

***ROYAL DOCKS SCHOOL OF BUSINESS AND LAW***

MBA in International Business

**Μάρκετινγκ στην ψηφιακή εποχή και ΕΚΕ:**

Επικοινωνία ψηφιακού μάρκετινγκ και πρακτικές CSR: Μια κριτική αξιολόγηση της στρατηγικής μάρκετινγκ του Microsoft Xbox

**Mentor:**

Κ. Θεόδωρος Ταρνανίδης

**UEL NUMBER**

2020732

***Date***

2023/03/20

# Εισαγωγή

Digital marketing has revolutionized the way businesses promote their products and services, allowing companies to reach their target audience through various channels, offering personalized experiences and increasing brand awareness (Chaffey & Ellis-Chadwick, 2019). This report critically evaluates Microsoft's digital marketing communication for its key product, the Xbox gaming console, and examines the company's overall Corporate Social Responsibility (CSR) practices and financial ethics.

Microsoft Corporation, founded by Bill Gates and Paul Allen in 1975, is a multinational technology company headquartered in Redmond, Washington. It develops and supplies software, hardware, and consumer electronics, with diverse product lines including Windows operating systems, Office productivity software, and Azure cloud computing services (Microsoft, 2021). The main product under evaluation is the Xbox gaming console, a core offering in Microsoft's gaming and entertainment division. The Xbox, first introduced in 2001, is a series of video game consoles that have evolved over the years, becoming a prominent player in the gaming industry (Wolf, 2017).

This report will examine a specific digital ad or promotional campaign related to the Xbox and assess its effectiveness in promoting the product and influencing consumer behavior. Additionally, the report will delve into Microsoft's overall CSR practices, including its commitment to environmental sustainability, ethical labor practices, and community engagement (Carroll & Buchholtz, 2014). Furthermore, the report will critically evaluate Microsoft's financial ethics, exploring the company's approach to tax compliance, fair competition, and transparency in financial reporting (Crane & Matten, 2016).

By providing a comprehensive analysis of the selected digital marketing campaign and a critical evaluation of Microsoft's CSR practices and financial ethics, this report aims to offer valuable insights into the company's marketing strategies and its commitment to ethical business practices. Through this evaluation, we will gain a better understanding of the role digital marketing and CSR play in shaping the success and reputation of a multinational corporation such as Microsoft (Carroll & Buchholtz, 2014; Chaffey & Ellis-Chadwick, 2019).

# Τμηματοποιηση και Στόχευση:

An essential aspect of digital marketing communication is the segmentation and targeting strategy employed by a company. Effective segmentation and targeting enable a business to reach its desired audience, ensuring that marketing efforts and resources are directed towards potential customers with the highest probability of engagement and conversion (Hollensen, 2015). This section provides an in-depth critical evaluation of the chosen digital marketing communication for Microsoft's Xbox gaming console, focusing on the main segment and market it is designed for, the relevance of the product to the chosen target market, and the targeting strategy employed.

The Xbox gaming console, particularly the latest models, the Xbox Series X and Series S, caters to the global gaming community. Its target market can be broadly segmented into demographic, geographic, and psychographic dimensions (Kotler & Keller, 2016).

From a demographic perspective, the Xbox primarily targets consumers aged 15 to 45, as this age group tends to have a higher interest in video games (Entertainment Software Association, 2020). Additionally, the console appeals more to male consumers, although female gamers represent a growing proportion of the gaming community (Entertainment Software Association, 2020). The Xbox also targets consumers with disposable income, as the gaming console and its associated peripherals and games can be expensive for some consumers.

Geographically, the Xbox targets consumers worldwide, with a particular focus on North America, Europe, and Asia, as these regions account for a significant portion of the global gaming market (Newzoo, 2021). Microsoft has made efforts to localize content and tailor its marketing campaigns to cater to the unique preferences and cultural nuances of consumers in different regions (Microsoft, 2021).

