Table of Contents

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@article{Cianetti2017,
title = "Dental fear/anxiety among children and adolescents. A systematic
review",
journal = "European Journal of Paediatric Dentistry",
volume = "18",
pages = "121-130",
year = "2017",
issn = "",
doi = {https://doi.org/10.23804/ejpd.2017.18.02.07},
url = {https://pubmed.ncbi.nlm.nih.gov/28598183/},
author = {S.Cianetti, G.Lombardo, E.Lupatelli, S.Pagano, I.Abraha,
A.Montedori, S.Caruso, R.Gatto, S.De Giorgio, R.Salvato},
keywords = "Dental fear, anxiety, children",
abstract = "This paper reviews scientific literature published between 2000
and 2014 to assess the prevalence and average levels of dental fear and
anxiety (DFA) in children and adolescents, as well as variations according
to demographic and contextual factors. Cross-sectional and cohort studies
involving individuals aged 0–19 years were identified through searches in
Medline, Embase, and Web of Science. Eligible studies included participants
from the general population, dental care settings, schools, and
kindergartens, and used validated questionnaires to measure DFA."
}

@article{Zuhair2020,
    title = "Effectiveness of using virtual reality eyeglasses in the
waiting room on preoperative anxiety: A Randomized Controlled Trial",
    journal = "Perioperative Care and Operating Room Management",
    publisher = "ScienceDirect",
    volume = "21",
    pages = "100129",
    year = "2020",
    issn = "2405-6030",
    doi = "https://doi.org/10.1016/j.pcorm.2020.100129",
    url =
"https://www.sciencedirect.com/science/article/pii/S2405603020300443",
    author = "Zuhair Al-Nerabieah, M-Nour Alhalabi, Amer Owayda, Laith
Alsabek, Nada Bshara, Chaza Kouchaji",
    keywords = "Virtual reality eyeglasses, waiting room, anxiety",
    abstract = "Dental fear and anxiety (DFA) are common in children and can
negatively affect their oral health and willingness to seek dental care.
These reactions are influenced by multiple factors, including previous
negative experiences, fear of pain, the dental environment, and parental
attitudes. The article emphasizes the importance of early identification and
management of DFA to prevent long-term avoidance of dental treatment.

Among the strategies discussed, virtual reality (VR) glasses are highlighted
as an innovative, non-pharmacological approach to reducing anxiety. By
immersing children in engaging audiovisual environments, VR distracts their
attention from dental procedures, minimizes exposure to stressful stimuli,
and promotes emotional comfort. Studies suggest that VR can reduce anxiety
levels, improve cooperation, and enhance the overall dental experience,
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although its effectiveness may vary depending on the child and context.

Overall, behavioral and psychological interventions, including the use of
VR, play a key role in managing dental anxiety and improving pediatric
dental care outcomes."
}

@inproceedings{Wang2025,
    title = "The Impact of Color–Light Interaction Design in Hospital
Waiting Areas on Emotional Relaxation",
    booktitle = "Proceedings of CISAI '25",
    publisher = "ACM Digital library",
    pages = "1085 - 1092",
    year = "2025",
    issn = "2214-7853",
    doi = "https://doi.org/10.1145/3773365.3773537",
    url = "https://dl.acm.org/doi/10.1145/3773365.3773537",
    author = "Yi Wang, Xinyu Deng, Jianghe Xu",
    keywords = "Color, Light interaction, emotional relaxation",
    abstract = "This study investigated a color–light interaction design
intended to reduce negative emotional states, such as stress and anxiety,
experienced by individuals during waiting periods. The proposed approach
combined dynamic lighting effects with guided breathing exercises to promote
relaxation. To evaluate its effectiveness, the researchers used a multimodal
assessment method that included subjective feedback, electroencephalography
(EEG), and photoplethysmography (PPG) measurements. The study analyzed how
different light colors and breathing rhythms influenced emotional states by
examining brain activity, heart rate variability (HRV), and participants'
self-reported experiences. Based on these outcomes, the researchers
developed design guidelines for color–light interaction systems aimed at
improving emotional well-being in waiting environments. These concepts were
implemented in interactive devices and further tested through virtual
reality (VR) simulations. Overall, the study introduces an innovative
approach to enhancing waiting spaces, providing both theoretical insights
and practical applications for using color–light interactions to support
emotional relaxation."
}

