

PROBLEM AREA DIFFERENCES IN THE CONCEPTS OF CUSTOMER CENTRICITY AND CUSTOMER ORIENTATION

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In recent years, business literature has shifted its focus from customer focus to customer centricity, which is positioned as a fundamentally new concept, a paradigm of doing business. The purpose of this article is to understand the correlation of these concepts for the correct interpretation of the latter. A review of the scientific literature using the built-in analysis option of SCOPUS.com showed that the main components of this concept (definition, genesis, prerequisites, consequences, differences from other concepts, positives, barriers, etc.) were developed long ago – at the beginning of the 21st century. To increase the validity and remove bias in the interpretation of the distinctive features of the concept, a conceptual computer analysis of 2 arrays of information was carried out: titles and abstracts of 270 scientific publications published in the SCOPUS scientometric database with the keyword "customer focus" and 460 scientific publications with the keyword "customer centricity". The sample comprised 5,856 publications with one of the possible terms describing the attitude towards the client (orientation, focus, focus) in the title or abstract. The text arrays were processed using WordStat 2023.0.1, a special text analysis module developed by Provalis Research (Canada). The computer analysis conducted with the help of the WordStat software allowed to establish a list of words that are most often found in scientific periodicals (articles and abstracts) included in the relevant sample; a list of phrases that are most often found in scientific periodicals (articles and abstracts) included in the relevant sample; leading topics that are considered within the formed samples (6 topics that characterise the problem field of customer focus research and 10 leading topics of publications on customer centricity). The objective data obtained proves that while at the level of words there is an identity of concepts, at the level of phrases and top topics there is a clear shift in focus from marketing issues (customer focus, customer satisfaction, customer relations, customer requirements, customer-centric service, customer-centric experience, customer relationship management, etc.). In addition to the traditional aspects (customer centricity, customer relations), the leading aspects described in the literature on customer centricity are making the right decisions in all links of the supply chain, the problems of developing appropriate information systems and technologies, creating and using social networks, developing tools for empathy with the customer, and predicting his or her behaviour – as the basis for real customer centricity. It was also found that customer centricity is recognised as a priority for the development of products and services in such new areas as energy saving and electric vehicles. Thus, the conceptual computer analysis conducted with the help of the WordStat software product allows to interpret customer centricity as a qualitatively new level of development of the customer orientation concept, which implies the extension of the concept's scope to all components and processes of the business model, the acquisition by organisations of a new status of "customer-oriented"; recognition of the customer as the most important, central figure and driving force of business development.

Key words: customer centricity, customer-centric business model, customer-centric organisation, customer focus, comparative analysis of concepts, conceptual computer analysis, WordStat, top topics of customer centricity research.

JEL Classification: J53, M11

Statement of the problem. Taking into account the requirements and preferences of customers when developing products and services, organising their sales and after-sales service has been considered an indisputable business axiom for many decades. In the Ukrainian-speaking world, this requirement has been argued and implemented within the framework of the concept of customer focus and is at the centre of research in marketing and customer relationship management.

Over the past decades, leading academics and world-class consulting agencies have conducted numerous in-depth studies that have proven the importance of customer focus and identified the benefits that come with it – higher

ROI: organisations that focus on customer solutions rather than product promotion have demonstrated a 150 per cent return on shareholder value, outperforming the Standard & Poor's 500 (S&P) Index by 14 per cent over the same time period. Sales of such organisations grew by 143% compared to 53% growth of the S&P [1]; a 1% increase in customer satisfaction leads to a 2.37% increase in ROI, while a 1% decrease in customer satisfaction leads to a 5.08% decrease in ROI [2]. A report by Deloitte and Touche [3] states that customer-centred companies were 60% more profitable than non-customer-centred ones. In the case of a customer-centred CEO, this percentage increases to 64%.

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Despite the perception and understanding of the undeniable benefits, the adoption of the concept of customer centricity has slowed over time. According to a study by the CMO Council [4], only 14% of marketers believe that customer focus is a distinctive feature of their companies, and only 11% think that their customers would agree with this characteristic.

