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**The Importance of the Ansoff Matrix for the Study of the**  
**Information Services Market**

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**Article abstract**

The purpose of this research is to present the matrix developed by H. Igor Ansoff and reflect on its usefulness for studying the Information Services (IS) market in the context of the information and knowledge society of the 21st century, whose environment is infopolluted and constant changing, making it difficult to access up-to-date, useful, and quality information that would meet the needs of both individuals and organizations. The research was carried out by identifying and consulting scientific literature through EBSCO. The search terms used were Ansoff Matrix, Marketing, Information Science, and Information Services. The chronological period from 1957 to 2023 and the languages Portuguese and English were selected. The results show that information is a valued asset in the 21st century because, together with the Ansoff Matrix, it allows us to understand market needs and create information products and services that help meet consumers' information needs, but also to value and recognize the work done by information services. The Ansoff matrix helps us to understand the best strategy to apply to an information service so that it develops and evolves, contributing to the knowledge and development of the individual and/or organizational consumer, playing an essential role in the innovation and renewal of information products and services. We conclude that in the context of the Information and Knowledge Society, the value of information for human development will contribute to a more informed and, therefore, happier society.



# The Importance of the Ansoff Matrix for the Study of the Information Services Market

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The purpose of this research is to present the matrix developed by H. Igor Ansoff and reflect on its usefulness for studying the Information Services (IS) market in the context of the information and knowledge society of the 21st century, whose environment is infopolluted and constant changing, making it difficult to access up-to-date, useful, and quality information that would meet the needs of both individuals and organizations. The research was carried out by identifying and consulting scientific literature through EBSCO. The search terms used were Ansoff Matrix, Marketing, Information Science, and Information Services. The chronological period from 1957 to 2023 and the languages Portuguese and English were selected. The results show that information is a valued asset in the 21st century because, together with the Ansoff Matrix, it allows us to understand market needs and create information products and services that help meet consumers' information needs, but also to value and recognize the work done by information services. The Ansoff matrix helps us to understand the best strategy to apply to an information service so that it develops and evolves, contributing to the knowledge and development of the individual and/or organizational consumer, playing an essential role in the innovation and renewal of information products and services. We conclude that in the context of the Information and Knowledge Society, the value of information for human development will contribute to a more informed and, therefore, happier society.

*Keywords:* Ansoff matrix, marketing, information science, innovation, information services

## Introduction

This research aims to introduce the Ansoff Matrix developed by H. Igor Ansoff and to discuss its relevance to studying the Information Services (IS) market within the context of the information and knowledge society.

We utilized the primary text, "Strategies for Diversification," as well as secondary sources to comprehend both the Ansoff Matrix and the information landscape in the 21st century. From these sources, we examined the significance of the information obtained through the Ansoff Matrix and how it serves as a valuable tool for IS. It enables market research to identify the needs of current and potential users of these services.

The paper is organized into five sections. The first section provides a brief overview of the life and work of H. Igor Ansoff. This is followed by an explanation of the Ansoff Matrix, which was devised and developed by the pioneer of strategic management. The third section focuses on the importance of the Ansoff Matrix and its utility in studying IS markets. This

section will be the most comprehensive, reflecting on how the various strategies of the Ansoff Matrix can assist IS in understanding how they can tailor their products and services to meet the needs of their users and society at large. Finally, we present the conclusion and the bibliography, which includes primary sources such as Ansoff's article "Strategies for Diversification" and secondary sources that enhance our understanding of Ansoff's concepts, the context of the Information and Knowledge Society, and the value of information for human development.

## Life and work of H. Igor Ansoff - the "father" of strategic management

Harry Igor Ansoff was born in Vladivostok, Russia, on December 12, 1918. He moved to the United States at the age of eighteen for family reasons (his father was an American diplomat, and his mother was a Russian housewife) (Neis & Pereira, 2015). After graduating from Stuyvesant High School in New York, Ansoff pursued studies in mechanical engineering and applied mathematics (Neis & Pereira, 2015). He obtained his bachelor's degree from the Stevens Institute of Technology and completed a master's degree in Mathematics and Physics. Finally, he earned his doctorate in mathematics from Brown University. (2015). Ansoff was a mathematician, business manager, and university professor.

