

THE ROLE OF CUSTOMER SERVICE MANAGEMENT IN THE SUCCESS OF DIGITAL MARKETING PLANS IN IRAQ (ASIA CELL COMMUNICATIONS COMPANY)

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Abstract

This article looks at the role of customer service management on the adoption of digital marketing strategies within Asia Cell Communications Company. Using a descriptive analysis of the variables considered in the study, the results show customer service management was generally rated at moderate to highly (overall mean = 3.75, SD = 0.419) and the mean ratings of the sub-variables reflected the focus on rapid-response and communication quality (mean = 3.80), understanding customer needs to help develop closer relationships with customers (mean = 3.75), problem solving (mean = 3.72), and staff efficiency (mean = 3.70). Commonly rated as the largest influence on digital marketing performance was the perceived ability of the telecommunications company to achieve campaign goals (mean = 3.85) and increased customer satisfaction levels (mean = 3.82). The regression analysis provided evidence to suggest that customer service management was statistically significant and positively related to digital marketing effectiveness demonstrating that customer service management explained 64.8% of variance ($R^2 = 0.648$, value of $p < 0.001$). In regard to the sub-variables, rapid-response ($\beta = 0.810$) had the largest effect found in this study, which was followed by staff efficiency, communication quality, understanding customer needs and problem solving. All of the main and sub-hypotheses were met and embraced by the results of this material.

Keywords: Customer service management, digital marketing plans, Asia cell communications.

Introduction

The competitive digital economy is very important, developing effective marketing strategies relies heavily on more than just creativity and the size of the advertising reach. Rather, marketing effectiveness increasingly relies on the management and effectiveness of the customer service aspect. As businesses increasingly transition to digital transformation, customer expectations for fast, efficient, and personalized support have markedly increased. Therefore, organizations need to incorporate customer service into their digital marketing strategies so that they can maintain customer satisfaction, loyalty, and brand engagement.

E-marketing strategies are becoming an integral part of our lives in the digital world. It is important to understand them composing resilience but to also, as highlighted recognize the digital platforms across the board, o ensure great improvements within our business continuance, flexibility, and sustainable development during uncertain times (Chahdi et al., 2025). This study examines the important role that customer service management has in improving the effectiveness of digital marketing in the context of the Iraqi telecom industry. A case study of Asia Cell Communications Company (some of the companies in Iraq are considered as telecom companies) is the subject of this study, as they are one of the major providers of telecom services in Iraq. Customer engagement through digital channels, in conjunction with fast and quality service, can affect the results of not only digital marketing, but also brand perception, and retention of customers for Asia Cell and other telecom companies in a wide and competitive field. This study will consider key dimensions of customer service, including responsiveness, communication quality, problem solving ability, and competency and will explore to what extent, if at all, these aspects of customer service can affect the efficacy of Asia Cell's digital marketing efforts. Finally, the study will explore the exploratory attempts to understand what improvements can be made to enhance the connectivity between the two elements of a service and digital marketing strategies to effectively meet the expectations of a digitally-savvy consumer market in Iraq.

Literature review

1. Customer Service Management

Customer service management here are all the retail activities that increase its customer value while shopping at the store (Levy & Weitz, 2007). Excellent customer service management can be identified as existence of both tangible and intangible value increasing the activities related to the customer's experience with its product or service (Parasuraman et al., 1991, 1994a, 1994b) and it either affects the customer directly or indirectly (Kursunluoglu, 2011). Customer service management is the supply chain management process that represents the firm's face to the customer (Bolumole, 2003). Great customer service does not just fall on the customer service department. It takes a 360 approach including all departments in the organization in order to identify and remove barriers quickly, reduce costs, and increase satisfaction of both the organization and the customers (Mathew et al., 2014). Customer service has two dimensions, the procedural dimension, and the personal dimension.

- **Rapid response**

Quick responses are indispensable to longevity or sustained success (Jayachandran et al., 2004., 2018). Rapid response systems are typically used in healthcare settings like hospitals to identify and respond to a patient whose condition is escalating or deteriorating while outside of the intensive care unit. The value of rapid response systems is debated (Lyons et al., 2018).