@inproceedings{Hiwat2021,
    title = "Social Robot for Health Check and Entertainment in Waiting
Room: Child's Engagement and Parent's Involvement",
    booktitle = "Adjunct Proceedings of the 29th ACM Conference on User
Modeling, Adaptation and Personalization",
    journal = "ACM Digital Library",
    pages = "120 - 125",
    year = "2021",
    doi = "https://doi.org/10.1145/3450614.3463413",
    url = "https://dl.acm.org/doi/10.1145/3450614.3463413",
    author = "Anouk Neerincx, Thirza Hiwat, Maartje de Graaf",
    keywords = "Entertainment, waiting room, children",
    abstract = "This study explores how a social robot (iPal) can support
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children in a vaccination waiting room. After a health check, children
played a game either with the robot or on a tablet, while their behavior and
feedback were recorded. Results showed that interaction with the robot
increased engagement, motivation, and positive behaviors, while reducing
distractions.
However, factors such as age and parental presence influenced outcomes.
Although the robot helped distract children from stress, it also reduced
parent–child interaction compared to the tablet condition. Future research
aims to improve the robot’s ability to support both engagement and family
interaction."
}

@article{Lehrner2005,
    title = "Ambient odors of orange and lavender reduce anxiety and improve
mood in a dental office",
    journal = "ScienceDirect",
    volume = "86"
    pages = "92-95"
    issn = ""
    year = "2005",
    issn = "",
    doi = "https://doi.org/10.1016/j.physbeh.2005.06.031",
    url =
"https://www.sciencedirect.com/science/article/pii/S0031938405002660",
    author = "J. Lehrner, G. Marwinski, S. Lehr, P. Johren, L. Deecke,",
    keywords = "Essential oil of orange, essential oil of lavender, anxiety,
aromatherapy",
    abstract = "The goal of this study was to investigate the impact of the
essential oils of orange and lavender on anxiety, mood, alertness and
calmness in dental patients. Two hundred patients between the ages of 18 and
77 years (half women, half men) were assigned to one of four independent
groups. While waiting for dental procedures patients were either stimulated
with ambient odor of orange or ambient odor of lavender. These conditions
were compared to a music condition and a control condition (no odor, no
music). Anxiety, mood, alertness and calmness were assessed while patients
waited for dental treatment. Statistical analyses revealed that compared to
control condition both ambient odors of orange and lavender reduced anxiety
and improved mood in patients waiting for dental treatment. These findings
support the previous opinion that odors are capable of altering emotional
states and may indicate that the use of odors is helpful in reducing anxiety
in dental patients."
}

@misc{Brass2022,
    title = "Brass sheet Product Information",
    year = "2022",
    url = "https://www.fms.pt/pt/latao/chapas/chapa_de_latao.html",
    author = "F. Marques da Silva S.A.",
    keywords = "Chapa de Latão (=brass sheet)",
    abstract = "This page shows the brass sheets available with their
dimensions: 1.000 mm wide; 2.000 mm long, thickness varying from 0.50 mm to
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10.00 mm"
}

@misc{Alu2022,
    title = "Rectangular Aluminium tube",
    year = "2022",
    url =
"https://www.fms.pt/pt/aluminio/tubos/tubo_retangular_de_aluminio.html",
    author = "F. Marques da Silva S.A.",
    keywords = "Aluminium",
    abstract = "This page shows all the aluminum shapes available from this
supplier"
}