During his 84 years of life (he passed away on July 14, 2002), he held various positions in both academia and business. He was a Professor of Industrial Administration at Carnegie-Mellon University, Dean and Professor of Management at Vanderbilt University, Professor of Management at the European Institute for Advanced Studies in Brussels, Professor at the Stockholm School of Economics, and Distinguished Professor of Strategic Management at a US International University. He also worked at The Rand Corporation, Lockheed Aircraft Corporation, and Lockheed Electronics Company. Throughout his career, he focused on improving organizations and bridging the gap between academic theory and the practical realities of the business world (Neis & Pereira, 2015). He also "undertook his consultancy and consulted for renowned multinational companies such as Philips, General Electric, Golfo, IBM, Sterling and Westinghouse" (Portal Gestão, 2014, as cited in Neis & Pereira, 2015, p. 228).

Gianos (2013) has described him as "the pioneer" and some have even called him the "Father of Strategic Management" (2013). According to Hussey (1999), Ansoff "has been the architect of three major development concepts in the field of strategy and has been publishing since at least 1956" (p. 376). Loredana (2017) also considers him a pioneer of strategic management planning and notes that he developed a growth vector matrix in 1957, forming the basis of a product-market strategy (Loredana, 2017). This matrix will be studied in the next topic of this work.

### The Ansoff Matrix

In 1957, Ansoff wrote the article *Strategies of Diversification* stating that "To retain its relative position, a business firm must go through continuous growth and change. To improve its position, it must grow and change at least 'twice as fast as that'" (Ansoff, 1957, p. 113). In other words, organizations, as open and living systems, must be prepared for change and growth at a faster rate than the one they are in. They need to anticipate changes in the market, innovate in response to these changes, and look beyond what is currently offered by the market. This is essential because competition is fierce, and those who receive information first can act more quickly, adding value to their products and/or services.

Ansoff created the product-market matrix, also known as the Ansoff Matrix, when he realized that "from 1909 to 1948, few companies that stuck to their traditional products and methods experienced significant growth" (Ansoff, 1957, p. 114). According to the author, organizations that stick to traditional products and methods find growing challenging because they fail to keep up with market changes. As a result, they struggle to remain competitive and attractive, ultimately succumbing to innovative competitors who adapt to changing consumer needs.

### What is the Ansoff Matrix?

According to Loredana (2017), the Ansoff Matrix "is a strategic planning tool that links an organization's marketing strategy with its general strategic direction" (p. 144). In simpler terms, this matrix helps an organization understand the most effective marketing strategy to utilize to grow and improve by implementing one or more product-market strategies. Kozitska (2020) states that the Ansoff Matrix "although more than 50 years old, is still widely used as it provides important information for strategic decision-making" (p. 23). Ansoff outlines four fundamental growth options for a company:

1. Market penetration
2. Market development
3. Product development
4. Diversification

Each of these alternatives has specific characteristics that must be explained and understood, however, as Ansoff points out, it is necessary to clarify some basic concepts that are constituent elements of this special type of product-market strategy (Ansoff, 1957). These concepts include:

- A company's product line: "Refers to both to (a) the physical characteristics of the individual products (for example, size, weight, materials, tolerances and to (b) the performance characteristics of the products" (Ansoff, 1957, pp. 113-114). So here we are talking about the physical and performance characteristics of the products.
- Mission: "A product mission is a description of the job which the product is intended to perform. [...] the product mission concept helps management to set up the problems in such a way that it can better evaluate the performance of competing products" (Ansoff, 1957, p. 114). When it comes to the mission, Ansoff (1957) explains that this concept is borrowed from and commonly used in the military. Its aim is to understand the function of the product or service and how it can help management define existing problems and better evaluate the market. The mission helps us understand the need for the product or service.
- Product-market strategy: "Is a joint statement of a product line and the corresponding set of missions which the products are designed to fulfil." (Ansoff, 1957, p. 114). In other words, the product-market strategy is a combined statement of a product line and the corresponding set of missions that the products are designed to fulfill (Ansoff, 1957). In simpler terms, it shows how an organization's product line and its missions work together to achieve what has been defined by the organization's management.

Having understood these basic concepts, we can then explain Ansoff's four basic growth alternatives for a company.

1. Market penetration is: "an effort to increase company sales without departing from an original product-market strategy. The company seeks to improve business performance by increasing sales volume to its present customers or by finding new customers for present products" (Ansoff, 1957, p. 114).