Psychographically, the Xbox appeals to consumers who value immersive gaming experiences, state-of-the-art technology, and robust gaming ecosystems. The console also targets gamers who appreciate a wide variety of gaming genres, as well as consumers interested in additional entertainment options, such as streaming services and multimedia applications (Wolf, 2017).

Microsoft's digital marketing communication for the Xbox demonstrates a clear understanding of its target market. The company has leveraged various channels, such as social media, online advertising, and influencer marketing, to reach its target audience effectively (Chaffey & Ellis-Chadwick, 2019). The marketing campaigns often highlight the advanced technical capabilities of the console, showcase a diverse range of game titles, and emphasize the Xbox's compatibility with popular streaming services and multimedia applications (Microsoft, 2021).

To better understand the target market, it's crucial to analyze the consumer behavior of the gaming community. Gamers typically exhibit high levels of brand loyalty, with some gamers identifying strongly with a particular gaming console, such as the Xbox or its competitors (Sony's PlayStation and Nintendo's gaming consoles) (Kotler & Keller, 2016). Microsoft's marketing campaigns often leverage this loyalty by showcasing exclusive game titles or features available only on the Xbox platform, thereby differentiating the product from its competitors.

The product is highly relevant to the chosen target market, as the Xbox Series X and Series S offer cutting-edge gaming experiences, a vast library of games, and versatile entertainment options, which cater to the preferences and expectations of the target audience (Wolf, 2017). Microsoft's targeting strategy is mainly focused on differentiated marketing, where the company tailors its marketing efforts to appeal to different segments within the gaming community, such as casual gamers, hardcore gamers, and even non-gamers who seek entertainment options (Kotler & Keller, 2016).

The segmentation and targeting strategy for Microsoft's Xbox appears to be strong overall, with a clear understanding of the target market and a well-executed marketing campaign. However, there may still be room for improvement. For example, Microsoft could consider expanding its marketing efforts to better target female gamers, given the growing representation of women in the gaming community (Entertainment Software Association, 2020). Additionally, the company could explore opportunities to target emerging markets and capitalize on the rapid growth of the gaming industry in regions such as Latin America, the Middle East, and Africa (Newzoo, 2021).

Moreover, Microsoft could benefit from utilizing more personalized marketing techniques to reach specific segments within the target market. With the increasing amount of data available on consumer behavior and preferences, companies can employ sophisticated data analytics tools to create personalized marketing campaigns (Wedel & Kannan, 2016). By using advanced targeting techniques, Microsoft could further refine its marketing strategy and connect with potential customers on a deeper level, improving the overall effectiveness of its digital marketing communication.

Another area for potential improvement is the inclusion of social and environmental responsibility aspects in marketing campaigns. As consumers become more aware of the impact of their purchasing decisions on society and the environment, companies must demonstrate their commitment to sustainable practices and corporate social responsibility (CSR) (Gupta & Hodges, 2012). By incorporating CSR initiatives into its marketing campaigns, Microsoft could differentiate the Xbox from its competitors and appeal to the growing segment of consumers who prioritize ethical and sustainable consumption.

In conclusion, Microsoft's segmentation and targeting strategy for the Xbox gaming console is effective in reaching its desired audience and promoting the product's value proposition. By addressing potential areas for improvement, such as targeting underrepresented segments, expanding into emerging markets, utilizing personalized marketing techniques, and incorporating CSR initiatives into its marketing campaigns, Microsoft can further strengthen its position in the global gaming market and continue to build a loyal customer base for the Xbox brand.

## Segmentation and Targeting: Key Takeaways

In summary, Microsoft's targeting strategy for the Xbox Series X focuses on gaming enthusiasts and technology adopters, ensuring that they deliver a high-quality gaming experience. Expanding their targeting to include casual gamers and non-gaming users could provide new growth opportunities.

# Τοποθέτηση και Επωνυμία:

In this section, we will evaluate the positioning and branding strategy adopted by Microsoft for its Xbox gaming console, focusing on aspects such as product positioning, promotion strategy, and the brand perception. A successful positioning strategy enables a company to differentiate its product from competitors, create a unique brand identity, and establish a strong connection with the target audience (Kotler & Keller, 2016).

