

Letter from the Managing Editor

Josep Maria Altarriba

Managing Editor

hdbresearch@pmp.es

This new issue of *Harvard Deusto Business Research* brings together research and studies on the use of the game theory to analyze customers' decisions after receiving online relational marketing campaigns by email, on the management of services as a means of assimilation of ICTs in organizations, about the similarities between the leadership styles of some modern leaders and lessons of Machiavelli, and on growth strategies for companies providing legal services.

In the article that opens this issue, professors Javier A. Sánchez Torres, Julián A. Rivera González and Lambert de Maestrich Jorba, using the game theory, analyze customers' decisions after receiving digital relational marketing campaigns by email for two types of products: clothing and electronic-music-video products. Through the analysis of the promotional and relational emails, the goal is to discern which of the two types is more effective to achieve short-term marketing objectives in business.

In the following article, professors Roberto Osorno Hinojosa, Lucinio González Sabaté and Antoni Olivé i Tomàs consider information and communications technologies as essential in the development and competitiveness of small and medium-sized enterprises. The aim of this work is to understand the way in which an organization learns to use ICTs in an environment influenced by service management, and to propose an intervention model that reduces barriers to learning.

The purpose of the third article, by Maite Ibarretxe, is to explore the similarities that can be found between the Renaissance era and the present day. At both times, the ways of doing things from the previous era were no longer valid in order to face the new challenges that the world had to offer. The study of some modern leaders, such as Barack Obama and Steve Jobs, shows important similarities between their leadership styles and the lessons of Machiavelli.

Finally, professors Niels Ketelhöhn and Octavio Martínez Argüello focus on growth strategies for companies providing legal services, since in this type of business, growth can cause problems such as loss of focus on the strategy, structural alignment and staffing imbalances. Their article proposes a process through which a law firm can plan for its future, defining a strategy of differentiation and selecting avenues of growth.

Once again, I would like to thank the authors for their effort and the inestimable collaboration and professionalism on the part of both the members of the editorial committee and the referees, as well as the warm reception by the readers of *Harvard Deusto Business Research*. Thank you very much to everyone.