Simply put, Market penetration aims to increase sales from existing customers and attract new customers without changing the organization's current strategy. This involves continuing to offer the same products or services while maintaining the same mission, with the goal of encouraging existing customers to buy more and attracting new customers. 2. This is followed by Market Development, which the father of strategic management defines as "a strategy in which the company attempts to adapt its present product line (generally with some modification in the product characteristics) to new missions" (1957, p. 114). This means that the organization will have to adapt its existing products/services, changing some of the product/service characteristics to meet the needs of new consumers (Ansoff, 1957). 3. On the other hand, the Product Development strategy "retains the present mission and develops products that have new and different characteristics such as will improve the performance of the mission" (Ansoff 1957, p. 114). In this case, the motto of the strategy is to maintain the mission or need for the product/service, changing it so that it has new and different characteristics that will improve its performance and, therefore, satisfy consumers even more. Here, we will innovate to improve the products/services and thus meet consumer needs.

These three strategies are "distinct paths that a business can take toward future growth. [ . . . ] a business would follow several paths at the same time. [ . . . ] a simultaneous pursuit of market penetration, market development, and product development is usually a sign of a progressive, well-run business and may be essential to survival in the face of economic competition" (Ansoff, 1957, p. 114). The author suggests that the three strategies mentioned can be used individually or together. When used together, they can show that an organization is progressing and well-managed and, therefore, better able to withstand competition. It's important to note that these strategies involve the same technical, financial, and commercial resources. This means that any changes made are within the organization's scope, and the financial investment is lower because the same resources are used. However, different changes are applied depending on the strategy used.

Finally, Ansoff deals with Diversification, which he considers to be the final alternative (1957) since "it calls for a simultaneous departure from the present product line and the present market structure" (Ansoff, 1957, p. 114). This strategy differs from the other three in that it moves away

from the product line and the market structure in which the organization was operating, requiring new skills, techniques, and facilities (Ansoff, 1957). This strategy will change the organization's product line and/or the market in which it operates (Ansoff, 1957).

However, Ansoff suggests that this strategy should be implemented only after the other three strategies have been adopted. This is because it carries a higher risk, involving a comprehensive reorganization of the organization at all levels, including skills, techniques, materials, and facilities. Nevertheless, there are times when diversification can be very useful. For example, "to compensate for technological obsolescence, to distribute risk, to utilize excess productive capacity, to reinvest earnings, to obtain top management, and so forth" (Ansoff, 1957). Therefore, it is necessary to consider the need to study some main factors, such as (Ansoff, 1957):

- general economic trends;
- national and international political trends;
- particular industry trends, estimates of the organization's competitive strength in relation to other members of the sector;
- estimates of the improvements in the organization's performance that can be achieved through market penetration, market development and product development, and trends in manufacturing costs.

Without a well-informed analysis of these predictions, we are exposed to unnecessary risks that could result in the organization's downfall. Still, on the subject of diversification, we know that it branches out into three solutions:

- Vertical diversification: According to Karyna Kozitska, it aims to improve the technological progress of a product line, which is possible by acquiring the company that produces the raw material (Loredana 2017) or by producing consumables during its manufacturing process (Ansoff, 1957, as cited in Kozitska, 2020);
- Horizontal diversification: Provides increased profits and business expansion through the introduction of a new product complementary to the company's initial offering (Ansoff, 1957) or the purchase of a business whose product is different from its core business but has a similar target (Loredana 2017) (Kozitska 2020);
- Lateral diversification: it consists of looking for growth opportunities outside its industry, which increases the company's security in case one of its products fails and diversifies its technological base (Ansoff, 1957; Kozitska, 2020).

Vertical and horizontal diversification are seen as more limiting because they narrow the scope of interest. On the other hand, lateral diversification is considered to be open-ended. It signifies the company's intention to expand beyond its current market boundaries (Ansoff, 1957).

In this way, and as Ansoff mentions, we can obtain the following table on product-market strategies:

Ansoff's model outlines different growth strategies for businesses. Market Penetration focuses on maintaining the current product line and encouraging existing customers to buy more while attracting new customers. Market Development involves modifying existing products to reach new consumers. Product Development focuses on improving existing products to better meet consumer needs. This strategy involves maintaining the company's mission while enhancing the products to satisfy consumers.

As we can see from the table above, diversification breaks with the product line and the structure of the market in which the organization was operating. Hence, the strategy will change the organization's product line and/or the market in which that line is inserted, starting again from scratch.