Microsoft positions the Xbox, specifically the Xbox Series X and Series S, as high-quality gaming consoles that provide an unparalleled gaming experience, featuring cutting-edge technology and a vast library of games. The advertising campaigns emphasize the advanced technical capabilities of the console, such as faster load times, higher resolution graphics, and improved performance (Microsoft, 2021). This positioning strategy aims to appeal to consumers who seek state-of-the-art gaming technology and place a high value on immersive gaming experiences.

In terms of promotion strategy, Microsoft employs a mix of push and pull marketing techniques to promote the Xbox brand. Push marketing involves promoting the product directly to consumers through channels like advertising, trade shows, and personal selling, while pull marketing focuses on creating demand by building brand awareness and encouraging consumers to seek out the product (Kotler & Keller, 2016). Microsoft uses both strategies to generate interest and drive sales for the Xbox

Examples of push marketing tactics employed by Microsoft include targeted online advertising, promotional offers, and partnerships with retailers to secure prime shelf space and in-store displays. On the other hand, pull marketing tactics include social media campaigns, influencer partnerships, and content marketing through platforms like YouTube and Twitch. By leveraging both push and pull strategies, Microsoft can effectively reach a broader audience and create a strong demand for the Xbox gaming console.

The Xbox brand has successfully established itself as a leading player in the gaming industry, with a loyal customer base and a reputation for innovation and high-quality gaming experiences. The brand's perception is shaped by various factors, such as product performance, customer service, and the quality of the gaming ecosystem (Kotler & Keller, 2016). Microsoft's commitment to delivering state-of-the-art technology, exclusive game titles, and a robust online gaming platform has contributed to a positive perception of the Xbox brand among consumers.

However, it is essential to note that brand perception can also be influenced by external factors, such as competition and industry trends. For instance, the rivalry between the Xbox and its main competitor, Sony's PlayStation, has led to a so-called "console war," where consumers often develop strong allegiances to one brand over the other. This competitive landscape can impact the perception of the Xbox brand, as consumers may be influenced by the opinions and experiences of others in the gaming community (Kotler & Keller, 2016).

Overall, Microsoft's positioning and branding strategy for the Xbox gaming console has been effective in establishing the product as a high-quality gaming experience, leveraging a mix of push and pull promotion tactics, and creating a positive brand perception. However, it is essential for the company to continue monitoring market trends, addressing consumer feedback, and adapting its marketing strategy to maintain a strong brand position in the highly competitive gaming industry.

Positioning and Branding: Insights and Recommendations

To summarize, Microsoft positions the Xbox Series X as a premium gaming console, emphasizing its cutting-edge performance and features. The company should continue to invest in innovative technology and exclusive content to strengthen its brand positioning and differentiate itself from competitors.

# **Επικοινωνιακή Στρατηγική**:

This section of the essay will evaluate the communication strategy employed by Microsoft for its Xbox gaming console, focusing on aspects such as the digital platform used, the key message communicated, the purpose of the communication, the type of appeal, and the effectiveness of the marketing communication.

## Digital Platform

Microsoft leverages a variety of digital platforms to promote the Xbox brand, including social media channels like Facebook, Twitter, Instagram, and YouTube, as well as streaming platforms such as Twitch. The company also utilizes its official website, email marketing, and online advertising campaigns to reach its target audience. By employing a multi-channel approach, Microsoft can effectively engage with consumers across different platforms and ensure a consistent and cohesive brand message (Kotler & Keller, 2016).

## Key Message and Purpose

The key message communicated in Microsoft's digital marketing campaigns for the Xbox console revolves around the product's superior gaming experience, made possible by cutting-edge technology, exclusive game titles, and a robust online gaming platform (Microsoft, 2021). The purpose of this communication is to inform potential customers about the unique features and benefits of the Xbox, create brand awareness, and ultimately drive sales.

The messaging also includes elements related to the company's corporate social responsibility (CSR) initiatives, such as sustainability efforts and support for gaming accessibility. Incorporating CSR elements in marketing communication helps to enhance the brand image and appeal to the growing segment of consumers who prioritize ethical and sustainable consumption (Gupta & Hodges, 2012).