@misc{ArtnovionFoam,
    title = "SoundPET_ absorption products",
    year = "2026",
    url =
"https://www.artnovion.com/product-categories/50-absorption/products/1116-so
undpet-range",
    author = "Artnovion",
    keywords = "SoundPET_ Non-Woven Acoustic Absorber_ ",
    abstract = "The PET core is a material made entirely from recycled PET
plastic, that undergoes an environmentally-friendly transformation process
into the non-woven acoustic core we use in this panel. To keep this process
as efficient as possible, the thickness of the product may vary slightly
(±3mm)"
}

@article{Hamed2017,
    title = "Evidence-Based Design and Transformative Service Research
application for achieving sustainable healthcare services: A developing
country perspective",
    journal = "ScienceDirect",
    volume = "140",
    pages = "1885-1892",
    year = "2017",
    issn = "",
    doi = "https://doi.org/10.1016/j.jclepro.2016.09.161",
    url =
"https://www.sciencedirect.com/science/article/pii/S0959652616315025?casa_to
ken=XYT18M5DupQAAAAA:1KuFZK9COs1DiUNQNAZh0TYJndPQlV1lBDy8tGIFunZX6ympnVdltwU
66pDGh0IS7yoW0T_-Gwc",
    author = "Sara Hamed, Noha El-Bassiouny, Anabel Ternès",
    keywords = "Design, healthcare, sustainable, hostpial, servicescape",
    abstract = "The research shows that: patients consider detailed
information before choosing healthcare providers, expecting both effective
treatment and a supportive environment. This study links healing design and
wellbeing research to propose sustainable hospital guidelines, focusing on
Egypt.
Key findings show that greenery, safety, and private rooms most improve
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patient wellbeing. These results offer practical guidance for enhancing
hospital environments in developing countries and suggest studying the
combined impact of these factors in future research."
}

@article{Arenas2020,
    title = "Sustainable Acoustic Materials",
    journal = "MDPI",
    volume = "12",
    pages = "",
    year = "2020",
    issn = "",
    doi = "https://doi.org/10.3390/su12166540",
    url = "https://www.mdpi.com/2071-1050/12/16/6540",
    author = "Jorge P.Arenas, Kimihiro Sakagami",
    keywords = "Sustainable Materials, sound-absorption, acoustic materials,
recycled and recyclable materials",
    abstract = "This page shows that: over the past few decades, progress in
materials science, manufacturing, chemistry, and nanotechnology has driven
major innovations in advanced engineered materials. One important area is
sustainable acoustic materials, which are increasingly used to enhance sound
comfort in buildings and are becoming more popular in fields like
architecture, automotive, aerospace, and construction. These materials are
designed with environmental responsibility in mind, aiming to reduce
resource depletion and limit ecological damage while supporting long-term
sustainability. This Special Issue highlights research on solutions such as
membrane absorbers and natural fibrous materials, which offer eco-friendly
alternatives to conventional acoustic materials."
}


@article{Francesco2015,
    title = "A review of unconventional sustainable building insulation
materials",
    journal = "ScienceDirect",
    volume = "4",
    pages = "1-17",
    year = "2015",
    issn = "",
    doi = "https://doi.org/10.1016/j.susmat.2015.05.002",
    url =
"https://www.sciencedirect.com/science/article/pii/S2214993715000068",
    author = "Francesco Asdrubali, Francesco D'Alessandro, Samuele
Schiavoni",
    keywords = "Sustainability, building acoustics, Life Cycle Assessment",
    abstract = "Most building insulation is made from petrochemicals like
polystyrene or energy-intensive materials like glass and rock wool, which
harm the environment during production and disposal. This paper explores
sustainable alternatives made from natural or recycled materials, such as
kenaf or wood fiber, which match synthetic performance but are less common.
It reviews their thermal and acoustic properties, environmental benefits,
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and highlights the use of local resources or industrial byproducts to reduce
impact."
}