Ansoff's table can be understood more clearly as follows:

### **The importance of the Ansoff Matrix for studying the information services market**

Francisco Paletta, in the preface to the book "Pesquisa em Gestão e organização da Informação panorama Hispano-Brasileira," states that "in the new global context defined by the digital age and rapid technological change, knowledge has become the main wealth of nations, companies and people, and may also become the main factor of inequality" (Colmenero-Ruiz et al., 2021, p. 7, free translation). It is important to recognize that in a globalized world, those lacking access to information are disadvantaged. Misinformation leaves them unaware of global events, causing them to miss opportunities for learning and personal growth. This hinders both individual and collective progress. Therefore, knowledge plays a crucial role in upholding the principles of the French Revolution: Equality, Liberty, and Fraternity. A world where knowledge is accessible to all individuals enables them to understand and embrace these principles, creating a fair and just society for everyone.

Now, information understood in the context of the Information and Knowledge Society is created by and for human beings. "who, through networks, can combine their intelligence, knowledge and creativity to make great strides in wealth creation and social development (Amaral, 2008, p. 8, free translation). It is evident that those with access to information have more tools to make personal or organizational decisions and thus improve social and organizational life. Given that "today, information is the key to understanding the transformations that have taken place in the world, as this computerization affects societies, the economy, work relations and the individual in their relationships" (Gomes de Sousa Ferreira & Aurea Montenegro Albuquerque Guerra, 2018, p. 83, free translation). Thus, we acknowledge the strategic importance of information in the era of the information explosion given that "information, more than possessing

or accessing the source of wealth, is fundamental to knowing how to use it in favour of the development, progress and sustainability of the planet, countries and individuals" (Marques, 2015, p.16, free translation). In this sense, "in general, the purpose of information management systems in organizations is to provide relevant information for decision-makers. Therefore, their main function is to collect, process, and disseminate information, i.e., filter information" (Ferreira., 2003, p. 42, free translation).

In an information-polluted environment caused by information explosion, the work carried out by information services becomes essential. Information services, through information professionals, filter information so that those who need it can obtain it safely, quickly, effectively, and with quality. In this "context of increasingly dynamic changes, knowledge quickly becomes obsolete" (Silva & Paletta, 2019, p. 222, free translation), and the line between good and bad information isn't always clear and can influence its users, both positively and negatively. Given this context, it's important to understand the contribution and significance of the Ansoff Matrix when applied to an organization experiencing rapid change and growth. This is especially relevant in a competitive market where innovation is crucial for creating new products and services that meet society's needs. We, therefore, understand that

Development does not derive from the mere growth of existing economic activities but lies fundamentally in a qualitative process of transforming the productive structure in order to incorporate new products and processes and add value to production by intensifying the use of information and knowledge (Silva & Paletta, 2019, p. 8, our translation).

The key components for achieving success, whether financial or in terms of recognition, for an organization or an individual include a deep understanding of the market within a specific business sector and access to valuable, timely, secure, and high-quality information. This information enables managers to comprehend the internal and external environment of the organization and gain insights into consumer needs, thereby facilitating the adaptation of products and services to better meet those needs. By satisfying the needs of consumers, organizations can contribute to their happiness. The Ansoff Matrix is designed to assist organizations in determining the most effective marketing strategy to evolve and positively impact society. Informed decision-making is a crucial link, demonstrating that market research conducted using this matrix can lead to developing new products and information services that fulfil informational needs.

### How can the Ansoff Matrix contribute to the study of Information Services?

Before answering this question, it is necessary to understand the mission of IS in the 21st century. According to Marques,

The new role of information services in the 21st century, where the function of intermediation - between dispersed data and the possession of recorded information and its access - is enriched with the function of education and learning, where communication assumes a decisive role and implies knowledge of human beings, their needs, and the ability to provide them with useful information for their development. [...] This is why recognizing the usefulness of information services, as complex organizations that operate in relation to a specific social context, can only be achieved by working hard to transform the inert information or informational waste, or as some call it "l'océan de l'information" or "la mer des données" that inundates citizens on a daily basis, into useful information for carrying out their various daily activities, making a decisive contribution to making the right decisions and promoting their quality of life (Marques, 2015, pp. 30-31, free translation).