## Type of Appeal

Microsoft's Xbox marketing communication utilizes a combination of functional, emotional, and moral appeals. Functional appeal focuses on the practical benefits of the product, such as performance, graphics, and gaming library. Emotional appeal taps into the feelings and aspirations of consumers, often highlighting the excitement, enjoyment, and sense of community that the Xbox gaming experience offers. Finally, moral appeal addresses the company's commitment to sustainability, accessibility, and other CSR initiatives (Kotler & Keller, 2016).

## Communication Methods

Microsoft employs a mix of linear and interactive communication methods for its Xbox marketing campaigns. Linear communication is characterized by one-way transmission of information from the sender (Microsoft) to the receiver (consumer), without direct feedback. Examples of linear communication methods used by Microsoft include online advertisements and promotional videos on platforms like YouTube and social media channels.

In contrast, interactive communication involves two-way dialogue and engagement between the sender and receiver. Examples of interactive communication methods employed by Microsoft include social media interactions, live streaming events on platforms like Twitch, and influencer collaborations. These interactive methods enable the company to receive feedback from the audience, address concerns, and foster a sense of community and engagement around the Xbox brand (Kotler & Keller, 2016).

## Effectiveness and Responsiveness

Microsoft's Xbox marketing communication has been largely effective in promoting the product, generating brand awareness, and driving sales. The use of various digital platforms, combined with a multi-faceted appeal and a mix of linear and interactive communication methods, has enabled the company to reach a broad audience and connect with consumers on multiple levels.

However, there is always room for improvement, and Microsoft could consider exploring new digital platforms, refining its messaging, and further personalizing its marketing communication to better resonate with different segments of the target audience (Wedel & Kannan, 2016). Additionally, the company should continuously monitor consumer feedback and market trends, adapting its communication strategy to address emerging needs and preferences.

## Emerging Digital Platforms and Trends

To enhance the effectiveness of its communication strategy, Microsoft should consider adopting emerging digital platforms and marketing trends. For example, the company could explore opportunities in augmented reality (AR) and virtual reality (VR) advertising, which can offer immersive and engaging promotional experiences for the audience (Grewal, Roggeveen, & Nordfält, 2017). This could provide a unique and memorable way to showcase the Xbox console's features and capabilities.

Moreover, Microsoft could leverage the growing popularity of messaging apps such as WhatsApp, Telegram, and Facebook Messenger for targeted marketing campaigns. These platforms allow for personalized communication and can help the company establish a more direct and intimate connection with potential customers (Lu, Rucker, & Galinsky, 2017). By adopting new digital platforms and trends, Microsoft can stay ahead of the curve and ensure that its marketing communication remains relevant and effective.

### Data-driven Marketing and Personalization

In today's data-rich environment, companies can leverage vast amounts of consumer data to inform their marketing strategies and tailor their communication to individual preferences and needs (Wedel & Kannan, 2016). Microsoft can benefit from adopting data-driven marketing techniques, such as customer segmentation and predictive analytics, to optimize its Xbox marketing campaigns and enhance the personalization of its communication.

For example, the company could use machine learning algorithms to analyze consumer behavior and preferences, allowing for better targeting and more relevant messaging. This could help Microsoft deliver more personalized and engaging content, resulting in higher conversion rates and improved customer satisfaction (Wedel & Kannan, 2016).

## Communication Strategy: Lessons and Future Direction

In summary, Microsoft's communication strategy for the Xbox gaming console has been effective in leveraging various digital platforms, conveying a compelling brand message, and engaging with consumers through a mix of linear and interactive methods. By exploring emerging digital platforms and trends, adopting data-driven marketing techniques, and continuously evaluating and refining its communication strategy, the company can maintain a strong brand presence and foster a loyal customer base for the Xbox brand.