- **Communication quality**

The quality of communication is fundamental to effective customer service and customer satisfaction, particularly in the digital era. Communication quality reflects the clarity, consistency, tone, and timing of the conversations between the company and its customers.

When communication is excellent quality, customers are accurate information, their feelings and queries are recognized, and they are treated respectfully, which builds on-brand trust.

Due to the diversity of its customer base and the competitive environment of the telecom market in Iraq, Asia Cell Communications Company must maintain high communication quality. Ensuring clear, responsive communication from service representatives, whether via call center, web page, or on social media, improves the effectiveness of marketing campaigns. It encourages comprehension of promotional messages, prompts a fast resolution of customer questions and concerns, and enhances the overall customer experience.

Problem solving

Problem solving interactions share common characteristics within various streams of literature. First, they are not easily scripted, and often require improvisations in the moment, to deal with service related problems (Heritage and Maynard 2006). Second, they tend to be emotional, typically characterized by frustrated customers, who provide even higher potential for miscommunication and misperceptions (Groth and Grandey 2012). Thirdly, customers--and public citizen's more generally (Stack 2017)

Attention to customer needs

(Restak ,2004) contends that, "The Age of the Old Brain is over; we are now in the Age of the New Brain". He remarks on previous medical research where practitioners were only able to view very minimal perspectives of neural patterns due to limitations of available surgical techniques. As stated previously in this chapter (Restak, 2004), technological advances have afforded new medical practices enabling imaging that can capture the details of subtle and remarkable activities that never had the chance to be examined prior to the last decade. The field of cognitive science involves not only the able study human mechanisms that are responsible for thoughts, moods, decisions and actions. As (Restak ,2004) notes, it allows us to better understand the attributes of media and technology on our thoughts and emotions. There exists ample evidence our brains are increasingly reacting to television, mobile devices, laptops and the internet. As an example, the 'crawlers' of text at the bottom of television screens are designed to capture our attention, however given their prevalence more recently, the crawling text continues to exhibit markedly decreased impact and influence over attention. There is also considerable research documenting the type of information overload that exists when decision agents are included in websites that allow for comparison shopping (Tan, 2003). Again, it is assumed that the consumer is currently engaging in and involved with the commercial process.

Staff efficiency

A skill is the ability to carry out a series of tasks that can be acquired through training and practice. Skill can be equated with the ability to perform a challenge, quickly and accurately, which requires the building foundational skills. Skills can be attained and developed through the process of working alongside others or through self-training (Khan & Quaddus, 2018).

2. Success of digital marketing plans

An effective digital marketing plan depends on having well-defined goals and knowledge about the audience, utilizing different digital channels in a purposeful way to reach the audience. It requires continual observation, analysis, and adaptation based on quantitative data and performance metrics.

Reaching the target customer

Identifying, assessing, and selecting a target market is seen to occur before realizing specific strategies in an era where customers are central. After identifying the right customers, the organization needs to address their needs and then satisfy their needs. These things are linked directly to retaining and obtaining profitable customers and profiting from them (Jonker, et al, 2004). In order to identify target customers, customers have been analyzed and segmented in terms of their information. Various segmentation models have emerged and researched as an approach to targeting. They have emerged according to source of data and have established their usefulness.

Interaction and participation

Social psychological theory led us to question whether or not there might be a behavioral precursor to word-of-mouth—specifically whether some factors in generating word-of-mouth behaviors may exist in the substantial interaction between provider and recipient during the service encounter itself. Taking the consumer behavior perspective, we focussed on the participation aspect of interaction (Maru, 1992).

Improve mental image

Image can be thought of as a strategic asset which will guarantee one's survival and could provide business organizations with longevity (Smaizien & Orzekauskas, 2006) because they are able to impact the present public perception of the various relevant aspects of the organization and factors affecting its composition. When depicting an image for the organization representing a positive mental image through various media, a real congruency must be created with the true current reality of its status and operation as an organization through its level of attachment to the principles of moral and social responsibility towards others (al-Jubouri, 2010). A positive image will be described as a treasure it is difficult to create but easy to lose (Boyle, 2002).