@article{Fang2016,
    title = "Product Transportation Distance Based Supplier Selection in
Sustainable Supply Chain Network",
    journal = "Journal of Cleaner Production",
    volume = "137",
    pages = "29-39",
    year = "2016",
    issn = "",
    doi = "https://doi.org/10.1016/j.jclepro.2016.07.046",
    url =
"https://www.sciencedirect.com/science/article/abs/pii/S0959652616309349",
    author = "Fang Yu, Lei Xue, Changyin Sun, Chun Zhang",
    keywords = "Supplier selection, Sustainable supply chain, transportation
distance",
    abstract = "Choosing suppliers is key for companies aiming for
sustainable production, but most research focuses on evaluation methods
rather than motivating greener choices. This study considers both
traditional factors like price and lead time, and environmental factors like
carbon emissions and use of harmful materials. It tracks product
transportation from raw materials to consumers to estimate emissions and
introduces an incentive system to encourage suppliers to make greener
decisions. Numerical tests show the model is effective and practical."
}


@article{Auvinen2014,
    title = "Calculating Emissions Along Supply Chains: Towards the Global
Methodological Harmonisation",
    journal = "Research in Transportation Business \& Management",
    volume = "12",
    pages = "41-46",
    year = "2014",
    issn = "",
    doi = "https://doi.org/10.1016/j.rtbm.2014.06.008",
    url =
"https://www.sciencedirect.com/science/article/abs/pii/S2210539514000339",
    author = "Heidi Auvinen, Uwe Clausen, Igor Davydenko, Daniel Diekmann,
Verena Ehrler, Alan Lewis",
    keywords = "carbon footprint, emissions, freight transport, supply
chains, methodological harmonisation",
    abstract = "To tackle climate change, countries need to reduce
greenhouse gas emissions, and freight transport is a major contributor. Many
tools and methods exist to calculate the carbon footprint of transport, but
results are often inconsistent or unclear due to differing approaches. This
research reviews current methods, highlights gaps and ambiguities, and
suggests ways to improve them. The goal is to move toward a more harmonized,
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global standard for calculating emissions across complex supply chains."
}


@article{Robin2019,
    title = "Systematic Review and Meta-analysis of Virtual Reality in
Pediatrics: Effects on Pain and Anxiety",
    journal = "PubMEd National Library of Medecine",
    volume = "129",
    pages = "1344-1353",
    year = "2019",
    issn = "",
    doi = "https://doi.org/10.1213/ane.0000000000004165",
    url = "https://pubmed.ncbi.nlm.nih.gov/31136330/",
    author = "Robin Eijlers, Elisabeth M W J Utens, Lonneke M Staals, Pieter
F A de Nijs, Johan M Berghmans, René M H Wijnen, Manon H J Hillegers, Bram
Dierckx, Jeroen S Legerstee",
    keywords = "Virtual reality, Pediatrics, Anxiety",
    abstract = "Medical procedures can be pretty stressful and painful for
kids, often causing both physical discomfort and a lot of anxiety. Virtual
reality (VR) is a newer tool that’s starting to be used either to distract
young patients during procedures or to help them get ready for what’s
coming. This meta-analysis is the first to bring together different studies
to see how effective VR actually is in reducing pain and anxiety in children
going through medical procedures."
}



@article{Yun2015,
    title = "The Effect of Virtual Reality Distraction on Pain Relief During
Dressing Changes in Children with Chronic Wounds on Lower Limbs",
    journal = "ScienceDirect",
    volume = "16",
    pages = "685-691",
    year = "2015",
    issn = "",
    doi = "https://doi.org/10.1016/j.pmn.2015.03.001",
    url =
"https://www.sciencedirect.com/science/article/pii/S1524904215000314",
    author = "Yun Hua MM, Rong Qiu MM, Wen-yan Yao MM, Qin Zhang BN, Xiao-li
Chen PhD",
    keywords = "Virtual Reality distraction, Pain relief, children",
    abstract = "Patients with chronic wounds usually feel the most pain
during dressing changes, and most studies focus on medication or better
dressings to manage it. However, less is known about non-drug methods like
virtual reality (VR), especially in children. This randomized study,
conducted with 65 children aged 4 to 16, examined whether VR could reduce
pain during dressing changes. Pain, anxiety, and physiological responses
were measured, along with the duration of the procedure. The results showed
that VR significantly reduced pain and anxiety compared to standard
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distraction methods, and also made dressing changes quicker, suggesting it could improve both patient comfort and clinical efficiency."
}


