

Letter from the Managing Editor

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This issue of *Harvard Deusto Business Research* includes studies and research on data protection by design, effective techniques for presentation e-merchandising and the use of the “Clients Assisted” variable as opposed to the “Sales” variable for the analysis of the Product Life Cycle.

In the first article, Santiago Martín-Romo Romero and Carmen De-Pablos-Heredero propose that the technical and organizational measures that should be included in the processing of the data of natural persons, according to the approach of data protection by design, are determined as soon as the processes in which these data will be treated are defined, integrating their protection in the definition of the processes. These activities, carried out using the firm’s different profiles, make it necessary to develop proper organizational integration amongst the participants, the activities performed by the different agents, the results exchanged and the common products used.

The work by Professors Juan Aída Galiano, Vicente Rodríguez and Manuela Saco analyzes whether the “Clients Assisted” variable is more useful than the “Sales” variable in calculating the stages of the Product Life Cycle (PLC) using the Bass model, proposing a new way to manage marketing and sales departments in companies. In their article, they apply the Bass model to define the stages of the PLC and non-linear regression models to estimate the PLC. The results show that more consistent estimations of the stages of the PLC are obtained through the “Clients Assisted” variable, which has theoretical and practical implications that can help with business management.

In her article, Professor Nuria Puente Domínguez wonders whether the behavior of online shoppers can be influenced through the internal layout of an online store. Many researchers have analyzed the influence of the physical point of sale on the consumer’s emotional states and their buying behavior. However, although online stores are the greatest exponent of self-service, there is hardly any research on e-merchandising. Therefore, she conducts an exploratory study in order to better understand the context of the research when considering the analysis variables that are of interest within the study area, which will allow e-commerce companies to know which e-merchandising techniques must be implemented for efficient business management.

Finally, I would like to express our sincere thanks to the authors for their effort, to the members of the editorial committee and the referees for their inestimable collaboration and professionalism and to the readers of *Harvard Deusto Business Research* for their warm reception. Thank you very much to everyone. ☺