Through these excerpts, we understand that the IS mediates, educates, and supports human learning, considering their study, their needs, and the IS's ability to offer information that will contribute to their development through a process of informed and conscious decision-making.

At present, not all information services share this interesting perspective. Some continue to work under a custodial paradigm, where access to information is hindered by the inadequacy of the tools that should help users obtain the information they need. Additionally, these services struggle to gain recognition for their value due to their inability to market themselves effectively. One of the major barriers is their reluctance or resistance to marketing, as they perceive it as a set of techniques focused on sales, advertising, and publicity rather than embracing the universal values that information services should uphold. Nevertheless, valuing the professionals of information and their products and services and seeing the value of their work in the recognition of its users. In that case, they might realize that marketing is a social process concerned with society's needs. Marketing is a social and human science concerned with satisfying the information needs of human beings, and nowadays, it enables the creation of new products/services because it allows market research to be carried out that can:

[help] organizations achieve their objectives. [...] Marketing is common sense applied to the busi-

ness of providing products and services to customers, based on identifying the needs of those customers and planning and managing the offer to meet them. You have to focus on what you do, who you do it for and why you do it (Amaral 2008, pp. 60-61, free translation).

Given the information above, the Ansoff Matrix is well-suited for application in IS. Let's explore how this matrix can assist us in developing IS services and products which will promote their users' advancement.

However, before implementing any of the strategies offered by Ansoff, it is essential to comprehend the product line, the mission of IS, and the relationship between them. In other words, IS generally deals with information (product line), and its mission is to work with this information to make it easily accessible, useful, secure, and of high quality for its customers. The goal is to enable conscious and informed decision-making, leading to personal or organizational development and contributing to a more informed and better world (product-market strategy) and, consequently, a happier one.

Now we can see how the strategy known as Market Penetration can help an IS. Market Penetration can be useful for an IS as it will push the person responsible for its application to understand what can be done to continue meeting the needs of the IS's regular users and try to recognize what can be offered to attract new users. For example, to realize whether they meet the expectations of their regular users, they can carry out short and concise questionnaires to be aware of the quality of and satisfaction with their products/services. At the same time, it is necessary to study the market to understand what needs to be done to capture the attention of new users. Here, we need to combine the information gathered to help us innovate and capture the attention of those who already know us and understand what those who haven't yet visited the IS space are looking for.

When applying the Market Development strategy, it is necessary to consider which products/services offered must be adapted to the market research. This will allow the company to change some of the characteristics of the products/services it offers to meet users' needs. Therefore, Market Development will provide a vision of the external environment in which the IS operates and, through the information gathered, will provide the basis for development through innovation in its services and products.

When implementing Product Development, it is necessary to show the IS user that the products/services offered are enough to meet their information needs. However, it will be necessary to understand how these products/services can be innovated, perhaps even to make them easier to access. For example, it's not always easy for users unfamiliar with the more technical side of organizing information to find the labels on the spines of physical works. Therefore, if the

information professional is aware that this is a difficulty for the user, he or she can intervene with the user to find out how it would be easier to understand this more technical and instrumental part of the library's organization and then point out to those who run the institution that users are not familiar with the procedures used and perhaps suggest user training or a simplification of labels.

Finally, anyone wishing to apply diversification to an IS must realize why the IS needs a complete overhaul. Is it because it still doesn't meet the needs of our world? Does it want to struggle with technological and ideological obsolescence? Does it need to change its course so that it doesn't close down and a source of knowledge is lost? It's important to answer these questions before embarking on Diversification because this strategy will change what, we can say, are the foundations of the IS to which it will be applied. However, it can be very useful when the obstacles facing the IS don't seem to be overcome by the three strategies presented above, which, unlike this one, are less risky because the reformulation it requires implies not only an ideological restructuring but often a restructuring of infrastructures, thus having a high cost that many organizations aren't willing to take or don't have enough financial resources to carry out.

In this way, we believe that the application and usefulness of the Ansoff Matrix in the IS is clear and

marketing is understood as a currency of exchange, where both the institution/library and the client/user gain informational value. According to Kotler (2000), marketing "is seen as the task of creating, promoting and supplying goods and services to customers," which is also the role of libraries. In this way, we can say that marketing is user-oriented. Specifically, user satisfaction-oriented, bringing satisfaction to the purposes of the organization/library [...]. Marketing can be used as a way of capturing the attention of users, while it emerges as a planned auxiliary instrument aimed at creating strategies to be aware of changes that, in some way, may turn out to be threats to the services promoted by the institution, or, [...] to user satisfaction, that is, to the way they - users - see the quality of services... (Gomes de Sousa Ferreira & Aurea Montenegro Albuquerque Guerra, 2018, p.88-89, free translation).