@article{Huisman2012,
    title = "Healing environment: A review of the impact of physical environmental factors on users",
    journal = "ScienceDirect",
    volume = "58",
    pages = "70-80",
    year = "2012",
    issn = "",
    doi = "https://doi.org/10.1016/j.buildenv.2012.06.016",
    url = "https://www.sciencedirect.com/science/article/pii/S0360132312001758",
    author = "E.R.C.M. Huisman, E. Morales, J. van Hoof, H.S.M. Kort",
    keywords = "Healing environment,",
    abstract = "In recent years, the impact of the physical environment on healing and well-being has become more important for patients, their families, and healthcare staff. A lot of discussion now questions whether traditional hospital designs actually support patient recovery. This review looks at research on evidence-based healthcare design, often linked to the idea of “healing environments.” Out of 798 studies identified, 65 were analyzed, but less than half had strong evidence, and most focused on patient and family outcomes rather than staff."
}


@article{Li2023,
    title = "Effects of immersion in a simulated natural environment on stress reduction and emotional arousal: A systematic review and meta-analysis",
    journal = "PubMed National Library of Medecine",
    volume = "",
    pages = "",
    year = "2023",
    issn = "",
    doi = "https://doi.org/10.3389/fpsyg.2022.1058177",
    url = "https://pmc.ncbi.nlm.nih.gov/articles/PMC9869155/",
    author = "Hongyi Li, Yujun Ding, Bing Zhao, Yuhang Xu, Wei Wei",
    keywords = "immersion, natural environment, stress, emotion, restorative effect, virtual reality",
    abstract = "The study shows that watching and listening to simulated nature can help reduce stress and boost emotional responses. The level of immersion plays a key role in how strong these positive effects are. By improving the technical aspects of these experiences, it could be possible to better combine the mental health benefits of both real and virtual nature."
}
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@article{Wu2022,
    title = "The effectiveness of distraction as preoperative anxiety management technique in pediatric patients: A systematic review and meta-analysis of randomized controlled trials",
    journal = "ScienceDirect",
    volume = "130",
    pages = "",
    year = "2022",
    issn = "",
    doi = "https://doi.org/10.1016/j.ijnurstu.2022.104232",
    url = "https://www.sciencedirect.com/science/article/pii/S002074892200061X",
    author = "JiaXin Wu, JingXin Yan, LanXin Zhang, Jiao Chen, Yi Cheng, YaXuan Wang, MeiLin Zhu, Li Cheng, LuShun Zhang ",
    keywords = "Anxiety, preoperative technique, pediatric patients",
    abstract = "Out of 793 studies found, 44 were analyzed and 19 randomized trials (with 1341 patients) were included in the meta-analysis. Results showed that distraction significantly reduced anxiety levels compared to control groups, both in the waiting area and during anesthesia induction. All subgroup analyses confirmed this positive effect, although there was a lot of variation between studies. Overall, distraction seems to be an effective way to reduce preoperative anxiety in children undergoing planned surgery, and it can be easily used by healthcare staff before procedures."
}


@misc{Philips2026,
    title = "Philips Ambient Experience",
    journal = "",
    volume = "",
    pages = "",
    year = "",
    issn = "",
    doi = "",
    url = "https://www.philips.nl/healthcare/consulting/experience-solutions/ambient-experience",
    author = "Philips Company",
    keywords = "Ambient experience, patient, therapy environment",
    abstract = "Philips Ambient Experience is a design concept for healthcare spaces aimed at improving both patient and staff experience. It’s based on years of research and has already been implemented in many locations worldwide. The idea is to create a more comfortable environment using things like lighting, projections, and sound for patient distraction, while also improving workflow and organization for staff. These spaces can be adapted to fit anything from a single room to a full department, depending on clinical needs, patient profiles, and budget. The goal is to create a more pleasant and engaging experience for everyone in the hospital. Overall, this approach can lead to better patient satisfaction, more
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positive recommendations, and improved efficiency in how healthcare teams work."
}


