

Letter from the Managing Editor

Josep Maria Altarriba

Managing Editor

hdbresearch@pmp.es

In the article at the start of this issue of *Harvard Deusto Business Research*, Professor Ángel Amado Calvo employs a multidisciplinary and transnational historical focus to investigate the impact of technology change on the structure of the telephone sector, the product of advances made in microelectronics and information technology. This issue has been studied in Spain, basically by specialists in regulation, on the one hand, and by technologists, on the other. A more cross-cutting analysis is necessary, and one that takes into consideration the different elements involved. Bridging this gap is precisely the aim of this article, based on unpublished primary sources, and on documentation of different origins.

Next, the work by Professors Yolanda Sierra-Murillo, Jorge Pelegrín-Borondo, Cristina Olarte-Pascual and Natalia Medrano Sáez aims to identify the reasons that lead consumers to shop in either physical stores in the urban center of the city or in shopping centers, as well as to provide new evidence as to the role that physical stores play in the omnichannel environment. The empirical study conducted in Logroño reveals that the utilitarian and hedonistic motivations intermingled with one another and differ according to age. This article provides the fundamental conclusion that stores in shopping centers and the urban center can coexist by each of them developing their own strong points.

In the third article, Professors Joan Francesc Fondevila Gascón, Joaquín Marqués-Pascual, Mònica Muñoz González and Marc Polo López analyze the influence of robotics on tourism. This is an innovative phenomenon, but one that will foreseeably be present in most tourism and communications activities. A quantitative and qualitative methodology is applied to analyze the phenomenon and observe the improvements and drawbacks that it may pose, as well as the repercussion on the tourism work environment. The authors conclude that the inclusion of robotics in tourism is still in the developmental stages, but it implies personnel cost savings and more personalized and interactive attention for the end user.

The aim of the article by Professors Carlos Raúl Arredondo and José A. Alfaro-Tanco is to identify the factors that influence the implementation of the SCM strategy in Latin American countries. More specifically, the authors focus on the study of the level of participation of the SCM strategy in the design of the business strategy through the analysis of the organizational culture, incentive programs for managers, internal alignment and segmentation. These aspects are evaluated in an analysis on the business level in an effort to understand how the internal organization helps foster the correct implementation of SCM.

The article by Professors Montserrat Gil Martín and Francis Blasco López delves deeper into the knowledge of moviegoers, in an attempt to define the motivational

factors that determine their choice of one movie over another. The analysis of these factors has made it possible to determine which have a greater or lesser effect on the consumer's decision-making process. Likewise, the methodology applied has permitted the authors to establish in a discriminating and predictive manner the different typologies of moviegoers in Spain, clearly revealing two groups, which they refer to as "actors" and "directors".

To close this issue, the article by Professor Maite Ibarretxe is intended to provide a better focus on how organizations and individuals can create shared value through strategic orchestration or collaborative innovation, to help generate a change in the system. Improved orchestration with a focus on shared value is intended to be a strategy that permits organizations to provide new value propositions to the market which cannot be delivered in an isolated manner, while at the same time satisfying a social need.

Finally, I do not wish to conclude the presentation of this new issue of *Harvard Deusto Business Research* without expressing our most sincere appreciation to the authors for their effort, to the editorial committee and the reviewers for their inestimable collaboration and professionalism and to the readers for their warm reception. Thank you very much to everyone.