2018*

Besides, it is the "use of new digital technologies (social media, mobile, analytics or embedded devices) to enable major business improvements (such as enhancing customer experience, streamlining operations or creating new business models)"

Source: *Gebayew et al., 2018*

Rapidly evolving technology and changing social patterns have made identifying best user experience design practices difficult

Source: *Kuniavsky, 2010*

As all companies come to embrace Internet technology, moreover, the Internet itself will be neutralized as a source of advantage

Source: *Porter, 2001*

Basic Internet applications will become table stakes—companies will not be able to survive without them, but they will not gain any advantage from them

Source: *Porter, 2001*

While each industry will evolve in unique ways, an examination of the forces influencing industry structure indicates that the deployment of Internet technology will likely continue to put pressure on the profitability of many industries

Source: *Porter, 2001*

Virtual activities do not eliminate the need for physical activities, but often amplify their importance

Source: Porter, 2001

The lever of data contains the availability and processing of existing and new data. Automation includes computer-aided support and self-service functionalities as well as the combination of data with algorithms. The connectivity lever contains the underlying functionalities of networking and data synchronization. The digitalized customer interaction lever covers the direct and indirect marketing applied to customers. It is driven by developments within the other levers, which may be understood as prerequisites

Source: Graesch et al., 2020

The digital transformation incorporates the following four major levers: new data, connectivity, automation and digital customer interaction

Source: Graesch et al., 2020

Business value

This content not only connected individuals to other individuals, groups, organisations, and interests, but also created a platform for all to have a conversation on value-based content.

Source: Rodriguez & Peterson 2012

valuable solution to them

Source: Rodriguez & Peterson 2012

“Social CRM is a philosophy and a business strategy, supported by a technology platform, business rules, workflow, processes and social characteristics, designed to engage the customer in a collaborative conversation in order to provide mutually beneficial value in a trusted and transparent business environment”

Source: Rodriguez & Peterson 2012

creating a valuable client base

Source: Swieczak & Kukowski, 2016

Globalization and the increasing popularity of the internet mean that the internet is becoming a powerful marketing tool for converting innovation to economic value for business

Source: Mosakhani et al.,

By creating long-term and durable relations and delivering the results of high-performance marketing competitions, lead generators help advertising agencies achieve valuable consumers in high quality websites cooperating with these agencies

Source: Mosakhani et al.,

To increase option value, a design move must either create new design options or increase the value of existing options. We define a design option as the right but not the obligation to make a design move in the future.

Source: Woodrand et al., 2013

argue that option value and technical debt are akin to financial assets and liabilities and define the net present value of a modular architecture as the difference between the two.

Source: Woodrand et al., 2013

The option value of a design reflects both the value of the products or services in which it is directly realized (which may be uncertain during the design process) and the value of the alternative designs that it makes possible (which might include variations or subsequent improvements on the initial design).

Source: Woodrand et al., 2013

While information-based businesses have existed for a long time (e.g., newspapers and magazines) in physical forms, the digital business context brings new opportunities to create value from information

Source: Bharadwaj et al., 2013

Our working definition of digital business strategy is simply that of organizational strategy formulated and executed by leveraging digital resources to create differential value .

Source: *Bharadwaj et al., 2013*

They show how enterprises that hold positions of strategic value (i.e., hold many control points) in these digitally enabled networks exercise control as technology triggers new dynamic cycles of value creation opportunities.

Source: *Bharadwaj et al., 2013*

the time is right to shift our thinking about IT, not as a functional-level response, but as a fundamental driver of business value creation and capture.

Source: *Bharadwaj et al., 2013*

Digital business strategy introduces more nuanced ways to conceptualize the drivers of value creation and capture by thinking about the multisided nature of interactions.

Source: *Bharadwaj et al., 2013*

As more products and services become digital and connected, network effects become the key differentiator and driver of value creation.

Source: *Bharadwaj et al., 2013*

explicitly linking digital business strategy to creating differential business value, thereby elevating the performance implications of IT strategy beyond efficiency and productivity metrics to those that drive competitive advantage and strategic differentiation.

Source: *Bharadwaj et al., 2013*

The logical extension of multisided business models is a recognition that value creation and capture in digital settings often involve complex and dynamic coordination across multiple companies.

Source: *Bharadwaj et al., 2013*

Digital technologies enable the creation of new value propositions that rely increasingly on the provision of services
Source: *Vial, 2019*

Digital technologies also enable the redefinition of value networks
Source: *Vial, 2019*

Strategy (Bharadwaj et al., 2013; Matt et al., 2015) as well as changes to an organization, including its structure (Selander and Jarvenpaa, 2016), processes (Carlo et al., 2012), and culture (Karimi and Walter, 2015) are required to yield the capability to generate new paths for value creation (Svahn et al., 2017a).
Source: *Vial, 2019*

Digital technologies alone provide little value to an organization (Kane, 2014). It is their use within a specific context that enables a firm to uncover new ways to create value, consistent with the enduring idea that organizational change is an emergent phenomenon
Source: *Vial, 2019*

Overall, the literature highlights the potential for digital technologies to generate disruptive innovations that can significantly alter existing value propositions (Huang et al., 2017).
Source: *Vial, 2019*

Organizations use digital technologies to alter the value creation paths they have previously relied upon to remain competitive.
Source: *Vial, 2019*

Digital technologies have also granted customers with the ability to become co-creators of value (prosumers) within a value network
Source: *Vial, 2019*

“value reinforcement”, where “the value created through one parameter can be leveraged to create value through another parameter ”

Source: *Vial, 2019*

‘Revenue model’ is a blueprint that defines how the company creates value for itself while providing value to the customers (Johnson et al. 2008)

Source: *Pekuri et al., 2013*

‘Value creation system’ consists of the most important assets, competences, suppliers and key partnerships that are required to develop and produce offerings that will deliver the created value to customers

Source: *Pekuri et al., 2013*

It is important to acknowledge at this point that CRM packages have the potential to offer immense value to organisations.

Source: *Light, 2003*

Engaging with customers at every point where value is created is what differentiates a customer-centered business from one that simply targets customers well

Source: *Berman, 2012*

The very scope of marketing has been conceived broadly as to “ produce and deliver goods and services that people want and value ”

Source: *Haas et al., 2012*

Value creation also reflects how the two businesses are connected to the wider network of re- sources, activities, and actors in their context

Source: *Haas et al., 2012*

The essence is that value of products and services becomes manifest in exchange transactions among (competent and knowledgeable) buyers and sellers who perceive the object of exchange as a valued solution to the needs perceived.

Source: *Haas et al., 2012*

defined a value network as “a spontaneously sensing and responding spatial and temporal structure of largely loosely coupled value proposing social and economic actors interacting through institutions and technology, to: (1) co-produce service offerings, (2) exchange service offerings, and (3) co-create value ”

Source: *Haas et al., 2012*

Following a tradition in several branches of the social science that an object's meaning resides not in the object itself but in the behavior directed toward it

Source: *Haas et al., 2012*

“ value is always uniquely and phenomenologically determined by the beneficiary ”

Source: *Haas et al., 2012*

The value-creating process has been always considered the key to firms' long-term survival and success of businesses and the source of competitive advantage of firms (Woodruff, 1997 ; Anderson & Narus, 1998) and remains at the center of the business marketing practice and theory

Source: *Haas et al., 2012*

In business-to-business markets, the dominating issue has been conceiving, producing, and delivering value

Source: *Haas et al., 2012*

In a way the notion of value in exchange is linked to this rational sequence of uncovering the needs, devising solutions, producing the solutions, and transferring the solutions to customers in exchange for something else.

Source: *Haas et al., 2012*

markets are socially constructed human artifacts created by the actors who populate and link resources in a specific context. Markets are ideas and activities that exist because actors in the context seek to get access to new resources that they can integrate with their other socio-cultural resources in order to create value ”

Source: *Haas et al., 2012*

Value creation and operational efficiency are reflected as one of the vital factors with high frequency for the management to motivate towards digital organizational transformation.

Source: *Mahmood et al., 2019*

Digital Transformation (DX) is about adopting disruptive technologies to increase productivity, value creation, and the social welfare

Source: *Ebert & Duarte, 2018*

Information quality has been found to influence various outcomes, such as knowledge sharing behavior (Durcikova and Gray 2009), mobile device adoption (Kim and Han 2011), trust in the IT artifact (Vance et al. 2008), user loyalty (Zhou et al. 2010), and customer satisfaction (Kekre et al. 1995).

Source: *Setia et al., 2013*

every element of value has one or more causes and one or more effects

Source: *Budac, 2008*


customer perceived value is created and delivered over time as the relationship with the customer develops

Source: *Frow & Payne, 2007*


value resides not in the object of consumption but in the experience of consumption

Source: *Frow & Payne, 2007*

co-creation of value can enhance the customer experience




Source: *Frow & Payne, 2007*



.When a cocreation approach is adopted, the customer engages in a dialogue and interactions with suppliers during product design, production, delivery and subsequent consumption

Source: *Frow & Payne, 2007*




Recent research in service-dominant logic emphasizes the importance of cocreation where the customer is 'always a co-creator of value' and where 'the brand becomes the experience

Source: *Frow & Payne, 2007*



The concept of competitive advantage is rooted in the logic of value creation and distribution

Source: *Picolli & Ives, 2005*




Economic value is created when customers are willing to pay a price for a product or service that exceeds the cost of producing it.

Source: *Porter, 2001*




Only by grounding strategy in sustained profitability will real economic value be generated

Source: *Porter, 2001*



Integrating Internet initiatives enhances your company's ability to develop unique products, proprietary content, distinctive processes, and strong personal service—all the things that create true value, and that have always defined competitive advantage

Source: *Porter, 2001*



Economic value for a company is nothing more than the gap between price and cost, and it is reliably measured only by sustained profitability

Source: *Porter, 2001*

Much of the economic value created by marketplaces derives from the standards they establish, both in the underlying technology platform and in the protocols for connecting and exchanging information

Source: Porter, 2001

It is the uses of the Internet that ultimately create economic value.

Source: Porter, 2001

The most important determinant of a marketplace's profit potential is the intrinsic power of the buyers and sellers in the particular product area

Source: Porter, 2001

A higher value means sustainable growth of the company.

Source: Behera et al., 2020

. UX is a promising source of competitive advantages, a unique selling proposition, and possibilities of value creation and capture


Source: Luther et al., 2020

UX creates value which exceeds customers' pure need and which offers opportunities for firms to capture a large proportion of the created value

Source: Luther et al., 2020

sustainable value focuses on embedding the current pursuit of profits and sustainability with the core strategy of an organization, thereby harnessing the profitability objective in service of solutions to global problem

Source: Dhanda & Shrotryia, 2020



reaching consumers who are overloaded with information from different media, and refers to catching consumer attention by providing value that will firstly create a relationship, develop trust and finally lead to sale


Source: *Grubor & Olja, 2018*

Brand




Once a positive attitude is formed it will directly support behaviour intent on the part of the individual

Source: *Rodriguez & Peterson 2012*



By raising brand recognition and product awareness, Founders' social media campaign resulted in a 20% increase in sales within one year

Source: *Rodriguez & Peterson 2012*




In today's digital world, more organisations are utilising tools such as social media to build a brand relationship and trust through online interactions

Source: *Rodriguez & Peterson 2012*




Brand awareness is a battle of creative ideas aimed at establishing emotional links with a client

Source: *Swieczak & Kukowski, 2016*



advertisement itself was built on building the brand (Chevrolet, Oldsmobiles, Lucky Strike cigarettes, etc.) in the minds of consumers so as to invoke an unconditional desire to purchase a given product in this way

Source: *Swieczak & Kukowski, 2016*



how a market with a well-established awareness of a given brand or product can be stimulated to an extent where the shift can be made from considering a purchase to its actual execution

Source: *Swieczak & Kukowski, 2016*

, brand awareness is insufficient to be successful on all potential customer market

Source: Swieczak & Kukowski, 2016

Brand marketing is what gives people an awareness of the relevant product or service offered by a company. What is important in this is the creation of an appropriate impression about the brand in the recipient's awareness and repeating this impression as long as is necessary for the recipient to have a clear or implicit awareness of that brand

Source: Swieczak & Kukowski, 2016

, such as brand building, brand, stewardship

Source: Swieczak & Kukowski, 2016

to make sure that the brand is on the highest level of brand awareness

Source: Swieczak & Kukowski, 2016

the brand is sent as a processed message to those who need the products and services of the companies. The given brand is placed in the specific medium and then, in order to attract the attention of users searching online for the products and services of the company, appropriate messages are sent. In order for the consumers to match with the brands and products, lead generators rigorously test the media and messaging. This results in the optimization of the quality and volume of the leads.


Source: Mosakhani et al.,

In which multiple variables are used to measure social media performance. For brands investing in social media marketing, performance indicators must be recognised so that future strategy

Source: Wilcox & Sussman, 2014


Including faces and real human beings can also help in personalizing a brand.

Source: Lehtinen, 2020




color on websites should satisfy three sets of criteria; be the right fit for the target segment, fit with the corporate brand and be right for both usability and accessibility

Source: *Lehtinen, 2020*




Visitors that have a bad experience on the website might never return and it will also damage their image of the brand behind the website.

Source: *Lehtinen, 2020*



rich information provided through content marketing adds to a brand's identity as a leader and innovator

Source: *Lehtinen, 2020*



tailor brand messaging

Source: *Lehtinen, 2020*




The importance of brand trust is evident for overall company credibility

Source: *Lehtinen, 2020*



Conversion design therefore creates a positive user experience, improves brand equity and increases long-term sales

Source: *Lehtinen, 2020*



Specifically, LinkedIn and Twitter are used to nurture existing relationships, increase brand awareness but also ultimately drive traffic towards the website as a secondary method after SEO.

Source: *Lehtinen, 2020*



Consistency builds the brand promise and bolsters customer satisfaction

Source: *Berman, 2012*

Customer experience has been defined 'as the user's interpretation of his or her total interaction with the brand

Source: Frow & Payne, 2007

Achieve brand consistency with all communications programmes: In order to provide an outstanding customer experience, it is critical to achieve consistency in the brand communications the company has with all its various channels

Source: Frow & Payne, 2007

Recent research in service-dominant logic emphasises the importance of cocreation where the customer is 'always.... a co-creator of value' and where 'the brand becomes the experience

Source: Frow & Payne, 2007

brand equity can be enhanced

Source: Frow & Payne, 2007

customer satisfaction, at any given point in time, reflects the summation of a customer's previous (and present) encounters and experiences with the product or brand

Source: Frow & Payne, 2007

brand's messages

Source: Frow & Payne, 2007

Here, branding is not so much about advertising and conventional brand-related activities, but rather about building processes to support the customer experience

Source: Frow & Payne, 2007

In some cases, such as with fashion goods, a product's identity will rival its functionality. The identity is the combination of what the product does, how it looks, what associations it evokes, and how it emphasizes certain

features over others. It is communicated through the editorial voice of text copy, shared design details (such as Apple Computer's consistent use of black, white, and silver as the colors its flagship products come in), advertising messages, and the kinds of products a company makes. It is the core of the product's brand

Source: Kuniavsky, 2010

progression towards a more integrated view of the brand has also promoted a recognition that employer brands need to play a dual purpose

Source: Mosley, 2007

the single most important factor in driving customer satisfaction and brand loyalty was employee behaviour

Source: Mosley, 2007

,the total service experience involves many different component parts and therefore presents significant challenges to delivering a consistent, on-brand experience

Source: Mosley, 2007

Internal branding seeks to develop and reinforce a common value-based ethos, typically attached to some form of corporate mission or vision

Source: Mosley, 2007

Delivering a consistent and distinctive customer brand experience has always been a central concern of brand management

Source: Mosley, 2007

since authenticity is very important to brands and attempts to over-control the service encounter with 'fake'/scripted behaviour often backfires both functionally (through lack of responsiveness) and emotionally (through lack of genuine personality)

Source: Mosley, 2007

product brand experiences tend to be a lot simpler than service experiences, and therefore that much easier to manage

Source: Mosley, 2007

approached the power of established brands, achieving only a modest impact on loyalty and barriers to entry

Source: Porter, 2001

highly relevant, personalised items at multiple touch points in the e-shopping process across different digital channels. Failure to do so may result in customer dissatisfaction, and potential responses include change of brands, registering complaints with the retailer, or may lead to negative ratings, online or by word-of-mouth, of items and retailers as unsatisfactory

Source: Behera et al., 2020

The objective is to persuade people and to convert them into buying customer with valuable and accurate content further change their perception of the brand

Source: Gupta & Numkar, 2020

Content marketing is combination of increasing brand identification, authority, authenticity, loyalty, trust and credibility(12)


Source: Gupta & Numkar, 2020

retention helps to maintain relationships between the customer and the brand

Source: Gupta & Numkar, 2020


The important factors that should be kept in mind that were the quality and relevancy of the content, which must be worthy for the segmented customers, the media and the brand (13)

Source: Gupta & Numkar, 2020




UX thus becomes indispensable for companies when developing a brand

Source: *Luther et al., 2020*




Many companies have started realizing that benefits of adopting sustainable strategies not only accrue to the society and environment but have multifold benefits at the organization level itself in the form of increased reputation, employer branding, increased competitiveness, reduced costs and risks of doing business

Source: *Dhanda & Shrotryia, 2020*



increased employee morale, efficient business processes, stronger public image, improved employee loyalty, brand recognition, increased employers' attractiveness as the outcomes of incorporating sustainability initiatives by the organization


Source: *Dhanda & Shrotryia, 2020*



, the aim is to attract as many targeted users as possible and to increase visits to a website and awareness of company's brand


Source: *Grubor & Olja, 2018*

Analysis



On the tactical level, where the results of the tactics¹¹⁵ adopted within lead generation have to be continuously checked to find out what quality leads are being generated and to what extent they are cost efficient from the company interest point of view. On the management level, the results of different tactics should be compared (e.g., direct marketing versus trade fairs) to find out which tactic is the most profitable and efficient.

Source: *Swieczak & Kukowski, 2016*



If the lead generation budget was set to a million dollars per year, 10% of it has to be allocated to the testing of new tactics for the process.

Source: *Swieczak & Kukowski, 2016*

The point of the testing is determining which of the tactics, whether primary or secondary, work better for the company.

Source: Swieczak & Kukowski, 2016

Analysing potential clients through the prism of the AIDA Curve is an important part of the lead generation strategy planning process.

Source: Swieczak & Kukowski, 2016

Continuous testing and measuring the results of the level of involvement in the lead generation process is critical

Source: Swieczak & Kukowski, 2016

analyses of the adopted lead generation strategy have to constantly be conducted

Source: Swieczak & Kukowski, 2016

The point is to continuously check and analyse the results of the implemented tactics while monitoring which works better. The success of a lead generation concept depends on how the outcomes of the analyses performed will be used to improve process involvement

Source: Swieczak & Kukowski, 2016

thorough analysis of the activities

Source: Swieczak & Kukowski, 2016

Testing should not be performed in order to improve or avoid mistakes.

Source: Swieczak & Kukowski, 2016

A – Attention – attracting the client's attention to the product, I – Interest – the client's interest in the properties of the product, D – Desire – convincing the client that the product is indispensable to them and can satisfy their needs, A – Action – persuading the client to take action and buy this very product

Source: *Swieczak & Kukowski, 2016*

It is based on process, best practices, and continuous testing and improvement

Source: *Swieczak & Kukowski, 2016*

targeted strategies moving forward. Using this knowledge, the B2B marketers can focus their efforts and resources on Facebook targeted

Source: *Wilcox & Sussman, 2014*

one of the biggest potentials of undertaking MA and LN is the ability to accurately measure the effectiveness of marketing

Source: *Koski, 2016*

maturity assessment approach turned out to be very effective. T

Source: *Chanias, 2017*

Analytics and the IoT can be exploited to optimize existing business processes and reduce slack resources

Source: *Vial, 2019*

Validate the model by testing and verifying the proposed hypotheses

Source: *Behera et al., 2020*

measuring and optimizing the measurement of digital marketing performance increased revenue from sale

Source: *Behera et al., 2020*

Demographics

Some clients may respond better to a given type of offer, while others from a different demographic group could be more responsive to a different kind of offer

Source: Swieczak & Kukowski, 2016

Having access to personal information of the user, as gender, age, occupation, income level, etc. can significantly help internet advertising.

Source: Mosakhani et al.,

culture significantly affects user willingness to trust in an IT artifact

Source: Vance et al., 2008

found that national culture significantly affects the development, implementation, adoption, usage, and management of IS.

Source: Vance et al., 2008

Culture is an important explanatory factor in the use of information systems (IS) and the Web. It has, for example, been tied to an individual's willingness to become committed to new technologies


Source: Vance et al., 2008

aspects of Web site design such as navigability, layout, and graphical elements were preferred differently across Japanese, Canadian, U.S., and German cultures

Source: Vance et al., 2008


. Stating that culture has a moderating effect on the relation between navigational structure and trusts

Source: Vance et al., 2008




convey an experience, a sense, a glimpse, or a window into another world... a way of talking about deep cultural patterns that implicate everything we do.

Source: *Forlizzi & Battarbee, 2004*




visitor behavior and needs vary across cultures

Source: *Lehtinen, 2020*




associations with color is highly dependent on cultural norms and can be perceived differently by different people

Source: *Lehtinen, 2020*




the Gutenberg Rule is generally only applied to western cultures that read from left to right.

Source: *Lehtinen, 2020*




Designing “1.0” products (i.e., things that have never existed before) requires close attention to the social and cultural environment in which these products will be used

Source: *Kuniavsky, 2010*



Using a single message to reach everyone is not possible due to the much cultural differences exist

Source: *Gupta & Numkar, 2020*



research on psychological needs conducted across cultures and age groups provides evidence that these basic needs are essential to healthy functioning universally, even if they are met in different ways and/or valued differently within different context

Source: *Petters, 2022*



differences between cultures result from differences in basic values shared by the members of these cultures

Source: *Santoso & Schrepp, 2019*

the users' subjective cultural profile had an impact on the acceptance of specific technologies for some typical tasks
Source: *Santoso & Schrepp, 2019*

User groups from different countries may each deserve special attention, and regional differences often exist within countries. Other variables that characterize user personas include location (for example, urban versus rural), economic profile, disabilities, and attitudes toward using technology

Source: *Shneiderman et al., 2018 - CHAPTER 3*

All design should begin with an understanding of the intended users, including population profiles that reflect their age, gender, physical and cognitive abilities, education, cultural or ethnic backgrounds, training, motivation, goals, and personality

Source: *Shneiderman et al., 2018 - CHAPTER 3*

KPI

In terms of the number of potential clients that the firm wants to gain, the set targets should be relatively general
Source: *Swieczak & Kukowski, 2016*

the number of potential clients or actions undertaken, measured in relation to their acquisition costs, is a key measure of success through the efforts undertaken in the lead generation process

Source: *Swieczak & Kukowski, 2016*

It is important in the lead generation process that goals are defined in relation to the desired actions from customers.

Source: *Swieczak & Kukowski, 2016*

rather, key performance indicators (KPIs) were defined for tracking.

Source: *Chanas, 2017*

relevant key performance indicators (KPIs) used to measure the effectiveness of marketing automation

Source: *Zumstein et al., 2021*

For lead generation websites the main KPI is normally the conversion rate

Source: *Lehtinen, 2020*

Trust

trusted and transparent business environment

Source: *Rodriguez & Peterson 2012*

One attribute both B2C and B2B share is that customer engagement first starts with mutual trust

Source: *Rodriguez & Peterson 2012*

Value and trust enhance the chances of mutually beneficial exchanges through reduced risk of failed transactions.

Source: *Rodriguez & Peterson 2012*

theorized that trusting beliefs, trusting intentions, and trusting behaviors comprise the cognitive process by which a truster determines whether or not to place trust in an unknown trustee.

Source: *Vance et al., 2008*

Another important element of trust is institution-based trust—a person's feeling or belief that the environment in which he or she transacts has appropriate safeguards and protections

Source: *Vance et al., 2008*

In recent years, trust has become increasingly recognized for its essential role in encouraging consumers to adopt online modes of commerce

Source: *Vance et al., 2008*

uncertainty avoidance measure is risk based, and has been shown to be closely related to the construct of trust

Source: *Vance et al., 2008*

During the trust formation process, people observe available cues to form trusting beliefs [32]. In online environments such as mobile commerce where available cues are limited, system quality attributes such as visual aesthetics can strongly influence the formation of trusting beliefs and, indirectly, trusting intentions and behaviors

Source: *Vance et al., 2008*

When users first experience technology, signals of well-done user interfaces and good vendor reputations will build trust

Source: *Vance et al., 2008*

IT artifacts can affect consumer trust

Source: *Vance et al., 2008*


The literature is thus highly suggestive that individuals from uncertainty avoidance cultures will tend to place less trust in the IT artifact.