@misc{Qwiek2026,
    title = "Qwiek.up for healthcare professionals",
    journal = "",
    volume = "",
    pages = "",
    year = "",
    issn = "",
    doi = "",
    url = "https://webshop.qwiek.eu/products/qwiek-up",
    author = "",
    keywords = "Healthcare professional, ",
    abstract = "The Qwiek.up is a tool for healthcare professionals who want to respond quickly and effectively to problem behavior in care recipients. Think, for example, of fear, stress, aggression, compulsive behavior or even sexually disinhibited behavior.
Thanks to its impressive projections on the ceiling or wall, this tool instantly creates a calming atmosphere, making the care experience more pleasant and smooth. Ideal for both residents and care staff."
}


@misc{SyncVR26,
    title = "Improving care with Virtual Reality",
    journal = "",
    volume = "",
    pages = "",
    year = "",
    issn = "",
    doi = "doi=specific link to insert here",
    url = "https://www.syncvrmedical.com/nl/",
    author = "SyncVr Medical",
    keywords = "Care, Virtual Reality",
    abstract = "Largest virtual reality platform in healthcare in Europe and offer tailor-made VR solutions for your entire healthcare organization. The goal is to simplify and support the implementation process from start to finish."
}


@article{Nicole2025,
    title = "How design in clinical spaces may influence health outcomes",
    journal = "Definitive Healthcare",
    volume = "",
    pages = "",
    year = "2025",
    issn = "",
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    doi = "",
    url =
"https://www.definitivehc.com/blog/design-considerations-in-patient-and-clin
ical-areas",
    author = "Nicole Witowski",
    keywords = "Design, clinical spaces, healthcare environments",
    abstract = "This article explains the way that from the presence of
natural light to noise reduction, the very structure of a clinical
environment has the potential to aid or impede a patient’s recovery, with
far-reaching implications for both patient outcomes and the efficiency of
care delivery."
}


@article{Judy2004,
    title = "Evidence-based hospital design improves health care outcomes
for patients, families, and staff",
    journal = "ResearchGate - PubMed",
    volume = "",
    pages = "",
    year = "2004",
    issn = "",
    doi = "",
    url =
"https://www.researchgate.net/publication/8206315_Evidence-based_hospital_de
sign_improves_health_care_outcomes_for_patients_families_and_staff",
    author = "Judy Rollins",
    keywords = "Hospital design, Healthcare,",
    abstract = "This article explains how hospital design improves
HealthCare outcomes for patients, families, and staff"
}


@misc{Monteiro2026,
    title = "Monteiro Fabrics - MEDIFLEX Collection",
    journal = "",
    volume = "",
    pages = "",
    year = "",
    issn = "",
    doi = "",
    url =
"https://www.monteirofabrics.com/pages/mediflex?srsltid=AfmBOooOBcZ3rdLJXsra
j48AvWRVP3QxyrJwEdwdPu1K2ZGKFNmvKbt-",
    author = "Monteiro Fabrics",
    keywords = "Healthcare fabrics, antibacterial, antiviral, ",
    abstract = "MEDIFLEX maintains its exceptional quality, even in the face
of various healthcare challenges. It exhibits remarkable resistance to
bodily fluids, lotions and creams. Textile products from the MEDIFLEX
collection are, anti-microbial and anti-fungal, light resistant. MEDIFLEX
seamlessly and safely interacts with living tissues, without triggering
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adverse reactions or toxic effects on cells, as demonstrated by its non-
irritating and non-cytotoxic characteristics in accordance with ISO
standards: ISO 10993-5and ISO 10993-10. This ensures a dependable and
comfortable experience in healthcare environments, where patient well-being
is paramount."
}