Digital customer satisfaction

Having customer satisfaction as an essential management guide has not been an area of significant publicity in the insurance industry, and that with regards to academic research on customer satisfaction in the insurance space is low in comparison to other sectors (e.g. Brutyan et al. 2019; Jahnert and Schmeiser 2021).

Achieving digital campaign goals

Achieving digital campaign goals means how much a company's online marketing is meeting established goals, such as building brand awareness, improving customer engagement,

generating leads, increasing conversions, and enhancing customer loyalty. It is important to indicate if these goals are a relevant metric of overall effectiveness and the return on investment (ROI) of digital marketing. In a highly competitive market like Iraq's telecommunications market, companies such as Asia Cell must plan and execute digital campaigns that are based on data, customer attitudes, and in sync with consumer behavioral trends.

Research hypotheses

The study includes two main hypotheses; The third main hypothesis included four sub-hypotheses as follows:

First main hypothesis:

There are adequate customer service management in Asia cell communications company.

Second main hypothesis

Success of digital marketing plans are available in Asia cell communications company.

Third main hypothesis:

The customer service management positively effect in success of digital marketing plans in Asia cell communications company.

Sub-main hypothesis

1. The rapid response to customer positively effect in success of digital marketing plans in Asia cell communications company.
2. The communication quality with customer positively effect in success of digital marketing plans in Asia cell communications company.
3. The customers' problem solving to customer positively effect in success of digital marketing plans in Asia cell communications company.
4. The attention to customer needs positively effect in success of digital marketing plans in Asia cell communications company.
5. The staff efficiency positively effects in success of digital marketing plans in Asia cell communications company.

Research Methodology

This study utilizes quantitatively deductive research within a survey framework. The literature review provided the principal role in the research process for developing research hypotheses. After this, numerical data has been used in the research process to test the hypotheses without too much difference on a new sample population.

