The Acceptance of the Digital Books’ Market in Spain by Consumers and Companies

Dissertation in Marketing, 15 ECTS
Wednesday 1st June 2011

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ACKNOWLEDGEMENTS

We would like to express our gratitude towards all the people who have contributed to this study.

We sincerely want to thank the University of Halmstad, Sweden, for giving us the possibility of writing a Bachelor thesis, and for the services offered, such as the possibility of having access to the books and electronic books of the library.

Particularly, we say a huge thank to those publishers and consumers that have participated in our qualitative research. Without their knowledge and time spent on working with us, the research would have had no value.

We also desire to thank our supervisor Jean-Charles Languilaire, for his advices and his effort in helping us to find the way to success in this work. We were free to ask him for help or constructive advices, even without supervision. Thank you.

Finally, we want to express our gratitude to those colleagues who have given us constructive criticisms, which have enabled us to improve our paper.

Amaia García Barberena
Leyre Díaz Pinillos
SUMMARY OF THE THESIS:

**Title:** The Situation of Digital Books’ Market in Spain. *The acceptance by consumers and companies*

**Authors:** Amaia García Barberena and Leyre Díaz Pinillos

**Supervisor:** Jean-Charles Languilaire.

**Level:** Bachelor Thesis in Business Administration, Marketing

**Key words:** digital books, electronic books, digitalization, Spain, consumers´ behavior, innovation, adaptation, publishers…

**Purpose:** The purpose is to explore what the current situation of the electronic books’ market in Spain is, concerning the changes in consumer behavior and companies’ adaptation.

**Method:** Our research method is an explorative and descriptive one. Thus, we collected data from secondary resources such as books, studies, articles, journals and so on. We use also primary data in order to answer our purpose. We do two different questionnaires; one focused on consumers and the other one focused on publishers of different companies.

**Theoretical framework:** First, we define the consumer behaviour in a general context and then related to innovations and digital environment. Then, we explain the companies’ behaviour and adaptation to changes, and we finish with and interaction between both parties.

**Conclusion:** We highlight and summarize the findings of our study, giving a clear image of the current situation of the digital books’ market in Spain. We also give our point of view towards this topic, and suggestions for further researches.
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1. - INTRODUCTION

In this chapter, we explain the background of the digital revolution and then we describe the digital books and its emergence in the global market. After, we present the research problem based on the Spanish market and the purpose of this thesis, followed by the research questions and the audience.

1.1 DIGITAL REVOLUTION

The later decades of the 20th century have brought the development of the computer and the internet, what is known as the digital age (Samuels, 2010). Indeed, in three decades, technologies have evolved in such a fast way that, for the 1990’s, the technologies of 1960 have been digitalized and are considered “old” electronic media. Internet and the World Wide Web, developed by Tim Bernes-Lee, became widely available for the 1990’s, and provide a common space to share information without constraints and barriers. In less than 10 years it has expanded making people to react rapidly to the development of the new information and communication technologies. (Jurich, 2000)

We can observe this progress in the table 1.1:

<table>
<thead>
<tr>
<th>Table 1.1</th>
<th>Development of the Digital Age (Dresang, 2008.p.286)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1960s</td>
<td>Television becomes widely available; the global village begins</td>
</tr>
<tr>
<td>1970s</td>
<td>Internet precursor comes into use</td>
</tr>
<tr>
<td>1980s</td>
<td>Personal computers and digital media become widely available; video games bring digital media to youth</td>
</tr>
<tr>
<td>1990s</td>
<td>Internet becomes widely available; &quot;older&quot; electronic media such as television become digitized; technologies converge</td>
</tr>
</tbody>
</table>

“Digital is a term that is often used when referring to electronic media in the 1990s. In a broad sense, digital refers to media which provides a high level of choice and interactivity for users”(Dresang, 2008, pp. 285-286).

In fact, the digital revolution is characterized by a mass acceptance of the increasing range of digital media that are available for the consumer in the marketplace (Barnatt, 2001). As Touré (2011), president of the International Union of Telecommunications, has affirmed recently, there are more than 2000 million of people using internet in the world. People can have an easy
access to the products and services they want, in a reliable and low-cost way (Barnatt, 2001). As Hamill and Lasen (2005) affirm, the revolution of digital technologies can be explained due to three main aspects: Firstly, digital technologies reduce the information to a common currency of zeros and ones. Secondly, they make it easy to store large quantities of data for a low price. Finally, they make it easy to transmit and reproduce the information without losing any data or quality.

All these aspects characterizing the revolution show the changes that are happening within the population. As Thompson (2007), Director-General of the BBC affirms: “Media is transforming. Audiences are transforming. And so we find ourselves standing at a fork in the road”. Rice and McKernan (2001) explain that thanks to the digital and technological advances, the content is able to be anywhere and for anyone, in an interactive way, creating an impact and a transformation in the consumer’s experience and behaviour. According to Aldana (2003), Internet is the best communication channel that adapts to the changes and challenges of the new consumer, who wants information and answers to questions. Internet can create personal products that are available immediately, segmented messages in a permanently open channel, and a more flexible structure for the market that creates a more attractive offer. However, different questions arise concerning these transformations, such as, the readiness of the consumers, their wants, their willingness to pay or their control over technologies. In marketing it is interesting to look to the consumers and to the way they choose or prefer a new digital device, in order to understand the changes happening. (Rice & McKernan, 2001)

As a whole, digital revolution affects the way of thinking and acting in many ways and sectors, medicine, art, communication, photography, television, education, literacy… The video, the music and the photography have been largely digitalized. It is now the turn of the books, magazines and newspapers. (Ariel & Fundación Telefónica, 2010) As Rich (2009) affirms, electronic books¹ are the ones that have changed the literacy world more significantly thanks to the new technologies. That is why we are interested in studying them.

### 1.2 DIGITAL BOOKS

As it is said before, the technological advances have an impact on the society and culture, and they are changing the book and the act of reading, which is considered the oldest technological form of communication (Nunberg, 1996). In spite of its short life, the electronic book has begun to generate a great revolution in the sector of publishing, as it has established a new way to read, write and organize the reading (Armañanzas, 2000a).

For more than 500 years the book has been described as a set of meaningful words contained between two covers and printed of paper. However, the impact of new technologies brings the question of whether the printed book is being replaced by the online content or not (Thompson, 2005). McLuhan (1996) postulated: “The tendency is for the book to cease to be a package and to become a custom-made information service tailored to the individual needs of the reader” (Henke, 2001, p.5).

¹ Along the thesis we use both the words electronic and digital books.
1.2.1 Digital Books

A Digital book is “a text and image based publication in digital form, not printed on a paper and readable in computers or other digital services” (Cambridge Dictionary).

Electronic books were created in 1971. The Gutenberg Project, created in July of 1971 by Michael Hart, had the goal of distributing the knowledge of books electronically. Since that moment Gutenberg Project has been traducing books in the web and in March of 2008 they achieved the amount of 25,000 electronic books. The main languages of these books are English, French, German, Finnish, Chinese, Dutch and Italian (Lebert, 2009).

Here we can see the main evolution of electronic books since 1971 until nowadays (Lebert, 2009):

<table>
<thead>
<tr>
<th>Year</th>
<th>Evolution</th>
</tr>
</thead>
<tbody>
<tr>
<td>1971</td>
<td>The first digital library, The Gutenberg Project</td>
</tr>
<tr>
<td>1990</td>
<td>The web promotes the development of internet</td>
</tr>
<tr>
<td>1993</td>
<td>The online Books invents free eBooks</td>
</tr>
<tr>
<td>1994</td>
<td>A lot of texts are available on the web</td>
</tr>
<tr>
<td>1995</td>
<td>Amazon.com is the first major online bookstore</td>
</tr>
<tr>
<td>1998</td>
<td>The first libraries appear on the web</td>
</tr>
<tr>
<td>2001</td>
<td>Copyright, copyleft and Creative Commons</td>
</tr>
<tr>
<td>2002</td>
<td>The web becomes a big encyclopedia</td>
</tr>
<tr>
<td>2003</td>
<td>New digital versions are available</td>
</tr>
<tr>
<td>2005</td>
<td>Google is interested in eBooks</td>
</tr>
<tr>
<td>2009</td>
<td>Electronic books are ubiquitous</td>
</tr>
</tbody>
</table>

As we can see in table 1.2, the first digital library was created in 1971 but until 1990 the web did not promote the use of internet. In 1993 the Online Books invented free electronic books and since that moment a lot of texts are available in the web. In these last years, new versions of electronic books are available, and nowadays it is more usual to see people reading in a digital version.

Larrañaga Rubio (2008) insists in the fact that although electronic books can have different types of format, all of them have the same properties, as the possibility of being portable and transferable. Some electronic books have incorporated videos, audio or links to external resources.

Larrañaga (2008) explains the advantages and drawbacks of electronic books. They have lower costs of distribution and publishing, that is why the publication of books that would not have a large demand is easier. Besides, electronic books facilitate the possibility of reading a huge number of books. The main weakness of the digital books is the ease of duplication of the contents, which increase the problems to the producers and to the consumers in relation with the copyright.

In order to expand the digital books, different organizations, as Google, the Open Content Alliance and NetLibrary and Questia are building online libraries (Larrañaga Rubio, 2008).
1.2.2 Digital Books as a Global Market

The emergence of digital books has been a topic of discussion for more than a decade. It is transforming the structure of the book industry, as well as the tendencies and preferences of consumers, bringing new opportunities for this sector. Reporters and marketers are wondering about the future of reading and its digitalization. (Loebbecke, 2010)

According to the data published by the Association of American Publishers (AAP, 2011), electronic books’ sales grew 202.3% during February this year, against February 2010, and from the year to date (January and February 2011 vs. January and February 2010) they grew 169.4%, while printed books’ sales fell 24.8%. It means that people are getting used to reading through a screen, and are more familiarized with the internet and E-Commerce (Loebbecke, 2010). Furthermore, Amazon communicated that their electronic books’ sales had exceeded the ones of physical books for December 2009 (Ariel & Fundación Telefónica, 2010). However, there are still few people with an electronic book experience, and there is a lack of knowledge about their consumers (Loebbecke, 2010). Readers not always tend to read digital books, because of the difficulty of using them. Many people still prefer reading printed books, according to the publication of Educase Learning Initiative (Hilton, 2010).

According to 7th international CALIBER 2009, the leaders in digitalization are US customers, followed by those in Japan and Europe. The quantity of electronic books estimated for 2012 will exceed 1 million, and 70% of publishing companies affirm being ready for these changes in the digital world.

Although electronic books are gaining place in the market and consumers are shifting to this new way of reading, the printed book is still preferred and there are some issues that must be solved and improved in order to achieve a complete acceptance of this digital device (Chakrabarty & Gurey, 2009). Besides, understanding the consumer needs and their acceptance of this new product is crucial for the development and growth of the digital book (Loebbecke, 2010). The central idea of marketing is to recognize that the customer is looking for meeting a need, not purchasing a product. This recognition is necessary to understand customers and to define the business and the products around them, as “a market is defined by a need, not a product” (Doyle & Stern, 2006, p.42)

1.3- RESEARCH PROBLEM

After getting an idea of the situation of the electronic books over the world, the authors of this thesis want to focus it in the Spanish Market. As it can be an emergent and potential market the interest of this study is high and can bring new knowledge about this device. For the moment, the expansion of digital books in Spain has not been very successful. Antonio María Ávila, executive director of the Federation of Publishers’ Guilds of Spain (FGEE) express his opinion about the use of digital books in Spain “There is a lack of demand in Spain, only two or three books are download”. Otaola add that “the electronic book is not imposed and is not expanded”. (Baro, 2010)
Electronic books only supposed 1% of the reading books statistics, according to the barometer of 2010 prepared by the Federation of Publishers’ Guild in Spain. Anyway, the presence and tendency of reading electronic books is increasing. The main reason is that writing and reading are turning into digital screens, publishers are shifting the old books to an electronic version, libraries offer electronic books to download, teachers and other academics are changing the way of teaching...all, consumers, sellers, teachers, students, libraries, literacy and publishers, are adapting to this new tendency. (El País, 2011)

The problem that arises with the digital book in Spain is whether the end of the printed book has arrived, if our minds are prepared for reading appliances and for absorbing information through the screen, and how the companies have to adapt to this new tendency, and to the consumers response. According to Doyle and Stern (2006), this problem is important to be studied in terms of marketing, as consumer behavior is a recent field, even if consumers have existed for a long time. The interest in focusing on this topic is that many companies and businesses have realized that the consumer is central, and understanding his/her preferences and wants, and being able to adapt to them, is crucial for the success of a company. As Cremer (2011), from the Marketing Services Institute has affirmed recently, the capacity of production and the infinite offers in the market have been growing in an exponential way, breaking the geographical, physical and legal barriers. These changes have created a new consumer, less loyal to a concrete brand, and with a larger diversity of needs. At this point, Cremer (2011) considers that the usual strategies of differentiation, segmentation or low prices are not enough anymore, as there are continuous improvements in technologies, and aggressive and global competitors come in with new technologies and incredible devices. Markets are constantly appearing and disappearing, and companies have to adapt their strategies and move quickly. The key is to know the consumer, to understand his/her behaviour and needs and offer products to desire them.

