

DIGITAL TRANSFORMATION AND ITS IMPACT ON BRAND

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Abstract

With the arrival of the Internet, revolution took place not only in the lives of ordinary people, but also in the business environment. Business has moved from the physical world, where the seller and the buyer met into the online world, which has brought a simplification of purchasing process from both sides. This online shopping environment goes beyond countries borders and the European Union has set itself the task of creating the unity of the digital environment. With the creation of the digital environment also the companies that were here before must tackle with this fact. Their task is to raise awareness of their brand and get the benefits of the digital environment.

Key words:

Brand. Digital environment. Digital revolution. Digital single market. Digital transformation.

Introduction

Following the Lisbon strategy, the strategy Europe 2020 has established the digital Agenda for Europe as one of the seven main initiatives, while it is accepting the key role of the use of information and communication technologies (ICT), so that EU will success in its efforts in 2020. The Commission set a single digital market as a priority in its strategy for the digital single market. Single electronic market arises from the concept of a common market designed to remove trade barriers between the EU member countries in order to increase economic prosperity, contribute to closer unification of nations and countries of Europe and the aim is to remove the barriers of transactions that take place online. Framework of the internal market is defined as "an area without internal boarders in which the free movement of goods, persons, services and capital is guaranteed."

1 General framework

Europe 2020 is the European Union's ten-year strategy in the field of growth. It was launched in 2010 in order to create the conditions for smart, sustainable and inclusive growth. Five headline targets have been agreed for the EU to be achieved by the end of 2020. These targets are related to employment; research and development; climate/energy; education; social inclusion and poverty reduction.

The strategy contains **seven main initiatives** through which the authorities at European and national level mutually support their effort in order to achieve the objectives of „the strategy Europe 2020“in areas such as **innovations** (improvement of the framework conditions and access to the funding of research and innovations to ensure that innovative ideas would lead to the creation of products and services that will ensure the growth and jobs), **digital economy** (speeding up the introduction of high-speed internet and use of benefits of digital single market for households and companies), **employment** (strengthening of people's status by developing of their skills throughout their whole lives in order to harmonize the labour market offer with demand, including the labour mobility), **youth** (improvement of the results of

education systems and facilitate the entry of young people into the labour market), **industrial policy** (improvement of business environment, especially for the small and medium-sized businesses, support the development of sustainable industrial base and its competitiveness), **poverty** (to ensure social and territorial cohesion), **efficient use of resources** (supporting economic growth from the use of resources, efficient use of energy, modernization of transport sector and support of energy efficiency). The efforts of EU institutions and member states must be coordinated within the frame of individual initiatives so that they could complement each other.

The success of the Europe 2020 Strategy depends on a decisive and targeted effort at the level of EU and member states. EU takes key decisions to complete the single market in services, energy and digital products and in the field of investment in the necessary cross-border connections. At national level it is necessary to remove many obstacles concerning the competition and creation of jobs. However, only combined and coordinated effort will have the desired impact on employment and growth. For this reason the fulfilment of „the Europe 2020 Strategy“ objectives depends on new managements structures and procedures that are applied by EU from 2010. One of them is the European Semester – cycle of economic policy coordination which includes the policy guidance at EU level by the European Commission and Council, reform commitments of member states and specific recommendations addressed to individual countries that are prepared by the Commission and at the highest level they are approved by the leaders of the member states within the frame of European Council. Member countries are expected to follow the application of these recommendations concerning their policies and budgets.^{1,2,3}

The digital single market has a potential to improve an access to information, to bring efficiency gains in terms of reduced transaction costs, dematerialization and reducing of environmental footprint and to introduce improved business and administrative models. More e-commerce generates tangible benefits for consumers, such as rapidly evolving new products, lower prices, greater choice and better quality of goods and services, as a result of cross-border trade and easier comparison of offers. More e-government facilitates online compliance and access to jobs and business opportunities for both citizens and businesses.^{4,5,6}

¹ *Európa 2020*. [online]. [2016-18-10]. Available at: <http://ec.europa.eu/europe2020/europe-2020-in-a-nutshell/index_sk.html>.