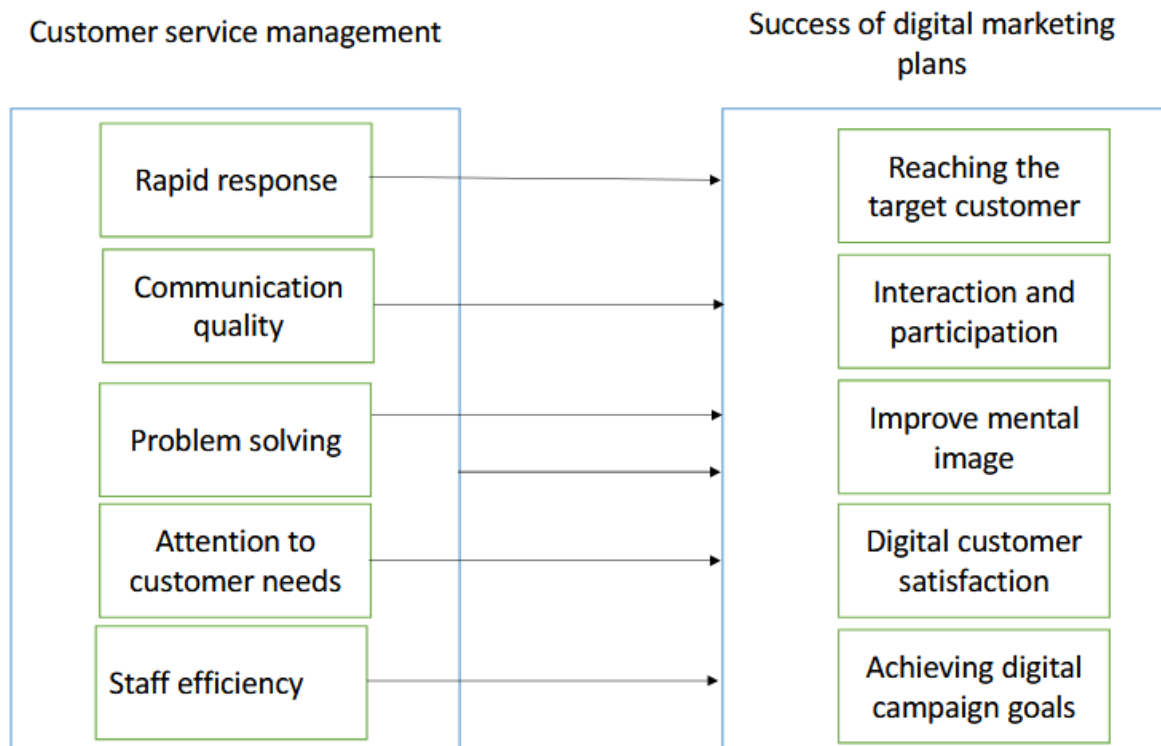


Figure 1. The proposed conceptual model.

Population Description

The population of this study consists of employees associated with Asia Cell Communications Company in Bagdad city, one of the leading telecommunications providers in Iraq.

Sample Selection and Methodology

Participants were selected from the population: Asia Cell Employees in Bagdad city - specifically, those employees with roles within customer service, digital marketing, as well as some support roles of the company. These participants were selected to have knowledge of the internal processes and execution of customer services undertakings. Most of the respondents in the sample (n=158) were male (89%, n=56.3). The age group with the highest percentage (34.8%, n=55) was less than 25 years old. Of the qualifications, the highest proportion of participants held a diploma (39.3%, n=58). When it came to job titles, most respondents were employees (72.8%, n=115). Lastly, when it came to their overall work experience, most respondents (38.6%, n=61) had between 3-6 years of work experience. (see

Table 1. Table 1. charachterstics of sample (n=158)

Factor	Level	n	%
Sex	Male	89	56.3
	Female	69	43.7
Age in years			
	less than 25	55	34.8
	25-35	50	31.6
	35-45	40	25.3
	more 45	13	8.2
Qualification			
	Diploma	58	36.7
	Bachelors	57	36.1
	Master	35	22.2
	Ph.D.	8	5.1
Job title			
	Employ	115	72.8
	Deputy Head of section	9	5.7
	Head of section	20	12.7
	Deputy Department Manager	7	4.4
	Department Manager	7	4.4
Experience years			
	Less than 3	39	24.7
	3-6	61	38.6
	6-8	58	36.7

Data Collection and Analysis

Using structured questionnaires data were collected in terms of gender, age, qualification, years of experience and job title.

Reliability analysis

The reliability assessment of the questionnaire items utilized Cronbach's Alpha to assess the internal consistency of each variable. The sub-variables related to customer service management were rapid response ($\alpha = 0.813$), communication quality ($\alpha = 0.753$), problem solving ($\alpha = 0.757$), attention to customer needs ($\alpha = 0.723$), and staff efficiency and all demonstrated acceptable reliability with each alpha value being over 0.70. Overall, these sub-variables demonstrate high reliability when considered as a whole and provide a measure for the main variable that is Green Marketing Techniques ($\alpha = 0.899$) and demonstrate high levels of internal consistency. The sub-variables of reaching the target customer ($\alpha = 0.764$), interaction and participation ($\alpha = 0.769$), and improve mental image ($\alpha = 0.811$), digital customer satisfaction ($\alpha = 0.768$), and achieving digital campaign goals ($\alpha = 0.800$), also demonstrated acceptable reliability. Together, sub-variables represent a high level of reliability overall for the success of digital marketing plans construct ($\alpha = 0.893$). Overall, the reliability of all 50 items used in the study was excellent with a Cronbach's Alpha of 0.941 and indicates that the measurement instrument has high reliability and can be deemed reliable for further analysis (see Table 2).