As there are not many studies or explorations in this field, we can see a gap in research, and the results can be also relevant and helpful for other purposes. As young students, the authors have also a personal interest on the topic because this new way of reading, learning and transmitting the culture is a new trend that can change their life, and the way they are used to study, work or entertain.

1.4 PURPOSE

The purpose of this thesis is to explore the changes in consumer behaviour and companies adaptation towards the electronic books’ market in Spain.

1.5 RESEARCH QUESTIONS

In order to achieve the purpose of this thesis, we will base our study in answering these questions:

- R.Q. 1: How are consumers behaving in response to the new tendency of electronic books?
- R.Q. 2: How can companies make face to the new consumer behavior?

1.6 AUDIENCE

As we are going to explore the tendencies of this market and how companies are adapting to it, managers can use this paper in order to make face to the new digital books revolution. This thesis should be useful mainly for the companies in the books industry.

Furthermore, this thesis can be dedicated to any people who are interested in this topic.

1.7 LIMITATIONS

The thesis paper is focused on the current situation of digital books market in Spain. Concretely, this thesis is about the current situation and its possibilities of expansion in the future. Thus, all along this thesis, they will be defined as actors the companies working in digital and printed books and different consumers. However, in this market, there can be other actors that are not considered in the study, such as distributors, writers…

Moreover we have worked on a market which changes really fast and so we have dedicated our data research on elements which happened since 2008. This means that the data is current and relevant, but can have the limitation of being difficult to find.

In this thesis, in order to be the most precise as possible, we are focused on Spanish consumers and publishers, instead of focusing on other European countries. However, inside Spain, many of the consumers interviewed are from our region in the north, Navarre, although we have respondents from the whole Spain.

Finally, the size of the sample is enough and relevant for our qualitative research, but a bigger size could provide more information.

1.8 STRUCTURE

In order to answer the purpose and the research questions of this thesis, the authors have structured it in six parts, in a clear and comprehensible way.

The first one is this one, the introduction, which contains a background and an overview of the general topic of the thesis.

Chapter 2, the theoretical framework, is composed of the different theories or models that bring the knowledge necessary to analyze and answer the purpose.

Chapter 3 describes the methodology and methods used in this thesis. It contains the choices made and a description of the questionnaires elaborated to get primary data.
Chapter 4 collects the empirical material, which is the information, obtained from the questionnaires and from secondary sources.

In chapter 5 an analysis of the results is made, in order to get answers to our questions.

Finally, chapter 6 presents the conclusion of this thesis and the possibilities for further research in the electronic books’ market in Spain.
2. - THEORETICAL FRAMEWORK

In this chapter we present the theoretical framework of the thesis, which helps us to answer the research questions proposed in the previous chapter. First, it is based on a model about consumer behaviour, and consumers’ responses to new and innovative products. Then, companies’ behaviour and adaptation to changes is explained, together with a final link between both points. This part of the thesis is made to understand the problem better, and gives us the base for an analysis.

2.1. CONSUMER BEHAVIOUR

2.1.1. Definition of Consumer Behaviour

Consumer behaviour refers to the buyer behaviour of final consumers- individuals and households who buy goods and services for personal consumption (Kotler & Armstrong, 2008). But consumer behaviour is more than buying things; it is also affecting the way consumers have these things and how they feel because of possessing them. “It is the study of the processes involved when individuals or groups select, purchase, use or dispose of products, services, ideas or experiences to satisfy needs and desires.” (Solomon, Bamossy & Askegaard, 2002, p.5)

As Kotler and Armstrong (2008) explain, consumers are totally different in terms of age, gender, education, tastes... and there is also a big variety of goods and services available. Consumers are taking decisions every day and it is really important for the companies to know their customers, and study the reasons of their purchases. The way consumers choose among the range of products, and how they interact with each other can be explained with a model of consumer behaviour. However, understanding a buying decision is not an easy task, as choices are made at an unconscious level and even customers don’t have an answer to explain the reason for their decisions.

Marketers try to understand their customers by analyzing and discovering what there is in what they call the “black box”, which refers to the consumer characteristics and their decision process (Kotler & Armstrong, 2008). Knowing the consumer’s characteristics plays an important role in defining the market for a product or deciding which tools to use when targeting a group of consumers (Solomon, Bamossy, Askegaard & Hogg, 2010).

The model defined by Kotler & Armstrong (2008) and showed in figure 2.1, explains how marketing and other stimuli enter the “black box”, producing certain responses that define the final choice.
The marketing stimuli are composed by the 4 P’s and by other stimuli from the consumer’s environment. These concepts enter the consumer’s black box creating certain responses, like the ones exposed in the figure. The task is to understand what happens inside the black box, and how the stimuli are turned into different responses. The characteristics affecting consumer behaviour are classified by Kotler and Armstrong (2008) in four types, cultural, social, personal and psychological. The decision process depends on the type of product and can be influenced by different people, who have a role during the process.

### 2.1.2 The Roles in Consumer Behaviour

Doyle and Stern (2006) explain that in a complex buying situation there is not only a customer, but a decision-making unit. This means that what is called customer can have five different buying roles:

- The **Initiator**, who suggests to buy a product or a service.
- The **Influencer**, who gives advice during the buying decision.
- The **Decider**, who makes a choice during the process.
- The **Buyer**, who makes the purchase.
- The **User or Consumer** using the product.

In our thesis, we are referring to the consumer as the final user of the product. However, to understand the theory, sometimes we have to consider also the role of the consumer as a buyer.

### 2.1.3. The consumer decision process

Consumer behaviour is an on-going process that involves not only the exchange of goods and services, but also what happens before, during and after the purchase (Solomon, Bamossy, Askegaard & Hogg, 2010).
Kotler and Armstrong (2008) explain the decision process in five stages (figure 2.2):

**Figure 2.2:** Consumer decision process. (Kotler & Armstrong, 2008)

1. **Need Recognition**: The process starts when the consumer recognizes a problem or need. He/she realizes about the need because of an stimuli provoked by a person’s physical or normal needs, what is known as internal stimuli; or by an external stimuli, such as a conversation or an advertisement. The importance of this first stage consists of knowing the customers and their needs.

2. **Information search**: This stage is not always made by the customer. The search of information depends on the interest in the product, the information available, the previous knowledge, etc. If the customer is used to buy the product, or knows the brand, he/she doesn’t spend much time looking for information, and the decision is easy and fast. When the buying decision is more complex, the customer looks for information, pays more attention to adverts, talks to people that already own the product, etc.

3. **Evaluation of alternatives**: This stage involves the way that the consumer processes the information to make a choice among brands. However, the evaluation is not easy and the same every time. They can buy on impulse and intuition, thinking carefully, asking for help or on their own...

4. **Purchase decision**: The purchase decision is, in general, to buy the most preferred brand. However, when analyzing the alternatives in the previous stage, the customer arrives to a purchase intention, which can differ from the purchase decision, as this one can be influenced by the attitudes of others and by unexpected situational factors, such as a bad turn in the economy.

5. **Post purchase behaviour**: On the one hand, the purchase can lead to a satisfy customer, whose expectations have been met by the product, or even a delighted customer, when the product exceeds the expectations, and on the other hand, the customer can be dissatisfied, because the product falls short of expectations.

The decision process is common for some purchases, but these stages are not always followed by the customer, as it depends on how involve he/she is on the purchase (Solomon, Bamossy & Askegaard, 2002).

### 2.1.4 Types of Buying Behaviour

There are two criteria to classify the buying decisions, according to Doyle and Stern (2006): The *degree of customer involvement*, which can be high when it is an infrequent, risky or expensive purchase, or low, if the purchased product is common, cheap or involves little risk; and the
degree of customer rationality, which characterizes as rational those decisions based on performance and functionality, and as subjective those based on image, feelings, status or taste.

According to this two criteria, Doyle and Stern (2006) explain 6 types of buying behaviour, as in figure 2.3:

<table>
<thead>
<tr>
<th>Degree of Involvement</th>
<th>Rationality</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>High</td>
</tr>
<tr>
<td>High</td>
<td>Extensive Problem Solving</td>
</tr>
<tr>
<td>Medium</td>
<td>Limited Problem Solving</td>
</tr>
<tr>
<td>Low</td>
<td>Routine Problem Solving</td>
</tr>
</tbody>
</table>

**Figure 2.3: Types of Buying Behaviour (Doyle & Stern, 2006)**

1. **Extensive problem solving** requires a high involvement in the purchase, and the choice is based on rationality. Consumers look for information about the product, and create positive attitudes towards it before the purchase. Normally, they are infrequently purchased products that are expensive or involve a high risk.
2. **Limited problem solving** behaviour is characterized by a high rationality, but the consumer is less involved when seeking for information, as the product is more familiar for him/her.
3. **Routine problem solving** refers to a common and familiar product that doesn’t need to be understood, and that is bought due to its functionality.
4. **Impulsive decisions** are low in the customer’s degree of involvement, and are more emotional than rational. The consumer chooses the product because he wants it in a concrete moment, without thinking or searching its characteristics.
5. **Sensual decisions** involve a higher involvement than the impulsive ones, and the consumer is seduced by the taste, the images, or a feeling of pleasure.
6. Finally, **Image decisions** represent and say something about the individual, such as his/her status, so the consumer is highly involved in the purchase.

As we can see, some purchases, such as cars, televisions, computers or other technological devices, are more risky and involve searching for more information, or create a slow acceptance by the customer. This is the case of the new digital environment around us, that allows the customer to find new and innovative products changing the decision-making process discussed earlier (Solomon, Bamossy & Askegaard, 2002).
2.1.5 The Decision Process for Innovations

An innovation can be described in different ways. Sundbo (1998) suggests three perspectives to describe an innovation. First, an innovation is the introduction of new elements, a new combination of the old elements of a product, or the introduction of a new product. Then, from an economic view, an innovation is the creation of economic growth, and in a sociological environment, the innovation can lead to a new behaviour.

According to Solomon, Bamossy and Askegaard (2002), there are three major types of innovation referring to changes in consumer’s behaviour.

- A **continuous innovation** is the modification of a current product, adding a new feature or element that avoids consumer boredom. It is an evolution of the product. It represents little changes in the consumer’s habits, and it is more a question of availability or convenience.
- A **dynamically continuous innovation** is a more pronounced change in the characteristics of a product that has a small impact and changes on the consumer’s behaviour and the way of using the product. An example of this is the touch-tone telephone.
- A **discontinuous innovation** has a major impact in the people’s lifestyles, provoking radical changes in the society. This innovation takes more time to be accepted, and examples of this case are the car, television or computer.

As it is said before, the decision making process changes when referring to an innovation. According to Kotler and Armstrong (2008), the consumer of innovative products goes through a mental process, from learning about an innovation to the final adoption, and they explain this process in five stages (figure 2.4):

1. **Awareness**: the consumer becomes aware of the product but he/she needs more information.
2. **Interest**: The consumer may be interested in the product and looks for information about it.
3. **Evaluation**: The consumer evaluates if it makes sense to try the new product.
4. **Trial**: The consumer has a sample of the product or tries it in a small scale, to recognize its value in a better way.
5. **Adoption**: The consumer buys the product becoming a regular user.

![Figure 2.4: Decision Process for Innovations. Adapted by the authors of the thesis from Kotler & Armstrong, 2008](image)

Moreover, innovations create new types of customers, taking into account the decisiveness on adopting them.

As Solomon, Bamossy and Askegaard (2002) explain, innovations’ diffusion among the population is a process that starts with the use of the innovation by few people, and then spreads when more and more people are adopting it.
The individual differences in the process of adopting a product are described by Kotler and Armstrong (2008):

- Consumption **pioneers or innovators** are those who first adopt a new idea, taking risks when trying them.
- **Early adopters** also try new ideas fast, but carefully, influencing on other people.
- The **early majority** is composed by the people who adopt a product before the average, and take the decision deliberately.
- The **late majority** is characterized by its scepticism, as they adopt the new product after the average.
- **Laggards** are those more rejected to change and innovations, and they only buy the product when it is not something new anymore, but has already become traditional.

Not only the type of customers, but also the characteristics of the new product influence its adoption. Some innovations are accepted since the first moment they are introduced in the market, while others need time to be adopted. There are 5 main characteristics that the consumer evaluates when adopting a new product, according to Kotler and Armstrong (2008):

- **Relative advantage**: It is the ability of the innovative product to show, apparently, superior performance than the existing products.
- **Compatibility**: It measures how the new product fits with the customers’ needs and values.
- **Complexity**: It refers to the difficulty of understanding or using the innovation.
- **Divisibility**: It is the degree to which the new product may be tried on a limited basis, because of, for example, the high price.
- **Communicability**: it is the ability to show or describe the results of using or having the new product.

All the innovations and the consumer’s decisions and preferences are surrounded by a digital environment. Now, the physical store is not the only place to purchase, and television, people and magazines are not the only media to provide information. The digital environment gives the consumer the possibility of searching products and taking decisions through the internet.