² *Správa o protokole stratégie Európa 2020. Európska Komisia. Ročný prieskum rastu*. [online]. [2016-18-10]. Available at: <http://ec.europa.eu/europe2020/making-it-happen/annual-growth-surveys/index_sk.htm>.

³ *Aktualizácia Národnej stratégie regionálneho rozvoja Slovenskej republiky*. [online]. [2016-18-10]. Available at: <http://web.vucke.sk/files/dokumenty/pub/regionalny_rozvoj/phsr/2015/aktualizacia-narodnej-strategie-regionalneho-rozvoja-sr.pdf>.

⁴ *Streaming and Online Access to Content and Services, study prepared for Parliament's Committee on the Internal Market and Consumer Protection, 2014*. [online]. [2016-18-10]. Available at: <[http://www.europarl.europa.eu/RegData/etudes/etudes/join/2014/492435/IPOL-IMCO_ET\(2014\)492435_EN.pdf](http://www.europarl.europa.eu/RegData/etudes/etudes/join/2014/492435/IPOL-IMCO_ET(2014)492435_EN.pdf)>.

⁵ *Roadmap to Digital Single Market, briefing note prepared for Parliament's Committee on the Internal Market and Consumer Protection 2012*. [online]. [2016-18-10]. Available at: <<http://www.europarl.europa.eu/document/activities/cont/201209/20120914ATT51402/20120914ATT51402EN.pdf>>.

⁶ *European Single Point of Contact, study prepared for Parliament's Committee on the Internal Market and Consumer Protection, 2013*. [online]. [2016-18-10]. Available at:

Mapping of the costs resulting from nonexistence of mutual European procedure indicated that the digital single market could contribute to the GDP of the EU-28 with the amount of about 415 billion €. In specific policy areas, e.g. as a result of the adoption of cloud computing, 80% of organisations could reduce costs by 10% - 20%. Other benefits include enhanced mobile working (46%), productivity (41%) and standardisation (35%), as well as new business opportunities (33%) and new markets (32%). Vulnerable people (the elderly, those with reduced mobility, those isolated in rural areas, those with low purchasing power) can obtain particular benefits from the digital single market, and the EU will thus be better placed to meet the demographic challenges of today.^{7,8,9}

To create a digital single market, Europe must create favourable conditions for the development of digital networks and services. Using of networks and services also affects the amount of coverage and then use fast broadband, which represents only 22.5% of all lines. This situation requires a reform of the management of spectrum, leading to lower prices of mobile services and increase in productivity. Till the end of 2016 it is planned to introduce 16 key actions of the digital market, including the free movement of goods and services online. The aim is to achieve, among other things, that shopping online from another EU country would be smooth and easy as shopping in the country. There are still some problematic securing copyrights, consumer contract law and tax collection system for on-line services or amount of postage. So this is the reason why only 16 % of consumers buy product from another EU country, and only 7.5% of small and medium-sized enterprises offers their products abroad. If consumers can choose from a complete range of goods and services across the Union, they will be able to save up to € 11.7 billion annually.

The digital single market cannot work without the top network and telecommunications services. In December 2015, the European institutions agreed on a major reform of the system of personal data protection in the EU and from June 2017 the EU will remove roaming charges. The digital single market is also one of the strategic priorities of the Slovak Presidency in the EU Council, and during this period Slovakia will realize negotiations about the legislative proposals that will form the building blocks of this initiative. Using of digital technologies also requires good IT skills and enough experts in this field. "Already, nearly 90 % of all jobs require at least a basic level of digital skills. Interest in IT experts will grow more.¹⁰ The population of Slovakia has record significant progress in using of personal digital products and during the last decade it has been able to adapt and quickly learn and operate ICT. Up to 60% of the population adapts to new information and communication technologies easily, which is compared to 2005 the 15% increase. There is still a trend of difficulty of information technology and every sixth person in Slovakia has difficulties to get used to modern technology. (Picture 1)

<[http://www.europarl.europa.eu/RegData/etudes/etudes/join/2013/507453/IPOL-IMCO_ET\(2013\)507453_EN.pdf](http://www.europarl.europa.eu/RegData/etudes/etudes/join/2013/507453/IPOL-IMCO_ET(2013)507453_EN.pdf)>.