# Ηθικά Ζητήματα:

## Sustainability and Environmental Impact

Microsoft has made significant strides in its commitment to environmental sustainability. The company has set ambitious goals, such as becoming carbon negative by 2030, achieving zero waste by 2030, and protecting more water than it consumes by 2030 (Microsoft, 2020). To reach these goals, Microsoft has implemented various initiatives, including investing in renewable energy, improving energy efficiency in its operations, and supporting carbon offset and removal projects.

However, there are still challenges to be addressed. For example, the production and disposal of electronic devices, such as Xbox consoles, contribute to electronic waste (e-waste) and environmental pollution (Baldé et al., 2017). To tackle this issue, Microsoft should focus on improving the recyclability and durability of its products, as well as facilitating the responsible disposal and recycling of electronic devices. Furthermore, the company should consider adopting circular economy principles, which prioritize resource efficiency and waste reduction throughout a product's lifecycle (Stahel, 2016).

## Ethical Labor Practices

Microsoft has established a comprehensive set of standards for its suppliers, known as the Microsoft Supplier Code of Conduct, which outlines expectations regarding labor practices, human rights, environmental responsibility, and business ethics (Microsoft, 2021). The company actively monitors and audits its suppliers to ensure compliance with these standards.

Nevertheless, the global electronics supply chain is complex, and there have been instances where suppliers have violated labor and human rights standards (Gupta & Hodges, 2012). Microsoft should strengthen its due diligence processes and enhance collaboration with suppliers to ensure that ethical labor practices are maintained throughout the supply chain. Additionally, the company could consider partnering with third-party organizations that specialize in supply chain audits and certifications, such as the Fair Labor Association or the Electronic Industry Citizenship Coalition, to further bolster its oversight capabilities (Locke, 2013).

## Privacy and Data Security

As a technology company, Microsoft is responsible for protecting the privacy and security of its customers' data. The company has implemented robust security measures and privacy controls to safeguard user information (Microsoft, 2021). Moreover, Microsoft is committed to complying with data protection regulations, such as the General Data Protection Regulation (GDPR) in the European Union.

However, privacy and data security remain ongoing concerns in the digital age, and Microsoft should continuously invest in improving its security infrastructure and developing innovative solutions to protect user data from emerging threats (Culnan & Williams, 2009). This includes enhancing encryption methods, adopting cutting-edge cybersecurity technologies, and cultivating a strong security culture within the organization. Microsoft should also engage in regular dialogue with regulators, industry peers, and other stakeholders to identify best practices and collaboratively address privacy and data security challenges.

## Inclusivity and Accessibility

Microsoft has made efforts to promote inclusivity and accessibility in its products and services, including the Xbox gaming platform. The company has developed accessible hardware, such as the Xbox Adaptive Controller, and incorporated accessibility features in its games and software (Microsoft, 2021). These initiatives aim to ensure that people with disabilities can fully participate in and enjoy the gaming experience.

While these efforts are commendable, there is always room for further improvement. Microsoft should continue to collaborate with disability advocacy groups, solicit feedback from users with disabilities, and invest in research and development to enhance the accessibility and inclusivity of its products. Additionally, Microsoft can extend its commitment to inclus ivity by fostering a diverse and inclusive work environment, which includes hiring and promoting employees from diverse backgrounds, providing resources for employee affinity groups, and offering training and development programs that address issues related to diversity, equity, and inclusion.

## Philanthropy and Community Engagement

Microsoft has a long history of corporate philanthropy and community engagement. The company's philanthropic initiatives include Microsoft Philanthropies, which focuses on empowering people and organizations through technology, and the Microsoft Employee Giving Program, which matches employee donations to charitable organizations (Porter & Kramer, 2002). Microsoft also partners with nonprofits, governments, and educational institutions to address societal challenges and promote digital skills, accessibility, and environmental sustainability.

To further enhance its impact, Microsoft could consider aligning its philanthropic efforts more closely with its core business and expertise. By leveraging its technological capabilities and resources, Microsoft can develop innovative solutions to pressing social and environmental problems, such as climate change, digital divide, and education inequality. Additionally, the company should consider expanding its support for grassroots organizations and local communities, particularly in areas where it has significant operations or where its products and services have a substantial impact.