### 2.1.6 Consumers in a digital environment

The decision-making process in a digital environment differs from the one in a normal and physical store. Even if the steps followed by the consumer are the same, the situational factors in digital environments provide a new way to choose the products and create preferences.

According to Wind and Mahajan (2001), it is really cheap to look for information and acquire it in digital environments. This information is widely available and can be presented in many ways, without the constraint of a package, for example. Any amount of information can be provided, separated from the physical product.

Furthermore, consumers are saying “I want what i want when, where and how i want it”. New consumers are looking for easy devices that allow them to access easily to what they want and know, having a control over them wherever they are or whenever they want. (Rice & McKernan, 2001) They can also control the information in terms of deciding how much time to spend looking for what they want, which web page to visit, in which way... (Wind & Mahajan, 2001). This control leads to a new way of consuming or choosing products.
However, the abundance of information has also disadvantages for the consumer, as it has an impact on the consumer’s decision making process. As Wind and Mahajan (2001) explain, the consumer is confused and does not feel secure when making a decision, as it can be difficult to understand and process all the information available. Moreover, the consumer is more price-sensitive when choosing or purchasing a product, especially when the information given is not clear, or because he/she feels a lack of privacy when giving personal information. This price sensitivity decreases when the consumer has had positive experiences before, with the brand or with a similar product. (Wind & Mahajan, 2001)

Companies need to understand all these aspects, and adapt and follow the changes in consumer behaviour to be able to satisfy the consumers’ needs by offering what they want. The way companies behave is collected and discussed in the point 2.2

2.2 Companies behaviour

For companies it is important to understand consumer behaviour, as firms exist to recognize and satisfy consumers’ needs (Solomon, Bamossy & Askegaard, 2002). If they achieve this goal they will success, if not, they will go bankrupt. There is a tendency of continual consumption changes and technology evolution. These both factors have provoked the emerging and disappearance of some many sectors; it is really difficult to find companies that manufacture typewriters, or VHS videos, record players or gentleman hats (Alonso, 2010).

As the marketing concept states, “a business is most likely to achieve its goals when it organizes itself to meet the current and potential needs of customers more effectively than competitors” (Doyle & Stern, 2006, p.39).

2.2.1 Focus on needs

Why is it so important for companies to understand the consumers’ needs? As Doyle and Stern (2006) affirm, customers are the principal asset of a company, and maintaining and gaining loyal customers can be only done by researching and analyzing the needs of the potential customers. A need is a basic requirement that the human being wants to satisfy. The want is the product that the individual desires to satisfy the need. Finally, the demand is a want of a product, together with the ability to pay for it. Understanding these three concepts and developing the range of products and services to fit with them is an essential task for a company, as a market is created by a need, not by a product.

However, the environment and consumer societies are changing, and so are the needs. Solomon, Bamossy and Askegaard (2002) explain how this represents major problems for the companies, as they have to adapt to these changes and to the way consumers behave in the marketplace.

These environmental changes generate new customer needs that must be satisfied with new products or improvements in the current products. That is why they create opportunities for innovations. Doyle and Stern (2006) describe these opportunities in two ways. On the one hand, new needs are created by demographical, technological, political, cultural, fashion and lifestyles changes. On the other hand, new solutions are provided to solve current and new needs.
Doyle and Stern (2006) also affirm that companies have to use the new knowledge and the new technologies to adapt to these changes and offer superior value to satisfy their customers. Although it is difficult for companies to understand the changeable needs of customers, the environment gives them opportunities to improve the current products by offering and delivering others that are more efficient. They need to identify the key changes taking place in the external environment and assess the opportunities and threats for themselves and in relation with customers and competitors.

As we have said that companies need to adapt to the changes in the environment and in consumer habits or behaviour, we introduce a model of organizational adaptation, which explains the step that companies follow from recognizing a change to adapting to it.

2.2.2 Companies adaptation

In 1984, Draft and Weick (in Milliken, Dutton & Beyer, 2002), elaborated a model to explain how companies adapt to environmental changes. The original model is based on three phases, but Milliken, Dutton and Beyer (2002) offer a more complete version of the model adding two more steps in the adaptation process. The model assumes that organizations change due to environmental events. The process starts when companies scan the environment, what means seeking for relevant changes and collecting data.

The next step is called notice, and refers to paying attention to the event or change. Many data is collected and not all of it is relevant or is noticed by the company. After this, the interpretation of the data is done, by trying to understand the environmental changes, their significance and implication. There can be several interpretations about the same event, and the company has to choose the one that considers more relevant, and how to response to it, which is the final stage, called learning. In this last stage, the organization has to analyze the response, experiment, invest on resources, or make shifts on the performance of the company.

![Diagram]

Figure 2.5: A model of Organizational Adaptation to Environmental Changes (Milliken, Dutton & Beyer, 2002)

However, adapting to changes is not easy, and it is even more difficult in a digital environment where new technologies and devices appear every time, where the internet opens a big range of new opportunities and where the consumer desires and needs are more and more personal. As the consumer is presented before in a digital environment, it is necessary to understand how companies also adapt themselves in this situation.

2.2.3 Companies in a digital environment

In order to satisfy the needs and wants of the new digital content consumers, content companies can succeed by focusing on three aspects. Rice and McKernan (2001) explain that companies need to consumerize, that is, to focus on understanding consumer needs, and offer what he/she wants rather than what the company has. It goes farther than just changing the existing products
or formats; it carries a more radical challenge, forget about the constraints of the traditional products and rethink and recreate the content, the way to offer it and to use it, taking into account the consumer changeable preferences and behaviour. They also need to collaborate. This means that companies have to cooperate and work together with other companies in the industry, in order to make the digital adoption easier in a proper environment. Win-win strategies are required in new markets to satisfy better the consumer preferences, which is essential to succeed in the long-term. Finally, they need to configure, rethink and reshape the content they offer to adopt it to the digital frontier.

According to Rice and Mckernan (2001), in this new digital environment, companies that are already established need to move fast and adapt to changes, as there are new digital challengers that want to enter the market with new digital content products. Even if the adoption of new digital content devices can be slow at the beginning, there is a positive attitude towards them, and many people find themselves likely to buy them. That is why the key task for content companies is to seduce consumers, and for this, they have to adopt the digital content devices fast, making them easily available, and offering quality and durable products, that are easy to use. It is possible to take the Ipad as an example of a new digital device, for which has already been created a second version, the Ipad 2. According to the information available in the official webpage of Apple, the Ipad is a device that does everything. It offers infinity of possibilities, such as surf the web, check the email, watch movies, play games, listen to music, read and write. It is light and thin, comfortable to use, and manageable. This device is one of the most used for reading electronic books. It gives you the possibility to download electronic books from the app store, where there are more than 200,000 available, and many of them for free.

After analyzing separately consumer behaviour and companies’ behaviour, it can be conclude that an interaction between them is needed, and that both are influencing each other. This is shown in point 2.3

2.3 An Interaction between Consumer Behaviour and Companies

During the consumption process both consumers and companies need to take into account the other party, and they ask questions themselves concerning not only the purchase decision, but also the issues before and after it. This interaction is explained by Solomon, Bamossy and Askegaard (2002, p.6) in their model represented in figure 2.6.
Analyzing the figure 2.6, it is possible to see the interaction between consumers and companies, and the necessity to know each other. Consumers want to satisfy their needs and they demand for quality products, expecting companies to offer innovative features that perform and fit with their desires. At the same time, companies try to understand consumers’ needs and persuade them to buy their products. They have to pay attention to the changes happening in the external environment, and adapt to them quickly. They have to identify consumers’ trends and behaviours and be challenging and innovating to be up to date.

Marketeters and companies are interested in identifying the market pioneers or innovators, as they are the first to try a new product taking risks, and are less price-sensitive (Solomon, Bamossy & Askegaard, 2002). However, in this environment of technological changes and innovations, adaptation and acceptance are not easy both for consumers and companies, according to Doyle and Stern (2006). Waterman (1982, p.2) also agrees with this in his sentence “Most of us fear change. Even when our minds say change is normal, our stomachs quiver at the prospect. But for strategist and managers, there is no choice but to change”.

To sum up, a model of interaction is introduced by the authors, as a summary for the theoretical framework and the model of interaction explained before in figure 2.6. It allows the authors of this thesis to simplify and clarify the interaction between companies and consumers, and to do an analysis of the topic for this thesis.
Consumers and companies interact with each other, surrounded by a digital environment. The interaction is characterized and influenced by the needs, the behaviour of both parties, and the innovations and changes happening in the environment. These factors have to be understood, as the emergence of a new market, and the responses by both consumers and companies, is an interesting research. An innovation, together with the pioneers and early adopters, are developing markets that may have a big potential in an early future. This is the case of electronic books in Spain. Both consumers and companies are involved in this market, and the authors of this thesis explore their attitudes, behavioural changes, and adaptation in the way that is explained in the next chapter, the method.
3. - METHOD

In this chapter, we present the research method we have decided to use, in order to collect information for our thesis. Our main research objective is to explain the current situation of electronic books and its possibilities for the future. First, we explain the reasons why we have chosen qualitative data instead of quantitative data and the primary and secondary data. We collect and select the most appropriate data and we end up with a review on the validity and reliability of this paper.

3.1. RESEARCH DESIGN

“The research design is the framework or plan for study, used as a guide to collect and analyse data” (Churchill & Iacobucci, 2005, p.73). One way to explain the current situation of electronic books in the Spanish market and its possibilities for the future is to deepen in the knowledge concerning this market and learn the consumers’ tendencies that are involved on it. “An exploratory research consists of getting information from research literature, secondary information and from knowledgeable persons” (Krishnaswamy, Sivakumar & Mathirajan, 2006, pg. 183). Descriptive research deals with questions of what thing are like and not with questions about why are things like that (De Vaus, 1985). Therefore, we can affirm that our research looks like a descriptive and explorative one.

“Qualitative research is a research that involves analysing and interpreting texts and interviews in order to discover meaningful patterns descriptive of a particular phenomenon”. (Auerbach & Silverstein 2003, p.3). Qualitative research studies things in their real setting or interpret phenomena in terms of the meaning people bring to them (Murray, 2003). This type of research involves the use of empirical materials.

As Murray Thomas explains, quantitative research uses numbers and statistical methods. It tends to be based on numerical measurement of specific aspect of phenomena. It uses practical cases to seek general description or to test causal hypothesis. “Quantitative research simply objectively reports reality, whereas qualitative research is influenced by the researcher’s political values” (Silverman, 2006, p. 35).

In the next table (3.1) we can see more clearly the main differences between these types of researches:

| Table 3.1: qualitative vs. quantitative research (McDaniels, 1995) |
|------------------------|------------------------|------------------------|
| COMPARISION DIMENSION  | QUALITATIVE RESEARCH   | QUANTITATIVE RESEARCH   |
| Type of questions      | Probing                | Limited                |
| Sample size            | Small                  | Large                  |
| Information per respondent | Much              | Varies                 |
| Type of analysis       | Subjective, interpretative | Statistical, summarization |
| Ability to replicate   | Low                    | High                   |
| Type of research       | Exploratory            | Descriptive of casual  |
| Administration         | Requires interviewer with special skills | Fewer special skills required |
Quantitative research supposes a limited type of questions and the sample size required is large. However, it does not need an interviewer with special skills. (McDaniels, 1995)

In order to achieve the purpose of this thesis, we have chosen a qualitative approach, as it gives us the possibility to obtain the real image of the situation (Miles & Huberman, 1994). We need a small sample size and the information received per respondent is high (McDaniels, 1995). Indeed qualitative inquiry supposes going into the field (into the real world, organizations, places…) and getting close to the people and circumstances to capture what is really happening (Quinn Patton, 2002). That is why we think that a qualitative approach is the most appropriate to answer the research questions of this paper although it has always a subjective assessment in the interpretation of collected data (McDaniels, 1995).

3.2 COLLECTION OF DATA

3.2.1 Primary and secondary data

3.2.1.1 Definitions

Qualitative information can come from different sources. It can come from primary data, secondary data or from both of them.

“Primary data is the collected information for the current marketing research project “(Gordon 1995, p.5). Primary data can be obtained in several ways. The primary decision is whether to use communication or observation techniques. The first one involves questionnaires or surveys (written or oral). In the case of observation techniques instead of questionnaires, they record facts or behaviours. (Churchill & Iacobucci, 2005)

Secondary data information consists on information collected by others and archived in some form. This type of data include government reports, industry studies, archived data sets, information appeared in traditional books and journals… (Stewart and Kamins, 1993). The main disadvantages of secondary data are that they normally do not completely fit the problem and that there may be problems with their accuracy. However, this type of data has also some advantages, as the little cost and little time it offers. (Churchill & Iacobucci, 2005)
3.2.1.2 Justification of the choice

Usually, primary and secondary data are complementary, rather than substitutes for one another (Stewart & Kamins, 1993). That is why we have decided to use the both in order to find answers to our research problem.