Source: *Vance et al., 2008*


greater perceived EOU will correspond to higher levels of trusting beliefs

Source: *Vance et al., 2008*

system quality attributes significantly influence users' trust in m-commerce portals.




Source: Vance et al., 2008



The topic of trust in information technology (IT) artifacts has piqued interest among researchers,

Source: Vance et al., 2008




. Stating that culture has a moderating effect on the relation between navigational structure and trust

Source: Vance et al., 2008




Several researchers have pointed to good user interface design as a means of building trust in an IT artifact

Source: Vance et al., 2008




found evidence that predictability, reliability, and technical utility (comprised of perceived usefulness and perceived ease of use [EOU]) are each positively correlated with trust in the IT artifact.

Source: Vance et al., 2008




beliefs lead to attitudes, which in turn lead to intentions and, ultimately, behaviors. The process of progressing from beliefs to behaviors has been found to be highly amenable to the formation of trust.

Source: Vance et al., 2008



two dimensions of institution-based trust—namely, structural assurance, the belief that “structures are in place to promote success” [58, p. 339], and situational normality, the belief that “the environment is in proper order and success is likely because the situation is normal and favourable”

Source: Vance et al., 2008



Recent research has shown that the phenomenon of trust involves not only people [46, 50, 86] but also IT artifacts—hardware or software that enables tasks [5]

Source: Vance et al., 2008

t the extent to which trust (or lack of trust) in the IT artifact manifests itself will likely affect users' intention to adopt the IT artifact

Source: Vance et al., 2008

Users place trust in IT artifacts by “relying or depending on infrastructure systems like the Web or relying on specific information systems like Microsoft Excel TM”

Source: Vance et al., 2008

This cognitive process of trust formation has been shown to positively influence a person's intention to use e-commerce Web sites

Source: Vance et al., 2008

These general aesthetics can be an important determinant of “surface credibility,” the extent to which “a perceiver believes someone or something based on simple inspection”

Source: Vance et al., 2008

. Indeed, we believe trust is better defined as a formative construct than a reflective on

Source: Vance et al., 2008

Therefore lead nurturing is important by making the buyer like and trust your company. The best way to make a buyer trust your company is to provide the buyer with relevant and useful information, educate the buyer.

Source: Koski, 2016


Since relevant content increases trust and confirms expertise, users can be actively guided through the customer journey at the right time and with relevant content

Source: Zumstein et al., 2021

and trust




Source: *Sebastian et al., 2017*




building trust leads to more enduring relationships-and more profits- while a quick sale may simply leave a customer feeling cheated.

Source: *Reichheld & Schefter, 2000*




To gain the loyalty of customers, you must first gain their trust.

Source: *Reichheld & Schefter, 2000*




earning the trust

Source: *Reichheld & Schefter, 2000*



Price does not rule the Web; trust does.

Source: *Reichheld & Schefter, 2000*




if visitors experience a lack of trust on the web, they are unlikely to perform any transaction or to engage with the business in question further

Source: *Lehtinen, 2020*



highlight the importance of visitor trust in conversion optimization and lead generation

Source: *Lehtinen, 2020*



creating trust, and consequently, increasing purchase intentions

Source: *Lehtinen, 2020*



The importance of brand trust is evident for overall company credibility

Source: *Lehtinen, 2020*

Therefore, they need security indicators that signals that the site is secure, i.e. it can be trusted with personal information and it is not a scam or fraud.

Source: *Lehtinen, 2020*

financial security is one of the main categories that lead to trust and increased purchase intentions

Source: *Lehtinen, 2020*

Information quality and system quality affect user trust and flow experience. Trust affects flow experience and loyalty. In addition, flow experience has a significant effect on users' loyalty. Flow experience as a second-order factor includes three dimensions: perceived enjoyment, perceived control and attention focus.

Source: *Zhou et al., 2010*

trust beliefs affect users' loyalty towards websites.

Source: *Zhou et al., 2010*

when users trust a mobile service provider, they reduce the effort spent on monitoring the mobile service provider (Gefen et al., 2003). This will increase their perceived control.

Source: *Zhou et al., 2010*


If users trust mobile service providers, they expect positive future experiences

Source: *Zhou et al., 2010*


The items used to measure trust reflect a user's belief in a mobile service provider's ability, integrity and benevolence.

Source: *Zhou et al., 2010*

Thus system quality and information quality will act as trust signals and influence users' trust building.



Source: Zhou et al., 2010




High quality information and systems demonstrate mobile service providers' ability, integrity and benevolence and thus build user trust.

Source: Zhou et al., 2010




Trust will reduce perceived uncertainty and risks, thus enhancing users' perceived control

Source: Zhou et al., 2010



Trust represents a willingness to be placed in a position of vulnerability based on having positive expectations of another party's future behavior

Source: Zhou et al., 2010




Trust, when considered as user belief, often includes three dimensions: ability, integrity and benevolence (Gefen et al. , 2003; Kim et al., 2008; Palvia, 2009). Ability shows that mobile service providers have the necessary abilities and knowledge to fulfill their tasks. Integrity refers to the fact that mobile service providers keep their promises and do not deceive users. Benevolence means that mobile service providers will be first and foremost concerned with their users' interests, not just their own benefits.

Source: Zhou et al., 2010



they need to build trust in a mobile service provider to alleviate the perceived risks and uncertainties

Source: Zhou et al., 2010



Information quality has been found to influence various outcomes, such as knowledge sharing behavior (Durcikova and Gray 2009), mobile device adoption (Kim and Han 2011), trust in the IT artifact (Vance et al. 2008), user loyalty (Zhou et al. 2010), and customer satisfaction (Kekre et al. 1995).

Source: Setia et al., 2013

the most important attributes in driving preference are not technical expertise but the interpersonal qualities of trust and commitment

Source: Mosley, 2007

approached the power of established brands, achieving only a modest impact on loyalty and barriers to entry

Source: Porter, 2001

Human nature makes consumers tend to buy items recommended by people they consider trustworthy.

Source: Behera et al., 2020

the sole focus here is to build trust and to preserve the loyalty of costumers

Source: Gupta & Numkar, 2020

the marketing strategy is inclining towards digital marketing from traditional marketing. This new strategy focuses on creating customer relationships by building trust and making them loyal

Source: Gupta & Numkar, 2020


. Building trust is key here because trust generally bring potential customers as well as it helps to retain the existing customers

Source: Gupta & Numkar, 2020


Content marketing is combination of increasing brand identification, authority, authenticity, loyalty, trust and credibility(12)

Source: Gupta & Numkar, 2020

increased employee morale, efficient business processes, stronger public image, improved employee loyalty, brand recognition, increased employers' attractiveness as the outcomes of incorporating sustainability initiatives by the organization




Source: *Dhanda & Shrotryia, 2020*



. Conducting marketing through social media networks “is not about you getting your story out; it’s about your customers; it’s about being more transparent, earning trust, and building credibility

Source: *Grubor & Olja, 2018*



reaching consumers who are overloaded with information from different media, and refers to catching consumer attention by providing value that will firstly create a relationship, develop trust and finally lead to sale


Source: *Grubor & Olja, 2018*

Loyalty




created loyal, online community that has led to additional sales

Source: *Rodriguez & Peterson 2012*




With this feedback, businesses can improve decisions on how to serve clients and create more informed solutions, thus increasing customer loyalty (Myron, 2010).

Source: *Rodriguez & Peterson 2012*



The goal of traditional CRM is to align business processes such as marketing, sales and customer support to the strategy of the customer in order to build client loyalty and long-term profitability (Rigby et al., 2002).

Source: *Rodriguez & Peterson 2012*



relationship marketing is an important tool for achieving customer loyalty, to protect and increase market share, and to obtain long term competitive advantage”

Source: *Rodriguez & Peterson 2012*

Irrespective of the type of business activity undertaken, every entity operating in an open market economy is looking for optimal solutions that are conducive to expanding their loyal customer base

Source: Swieczak & Kukowski, 2016

Companies that provide it will win their loyalty.

Source: Dougherty & Murthy, 2009

Marketing automation supports customer care and increases customer loyalty

Source: Zumstein et al., 2021

Every third respondent who successfully used marketing automation reported improved customer care and loyalty

Source: Zumstein et al., 2021

a company pursuing a customer engagement digital strategy seeks to build customer loyalty and trust by providing superior, innovative, personalized and integrated customer experiences. A

Source: Sebastian et al., 2017

In addition to purchasing more, loyal customers also frequently refer new customers to a supplier, providing another rich source of profits

Source: Reichheld & Schefter, 2000

Because referred customers cost so little to acquire, they begin to generate profits much earlier in their life cycles

Source: Reichheld & Schefter, 2000

Most of today's on-line customers exhibit a clear proclivity toward loyalty, and Web technologies, used correctly, reinforce that inherent loyalty

Source: Reichheld & Schefter, 2000

That information enables the company to form a more intimate relationship with customers, offering products and services tailored to their individual preferences, which in turn increases trust and strengthens loyalty.

Source: Reichheld & Schefter, 2000

In effect, loyal customers not only take over the function of advertising and sales, they even staff the company's help desk - for free! The combination of all the

Source: Reichheld & Schefter, 2000

Loyalty is not won with technology. It is won through the delivery of a consistently superior customer experience

Source: Reichheld & Schefter, 2000

Loyalty is determined by the full range of their interactions with customers

Source: Reichheld & Schefter, 2000

The unique economics of e-business make customer loyalty more important than ever.

Source: Reichheld & Schefter, 2000

They know that loyalty is an economic necessity: acquiring customers on the Internet is enormously expensive, and unless those customers stick around and make lots of repeat purchases over the years, profits will remain elusive.

Source: Reichheld & Schefter, 2000

Only in later years, when the cost of serving loyal customers falls and the volume of their purchases rises, do relationships generate returns.

Source: Reichheld & Schefter, 2000

Loyalty is still about earning the trust of the right kinds of customers- customers for whom you can deliver such a consistently superior experience that they will want to do all their business with you

Source: Reichheld & Scheffer, 2000

Flow experience representing the optimal experience also enhances users' loyalty.

Source: Zhou et al., 2010

Building users' loyalty and retaining consumers are playing critical roles in the success of mobile SNS platforms, since they are almost homogenous in function and services such as gaming, content and auction

Source: Zhou et al., 2010

Loyalty reflects the way in which users continue their usage behavior and how much they positively evaluate mobile SNS providers (Ng and Kwahk, 2010). Trust reduces users' perceived risks and helps promote their continuance usage of an SNS and their loyalty to it

Source: Zhou et al., 2010

Information quality and system quality affect user trust and flow experience. Trust affects flow experience and loyalty. In addition, flow experience has a significant effect on users' loyalty. Flow experience as a second-order factor includes three dimensions: perceived enjoyment, perceived control and attention focus.

Source: Zhou et al., 2010

Items of loyalty reflect the users' continuance usage and recommendations.

Source: Zhou et al., 2010

information quality and system quality significantly affect users' trust and flow experiences, which further determine their loyalty.

Source: Zhou et al., 2010

trust beliefs affect users' loyalty towards websites.

Source: Zhou et al., 2010

flow experience is the strongest determinant of users' loyalty.

Source: Zhou et al., 2010

presenting users with a compelling experience is critical, if they wish to encourage their behavior and loyalty

Source: Zhou et al., 2010

Information quality has been found to influence various outcomes, such as knowledge sharing behavior (Durcikova and Gray 2009), mobile device adoption (Kim and Han 2011), trust in the IT artifact (Vance et al. 2008), user loyalty (Zhou et al. 2010), and customer satisfaction (Kekre et al. 1995).

Source: Setia et al., 2013

When order fill-rates fall, customer loyalty suffers, as do accounts receivable

Source: Budac, 2008

One of the effects or results of improving customer satisfaction is an increase loyalty or customer retention

Source: Budac, 2008

Another effect of customer loyalty (repeat business) is an increase in sales revenue.

Source: Budac, 2008

The aim of customer experience management is to enhance relationships with customers and build customer loyalty.

Source: Frow & Payne, 2007

improve the experience of these customers, shifting them to being highly satisfied and thereby increasing their loyalty and profitability.

Source: *Frow & Payne, 2007*

the single most important factor in driving customer satisfaction and brand loyalty was employee behaviour

Source: *Mosley, 2007*

customer relationship management (CRM), largely driven by a desire to improve the targeting of specific products and services, incentivise loyalty and reduce cost.

Source: *Mosley, 2007*

Personalisation is an established e-commerce marketing strategy and generates uplifts in purchasing intentions towards the company, and produces additional customer benefits such as effectiveness, increase in loyalty, and early feedback

Source: *Behera et al., 2020*

the marketing strategy is inclining towards digital marketing from traditional marketing. This new strategy focuses on creating customer relationships by building trust and making them loyal

Source: *Gupta & Numkar, 2020*

the sole focus here is to build trust and to preserve the loyalty of costumers

Source: *Gupta & Numkar, 2020*

increased employee morale, efficient business processes, stronger public image, improved employee loyalty, brand recognition, increased employers' attractiveness as the outcomes of incorporating sustainability initiatives by the organization

Source: *Dhanda & Shrotryia, 2020*

A large category of dynamic theories cover customer loyalty plans that encourage increased commitment

Source: *Shneiderman et al., 2018 - CHAPTER 3*

. Users today have little patience with flawed and poorly designed products and are often fickle with company loyalty if reasonable competitors exist.

Source: *Shneiderman et al., 2018 - CHAPTER 5*

UX

Sales and marketing professionals need to capture detailed information on prospective clients in order to gain a better understanding of their needs, discover key buying influences, and understand their buying process

Source: *Rodriguez & Peterson 2012*

With this feedback, businesses can improve decisions on how to serve clients and create more informed solutions, thus increasing customer loyalty (Myron, 2010).

Source: *Rodriguez & Peterson 2012*

The actions undertaken within lead generation are an effective solution for business, which, by supplementing the information pertaining to clients and their expectations, enriches the data pool held.

Source: *Swieczak & Kukowski, 2016*

First, intentions generally require a certain level of self-efficacy to perform an action, but desires are relatively unmoved by the effect of self-efficacy. Second, intentions have a stronger connection than desires because intentions call for commitment and planning, but desires do not. Desires tend to have higher levels of ambiguity than intentions, given that details are generally not discussed before intentions form. Lastly, goals and actions that are desired are more likely to be future-oriented, undecided, or vague in terms of the scope for completion than those intended.

Source: *Song, Ruan, Jeon, 2021.pdf*

In short, information satisfaction affects usefulness, and system satisfaction influences ease of use.

Source: *Song, Ruan, Jeon, 2021.pdf*

As identified in much of the literature, perceived usefulness and perceived ease of use are not only important in attitude formation but are the main motivator of users' intention to use the technology

Source: *Song, Ruan, Jeon, 2021.pdf*

The findings validate that both intrinsic motivations and extrinsic perceptions are key considerations when developing technology innovations

Source: *Song, Ruan, Jeon, 2021.pdf*

According to TAM, perceived usefulness and perceived ease of use are the key determinants of the user attitude which leads to usage intention of a technological innovation.

Source: *Song, Ruan, Jeon, 2021.pdf*

Social influences or the external factors of the media such as accuracy of provided information seem to be related to perceived usefulness and perceived ease of use

Source: *Song, Ruan, Jeon, 2021.pdf*

emphasized the mediating role of desire on the relationship between attitude and intention.

Source: *Song, Ruan, Jeon, 2021.pdf*

In addition, companies must revise processes to give agents the leeway and authority to meet individual customers' needs and provide positive, satisfying experiences.

Source: *Dougherty & Murthy, 2009*

Evidence shows that customers will no longer tolerate the rushed and inconvenient service that has become all too common. Instead, they are looking for a satisfying experience.

Source: *Dougherty & Murthy, 2009*

. Our study therefore provides support for the influence of system quality on perceived EO

Source: *Vance et al., 2008*

Several researchers have pointed to good user interface design as a means of building trust in an IT artifact

Source: *Vance et al., 2008*

Secondly marketing automation improves significantly the customer experience

Source: *Koski, 2016*

“information ecology” to describe an interrelated system of people, practices, values, and technologies within a particular local environment

Source: *Forlizzi & Battarbee, 2004*

convey an experience, a sense, a glimpse, or a window into another world... a way of talking about deep cultural patterns that implicate everything we do

Source: *Forlizzi & Battarbee, 2004*

There are three ways that we describe user-product interactions. Fluent user-product interactions are the most automatic and well-learned ones (Figure 1). These types of interactions do not compete for our attention; instead, they allow us to focus on the consequences of our activities or other matters.

Source: *Forlizzi & Battarbee, 2004*

In addition to ethnographic methods adapted from anthropology, methods from social and behavioral science have been adapted to explore the form, function, and content of the products made by designers

Source: *Forlizzi & Battarbee, 2004*

people construct meaning with products by following product use through a number of real- world contexts

Source: *Forlizzi & Battarbee, 2004*

This process needs to be visual, empathic, and emotionally driven to be ultimately successful in supporting inspiration and gaining insights into user experience.

Source: *Forlizzi & Battarbee, 2004*

Expressive user-product interactions are interactions that help the user form a relationship to a product, or some aspect of it (Figure 3). In expressive interaction users may change, modify, or personalize, investing effort in creating a better fit between person and product.

Source: *Forlizzi & Battarbee, 2004*

What is unique to design research relative to understanding experience is that it is focused on the interactions between people and products, and the experience that results. This includes all aspects of experiencing a product – physical, sensual, cognitive, emotional, and aesthetic. The results of this investigation, when used to inform product design, greatly extend simple usability techniques in differentiating particular products in the marketplace

Source: *Forlizzi & Battarbee, 2004*

affordances can also be seen as the way people undertake cognition and action in the world to make meaning.

Source: *Forlizzi & Battarbee, 2004*

Cognitive experiences cause a change in the user (such as a skill or a solution) and often the context of use as a result.

Source: *Forlizzi & Battarbee, 2004*

Cognitive user-product interactions focus on the product at hand (Figure 2). These types of interactions can result in knowledge, or confusion and error if a product does not match anything in our past history of product use.

Source: *Forlizzi & Battarbee, 2004*

In interactive systems the challenge is to understand the influence small experiences and emotional responses have on others, as well as the overall view.

Source: *Forlizzi & Battarbee, 2004*

a company pursuing a customer engagement digital strategy seeks to build customer loyalty and trust by providing superior, innovative, personalized and integrated customer experiences. A

Source: *Sebastian et al., 2017*

The way a site is designed and marketed has a large impact on the types of customers it attracts.

Source: *Reichheld & Schefter, 2000*

Modern, result-driven websites should be developed from a user point of view, with visual design and usability being complemented by content and conversions.

Source: *Lehtinen, 2020*

visitors' likelihood to ever engage with a company is highly dependent on the visitors' experience on the corporate website

Source: *Lehtinen, 2020*

a functional design that focuses on providing customer-oriented content and a clear path for conversion generates measurable growth in sales as well as a good user experience

Source: *Lehtinen, 2020*

Simplicity is important in visual design and the first screenful facilitates that, but simplicity in content is not necessarily equally good

Source: *Lehtinen, 2020*

Often websites can create a negative user experience thanks to lacking usability

Source: *Lehtinen, 2020*

It considered the users' needs, desires and perspectives as primary drivers for designing

Source: *Lehtinen, 2020*

Conversion design therefore creates a positive user experience, improves brand equity and increases long-term sales

Source: *Lehtinen, 2020*

the experience the visitor has on the website and the overall service quality of this experience is very important for increasing conversions.

Source: *Lehtinen, 2020*

UCD focuses on improving the user experience, which is prerequisite of increasing conversions and sales in LPO and CRO.

Source: *Lehtinen, 2020*

Visitors that have a bad experience on the website might never return and it will also damage their image of the brand behind the website.

Source: *Lehtinen, 2020*

loading times and server speeds that otherwise might affect the user experience

Source: *Lehtinen, 2020*

measure and develop the user experience in real-time

Source: *Lehtinen, 2020*

The self-service nature of websites means that the website must be able to facilitate an adequate user experience and deliver a high service quality on its own, in other words through design.

Source: *Lehtinen, 2020*

The most successful websites have been shown to prioritize a user experience that visitors truly enjoy

Source: *Lehtinen, 2020*

Enhance products and services for a better customer experience.

Source: *Berman, 2012*

both system quality and information quality affect user experience including perceived enjoyment, perceived control and attention focus.

Source: *Zhou et al., 2010*

Thus providing users with a good experience will promote their continuance usage and generate positive word-of-mouth

Source: *Zhou et al., 2010*

Flow represents an optimal experience that further affects user behavior

Source: *Zhou et al., 2010*

Such occurrences will seriously affect users' experience including enjoyment and attention focus.

Source: *Zhou et al., 2010*

Information quality and system quality affect user trust and flow experience. Trust affects flow experience and loyalty. In addition, flow experience has a significant effect on users' loyalty. Flow experience as a second-order factor includes three dimensions: perceived enjoyment, perceived control and attention focus.

Source: *Zhou et al., 2010*

presenting users with a compelling experience is critical, if they wish to encourage their behavior and loyalty
Source: Zhou et al., 2010

customer retention is of great importance
Source: Zhou et al., 2010

the industry objectives for DX – an improved customer experience and operational excellence – have placed time to market, quality, and affordability at the forefront.
Source: Ebert & Duarte, 2018

Information quality may also be perceived to be poorer in CSUs that are not able to present the results of user queries in a well- formatted and visually appealing manner (Underwood 1999)
Source: Setia et al., 2013

There is substantial evidence that 40 percent of customers who experience poor customer service stop doing business with the target company
Source: Setia et al., 2013

Overall, units with greater customer response capability possess advanced routines to meet customer needs and enhance customers' service experiences.
Source: Setia et al., 2013

Organizations that want to incorporate UX should pay enough attention to how it differs from usability or other similar concepts.
Source: Kashfi et al., 2019

UX integration is a type of organizational change hence to increase the effectiveness and success of their initiatives, researchers and practitioners should apply the already existing guidelines on how to better implement changes in organizations.

Source: *Kashfi et al., 2019*

UX is also known to be associated with service design (Goldstein et al., 2002; Pine and Gilmore, 1998), business strategy (Marcus et al., 2009; Sward and Macarthur, 2007) and innovation in organizations

Source: *Kashfi et al., 2019*

Presence and severity of success factors and challenges to UX integration may change over time and are in fact influenced by the strategies to enable or prohibit them.

Source: *Kashfi et al., 2019*

Although practitioners cannot guarantee a certain experience (e.g., excitement or curiosity), they are recommended to consider principles and practices that can make it more likely to deliver an overall appealing UX

Source: *Kashfi et al., 2019*

Good UX not only contributes to higher work motivation and performance, but can also affect the well-being of users, and is crucial to maintain or gain market shares

Source: *Kashfi et al., 2019*

UX is subjective (heavily relies on human perception), holistic (includes both hedonic and pragmatic aspects of use), dynamic (changes over time), context-dependent (is situated in context), and worthwhile (encompasses positive and meaningful consequences of use)

Source: *Kashfi et al., 2019*

Successful UX integration necessitates close cooperation between UX and non-UX practitioners to ensure common goals.

Source: *Kashfi et al., 2019*

defines UX as “a consequence of the presentation, functionality, system performance, interactive behavior, and assistive capabilities of an interactive system, both hardware and software.

Source: *Kashfi et al., 2019*

Achieving a sustainable UX integration does not merely depend on adopting UX principles and practices through direct and planned initiatives.

Source: *Kashfi et al., 2019*

The resistance to UX integration initiatives is not showed merely by non-UX practitioners but also UX practitioners.