Recently, the concept of customer focus has been replaced in business literature by the concept of customer centricity. It is presented by business experts as a fundamentally new conceptual direction, a paradigm of doing business. For example, [5] interprets customer centricity as "a radically different approach" and gives a very interesting analogy – "it offers a transition from hunting (which is inherent in the concept of customer focus) to herding, from disorderly relations to family life".

Is customer centricity really a new innovative concept? Is it so different from customer orientation that it can be considered a new business paradigm? And what are the essential differences and advantages of this approach? The desire to find answers to these questions prompted the authors to conduct this study.

Analysis of recent research and publications. According to the analysis of publications in the SCOPUS.com scientometric database (built-in analysis option), over the last 20 years in the English-language literature various terms have been used to characterise the interaction between business entities and consumers, taking into account the interests of customers in planning and conducting business, in particular marketing activities, selling products and providing services, such as "customer-oriented", "customer-focused" and "customer-centric", as well as other (derived) spellings of these words.

The results of the searches clearly confirm that the most used term is "CUSTOMER ORIENTATION" – 2,821 document results since 1974; the second place (1,177 documents, since 1980) is occupied by the term "CUSTOMER FOCUSED". The least used term is "CUSTOMER CENTRICITY", which appears in the titles and abstracts of only 312 scientific publications since 2001. The trends for publications with all terms are steadily increasing, confirming the relevance of this topic.

The terms under consideration are interdisciplinary, and no differences (preferences) in their use in different fields of knowledge have been identified. That is, it cannot be stated that specialists in any field of knowledge prefer one of the 3 terms considered.

It is also impossible to confirm the thesis that the term "customer centricity" is new – it was introduced into scientific circulation at the beginning of the 21st century, and is not an innovation of recent years.

Over 20 years of use, the concept of customer centricity has acquired all the necessary attributes.

The genesis of the development of this concept since the 1950s is presented in [6]. Many publications provide an interpretation of the term: both independent and focused on a specific object – marketing, organisation, management system and organisational structure, information system,

etc. (Table 1); identify the main challenges that prevent organisations from becoming customer-centric and set out a roadmap for such a transformation. In [7] the author compares customer centricity with product and customer orientation, identifies the advantages and disadvantages of this approach, and describes in detail the barriers to implementing the customer centric paradigm, such as organisational culture, structure, processes and financial capabilities. The paper [8] argues that companies that build their business model, product offering and business processes around customer needs are more likely to meet those needs and create better value for customers. Building loyalty and partnerships with customers, involving them in the innovation process, is recognised as the basis for building customer capital, an asset that is difficult for competitors to replicate. It is their presence that ensures long-term competitive advantage and long-term business success.

Note the year of the cited publications: the first or early second decade of the 21st century. It was then, according to the authors, that the theoretical and methodological foundations of this concept were laid, but recognition and dissemination came much later – only at the end of the 2nd and beginning of the 3rd decade of the 21st century, i.e., in the last 5 years. The reason for the paradigm shift was, on the one hand, the limited and insufficient effectiveness of the marketing approach (customer focus of marketing, sales and service, i.e., only processes related to customer service) and, on the other hand, digitalisation, which created software and technological possibilities for the implementation of the formed ideas and proposals – "placing" the customer at the centre of the entire business model, taking into account his/her needs, demands and interests in the implementation of all business processes. This is what made it possible to transform into a customer-centric organisation.

Formation of the objectives of the article (task statement). Reflecting on the above definitions, one can agree with those experts who point out the differences between customer focus and customer centricity. However, the opinions of these experts and others may be subjective, and the publications cited may not reflect the common understanding of these concepts in scientific circles. In view of the above, the purpose of this article is to find objective evidence for this position using modern information technologies, in particular tools for analysing complex and unstructured textual information (titles and abstracts of scientific publications).