On the one hand, the use of secondary data is more economic and quick but has the disadvantage that sometimes it does not fit at all with the main problem (Churchill & Iacobucci, 2005). Secondary data can be really useful to understand the situation of the studied area. In that case we can find secondary data information about Spanish market, consumer behaviour or innovation tendencies in Spain that can help us giving responses to our main issue. The use of secondary data can give us information about some aspects that maybe we did not think about before.

On the other hand, the thesis consists on exploring the emerging markets of electronic books, and there can be some problems to find reliable secondary data, or it may not exist. As it is a new and recent phenomenon in Spain, it is more useful to use primary data to get more concrete results for the purpose. The primary data enables us to get further information than the secondary data, and to understand the feelings, the tendencies, and the behavioural changes of the current situation.

3.2.2 Collecting methods for secondary data

In order to find answers to our two research questions about the response of consumers to the new tendency of electronic books and how companies can make face to the new consumers’ behaviour, we use secondary data. We gather information from different medias; articles, thesis papers, journals... We desire to obtain as much good and relevant information as possible in order to counter information.

The most of the information is found in internet. We use internet with a key words capture. The words we use are those ones that give us information about Spanish market and the possibilities of expansion of digital books in that market. For instance some of the words used are “Spanish market tendency”, “Digital books in Spain”, “The future expansion of eBooks in Spain”, “Consumer behaviour”, “eBooks” and “innovation”. In the research on internet we use also the tool of Google Scholar and some online libraries. Some text books and articles have been obtained from the Halmstad’s library or from Halmstad’s University Library.

We use two studies of this area that two publishers sent us about the current situation of digital books in Spain; “El Futuro de las Publicaciones Electrónicas” and “El Libro digital en España: impacto de la digitalización en el catálogo, canales de distribución y de venta y política comercial”.

3.2.3 Collecting methods for primary data

The three main ways to collect primary data in a qualitative research are the interviews, the observations and the questionnaires, according to (Blaxter, 2010). In this case, Primary data comes from questionnaires made by different people. We ask questions to editors and managers of different companies in order to obtain the maximum empirical data from different points of view. We also ask questions to consumers to recognize what sorts of changes are happening in their behaviour, and how this will evolve in the future. The choice of questionnaires seems the
most logical for this thesis, as questionnaires consist of “gathering information through written questions” while interviews consist of “questioning or discussing issues with your sample” (Blaxter, 2010, p. 184).

### 3.3 THE QUESTIONNAIRE

The aim of this paper is to explore the changes in consumer behaviour and companies adaptation towards the electronic books’ market in Spain, in order to find its tendencies and the potential of the market for the coming years. This qualitative approach helps us to understand the current situation and solve our purpose.

#### 3.3.1 The main goals of the qualitative questionnaire

Questionnaire is a commonly used method in qualitative research. Qualitative questionnaires suppose one to one interactions, which may take place face to face or over telephone, internet or other different media. (Blaxter, 2010). There are different types of one to one interactions in order to do a qualitative questionnaire, as we can see in the next table 3.2:

<table>
<thead>
<tr>
<th></th>
<th>Email</th>
<th>Telephone</th>
<th>Personal</th>
<th>Online</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexibility</td>
<td>Poor</td>
<td>Good</td>
<td>Excellent</td>
<td>Good</td>
</tr>
<tr>
<td>Quantity of data</td>
<td>Good</td>
<td>Fair</td>
<td>Excellent</td>
<td>Good</td>
</tr>
<tr>
<td>Collected</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Control of interviewed effects</td>
<td>Excellent</td>
<td>Fair</td>
<td>Good</td>
<td>Fair</td>
</tr>
<tr>
<td>Control of sample</td>
<td>Fair</td>
<td>Excellent</td>
<td>Good</td>
<td>Excellent</td>
</tr>
<tr>
<td>Speed of data</td>
<td>Poor</td>
<td>Excellent</td>
<td>Good</td>
<td>Excellent</td>
</tr>
<tr>
<td>Collection</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Response rate</td>
<td>Fair</td>
<td>Good</td>
<td>Good</td>
<td>Good</td>
</tr>
<tr>
<td>Cost</td>
<td>Good</td>
<td>Fair</td>
<td>Good</td>
<td>Excellent</td>
</tr>
</tbody>
</table>


The table 3.2 informs about the main characteristics of different media of direct contact. The resource of internet gives us different ways to communicate; emails and online services. In the case of the email, its principal advantages are that it is cheap and that the quantity of data collected can be huge. Email gives the opportunity to have contact with large number of people, and consequently the possibility of having more information. Nowadays internet also offers different online services to have direct contact instead of been so far away to each other. Skype and Windows Live Messenger offer the possibility of having directed contact; visual and
listened. However, sometimes is really hard to obtain such personal information (Ashby, 2005). The personal contact is the best direct contact, because it offers flexibility, a lot of information, control of sample and so on, but it requires being in the same place when the interview takes place.

We would like to contact with different companies and actors, but the distance between Sweden and Spain makes difficult to have personal interviews. In this case, internet is the solution, specially the use of emails, which allows us to make questionnaires. We use the telephone and email as use of media to communicate with our respondents, although we use different questionnaires; the first one is focus on consumers´ behaviour and tendencies and the second one is focus in companies and how they adapt to new consumers´ habits.

We have two types of questionnaires due to the fact that we want to get two points of view towards the same purpose. We ask questions to consumers in order to know their behaviour in regards to the new tendency of using digital books (research question 1). The questionnaire for companies is more focused on the second research question of this thesis, because the questionnaire asks questions about the way the different companies react to make face to a new consumers´ tendency or want (research question 2).

3.3.2 Questionnaire for Consumers

3.3.2.1 Choice of Respondents

Our questionnaire is focused on the way consumers adopt digital books, as it is not only a new product but a change of habits and of cultural transmission. That is why consumers are asked. The target actors we choose in order to give a response to our purpose are anyone who can be linked with the electronic book or printed books´ sector.

In order to collect information about consumer tendencies and wants, we use simple random sample, that is the basic sampling technique where each individual is chosen entirely by chance and each member of the population has a probability of being included in the sample (Easton & McColl, 1997). We use the list of friends of the Spanish social network “Tuenti” (www.tuenti.com) for the election of consumers. We choose one friend of each four friends, and we send the questionnaire. Some of these respondents send our questionnaire to people that have or know important and useful information for this paper. Using this approach, called snowball, a few potential respondents are contacted and asked whether they know of anybody with the characteristics that we are looking for in our research (Hennink, 2007).” It is really important to choose interviewees who have knowledge about the research problem, asking questions about their answers until you really understand what they want to say. In that way, you learn about something in depth thanks to the knowledge of other person” (Rubin & Rubin 2005, p.7).

In the case of consumers, we ask questions to a large number of consumers, who have different ages, study levels, sex, social level and so on. We have sent the questionnaires to 312 people and we have received 264 answers. Then we have received 14 answers from people that, thanks to the snowball effect, we had the opportunity to contact with. However, the number of questionnaires sent, and the answers received cannot be exactly calculated, as there is always a possibility of error when using the snowball effect. The questionnaire may have been sent to more people beyond our knowledge. Nevertheless, as far as we are concerned, and trusting the
people who sent the questionnaires to others, these figures are totally relevant, and do not change the results of the qualitative research.

We sent the questionnaires to a lot of people because at first we thought that just a few people will answer our questionnaire due to the fact that people don’t like to spend their time answering this kind of things. However, almost all the participants answer our questionnaire. Although we received a lot of answers, something more usual in a quantitative research, the authors of this thesis want to highlight the fact that all the data collected has been interpreted in a qualitative way. We analyse all the questionnaires, one by one, and we interpreted the data taking the general idea we obtain from all the questionnaires, in order to expose the ideas of consumers.

3.3.2.2 Writing the questionnaire

There are different types of questionnaires and ways to ask questions, as we can see in figure 3.2 (Blaxter, 2010). In this case we have decided to do a structured questionnaire, mixing close and opened questions, including open-ended questions, category questions, multiple choice questions...

Open questions give more detail and talk more in response while close questions provide specific information but close off the interviewed to talk (Ivey & Ivey 2007).

After defining all the components of a questionnaire, the characteristics of a qualitative questionnaire, the choice among the different types and so on, the authors of this thesis explain the content of their questionnaires.

First of all, there is a letter (Appendix 1) introducing ourselves, our studies and the purpose of this thesis. The main objective of this letter is to have a first contact with the receiver of the interview, as it is mainly done via email. We explain the importance of this paper, our final purpose, and the necessity of his/her answers for our research. We want to make sure that the person knows how we are going to use the information collected, and we try to express our disposition for a later contact, if necessary.

Then, we develop the questions in a way that is useful to answer the research questions and the final purpose of this thesis. The questionnaire starts with the identification of the individual. Then, the first thing is to show interest on the interviewee. We want to establish a good interaction since the beginning, and it is important to have some general information about the person (sex, age, work, interests) and not be only focused in the topic of our interest. After this, we introduce the questions concerning our paper (if they are interested in digital books, their opinion about this innovation), starting from a general field and continue being more specific, in order to follow our theory and get useful and current information that helps us to do the analysis.
In consumers’ questionnaire (Appendix 3), there are some general questions about the consumption of electronic books and their opinion; then, we ask them about their reaction to innovations and finally we focus on their opinion about the contribution of the electronic books to the society, culture, etc, to understand how this product can change the habits and behaviour of consumers.

3.3.3 Questionnaires for Companies

3.3.3.1 Choice of Respondents

As we are studying the electronic books in the Spanish market, our respondents are those who distribute, commercialize and consume that product. Therefore, our questionnaire is focused
directly to the firms that create, expand or distribute electronic books. In this way, editors from different companies have asked for information.

Our questionnaire is sent to different editors or managers from different companies. To collect information for our purpose and reach the objective of this thesis, we use three different ways to have reliable contact and data. We found a list of different editors’ emails on an internet webpage (http://www.guia-editores.org/todas.htm) and we chose that ones that we already know because they are familiar or famous. Besides, taking into account the purpose of this thesis, we look for those editorial that their main activity is based on digital books or they produce a big number of electronic books. We did not success in receiving answers of our questionnaire; only 3 answers received of the 19 questionnaires sent.

In order to obtain more answers of companies, a woman that works in a Secondary School as a teacher provided us the telephone and email of some editors, 29 exactly. Then we sent the email to these publishers and finally we received 13 answers. In the case of one editor we made the questionnaire by the telephone. We had the telephone contact in the 8th April at 1.00 p.m.

In the following table, there is the list of the 16 editorial that we have interviewed.

<table>
<thead>
<tr>
<th>PUBLISHERS</th>
<th>List of publishers</th>
<th>That answered the Interview</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carena</td>
<td>Barcelona</td>
<td>The propagation of reading in all areas 0-50</td>
</tr>
<tr>
<td>Paidotribo</td>
<td>Badalona</td>
<td>Expansion of the knowledge 0-50</td>
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<tr>
<td>Equatik.com</td>
<td>Barcelona</td>
<td>Creation and expansion of ebooks 50-100</td>
</tr>
<tr>
<td>Padilla Libros</td>
<td>Sevilla</td>
<td>Publish works that other editors do not publish 0</td>
</tr>
<tr>
<td>La Caja de Tsummann</td>
<td>Online</td>
<td>Publish new works in digital format 0-50</td>
</tr>
<tr>
<td>Séneca</td>
<td>Homachuelos (Córdoba)</td>
<td>Enhance new young writers 0-50</td>
</tr>
<tr>
<td>Leer-E</td>
<td></td>
<td>Promote digital Spanish books More than 100</td>
</tr>
<tr>
<td>Seven Dials (La maquina china editorial)</td>
<td>Sevilla</td>
<td>Create a new business way in the sector of books 0</td>
</tr>
<tr>
<td>Siruela</td>
<td>Madrid</td>
<td>Produce books of high quality and contents 0-50</td>
</tr>
<tr>
<td>Tusquets</td>
<td>Barcelona</td>
<td>Publish literature works all over the world 0</td>
</tr>
<tr>
<td>Editorial Intangible SLN</td>
<td>Valencia</td>
<td>Publish high quality books for readers in general and academics 0-50</td>
</tr>
<tr>
<td>Grupo Planeta</td>
<td>Barcelona</td>
<td>Publish and marketing books 600</td>
</tr>
<tr>
<td>Anaya</td>
<td>Madrid</td>
<td>Publish books for the 50-100</td>
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</table>
3.3.3.2 Writing the Questionnaire

Our questionnaires are adapted for each interviewed. We use a comprehensible language and we try to make always precise questions. The questions are written in a manner that there is only one way to understand them, in order to avoid misunderstanding or non-answers.

For the design of the questionnaires, we have decided that they should be structured from the broad issues to the most precise (Appendix 2). Our questions are linked with the situation in general and little by little the questionnaire focuses on the company and on the current place that the digital books have on it. First, there are some general questions about the electronic books, their characteristics, advantages and disadvantages. Then we ask how they see customers’ behaviour, what changes are occurring, how they are adapting to the environment etc. Finally, we link all these questions with the market in Spain, what opportunities or threats they see with the electronic book, its potentiality for the future and the contribution to the society.