Source: *Kashfi et al., 2019*

UX emphasizes the situational and dynamic aspects of using interactive product

Source: *Bargas-Avila & Hornbaek, 2011*

Anticipated use assumes an important role in the field of U

Source: *Bargas-Avila & Hornbaek, 2011*

In interactive systems the challenge is to understand the influence small experiences and emotional responses have on others, as well as the overall view

Source: *Bargas-Avila & Hornbaek, 2011*

UX research focuses on the dynamics of experience, and on modeling how interactive products, person characteristics, and context work together in shaping the experience of us

Source: *Bargas-Avila & Hornbaek, 2011*

In order to become not merely informed but also inspired, designers must both observe and feel for the user

Source: *Battarbee & Koskinen, 2005*

Anticipated UX includes feelings engendered by researching a product, reading reviews, and so on. Their momentary, episodic, and cumulative UX intersect in various ways with our localized, activity-based, system-spanning, and long-term interaction. Their cumulative UX placed importance on user opinions of systems that they use frequently, such as a laptop, desktop PC, an operating system, or a word processor

Source: *Hartson & Pylla, 2019*

User experience is the totality of the effects felt by the user before, during, and after interaction with a product or system in an ecology

Source: *Hartson & Pylla, 2019*

An ecology is the complete usage context including all parts of the world the user comes in contact with related to the interaction

Source: *Hartson & Pylla, 2019*

Hedonic quality, thus, contributes directly to the core of positive experience. Pragmatic quality does so only indirectly via making fulfilment more easy and likely

Source: *Hassenzahl, 2008*

If people experience fulfilment of be-goals through a product, they will attach hedonic attributes to it

Source: *Hassenzahl, 2008*

hedonic quality refers to the product's perceived ability to support the achievement of "be goals", such as "being competent", "being related to others", "being special" (see [4] for more on do-and be goals). Hedonic quality calls for a focus on the Self, i.e., the question of why does someone own and use a particular product

Source: *Hassenzahl, 2008*

Good UX is the consequence of fulfilling the human needs for autonomy, competency, stimulation (self-oriented), relatedness, and popularity (others-oriented) through interacting with the product or service (i.e., hedonic quality)
Source: *Hassenzahl, 2008*

"all aspects of the user's experience when interacting with the product, service, environment or facility. [...] It includes all aspects of usability and desirability of a product, system or service from the user's perspective
Source: *Hassenzahl, 2008*

UX as a momentary, primarily evaluative feeling (good-bad) while interacting with a product or service. By that, UX shifts attention from the product and materials (i.e., content, function, presentation, interaction) to humans and feelings – the subjective side of product use
Source: *Hassenzahl, 2008*

Pragmatic quality refers to the product's perceived ability to support the achievement of "do-goals", such as "making a telephone call", "finding a book in an online-bookstore", "setting up a webpage." Pragmatic quality calls for a focus on the product – its utility and usability in relation to potential tasks
Source: *Hassenzahl, 2008*

the positive experience still stems from fulfilling a basic psychological need
Source: *Hassenzahl, 2008*

Fear, pleasure, and desire play enormous roles in our everyday lives interacting with products
Source: *Kuniavsky, 2010*

In some cases, such as with fashion goods, a product's identity will rival its functionality. The identity is the combination of what the product does, how it looks, what associations it evokes, and how it emphasizes certain features over others. It is communicated through the editorial voice of text copy, shared design details (such as Apple Computer's consistent use of black, white, and silver as the colors its flagship products come in), advertising messages, and the kinds of products a company makes. It is the core of the product's brand

Source: Kuniavsky, 2010

These perceptions include effectiveness (how good is the result?), efficiency (how fast or cheap is it?), emotional satisfaction (how good does it feel?), and the quality of the relationship with the entity that created the product or service (what expectations does it create for subsequent interactions?)

Source: Kuniavsky, 2010

Rapidly evolving technology and changing social patterns have made identifying best user experience design practices difficult

Source: Kuniavsky, 2010

The user experience is the totality of end users' perceptions as they interact with a product or service

Source: Kuniavsky, 2010

User Experience (UX) has emerged as a comprehensive concept which provides a holistic perspective on users' interaction with technology. This concept can be characterized as a multidimensional phenomenon that comprises both, the perception of different product qualities as well as emotions that arise while using a product

Source: Minge & Thuring_2018

According to the CUE model, each interaction between a system and its users is determined by user characteristics, contextual components and system properties. On behalf of the users, attitudes and expectations towards the system as well as personality traits and current mood may affect the interaction. Contextual components include the physical and social environment together with any tasks that users aim to accomplish. With respect to system properties, two types are distinguished which Mahlke termed 'instrumental' and 'non-instrumental' qualities

Source: Minge & Thuring_2018

Reaching beyond usability, UX has been extended to incorporate hedonic qualities such as aesthetics, stimulation and identification

Source: Pettersson et al, 2018

“A person’s perceptions and responses that result from the use or anticipated use of a product, system or service
Source: *Pettersson et al, 2018*

One important category of user experience enhancement is “front-end optimization,” a broad technique that applies tactics such as reducing the size and number of objects to speed rendering and thus enhances experience
Source: *Weinman, 2015*

UX thus becomes indispensable for companies when developing a brand
Source: *Luther et al., 2020*

UX creates value which exceeds customers’ pure need and which offers opportunities for firms to capture a large proportion of the created value
Source: *Luther et al., 2020*

. UX exceeds the provision of sole functionality of products and adds an explicit user orientation
Source: *Luther et al., 2020*

User Experience (UX) describes the holistic experience of a user before, during, and after interaction with a platform, product, or service
Source: *Luther et al., 2020*

. UX is a promising source of competitive advantages, a unique selling proposition, and possibilities of value creation and capture
Source: *Luther et al., 2020*

We even argued that we should design experiences first, and only if the intended experience is meaningful and/or enjoyable, start to think about how to shape it through interaction with technology

Source: *Hassenzahl et al., 2021*

there is pragmatic quality, a system's instrumentality, that is, its perceived ability to support task-fulfillment. And there is hedonic quality, a system's perceived ability to fulfill self-oriented goals, such as being stimulated (i. e., through novelty) or impressing others

Source: *Hassenzahl et al., 2021*

Marc later summarized what can be learned from computer games into three categories: how to support learning in an unobtrusive way, how to support immersion through details, and how to motivate use through providing a compelling story

Source: *Hassenzahl et al., 2021*

user experience is a subjective impression which is not restricted to the time span during which a person interacts with a product

Source: *Santoso & Schrepp, 2019*

user acceptance is a result of a good user experience (UX)

Source: *Santoso & Schrepp, 2019*

People's needs no longer rest on using products, but begin to pursue better experience

Source: *Wang et al., 2020*

User experience refers to people's cognitive impression and response to products, systems or services that they use or expect to use

Source: *Wang et al., 2020*

Another strategy is to support user control and enhance the user experience by showing an overview of the modules from which users can choose

Source: *Shneiderman et al., 2018 - CHAPTER 12*

Cluttered displays may overwhelm even knowledgeable users, but with only modest effort, designers can create well-organized, information-abundant layouts that reduce search time and increase subjective satisfaction

Source: *Shneiderman et al., 2018 - CHAPTER 12*

Influences

with an increase of 3.5 website visitors per day. Likewise a 1 per cent increase in Twitter followers was associated with a 10.5 per cent increase in unique visitors;

Source: *Wilcox & Sussman, 2014*

The SAS® AUTOREG procedure was utilised, taking into account significant autocorrelation at lags of one, two and three days. RESULTS The final regression models with the statistically significant variables are presented in Tab

Source: *Wilcox & Sussman, 2014*

System quality attributes are relevant to the concept of trust because recent research suggests that technical aspects of IT artifacts affect users' willingness to trust

Source: *Vance et al., 2008*

The logic for this relationship is that in the absence of better information, people use available information such as appearance as a heuristic to judge trustworthiness

Source: *Vance et al., 2008*

Flow represents an optimal experience that further affects user behavior

Source: *Zhou et al., 2010*

Importance

, lead generation strategy is essential to take over market leadership or obtain a market advantage in certain strategic market areas

Source: Swieczak & Kukowski, 2016

the significance of lead generation is constantly growing, many companies are adopting the principles of e-commerce and mobile technologies as sales aids

Source: Swieczak & Kukowski, 2016

Lead generation is the single most important objective of any business-to-business (B-to-B) marketing department

Source: Swieczak & Kukowski, 2016

An appropriately created lead base has a large impact on the sales indicator and thus on the generation of a satisfactory pace of growth of business.

Source: Swieczak & Kukowski, 2016

if a combination of several tactics is used, the ceiling of potential customers whom the generated message reaches may be increased, thus much better results can be achieved.

Source: Swieczak & Kukowski, 2016

proposal is very clear, simple, but there are a lot of competitors - you need to stand out among them and gain the trust of customers.

Source: Bondarenko et al., 2019

he reason that this happening more and more often is that buyers now have so much access to information that they can postpone consultations with sales departments until they themselves become, to some extent, "experts"

Source: Bondarenko et al., 2019

According to statistics, 96% of new visitors to the site are not yet ready to make a purchase, although they are all potential customers. This figure shows how important lead generation is.

Source: *Bondarenko et al., 2019*

The buying process has changed, and marketers need to look for new ways to attract customers. Instead of reaching customers through mass advertising and e-mail newsletters, marketers should now focus on learning how to build and maintain ongoing customer relationships (

Source: *Bondarenko et al., 2019*

buyers are overwhelmed by informational noise, and as a result, they are becoming increasingly successful in ignoring messages that they don't want to hear, and independently research what they want to know

Source: *Bondarenko et al., 2019*

The path to the purchase can be anywhere - at a "distance" from two-thirds to 90% of the transaction before they contact the seller

Source: *Bondarenko et al., 2019*

Implementing a reliable lead generation strategy will help you build trusting relationships and attract the interest of your potential customers, even before they are ready to establish contacts with sellers.

Source: *Bondarenko et al., 2019*

Introducing lead generation is important because it is the main activity before publishing an ad or any other activity on the internet.

Source: *Mosakhani et al.,*

Our research indicates that, on the contrary, alienated customers often disappear without the slightest warning

Source: *Dougherty & Murthy, 2009*

highly relevant, personalised items at multiple touch points in the e-shopping process across different digital channels. Failure to do so may result in customer dissatisfaction, and potential responses include change of brands, registering complaints with the retailer, or may lead to negative ratings, online or by word-of-mouth, of items and retailers as unsatisfactory

Source: *Behera et al., 2020*

Management

If we want to implement new lead generation tactics in an organisation, this requires the development of an appropriate management plan.

Source: *Swieczak & Kukowski, 2016*

good managers and management staff have learnt how to present the effects of their actions properly.

Source: *Swieczak & Kukowski, 2016*

A well-planned lead generation management strategy will enable: The gradual or regular streamlining of adopted lead generation tactics, The adoption and implementation of new lead generation tactics with minimum problems and without having to wreck the budget, Checking and measurement of the outcomes of the adopted tactics, A comparison of the adopted lead generation tactics with others to allow pinpointing which of them achieves the expected results and is cost effective from the point of view of the company's interests, An involvement in the process that is adequate to the incurred outlays and the staffing resources, Obtaining a positive rate of return on investments (ROI), which may justify increasing the marketing budget

Source: *Swieczak & Kukowski, 2016*

Relationship

first, organisations must identify individual customers and their specific needs, effectively interact with customers, provide customised solutions according to their needs, and, finally, build an ongoing dialogue in order to develop a relationship and increase customer equity

Source: *Rodriguez & Peterson 2012*

RM as the application of personal information as a result of effective communication to develop a mutually beneficial relationship with customers.

Source: *Rodriguez & Peterson 2012*

networks of relationships of both internal and external contacts

Source: *Rodriguez & Peterson 2012*

One of the goals in RM is to create stronger customer relationships that enhance seller performance, including sales growth, market share, and profits

Source: *Rodriguez & Peterson 2012*

stresses the need to develop long-term relationships with customers

Source: *Rodriguez & Peterson 2012*

forming relationships with potential customers is a key to remaining in business.

Source: *Rodriguez & Peterson 2012*

The concept of RM, defined by Berry and Parasuraman (1991), is a process designed to protect and improve customer relationships.

Source: *Rodriguez & Peterson 2012*

Digital technologies are also transforming the structure of social relationships in both the consumer and the enterprise space with social media and social networking

Source: *Bharadwaj et al., 2013*

Lead nurturing is really the process of building trust and a relationship with your potential customers

Source: *Koski, 2016*

One of the most important aspects of lead nurturing is content. With relevant and educational content a company is able to create a relationship of trust with the prospective.

Source: *Koski, 2016*

This proves the necessity of marketing automation and lead nurturing to nurture your lead and offer them personalized content to develop a long - term relationship.

Source: *Koski, 2016*

More engagement and personalized communication with the customer is needed.

Source: *Koski, 2016*

lead nurturing (also referred as “LN”) to be “the process of building effective relationships with potential customers throughout the buying journey

Source: *Koski, 2016*

Hence it is vital to develop a relationship with the potential customer, provide the prospective with important information of the company and its products as well as nurture the customer during the whole customer life cycle in order to turn the prospective into a customer. The most beneficial way to do this is by using marketing automation to help the nurturing process and thus ensure the customer’s dedication to the company.

Source: *Koski, 2016*

The goal was to grow digital relationships with customers across all distribution channels and to change the frequency and quality of customer contacts through them.

Source: *Chanias, 2017*

Perhaps these experiences are associated with positive, longer-term emotional responses, as the user begins to foster a long-term relationship with the product

Source: *Forlizzi & Battarbee, 2004*

These interactions may be expressed also as stories about product relationships.

Source: *Forlizzi & Battarbee, 2004*

models of emotion and experience were used to help the research team think about how a person's relationship with the product might change over time.

Source: *Forlizzi & Battarbee, 2004*

The automation of information and communication, therefore, serves to acquire new customers at the beginning of the customer journey and to retain customers and maintain relationships at the end of their journey.

Source: *Zumstein et al., 2021*

Only in later years, when the cost of serving loyal customers falls and the volume of their purchases rises, do relationships generate big returns.

Source: *Reichheld & Schefter, 2000*

In every industry, some company will figure out how to harness the potential of the Web to create exceptional value for customers, and that company is going to lock in many profitable relationships at the expense of slow-footed rivals

Source: *Reichheld & Schefter, 2000*

illuminating the relationships that a firm has with various actors in its value network

Source: *Pekuri et al., 2013*

Relationship marketing is based on the idea that the happier a customer is with a relationship, then the greater the likelihood they will stay with an organisation.

Source: *Light, 2003*

Specifically, LinkedIn and Twitter are used to nurture existing relationships, increase brand awareness but also ultimately drive traffic towards the website as a secondary method after SEO.

Source: *Lehtinen, 2020*

enchantment is a “useful concept to facilitate closer relationships between people and technology”

Source: *Bargas-Avila & Hornbaek, 2011*

The aim of customer experience management is to enhance relationships with customers and build customer loyalty.

Source: *Frow & Payne, 2007*

Meaningfulness comes out of a personal relationship of the product with its human user that endures over time

Source: *Hartson & Pylla, 2019*

These perceptions include effectiveness (how good is the result?), efficiency (how fast or cheap is it?), emotional satisfaction (how good does it feel?), and the quality of the relationship with the entity that created the product or service (what expectations does it create for subsequent interactions?)

Source: *Kuniavsky, 2010*

The more robust competitive advantages will arise instead from traditional strengths such as unique products, proprietary content, distinctive physical activities, superior product knowledge, and strong personal service and relationships

Source: Porter, 2001

the Internet tends to dampen the bargaining power of channels by providing companies with new, more direct avenues to customers

Source: Porter, 2001

. In e-business, the most important factor is the continuing relationship with the customer

Source: Behera et al., 2020

It also helps to build and sustain relationships by producing easy to understand and relevant content to the target audience

Source: Gupta & Numkar, 2020

retention helps to maintain relationships between the customer and the brand

Source: Gupta & Numkar, 2020

. Creating relationships with new costumers is important but maintaining the relationship with existing customers is also equally important

Source: Gupta & Numkar, 2020

the marketing strategy is inclining towards digital marketing from traditional marketing. This new strategy focuses on creating customer relationships by building trust and making them loyal

Source: Gupta & Numkar, 2020

the organization must maintain a very positive relationship with the existing customers and it's the duty of an organization to know their existing customers future needs even before they know

Source: Gupta & Numkar, 2020

Sustainability is found to have significant impact on company's relationship with its stakeholders like customer

Source: Dhanda & Shrotryia, 2020

building relationships with different stakeholders with the intention of soliciting inputs, learning and collaborative action

Source: Dhanda & Shrotryia, 2020

Social media marketing is “an innovative tool that organizations use for creating a very strong public relation with the customers on the virtual networks”

Source: Grubor & Olja, 2018

It is one of basic means of Internet marketing and social media that have become “new hybrid component of integrated marketing communications” that is a powerful weapon in engaging customers and create meaningful relationship

Source: Grubor & Olja, 2018

All stakeholders are looking for long-term relationships that are based on high value deliver

Source: Grubor & Olja, 2018

Meaningfulness

This new era of sharing content and creating conversations results in greater engagement with the customer and, in turn, means creating deeper, meaningful relationships with prospects, customers, and partners.

Source: Rodriguez & Peterson 2012

“Having meaningful conversations with those searching for the help you can provide is the turning point in transforming clicks into customers” (Leary, 2008)

Source: *Rodriguez & Peterson 2012*

This new era of sharing content and creating conversations results in greater engagement with the customer and, in turn, means creating deeper, meaningful relationships with people and the community

Source: *Rodriguez & Peterson 2012*

how social interaction and collaborative product use influence the individual's product experiences and the meanings those experiences come to have.

Source: *Forlizzi & Battarbee, 2004*

By understanding experience, meaningful and experiential applications can be found for technology as well.

Source: *Forlizzi & Battarbee, 2004*

Marketing is an application area of digital transformation, which helps the organization effectively coordinate and manage digital touch points through a managed, repeatable process that delivers a meaningful and compelling customer experience at every stage of the customer life cycle.

Source: *Gebayew et al., 2018*

the ongoing experiences in and of themselves are meaningful and they also influence the overall evaluations

Source: *Ariely & Carmon, 2003*

co-experience; that is, the creation of meaning and emotion among users through product use

Source: *Bargas-Avila & Hornbaek, 2011*

an experience'—something meaningful that has a beginning and an end.

Source: *Battarbee & Koskinen, 2005*

Social processes are particularly significant in explaining how experiences migrate from subconscious into something more meaningful, or lose that status.

Source: *Battarbee & Koskinen, 2005*

First, people act towards things through the meanings they have for them. Second, meanings arise from interaction with one's fellows. Third, meanings are handled in, and modified through, an interpretive process used by the person in dealing with things he encounter

Source: *Battarbee & Koskinen, 2005*

how the meanings of individual experiences emerge and change as they become part of social interaction

Source: *Battarbee & Koskinen, 2005*

they show that the experience (as well as the person sharing it) is meaningful for them.

Source: *Battarbee & Koskinen, 2005*

meaningfulness is, as it says in Fig. 1-2, about how a product or artifact becomes meaningful in the life of a user

Source: *Hartson & Pylla, 2019*

If the cumulative UX is positive, we call it meaningfulness

Source: *Hartson & Pylla, 2019*

Engagement can span usage episodes to the point it contributes to long-term meaningfulness

Source: *Hartson & Pylla, 2019*

Meaningfulness comes out of a personal relationship of the product with its human user that endures over time

Source: *Hartson & Pylla, 2019*

Meaningfulness A personal relationship that develops and endures over time between human users and a product that has become a part of the user's lifestyle

Source: *Hartson & Pylla, 2019*

support a sense of meaningful connection to other

Source: *Petters, 2022*

Provide meaningful choices

Source: *Petters, 2022*

"a rationale that is tailored or personally meaningful for any activities they are to engage in.

Source: *Petters, 2022*

It is one of basic means of Internet marketing and social media that have become "new hybrid component of integrated marketing communications" that is a powerful weapon in engaging customers and create meaningful relationship

Source: *Grubor & Olja, 2018*

They still too often focus on mere form and instrumentality, instead of the experience, the meaning and the wellbeing technology is supposed to create for each user and the society at large

Source: *Hassenzahl et al., 2021*

Note, that this not only includes enjoyable and outright pleasurable experiences, but also more complicated, so-called eudemonic experiences, which focus on self-actualization, long-term goals, as well as meaning in life

Source: *Hassenzahl et al., 2021*

the absence of usability problems (if that is ever possible) says nothing about what the makes technology enjoyable or even meaningful

Source: *Hassenzahl et al., 2021*

The fun, meaning and enjoyment in turn stems from the be-goals and actually motivates us

Source: *Hassenzahl et al., 2021*

it is actually the fulfillment (or frustration) of psychological needs that renders an experience positive (or negative) and personally significant, that is, meaningful

Source: *Hassenzahl et al., 2013*

, people feel that, overall, the experience becomes more meaningful by sharing it

Source: *Hassenzahl et al., 2013*

In other words, the pursuit of happiness requires the acquisition of positive experiences on a day-to-day basis and a more general assessment of life as positive and meaningful

Source: *Hassenzahl et al., 2013*

Animation is appreciated primarily when it provides meaningful information, such as for a progress indicator or to show movement of files

Source: *Shneiderman et al., 2018 - CHAPTER 3*

Meaningful groupings of items (with labels suitable to the users' knowledge), consistent sequences of groups, and orderly formats all support task performance

Source: *Shneiderman et al., 2018 - CHAPTER 12*

When the colors do not show meaningful relationships, they may mislead users into searching for relationships that do not exist

CO experience

in the hopes of creating a collaborative experience.

Source: *Rodriguez & Peterson 2012*

Those respondents also said peers within their industry influence their decisions more than any information source

Source: *Rodriguez & Peterson 2012*

social must be part of the overall customer experience

Source: *Wilcox & Sussman, 2014*

Co-experience is the process of lifting up experiences to shared attention, where they become part of a social interpretation process that can influence what the experience comes to mean to the individuals and others.

Source: *Forlizzi & Battarbee, 2004*

social uses

Source: *Forlizzi & Battarbee, 2004*

as well as witnessing the responses of others.

Source: *Forlizzi & Battarbee, 2004*

Emotions mark the experiences that might be suitable or worth sharing with others

Source: *Forlizzi & Battarbee, 2004*

Emotional experiences change, often quickly, in the presence of other people, activities, artifacts, and environments.

Source: *Forlizzi & Battarbee, 2004*

how social interaction and collaborative product use influence the individual's product experiences and the meanings those experiences come to have.

Source: *Forlizzi & Battarbee, 2004*

Social situations greatly influence co-experience.

Source: *Forlizzi & Battarbee, 2004*

Co-experience is about user experience in social contexts. Co-experience takes place as experiences are created together, or shared with others. People find certain experiences worth sharing and "lift them up" to shared attention. Shared experiences allow a range of interpretations by others, from the expected and agreeable to the unusual or even deviant.

Source: *Forlizzi & Battarbee, 2004*

Co-experience reveals how the experiences an individual has and the interpretations that are made of them are influenced by the physical or virtual presence of others.

Source: *Forlizzi & Battarbee, 2004*

describe social influence as the social effect other people's opinions have on you when determining whether or not to adopt a new technology or purchase a product.

Source: *Lehtinen, 2020*

visitors want to know the personal experience of others before they purchase a product

Source: *Lehtinen, 2020*

How positively or negatively people remember an experience is a key determinant of whether they will want to repeat it and whether they will recommend it to others

Source: *Ariely & Carmon, 2003*

co-experience; that is, the creation of meaning and emotion among users through product use

Source: *Bargas-Avila & Hornbaek, 2011*

Experiencing happens in the same social context—therefore, it is necessary to account for this context and its effect on experience.

Source: *Battarbee & Koskinen, 2005*

people create, elaborate and evaluate experiences together with other people, and products may be involved as the subject, object or means of these interactions.

Source: *Battarbee & Koskinen, 2005*

When people compare experiences, often collected over several years, they come to find similarities and differences, and classify them in stories

Source: *Battarbee & Koskinen, 2005*

experiences brought to the attention of others may also be rejected or downgraded by others

Source: *Battarbee & Koskinen, 2005*

People constantly lift things from the stream of events in everyday life and communicate them to others

Source: *Battarbee & Koskinen, 2005*

the kinds of experiences that are created together with others. To address this, a new elaboration called co-experience is presented

Source: *Battarbee & Koskinen, 2005*

an in-built tendency to reciprocate experiences in human interaction

Source: *Battarbee & Koskinen, 2005*

Experiences can be maintained, supported and elaborated socially.

Source: *Battarbee & Koskinen, 2005*

We use the term 'co-experience' to describe experiences with products in terms of how the meanings of individual experiences emerge and change as they become part of social interaction

Source: *Battarbee & Koskinen, 2005*

experiences are momentary constructions that grow from the interaction between people and their environment.

Source: *Battarbee & Koskinen, 2005*

the key feature of experience is symbolisation: what people select from experience to be shared with others.

Source: *Battarbee & Koskinen, 2005*

"Relatedness needs are satisfied when others recognize and support one's self and when the person feels able to connect with, feel significant with, and be helpful to others."

Source: *Petters, 2022*

support a sense of meaningful connection to other

Source: *Petters, 2022*

, people feel that, overall, the experience becomes more meaningful by sharing it

Source: *Hassenzahl et al., 2013*

“an episode, a chunk of time that one went through—with sights and sounds, feelings and thoughts, motives and actions [...] closely knitted together, stored in memory, labeled, relived, and communicated to others

Source: *Hassenzahl et al., 2013*

“people are influenced by what other people do, say, and think

Source: *Verhulsdonck & Shalamova, 2020*

In the field of Internet, whether the interaction between people and products or the interaction between people and others through products is an integral part of user experience

Source: *Wang et al., 2020*

Contextual theories often emphasize the social environment in which users are engaged with other people who can provide assistance or can be distractions.