⁷ *Europe*. [online]. [2016-18-10]. Available at:

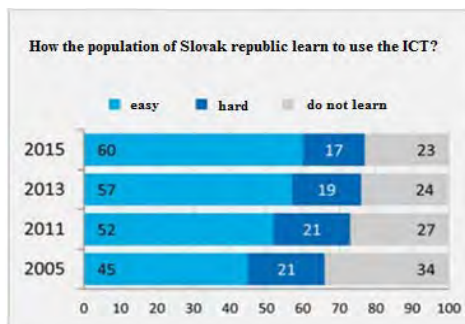
<[http://www.europarl.europa.eu/RegData/etudes/STUD/2015/536364/EPRS_STU\(2015\)536364_EN.pdf](http://www.europarl.europa.eu/RegData/etudes/STUD/2015/536364/EPRS_STU(2015)536364_EN.pdf)>.

⁸ *Commission communication on 'Unleashing the Potential of Cloud Computing in Europe' (COM(2012)0529)*.

⁹ *Commission communication on 'A coherent framework for building trust in the Digital Single Market for e-commerce and online services' (COM(2011)0942)*.

¹⁰ *Digital Single Market Road Show 2016*. [online]. [2016-18-10]. Available at:

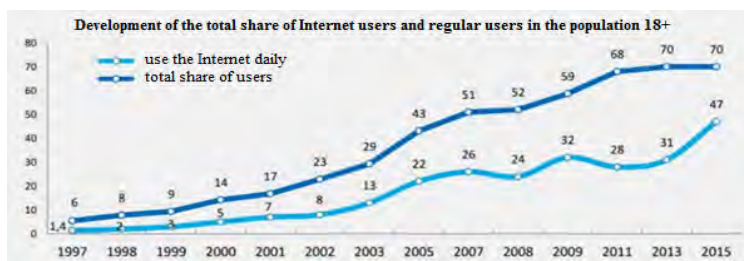
<<http://www.partnerskadohoda.gov.sk/digital-single-market-road-show-2016/>>.



Picture 1: How the population of Slovak republic learn to use the ICT?

Source: *IT ročenka. Informačné technológie a telekomunikácie v S. Digital Visions*. Trnava : Digital Visions, 2015, p. 163.

Slovakia has a good potential for using a single digital market and in comparison with other member countries it reaches relatively good digital literacy. Moreover several Slovak IT companies belong to the fastest growing in the region of central and Eastern Europe. On the other hand, Slovakia has the deficiencies in coverage of the territory by modern ICT networks (14% of households still do not have access to broadband) and in using of e-government (EU 33% - SR 20%). Compared to other EU countries in the development of the digital society Slovakia was placed at no.21 of the 28. As shown in the Picture 2, the market share of regular Internet users slightly grew in the 90s and in the early years of the new millennium. The main internet population was created by people who used the Internet infrequently, or only occasionally. But after 2005, the rate of intensive users grew dynamically. While in 2005, frequent users amounted a fifth of the population over 18 years, in the years 2009-2011 increased their share to nearly one-third in 2015 and now it is almost half.^{11,12}



Picture 2: Development of the total share of Internet users and regular users in the population 18+

Source: *IT ročenka. Informačné technológie a telekomunikácie v S. Digital Visions*. Trnava : Digital Visions, 2015, p. 160.

¹¹ *Jednotný digitálny trh posilní našu pozíciu vo svete*. [online]. [2016-18-10]. Available at: <<http://www.ivanstefanec.sk/jednotny-digitalny-trh-posilni-nasu-poziciu-vo-svete/>>.

¹² *Jednotný digitálny trh – hrozba alebo šanca pre slovenských podnikateľov?*. [online]. [2016-18-10]. Available at: <<http://www.europedirectkosice.eu/?jednotny-digitalny-trh-%E2%80%93-hrozba-alebo-sanca-pre-slovenskych-podnikatelov?>>.