The Ansoff matrix is useful for gaining informational value and providing users with the necessary information. These strategies will help retain existing users, attract new ones, and understand their needs as well as those of society and the business area in which the system operates. Market research will be essential for understanding what needs to be maintained, changed, replaced, and innovated to meet and exceed user expectations. However, there is still a lot of work to be

done to raise awareness of the application of tools, such as marketing in the IS and their usefulness for the development of these institutions, given that, The market recognizes the need and value of information, the need for skills and competencies to work with information, the interdisciplinarity of the knowledge management process, and identifying the functions to develop this practice, but does not realize that these functions are specific to information science (Ferreira, 2003, p. 47, free translation).

Meanwhile, there is still a lot of misinformation about what marketing is and its benefits, and the resistance of information professionals still contributes greatly to this social and human science not being seen in a positive light, but above all because of the need to recognize the interdisciplinary nature of Information Science, but as Theodore Levitt would say

The organization needs to learn to see its function not as producing goods and services but as acquiring customers and doing things that will make people want to work with it. The organization's top manager must be responsible for creating this environment, this point of view, this attitude, and this aspiration. He himself must set the company's style, its direction and its goals. This means that he needs to know exactly where he wants to go, making sure that the whole organization is enthusiastically aware of this (Levitt 1960, p. 11, free translation).

It would benefit the information services to be more open to its users. This openness should encourage communication that can enhance both the products and services offered and the experience of those who currently use or may use them in the future. If there is resistance to using new tools and learning methods from information professionals who have direct contact with users, it will be necessary for information service managers to actively intervene. This intervention should involve informing, deconstructing, and updating the knowledge of professionals. This will allow the organization to gain recognition for its products and services and be seen by society and the world as an open, dynamic entity that contributes to the development of individuals and the world.

### Conclusion

In the 21st century, we find ourselves in a globalized context defined by rapid technological and informational changes that make knowledge the most necessary element and, therefore, the most valued by both individual human beings and organizations, which, as open and living systems, must be prepared for change and growth at a faster rate than the one in which they are inserted. This information must, therefore, be understood in the context of inter and transdisciplinary Information Science, which can enable the creation



of new information products and services because, together with Ansoff's marketing strategies, they make it possible to understand the needs of the IS market, and thus meet the needs of IS information consumers. These, in turn, will help to value information because they will look at it through the eyes of the beholder and filter out what is good and useful and what will help human beings and society to effectively achieve objectives that will allow for greater development and progress for humanity, so that the world becomes happier, given that in addition to filtering, they will be part of the education and learning of human beings. There's no point in having information if we don't know how to use it in favour of something that can improve the world or if we're caught up in the tumultuous waves of the information sea we're sailing today.

So, the Ansoff Matrix will help an organization understand the best marketing strategy to use so that it can develop and evolve in the best possible way. By applying one or more product-market strategies to IS, we can see that:

- Market Penetration can make it possible to understand what can be done to continue to meet the needs of the IS's regular users, but also to try to understand what can be offered to attract new users;
- Market Development will adapt, taking into account the market research carried out with its users and what will allow it to change some characteristics of the products/services it offers to meet users' needs;
- Product Development enables the IS to show the need for its products and services to its users who have to fulfil their information needs;
- Diversification is more labour-intensive from all points of view - ideological and infrastructural - and is more costly.

In this way, we realize that using the Ansoff Matrix is extremely important, as it will allow the IS to have informational value and, at the same time, provide its users with what they need most - to meet their informational needs with quality.

However, it is still necessary to raise awareness among information professionals so that they are not attacked by marketing myopia, as Theodore Levitt teaches us, and understand that the marketing strategies presented here make it possible to recognize the need and value of information for its users, who are in an environment external to the IS, and therefore need to be understood and studied so that their information needs can be met. As such, the IS must be an organization that is open and available to change and that can respond to the needs of the societies in which it is located. If this is the case, it will be able to serve society and make human beings more capable, skilful, and happier, to build a better world for everyone, in line with the basic assumptions

of Marketing 3.0.

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