Source: *Shneiderman et al., 2018 - CHAPTER 3*

Lead life-cycle

What constitutes a lead for u

Source: *Swieczak & Kukowski, 2016*

These results are especially shocking given how quickly online leads go cold—a phenomenon we explored in a separate study, which involved 1.25 million sales leads received by 29 B2C and 13 B2B companies in the U.S. Firms that tried to contact potential customers within an hour of receiving a query were nearly seven times as likely to qualify the lead (which we defined as having a meaningful conversation with a key decision maker) as those that tried to contact the customer even an hour later—and more than 60 times as likely as companies that waited 24 hours or longer.

Source: *Oldroyd et al., 2011*

Customer life cycle, also referred to as customer journey, according to Debruyne is “a linear map of the stages a customer goes through to get the right product and use it for the right goal he or she wants to accomplish”

Source: Koski, 2016

The customer life cycle consists of 5 stages: consideration, comparison, purchase decision, service experience and preservation and recommendation

Source: Koski, 2016

Since 60 % of the purchasing process is done before the company itself is contacted it is highly important for companies to acknowledge the customer life cycle and incorporate it to their everyday business and marketing activities in order to better nurture and serve their prospective leads.

Source: Koski, 2016

Higher quality – such as a marketing qualified lead (MQL), sales accepted lead (SAL), or sales qualified lead (SQL) – translates into a higher probability of acquiring a prospective customer.

Source: Zumstein et al., 2021

The wanted outcome for a lead is for the lead to eventually turn into a paying customer

Source: Lehtinen, 2020

Consumers will have different needs at different stages of the relationship lifecycle.

Source: Frow & Payne, 2007

Logic

the logic of opportunism argues that managers must devote their attention to continuous innovation and competitive maneuvering in order to achieve sustained profitability (D'Aveni et al. 2010). According to this logic,

competitive advantages are fleeting; therefore, successful firms must play the role of arbitrageurs, detecting windows of opportunity and executing competitive actions to seize them

Source: Woodrand et al., 2013

the logic of leverage argues that firms can sustain their competitive advantage through the possession of rare, valuable, and inimitable resources and capabilities (Barney 1991); managers should therefore direct their attention toward resource-picking and capability-building processes as mechanisms for executing an effective competitive strategy

Source: Woodrand et al., 2013

The logic of positioning argues that managers should choose a profitable position in their industry and execute their firm's competitive strategy through cost leadership, differentiation, or market segmentation

Source: Woodrand et al., 2013

Nurturing/Management

Lead nurturing aims to awaken a purchase need in a lead and with the right content inform them and make them want to buy the company's product.

Source: Koski, 2016

One of the most important aspects of lead nurturing is content. With relevant and educational content a company is able to create a relationship of trust with the prospective.

Source: Koski, 2016


A business can set certain limitations to the software not to send emails too frequently to a lead.

Source: Koski, 2016

By lead nurturing a company is able to maximize their revenue by exploiting all possible leads.




Source: Koski, 2016




In order to send the right content at the right time, it is essential to actually know your customers and potential customers.

Source: Koski, 2016




“Lead nurturing creates automated, ongoing communication with your potential buyer throughout the sales cycle and beyond – maximizing results and revenue for your company

Source: Koski, 2016




By using marketing automation with lead nurturing a company is better able to nurture the lead by targeting them with relevant and personalized content at the right time and also being able to react to the potential lead's behavior in real - time.

Source: Koski, 2016




Simply by automating lead nurturing a company ensures that the lead receives the right information and education at the right time when it is the most beneficial for the lead as well as for your company.

Source: Koski, 2016



It helps to reach the potential customers before they have done a purchase decision and together with marketing automation and lead nurturing a company is able to nurture the lead and softly guide them towards the correct decision of working with your company.

Source: Koski, 2016



lead nurturing (also referred as “LN”) to be “ the process of building effective relationships with potential customers throughout the buying journey

Source: Koski, 2016

marketing automation does not provide the means to generate new leads but only to nurture existing ones.
Source: Koski, 2016

defines lead nurturing as “the process of providing highly relevant educational content that helps build brand and product preference long before your prospect is ready to buy”
Source: Koski, 2016

Lead nurturing is really the process of building trust and a relationship with your potential customers
Source: Koski, 2016

With lead nurturing you are familiarizing the potential customer with your business, values and working methods hence building trust and creating a relationship of dialog across multiple channels (email, social media, web site etc.) with your customers
Source: Koski, 2016

Typically, marketing automation solutions combine functions from digital analytics, email marketing, social media marketing, and retargeting to focus on workflows for lead management.
Source: Zumstein et al., 2021

Lead management, in turn, includes lead generation and a lead nurturing process that result in qualified sales leads.
Source: Zumstein et al., 2021

B2B

The number of people involved in the buying process and the length of the buying process both complicate the tasks of a marketer
Source: Koski, 2016

First of all the length of the buying cycle is longer in B2B sector than in B2C. This is due to typically higher purchase volumes and therefore also higher prices. Another disparity is the number of people involved in the purchase. In B2B buying it is common that a team of purchasers are making the buying decision not an individual like in B2C buying.

Source: Koski, 2016

The more people are involved in the process the more opinions, emotions and thought patterns there are affecting the decision - making. In order for everybody to agree and reach a purchase decision the individuals will need to research and discuss the matter comprehensively which takes time.

Source: Koski, 2016

Emotional impact/response

Brand awareness is a battle of creative ideas aimed at establishing emotional links with a client

Source: Swieczak & Kukowski, 2016

People are greatly affected by emotions.

Source: Koski, 2016

Emotions mark the experiences that might be suitable or worth sharing with others

Source: Forlizzi & Battarbee, 2004

models of emotion and experience were used to help the research team think about how a person's relationship with the product might change over time.

Source: Forlizzi & Battarbee, 2004

emotion helps us to evaluate our outcomes and experiences in interacting with products. If the outcome is satisfactory, a sense of accomplishment results, and effort is reduced or a new goal is created

Source: *Forlizzi & Battarbee, 2004*

emotional responses (relating to contexts, people, goals and actions at a particular moment)

Source: *Forlizzi & Battarbee, 2004*

Perhaps these experiences are associated with positive, longer-term emotional responses, as the user begins to foster a long-term relationship with the product

Source: *Forlizzi & Battarbee, 2004*

emotional

Source: *Forlizzi & Battarbee, 2004*

extremely emotional ones and experiences that connect to others are remembered

Source: *Forlizzi & Battarbee, 2004*

Emotion is at the heart of any human experience and an essential component of user-product interactions and user experience. Standard theories of emotion generally explain how we are disposed to act, the positive or negative valence of that disposition, and the bodily changes associated with emotional arousal. From a psychological standpoint, emotion has three basic functions: to shape our plans and intentions, to organize the procedures related to the plans, and to evaluate outcomes [14]. From a design standpoint, emotion shapes the gap that exists between people and products in the world. Emotion affects how we plan to interact with products, how we actually interact with products, and the perceptions and outcomes that surround those interactions. Emotion serves as a resource for understanding and communicating about what we experience.

Source: *Forlizzi & Battarbee, 2004*

product interactions unfold and how emotion and experience is evoked

Source: *Forlizzi & Battarbee, 2004*

Emotional experiences change, often quickly, in the presence of other people, activities, artifacts, environments
Source: *Forlizzi & Battarbee, 2004*

plans often change in the face of experienced emotion and the constant re-evaluation of a particular situation
Source: *Forlizzi & Battarbee, 2004*

emotionally driven
Source: *Forlizzi & Battarbee, 2004*

the challenge is to understand the influence small experiences and emotional responses have on others, as well as the overall view.
Source: *Forlizzi & Battarbee, 2004*

Colors have also been known to be associated with different emotional responses.
Source: *Lehtinen, 2020*

DX requires software engineers to organize their work efficiently, act on their own initiative, have excellent communication skills, and successfully perform tasks involving emotion, intuition, creativity, judgment, trust, empathy, and ethics
Source: *Ebert & Duarte, 2018*

“emotion is at the heart of any human experience” and “emotion affects how we plan to interact with products, how we actually interact with products, and the perceptions and outcomes that surround those interactions”
Source: *Bargas-Avila & Hornbaek, 2011*

In interactive systems the challenge is to understand the influence small experiences and emotional responses have on others, as well as the overall view

Source: *Bargas-Avila & Hornbaek, 2011*

co-experience; that is, the creation of meaning and emotion among users through product use

Source: *Bargas-Avila & Hornbaek, 2011*

positive emotions and affect that people experience while interacting with products

Source: *Bargas-Avila & Hornbaek, 2011*

people experience things as reactions in their bodies. People's bodies react to situations chemically and electrically, and experience this reaction in terms of emotions.

Source: *Battarbee & Koskinen, 2005*

experience is emotional in nature but that the kinds of experiences that products elicit should be connected to the needs, dreams and motivations of individuals

Source: *Battarbee & Koskinen, 2005*

emotional aspects

Source: *Battarbee & Koskinen, 2005*

The role of emotional experiences is important in all three, although, as they stem from different disciplines, they treat emotions differently

Source: *Battarbee & Koskinen, 2005*

It builds on the notion that experiences can be measured via emotional reactions

Source: *Battarbee & Koskinen, 2005*

to create an 'outstanding' or 'perfect' customer experience will need to consider the creation of customer's experiences from both rational and emotional perspectives.

Source: *Frow & Payne, 2007*

This involves viewing customer experience from a perspective of both normal day-to-day routinised actions as well as more emotional experiences.

Source: *Frow & Payne, 2007*

Emotional impact in interaction can have positive impact on economics and job performance

Source: *Hartson & Pylla, 2019*

Emotional impact can be experienced in many ways, including: - Joy of usage. - Pleasure. - Excitement. - Fun. - Curiosity. - Aesthetics. - Novelty. - Surprise. - Delight. - Play. - Exploration. - Coolness. - Appeal. - A sense of identity. - Happiness. - Enthusiasm. - Enticement. - Engagement. - Pride of ownership. - Affinity, attractiveness, identifying with a product. - “Wow” in UX design

Source: *Hartson & Pylla, 2019*

Coolness and “wow” in the design are becoming “required” elements of emotional impact in the user experience

Source: *Hartson & Pylla, 2019*


users are no longer satisfied with just the efficiency and effectiveness of usability; they are also looking for emotional satisfaction

Source: *Hartson & Pylla, 2019*


, emotional impact embraces how users feel emotionally about an interaction (Norman, 2004), including user satisfaction

Source: *Hartson & Pylla, 2019*

Social and cultural interactions entail emotional aspects such as trustworthiness (especially important in e-commerce) and credibility (believability)




Source: *Hartson & Pylla, 2019*



positive emotions can have great impact on learning, curiosity, and creative thought

Source: *Hartson & Pylla, 2019*



For many users, an attractive design just seems to work better and make people feel good

Source: *Hartson & Pylla, 2019*




It indicates that interacting with the more usable version led to more positive emotions

Source: *Minge & Thuring, 2018*




both features were positively correlated with valence, but not with arousal

Source: *Minge & Thuring, 2018*




Emotions may influence as well as be influenced by perceived usability and perceived visual aesthetics at any phase of the ContinUE model.

Source: *Minge & Thuring, 2018*



positive emotions affected the non-instrumental (hedonic) quality, but not the instrumental (pragmatic) one, while negative emotions affected the instrumental (pragmatic) quality, but not the non-instrumental (hedonic) one

Source: *Minge & Thuring, 2018*



They showed that a system with usability flaws led to negative emotions of high intensity while the interaction with a flawless version of that system went along with positive feelings of lower intensity

Source: *Minge & Thuring, 2018*

However, from the customer perspective it has been prone to suffer the same flaws as an operationally fixated model that dominates much of the consumer service sector, in that it focuses on the more functional, rational and controllable dimensions of the service at the expense of the more intangible and emotional interpersonal dimension

Source: Mosley, 2007

to avoid the technical debate about distinctions among the concepts of affect, emotion, feelings, mood, motivation, and qualia, I use the reasonably neutral term “affect.”

Source: Norman_2002

Affect also has a major impact on how well we are able to perform task

Source: Norman_2002

the affective system works independently of thought

Source: Norman_2002

Negative affect focuses the mind, leading to better concentration

Source: Norman_2002

In pleasant, positive situations, people are much more likely to be tolerant of minor difficulties and irrelevancies

Source: Norman_2002

. Positive affect broadens the thought processes, making us more easily distracted

Source: Norman_2002

As long as their emotions remain connected with the content, they will eventually buy the product and further they will also share their known one

Source: Gupta & Numkar, 2020

:The result shows that the emotions of a customer must be connected directly with valuable and transparent information in a targeted and differentiating way

Source: Gupta & Numkar, 2020

This is because problems cause negative emotions and by reducing usability problems the negative emotions can be avoided

Source: Hassenzahl et al., 2021

emotional design makes users overlook problems in usability if the overall experience was emotionally satisfying

Source: Verhulsdonck & Shalamova, 2020

The Emotion principle holds that “people are influenced by emotions and the physical state of their bodies

Source: Verhulsdonck & Shalamova, 2020

Evoke strong emotional reactions of joy, excitement, fear, or anger

Source: Shneiderman et al., 2018 - CHAPTER 12

. The words and graphics in user interfaces can make important differences in people's perceptions, emotional reactions, and motivations.

Source: Shneiderman et al., 2018 - CHAPTER 12

An experience

An experience is more coalesced, something that could be articulated or named. This type of experience may be characterized by a number of product interactions and emotions, but is schematized with a particular character in one's memory and a sense of completion. An experience has a beginning and an end, and often inspires emotional and behavioral changes in the experiencer.

Source: Forlizzi & Battarbee, 2004

an experience'—something meaningful that has a beginning and an end.

Source: *Battarbee & Koskinen, 2005*

“an episode, a chunk of time that one went through—with sights and sounds, feelings and thoughts, motives and actions [...] closely knitted together, stored in memory, labeled, relived, and communicated to others

Source: *Hassenzahl et al., 2013*

Flow state

flow of the m-commerce transaction helped to provide a uniform experience,

Source: *Vance et al., 2008*

When an individual interacts with a product (fig. 4), his or her experiences dynamically flow between fluent, cognitive and expressive interaction as they happen

Source: *Forlizzi & Battarbee, 2004*

This type of outcome supports fluent experience; it has also been described as the flow state

Source: *Forlizzi & Battarbee, 2004*

how mutual understanding and context for action shaped the flow and construction of experience, particularly when interacting with technology

Source: *Forlizzi & Battarbee, 2004*

Users need to attain fluency with the product early on, to ensure that they will continue to use the product and not abandon it in frustration.

Source: *Forlizzi & Battarbee, 2004*

Fluent user-product interactions are the most automatic and well-learned ones (Figure 1)

Source: Forlizzi & Battarbee, 2004

For the more fluent aspects of experience, it is important to capture much of the user's interactions in context without disrupting them

Source: Forlizzi & Battarbee, 2004

state of flow that visitors experience when interacting with the sit

Source: Lehtinen, 2020

Chaffey and Smith (2012, p. 329) also describe flow as the “degree or power a consumer has over the site”.

Source: Lehtinen, 2020

the AIDA model is good for generating a state of flow

Source: Lehtinen, 2020

The ultimate goal of usability is for visitors to easily navigate, understand and find information on the page, thus achieving a state of flow

Source: Lehtinen, 2020

Flow is defined as seamless interactivity between human and machine characterized by an intrinsically enjoyable experience.

Source: Lehtinen, 2020

forms need to achieve flow in order to deliver results.

Source: Lehtinen, 2020

The flow experience describes people's feelings when they are totally involved in an activity

Source: Zhou et al., 2010

The characteristics of flow experience include: .a seamless sequence of responses facilitated by machine interactivity; .intrinsic enjoyment; .a loss of self-consciousness; and .self-reinforcement

Source: Zhou et al., 2010

online flow experience includes three dimensions:
perceived enjoyment, perceived control and attention focus.

Source: Zhou et al., 2010

Flow represents an optimal experience in which a user's skills and the challenges have exceeded the threshold values and reached a good match

Source: Zhou et al., 2010

Flow experience has been found to be an important determinant of user behavior

Source: Zhou et al., 2010

flow experience is the strongest determinant of users' loyalty.

Source: Zhou et al., 2010


Flow experience representing the optimal experience also enhances users' loyalty.

Source: Zhou et al., 2010


the experience of flow

Source: Bargas-Avila & Hornbaek, 2011

subconscious experiences are fluent, automatic and fully learned




Source: *Battarbee & Koskinen, 2005*




The psychological concept of flow entails full involvement, energized focus, and exclusion of all but the central activity

Source: *Hartson & Pylla, 2019*




flow is a positive experience caused by an optimal balance of challenges and skills in a goal-oriented environment. In other words, flow is the positive UX derived from fulfilling the need for competence

Source: *Hassenzahl, 2008*




An interface design emphasizes aspects such as task flow (the sequence in which different interface elements are invoked), feedback, and consistency over other aspects of the experience

Source: *Kuniavsky, 2010*




. Interaction design determines how the various user interfaces fit and flow together as a whole

Source: *Kuniavsky, 2010*




Interaction requirements focus on whether the interaction process is smooth and whether users can simply complete their tasks

Source: *Wang et al., 2020*



On the premise of not disturbing the fluency of the user experience, timely and friendly feedback is provided for the user, thus improving the user's favorable impression on the product.

Source: *Wang et al., 2020*



The Microsoft Office interface is designed to make it easier for users to find the features they need to get their work done. Microsoft calls this its "Fluent" user interface

Source: *Shneiderman et al., 2018 - CHAPTER 12*

Learnability

This means that minimal time can be invested in learning the basic controls, and that use should be rewarding from the start.

Source: *Forlizzi & Battarbee, 2004*

Will the new product be easily adaptable, learnable, and usable

Source: *Forlizzi & Battarbee, 2004*

information quality and system quality significantly affect users' trust and flow experiences, which further determine their loyalty.

Source: *Zhou et al., 2010*

engagement

Source: *Bargas-Avila & Hornbaek, 2011*

Although the new design was better, existing users were mostly concerned at this point about having a new learning curve blocking their productivity once again


Source: *Hartson & Pylla, 2019*

positive emotions can have great impact on learning, curiosity, and creative thought

Source: *Hartson & Pylla, 2019*

The inconsistent action verbs are all acceptable, but their variety suggests that they will take longer to learn, will cause more errors, will slow down users, and will be harder for users to remember

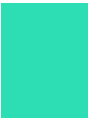
Source: *Shneiderman et al., 2018 - CHAPTER 3*



The argument for consistency is that if terminology for objects and actions is orderly and describable by a few rules, users will be able to learn and retain them easily.

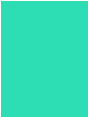
Source: *Shneiderman et al., 2018 - CHAPTER 3*

Customer value



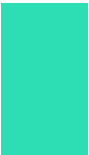
relationship quality, contact density, and contact authority as other drivers of inter-firm relational drivers of customer value.

Source: *Rodriguez & Peterson 2012*



The success of a company is down to the holding of regular customer capital who benefit from the products and services offered by the company.

Source: *Swieczak & Kukowski, 2016*



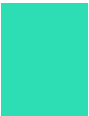
in every industry, some company will figure out how to harness the potential of the Web to create exceptional value for customers, and that company is going to lock in many profitable relationships at the expense of slow-footed rivals

Source: *Reichheld & Scheffer, 2000*



the goal of any offering is to provide value to a specific customer segment

Source: *Pekuri et al., 2013*



Numbers and statistics have been proven to increase credibility, and evidence that support a value proposition is a lot better than just a statement.

Source: *Lehtinen, 2020*

Inbound marketing and one of its most prominent sub-components content marketing, focuses on earning their customers by providing valuable content and seeing the buyers as part of the value creation process rather than subjects of marketer-ruled advertisements.

Source: *Lehtinen, 2020*

increased value for their visitors

Source: *Lehtinen, 2020*

copy should satisfy three psychological checkpoints for visitors; relevance, credibility and value.

Source: *Lehtinen, 2020*

Units with greater customer orientation capability have the ability to foster a culture that emphasizes a constant focus and high level of commitment to serving customer needs. Such a customer-oriented culture may also make employees friendlier and more service-oriented, and may enhance customers' attitudes toward the CSU's services

Source: *Setia et al., 2013*

customers, who can often be cocreators of services, are becoming more demanding and localized personalization is the key to effective customer service performance

Source: *Setia et al., 2013*

Another effect of customer loyalty (repeat business) is an increase in sales revenue

Source: *Budac, 2008*

the 'perfect customer experience' as one that 'results in customers becoming advocates for the company, creating referral, retention and profitable growth

Source: *Frow & Payne, 2007*

customer perceived value is created and delivered over time as the relationship with the customer develop

Source: *Frow & Payne, 2007*

preemption potential is rooted in value propositions that require co-specialized investments by the customer, and that customers willingly agree to make the needed investments as a means of partaking in the initiative

Source: *Piccoli & Ives, 2005*

The other way to achieve advantage is strategic positioning—doing things differently from competitors, in a way that delivers a unique type of value to customers

Source: *Porter, 2001*

. In general, however, new Internet technologies will continue to erode profitability by shifting power to customers

Source: *Porter, 2001*

Online shopping offers access to the items of a worldwide market in an e-commerce space, increases the value of customers and builds sustainable capabilities

Source: *Behera et al., 2020*

the organizations must look into these strategies and those aspects that fit it into these inbound messages which create a value for the customers

Source: *Gupta & Numkar, 2020*

. IT-enabled co-creation allows the consumer to provide ideas, make demands or vote for product feature

Source: *Graesch et al., 2020*

Employee

In companies where business leaders set the example, employee participation in online communities can bring a variety of viewpoints into the organization and create fertile ground for innovation and business growth.

Source: *Berman, 2012*

There is no doubt from the research that engaged and satisfied employees are more likely to deliver a consistently positive service experience

Source: *Mosley, 2007*

the single most important factor in driving customer satisfaction and brand loyalty was employee behaviour

Source: *Mosley, 2007*

the value of the business largely depends on the knowledge and expertise of its people, and the ability of its people to interrelate successfully with customer

Source: *Mosley, 2007*

These 'signature' employer brand experiences will help to engender a distinctive brand attitude, generate distinctive brand behaviours and ultimately reinforce the kind of distinctive customer service style that will add value to the customer experience and differentiate an organisation from its competitors

Source: *Mosley, 2007*

To achieve efficient use of IT and the right fit with it, marketing managers need to know how to make use of IT-enabled marketing tools

Source: *Graesch et al., 2020*

"Marketers must move from the reactionary (cost-center) mentality but view themselves as growth strategists – and execute a digital plan around their member's buying journey – including awareness, consideration, purchase, adoption and advocacy




Source: Grubor & Olja, 2018

Relationship value




Value and trust enhance the chances of mutually beneficial exchanges through reduced risk of failed transactions.

Source: Rodriguez & Peterson 2012




It implies that the value of business relationships is emergent, mutually enacted, and in perpetual change as parties interact

Source: Haas et al., 2012




interaction should not be interpreted as simply a means for value creation but rather the very process of value in itself, which is produced “in between” parties

Source: Haas et al., 2012




It is all too obvious that the sales function in the practice of marketing has an important role to play in relationships with customers and in creating value in these relationships.

Source: Haas et al., 2012



Enhancing the communication between actors aims at finding better modalities to communicate and influence the “picture” of the customer about problems, solutions, and more in general the value generated by the relationship

Source: Haas et al., 2012



Jointness in value creation affects sales in the basic assumption of sequential tasks, its emphasis on designing the product and service offering, and its dominant position in business relationships as provider (as opposed to co-creator) of solutions and value to the customer.

Source: Haas et al., 2012

characterize value-creating processes in business relationships: (1) jointness, value in business relationships does not originate from the object of exchange, but is produced because two resource sets (the one of the supplier and the one of the customer) are linked, joined and interfaced (Ballantyne et al., 2010; Vargo & Lusch, 2008b); (2) balanced initiative, both parts to the relationships have the resources and the competence to take the lead in, and may initiate, producing the value (as opposed to only the seller) (Hogan, 2001; Pinnington & Scanlon, 2009; Tuli, Kohli, & Bharadwaj, 2007); (3) interacted value, interactions continuously produce emergent, novel solutions of value which have not been anticipated, but can be temporarily stabilized, by the interacting parties (Cantù, Corsaro, & Snehota, 2011; Ford, Gadde, Håkansson, Snehota, & Waluszewski, 2008); and (4) socio-cognitive construction, value cannot be objectively established, but is phenomenological in the sense of subjective in as far as it depends on social and cognitive processes in producing the value

Source: *Haas et al., 2012*

The relationship perspective stresses the inter- dependence of the parties to the relationship, the interactive nature of customer – supplier relationships, and the resulting dynamics of such relationships

Source: *Haas et al., 2012*


By accepting that value perceptions are socially constructed in inter- actions between parties, the sales function acquires three new roles, which are critical to creating relationship value: (1) disclose actors' perceptions of value, (2) enable mutual understanding, and (3) create collective meaning among relationship partners.