Table 2. Reliability analysis of questionnaire variables

Main variable	Sub-main variable	Number of item	Alpha Cronbach's
	Rapid response	5	0.813
	Communication quality	5	0.753
	Problem solving	5	0.757
	Attention to customer needs	5	0.723
	Staff efficiency	5	0.797
Customer service management		25	0.899
	Reaching the target customer	5	0.764
	Interaction and participation	5	0.769
	Improve mental image	5	0.811
	Digital customer satisfaction	5	0.768
	Achieving digital campaign goals	5	0.800
Success of digital marketing plans		25	0.893
Total		50	0.941

Results and discussion

Table 3 provides descriptive statistics of the variables related to customer service management. Among the sub-variables, rapid response and communication quality reached the highest levels of the average mean score of 3.80 and were equal first, denoting the importance of providing speedy responses and quality communication when interacting with customers. Attention to customer needs followed closely (mean = 3.75, rank 2). Problem solving had earned a rank of three with a mean of 3.72. Although still relatively highly rated, staff efficiency received the lowest score of the sub-variables (mean = 3.7) so may still be an area to improve. The success of digital marketing strategies. Based on the results, customer service management overall had a relatively high overall mean of 3.75 (SD = 0.419) indicating positive perceptions of the customer service management process among respondents, the first main hypothesis is **supported**. The highest rated component was in meeting digital campaign goals with a mean of 3.85 (rank 1), showing some level of success in reaching marketing goals. Following that, improving mental image and digital customer satisfaction were both scored 3.82 (rank 2), indicating a strong branding perception and customer satisfaction with digital interactions. Lastly, target customer (mean = 3.59) ranked among those lowest, along with interaction and participation with a mean=3.58, these results indicate the need for greater focus on these aspects to grow engagement and thus the effectiveness of campaigns. Therefore, overall while the results indicate strong performance across most variables, paying close attention to targeted improvements in staff efficiency and audience engagement may only enhance both customer service quality and digital marketing

outcomes. In terms of successes of digital marketing plans, overall mean is 3.73 and standard deviation is 0.472, a moderate range of responses, the second main hypothesis is **supported**.

Table 3. Descriptive statistics of research variable

Main variable	Sub-main variable	Mean	SD	Rank
	Rapid response	3.8	0.65	1
	Communication quality	3.8	0.51	1
	Problem solving	3.72	0.51	3
	Attention to customer needs	3.75	0.56	2
	Staff efficiency	3.7	0.56	4
Customer service management		3.75	0.419	1
	Reaching the target customer	3.59	0.7	3
	Interaction and participation	3.58	0.61	4
	Improve mental image	3.82	0.64	2
	Digital customer satisfaction	3.82	0.65	2
	Achieving digital campaign goals	3.85	0.65	1
Success of digital marketing plans		3.73	0.472	2

The hypotheses testing is represented by Table (4), the hypothesize that customer service management has positive impact on success of digital marketing plans for Asia Cell Communications Company is firmly supported by the regression analysis. The results collectively indicated a high value for the standardized beta coefficient, with a value of ($\beta = 0.805$) and a significant T-value of 16.957 with a P-value of 0.000. This confirms a strong positive relationship that is statistically significant. In addition, the R-square represents a value of 0.648 which implies that customer service management accounts for approximately 64.8% of the explanatory power of success of digital marketing plans confirming impact. The second main sub-hypothesis is accepted. The first sub-hypothesis, focusing on the positive impact of rapid response to customers on the success of digital marketing strategies, is also upheld. The standardized beta (β) of 0.810, T-value of 17.250 with a P-value where $P < 0.001$ indicates a very strong and significant positive relationship. Furthermore, the R-square indicates that rapid response alone, accounts for 65.6% of the variance in successful digital marketing efforts, making it the greatest influence of the four dimensions of customer service management, the first sub-hypothesis of second main sub-hypothesis is accepted. The second sub-hypothesis is that communication quality with customers has a positive impact on the effectiveness of the digital marketing plans. This sub-hypothesis is supported; the results indicate a standardized beta (β) of 0.604 and a T-value of 9.454, which is statistically significant ($P = 0.000$). The model has an R-square value of 0.364, which indicates that communication quality explains 36.4% of the variation in digital marketing success, which indicates a substantial amount of variance, though it is just moderate, the second sub-hypothesis of second main sub-hypothesis is accepted. The third sub-hypothesis argues that problem solving for customers positively influences the outcome of digital marketing plans. The regression results showed a standardized beta (β) of 0.372, T-value of 5.001, and a P-