## Digital Inclusion

In today's increasingly digital world, Microsoft has a responsibility to help bridge the digital divide and promote digital inclusion for all. The company has launched initiatives such as the Airband Initiative, which aims to provide affordable and reliable internet access to underserved communities (Microsoft, 2021). Moreover, Microsoft offers affordable devices, software, and training resources to help people from various socioeconomic backgrounds access technology and acquire digital skills.

However, there is still much work to be done in this area. Microsoft should continue to develop partnerships with governments, nonprofits, and local communities to extend the reach of digital inclusion initiatives. The company could also invest in developing new technologies and business models that lower the barriers to accessing and using digital services, particularly for low-income, rural, and marginalized populations.

## Supplier Diversity

Microsoft's Supplier Diversity Program aims to create a more inclusive supply chain by working with diverse suppliers, including minority-owned, women-owned, and veteran-owned businesses (Microsoft, 2021). By fostering a diverse supply chain, Microsoft can contribute to economic growth, create new opportunities for underrepresented groups, and promote social equity.

To build on these efforts, Microsoft should further expand its supplier diversity program and set ambitious targets for increasing the proportion of diverse suppliers in its supply chain. The company could also provide resources and support to help diverse suppliers grow their businesses and navigate the complexities of the global electronics industry. This might include offering training, mentorship, and networking opportunities, as well as facilitating access to capital and markets.

## AI Ethics and Responsible Innovation

As a technology leader, Microsoft is at the forefront of artificial intelligence (AI) research and development. AI has the potential to transform various aspects of society, from healthcare and education to transportation and agriculture. However, AI also raises ethical concerns, such as potential biases in algorithms, privacy issues, and the potential for misuse of AI technologies (Cath et al., 2018).

Microsoft has established a set of AI principles and an internal AI ethics committee to guide the responsible development and deployment of AI technologies (Microsoft, 2021). To ensure that AI innovations align with societal values and ethical norms, the company should continue to engage in interdisciplinary research and dialogue with stakeholders, including ethicists, policymakers, and civil society organizations. Microsoft should also consider partnering with academic institutions and other technology companies to develop industry-wide standards and best practices for AI ethics and responsible innovation.

## Moral Issues: Areas for Improvement and Next Steps

In summary, Microsoft has demonstrated a strong commitment to addressing moral issues, including sustainability, ethical labor practices, privacy and data security, inclusivity, and philanthropy. By continually evaluating and refining its CSR practices, Microsoft can contribute to a more sustainable and ethical business environment while also strengthening its brand reputation and fostering long-term customer loyalty.

However, there is always room for improvement in these areas, and the company should continue to innovate and collaborate with stakeholders to enhance its CSR initiatives and maximize its positive impact on society. Key recommendations include: focusing on circular economy principles to minimize e-waste, strengthening due diligence and collaboration in the supply chain, investing in cutting-edge cybersecurity technologies, enhancing accessibility and inclusivity in products and the workplace, and aligning philanthropic efforts with core business expertise.

# Συνολικά Συμπεράσματα

This essay has critically evaluated the digital marketing communication of Microsoft's Xbox Series X, examining various aspects of its marketing strategy, as well as the company's broader corporate social responsibility (CSR) practices. The key findings and recommendations for each section are summarized below:

1. Segmentation and Targeting: The Xbox Series X targets gaming enthusiasts and technology adopters, focusing on delivering a high-quality gaming experience. Microsoft could consider expanding its targeting strategy to include casual gamers and non-gaming users, who may be interested in the console's multimedia capabilities.
2. Positioning and Branding: Microsoft positions the Xbox Series X as a premium gaming console, emphasizing its cutting-edge performance and features. The company should continue to invest in innovative technology and exclusive content to strengthen its brand positioning and differentiate itself from competitors.
3. Communication Strategy: Microsoft leverages a variety of digital platforms, including social media, video streaming, and gaming communities, to communicate its key messages. The company should continue to explore new channels and partnerships to reach a broader audience and enhance its marketing efforts.
4. Moral Issues: Microsoft demonstrates a strong commitment to addressing moral issues, such as sustainability, ethical labor practices, privacy and data security, inclusivity, and philanthropy. The company should continue to innovate and collaborate with stakeholders to enhance its CSR initiatives and maximize its positive impact on society. Key recommendations include focusing on circular economy principles, strengthening supply chain due diligence, investing in cybersecurity, enhancing accessibility and inclusivity, and aligning philanthropic efforts with core business expertise.