Source: *Haas et al., 2012*


Disclosing actors' perceptions of value emphasizes the importance of understanding each actor's subjective idea about which are the key dimensions of value to him or her.

Source: *Haas et al., 2012*

When customer involvement becomes a necessary condition for value creation, the task of identifying and activating relevant actors reflects the fact that in general various actors participate in, or are relevant for, putting in place solutions of value in business relationships.




Source: *Haas et al., 2012*




Interaction processes may provide missing information and help uncover parties' tacit knowledge relevant to value creation as time goes by. Interaction has been claimed to be an important economic process through which all of the aspects of business, including physical, financial, and human resources, take their form, are changed and transformed

Source: *Haas et al., 2012*




Balanced initiative is related to four tasks of sales, (1) identify and activate (potentially) relevant actors, (2) foster two-way communication, (3) enable and facilitate mutual learning, and (4) establish co-leadership in value-creating processes.

Source: *Haas et al., 2012*




re-think the value-creating processes acknowledging that, rather than being embodied in products or services transacted between buyers and sellers, value originates in relationships

Source: *Haas et al., 2012*




, the prevailing view of the sales function in extant literature is that sales contributes to conceiving, producing, and delivering customer value by understanding customers' and/or sellers' needs and fulfilling them with the bundle of goods and services fitting to these needs

Source: *Haas et al., 2012*



Jointness translates into three distinct sales tasks, namely (1) to identify key relational processes, (2) to identify the most important resource interfaces, and (3) to connect the actors, activities, and resources of both organizations that are direct and indirect parties to the relationship

Source: *Haas et al., 2012*



Consequently, some involvement of the customer appears to be a necessary condition for providing solutions of value in business relationships, which also reflects the argument that value is produced in the customer domain

Source: *Haas et al., 2012*

it becomes apparent in the context of business relationships that value is a product of individual perceptions rather than a function of the qualities or attributes of a certain offering (Lamont, 1955) or of a certain relationship

Source: *Haas et al., 2012*

Sensing and recognizing value-related patterns in supplier – customer interactions rests on the fact that such interactions produce opportunities in terms of novel solutions of value

Source: *Haas et al., 2012*

Interacted value translates into four main tasks of sales: (1) facilitate interactions, (2) manage emergent situations, (3) recognize value-related patterns, and (4) freeze the value- providing solutions

Source: *Haas et al., 2012*

The argument is that value originates in the coupling and linking of resources, activities, and actors of the supplier and customer organizations that are parties in the relationship. Value of relationships comes to expression as “ value- in-use ” for the beneficial entity which is mostly the customer


Source: *Haas et al., 2012*

Industry is moving to adopt holistic business models, completely redesign products and services, and establish closer interaction term partnerships with customers


customer perceived value is created and delivered over time as the relationship with the customer develops

Source: *Frow & Payne, 2007*

As the business and the technology partners develop mutual understanding and tighter relationships, the firm's ability to enhance existing IT-dependent strategic initiatives, as well as deploy new ones, increases




Source: *Picolli & Ives, 2005*




An exclusive relationship is said to exist when economic actors in the value system, upstream or downstream from the focal firm, elect to do business with one and only one organization

Source: *Picolli & Ives, 2005*




Relationship asset refers to a mutual respect and trusting rapport established over time between the IS function and the business (Ross et al. 1996) that enables IS specialists and users to work together more effectively

Source: *Picolli & Ives, 2005*




if you use your Web site to attract customers and draw them to flesh-and-blood salespeople who provide personalized advice and after-sales service, you reinforce connections—and strengthen sales

Source: *Porter, 2001*



building relationships with different stakeholders with the intention of soliciting inputs, learning and collaborative action

Source: *Dhanda & Shrotryia, 2020*



All stakeholders are looking for long-term relationships that are based on high value deliver

Source: *Grubor & Olja, 2018*

External influence



It is also a consequence of the user's prior experiences, attitudes, skills, habits, and personality."

Source: *Kashfi et al., 2019*

| We also show that different decisions that are made outside the authority of UX practitioners have an inevitable im

Like retrospective summary evaluations, prospective summary evaluations can also be important. They can evoke sensations, such as anticipation and dread, before the experience ever takes place (Loewenstein 1987) and may thus determine whether or not one pursues an experience

Source: Ariely & Carmon, 2003

experiences are momentary constructions that grow from the interaction between people and their environment.

Source: Battarbee & Koskinen, 2005

Designing “1.0” products (i.e., things that have never existed before) requires close attention to the social and cultural environment in which these products will be used

Source: Kuniavsky, 2010

. Having an experience may be impossible without the use of a specific device, but the device does not form the whole experience.

Source: Kuniavsky, 2010

“people are influenced by what other people do, say, and think

Source: Verhulsdonck & Shalamova, 2020

“people gauge information relative to other, mostly implicit benchmarks” which influence their behavior

Source: Verhulsdonck & Shalamova, 2020

This principle is based on people altering their behavior subconsciously because of implicit elements in their immediate surroundings

Source: Verhulsdonck & Shalamova, 2020

Norman (2013) offers seven stages of action, arranged in a cyclic pattern, as an explanatory theory of human-computer interaction: 1. Forming the goal 2. Forming the intention 3. Specifying the action 4. Executing the action 5. Perceiving the system state 6. Interpreting the system state 7. Evaluating the outcome

Source: *Shneiderman et al., 2018 - CHAPTER 3*

Principles

and are important factors and fundamental concepts that practitioners need to take into account in their work.

Source: *Kashfi et al., 2019*

they are

recommended to consider principles and practices that can make it more likely to deliver an overall appealing UI

Source: *Kashfi et al., 2019*

“a comprehensive and fundamental law, doctrine, or assumption”

Source: *Kashfi et al., 2019*

Ensure that links are descriptive.

Source: *Shneiderman et al., 2018 - CHAPTER 3*

Standardize task sequences. Allow users to perform tasks in the same sequence and manner across similar conditions.

Source: *Shneiderman et al., 2018 - CHAPTER 3*

Use radio buttons for mutually exclusive choices

Source: *Shneiderman et al., 2018 - CHAPTER 3*

Principles. Middle -level strategies or rules to analyze and compare design alternatives

Source: *Shneiderman et al., 2018 - CHAPTER 3*

Use unique and descriptive headings

Source: *Shneiderman et al., 2018 - CHAPTER 3*

Text alternatives. Provide text alternatives for any non-text content

Source: *Shneiderman et al., 2018 - CHAPTER 3*

Develop pages that will print properly

Source: *Shneiderman et al., 2018 - CHAPTER 3*

Use thumbnail images preview larger image

Source: *Shneiderman et al., 2018 - CHAPTER 3*

Timing

by integration, we emphasize making these principles and practices an integral part of the development processes and ons.

Source

Hence, UX principles and practices need to be integrated into the development processes and considered early on a

Empirical studies show that a successful integration requires a long-term commitment and can be achieved over a long period of time through a combination of changes to t

it is not enough to introduce them only in later stages of software development, rather, organizations need an early and continuous commitment to these principles and practices for them to have an impact
Source: *Kashfi et al., 2019*

Time is a key dimension of the user experience

Source: *Weinman, 2015*

Complexity/ Dynamic

Understanding experience is complex

Source: *Forlizzi & Battarbee, 2004*

The term “user experience” is associated with a wide range of meanings

Source: *Forlizzi & Battarbee, 2004*

limited knowledge and awareness about UX is a big challenge to a better UX integration in the company.
Source: *Kashfi et al., 2019*


fundamental challenges (e.g. lack of a unified understanding of the concept of UX in the software industry
Source: *Kashfi et al., 2019*

which change over time

Source: *Battarbee & Koskinen, 2005*

User experience is subjective and holistic. It has both utilitarian and emotional aspects, which change over time


Source: *Battarbee & Koskinen, 2005*

 , customer satisfaction, at any given point in time, reflects the summation of a customer's previous (and present) encounters and experiences with the product or brand

Source: *Frow & Payne, 2007*

 "experience is a very dynamic, complex, and subjective phenomenon


Source: *Hartson & Pylla, 2019*

 In addition, it emphasizes the dynamic. UX becomes a temporal phenomenon, present oriented and changing over time


Source: *Hassenzahl, 2008*

 a widely accepted, shared understanding of UX is still lacking

Source: *Hassenzahl, 2008*

 No universal definition of the user experience exists

Source: *Kuniavsky, 2010*

 Therefore, UX conceptualizations are somewhat abstract and complex

Source: *Luther et al., 2020*

 User Experience is the subjective perception made by the user of a product

Source: *Luther et al., 2020*

Retention

The success of a company is down to the holding of regular customer capital who benefit from the products and services offered by the company.

Source: Swieczak & Kukowski, 2016

The automation of information and communication, therefore, serves to acquire new customers at the beginning of the customer journey and to retain customers and maintain relationships at the end of their journey.

Source: Zumstein et al., 2021

In the rush to build Internet businesses, many executives concentrate all their attention on attracting customers rather than retaining them.

Source: Reichheld & Schefter, 2000

The bottom line: increasing customer retention rates by 5% increases profits by 25% to 95%.

Source: Reichheld & Schefter, 2000

There is also strong evidence that customer retention and profitability are related

Source: Light, 2003

Thus providing users with a good experience will promote their continuance usage and generate positive word-of-mouth

Source: Zhou et al., 2010

There is substantial evidence that 40 percent of customers who experience poor customer service stop doing business with the target company

Source: Setia et al., 2013

One of the effects or results of improving customer satisfaction is an increase loyalty or customer retention




Source: *Budac, 2008*




How positively or negatively people remember an experience is a key determinant of whether they will want to repeat it and whether they will recommend it to others

Source: *Ariely & Carmon, 2003*




A number of studies have empirically shown the business value of faster response times.

Source: *Weinman, 2015*



the organization must maintain a very positive relationship with the existing customers and it's the duty of an organization to know their existing customers future needs even before they know

Source: *Gupta & Numkar, 2020*




. Creating relationships with new costumers is important but maintaining the relationship with existing customers is also equally important

Source: *Gupta & Numkar, 2020*




retention helps to maintain relationships between the customer and the brand

Source: *Gupta & Numkar, 2020*



. Building trust is key here because trust generally bring potential customers as well as it helps to retain the existing customers

Source: *Gupta & Numkar, 2020*



The topic has been mainly discussed in the human-computer interaction field, rather than in business and management, despite its high relevance for competitiveness, customer satisfaction, customer retention, and, finally, firm performance

Source: *Luther at al., 2020*

Usability

how easily accessible it is

Source: Swieczak & Kukowski, 2016

Is the usability and user experience of the software easy and comfortable

Source: Koski, 2016

Will the new product be easily adaptable, learnable, and usable

Source: Forlizzi & Battarbee, 2004

define navigation as “how easy it is to find and move between different information on a website. It is governed by menu arrangements, site structure and the layout of individual pages”

Source: Lehtinen, 2020

Usability describes how easy a service or product is to use.

Source: Lehtinen, 2020

usability is a top determinant for whether visitors to a corporate website enjoy their experience or not

Source: Lehtinen, 2020

color on websites should satisfy three sets of criteria; be the right fit for the target segment, fit with the corporate brand and be right for both usability and accessibility

Source: Lehtinen, 2020

Modern, result-driven websites should be developed from a user point of view, with visual design and usability being complemented by content and conversions.

Source: *Lehtinen, 2020*

Often websites can create a negative user experience thanks to lacking usability

Source: *Lehtinen, 2020*

The ultimate goal of usability is for visitors to easily navigate, understand and find information on the page, thus achieving a state of flow

Source: *Lehtinen, 2020*

The items used to measure system quality reflect the reliability, response speed, ease-of-use and the navigation

Source: *Zhou et al., 2010*

Usability is often seen as a necessary precondition for good UX yet different from it

Source: *Kashfi et al., 2019*

“the extent to which a system, product or service can be used by specified users to achieve specified goals with effectiveness, efficiency, and satisfaction in a specified context of use.”

Source: *Kashfi et al., 2019*

utilitarian

Source: *Battarbee & Koskinen, 2005*

usability, which includes (ISO 9241-11, 1997): - Ease of use. - User performance and productivity. - Efficiency. - Error avoidance. - Learnability. - Retainability (ease of remembering)

Source: *Hartson & Pylla, 2019*

. Usability, for example, is the practice of making things easy to use

Source: Kuniavsky, 2010

“pragmatic halo effect”. According to their results, the perceived visual aesthetics of a system can be influenced by its usability

Source: Minge & Thuring_2018

system usability and visual aesthetics affect the perception of the respective qualities as well as the overall appraisal of the system

Source: Minge & Thuring_2018

It indicates that interacting with the more usable version led to more positive emotions

Source: Minge & Thuring_2018

system usability comprises the accuracy and completeness of goal accomplishment (“effectiveness”) in relation to the necessary costs (“efficiency”) as well as the absence of discomfort (“satisfaction”)

Source: Minge & Thuring_2018

I simply wanted to position usability in its proper place in the design world: equal to beauty, equal to function—equal, but not superior

Source: Norman_2002

Usability, on the contrary, refers to the usage behavior and the purpose of the use

Source: Luther et al., 2020

Apply best practices for usability

Source: Petters, 2022

. It is therefore autonomy that lies at the heart of many usability guideline

Source: *Petters, 2022*

analyze the usability and purpose of enabling technologies.

Source: *Graesch et al., 2020*

This is because problems cause negative emotions and by reducing usability problems the negative emotions can be avoided

Source: *Hassenzahl et al., 2021*

the absence of usability problems (if that is ever possible) says nothing about what the makes technology enjoyable or even meaningful

Source: *Hassenzahl et al., 2021*

“[t]he extent to which a product can be used by specified users to achieve specified goals with effectiveness, efficiency and satisfaction in a specified context of use.

Source: *Hassenzahl et al., 2021*

good usability supports the fulfillment of a human need to be active in the world, to change and control it through tools

Source: *Hassenzahl et al., 2021*


Some attributes, such as symmetry or adhering to basic Gestalt laws, let an interface appear more beautiful and more usable at the same time

Source: *Hassenzahl et al., 2021*

emotional design makes users overlook problems in usability if the overall experience was emotionally satisfying




Source: Verhulsdonck & Shalamova, 2020




The usability of Internet product user experience is that a specific user can use the product efficiently and satisfactorily in a specific scene and achieve a specific goal

Source: Wang et al., 2020




Interaction requirements focus on whether the interaction process is smooth and whether users can simply complete their tasks

Source: Wang et al., 2020




Seek universal usability. Recognize the needs of diverse users and design for plasticity, facilitating transformation of content

Source: Shneiderman et al., 2018 - CHAPTER 3



Thinking about universal usability also contributes to reducing errors-for example, a design with too many small buttons may cause unacceptably high error rates among older users or others with limited motor control but enlarging the buttons will benefit all users

Source: Shneiderman et al., 2018 - CHAPTER 3



. Users today have little patience with flawed and poorly designed products and are often fickle with company loyalty if reasonable competitors exist.

Source: Shneiderman et al., 2018 - CHAPTER 5

Reduce short-term memory load

as time passes
the smallest experiences are forgotten, and only larger experiences, extremely emotional ones and experiences that connect to others are remembered

Source: *Forlizzi & Battarbee, 2004*

Moreover, research indicates that the main navigation should have no more than seven items.

Source: *Lehtinen, 2020*

ask for as little information as possible because longer forms can hurt conversions, especially for lead generation purposes

Source: *Lehtinen, 2020*

Though giving users choices is important, you don't want to overwhelm them or provide them with unnecessary actions or actions that don't signal clear consequence

Source: *Wiley & Getto, 2015*

. Simplify the interface to support focus – Extraneous design features (e.g. too many colours, decorative graphics or movement), even when well-intended, can disrupt attention and hinder focus

Source: *Petters, 2022*

Support mindful attention

Source: *Petters, 2022*

reaching consumers who are overloaded with information from different media, and refers to catching consumer attention by providing value that will firstly create a relationship, develop trust and finally lead to sale

Source: *Grubor & Olja, 2018*

The attention bias refers the focus of human brain on familiar or threatening information while overlooking/ignoring other, less familiar information

Source: *Verhulsdonck & Shalamova, 2020*

The Salience principle states that “people take in messages that are easier to process and remember”

Source: *Verhulsdonck & Shalamova, 2020*

Minimal memory load on the use

Source: *Shneiderman et al., 2018 - CHAPTER 3*

Standardize task sequences. Allow users to perform tasks in the same sequence and manner across similar conditions.

Source: *Shneiderman et al., 2018 - CHAPTER 3*

Reduce short-term memory load. Humans' limited capacity for information processing in short-term memory (the rule of thumb is that people can remember "seven plus or minus two chunks" of information) requires that designers avoid interfaces in which users must remember information from one display and then use that information on another display

Source: *Shneiderman et al., 2018 - CHAPTER 3*

Evaluation

conversion design tests the user experience of websites

Source: *Lehtinen, 2020*

analysis of the user experience on the corporate website

Source: *Lehtinen, 2020*

Universal evaluation criteria for user experience do not exist,

Source: Battarbee & Koskinen, 2005

semi-structured interview

Source: Pettersson et al, 2018

, including the experience before the interaction (i.e., expectations), during the actual use, and post-use UX

Source: Pettersson et al, 2018

self-developed questionnaire

Source: Pettersson et al, 2018

experience evaluation plays an important role for UX practitioners in industry and concludes that “most practitioners believe that UX evaluations have a strong to decisive impact on the user interface”

Source: Pettersson et al, 2018

standardized questionnaire

Source: Pettersson et al, 2018

activity logging

Source: Pettersson et al, 2018

. Test with a variety of platforms and with a range of users - Thorough testing, and anticipation of edge cases, can help pre-empt autonomy frustrations arising from the wide diversity of real-life constraints within which users access technologies.

Source: Petters, 2022

analyze the usability and purpose of enabling technologies.

Source: Graesch et al., 2020

Even experienced designers know that repeated testing is needed to ensure success

Source: Shneiderman et al., 2018 - CHAPTER 12

Testing should occur at different times in the evaluation cycle, ranging from early to just before release.

Source: Shneiderman et al., 2018 - CHAPTER 5

Perfection is not possible in complex human endeavors, so planning must include continuing methods to assess and repair problems during the life cycle of an interface

Source: Shneiderman et al., 2018 - CHAPTER 5

The choice of evaluation methodology (Vermeeren et al., 2010) must be appropriate for the problem or research question under consideration

Source: Shneiderman et al., 2018 - CHAPTER 5

Sometimes the interface requires a true immersion into the environment and an "in-the-wild" testing procedure is required (Rogers et al., 2013)

Source: Shneiderman et al., 2018 - CHAPTER 5

However, the rapid growth of interest in the user experience means that failing to test is now risky indeed

Source: Shneiderman et al., 2018 - CHAPTER 5

The goal of early expert reviews, usability testing, surveys, acceptance testing, and field testing is to force as much as possible of the evolutionary development into the pre-release phase, when change is relatively easy and less expensive to accomplish.

Source: Shneiderman et al., 2018 - CHAPTER 5

User/Customer expectations

their expectations with regards to the services that should be provided to them are increasing.

Source: *Vial, 2019*

service quality as being the customer's perception of the difference in expected service and the perceived service.

Source: *Lehtinen, 2020*

Visitors also expect the same menu for every page of the website

Source: *Lehtinen, 2020*

also satisfy or exceed expectations of service or product quality.

Source: *Lehtinen, 2020*

Experiences in one channel raise expectations across all of them.

Source: *Berman, 2012*

they expect positive future experiences


Source: *Zhou et al., 2010*

disconfirmation of customer expectations,

Source: *Setia et al., 2013*


Expectations of users are not static rather dynamic and influenced by various other external events, for instance introducing new interaction medium or being exposed to other products with better UX

Source: *Kashfi et al., 2019*




Most definitions emphasize that all aspects of product use are in focus, and some include anticipated use of products (e.g., [59]) and experiences following the use situation

Source: *Bargas-Avila & Hornbaek, 2011*




perceived hedonic quality will be an indicator for potential fulfilment of be-goals through interaction with the product

Source: *Hassenzahl, 2008*




Phases that consumer passes through while engaging with brands in online environment are [11]: awareness, engagement, purchase, post purchase, advocacy, and brand evangelist. They expect the relevant and inspiring content at every point of their journey

Source: *Grubor & Olja, 2018*




design products that more conform to the public expectations and usage habit

Source: *Wang et al., 2020*




. People almost always seek balance, harmony, identity, no conflict and predictability

Source: *Wang et al., 2020*



The macro level in the user experience shows that the value expectation of product design can conform to the user's cognition, mainly corresponding to the strategic level and scope level; The microscopic layer corresponds to the structural layer, the frame layer and the presentation layer, and the corresponding relationship between user experience elements and mental models is shown

Source: *Wang et al., 2020*



Today, sophisticated users exist with high expectation

Source: *Shneiderman et al., 2018 - CHAPTER 5*

AIDA

Clients in the "Decision" phase should be presented with the offer through a product data sheet in analogue form, a product comparison engine, and it should be clearly laid out to them why the proposed product version or service is the very best on the market

Source: Swieczak & Kukowski, 2016

A – Attention – attracting the client's attention to the product, I – Interest – the client's interest in the properties of the product, D – Desire – convincing the client that the product is indispensable to them and can satisfy their needs, A – Action – persuading the client to take action and buy this very product

Source: Swieczak & Kukowski, 2016

In the "Attention" phase, potential clients are provided with information on the given product or service

Source: Swieczak & Kukowski, 2016

Analysing potential clients through the prism of the AIDA Curve is an important part of the lead generation strategy planning process.

Source: Swieczak & Kukowski, 2016

In the "Interest" phase, the company tries to interest clients in the relevant type of product or service by comparing their characteristics with those of similar solutions available on the market

Source: Swieczak & Kukowski, 2016

the client is aware that the relevant solution is the most advanced and innovative

Source: Swieczak & Kukowski, 2016

In the "Action" phase, clients should be provided with the reasons for the purchase at that given time

Source: Swieczak & Kukowski, 2016

unconditional desire to purchase a given product

Source: Swieczak & Kukowski, 2016

First the page must create awareness that the visitor's attention is drawn to and which provides incentive to keep reading, after which the content should match the interest and desire stages as the visitor scrolls down by providing further information and finally, provoke the visitor to take action with a call to action.

Source: Lehtinen, 2020

The acronym AIDA stands for: • Awareness (or Attention) • Interest • Desire (or Decision) • Action

Source: Lehtinen, 2020

the AIDA model is good for generating a state of flow

Source: Lehtinen, 2020

his optimal experience has an obvious effect on users' intention to revisit a website

Source: Zhou et al., 2010

Fear, pleasure, and desire play enormous roles in our everyday lives interacting with products

Source: Kuniavsky, 2010

How designers resolve these tensions determines the user's relationship with and attitudes to a product's creator. That attitude, in turn, forms people's expectations for future interactions

Source: Kuniavsky, 2010

The AIDA framework is used which is divided into different sections of the funnel respectively where A= attention, I= interest, D= desire, A= action

Source: Gupta & Numkar, 2020

Phases that consumer passes through while engaging with brands in online environment are [11]: awareness, engagement, purchase, post purchase, advocacy, and brand evangelist. They expect the relevant and inspiring content at every point of their journey

Source: *Grubor & Olja, 2018*

we need to design for people's attention

Source: *Verhulsdonck & Shalamova, 2020*

Planes

Site design and structure refers to subjects that are relevant for the entire website, these are subjects such as the design style, organization of content (information architecture) and navigation. Page design refers to subjects that are related to layout, title, content, responsiveness and on-page navigation. Content design in turn is concerned with copywriting and presentation of content including the use of bullet lists and hyperlinks.