3.4 Methods to analyse the data

The research of this paper is qualitative. Therefore, the authors use the obtained information in a qualitative way, not with a statistic or numerical goal. However, sometimes we use some percentages and graphs to show clearly the idea that we want to express. Secondary data has quantitative data that we have used due to the fact that we consider it is important to our exploration of the books market or consumers’ behaviour.

The analysis of the data started with the translation of the questionnaires from Spanish to English, trying to show the same meaning without losing any information or manipulating it. Then it was transcript and typed on the computer in order to link it and show it in a clear way that makes sense for the reader. It was organized and divided following the structure of the theoretical framework, so after it helps for the analysis.

When doing the analysis, all the relevant information collected is related to the different parts in the theoretical framework, in order to show the links and the connections along the entire thesis, and to analyze and understand the situation of the electronic book in Spain, from both the consumers and the companies’ perspective.
3.5 Reliability and Validity of Research

These twin concepts provide the criteria to judge our choice of research method. These criteria, above all others, determine the credibility and academic value of a piece of research. “Another important point is that they are not unrelated. If a research method lacks reliability, it can hardly be high on validity. However, a reliable method does not always mean valid method”. (Taylor, Sinha & Ghoshal, 2006)

“Reliability and validity are fundamental concerns in quantitative research, but seem to have an uncertain place in the repertoire of the qualitative researcher” (Klenke 2008, p.41).

“Validity in qualitative research involves determining the degree to which the answers of the researches correspond to the reality” (Klenke 2008, p.37). Validity is important because it tells you if the measure actually measures what it is supposed to measure and not something else (Goodwin, 2010). The authors of this thesis think that the base of any quality research is the validity it can ensure. The authors have chosen those methods that are the best ones to ensure the validity of this thesis. Authors have to act objective in front of the information to enhance. Concerning primary data we re-checked the answers of the respondents and we asked the publishers about the answers that we did not understand at all.

“Reliability concerns the procedure for achieving truthful information” (Klenke 2008, p.41). In order to avoid the risk of wrong reliability of this paper the authors justified all the method used. Reliability is very important to due to the fact that it enables one to have some confidence that the measure taken is close to the true measure (Goodwin, 2010).

Most of the information used to create this paper comes from research journals, official websites or other thesis and we only use that information that is useful to our research questions in order to give reliability to this paper. The majority of our interviewees cannot speak in English, that is why sometimes is really hard to be precise in the answers and to ensure the reliability of them. We always translate the idea of the answers of our editors but sometimes it is difficult to translate word by word everything they have talked about. All the languages have their own expressions and sayings and it is not easy to translate exactly them to another language.

3.6 Ethical Consideration

According to Oliver (2010), “it is important to consider ethical issues from the early stages of a research project” (p.9). When designing a research and choosing the methodology, the interaction with people is needed, and this implies some ethical and moral considerations that have to be taken into account. Oliver (2010) explains that it is important to treat the people respecting their values, beliefs and dignity.

In our research, we have tried to respect the ethics, and we have done the questionnaires according to that. Since the beginning, we explain to our interviewees, both consumers and companies, who we are, and the aim of our thesis, in order to justify why we want them to provide information and opinions, and in which way we are going to use them. When writing the interview we considered important to ask questions that do not threat the participant, and we
inform him/her of the possibility of contacting and consulting us, or of denying collaborating if they change their minds.

Concerning the anonymity, we show the names of the editorials, because we have their permission, but we do not name the people answering from the editorials, as some of them do not want to be identified. Concerning the consumers, we do not reveal the name of any individual participating.
4. - Empirical material

In this chapter, we describe the research findings about consumers and companies obtained from the interview. They are shown in a way that will help us to do a deeper analysis of the situation.

4.1 Findings on Consumers

After collecting the data, both from primary and secondary sources, it is possible to order it and show the findings that will help for the analysis that comes after. From the questionnaires done to consumers, the authors of this thesis are able to describe some general characteristics about them and their tendencies, about their response to innovations, and about their opinion concerning the contribution of the electronic book to the society and culture.

4.1.1 Findings on consumer tendencies and preferences

First of all, it has to be highlighted that in the market of the electronic book in Spain, there is not an average target age, but many people in a range of ages between 18 and 60 years are interested in or have a positive opinion about the electronic book. However, only some of them are familiarized with the use of this device and are usual consumers. The majority (76%) think that it is a good progress in the literacy world, but have used it only few times, or have not had a real contact with it. Among this range of ages, the interest in literature is diverse. Taking into account also the interest in the internet and television, reading is in the second position, after the internet, as the first preference of consumers, while it is the first as the second interest. We can see this in figure 4.1. This means that not only adult people, but also teenagers and young people are interested in reading books. Internet being the most preferred activity has also a meaning for our study, as we are in a digital era, and the electronic books are totally related to it.

![Figure 4.1: Activities in order of preference. (Made by the authors from the data obtained from the questionnaires)](image-url)
The general advantages of electronic books over the printed ones, according to Littman and Connaway (2004), are the availability and accessibility from outside the physical library, the possibility of use the text and images to copy and paste them somewhere else, the non-necessity of space, and that they are never lost or damaged. According to the information collected from the questionnaires, the most valued advantages for consumers, together with the ones already said, are the possibility of reading them in different devices, that allow the consumer to store a big quantity of electronic books without needing the physical space, and the possibility of carrying them easily and everywhere. Another advantage of electronic books, which consumers admire a lot, is the sustainability with the environment, as it reduces the consumption of paper, avoiding the deforestation. As an example here is the answer of one customer. “I think it can be really useful, as it allows you to access different books in a fast and comfortable way; it is cheaper than the printed material, you do not need space and you can use it everywhere. It is possible to find books in different languages, and it avoids the use of paper”.

However, electronic books don’t bring only advantages over the traditional book, but also some inconvenient that are highlighted by the consumers. The most negative aspect is that they see the electronic book harmful for the eyes, as it provokes eyestrain and it is uncomfortable to read through a screen. Many consumers also observe that with the electronic book the feeling of smelling or touching a book is lost and cannot be replaced by the electronic device. One of the respondents said “With the electronic book you lose the touch and the smell of a book, you cannot turn the pages manually, it provokes eyestrain, and you cannot have all the books filling your shelving”. Some of them argue that even if it is saving paper, it is also negative for the environment because of the electricity or the batteries needed. As one of the consumers said, “Finally the electronic book can be more harmful. It saves paper but, what about the components of an electric device? It can be worse for the environment.”

These drawbacks are trying to be modified in order to make it easy to proper the growth of electronic book technology, according to Henke (2001). First of all, there are new displays with higher resolution, that are becoming cheaper and that match with the resolution of paper. Moreover, new software applications are being created to read electronic books and to create them with specific tools. This is the example of Adobe. The batteries are more durable and smaller every time, which allows the consumer to read during more hours. There are also many channels of distribution for a low cost that make it easy to publish electronic books in the web.

From the questionnaires it is also possible to see a lack of knowledge about the electronic book. On the one hand, some of the respondents consider the price of the electronic book is low and cheaper than buying a printed book or, at least, the cost is less in the medium term. Some consumers say “The price is another advantage, as they are cheaper than the printed books, and you can also find some of them for free”. On the other hand, some of them see the price of the electronic book as a disadvantage, because they think it is expensive. “For me, a negative point about the electronic books is the price. It is more expensive in general costs, as you need a device to read it”, affirms one consumer. The reality, according to Varsavsky (2010), is that the price of electronic books is decreasing. Larrauri (2010) affirms that in average the price of the electronic book is 35% cheaper than the printed one, with a tendency of increasing to the 40%. What it is expensive is the ebook reader or other devices such as the kindle or the ipad. The consumers’ complaints about the price arise because they think that “since publishers do not have to pay to print, store or distribute e-books, they should be much cheaper than printed books” (Rich & Stone, 2010).
That is why in our questionnaires, one of the most valued characteristics when choosing and buying an electronic book is the price, together with the features offered and the comfort of carrying it or having information available 24 hours a day, 7 days a week.

### 4.1.2 Findings on Consumer Response to Innovations

After knowing more about the electronic books’ consumers, their preferences and their most valued characteristics, it is possible to look at the interviewees from the point of view of the innovations, and evaluate the degree of adoption and the motivating aspects to adopt them.

Among our interviewees, the general tendency to adopt innovations is being in the average. This means that Spanish consumers are not really fast when adopting an innovation. They prefer not to take risks and wait for other people to be the pioneers. Then, when an early majority has adopted it, they start to become familiarize with it. There are also some of them that directly do not want to adopt a new product, and are reluctant to change, while others are not the first but have it before the majority. Being pioneers in adopting an innovation is not a characteristic of the consumers in Spain. It is possible to observe these affirmations in the figure 4.2.

![Innovations](image)

**Figure 4.2:** Degree of adopting innovations among the Spanish consumers. (Made by the authors from the data collected in the questionnaires)

To reinforce this statement, Mas Ivars and Quesada Ibáñez (2005) affirm that during 2003 the use of TICs among the Spanish society was still low in comparison with the EU, and this use is more common among the young population and people with high education. Many adults have lived without the opportunities brought by the new technologies, and it is more difficult for them to adapt and assimilate the changes, even if they are also influencing and affecting their lives. However, in this period, the acquisition of goods through the internet was also low among the young population, and the regular use of new technologies is more appreciated after finishing the secondary school.

Together with the degree of adoption, the questionnaires give us information about which factors are the most important when choosing and innovation. Many consumers agree that the *price* is an important factor, but they also value the *comfort* offered by the product and its *facility* to use it, if it is practical and if it improves or facilitates the daily life. The *design* is also highlighted by some of the consumers questioned.
The consumers are also able to give their own opinion about the acceptance of innovations, and more concretely about the electronic book in Spain, as we can see in the next point, 4.1.3.

### 4.1.3 Findings on the Electronic Book from the consumer’s point of view

Many of the respondents agree that the delay on accepting and using the electronic book in Spain, in comparison with other countries, is due to the fact that the Spanish society is more traditional and needs more time to adapt to changes. Also, they think that, even if literature appeared to be the second interest, as we can see in figure 4.1, the culture and the habit of reading is poor, and even less expanded among the young generations. As an example, the answer of a consumer was “Spain is a less technologically advanced country in comparison with other European countries, rooted to its traditions and customs, needing more time to change. Besides, there is little interest in reading among the young population”. An important discovery from the questionnaires is that consumers feel that the electronic book has not been promoted and that companies do not enhance its use and diffusion. This leads to a lack of knowledge and confidence about this technology, and in consequence, to a slow and difficult development of the market. “The acceptance of the electronic book is slower in Spain, due to the fact that the reading is not a general habit among the Spaniards. Another reason is that it has not been promoted, and the offer of books is not good enough yet”.

However, all the consumers are able to explain how the electronic book can contribute to the society. One of the most important contributions considered by consumers is the environmentally friendly aspect of the electronic book, regarding to the reduction in the use of paper. Another general belief is that the electronic book facilitates the access to reading, motivating children and young people to read more, and creating a stronger habit of reading in the society. This is important in terms of culture, because of the accessibility to a bigger quantity and variety of books. Almost all the consumers agree that the electronic book is a creator and diffuser of culture, a new tool of communication and knowledge and a new way of expansion that motivates more people to read and that adapts to the new generations. One consumer said “The electronic book can be a powerful tool for the diffusion of the culture. I understand the books as a way of accessing the culture (or for entertainment), and with the electronic book i do not lose this opportunity”.

There are still some people that think about the electronic book as a constraint for the culture, arguing that technologies are not positive and that it will contribute to the disappearance of the printed book and the reduction of people that love reading. The answers from the ones that support the electronic book as a creator of culture is that the important thing is the content, no matter if it is provided in paper or in an electronic way. They also think that both formats can coexist without creating a barrier for culture, but stimulating it with a bigger range of possibilities to access. This also creates a debate, concerning the future of the printed book.

Many consumers believe that the printed book will not disappear, at least in the short-term. They think that both the printed book and the electronic one can live together, even if the tendency will be for the traditional book to decrease. Here are some examples from the customers’ answers. “They will live together, but in the long run, the printed book will tend to disappear, as it has happened with other devices, such as the typewriter or the cassette”. “The printed book will coexist with the electronic book, but it will be used in a second place”.

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Some of them are more positive about the potentiality of the electronic book, and think it will totally replace the normal one in an early future. “I think the electronic book is the future. Even if it will not replace totally the printed book, in the same way that the digital newspapers will not make the printed ones to disappear, it is part of the technological evolution and it will be a product of the present in an early future”. Others’ opinion is that it will not be able to create a strong market and that the printed book will persist forever. “The printed book will exist forever. We cannot replace the printed books or make people to walk in one direction”. Another one expresses “I think the printed book still has a long live. From my point of view, it will be difficult and it will take a long time for the electronic book to be implemented in the society”.

4.2 Findings on companies

Not only the customers, but also the editorials give us information concerning the electronic book, its situation in Spain and their actions towards it.