2 Identification of changes in business

Transformation of digital business represents an organizational change induced and associated with the use of digital technologies and business models in order to improve performance. Transformation is essentially about change and organizational change is the basis of the digital transformation of the company. Organizational changes related to people, processes, strategies, structure and dynamics of competition are a place where is a lot of challenges and opportunities. Most of this value would be unlocked through trade changes leading to accelerating innovation, greater productivity, and greater process efficiency and enhanced customer experience. Organizational change requires clear recognition of the need to transform, understanding of what needs to change, and a plan to make the requested changes.¹³

A business transformation is digital when it is built on a foundation of digital technology. This focus on digital technology is different from other potential transformation drivers such as political, social, cultural, or economic shifts. The technologies and business models that underpin digital transformation are not fixed. They vary over time and also, to some extent, by industry sector and geography. Currently, the following technologies are most significantly associated with digital business transformation:

- Analytics tools and applications, including 'big data',
- Mobile tools and applications,
- Platforms upon which to build shareable digital capabilities, like cloud solutions and app marketplaces,
- Social media tools and applications,
- The Internet of Things, including connected devices and 'smart' networks.

Together these digital technologies, often cumulatively referred to as the Internet of Everything (IoE), which has a profound effect on how organizations and industries are transforming, often as a result of new technology-enabled business models. The combination of organizational changes and digital technologies, in turn, has the potential to improve performance in multiple areas. Indeed, it is a mistake to restrict the assessment of performance to a single metric. Broadly speaking, performance improvements can be achieved in the following areas: increased revenues, improved efficiency and reduced costs, faster and more successful innovation, more effective knowledge collection, sharing and use, enhanced customer engagement and customer service, and finally sustained protection against digital disruption. These performance improvements are quantifiable because they can be measured and reported. The quantifiable nature of many digital technologies, such as connected devices, big data, and social media is a key enabler of digital business transformation.¹⁴

¹³ *Digital Life in 2025*. [online]. [2016-18-10]. Available at: <<http://www.pewinternet.org/2014/03/11/digital-life-in-2025/>>.

¹⁴ *Digital innovation strategy: A framework for diagnosing and improving digital product and service innovation*. [online]. [2016-18-10]. Available at: <<http://www.sciencedirect.com/science/article/pii/S0007681314001256>>.

Digital business transformation is not a state of being, it is a journey and this journey is guided by three questions: (Picture 3)



Picture 3: Digital business transformation

Source: *Digital business transformation framework*. [online]. [2016-18-10]. Available at: <<http://www.imd.org/uupload/IMD.WebSite/DBT/Digital%20Business%20Transformation%20Framework.pdf>>.

The *why transform* question is the starting point of all digital business transformations. As transformation is challenging, organizations need to be clear on the justification for change. Indeed, some industries face more imminent threats than others. Once the motivation for transformation has been clarified (the answer to the *why transform* question), the next stage of the journey begins – *what to transform*? Digital business transformation can take many forms and smart transformation requires prioritization. The digitization defines 7 distinct categories, any of which could be transformed digitally. The categories are: **the business model** (how a company makes money), **the structure** (how a company is organized), **the people** (who works for a company), **the processes** (how a company does things), **the IT capability** (how information is managed), **the offerings** (what products and services a company offers), **and the engagement model** (how a company engages with its customers and other stakeholders). These categories make up the most important elements of an organizational value chain as it relates to digital transformation.

How to transform? Tools like the digitization help to answer what to transform question. It is important to have a clear idea of where transformation is required, and in what order it should be tackled. However, knowing what to do and how to do it are two very different challenges. Thus, we come to the third question: how to transform? Of the three questions in the digital business transformation journey, this question is the hardest to answer. Indeed, many of the transformation failures mentioned above can be put down to flawed execution.¹⁵

3 Case studies

In 2012, the company **Nike** launched a wearable technology device called The Fuel Band. The band should overcome gap between the digital world, which is getting more and more into the consciousness before the physical sale of goods. It was not enough online selling products, it was necessary to create a product that would attract even the most demanding customers. The FuelBand is a band which is

¹⁵ *Digital business transformation framework*. [online]. [2016-18-10]. Available at: <<http://www.imd.org/uupload/IMD.WebSite/DBT/Digital%20Business%20Transformation%20Framework.pdf>>.

intended to record the user's fitness activities, so as the number of steps that passed, and the number of calories they burned while exercise. This product has not finished Nike's accession process to a digital process and as other companies began to develop applications that are related to sports and fitness. Fuelband connected sneaker and mobile applications are not simply separate products and services connected by a brand name. Instead, these products interact, providing users with information and advice about their sports performance and fitness regime. Nike is the only brand in contrast to the other trying to build an ecosystem of users using data that Nike brings. Nike is bringing to users of their products more experience, which encourages them to start a new interaction.