Source: *Lehtinen, 2020*

Surface brings everything together visually: What will the finished product look like? Skeleton makes structure concrete: What components will enable people to use the site? Structure gives shape to scope: How will the pieces of the site fit together and behave? Scope transforms strategy into requirements: What features will the site need to include? Strategy is where it all begins: What do we want to get out of the site? What do our users want

Source: *Kuniavsky, 2010*

The macro level in the user experience shows that the value expectation of product design can conform to the user's cognition, mainly corresponding to the strategic level and scope level; The microscopic layer corresponds to the structural layer, the frame layer and the presentation layer, and the corresponding relationship between user experience elements and mental models is shown

Source: *Wang et al., 2020*

Offer informative feedback

and the use of progress bars, loading indicators and thank you pages is highly recommended

Source: *Lehtinen, 2020*

arcane and stark (usually red) error messages, making visitors feel stupid or blamed obviously leads to a negative user experience

Source: *Lehtinen, 2020*

Error messages for unacceptable values

Source: *Lehtinen, 2020*

An interface design emphasizes aspects such as task flow (the sequence in which different interface elements are invoked), feedback, and consistency over other aspects of the experience

Source: *Kuniavsky, 2010*

provide opportunities for feedback and customization

Source: *Petters, 2022*

Provide informational feedback – Informational feedback provides insights on behaviour without pressure for a particular outcome and without adding to a feeling of being evaluated, judged or surveille

Source: *Petters, 2022*

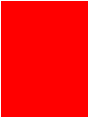
Provide proximal and multi-level feedback

Source: *Petters, 2022*

“offer constructive, clear, and relevant feedback

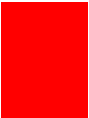


Source: *Petters, 2022*



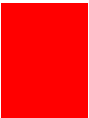
After a behavior is generated, users with feedback do not know whether the goal has been reached, so the feedback provided by Internet products and the way of feedback directly affect the experience

Source: *Wang et al., 2020*




On the premise of not disturbing the fluency of the user experience, timely and friendly feedback is provided for the user, thus improving the user's favorable impression on the product.

Source: *Wang et al., 2020*



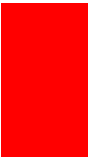
. Novices want more informative feedback to confirm their actions, whereas frequent users want less distracting feedback

Source: *Shneiderman et al., 2018 - CHAPTER 3*



providing feedback about the state of the interface

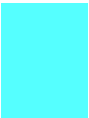
Source: *Shneiderman et al., 2018 - CHAPTER 3*



Offer informative feedback. For every user action, there should be an interface feedback. For frequent and minor actions, the response can be modest, whereas for infrequent and major actions, the response should be more substantial.

Source: *Shneiderman et al., 2018 - CHAPTER 3*

Strive for consistency



a website must follow professional design standards that portray credibility, reliability, expertise and consistency and that this type of credibility-based design is the number one factor for increasing conversions through design

Source: *Lehtinen, 2020*

typography requires consistency

Source: *Lehtinen, 2020*

consistent user experience when navigating

Source: *Lehtinen, 2020*

Consistency builds the brand promise and bolsters customer satisfaction

Source: *Berman, 2012*

Continuity and context provide seamless experiences across all points of customer contact

Source: *Berman, 2012*

ensuring that the customer experience is consistently excellent

Source: *Frow & Payne, 2007*

Achieve brand consistency with all communications programmes: In order to provide an outstanding customer experience, it is critical to achieve consistency in the brand communications the company has with all its various channels

Source: *Frow & Payne, 2007*

An interface design emphasizes aspects such as task flow (the sequence in which different interface elements are invoked), feedback, and consistency over other aspects of the experience

Source: *Kuniavsky, 2010*

. Rather than treating the tools as individual consumer-facing products and the service as a purely internal design project, service design treats them as different facets of the same thing. This creates consistency and lets products build on each other's strengths, rather than merely replicating functionality

Source: Kuniavsky, 2010

Operational consistency is clearly vital in avoiding customer dissatisfaction.

Source: Mosley, 2007

An excellent Internet product needs to be consistent in terms of function and wording

Source: Wang et al., 2020

Any inconsistency will be regarded as psychological discomfort

Source: Wang et al., 2020

. When designing interfaces for different terminals, it is necessary to make the same product keep the same interface style on different terminals to provide users with a "familiar feeling"

Source: Wang et al., 2020

The argument for consistency is that if terminology for objects and actions is orderly and describable by a few rules, users will be able to learn and retain them easily.

Source: Shneiderman et al., 2018 - CHAPTER 3

Inconsistency in elements such as the positioning of buttons or colors will slow users down by 5-10%, while changes to terminology slow users by 20-25%

Source: Shneiderman et al., 2018 - CHAPTER 3

. Strive for consistency. Consistent sequences of actions should be required in similar situations; identical terminology should be used in prompts, menus, and help screens; and consistent color, layout, capitalization, fonts, and so on, should be employed throughout

Source: Shneiderman et al., 2018 - CHAPTER 3

The inconsistent action verbs are all acceptable, but their variety suggests that they will take longer to learn, will cause more errors, will slow down users, and will be harder for users to remember

Source: *Shneiderman et al., 2018 - CHAPTER 3*

designing for consistency of actions (e.g., ensuring that yes/no buttons are always displayed in the same order).

Source: *Shneiderman et al., 2018 - CHAPTER 3*

Consistency of data display

Source: *Shneiderman et al., 2018 - CHAPTER 3*

Meaningful groupings of items (with labels suitable to the users' knowledge), consistent sequences of groups, and orderly formats all support task performance

Source: *Shneiderman et al., 2018 - CHAPTER 12*

Design dialogs to yield closure

signal to the user when the form is correctly filled out

Source: *Lehtinen, 2020*

Having indicators such as checkmarks or similar for an approved value in every input field would benefit the user experience

Source: *Lehtinen, 2020*

and the use of progress bars, loading indicators and thank you pages is highly recommended

Source: *Lehtinen, 2020*

Provide informational rewards that function, not as ends in themselves, but as feedback that is linked to valued behaviours, rather than as contingencies that apply pressure.

Source: *Petters, 2022*

Design dialogs to yield closure. Sequences of actions should be organized into groups with a beginning, middle, and end. Informative feedback at the completion of a group of actions gives users the satisfaction of accomplishment, a sense of relief, a signal to drop contingency plans from their minds, and an indicator to prepare for the next group of actions

Source: *Shneiderman et al., 2018 - CHAPTER 3*

Prevent errors

Error prevention where possible.

Source: *Lehtinen, 2020*

arcane and stark (usually red) error messages, making visitors feel stupid or blamed obviously leads to a negative user experience

Source: *Lehtinen, 2020*

Better error messages can raise success rates in repairing the errors, lower future error rates, and increase subjective satisfaction. Superior error messages are more specific, positive in tone, and constructive

Source: *Shneiderman et al., 2018 - CHAPTER 3*

. Prevent errors. As much as possible, design the interface so that users cannot make serious errors; for example, gray out menu items that are not appropriate and do not allow alphabetic characters in numeric entry field

Source: *Shneiderman et al., 2018 - CHAPTER 3*

. Compatibility of data display with data entry. The format of displayed information should be linked clearly to the format of the data entry. Where possible and appropriate, the output fields should also act as editable input fields.

Source: *Shneiderman et al., 2018 - CHAPTER 3*

One perspective is that people make mistakes or slips (Norman, 1983) that designers can help them to avoid by organizing screens and menus functionally, designing commands and menu choices to be distinctive, and making it difficult for users to take irreversible actions

Source: *Shneiderman et al., 2018 - CHAPTER 3*

The inconsistent action verbs are all acceptable, but their variety suggests that they will take longer to learn, will cause more errors, will slow down users, and will be harder for users to remember

Source: *Shneiderman et al., 2018 - CHAPTER 3*

Thinking about universal usability also contributes to reducing errors-for example, a design with too many small buttons may cause unacceptably high error rates among older users or others with limited motor control but enlarging the buttons will benefit all users

Source: *Shneiderman et al., 2018 - CHAPTER 3*

the phrasing of error messages and diagnostic warnings is critical

Source: *Shneiderman et al., 2018 - CHAPTER 12*

Rather than condemning users for what they have done wrong, messages should, where possible, indicate what users need to do to set things right

Source: *Shneiderman et al., 2018 - CHAPTER 12*

Permit easy reversal of actions

confident that they can undo or change their mind without cos

Source: *Petters, 2022*

. Permit easy reversal of actions. As much as possible, actions should be reversible. This feature relieves anxiety, since users know that errors can be undone, and encourages exploration of unfamiliar options

Source: *Shneiderman et al., 2018 - CHAPTER 3*

One perspective is that people make mistakes or slips (Norman, 1983) that designers can help them to avoid by organizing screens and menus functionally, designing commands and menu choices to be distinctive, and making it difficult for users to take irreversible actions

Source: *Shneiderman et al., 2018 - CHAPTER 3*

Keep users in control

Clients want greater control during the purchasing process

Source: *Swieczak & Kukowski, 2016*

providing more purchasing information and control

Source: *Swieczak & Kukowski, 2016*

the amount of control and involvement the visitor has over his or her own user experience

Source: *Lehtinen, 2020*

the visitor can feel a state of control over the user experience

Source: *Lehtinen, 2020*

Chaffey and Smith (2012, p. 329) also describe flow as the “degree or power a consumer has over the site”.

Source: *Lehtinen, 2020*

A satisfiable degree of control results in an enjoyable experience. Allowing the visitors to feel in control is dependent on navigational elements such as buttons and links to help them easily find the information they want.
Source: *Lehtinen, 2020*

Completion signal to support user control
Source: *Lehtinen, 2020*

Interactive elements on the page help in keeping the visitors engaged and incentivizes action on the page as they feel more in control of their own experience
Source: *Lehtinen, 2020*

Trust will reduce perceived uncertainty and risks, thus enhancing users' perceived control
Source: *Zhou et al., 2010*

both system quality and information quality affect user experience including perceived enjoyment, perceived control and attention focus
Source: *Zhou et al., 2010*

when users trust a mobile service provider, they reduce the effort spent on monitoring the mobile service provider (Gefen et al., 2003). This will increase their perceived control.
Source: *Zhou et al., 2010*

online flow experience includes three dimensions: perceived enjoyment, perceived control and attention focus.
Source: *Zhou et al., 2010*

Items of perceived control reflect how calm a user feels when using an SNS and his/her feelings of control.

Source: Zhou et al., 2010

include perceived control

Source: Ariely & Carmon, 2003

Allowing users nuanced control (where, when, how and how often) over those aspects of digital experience that might interrupt or distract them can help balance autonomy with a need to be kept informed.

Source: Petters, 2022

Offer customizable profiles - Customization of profiles or avatars can increase experiences of autonomy by supporting a sense of personal relevance and agency within a virtual environment

Source: Petters, 2022

“User control and freedom

Source: Petters, 2022

Provide controls over notifications and communication

Source: Petters, 2022

Make challenge customizable - While games can readily adapt to users' changing expertise, technologies don't always have the advantage of continual performance feedback. Therefore, allowing users themselves to optimize difficulty can be helpful

Source: Petters, 2022

- there needs to be a feeling of being in control

Source: Hassenzahl et al., 2021

For frequent users, command languages (discussed in Section 9.4) provide a strong feeling of being in control

Source: *Shneiderman et al., 2018 - CHAPTER 3*

Flexibility for user control of data display

Source: *Shneiderman et al., 2018 - CHAPTER 3*

. Keep users in control. Experienced users strongly desire the sense that they are in charge of the interface and that the interface responds to their actions

Source: *Shneiderman et al., 2018 - CHAPTER 3*

Place color coding under user control

Source: *Shneiderman et al., 2018 - CHAPTER 12*

Innovative information visualizations with user interfaces to support dynamic control are a rapidly emerging theme

Source: *Shneiderman et al., 2018 - CHAPTER 12*

User control of font size, window size, and brightness meant designers had to ensure that the information architecture could be understood, even as some display elements change

Source: *Shneiderman et al., 2018 - CHAPTER 12*

Another strategy is to support user control and enhance the user experience by showing an overview of the modules from which users can choose

Source: *Shneiderman et al., 2018 - CHAPTER 12*

Individual differences in the desire for internal locus of control are important, but there may be an overall advantage to clearly distinguishing human abilities from computer powers for most tasks and user

Source: *Shneiderman et al., 2018 - CHAPTER 12*

Pleasure

A beautiful design combined with an easily navigated site provide for a pleasing user experience

Source: *Lehtinen, 2020*

both system quality and information quality affect user experience including perceived enjoyment, perceived control and attention focus

Source: *Zhou et al., 2010*

online flow experience includes three dimensions: perceived enjoyment, perceived control and attention focus.

Source: *Zhou et al., 2010*

Items of perceived enjoyment aim at reflecting fun, excitement and enjoyment

Source: *Zhou et al., 2010*

pleasure with products is the sum of social pleasure, idea pleasure, physio pleasure and psych pleasure

Source: *Battarbee & Koskinen, 2005*

. Information without engagement and entertainment is not enough for reaching delight

Source: *Grubor & Olja, 2018*

The fun, meaning and enjoyment in turn stems from the be-goals and actually motivates us

Source: *Hassenzahl et al., 2021*

Note, that this not only includes enjoyable and outright pleasurable experiences, but also more complicated, so-called eudemonic experiences, which focus on self-actualization, long-term goals, as well as meaning in life

Source: *Hassenzahl et al., 2021*

the absence of usability problems (if that is ever possible) says nothing about what the makes technology enjoyable or even meaningful

Source: *Hassenzahl et al., 2021*

UX design is based on principles to promote design of intuitive, seamless, and pleasing experiences through designs, products, and services

Source: *Verhulsdonck & Shalamova, 2020*

If the interaction is completed with the user immediately, a part of the pleasant experience will be completed

Source: *Wang et al., 2020*

CX

customer experience

Source: *Koski, 2016*

provide the lead a coherent customer experience

Source: *Koski, 2016*

we can better the effectiveness of direct marketing and the customer experience when the content provided actually speaks to the recipient"

Source: *Koski, 2016*

loyalty is not won with technology. It is won through the delivery of a consistently superior customer experience
Source: *Reichheld & Schefter, 2000*

three aspects of the customer experience: overall satisfaction, disconfirmation of customer expectations, and how the performance delivered fares against the customer's ideal product or service in the category
Source: *Setia et al., 2013*

Besides, it is the "use of new digital technologies (social media, mobile, analytics or embedded devices) to enable major business improvements (such as enhancing customer experience, streamlining operations or creating new business models)"
Source: *Gebayew et al., 2018*

Marketing is an application area of digital transformation, which helps the organization effectively coordinate and manage digital touch points through a managed, repeatable process that delivers a meaningful and compelling customer experience at every stage of the customer life cycle.
Source: *Gebayew et al., 2018*

Increase customer experience
Source: *Gebayew et al., 2018*

co-creation of value can enhance the customer experience
Source: *Frow & Payne, 2007*

Customer experience has been defined 'as the user's interpretation of his or her total interaction with the brand
Source: *Frow & Payne, 2007*

the 'perfect customer experience' as one that 'results in customers becoming advocates for the company, creating referral, retention and profitable growth

Source: Frow & Payne, 2007

delivering a 'perfect customer experience' requires a deep knowledge of customer needs, and this can only be achieved when all staff and departments in an organisation collaborate in a cross-functional manner

Source: Frow & Payne, 2007

t companies should deconstruct customers' overall experiences and resulting customer satisfaction into its component experiences: 'Because a great many customer experiences aren't the direct consequence of the brand's messages or the company's actual offerings, a company's re-examination of its initiatives and choices will not suffice. The customers themselves—that is, the full range and unvarnished reality of their prior experiences, and then the expectations, ... must be monitored and probed.

Source: Frow & Payne, 2007

ensuring that the customer experience is consistently excellent

Source: Frow & Payne, 2007

The aim of customer experience management is to enhance relationships with customers and build customer loyalty.

Source: Frow & Payne, 2007

Thus, customer experience needs to be seen from both an information-processing approach that focuses on memory-based activities and on processes that are 'more sub-conscious and private in nature'. This involves viewing customer experience from a perspective of both normal day-to-day routinised actions as well as more emotional experiences

Source: Frow & Payne, 2007

the single most important factor in driving customer satisfaction and brand loyalty was employee behaviour

Source: Mosley, 2007

,the total service experience involves many different component parts and therefore presents significant challenges to delivering a consistent, on-brand experience

Source: Mosley, 2007

These 'signature' employer brand experiences will help to engender a distinctive brand attitude, generate distinctive brand behaviours and ultimately reinforce the kind of distinctive customer service style that will add value to the customer experience and differentiate an organisation from its competitors

Source: Mosley, 2007

In attempting to manage the total customer experience, complexity is generally the enemy of consistency.

Source: Mosley, 2007

Operational consistency is clearly vital in avoiding customer dissatisfaction.

Source: Mosley, 2007

Importance

Bad UI/UX design costs an enormous amount of money

Source: Hartson & Pylla, 2019

"There's no longer any real distinction between business strategy and the design of the user experience

Source: Hartson & Pylla, 2019

"user experience (UX) has become a mission-critical consideration for companies in every industry, and of every shape and size.

Source: Hartson & Pylla, 2019

highly relevant, personalized items at multiple touch points in the e-shopping process across different digital channels. Failure to do so may result in customer dissatisfaction, and potential responses include change of brands, registering complaints with the retailer, or may lead to negative ratings, online or by word-of-mouth, of items and retailers as unsatisfactory

Source: *Behera et al., 2020*

The user's positive experience is regarded as a major success factor for companies in competition

Source: *Luther et al., 2020*

. Intuitive user experience of software can increase the efficiency of organizational processes

Source: *Luther et al., 2020*

User experiences with computer-system prompts, explanations, error diagnostics, and warnings play a critical role in influencing acceptance of software systems.

Source: *Shneiderman et al., 2018 - CHAPTER 12*

Usefulness

. Usefulness is utility. Usefulness is about the power and functionality of the backend software that gives you the ability to get work (or play) done. It's the real underlying reason for a product or system

Source: *Hartson & Pylly, 2019*

Other aspects, intuitive usage and usefulness being some examples, are much more important in the context of usage

Source: *Santoso & Schrepp, 2019*

Aesthetics

■ sensory

Source: *Forlizzi & Battarbee, 2004*

■ aesthetic,

Source: *Forlizzi & Battarbee, 2004*

■ visual,

Source: *Forlizzi & Battarbee, 2004*

■ the use of white space is essential for a usable and visually appealing design

Source: *Lehtinen, 2020*

■ This means that the visual perception a visitor experiences is a deciding factor in the conversion process.

Source: *Lehtinen, 2020*

■ This highlights the fact that the visual elements combined with the presented information will affect whether the visitors convert or not.

Source: *Lehtinen, 2020*

■ visual appeal is especially important during the very first moments a visitor experiences on a page.

Source: *Lehtinen, 2020*

■ A beautiful design combined with an easily navigated site provide for a pleasing user experience,

Source: *Lehtinen, 2020*

■ large blocks of light text on dark backgrounds can create eye fatigue

Source: *Lehtinen, 2020*

, the 'halo effect' can be regarded as one's tendency to use apparent features of the machine (i.e., its visual aesthetics) to judge non-evident attributes (i.e., its usability)

Source: *Minge & Thuring_2018*

system usability and visual aesthetics affect the perception of the respective qualities as well as the overall appraisal of the system

Source: *Minge & Thuring_2018*

'beautiful is usable

Source: *Minge & Thuring_2018*

Users who worked with the more attractive version rated the usability of the device higher than those who worked with the less attractive one

Source: *Minge & Thuring_2018*

Immediate and stable aesthetic judgments have been found not only for web applications, but also in the mobile domain

Source: *Minge & Thuring_2018*

attractive things work better

Source: *Norman_2002*

. Aesthetics of websites and especially their positive evaluation are considered a sub-theme of UX in their study if it is indirectly manipulated by means such as aesthetic websites

Source: *Luther et al., 2020*

Some attributes, such as symmetry or adhering to basic Gestalt laws, let an interface appear more beautiful and more usable at the same time

Source: *Hassenzahl et al., 2021*

market researchers can demonstrate that site visitors stay longer and buy more products at visually compelling websites.

Source: *Shneiderman et al., 2018 - CHAPTER 12*

User needs/goals

learn more about their business needs

Source: *Rodriguez & Peterson 2012*

gain a better understanding of their needs,

Source: *Rodriguez & Peterson 2012*

goals are defined in relation to the desired actions from customers.

Source: *Swieczak & Kukowski, 2016*

Since companies are trying to meet consumer need


Source: *Swieczak & Kukowski, 2016*

a tangible option satisfying specific client needs

Source: *Swieczak & Kukowski, 2016*


a website must meet the needs of the visitors to meet the needs of the organization

Source: *Lehtinen, 2020*



visitor behavior and needs vary across cultures

Source: *Lehtinen, 2020*




The visitor goal is a prerequisite to the business goal.

Source: *Lehtinen, 2020*



meeting visitors' needs and providing an excellent user experience

Source: *Lehtinen, 2020*




experience is emotional in nature but that the kinds of experiences that products elicit should be connected to the needs, dreams and motivations of individuals

Source: *Battarbee & Koskinen, 2005*




Consumers will have different needs at different stages of the relationship lifecycle.

Source: *Frow & Payne, 2007*




the organization must maintain a very positive relationship with the existing customers and it's the duty of an organization to know their existing customers future needs even before they know

Source: *Gupta & Numkar, 2020*



UX creates value which exceeds customers' pure need and which offers opportunities for firms to capture a large proportion of the created value.

Source: *Luther et al., 2020*



"basic psychological needs" (Ryan & Deci, 2000, 2017) as: 1. Autonomy (a sense of willingness/endorsement, acting in accordance with one's goals and values), 2. Competence (feeling able and effective), 3. Relatedness (feeling connected to and involved with others)

Source: Petters, 2022

good usability supports the fulfillment of a human need to be active in the world, to change and control it through tools

Source: Hassenzahl et al., 2021

, the fulfillment of psychological needs is related to wellbeing

Source: Hassenzahl et al., 2021

autonomy, competence, relatedness, stimulation, popularity, security and (added later) physical striving

Source: Hassenzahl et al., 2021

do goals are motivated by higher-level be-goals

Source: Hassenzahl et al., 2021

We should, however, provide need fulfillment in a “sustainable” way

Source: Hassenzahl et al., 2013

The pursuit of individual happiness is central to life

Source: Hassenzahl et al., 2013

autonomy, competence, relatedness, popularity, stimulation, and security

Source: Hassenzahl et al., 2013

Autonomy - Feeling that you are the cause of your own actions rather than feeling that external forces or pressure are the cause of your action. Competence - Feeling that you are very capable and effective in your actions rather than feeling incompetent or ineffective. Relatedness - Feeling that you have regular intimate contact with people who care about you rather than feeling lonely and uncared for. Popularity - Feeling that you are liked, respected,

and have influence over others rather than feeling like a person whose advice or opinion nobody is interested in. Stimulation- Feeling that you get plenty of enjoyment and pleasure rather than feeling bored and under stimulated by life. Security - Feeling safe and in control of your life rather than feeling uncertain and threatened by your circumstances

Source: *Hassenzahl et al., 2013*

Meaningful groupings of items (with labels suitable to the users' knowledge), consistent sequences of groups, and orderly formats all support task performance

Source: *Shneiderman et al., 2018 - CHAPTER 12*

Layout

The Gutenberg Rule states that by default a reader's vision will begin by scanning at the upper left corner of the page and continue diagonally towards the lower right.

Source: *Lehtinen, 2020*

the Gutenberg Rule is generally only applied to western cultures that read from left to right.

Source: *Lehtinen, 2020*

Cluttered displays may overwhelm even knowledgeable users, but with only modest effort, designers can create well-organized, information-abundant layouts that reduce search time and increase subjective satisfaction

Source: *Shneiderman et al., 2018 - CHAPTER 12*

Social

The study also found that 93% of social media users feel companies should have a social media presence.

Source: *Rodriguez & Peterson 2012*

One study found customer relationships found that 57% of the customers 'felt a stronger connection' to the company when social media tools were used to communicate

Source: *Rodriguez & Peterson 2012*

Social CRM enables companies not only to respond to feedback, but take part in the conversation

Source: *Rodriguez & Peterson 2012*

In today's digital world, more organisations are utilising tools such as social media to build a brand relationship and trust through online interactions

Source: *Rodriguez & Peterson 2012*

"provides a way people share ideas, content, thoughts, and relationships online

Source: *Rodriguez & Peterson 2012*

with an increase of 3.5 website visitors per day. Likewise a 1 per cent increase in Twitter followers was associated with a 10.5 per cent increase in unique visitors;

Source: *Wilcox & Sussman, 2014*

an organization can effectively use social media to bridge the gap between the physical and the digital world to support the creation of an omnichannel strategy, which the authors defined as "an integrated multichannel approach to sales and marketing"

Source: *Vial, 2019*

Precise (re-)targeting of the group(s) makes social media an important channel for marketing automation.

Source: *Zumstein et al., 2021*

While virtually all successful companies actively use social media marketing

Source: *Zumstein et al., 2021*

The first is concerned with precision marketing - the exact matching of a product or service with a customer's requirement in order to secure sales. The second relates to the notion of creating a single, coherent view of customers as commonly associated with call centres. The third is focused on consumer databases with CRM driving investment into data warehouses.

Source: *Light, 2003*

The reasons for implementation of CRM packages are very similar to other forms of packaged software which, include drivers such as increased development speed, reduced development - coding and subsequent upgrades

where marketers can pull customers to their website through search engines and social media

Source: *Lehtinen, 2020*

A secondary traffic source is social media.