@article{Devlin2003,
    title = "Health Care Environments and Patient Outcomes: A Review of the
Literature",
    journal = "Environment and Behavior",
    volume = "35",
    number = "5",
    pages = "665-694",
    year = "2003",
    issn = "",
    doi = "10.1177/0013916503255102",
    url =
"https://indigenouspsych.org/Discussion/forum/Health%20Care%20Environment%20
and%20Patient%20Outcomes.pdf",
    author = "Devlin, Ann Sloan and Arneill, Allison B.",
    keywords = "health care architecture, managed care, ambient environment,
patient-centered care, postoccupancy evaluations (POEs)",
    abstract = "This review of the literature on health care environments
and patient outcomes considers three research themes: patient involvement
with health care (e.g., the role of patient control), the impact of the
ambient environment (e.g., sound, light, art), and the emergence of
specialized building types for defined populations (e.g., Alzheimer's
patients). The article also describes the challenges presented in doing
high-quality research focused on health care environments and contrasts the
contributions made by two different traditions: architecture and behavioral
science. The implications of managed care and opportunities for research are
considered."
}

@article{ZupokKapala2025,
    title = "Next Generation Marketing Channels: Typology, Strategic
Implications, and the 6V Framework",
    journal = "European Research Studies Journal",
    volume = "XXVIII",
    number = "3",
    pages = "576-590",
    year = "2025",
    issn = "",
    doi = "10.35808/ersj/4062",
    url =
"https://ersj.eu/journal/4062/download/Next+Generation+Marketing+Channels+Ty
pology+Strategic+Implications+and+the+6V+Framework.pdf",
    author = "Zupok, Sebastian and Kapala, Michal",
    keywords = "marketing channels, 6V framework, digital economy",
    abstract = "This article proposes and applies the 6V Framework to
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conceptualize and evaluate next-generation marketing channels in the digital
economy. It aims to understand how emerging formats—such as voice commerce,
immersive AR/VR environments, retail media networks, and Web3-based
platforms—are reshaping customer engagement, brand experience, and value
creation. Building on an extensive literature review and theoretical
synthesis, the paper introduces the 6V Framework, consisting of six
analytical dimensions: Value, Velocity, Visibility, Verifiability,
Virtuality, and Vulnerability."
}


@book{Johnson2023,
    title = "Exploring Strategy: Text and Cases",
    publisher = "Pearson",
    volume = "",
    pages = "",
    year = "2023",
    isbn = "9781292145129",
    doi = "doi=specific link to insert here",
    url =
"https://www.pearson.com/en-gb/subject-catalog/p/exploring-strategy-text-and
-cases/P200000007156/9781292428741",
    author = "Richard Whittington, Patrick Regnér, Duncan Angwin, Gerry
Johnson, Kevan Scholes",
    keywords = "Strategy, Marketing, Models",
    abstract = "this book explains how companies can analyze their external
environment in order to support strategic decision-making. The book presents
the PESTEL framework as a useful method to identify macro-environmental
factors such as political, economic, social, technological, environmental,
and legal influences. It also emphasizes the importance of understanding
market trends, risks, and opportunities before defining a business strategy.
This approach helps organizations adapt to changes in their environment and
improve their long-term competitiveness."
}


@article{Porter1980,
    title = "Industry Structure and Competitive Strategy: Keys to
Profitability",
    journal = "Financial Analysts Journal",
    volume = "36",
    pages = "30-41",
    year = "1980",
    issn = "4",
    doi = "https://doi.org/10.2469/faj.v36.n4.30",
    url = "https://www.tandfonline.com/doi/pdf/10.2469/faj.v36.n4.30",
    author = "Michael E. Porter",
    keywords = "Competitive strategy, Profitability",
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gain a competitive advantage within their industry. The book introduces
important strategic tools, especially Porter’s Five Forces model, which
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helps analyze competition, market attractiveness, and external pressures affecting businesses. Porter explains that understanding competitors, suppliers, customers, substitute products, and potential new entrants is essential for building an effective strategy. His work is widely used in strategic management to evaluate industry structure and support long-term business decisions."
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