value of 0.000. Although statistically significant, the R-square value of 0.138 showed, that this factor only explained 13.8% of the variance, making it the weakest predictor among the sub-variables. Nevertheless, it still had a positive influence on, digit marketing success, the third sub-hypothesis of second main sub-hypothesis is accepted. The fourth sub-hypothesis argues that having a focus on customer needs also positively impacts the outcome of digital marketing plans. The regression results have a standardized beta (β) of 0.563 and significant T-value of 8.498 ($P = 0.000$, and R-square value of 0.316, demonstrating that this dimension took up 31.6% of the variance in digital marketing success - proving its consequence, the fourth sub-hypothesis of second main sub-hypothesis is accepted. Finally, the fifth sub-hypothesis proposed that staff efficiency positively impacts the outcome of digital marketing's plans. This was supported with a standardized beta (β) of 0.617, a T-value of 9.799 and a statistically significantly P value of 0.000. Staff efficiency, furthermore, had an R-square value of 0.381 meaning it explained 38.1% of the variance, showing that employee effectiveness is essential in delivering organizational digital marketing targets, then the fifth sub-hypothesis of second main sub-hypothesis is accepted.

Table 4. regression results of customer service management and its domain in success of digital marketing plans

variable	B	β	Se	T	P.value
Customer service management	0.907	0.805	0.053	16.957	0.000
R	0.805				
R square	0.648				
Adjusted R square	0.646				
F-statistics	287.54				0.000
Rapid response	0.586	0.810	0.034	17.250	0.000
R	0.810				
R square	0.656				
Adjusted R square	0.654				
F-statistics	297.58				0.000
Communication quality	0.560	0.604	0.059	9.454	0.000
R	0.604				
R square	0.364				
Adjusted R square	0.36				
F-statistics	89.37				0.000
Problem solving	0.346	0.372	0.069	5.001	0.000
R	0.372				
R square	0.138				
Adjusted R square	0.133				
F-statistics	25.01				0.000
Attention to customer needs	0.471	0.563	0.055	8.498	0.000
R	0.563				
R square	0.316				
Adjusted R square	0.312				
F-statistics	72.22				0.000
Staff efficiency	0.520	0.617	0.053	9.799	0.000
R	0.617				
R square	0.381				
Adjusted R square	0.377				
F-statistics	96.02				

Conclusion

This study shows how important customer service management is to the success of Asia Cell Communications' digital marketing plans. All statistical data, including regression analysis tell us there is a strong and statistically significant responses between customer service management and success of digital marketing plans, as customer service management accounts for approximately 64.8% of variance in digital marketing success. The regression analysis showed that fast response had the largest and strongest influence on the success of the digital marketing plans, staff efficiency was the next highest, communication well, attention to customer's needs and problem solving had statistically significant positive influence, but, problem solving had the least collateral overall. The descriptive data supported all the analysis, including that the first two mean values were rapid response and communication, indicating customers value fast and effective communication. While staff efficiency is only weakly statistically significant, it received the lowest mean score, this potentially indicates improvement?

In addition to the above, the digital marketing strategies were rated as effective also in achieving campaign goals, management of the mental representation of the company, and improving broad digital customer satisfaction. However, the reach to target customers and interactive participation had lower scores relative to that of digital marketing strategies overall, which reflects a need to improve engagement. In sum, the research supports the main and sub-hypotheses, and is consistent with the claim that high levels of customer service practices, particularly responsiveness and expertise capability, drive digital marketing outcomes in the telecommunications industry.

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