Source: *Lehtinen, 2020*

With two billion people connected to the Internet, social media is quickly becoming a key means of communication and collaboration.["

Source: *Berman, 2012*

Besides, it is the "use of new digital technologies (social media, mobile, analytics or embedded devices) to enable major business improvements (such as enhancing customer experience, streamlining operations or creating new business models)"

Source: *Gebayew et al., 2018*

customer relationship management (CRM), largely driven by a desire to improve the targeting of specific products and services, incentivise loyalty and reduce cost.

Source: Mosley, 2007

Social media marketing is “an innovative tool that organizations use for creating a very strong public relation with the customers on the virtual networks”

Source: Grubor & Olja, 2018

It is one of basic means of Internet marketing and social media that have become “new hybrid component of integrated marketing communications” that is a powerful weapon in engaging customers and create meaningful relationship

Source: Grubor & Olja, 2018

. Conducting marketing through social media networks “is not about you getting your story out; it’s about your customers; it’s about being more transparent, earning trust, and building credibility

Source: Grubor & Olja, 2018

Process/ How to

Social CRM was then born and grew out of the need of attracting internet users by providing compelling content

Source: Rodriguez & Peterson 2012

Not only can social CRM assist in lead generation, but it can help with pursuing the right decision makers

Source: Rodriguez & Peterson 2012

sales organisations utilise CRM to track campaigns, manage leads, activities, customers’ issues, and opportunities, as well as, create more accurate forecasting (see Figure 1).

Source: *Rodriguez & Peterson 2012*

In the "Action" phase, clients should be provided with the reasons for the purchase at that given time

Source: *Swieczak & Kukowski, 2016*

1. Maintaining or exceeding solicited client limits, 2. Using the highest quality tactics in one's own organisation and concentrating own efforts on tactics that will provide the company with the largest number of high-quality leads which will help maintain appropriate lead limits, 3. Using the most cost-efficient tactics in an organisation

Source: *Swieczak & Kukowski, 2016*

Only a combination of several tactics based on the current situation is capable of creating the most optimum battleplan

Source: *Swieczak & Kukowski, 2016*

providing a sales force with a steady stream of qualified leads is job one

Source: *Swieczak & Kukowski, 2016*

In the "Interest" phase, the company tries to interest clients in the relevant type of product or service by comparing their characteristics with those of similar solutions available on the market

Source: *Swieczak & Kukowski, 2016*

There are many factors that are involved in the selection of the range of activities undertaken in the field of lead generation harnessing the Internet, the overriding factor being a thorough analysis of the activities of a given undertaking, as well as determining clear lines of action and an awareness of the existence of market competition.

Source: *Swieczak & Kukowski, 2016*

In the "Attention" phase, potential clients are provided with information on the given product or service

Source: *Swieczak & Kukowski, 2016*

Clients in the "Decision" phase should be presented with the offer through a product data sheet in analogue form, a product comparison engine, and it should be clearly laid out to them why the proposed product version or service is the very best on the market

Source: Swieczak & Kukowski, 2016

There is no clear answer or right tactic or variable that should be adopted in the lead generation strategy. One tactic (e.g., direct marketing) may be the best tactic in a given year but in five years time a different tactic (e.g., search engine marketing) could be the most efficient and cost effective in pursuit of the same objective

Source: Swieczak & Kukowski, 2016

Implementing a reliable lead generation strategy will help you build trusting relationships and attract the interest of your potential customers, even before they are ready to establish contacts with sellers.

Source: Bondarenko et al., 2019

To analyze all existing indicators - how much it costs to attract a client, how much money is spent on different channels of attraction. 2) Define the target audience and include as much information there as possible: not only age and gender, but also fears, pains, problems, goals, desires, favorite blogs, trusted media, etc. 3) Consider a proposal - what is its uniqueness, real benefit for a potential client, and differences from competitors. 4) Create a Landing Page with an offer or lead magnet (free material as a gift - a book, instructions, checklist, catalog). The page should have 1 and only 1 clear call and easy form: Name and Email will be enough at first. 5) Keep a corporate blog and social networks to share useful information with potential and existing customers. This can be articles about how to use your product, instructions, tips on related topics, etc. Do not forget to periodically integrate your offers there and set up a contact collection form. 6) Use content marketing - publish material on blogs, opinion leaders, authors of Telegram channels. To track the effectiveness of different publications, you can use UTM tags for readers of a particular resource. 7) Work with already collected contacts - via email, instant messengers or phone calls, depending on the needs of the business. Lead generation should be systemic and effective - the base itself will not give anything, it needs to be constantly nurtured. Your audience to increase efficiency and lower costs. Analyze indicators like lead cost, lead conversion from different channels, average customer check by attraction channels. According to statistics, 96% of new visitors to the website are not yet ready to make a purchase, although they are all potential customers. This figure shows how important lead generation is for the business.

Source:

rating traffic and leads Proving the ROI of our marketing activities Securing enough budget Managing website Identifying the right technologies for our needs Targeting content for an international audience Training our team Hiring top talent Finding an executive sponsor

Source: *Bondarenko et al., 2019*

pend resources efficiently - it's difficult and expensive to sell right away (in terms of costs for attracting 1 client). Generating a lead, conducting it through a sales funnel to a deal and holding it is more profitable in the long run. 2. Get more objective indicators. You can calculate CPL (Cost Per Lead cost), evaluate the effectiveness of leads from different sources due to segmentation (they came after the master class, read a blog, downloaded free book). 3. By analyzing the effectiveness of different channels for attracting leads, you can scale the business. Do more master classes, create useful instructions or books, arrange webinars, etc. 4. It is possible to weed out the target audience without transferring to a certain stage of the sales funnel. They will not waste time calling, miscalculating, meeting, but will deal with the client who already has a "sore" who really needs it. 5. Do not interact with the base of potential customers for a long time. This is especially true for complex and expensive products. A person can make a purchase decision for months.

Source: *Bondarenko et al., 2019*

this stage, the key task is to move the lead in the sales funnel: ? tell more about the offer; ? build trust; ? work out objections (expensive, difficult, what guarantees); ? segment leads if necessary; ? personalize mailings so that the lead becomes "hot" or at least "warm"; ? turn it into a client and hold it by all means (r

Source: *Bondarenko et al., 2019*

Lead generators, using the combination of a large amount of data and complex behavioral classifications, define the ideals of consumers in the vast range of internet networks. This is achieved via optimization, relevant content, engaging creative and strategic placement. In this way, the data are always refined which results in maximization of ROI

Source: *Mosakhani et al., 2019*

In other words, inbound aims to win the targeted buyer's interest through well-timed content hosted online that the buyers themselves decide to engage with.

Source: *Lehtinen, 2020*

In other words, the landing page needs to satisfy all the stages of the AIDA model to result in a conversion, at least theoretically

Source: *Lehtinen, 2020*

Experience

On average, 40% of customers who suffer through bad experiences stop doing business with the offending company

Source: *Dougherty & Murthy, 2009*

When users first experience technology, signals of well-done user interfaces and good vendor reputations will build trust

Source: *Vance et al., 2008*

flow of the m-commerce transaction helped to provide a uniform experience,

Source: *Vance et al., 2008*

go above and beyond to help the customer.

Source: *Koski, 2016*

service experience.

Source: *Koski, 2016*

provide the industry's best customer experience

Source: Koski, 2016

Is the usability and user experience of the software easy and comfortable

Source: Koski, 2016

Scalability of experience as the infinite amount of smaller user-product interactions and emotional responses (relating to contexts, people, goals and actions at a particular moment) that build to yield larger and larger experiences over time

Source: Forlizzi & Battarbee,

Scalability of experience can help to build an overall picture ranging from details of product interactions to the stories and meanings that people use to articulate their experiences.

Source: Forlizzi & Battarbee, 2004

When an individual interacts with a product (fig. 4), his or her experiences dynamically flow between fluent, cognitive and expressive interaction as they happen

Source: Forlizzi & Battarbee, 2004

Scalability of experience also relates to how people's experiences change in relationship to products over time.

Source: Forlizzi & Battarbee, 2004

product interactions unfold and how emotion and experience is evoked

Source: Forlizzi & Battarbee, 2004

four dimensions that clarify how people interact with designed products — categorizing operational, inventive, aesthetic, and

Source: Forlizzi & Battarbee

experience, is the constant stream of “self-talk” that happens while we are conscious. Experience is how we constantly assess our goals relative to the people, products, and environments that surround us at any given time.
Source: Forlizzi & Battarbee, 2004

Types of experience: experience, an experience, co-experience

Source: Forlizzi & Battarbee, 2004

one may reciprocate, reject or ignore an experience.

Source: Forlizzi & Battarbee, 2004

how mutual understanding and context for action shaped the flow and construction of experience, particularly when interacting with technology
Source: Forlizzi & Battarbee, 2004

small experience will be interpreted in a number of ways, and contribute to an evolving set of larger experiences.
Source: Forlizzi & Battarbee, 2004

Understanding experience is a critical issue for a variety of professions, especially design

Source: Forlizzi & Battarbee, 2004

a number of disciplinary approaches to offer ways to understand people’s actions, and aspects of experience that people will find relevant when interacting with a product

Source: Forlizzi & Battarbee, 2004

Essentially experience is a totality, engaging self in relationship with object in a situation.

Source: Forlizzi & Battarbee, 2004

Each product interaction in an experience can be characterized by a particular fleeting emotional response, may coalesce into a particular emotional expression or mood, and is ultimately stored in memory as a particular aspect of an experience

Source: *Forlizzi & Battarbee, 2004*

Perhaps these experiences are associated with positive, longer-term emotional responses, as the user begins to foster a long-term relationship with the product

Source: *Forlizzi & Battarbee, 2004*

discuss experience from a design perspective as consisting of four threads: compositional, sensory, emotional and spatio-temporal.

Source: *Forlizzi & Battarbee, 2004*

Interactive elements on the page help in keeping the visitors engaged and incentivizes action on the page as they feel more in control of their own experience

Source: *Lehtinen, 2020*

usability is a top determinant for whether visitors to a corporate website enjoy their experience or not

Source: *Lehtinen, 2020*

in order to convert the visitors must be pleased with the experience and information they receive on the website.

Source: *Lehtinen, 2020*


meeting visitors' needs and providing an excellent user experience

Source: *Lehtinen, 2020*

arcane and stark (usually red) error messages, making visitors feel stupid or blamed obviously leads to a negative user experience




Source: *Lehtinen, 2020*




Flow is defined as seamless interactivity between human and machine characterized by an intrinsically enjoyable experience.

Source: *Lehtinen, 2020*



The first impression also influences how they judge the continued experience on the website

Source: *Lehtinen, 2020*




Experiences in one channel raise expectations across all of them

Source: *Berman, 2012*



Continuity and context provide seamless experiences across all points of customer contact.

Source: *Berman, 2012*




Information quality and system quality significantly affect users' trust and flow experiences, which further determine their loyalty.

Source: *Zhou et al., 2010*




Extent to which the experience is goal directed, expectations regarding the experience, its cohesiveness and spread

Source: *Ariely & Carmon, 2003*




An experience with a very positive ending is likely to also have an improving trend


Source: *Ariely & Carmon, 2003*




What value such information may offer and how advance knowledge about the end can reduce the pain are interesting and important questions. Possible underlying factors include perceived control, allocation of coping resources, and decreased tendency to naively extrapolate




Source: Ariely & Carmon, 2003




experiences corresponded closely to a weighted average of the maximum and final intensities of the experiences
Source: Ariely & Carmon, 2003




the way people summarize an experience depends on whether they perceive it as composed of single or multiple segments (that is, if they see it as continuous or discrete)
Source: Ariely & Carmon, 2003




An intuitively appealing way to summarize an experience would be to integrate (or perhaps average) across intensities of the subjective states of which the experience is composed
Source: Ariely & Carmon, 2003




subjective experiences can be depicted by an experience profile, whereby time is presented on the x axis, and the y axis represents the perceived momentary intensity of the experience.
Source: Ariely & Carmon, 2003



The logic underlying static gestalt characteristics is that people retain a few key statistics of their experiences, and these statistics—rather than the complete experience—are stored in memory for later use
Source: Ariely & Carmon, 2003



the ongoing experiences in and of themselves are meaningful and they also influence the overall evaluations
Source: Ariely & Carmon, 2003



Dynamic (configural) characteristics reflect the change in the intensity of the transient states as the experience progresses
Source: Ariely & Carmon, 2003

Static (state) characteristics reflect the intensity of the momentary experiences (that is, transient states) at particular key points in time

Source: *Ariely & Carmon, 2003*

Yet a clear conclusion of research in this domain is that when people summarize experiences, they do not integrate or average the transient states they experienced as the events unfolded. Rather, two types of defining features of the profiles of experiences appear to dominate overall retrospective evaluations

Source: *Ariely & Carmon, 2003*

people appear to rely only on key moments in their experiences when forming overall retrospective evaluations

Source: *Ariely & Carmon, 2003*

How positively or negatively people remember an experience is a key determinant of whether they will want to repeat it and whether they will recommend it to others

Source: *Ariely & Carmon, 2003*

Thus they demonstrate that the cohesiveness of an experience influences the relationship between its pattern and overall evaluation.

Source: *Ariely & Carmon, 2003*

goal-directed experiences, such as fixing a flat tire and waiting for a service. These experiences derive their meaning mostly from their outcome, after the experience is over

Source: *Ariely & Carmon, 2003*

Knowing the end (comparing the up-counting and down-counting conditions versus the no-counting condition) increases tolerance

Source: *Ariely & Carmon, 2003*

people automatically extrapolate the meaning of their current experiences to future ones, and that these extrapolations influence how they experience the present.

Source: *Ariely & Carmon, 2003*

Most definitions emphasize that all aspects of product use are in focus, and some include anticipated use of products (e.g., [59]) and experiences following the use situation

Source: *Bargas-Avila & Hornbaek, 2011*

experiences are momentary constructions that grow from the interaction between people and their environment.

Source: *Battarbee & Koskinen, 2005*

The pragmatist approach concentrates on the embodied nature of experience and interaction.

Source: *Battarbee & Koskinen, 2005*

subconscious experiences are fluent, automatic and fully learned

Source: *Battarbee & Koskinen, 2005*

It builds on the notion that experiences can be measured via emotional reactions

Source: *Battarbee & Koskinen, 2005*

Sometimes experiences belong to larger themes and can be called scalable

Source: *Battarbee & Koskinen, 2005*

the key feature of experience is symbolisation: what people select from experience to be shared with others.

Source: *Battarbee & Koskinen, 2005*

value resides not in the object of consumption but in the experience of consumption

Source: *Frow & Payne, 2007*

“experience is a very dynamic, complex, and subjective phenomenon

Source: *Hartson & Pylla, 2019*

Experience itself is an ongoing reflection on events, we currently go through or as Forlizzi and Battarbee [6] put it: a constant stream of self-talk

Source: *Hassenzahl, 2008*

This exploratory study shows that experienced autonomy and competence is a source for positive experiences while using technology.

Source: *Hassenzahl, 2008*

“an episode, a chunk of time that one went through—with sights and sounds, feelings and thoughts, motives and actions [...] closely knitted together, stored in memory, labeled, relived, and communicated to others

Source: *Hassenzahl et al., 2013*

it is actually the fulfillment (or frustration) of psychological needs that renders an experience positive (or negative) and personally significant, that is, meaningful

Source: *Hassenzahl et al., 2013*

In other words, the pursuit of happiness requires the acquisition of positive experiences on a day-to-day basis and a more general assessment of life as positive and meaningful

Source: *Hassenzahl et al., 2013*

the human tendency to skip all the details and only remember positive or negative emotions when assessing their overall experience

Source: *Verhulsdonck & Shalamova, 2020*

Competitive advantage

relationship marketing is an important tool for achieving customer loyalty, to protect and increase market share, and to obtain long term competitive advantage”

Source: *Rodriguez & Peterson 2012*

advantage-creating core competences which, according to Prahalad and Hamel (1990), represent the collective learning in the organisation, are characterised by the ability to provide access to a wide variety of markets and make a significant contribution to the perceived customer benefits while being difficult for competitors to imitate.

Source: *Pekuri et al., 2013*

If a business model is sufficiently differentiated to meet particular customer needs and is hard to replicate, it can result in a competitive advantage

Source: *Pekuri et al., 2013*

The value-creating process has been always considered the key to firms' long-term survival and success of businesses and the source of competitive advantage of firms (Woodruff, 1997 ; Anderson & Narus, 1998) and remains at the center of the business marketing practice and theory

Source: *Haas et al., 2012*

The widespread implementation of DX will profoundly affect the industry business environment – for example, by providing better value - chain integration and new - market exploitation, with competitive - advantage gains.

Source: *Ebert & Duarte, 2018*

Integrative knowledge also reduces joint costs of production between stages of a single vertical chain and across vertical chains via improved coordination and consequent cost reduction

Source: *Helfat & Raubitschek 2000*

These 'signature' employer brand experiences will help to engender a distinctive brand attitude, generate distinctive brand behaviours and ultimately reinforce the kind of distinctive customer service style that will add value to the customer experience and differentiate an organisation from its competitors

Source: Mosley, 2007

It is generally agreed that these intangible brand characteristics are far more difficult for competitors to copy than the operational components of a service brand experience

Source: Mosley, 2007

Environmental turbulence is an important element of NPD because new products must address changes in customer needs, emerging technologies, and competitive new products introduced by aggressive competitors. Environmental turbulence in NPD consists of two primary sources (Jap 2001): first, market turbulence, which denotes changes in consumer needs, and competitors' new products; second, technological turbulence, which denotes changes in new technologies and technological breakthroughs

Source: Pavlou & Sawy, 2010

3 Dynamic capabilities are heterogeneously distributed across organizations, and their complex nature makes them a source of competitive advantage

Source: Pavlou & Sawy, 2010

The AMC framework sees awareness to proactively seek opportunities in the environment, motivation to undertake competitive actions, and the capability to challenge the competitors' actions as the three pillars for undertaking effective competitive action

Source: Pavlou & Sawy, 2010

Dynamic capabilities are defined as "the ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments"

Source: Pavlou & Sawy, 2010

competitive advantage may be achieved with the effective leveraging of I

Source: *Pavlou & Sawy, 2010*

Improvisational capabilities are defined as the ability to spontaneously reconfigure existing resources to build new operational capabilities to address urgent, unpredictable, and novel environmental situations

Source: *Pavlou & Sawy, 2010*

. Dynamic capabilities have a positive role in competitive advantage in environments with relatively predictable patterns of change (Eisenhardt and Martin 2000), but they may not be appropriate for reconfiguring existing operational capabilities in stormy environments with unpredictable change

Source: *Pavlou & Sawy, 2010*

A firm is said to enjoy competitive advantage when the value that is created in an economic exchange in which the firm partakes is greater than the value that could be created were the firm not to participate in the exchange

Source: *Piccoli & Ives, 2005*

: industry structure is not fixed but rather is shaped to a considerable degree by the choices made by competitors

Source: *Porter, 2001*

The other way to achieve advantage is strategic positioning—doing things differently from competitors, in a way that delivers a unique type of value to customers

Source: *Porter, 2001*

The Internet powerfully influences industry structure and sustainable competitive advantage

Source: *Porter, 2001*

Second, a company's strategy must enable it to deliver a value proposition, or set of benefits, different from those that competitors offer

Source: Porter, 2001

five underlying forces of competition: the intensity of rivalry among existing competitors, the barriers to entry for new competitors, the threat of substitute products or services, the bargaining power of suppliers, and the bargaining power of buyers

Source: Porter, 2001

Cost and price advantages can be achieved in two ways. One is operational effectiveness—doing the same things your competitors do but doing them better

Source: Porter, 2001

To establish a sustainable competitive advantage, a company must perform different activities than rivals or perform similar activities in different ways

Source: Porter, 2001

They will have to break away from competing solely on price and instead focus on product selection, product design, service, image, and other areas in which they can differentiate themselves

Source: Porter, 2001

Sustainable competitive advantage comes from operational effectiveness (doing what your competitors do, but better) or strategic positioning (delivering unique value to customers by doing things differently than your competitors)

Source: Porter, 2001

The more robust competitive advantages will arise instead from traditional strengths such as unique products, proprietary content, distinctive physical activities, superior product knowledge, and strong personal service and relationships

Source: Porter, 2001

As all companies come to embrace Internet technology, moreover, the Internet itself will be neutralized as a source of advantage

Source: *Porter, 2001*

Integrating Internet initiatives enhances your company's ability to develop unique products, proprietary content, distinctive processes, and strong personal service—all the things that create true value, and that have always defined competitive advantage

Source: *Porter, 2001*

The most important determinant of a marketplace's profit potential is the intrinsic power of the buyers and sellers in the particular product are

Source: *Porter, 2001*

The topic has been mainly discussed in the human-computer interaction field, rather than in business and management, despite its high relevance for competitiveness, customer satisfaction, customer retention, and, finally, firm performance

Source: *Luther et al., 2020*

. UX is a promising source of competitive advantages, a unique selling proposition, and possibilities of value creation and capture

Source: *Luther et al., 2020*

The user's positive experience is regarded as a major success factor for companies in competition

Source: *Luther et al., 2020*

Many companies have started realizing that benefits of adopting sustainable strategies not only accrue to the society and environment but have multifold benefits at the organization level itself in the form of increased reputation, employer branding, increased competitiveness, reduced costs and risks of doing business

Source: *Dhanda & Shrotryia, 2020*

Farsighted leaders understand that they must merge “sustainability” with “sustainable competitive advantage” for creating new growth opportunities, sustained returns for shareholders and greater societal impact.

Source: *Dhanda & Shrotryia, 2020*

Keeping up with trends, innovations and new patterns of behaviour of both competitors and customers has become an important part of the process of creating distinctive competitive advantage and reaching targeted segments of customers in digital age.

Source: *Grubor & Olja, 2018*

highlight and distinguish business from competition with a unique message

Source: *Grubor & Olja, 2018*

The Internet has made it possible for companies to globalize their products. This opportunity may become a competitive edge, and even a good feat against competitors

Source: *Santoso & Schrepp, 2019*

. Users today have little patience with flawed and poorly designed products and are often fickle with company loyalty if reasonable competitors exist.

Source: *Shneiderman et al., 2018 - CHAPTER 5*

Sustainability

they must achieve sufficient scale and stability to allow firms to extract economic rents from a large customer base over an extended period of time

Source: *Woodrand et al., 2013*

Since past success does not ensure future success, older companies will need to transform to take advantage of digital era opportunities

Source: *Sebastian et al., 2017*

The success rate of such digital transformation is very low due to rapid changes in technologies.

Source: *Mahmood et al., 2019*

digital transformation becomes the most important part of human life and needed in almost every business which is in pursuit of growth, expansion, quality and sustainability

Source: *Gebayew et al., 2018*

The ability to protect a position of competitive advantage is, therefore, predicated on the successful creation of impediments to replication of the strategy by competitors—referred to as barriers to erosion

Source: *Picolli & Ives, 2005*

. It also recognizes that sustainability of competitive advantage is affected by competitive response (Chen and Miller 1994) and the cycle speed of the ecology in which the firm compete

Source: *Picolli & Ives, 2005*

a condition where a “firm’s competitive advantage resists erosion by competitor behavior....[This] requires that a firm possesses some barriers that make imitation of the strategy difficult

Source: *Picolli & Ives, 2005*

“a competitive advantage is sustained only if it continues to exist after efforts to duplicate that advantage have ceased

Source: *Picolli & Ives, 2005*


Response lag is defined as “the time it takes competitors to respond aggressively enough to erode the competitive advantage

Source: *Picolli & Ives, 2005*



A higher value means sustainable growth of the company.

Source: *Behera et al., 2020*




Online shopping offers access to the items of a worldwide market in an e-commerce space, increases the value of customers and builds sustainable capabilities

Source: *Behera et al., 2020*




. Business model serves as a key initiating element for corporate sustainability

Source: *Dhanda & Shrotryia, 2020*




Many companies have started realizing that benefits of adopting sustainable strategies not only accrue to the society and environment but have multifold benefits at the organization level itself in the form of increased reputation, employer branding, increased competitiveness, reduced costs and risks of doing business

Source: *Dhanda & Shrotryia, 2020*




Farsighted leaders understand that they must merge “sustainability” with “sustainable competitive advantage” for creating new growth opportunities, sustained returns for shareholders and greater societal impact.