4.2.1 The process of Digitization among editorials

The performance of the editorials can have different objectives; such promote literature worldwide, encourage reading in young people, empower new writers, promote the culture through the art of writing or just expand knowledge. However, since some years, the tendency of editorials to expand and promote the electronic book has increased greatly. For instance, the main goal of the company “La Caja de Tsuman” is to publish works and books in digital format.

This goal is becoming more common every time, and editorials are starting to collaborate with each other to achieve it. Concerning this, the question of whether competitors are able to work together for a win-win strategy or not, arises. In Spain, this collaboration is happening among editorials and publishers to build and develop the electronic books’ market. They are sharing information concerning digital rights, formats, distribution and so on, to make the most possible number of electronic books available for the consumers, as well as to develop new reading devices and new features that can be read with any software. It is with this purpose that Libranda was created. Libranda is the biggest business to business distributor of electronic books in Spanish. It has an agreement with Spanish editorials to distribute their books to the online shops. Its aim is to diffuse the culture not only in Spain but in an international level. To achieve this purpose it tries to make the products available in the different dispositives existing in the market. Libranda respects the book’s value chain, and doesn’t sell directly to final consumers, but to online shops. (www.Libranda.com). Initially it was created by 7 editorial groups that wanted to join their knowledge and initiative to create a platform that helps to the emergence and development of this market. Nowadays, it is composed by 100 editorials, and it works with more than 40 online shops. It is an open platform, where any interested editorial can enter to be helped and serviced with the distribution of digital contents. (Official Web Page of Libranda)

Another initiative is the Virtual Library Miguel de Cervantes, born in July 1999 by University of Alicante, Banco Santander and Marcelino Botín’s foundation. Its purpose is the diffusion of the literature all over the world through the Web. (Ariel & Fundación Telefónica, 2010)
Planeta and Santillana, two of the most famous Spanish editorial, started also with the tendency of digitization of books. Actually, both of them in April of 2010 had more than 7000 electronic books. (Ariel & Fundación telefónica, 2010)

In conclusion, we can affirm that in Spain digital books are taking place in the performance of editorials and in the market of books.

4.2.2 Findings about how publishers see the digital books

It is not always really easy for publishers to describe or define one concept. In the case of digital books there are different definitions; non-printed book, revolution in the way of reading, a book to read but in digital format and with a technological base, a book published in other format and so on. Padilla Libros publisher affirm that “digital books is just a new way to represent the books”.

However, most of the Spanish editors find really easy to express the main advantages of digital books. From their point of view, this new way to read traditional and modern books has a lot of advantages. Thanks to the creation of electronic books, it is possible to store and transport a lot of books in an easy way. Digital books are less expensive than printed books, although some people complain about their price. Digital books not only suppose benefits for the environment, because of the lack of necessity of felling trees, but they also suppose less costs for the companies. The production and sales costs of these books are lower than the costs of printed books.

But not everything are advantages, digital books have also some drawbacks that make people sometimes to be reluctant to use them. In the case of Spain, the cost of transformation from printed books to digital books provokes that some editors do not want to develop this type of books. Some people complain about the discomfort of reading a book in a screen or about the necessity of using internet just to read a book.

According to the editors interviewed, the use of electronic books will suppose a change in different sectors. For instance, the education system will change if teachers start to use eBooks in their classes. SevenDials think that “the people who will find more utility to this new way of reading are those ones who are used to work with a large number of books, as layers, teachers and doctors. The communication and culture will change thanks to the creation and use of eBooks. In general, editors see the eBooks as a new way to spread the culture and to
communicate. Finally, the general use of eBook will suppose a decrease in the felling of trees and consequently a benefit for the environment.

4.2.3 The market and Consumer’s Behavior in the market

Nowadays, the 75% of the Spanish publishers are taking action to digitation; they are building works in digital format or commercializing digital works. At the end of 2010, the editorials declared that, on average, the percentage that presents the digital books in their production is 3%. They expect that this percentage will increase until a 7% in 2011 and 12% in 2012. (Neturity, 2011)

Some statistics affirm that in 2012, the third of publishers will develop almost the half of their projects in a digital format. Nowadays the impact produced by the digital book in Spain is limited, but it is expected that some publishers will benefit with the digitation of the books. (Neturity, 2011)

Inside this process, the industry of the comic is the sector that is being the most rapid in transforming into the electronic book. Anyways, last year, the sectors that try to develop more digital format were the sector of law, economics, scientific books, technical books and literature. (Neturity, 2011)
Figure 4.5: Percentage of publishers that have digital projects in their companies, depending on their subjects. (Neturity, 2011)

In spite of the fact that the tendency of use and buy digital books in Spain is low, almost all the editors that have answered our interview, affirm that Spain will be a potential eBook market. In their opinion, in the next years the expansion of the electronic books’ market will be successful in Spain, as it brings opportunities for the society and for the companies.

The publishers of digital books see the creation of digital books as an opportunity for their companies. All of them agree with the fact that digital books give them the opportunity to expand the company. “Furthermore, as it has happened in other areas (e.g. the music industry), Internet will be certainly an enabler of new opportunities for business models around the world” add the publisher of the company SevenDials. The digitization of contents and distribution via the Internet can be used by different actors involved in the electronic publishing industry to develop new forms of sales that are not possible in physical format (Ariel & Fundación Telefónica, 2010).

“As the cost of transport and distribution decreases with the production of digital books, this supposes saving for the company” Ediciones Carena.

There are different opinions about the fact of the creation of new jobs, some editors believe that the production of digital books will create new jobs, but at the same time the employees will have to have new skills and knowledge. However, other editors ensure that the production of digital books will mean the dismissal of a lot of employees. As we can see, there are different opinions about the opportunities that digital books can create to the companies.

According to the answers of the editors, the sales of digital books have increased in the last years, although the habit of reading among the society has not increased. “Spain is a country where people read less than in other developed countries” explains the publisher of Siruela. The average number of books read between people who can read books is 8.9 books per year and 13.2 in the case of frequent readers. The average number of book that are in a Spanish house is 185 (240 in houses where live frequent readers and 94 in the rest). (Ariel & Fundación Telefónica, 2010)

Analyzing the customers´ habits, editors realize that people tend to buy actual or new books instead of classical books. The majority of editors agree with the fact that most of consumers
focus on the *functionality and economic* aspect of the digital books when they are going to buy it. The consumers’ tendency in Spain is to look for a functional and at the same time cheap product”. Few editors ensure that sometimes Spanish consumers are also affected by the image for a new product. This means that consumers decide to buy or not a product depending of the image that the product has in the society.

**Figure 4.6:** Main Factors that affect consumer behavior when they are going to buy a product. (Made by the authors from the data collected in the questionnaires)

Some studies observe that in 2011 publishers will prefer Ereaders than computers when taking a format for digital books, although both of them have strong position in the market. (Neturity, 2010)

However, the increase in sales and consumer tendencies is not creating a strong market yet. Most of the editors think that the reason of why the digital book in Spain is not too successful is because it is more expensive than printed books. According to the editors in order to read a digital book you need a computer, internet connection, eBook reader or pad and finally all this supposed higher price than a printed book. That is why the Spanish society is reluctant to use and buy digital books. Another reason to explain the delay of digital books in Spain is because “in this country people read less than in other countries where the digital book is already implanted” as the editor of Seneca said. Furthermore, there is a significant language barrier; most of what is produced is in English, and this produces a barrier for most of the Spaniards (Ariel & Fundación Telefónica, 2010). Also, the discomfort of the digital books, the lack of interest of consumers and the low tendency of buying new technological products are some of the reason that editors have found to understand the slowdown of digital books ‘market in Spain.

As the Commercial Director of Paidotribo Editorial states, “The Spanish market is economically and culturally less developed than Anglo-Saxon markets. That's the main reason for the delay of the implementation of the electronic book. Moreover, uncivil culture of Spanish society puts up
barriers to free development of this market; the tendency of pirate in the society provokes that publishers have no reason to invest in the new market”

In order to improve this delay, editors are adapting their strategies and proposing solutions.

4.2.4 Taking actions and solutions

The market of books in Spain is changing. Nowadays, the presence of electronic books in this market is increasing and editors have to change their strategies in order to adapt to the new situation. The majority of editorial have change their strategies, technology and objectives in order to enter in the new sector of digital books. In the case of the editorial Carena, they decided to diffuse their performance; “We try to expand into other countries selling collections that appeal to specific sectors of the population (for example our books about flamenco are widely sold in eBook format at U.S. universities)”.

From the questionnaires done to the editors, we can say that all of them see as a solution the decrease in the price of electronic books in order to attract new consumers and finish with the Spanish delay in this sector. This is already starting to happen, as the prices tend to be lower and some researches affirm that digital books will be cheaper than printed books, at least 30% cheaper. (Neturity, 2010)

Some publishers believe that the creation of new informatics function in eBooks will suppose and increase in the approval of customers. The majority of interviewed companies agree in the fact that there is a necessity of facilitating the download of works and the variety offered. This will lead to an increase in the sales and an expansion of the market.

Finally they think that there is a fear or concern among the society about the future of the printed book. All the companies that we have interviewed believe that printed books will not die. Editors believe that digital books are going to expand in the market and in some years all the people will be used to read in a digital format. “Anyways, this will not suppose the end of printed books” explains the publisher of Equatik.com.
5. - ANALYSIS

This chapter consists of the interpretation and analysis of the results explained in the empirical material. For analyzing the data, we take into account both the primary and secondary information obtained and we relate it with the theoretical framework, giving answers to our research questions and the purpose of this thesis. On the one hand, we analyse consumers concerning their behaviour when adopting innovations and the stages in the decision process, and on the other hand, editorials’ situation and new strategies concerning the adaptation to the digital environment and the consumers’ tendencies. Finally, we analyse how both are interacting with each other and how they should do it, taking into account the possibilities of this market.

5.1 CONSUMER BEHAVIOUR

As consumers create and participate in the market of the electronic book, the results obtained from the questionnaires and from secondary sources are relevant to analyse their tendencies and behaviour.

First of all, as the electronic book is a current innovation in Spain, we have to analyse where the consumer is situated concerning the adoption of innovations and who is this consumer. We can do it according to the theory of the individual differences in the process of adopting a product described by Kotler and Armstrong (2008). The empirical data shows that the consumers are not pioneers when adopting innovations, but prefer to be between the early and the late majority, in order not to take risks. However, among our interviewees, there are some of them that consider themselves as pioneers or at least early adopters, and they are already regular consumers of electronic books. It is important to discover who these consumers are, as they can help to the introduction and acceptation of the electronic book, and can be a reference for the rest of the population.

Analysing the results, it is possible to find that young people consider themselves being more innovators than adults. However, among the people interested in reading as a principal activity, the adults are ahead. Both adopting technologies fast and being interesting in reading are important to accept the electronic book easily, but a discrepancy between the two things is visible in Spain. This will affect to the acceptation of the electronic book in the market, and to the way of consuming, and companies will need to take these aspects into consideration, to build the correct environment for the emergence of this market.

Furthermore, the type of buying behaviour for the electronic book can be explained in terms of the involvement in the purchase, and how rational it is, as Doyle and Stern (2006) explain in figure 2.3. According to the results exposed in the previous chapter, consumers consider the electronic book as a difficult decision, as they feel a lack of knowledge and information about it, and the cost in general terms (counting the device to read the electronic book) is high. Moreover, consumers value the characteristics of the electronic book and its performance and comfort when choosing it, more than the image you get because of reading them, or the design of the devices to read them. This allows us to characterise the electronic book as a purchase that requires a high involvement and rationality, what is called extensive problem solving (see
Consumers see it as a risk, as it is not really introduced in Spain yet. This situation can change, and the type of purchase and buying behaviour will evolve as the electronic book sets in the market.

As we saw in the theory, an innovation can lead to changes in consumers’ tendencies and behaviour, according to Solomon, Bamossy and Askegaard (2002). However, there are three types of innovations, and the degree of impact on the society is different. A discontinuous innovation is the one that provokes visible and radical changes in the lifestyle and the society. Examples of this type of innovation are the television, the car or the computer, and so may be the electronic book. It is still early to see changes in the Spanish consumers, as the market is in its first steps, but the positive attitude of the population, together with the advantages and the contribution of the electronic book to the society and culture, that is collected in the empirical material, and the improvements of the drawbacks, give a clear clue of the slow but sure acceptance of the electronic book. The most relevant thing is that the content is independent, i.e., it transforms from a paper format to a digital multiformat, which allows the consumer to read everywhere, anytime, and through any device.