Nike was not the only company which was trying to make a place in the online world and undergo the process of transition to a business based on the platform. **Under Armour**, the rival of Nike has been moving quickly to build new own ecosystem. In November 2013, they purchased established market app MapMyFitness that followed sports performance user. Later, in 2015, he bought the already established app as MyFitnessPal, which focuses on the counting of calories and nutritional value of food and familiar applications Endomondo mainly used in Europe. The total purchase for all three applications was \$ 710 million. Under Armour has realized the power of this transformation and the potential of the platform and the data that is stored in it. Together represent 130 million users. Not only companies selling sports equipment have tried to transform their business into platforms, as well as food industry. **McCormick Foods**, which has a nearly 130-year tradition in selling herbs and spices was inspired by Nike to get into the system of platforms. Jerry Wolfe CIO, hired Barry Wacksmana who create design platforms for Nike.

Wolfe and Wacksman together hit on an idea of food-based platform containing recipes for various dishes. To make their campaign more interesting, in food laboratories they defined the types of flavors, which will be fully searchable between recipes. Recipes are recommended according to customer preferences, which can be read out information from their profile. Members McCormick platforms have the ability to alter individual recipes by yourself and save them to your profile and thus influence others, to identify new trends in cooking and obtain information about future product usage McCormick Food.¹⁶ With these examples, we want to demonstrate changes in product and brand awareness due to changing technologies. The actual change is not only related to products but the subject change can be business model, the company structure or sequence of processes. The introduction of platforms and the subsequent transformation of enterprises are expensive, which discourages a number of companies, but well set transformation can bring more than take. The companies should note that a better information system set up between employees, or CRM are beginning the transformation of the company, while for larger companies did not so high cost.

¹⁶ PARKER, G. G., VAN ALSTYNE, M. W., CHOUNDARY, S. P.: *Platform revolution*. New York : W.W Norton & Company. Inc., 2016, p. 75-76.

4 The impact of the Digital Revolution on Consumer Behaviour

The four segments of the digital consumer according to the study of Connected Life 2014:

- Leader is a young man who largely works and uses a variety of digital devices. It is assumed that an average time which spent by using them is 6.2 hours.
- Functional is little bit slower and cautious in adopting a new technology. The using of modern technologies is often forced by the influence of the society. However, the interaction with the internet is marked by a certain amount of distrust.
- Observer is a consumer who is curious and excited from the new technologies. They know about new innovation and have no problem with innovation.
- Connector is the opposite of the previous type. However, their driving force is just social media which make the interaction with the online world. They spend five hours on digital devices daily.¹⁷

If organizations want to keep up and benefit from the digital revolution, they need to understand its impact on consumer behaviour. Social trends driven by the digital revolution are changing and will continue to change behaviour and consumer demands. These changes can be difficult to understand, but if the company can and will change their behaviour to the customers it should be successful in competition with other operators. For better customer service transformation under the new environment and the digital revolution, there are seven key ways in which the customer's behaviour is changing:

- **Customers do not compare businesses only with their competitors** - customers compare the performance of their insurance companies, supermarkets, travel agencies etc. If a company exceeds the customer's expectations benchmark about "what looks good", customer will expect the same thing from other services.
- **Customers are less tolerant** - customers complain more and it is difficult to satisfy them as evidenced by the increasing level of complaints and declining customer satisfaction.
- **Dialogues between customers increase** - social networks and discussion forums have a great potential to build or destroy the brand. Customers are guided by ideas and opinions of their friends or followers who have already had or evaluated the product or brand. This will either reinforce the reputation of the company, or vice versa destroyed.
- **Customers are less loyal** - customers would no longer accept overpriced or bad customer service levels, on the contrary they are open to change provider. They want to get some value for their money, not just cheap goods and services, thus demanding quality and are willing to pay for it.
- **Customers do not accept branding and marketing from organizations** – there is a widespread distrust in the normal reporting channels, plus strong legislation against direct marketing and increasing technical ability to sort out the promotional messages. Opinions and business relationships are created elsewhere.