Source: *Dhanda & Shrotryia, 2020*



the extent to which they embrace or resist the ongoing sustainability concerns can determine the success and failure of their organization

Source: *Dhanda & Shrotryia, 2020*



increased employee morale, efficient business processes, stronger public image, improved employee loyalty, brand recognition, increased employers' attractiveness as the outcomes of incorporating sustainability initiatives by the organization

Source: *Dhanda & Shrotryia, 2020*

sustainable value focuses on embedding the current pursuit of profits and sustainability with the core strategy of an organization, thereby harnessing the profitability objective in service of solutions to global problem

Source: *Dhanda & Shrotryia, 2020*

Sustainability is found to have significant impact on company's relationship with its stakeholders like customer

Source: *Dhanda & Shrotryia, 2020*

in order to achieve sustainable effectiveness, companies need to embed sustainability in their strategies and operations which requires adopting new ways of organizing and managing operations

Source: *Dhanda & Shrotryia, 2020*

the simple meaning of sustainability as "long-lasting and self-sustaining

Source: *Dhanda & Shrotryia, 2020*

With average lifespan of organizations shrinking, striving for corporate longevity and sustainability has become indispensable in this fast-paced world

Source: *Dhanda & Shrotryia, 2020*

a positive relationship between sustainability and financial performance, thereby giving rise to the "business case for sustainability" (BCS)

Source: *Dhanda & Shrotryia, 2020*

, interactive technology can directly help to change behavior and attitude towards more sustainability

Source: *Hassenzahl et al., 2021*

They still too often focus on mere form and instrumentality, instead of the experience, the meaning and the wellbeing technology is supposed to create for each user and the society at large



Source: *Hassenzahl et al., 2021*



We should, however, provide need fulfillment in a “sustainable” way

Source: *Hassenzahl et al., 2013*

Digital business strategy/model



we define a digital business strategy as a pattern of deliberate competitive actions undertaken by a firm as it competes by offering digitally enabled products or services.

Source: *Woodrand et al., 2013*



In digital business environments, resource allocation decisions about organization design and competitive strategy are difficult to separate from decisions about product development and broader design decisions, and therefore need to be looked at through the “fusion view of IS”

Source: *Woodrand et al., 2013*



Moreover, resource allocation decisions of digital businesses are not taken in isolation, but are driven by the collective behavior of the customers, competitors, and complementors who interact in a business ecosystem

Source: *Woodrand et al., 2013*



Thus scaling with digital business strategy will require understanding how to develop the organizational capabilities to harness the huge quantities of heterogeneous data, information, and knowledge that is generated on a continuous basis.


Source: *Bharadwaj et al., 2013*



Our working definition of digital business strategy is simply that of organizational strategy formulated and executed by leveraging digital resources to create differential value




Source: *Bharadwaj et al., 2013*




Scale has been a primary driver of profitability in the industrial age. Scale confers benefits of lower unit cost of products and helps enhance profitability.

Source: *Bharadwaj et al., 2013*




The speed of product launches in a digital business context also highlights the importance of planned obsolescence.

Source: *Bharadwaj et al., 2013*



Digital business strategy relies on rich information exchanges through digital platforms inside and outside organizations that allow multifunctional strategies and processes to be tightly interconnected with the aid of interfirm IT capabilities

Source: *Bharadwaj et al., 2013*




digital business strategy should not be positioned below business strategy but treated as business strategy itself for the digital era.

Source: *Bharadwaj et al., 2013*



Digital business strategy accelerates the speed of product launches.

Source: *Bharadwaj et al., 2013*



Across many firms spanning different industries and sectors, digital technologies (viewed as combinations of information, computing, communication, and connectivity technologies) are fundamentally transforming business strategies, business processes, firm capabilities, products and services, and key interfirm relationships in extended business networks.

Source: *Bharadwaj et al., 2013*

digital business strategy can be viewed as being inherently trans- functional

Source: *Bharadwaj et al., 2013*

Digital platforms are enabling cross-boundary industry disruptions, and thus inducing new forms of business strategies

Source: *Bharadwaj et al., 2013*

scope, which defines the portfolio of products and businesses as well as activities that are carried out within a company's direct control and ownership.

Source: *Bharadwaj et al., 2013*

One of the key requirements of digital business strategy is new organizational capability to design, structure, and manage networks that provide complementary capabilities to what firms have inside their own hierarchies.

Source: *Bharadwaj et al., 2013*

digital technologies call for researchers to study the fusion between organizational strategy and IS strategy (e.g., Kahre et al., 2017) rather than their alignment

Source: *Vial, 2019*

organizational strategy formulated and executed by leveraging digital resources to create differential value

Source: *Vial, 2019*

A digital strategy is valuable only if it drives resource allocation and capital investments.

Source: *Sebastian et al., 2017*

companies also need a digital services platform, which we define as the technology and business capabilities that facilitate rapid development and implementation of digital innovations.

Source: *Sebastian et al., 2017*

We define an operational backbone as the technology and business capabilities that ensure the efficiency, scalability, reliability, quality and predictability of core operations

Source: *Sebastian et al., 2017*

we define a digital strategy as: A business strategy, inspired by the capabilities of powerful, readily accessible technologies (like SMACIT), intent on delivering unique, integrated business capabilities in ways that are responsive to constantly changing market conditions.

Source: *Sebastian et al., 2017*

a company needs two technology-enabled assets: an operational backbone and a digital services platform. The operational backbone supports efficiency and operational excellence, while the digital services platform supports business agility and rapid innovation. Both the operational backbone and digital services platform depend on a base of technology, but what makes them powerful is the business capabilities that the technology enables

Source: *Sebastian et al., 2017*

the reliability provided by the operational backbone allowed management to focus on strategic issues rather than fighting fires

Source: *Sebastian et al., 2017*

Business models - in other sectors a widely used managerial practice for designing, comparing and analysing an organisation's value creation logic

Source: *Pekuri et al., 2013*

Thus, it forces managers to think about their business and how it works as a whole.

Source: *Pekuri et al., 2013*

Business models are seen as an essential part of successful businesses as they define the way companies create value for their customers and subsequently make profit from their operations. A good business model has a potential to separate a company from its competitors by creating a competitive advantage.

Source: *Pekuri et al., 2013*

The objective of the research and development function is to create business models that provide maximum value for certain customer segments, i.e. clients and users in specific fields of operation. At the core of these business models are offerings - the bundle of products and services that are valuable for customers. The project-delivery process incorporates many stages, from briefing to design and from purchasing to construction, realizing the offering and providing value to the customers. This process, which consists of the specific activities, resources and methods needed and used in project execution, should also be under constant development in order to fine tune the project delivery process for future projects. The last component, revenue model, defines the way a company captures value for itself from the project, i.e. makes money.

Source: *Pekuri et al., 2013*

First, the majority of business model definitions include customer value creation as one of their core elements. Second, earning logic is also mentioned in various business model definitions. Third, many business model definitions discuss the value network of a firm, illuminating the relationships that a firm has with various actors in its value network. Finally, the resources and capabilities that a firm has and the types of strategic decisions, choices or principles that it makes are also often included in business model definitions

Source: *Pekuri et al., 2013*

A good business model defines the way a company operates, how it creates value for its customers and how it captures value from its operations to make a profit

Source: *Pekuri et al., 2013*

The difference is that whereas strategy emphasises competition, business models build more on the creation of value for customers (Morris et al. 2005) while still being aligned with the specific strategy, structures and culture of the focal firm

Source: *Pekuri et al., 2013*

Leverage information to manage across the organization

Source: *Berman, 2012*

companies with a cohesive plan for integrating the digital and physical components of operations can successfully transform their business models. These leading companies focus on two complementary activities: reshaping customer value propositions and transforming their operations using digital technologies for greater customer interaction and collaboration

Source: *Berman, 2012*

Extend offerings for new revenue streams

Source: *Berman, 2012*

In industries where the product is mostly physical and customer requirements for information are not yet advanced, such as minerals and mining, companies may want to begin digital transformation with operations (Path 1). In others, such as financial services, where new revenue-based services can be offered online and through mobile devices, an initial focus on the customer value proposition will provide immediate benefits (Path 2). However, many companies, indeed entire industries, need to redefine customer value propositions and operating models simultaneously, or in near tandem (Path 3), to succeed in digital transformation.

Source: *Berman, 2012*

Companies must constantly explore the best new ways to capture revenue, structure enterprise activities and stake a position in new or existing industries.

Source: *Berman, 2012*

‘ Companies with a cohesive plan for integrating the digital and physical components of operations can successfully transform their business models. ’

Source: *Berman, 2012*

Create new digital capabilities.

Source: *Berman, 2012*

Integrate and optimize all digital and physical elements.

Source: *Berman, 2012*

Redefine core elements for a radically reshaped value proposition.

Source: *Berman, 2012*

Get insights from analytics.

Source: *Berman, 2012*

Enhance products and services for a better customer experience.

Source: *Berman, 2012*

value creation with frequency 22 is ranked top on the list. This means that most of the organizations adopted digital transformation for the value creation , followed by operational efficiency with frequency 21, which is considered the second most important factor for implementing digital transformation. Other DT benefits are increased in customer relationships , improved business models and gaining a comparative advantage.

Source: *Mahmood et al., 2019*

the organization needs a clear vision to meet digital transformation complexities.

Source: *Mahmood et al., 2019*

The continuous monitoring and support from top tiers make transformation projects more contented and attainable

Source: *Mahmood et al., 2019*

In the current literature review, an effective strategy is found to be the most critical challenge that organizations can face during the digital transformation process. Moreover, past research shows that in most cases, management is unaware of an effective strategy, and sometimes organizations don't have any strategy which covers transformation holistically

Source: *Mahmood et al., 2019*

High ranked issues and challenges require more attention by management and to invest all types of resources to comply with the new necessities of digital transformation.

Source: *Mahmood et al., 2019*

that the complexity of digital transformation projects is mostly due to the lack of effective strategy

Source: *Mahmood et al., 2019*

Industry is moving to adopt holistic business models, completely redesign products and services, and establish closer interaction-term partnerships with customers

a contemporary view of digital business strategy emphasizes that, to realize their impacts on performance, digital technologies may be better harnessed by building organizational capabilities

Source: *Setia et al., 2013*

Using a coordination perspective, we propose that information quality enables strategic and operational coordination required to build customer orientation capability and customer response capability, respectively.

Source: *Setia et al., 2013*

Besides, it is the "use of new digital technologies (social media, mobile, analytics or embedded devices) to enable major business improvements (such as enhancing customer experience, streamlining operations or creating new business models)"

Source: *Gebayew et al., 2018*

According to Table VIII, the result shows digital transformation mainly affected business models.

Source: *Gebayew et al., 2018*

changes in business model and strategy

Source: *Kashfi et al., 2019*

"There's no longer any real distinction between business strategy and the design of the user experience

Source: *Hartson & Pylla, 2019*

Ultimately, strategies that integrate the Internet and traditional competitive advantages and ways of competing should win in many industries.

Source: *Porter, 2001*

Second, a company's strategy must enable it to deliver a value proposition, or set of benefits, different from those that competitors offer

Source: *Porter, 2001*

t. Only by grounding strategy in sustained profitability will real economic value be generated

Source: *Porter, 2001*

Having a strategy is a matter of discipline. It requires a strong focus on profitability rather than just growth, an ability to define a unique value proposition, and a willingness to make tough trade-offs in choosing what not to do

Source: *Porter, 2001*

A business model was seen as a reflection of company's strategy (Casadesus-Masanell and Ricart, 2010) as it offers a comprehensive understanding of how a company does business (Tecee, 2010) and how value is created
Source: *Dhanda & Shrotryia, 2020*

"a business model that articulates the logic, the data and other evidence that support a value proposition for the customer, and a viable structure of revenues and costs for the enterprise delivering that value
Source: *Dhanda & Shrotryia, 2020*

. Business model serves as a key initiating element for corporate sustainability
Source: *Dhanda & Shrotryia, 2020*

ROI/ Financial implications

The end result pays off in lower costs and higher conversion rates to sales
Source: *Swieczak & Kukowski, 2016*

A greater proportion of the marketing budget should then be allocated to the tactics that deliver the highest quality and most effective leads from the point of view of the firm's interests.
Source: *Swieczak & Kukowski, 2016*

The return on investment (ROI) is a benefit or return obtained from marketing actions measured in relation to their costs. By testing the results of the lead generation process, it is possible to measure how the organisation invests its budget and time, which in turn allows the number of potential clients and sales to be increased.
Source: *Swieczak & Kukowski, 2016*

driven by return-on-investment (ROI) considerations
Source: *Swieczak & Kukowski, 2016*

Once the lead generation campaign has been developed for the test tactic, its results should be measured against the base tactic in order to find out which tactic provides the most leads and is more profitable.

Source: Swieczak & Kukowski, 2016

Secondary tactics are those that can be less effective and/or less profitable than primary tactics

Source: Swieczak & Kukowski, 2016

Primary tactics are most effective and profitable in generating leads for the organisation

Source: Swieczak & Kukowski, 2016

Using the most cost-efficient tactics in an organisation

Source: Swieczak & Kukowski, 2016

the aim should also be to harness the most cost-efficient tactics from the point of view of the firm's interests.

Source: Swieczak & Kukowski, 2016

overriding objective of the newly implemented lead generation tactic is to increase the number of active leads, thereby increasing sales and company revenue in the long-term.

Source: Swieczak & Kukowski, 2016

It is necessary to determine which of the lead generation tactics will be the most cost-effective for the set marketing goals

Source: Swieczak & Kukowski, 2016

the number of potential clients or actions undertaken, measured in relation to their acquisition costs, is a key measure of success through the efforts undertaken in the lead generation process

Source: Swieczak & Kukowski, 2016

The main objective of a company with an adopted lead generation strategy should be the generation of high quality, cost-efficient leads

Source: Swieczak & Kukowski, 2016

(click through rate) - an indicator of the click ability

of advertisements. Calculated as a percentage of clicks to ad impressions. Using CTR determine the effectiveness of an advertisement campaign. $CTR = (\text{clicks} \div \text{impressions}) * 100\%$ CPC (cost per click) - the cost that the advertiser pays for a click on an advertisement the subsequent transition to the site.

CPC helps us evaluate the effectiveness of an advertising campaign, as well as adjust bids. Several factors affect the CPC metric — the ad itself, its Quality Score (CTR), display region, time, competitors showing ads for the same key phrases. $CPC = \text{cost} \div \text{clicks}$ $CPC = (CPM \div 1000) \div CTR$ $CPC = \text{conversion ratio} * CPA$ Conversion ratio = number of conversions \div web visits CPA (cost per action) - the cost of the action on the advertiser's website. In

Source: Bondarenko et al.

starting advertising on the Internet, every specialist and entrepreneur needs to analyze the money spent in order to correctly manage the advertising budget. CTR

Source: Bondarenko et al., 2019

is necessary to analyze the main indicators of lead generation efficiency, return on investment, and conversion.

Source: Bondarenko et al., 2019

Lead generators help internet publishers by changing online traffic and list of electronic addresses to significant income

Source: Mosakhani et al.,

Lead generators, using the combination of a large amount data and complex behavioral classifications, define the ideals of consumers in the vast range of internet networks.

This achieved via optimization, relevant content, engaging creative and strategic placement. In this way, the data are always refined which results in maximization of ROI

Source: Mosakhani et al.,

The state of a firm's design capital both enables and constrains the design moves available to the firm at a given time.

Source: Woodrand et al., 2013

design capital is an economic factor of production.

Source: Woodrand et al., 2013

Technical debt refers to the expected cost or effort entailed in exercising the options embedded in a firm's design capital

Source: Woodrand et al., 2013

Thus, design capital can be viewed as the cumulative result of design moves enacted over time.

Source: Woodrand et al., 2013

Hence, design capital can be a source of competitive advantage—or disadvantage—similar to other firm-specific resources.

Source: Woodrand et al., 2013

Software engineering research proposes that technical debt is a natural by-product of the design process and can be modeled using observed design decisions taken by the system designers

Source: Woodrand et al., 2013

design capital encompasses internal systems and processes that enable business capabilities

Source: Woodrand et al., 2013

By lead nurturing a company is able to maximize their revenue by exploiting all possible leads.

Source: Koski, 2016

It supports companies in developing a more cost-efficient and streamlined marketing process.

Source: Koski, 2016

return on investment (ROI) or return on marketing (ROM)

Source: Zumstein et al., 2021

Less successful companies measured ROI significantly less and maintained fewer lists of prospective customers and sales leads

Source: Zumstein et al., 2021

Nearly half of the respondents recognised improved marketing efficiency and a higher return on investment (ROI) as a further advantage of pursuing marketing automation.

Source: Zumstein et al., 2021

Another benefit is also improved efficiency and increased return on investment (ROI).

Source: Zumstein et al., 2021

The simple arithmetic of loyalty economics makes it clear that in most Web businesses, customers must stay on board for at least two to three years just for a company to recoup its initial acquisition investment.

Source: Reichheld & Schefter, 2000

It has been found that the cost of acquiring a new user is five times that of retaining an existing customer (Reichheld and Schefter, 2000).

Source: *Zhou et al., 2010*

Cost reduction.

Source: *Gebayew et al., 2018*

Increase revenue from products and services

Source: *Gebayew et al., 2018*

. Improvements in customer experience should be based on the profit potential of different customer segments and service strategies and investment decisions should be made with the knowledge of this profit potential

Source: *Frow & Payne, 2007*

improve the experience of these customers, shifting them to being highly satisfied and thereby increasing their loyalty and profitability.

Source: *Frow & Payne, 2007*

Bad UI/UX design costs an enormous amount of money

Source: *Hartson & Pylla, 2019*

The most important determinant of a marketplace's profit potential is the intrinsic power of the buyers and sellers in the particular product are

Source: *Porter, 2001*

Many companies have started realizing that benefits of adopting sustainable strategies not only accrue to the society and environment but have multifold benefits at the organization level itself in the form of increased reputation, employer branding, increased competitiveness, reduced costs and risks of doing business



Source: *Dhanda & Shrotryia, 2020*



a positive relationship between sustainability and financial performance, thereby giving rise to the “business case for sustainability” (BCS)

Source: *Dhanda & Shrotryia, 2020*

Information/Content



useful information they can obtain

Source: *Swieczak & Kukowski, 2016*



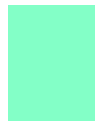
Message content over its style

Source: *Swieczak & Kukowski, 2016*



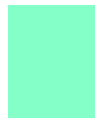
providing more purchasing information and control

Source: *Swieczak & Kukowski, 2016*



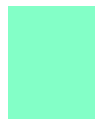
we can better the effectiveness of direct marketing and the customer experience when the content provided actually speaks to the recipient”

Source: *Koski, 2016*



Information in interfaces and action are coupled in six ways: time, location, direction, modality, dynamics and expression

Source: *Forlizzi & Battarbee, 2004*



This highlights the fact that the visual elements combined with the presented information will affect whether the visitors convert or not.

Source: *Lehtinen, 2020*

When trying to align visitor needs and business goals, copy must be written for the visitor and be persuasive at the same time

Source: *Lehtinen, 2020*

in order to convert the visitors must be pleased with the experience and information they receive on the website.

Source: *Lehtinen, 2020*

Inbound marketing and one of its most prominent sub-components content marketing, focuses on earning their customers by providing valuable content and seeing the buyers as part of the value creation process rather than subjects of marketer-ruled advertisements.

Source: *Lehtinen, 2020*

Modern, result-driven websites should be developed from a user point of view, with visual design and usability being complemented by content and conversions.

Source: *Lehtinen, 2020*

easily find the information they want

Source: *Lehtinen, 2020*

The main notion is to create copy from the visitor perspective, telling them what they will get, rather than presenting what it is the company behind the website does.

Source: *Lehtinen, 2020*

The content on the page is what ultimately convinces potential buyers to convert.

Source: *Lehtinen, 2020*

rich information provided through content marketing adds to a brand's identity as a leader and innovator

Source: *Lehtinen, 2020*

Continuity and context provide seamless experiences across all points of customer contact

Source: *Berman, 2012*

need to provide the latest, most accurate and most comprehensive information to users.

Source: *Zhou et al., 2010*

information quality and system quality significantly affect users' trust and flow experiences, which further determine their loyalty.

Source: *Zhou et al., 2010*

Information quality has been found to influence various outcomes, such as knowledge sharing behavior (Durcikova and Gray 2009), mobile device adoption (Kim and Han 2011), trust in the IT artifact (Vance et al. 2008), user loyalty (Zhou et al. 2010), and customer satisfaction (Kekre et al. 1995).

Source: *Setia et al., 2013*

More accurate, timely, complete, and well-formatted information helps reduce uncertainty, perform difficult activities, and manage greater interdependencies in intra-organizational activities.

Source: *Setia et al., 2013*

Information quality may also be perceived to be poorer in CSUs that are not able to present the results of user queries in a well-formatted and visually appealing manner (Underwood 1999)

Source: *Setia et al., 2013*

(1) completeness, which refers to the extent to which the digital technologies provide all information required by the employees to perform tasks in the customer service process; (2) accuracy, which refers to the extent to which the information provided by the digital technologies is correct; (3) format, which refers to the presentation of

information provided by the digital technologies; and (4) currency, which characterizes the extent to which the information provided by the digital technologies is the most recent and updated information

Source: *Setia et al., 2013*

. Information design becomes a critical piece of the experience, since digital systems must collect and display aggregate information well

Source: *Kuniavsky, 2010*

, it's better to construct a product/website page with interactive and informative content

Source: *Gupta & Numkar, 2020*

The important factors that should be kept in mind that were the quality and relevancy of the content, which must be worthy for the segmented customers, the media and the brand(13)

Source: *Gupta & Numkar, 2020*

Easily understandable, concise and rich content is the only way to trigger the purchasing behavior of a customer and influence their buying habits

Source: *Gupta & Numkar, 2020*

:The result shows that the emotions of a customer must be connected directly with valuable and transparent information in a targeted and differentiating way

Source: *Gupta & Numkar, 2020*

The objective is to persuade people and to convert them into buying customer with valuable and accurate content further change their perception of the brand

Source: *Gupta & Numkar, 2020*

. Content gives the audience necessary information about the product or the services which help them to decide to buy the product or not.

Source: Gupta & Numkar, 2020

As long as their emotions remain connected with the content, they will eventually buy the product and further they will also share their known one

Source: Gupta & Numkar, 2020

context plays an essential role in the stability of the evaluation of websites by user

Source: Luther et al., 2020

In online world, content is everything

Source: Grubor & Olja, 2018

. Information without engagement and entertainment is not enough for reaching delight

Source: Grubor & Olja, 2018

Efficient information assimilation by the user. The format should be familiar to the operator and should be related to the tasks required to be performed with the data

Source: Shneiderman et al., 2018 - CHAPTER 3

Innovative information visualizations with user interfaces to support dynamic control are a rapidly emerging theme

Source: Shneiderman et al., 2018 - CHAPTER 12

. The words and graphics in user interfaces can make important differences in people's perceptions, emotional reactions, and motivations.

Source: Shneiderman et al., 2018 - CHAPTER 12

The wording of messages is especially important in systems designed for novice users, but experts also benefit from improved messages

Source: *Shneiderman et al., 2018 - CHAPTER 12*

Style: Distinctiveness, integrity, comprehensiveness, and appropriateness

Source: *Shneiderman et al., 2018 - CHAPTER 12*

These studies clearly demonstrated the benefits of eliminating unnecessary information, grouping related information, and emphasizing information relevant to required task

Source: *Shneiderman et al., 2018 - CHAPTER 12*

Shared/ CO-creation value

d the construct of shared value as “a proactive and strategic approach to achieving business value by re-conceiving markets and products and conceptualizing and enhancing productivity and efficiency in value chains and cluster of activity, in order to solve broader socio-economic and environmental challenges

Source: *Dhanda & Shrotryia, 2020*


They provide a framework to improve the competitive positioning of organizations by creating strategies that embed sustainable ways of operating along with pursuing new market opportunities that contribute towards solving global problems

Source: *Dhanda & Shrotryia, 2020*

CHOICES


The Salience principle states that “people take in messages that are easier to process and remember”

Source: *Verhulsdonck & Shalamova, 2020*




The anchoring effect is the human tendency to rely on the initial piece of information (anchor) we encounter as a context for subsequent decisions (Fessenden, 2018). The anchor then persuades the user to see subsequent activities through the context of the anchor

Source: *Verhulsdonck & Shalamova, 2020*



The acronym stands for Contexts, Habits, Other people, Incentives offered, Congruence of private goals and public display, Emotions, and Salience of a design and illustrates seven broad behavioral design principles that influence human behavior

Source: *Verhulsdonck & Shalamova, 2020*



“people are influenced by what other people do, say, and think

Source: *Verhulsdonck & Shalamova, 2020*




The Emotion principle holds that “people are influenced by emotions and the physical state of their bodies

Source: *Verhulsdonck & Shalamova, 2020*




“people often act and judge without deliberation, following habits or mental shortcuts

Source: *Verhulsdonck & Shalamova, 2020*



The logic behind incentives as behavioral principle is that the human brain tends to seek rewards as opposed to reasoning when it comes down to spur-of-the moment decisions

Source: *Verhulsdonck & Shalamova, 2020*



The Congruence principle states that “People act to preserve a positive and consistent image

Source: *Verhulsdonck & Shalamova, 2020*