In conclusion, Microsoft's marketing communication for the Xbox Series X effectively reaches its target audience and showcases the console's unique selling points. However, there is room for improvement in terms of expanding its targeting strategy, enhancing its communication efforts, and further refining its CSR practices. By addressing these areas, Microsoft can continue to strengthen its brand reputation, foster customer loyalty, and contribute to a more sustainable and ethical business environment.

# ΠΑΡΑΡΤΗΜΑ

# References

Angrosino, M., 2007. *Doing Ethnographic and Observational Research.* Los Angeles, Calif: Sage Publications.

Berners-Lee, T., Hendler, J. & Lassila, O., 2001. The Semantic Web. *Scientific American,* 284(5), pp. 34-43.

Bowen, G. A., 2009. Document Analysis as a Qualitative Research Method. *Qualitative Research Journal,* 9(2), pp. 27-40.

Braun, V. & Clarke, V., 2006. Using thematic analysis in psychology. *Qualitative Research in Psychology,* 3(2), pp. 77-101.

Brettel, M., Keller, F. N. & Rosenberg, M., 2014. How virtualization, decentralization and network building change the manufacturing landscape: An Industry 4.0 Perspective. *International Journal of Information and Communication Engineering,* 8(1).

Cater-Steel, A., Toleman, M. & Tan, W.-G., 2006. *Transforming IT service management- The ITIL impact.* Adelaide, Australia, 17th Australasian Conference on Information Systems, pp. 1-10.

Creswell, J. W. & Plano Clark, V. L., 2017. *Designing and conducting mixed methods research.* 3rd ed. Thousand Oaks, CA: SAGE Publications.

Denzin, N. K., 1978. *The Research Act: A Theoretical Introduction to Sociological Methods.* 2nd ed. New York: McGraw-Hill.

Kim, G. et al., 2016. *The DevOps Handbook: How to Create World-Class Agility, Reliability, and Security in Technology Organizations.* s.l.:IT Revolution Press.

Kitchenham, B. & Charters, S. M., 2007. *Guidelines for performing Systematic Literature Reviews in Software Engineering, Technical Report EBSE 2007-001,* s.l.: Keele University and the University of Durham.

Lankhorst, M., 2013. *Enterprise architecture at work: Modelling, communication and analysis.* 3rd ed. Berlin, Heidelberg: Springer.

Leffingwell, D., 2011. *Agile Software Requirements: Lean Requirements Practices for Teams, Programs, and the Enterprise (Agile Software Development Series).* 1st ed. Boston: Addison-Wesley.

McAfee, A. & Brynjolfsson, E., 2018. *Machine, Platform, Crowd: Harnessing Our Digital Future.* New York: W.W. Norton & Company.

Meijerink, J. G., Bondarouk, T. & Lepak, D. P., 2016. Employees as Active Consumers of HRM: Linking Employees’ HRM Competences with Their Perceptions of HRM Service Value. *Human Resource Management,* 55(2), pp. 219-240.

Palinkas, L. A. et al., 2015. Purposeful sampling for qualitative data collection and analysis in mixed method implementation research. *Administration and Policy in Mental Health and Mental Health Services Research,* 42(5), pp. 533-544.

Tapscott, D. & Tapscott, A., 2018. *Blockchain Revolution: How the Technology Behind Bitcoin and Other Cryptocurrencies Is Changing the World.* New York, NY: Penguin.

Turilli, M. & Floridi, L., 2009. The ethics of information transparency. *Ethics and Information Technology,* 11(2), pp. 105-112.