¹⁷ KLINČEKOVÁ, S., ŠALGOVIČOVÁ, J.: Typology, trends and buying behavior of digital consumer. In *Marketing Identity 2015: Digital Life. Conference Proceedings*. Trnava : FMK UCM in Trnava, 2015, p. 108-115.

- **Customers are more informed** - digital technology provides customers with more knowledge about the product. Company has a monopoly on knowledge of the product: information and views on which decisions are based.

All customers are becoming users of several communication channels - customers, not companies, must decide what communication method is used the most. If the channel is suitable to enterprises designed for this type of interaction, then it will be a success, otherwise it fails.¹⁸

Conclusion

Digital business transformation is about a change. The organization intending to meet the challenges of the digital transformation of the company must focus on three main questions - why do we turn, what we need to transform and how we should transform. The answers to these questions are not easy. Many businesses underestimate the danger of digital distortion, and therefore they must be sufficiently prepared for negative consequences that have affected many businesses in technology, media, entertainment, retail and others. Understanding necessity of transformation leads to the question which part of the value chain has to be transformed. Whether it's business model, structure, people, processes, IT possibilities, offering or model image. The chances of successful transformation are increasing if the organization deals with more than one element at the same time. The combination reaction is suitable because of the threat of digital distortion which frequently comes in various forms. Understanding the need to transform and change is, is important, but the key to success is proper implementation. On the issue of how to transform, most organizations fail. Achieve digital business transformation is not easy, but for many businesses, it is a prerequisite for competitiveness.

Mobile devices are dramatically changing everything: mobile phones aren't just a more convenient way to access the internet; they're changing people's fundamental connected behaviour, whether it's shifting our social media habits to a more one-to-one, private conversation context, to accessing M-commerce whilst we're at physical world stores, to paying for things directly in those physical stores and on public transport using mobile wallet. So, if you're still wondering about how to optimise your website for mobile, you're being left far behind; success tomorrow won't just be about a mobile web presence, but about optimising your entire organisation for a mobile-centric world.

Connectivity is becoming the norm: more than half of the world's adult population now uses the internet, and well over one-third of the adult population uses social media at least once a month. Studies of the Key economies shows, that nearly three-quarters of internet users access the net every single day, and this is still increasing at an impressive rate. People now expect everything to be connected, from their real-time public transport schedule, to the voting system, to real-time stock availability in physical world stores. The internet is no longer just an information portal; it's the

¹⁸ *How the digital revolution is changing consumer behaviour.* [online]. [2016-18-10]. Available at: <<http://www.paconsulting.com/our-thinking/how-the-digital-revolution-is-changing-consumer-behaviour/>>.

'electricity' of modern society and commerce connecting us to the people and things we care about most. As a result, businesses and brands need to explore how connectivity can improve every element of their business, not just their advertising.

For most people, social is (once again) about conversations: for a few years – namely 2007 to 2014 – social media was largely about sharing our lives publicly with the world. That behaviour still exists, but we're becoming more selective about what we share, and whom we share it with. For everyone except marketers, social media is quickly returning to what 'social' has always been for human beings: connecting on a personal basis with the people we care about most. Many of those people will be people that work for organisations we care about too though, so social's role in marketing definitely isn't going away. Indeed, social's role can now evolve into more value-added experiences, providing the one-to-one meaning that social has always promised, but that marketers have shunned in favour of more flashy, advertising-led 'public social' activities. For organisations and brands to succeed in this more personal environment, marketers will need to get better at listening to people and understanding what they want, and not simply using social media as a way to say what we want to say in new ways.^{19,20}

Acknowledgement: VEGA 1/0515/15 Endogenous factors of the IPR intensive industries in the regional enterprise environment in Slovak Republic.

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¹⁹ *Special reports. Digital in 2016.* [online]. [2016-18-10]. Available at:

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