Where the consumer of electronic books is in the decision process is also an important question to analyse. We have said before that there are some individuals that are already familiarized with the electronic book, and use it regularly. However, most of the population is still a bit far from using it, and it is necessary to identify and analyse the step where the consumer is. As explained in figure 2.4, and according to Kotler and Armstrong in their model of decision process for innovations, there are 5 steps for new products and innovations: awareness, interest, evaluation, trial and adoption. As some consumers stated in the questionnaires, the slow acceptance of the electronic book in Spain can be explained due to a lack of promotion and information. This means that some consumers are not aware of the product and its characteristics, and are still in the first step of the decision process, called awareness. Others are already aware of this product, and find it easy to give an opinion about it. We can situate these consumers between the second and third step. They seek for information about the electronic book, they know its features, advantages, and disadvantages, and have their own idea and opinion in their minds. With this opinion, they evaluate whether it makes sense to try this product and to adopt it for the daily life. It is in this point where the Spanish market is, and the challenge is to push the market to the next step, where the consumers decide to try the product, and, possibly, adopt it becoming normal users. We can see this process in figure 5.1:

**Figure 5.1: Decision Process for the Electronic Book in Spain. Created by the authors, from figure 2.4 in the theory (Kotler & Armstrong, 2008).**

Another interesting point for the analysis of the electronic books and its acceptance by customers is the features it offers. In the theory, we described the 5 main characteristics that
customers value when choosing a new product or innovation; relative advantage, compatibility, complexity, divisibility and communicability (see 2.1.5, Kotler & Armstrong, 2008). After collecting the consumers’ preferences towards the electronic book, such as this example from the empirical material: “I think it can be really useful, as it allows you to access to different books in a fast and comfortable way; it is cheaper than the printed material, you do not need space and you can use it everywhere. It is possible to find books in different languages, and it avoids the use of paper”, we can conclude that it fits well with some of these characteristics, as the electronic book can easily show a relative advantage (it is a new way of reading that offers more access and advantages), it is compatible and meets new needs of customers, and the results and experience of using this product is easily communicable. However, it may fail in the complexity and divisibility, as some people find it difficult to use the technological devices needed to read, and they consider them expensive. We see this in the empirical material, when consumers show a lack of knowledge towards the price of the electronic books and the devices.

As a whole, the electronic book brings a new way of consuming the digital content that, in general, has more advantages for the consumers. We can see the characteristics in table 5.1:

<table>
<thead>
<tr>
<th>Table 5.1</th>
<th>The new way of consuming digital content (from Ariel &amp; Fundación Telefónica, 2010)</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHARACTERISTICS</td>
<td>DESCRIPTION</td>
</tr>
<tr>
<td>Multiformat</td>
<td>The content is independent from the paper and can be adapted to multiple formats.</td>
</tr>
<tr>
<td>Multidevice</td>
<td>It is possible to access to the content from different devices.</td>
</tr>
<tr>
<td>Discontinuous</td>
<td>The access to the content and the reading become a discontinuous process that is not sequentially made.</td>
</tr>
<tr>
<td>Synchronized</td>
<td>It is possible to synchronized the content from all the devices where you can read</td>
</tr>
<tr>
<td>Personalized</td>
<td>The characteristics of the content, such as the bookmark, notes, group of contents, etc, can be transported everywhere.</td>
</tr>
<tr>
<td>Multimedia</td>
<td>The content is combined with multimedia format: images, sound, videos, links...</td>
</tr>
<tr>
<td>Social</td>
<td>It is possible to “socialize” the content, sharing it with others, commenting, recommending...</td>
</tr>
</tbody>
</table>

5.2 COMPANIES BEHAVIOUR

For companies it is important to understand consumer behavior and to recognize and satisfy consumers’ needs (Solomon, Bamossy & Askegaard, 2002). Since some years there is a continual tendency of innovation in new technologies applications and technological products (Gomulka, 1990).

As we have explained in the theory the need is a basic requirement that the human being wants to satisfy. Nowadays there are new needs created by innovations in technology. Companies are
focused on finding solutions to this new needs of consumers, if they want to continue being successful. For instance, some consumers have the necessity of storing a huge number of books in the same device because they travel a lot and the fact of carrying a huge number of books with them is uncomfortable. Besides, nowadays there is a special concern among the society about the degradation of the environment and a lot of people look for products that do not damage the environment. In these cases companies are trying to create new products that solve the necessity of these consumers. Companies have solved this problem with the electronic books. However, the electronic book in Spain, as we already know, is still a new concept, and companies are starting to get adapted to it.

The model of Companies Adaptation has five phases as we explained in the theoretical part (Milliken, Dutton & Beyer, 2002). In the case of digital books in Spain we observe that companies are already in the fourth phase; the choice. Companies are aware of the changes of the consumers’ behavior. They have collected different data of consumers, and companies know what consumers need, want and appreciate when they are going to buy an electronic book. In the interview of publishers, we realize that most of them agree in the fact that the first thing that consumers take into account when they want to buy a new product is the functionality and economy. After collecting data, companies start interpreting the situation and event. The company has to choose the interpretation that considers more relevant, and how to response to it, which is the final stage, called learning. Most of the Spanish publishers are in those stages, as we can see in figure 5.2. As we have seen, the 75% of publishers are taking actions to digitation process. They realize that they have to make face to the new consumers´ tendency; that is why they are producing digital books or at least most of them have the project of doing it in the future. They are reacting to the new digital environment and to the changes in the way of reading and accessing culture, changing their strategies and the ways of producing and offering their products.

In order to satisfy consumers’ wants and needs companies have to consumerize (2.2.3). Companies do not have to just focus on what the consumers want, they have to recreate the content and the way they offer a product. They need to configure and reshape their content to adapt to the new technological innovation. Most of the interviewed publishers, exactly 12, affirm that they have changed their strategy in order to adapt to the new situation of the market. They also invest more in R&D, using new technology in their production (i.e. Paidotribo).

In the next figure 5.1, it is possible to see how companies have changed their value chains to adapt to the new technological situation. The main difference between both value chains is the fact that companies based on the production of digital books do not have to print the books and do not have any relationship with physical distributors. This supposes the creation of new channels on internet that permit the expansion and distribution of electronic books.
Furthermore, the collaboration between companies is necessary to make face to the new situation in the market. Companies have to work together and collaborate in order to make it easier to adapt to the new environment. The creation of Libranda helps in the distribution of electronic books between businesses. It is a digital platform that helps companies to distribute the books on the internet. The main goal of Libranda is to share information concerning digital books, formats and distribution at the same time that offers the most possible number of electronic books for consumers. Another company created with the objective of collaborating in the expansion of digital books in Spain is Virtual Library Miguel de Cervantes. Therefore, Spanish companies are aware of the necessity of collaborating and sharing information among them and they have founded different companies, platforms or groups.

In this environment, there are already new digital challengers that want to enter in the market with new digital content products. In the interview of companies there are some editorial, such as Equatik.com, La Caja De Tusmann and Leer-E, which produce all their books in a digital form. This means that the companies already well-established need to move fast and expand their offers into digital contents too. It also means that the offer of electronic books in Spain is increasing, and the possibility of finding editorial that are only focused on electronic books suppose a big step for the development of the Spanish market.

5.3 INTERACTION

In Spain there is a delay in the expansion of digital books. Comparing with other countries, Spain is a place where people are less used to read in a digital device and, in general, companies publish just a small percentage of their overall production in digital form. However, both companies and consumers think that the use of electronic books will succeed in the future. Some consumers are already buying and reading electronic books and the number of digital publications is increasing. The main goal of the companies is to offer what consumers want, and in this case, little by little they are achieving their goal.
According to the theoretical model shown in figure 2.7, the interaction between these two parties is influenced by the digital environment and characterized by the changes and innovations happening, the needs, and the behaviour. From the questionnaires made, it is possible to conclude that the advantages seen by both consumers and companies match (such as the possibilities of store and transportation and the sustainability with the environment), and the positive attitude of both can help to the acceptance of changes and the understanding of the other’s behaviour.

The reasons of why some consumers are reluctant to buy and use electronic books are the high price of the books and the discomfort of reading in a screen, as we can see in the questionnaires. Companies need to focus on this and try to expand digital books and promote them. According to one study, the price of digital books will decrease a 30% in the next years with the objective of encouraging people to buy it (Ariel & Fundación Telefónica, 2010). They are also improving the devices to read the electronic books, thanks to the electronic ink, color electronic ink, flexible screens or tactile technologies, in order to offer a more pleasant reading for the consumer (Ariel & Fundación Telefónica, 2010). Publishers are trying to improve the situation of electronic books in Spain, they are publishing more variety of digital books and they make it easier to download books from internet. Thanks to the creation of different platforms on internet it is easier to expand the electronic books.

As we have seen, the needs and the offers fit with each other quite good. However, there is another important thing to take into consideration, the characteristics of the consumers. As it is explained before in the thesis, the task for companies is to identify the pioneers that are willing to pay for and try a new product. Do editorials target the correct consumers? In general, there are different types of editorials, offering services to different audiences, so the target customers can differ from one editorial to another. However, to introduce the electronic book and start its expansion, the target customer needs to be an innovator. This is difficult for the companies, as there is a mismatch between the pioneers and the potential readers. Companies have to motivate and seduce the young population, encourage them to reading, as they are less reluctant to changes. They need to create a closer relationship with young consumers in order to facilitate the acceptance of the electronic book and to enhance its characteristics. At the same time, it is important to facilitate information about the devices needed to read electronic books, and to foment their use among the adult population, which is, in general, more resistant to innovations and changes.

As it is shown in the model of issues that arise during the stages in the consumption process, by Solomon, Bamossy & Askegaard (figure 2.6), companies have to understand and identify the attitudes of consumers and how they choose a superior product, while consumers decide where to look for different alternatives. The solution to this pre-purchase issue is the promotion. As it is collected from the questionnaires, consumers feel a lack of knowledge towards the electronic book, and one of the main reasons is the little information provided by editorials, and the little promotion made to make the people aware of this new product. Promotion can be made in different ways, as editorials can use not only the physical store to promote their electronic books, but also their official web pages, and the different platforms created for the promotion and distribution of the electronic book, together with the traditional media.

The situational factors are also affecting the purchase decision, and companies try to analyze them and provide solutions (Figure 2.6). The digital environment provides multiple possibilities
for this problem, as the physical stores are not a constraint anymore, and the ability to look for infinite information in different web pages at the same time, reduces the time that consumers need to find what they want. Companies have to take advantage of the opportunities that internet offers towards the electronic book and use it as a potential channel of distribution, to offer each customer what he/she needs and wants. In fact, the most preferred channels by editorials to commercialize and promote the electronic book are the platforms and the editorials’ official web pages (Neturity, 2001). However, there are still many editorials that do not have information about the electronic books easily available, and this makes it more difficult for consumers to be aware of it, and to find what they want quickly. An example of an editorial that has already adapted its webpage to the electronic book is Alfaguara. In its web page, www.alfaguara.com/es/, there is a section specially dedicated to the electronic book, which brings the consumer directly to the different titles offered, and gives the possibility of start reading the first pages or chapter of some of the books before the consumer decides whether to purchase it or not.

The electronic book and the internet offer also other possibilities that editorials are starting to use in order to fit with the needs and desires of consumers, which are more and more personal and concrete. For example, with the electronic book, consumers are able to acquire only the chapters of a book or the news of a newspaper that they are interested in, instead of buying the whole content (Ariel & Fundación Telefónica, 2010). The digitation of contents allows the companies to offer more personalized products that satisfy the consumers, and even if it is not an extended habit yet, companies are starting to do it in order to offer superior value to their customers.

To sum up, we can say that the interaction between companies and consumers is taking place in the Spanish market, and the possibilities for the electronic book are quite good. This allows the authors to redo the model created in the theoretical framework, showing it for the case of the Spanish market and summarizing what have been said in the analysis (figure 5.4).

Figure 5.4: Interaction between Consumers and Companies in Spain. Created by the authors.
6. CONCLUSION

In this last chapter, the general findings and results of the thesis are exposed, together with the contributions and some suggestions for possible further researches. First of all, the authors sum up the thesis answering the research questions and the purpose made in the first chapter. The main conclusion is that there are some visible changes in both consumers and companies’ behaviour, but the market is still in its first stages, and it will take some time to be developed and well established in Spain. These results can contribute to increase the knowledge of both parties, and leads to interesting further researches around the same topic.

6.1 CONCLUSIONS

Finally, at this point of the study, it is possible to put everything together and draw a conclusion. To achieve the purpose of this thesis, that is to explore the current situation of the electronic books’ market in Spain, concerning the changes in consumer behaviour and companies’ adaptation, two research questions were stated.

First of all, and to answer the research question concerning consumer behaviour towards the electronic book, a theory about consumer behaviour and innovations was explained. After collecting some relevant data, we can conclude that Spanish consumers are still quite reluctant to this new way of reading and accessing the culture. However, some changes are starting to be visible, as consumers feel positive towards the digital book, and see many advantages in its use. Furthermore, there are already some consumers, considered as pioneers, who are totally familiarized with this device, and can be a reference for the rest of the population. The digital book is a product that fits with the needs of the new digital consumers, and as an innovation, meets the general requirements to satisfy the consumers and to create a new way of consuming.

Thanks to this thesis, we can learn a lot of information about how companies make face to new tendencies and wants of consumers. The way of reading a book is changing, now there is a new device to read books, newspapers and so on; digital books. Consumers’ are starting to be used to reading in a screen and companies have had to change its performance in order to adapt to the new situation. Some of them have changed their strategy; they have started producing and publishing books in digital formats with the objective of satisfying the new segment of the market who is innovating in the way of reading. Most of the publishers believe that digital books will suppose a new possibility to expand in this sector, which is why most of them have design digital projects for the following years. Although most of the consumers are still a bit reluctant to use digital books and just the pioneers are willing to buy digital book, most of the companies are trying to promote digital books in order to encourage people to use them.

The analysis of the two research questions allows us to answer the purpose of this paper. We can conclude that the situation for the development of digital books in Spain is favorable, thanks to the positive attitudes of both consumers and companies. However, the market is not totally defined yet. There is uncertainty about the future and the use of digital books, and it will take some time until the market is well established.
The consumers are in the third step of the decision process; they are already aware of the product and they are evaluating whether it makes sense to adopt it or not (see figure 5.1). Taking into account this situation, the companies are trying to inform and persuade consumers about this product, offering more advantages and facilities.

According to this situation, the authors have adapted the model of the conceptual framework as it is shown in figure 5.4. As we can see in that figure, the market for digital books in Spain is surrounded by a positive digital environment, due to the fact that the internet is expanded among the society, and people are used to it. The interaction between consumers and companies exists, but it can be concreted in an interaction between pioneers, consumers that are already familiarized with the electronic book, and those editorials that are already in a process of change and adaptation, with digital projects designed and in operation. The interaction between them is characterized and influenced by the new needs of consumers that want the content available anytime and anywhere; the advantages and facilities offered, that are being improved by companies; the promotion of the digital book, that is making people be more aware of the product and raising the interest to adopt it; the good and positive attitudes of both parties; and the new way of consuming, reading, entertaining, and accessing to culture, that this innovation is offering to the whole society.

To conclude, we can say that the interaction between both parties is happening in a positive manner. However, the results are not totally positive yet because the implementation of the electronic book is still in the beginning of a long process, and we have to wait to see the evolution and final implementation of this innovation in the market and in the society.

6.2 CONTRIBUTIONS

The results of this study can be highly relevant for different purposes. First of all, researches can find it very useful for enhancing their knowledge about marketing and about consumers’ behaviour.

This paper contributes to analyze the future tendency of digital books’ market in Spain. That is why this study can be also useful for those who are interested in how companies change their strategies in order to make face to new situations in the markets. Moreover, the analysis made in this study has provided the attention of different professionals. Thus, different companies in the sector of digital books can use it for their own interest. In fact, some of the interviewed publishers are interested in reading this study in order to know the opinion of different consumers, the performance of other publishers and the results of different surveys. Finally, it can also give a constructive help for publishers and entrepreneurs in order to observe their own situation or the situation of this sector in the global market.

Even if the main contribution can be considered empirical, this thesis can also contribute theoretically to further researches. The model created by the authors (figure 2.7) is considering the interaction between consumers and companies, which is influenced by several factors, such as the needs, the technological advances, the strategies..., all of it surrounded by a concrete
environment. Other analysis can be done following this model of interaction, which is possible to be applied for the study of different markets, where the relation between these two parties is necessary to be understood.

6.3 FURTHER RESEARCH

This study has provided relevant and useful results concerning the changes in consumer behaviour and companies adaptation towards the electronic books’ market in Spain. This double perspective has been interesting and has given us valuable knowledge about the topic chosen. However, the study has also some limitations, as the number of the sample for both consumers and companies could have been bigger to provide better results.

The limitations, together with the novelty of this market that is in its first steps in Spain, can lead to future researches that complement the current one. On the one hand, using the same purpose and the same research questions, a complementary research can be one that uses also quantitative data to evaluate and analyze the situation of the market, or that uses face to face interviews in order to have a closer interaction with the respondents. A bigger sample can also be helpful to increase the knowledge about this market, especially in the case of editorials, which was much more difficult to contact with.

On the other hand, new purposes can be made towards the same topic. As it is a product and a market in its first stage, further researches can include the evolution of this market and the parties playing a role on it, or the evolution of the electronic book, considering, for example, the 4P’s. This last suggestion can be of interest when the market develops, because we have seen that the product is evolving and being improved, the price is still an issue to be solved, and the places and channels of distribution are changing and creating new opportunities for expansion.

Another study can be the one considering the new strategies adopted by companies and the process of digitations. Finally, and in a more sociological area, the study of the new lifestyle among the population due to the adoption of digital books, and the changes in the corporate culture of the companies, can be also of a high interest.

6.4 AUTHORS’ POINT OF VIEW

As we have explained since the introduction of this thesis, the digital book is not commonly used among the population. After collecting information, and taking into account our own experience, we have realized that it is a real fact.

In our opinion, Spain is not characterized as a pioneer country in adopting innovations; we take more time to get used to new technologies in comparison with other countries. However, the digital books will be completely established in the society in the following years, as it has happened with other innovations (Mobiles, GPS, solar panels, or digital televisions).

As young students, we have more contact with technologies, and we are more used to using new devices. We think that the future generations will be less reluctant to the use of the digital book,
as they will grow already in a digitalized world. We also think that the digital books will have an impact in education and in professional work, and not only students but the whole society will adopt this new way of reading.

According to the questionnaires done, we have a positive opinion about the editorials. We have seen that in general, editorials and publishers are aware of what is happening and show a great interest in digital books. Some of them have offered us useful information, and have asked for the results and findings of our study, showing a high concern about this topic.
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APPENDIX 1:

Letter (Spanish)

Estimado señor/ora:

Somos dos estudiantes de la Universidad de Halmstad (Suecia). Este año estamos preparando una tesis basada en el marketing, con el objetivo de obtener un Bachelor de Administración y dirección de empresas, y para ello nos sería de gran ayuda sus conocimientos.

Nuestro tema de la tesis está basado en los libros electrónicos. En concreto, queremos explorar la situación actual de este mercado en España y sus posibilidades de expansión en el futuro.

Hemos enfocado nuestro estudio desde el punto de vista tanto de las compañías como de los consumidores, analizando los cambios en el comportamiento de los consumidores y como las compañías se están adaptando a esta nueva tendencia.

En este caso, su contribución con sus conocimientos en esta área nos sería de gran ayuda para obtener el título y la aprobación de la tesis.

Le hemos adjuntado una entrevista con varias preguntas sobre el mercado Español y los libros digitales. Le rogamos que conteste a las preguntas.

En caso de duda o aclaración de alguna pregunta, puede contactar con nosotros vía email, mandándonos un correo a cualquiera de estas dos direcciones. Estaremos encantadas de contestarle y aclararle las dudas en la medida de lo posible.

amagar10@student.hh.se
leyrediaz90@hotmail.com

Gracias por su atención,

Les saluda atentamente,

Amaia García Barberena
Leyre Díaz Pinillos
Dear Sir/ Madam,

We are studying a Bachelor degree in Business at Halmstad University (Sweden) this year. In order to get this degree we need to pass a thesis in the field of Marketing.

We have chosen a topic related with the electronic books. Concretely we are exploring the current situation of this market in Spain and its possibilities for the future.

We are making the study from the point of view of the customers and the companies, analysing the changes in the consumer behaviour and how companies are adapting to this new trend.

Currently, you play an important role in this area, and your involvement and contribution to this paper is helpful to its success and the validation of our degree.

We enclose an interview with some questions concerning this topic. Please answer them as detailed as possible.

Here are two emails where you can find us if you have some questions in regards to the interview or to the purpose of our thesis.

amagar10@student.hh.se
leyrediaz90@hotmail.com

Thank you for your attention.

Yours faithfully,

Amaia García Barberena
Leyre Díaz Pinillos
APPENDIX 2:

**Companies’ Interview** (Spanish)

NOMBRE:

NACIONALIDAD:

COMPANÍA:

PROFESIÓN:

1. ¿A qué se dedica su compañía? ¿Cuál es su principal objetivo?

2. ¿Podría describir el libro electrónico en pocas palabras?

3. ¿Cuáles son las principales ventajas y desventajas del libro electrónico?

4. ¿Quiénes son los principales consumidores del libro electrónico?

5. ¿Qué factor valoran más los consumidores a la hora de elegir un libro electrónico? (Varias respuestas son posibles).
   - Económico
   - Funcional
   - Medio ambiental
   - Imagen
   - Otros (¿Cuáles?)

6. ¿De cuántos libros electrónicos dispone su compañía? ¿Está incrementando el número?

7. ¿Ha notado cambios en el comportamiento del consumidor en cuanto al consumo de libros, tanto normales como electrónicos? Explíquelos.

8. ¿Cómo se está adaptando y respondiendo su compañía a estos cambios y nuevas tendencias? (estrategias, comunicación, tecnología...)

9. ¿Qué oportunidades brindan los libros electrónicos para su compañía?

10. ¿Cree usted que el libro electrónico puede traer beneficios para toda la sociedad? ¿Por qué? Si no es así, ¿qué sectores cree que serán los más beneficiados?

11. ¿Cree que el libro electrónico va a crear un mercado potencial en España? ¿CÓMO?

12. ¿Por qué la aceptación y el éxito del libro electrónico en España es más lento que en otros países?

13. En su opinión, ¿cuál cree que será el futuro del libro impreso?
Companies’ Interview (English)

NAME:
NATIONALITY:
COMPANY:
PROFESSION:

1. What is your company about? What is its main goal?

2. Could you describe an electronic book in a few words?

3. Which are the main advantages and drawbacks of the electronic book?

4. Who are the main electronic books’ consumers?

5. Which factor is the most valued by customers when deciding to buy an electronic book?
   - Economic
   - Functional
   - Environmental
   - Image
   - Others (Which?)

6. How many electronic books are available in your company? Is the number increasing?

7. Have you noticed changes in consumer behaviour regarding to the printed and digital books? Explain them.

8. How your company is adapting and responding to this new tendency? (strategies, communication, technology...)

9. What opportunities do electronic books bring to your company?
10.- Do you think electronic books can bring benefits for the whole society? Why? If not, which segments do you think will be more benefited?

11.- Do you think electronic books will create a potential market in Spain? How?

12.- Why do you think the acceptance and success of the electronic books in Spain is slower than in other countries?

13.- In your opinion, what will the future of the printed book be?

Comments, suggestions, complaints:
_____________________________________________________________________________
_____________________________________________________________________________
_____________________________________________________________________________
_____________________________________________________________________________
_____________________________________________________________________________
APPENDIX 3:

Customers’ Interview (Spanish)

NOMBRE:

NACIONALIDAD:

PROFESIÓN:

1.- ¿Cuál es su género?
   o Hombre
   o Mujer

2.- ¿Cuántos años tiene?
   o 11-20
   o 21-30
   o 31-40
   o 41-50
   o 51-60
   o + 60

3.- Ponga las siguientes actividades en orden de preferencia:
   o Lectura
   o Internet
   o Televisión

4.- ¿Ha usado alguna vez un libro electrónico? ¿Es usted un consumidor regular?

5.- ¿Cuál es su opinión general sobre el libro electrónico?

6.- ¿Cuáles son sus principales ventajas e inconvenientes?

7.- ¿Qué valoras más a la hora de comprar un libro electrónico? (Varias respuestas son posibles).
   o Características
   o Precio
   o Imagen
   o Comodidad
   o Función
   o Sostenible con el medio ambiente
   o Otros (¿Cuáles?)
   o ____________________________________________________________

8.- ¿Cómo reaccionas hacia una innovación?
o Eres el primero que la tienes.
o No eres el primero, pero la adoptas antes que la mayoría
o Estás en la media
o Eres reacio al cambio y no adoptas un producto nuevo hasta que todo el mundo lo tiene.

9.- ¿Qué factores le llaman más la atención a la hora de decidirte por un producto nuevo?

10.- ¿Por qué cree que la aceptación del libro electrónico en España es lenta?

11.- ¿Cómo pueden contribuir a la sociedad los libros electrónicos?

12.- ¿Los libros electrónicos son creadores o destructores de la cultura? ¿Suponen una barrera para la difusión de la cultura?

13.- ¿Cuál cree que será el futuro del libro impreso?

Comentarios, sugerencias, quejas:
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

**Customers’ Interview** (English)

**NAME:**

**NATIONALITY:**

**PROFESSION:**

1. - What is your gender?
   o Male
   o Female

2. - How old are you?
   o 11-20
   o 21-30
   o 31-40
   o 41-50
   o 51-60
   o +60

3. - Put the following activities in order of preference:
   o Reading
4. - Have you ever used an electronic book? Are you a regular consumer?

5. - What is your general opinion about the electronic books?

6. - What are their advantages and disadvantages?

7. - Which characteristics do you value more when deciding to buy an electronic book?
   - Features
   - Price
   - Image
   - Comfort
   - Function
   - Environmentally friendly
   - Others (which?)

8. - How do you react to innovations?
   - You are the first to have them
   - You are not the first, but you adopt them before the majority
   - You are in the average
   - You react to change and never adopt them until everybody has it and becomes a common product.

9. - Which factors catch your attention to adopt an innovation?

10. - Why do you think the adoption of the electronic book is slow in Spain?

11. - How can electronic books contribute to the society?

12. - Are electronic books creators or destructors of culture? Do they create a constraint to the diffusion of culture?

13. - Do you think the electronic book will replace the printed book?

Comments, suggestions, complaints

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