Research methodology. In order to substantiate the differences between the concepts of "customer focus" and "customer centricity", the methodology of computerised conceptual analysis of literature sources was used. As argued in [10–12], for a meaningful review of the literature on a given concept, and in particular to determine its distinctive features, it is sufficient to analyse the basic semantics (the so-called "language units": words, phrases, topics) of the debate that scientists use in the titles of articles and develop in their abstracts. The titles and abstracts of scientific articles are recognised as "relevant texts for analysis

Table 1 – Definition of the concept of "customer centricity" and derivative terms in scientific publications

Definition of customer centricity	Definition
Sheth et al. (2000)	Customer centricity is an approach that "focuses on the needs, wants and resources of customers as the starting point of the planning process".
Sheth, Jagdish N., Rajendra S. Sisodia, and Arun Sharma (2000)	Customer-centric marketing: understanding and meeting the needs, wants and resources of individual consumers and customers, rather than mass markets or market segments.
Bolton (2004)	Customer centricity of business processes: all business processes and all employees are focused on identifying and meeting customer needs.
Jayachandran et al. (2005)	Customer-centric management system: consists of structural aspects that ensure that organisational actions are driven by customer needs rather than internal functional concerns.
Liang and Tanniru (2006)	Customer-centric information system: an information system that is able to configure the four main components – customer, process, technology and product/service – to meet the customer’s needs.
Shah, D., Rust, R.T., Parasuraman, A., Staelin, R., & Day, G. S. (2006)	Customer centricity: all decisions start with the customer and the opportunities to benefit.
Kumar, Venkatesan, and Reinartz (2008)	Customer-focused sales campaigns: displays sales campaigns in which salespeople coordinate their contact strategy across product categories, salespeople, and time to meet the core needs of customers that are changing dynamically.
Cheng and Dogan (2008)	Customer-centric marketing: refers to the practice in which "marketers evaluate each customer individually and decide whether to serve that customer directly or through a third party" and which "focuses on the needs, wants and resources of customers as the starting point of the planning process".
Burmann, Meurer, and Kanitz (2011)	Customer centricity: focusing all marketing activities and processes on the customer.
Lamberti (2013)	Client-centric firm: manifested in constant interaction with clients aimed at obtaining information and understanding of clients’ explicit and implicit needs; systematic involvement of clients in marketing and R&D decisions; a well-coordinated organisational structure that promptly collects and exchanges client information and manages the interface at all stages of interaction; and a supply chain that is aligned with the firm and is able to adapt to client requirements.
Frankenberger, Weiblen, and Gassmann (2013)	Customer-centricity of the solution: the extent to which the company is customer-centric in its co-delivery of solutions.
Lee et al. (2015)	Customer-centric structure: an organisational design that aligns each business unit with a specific customer group.
Lee, Sridhar, and Palmatier (2017)	Customer-aligned structural projects: structures that seamlessly align their internal departments with external customers.
Crececius et al. (2019)	Firm’s customer-centric structure: the extent to which a firm’s business units are focused on specific client groups.
Habel, J., Kassemeier, R., Alavi, S., Haaf, P., Schmitz, C., & Wieseke, J. (2020)	Perceived client-centricity: the extent to which the client perceives the firm to put the client’s interests at the centre of all its actions.

Source: cited from [9]

because the terms appearing in them are key to describing the article in terms of both its primary assumptions and its fundamental results" [13].

Summary of the main research material. The advantage of this type of computer-based analysis is that it "allows a well-informed review of previous work, as it starts with a systematic analysis of the main content of articles, which is not filtered by the researcher". This not only reduces bias during the review process (e.g., bias due to researchers’ prior knowledge of the topic), but also allows identifying common discussions in existing studies by determining the semantics used by researchers: words and phrases – phrases that occur most often in a given text. This allows identifying the main topics of ongoing discussions (debates).

Computer analysis of a set of publications does not preclude further, more detailed familiarisation with the text

of individual publications, critical analysis of their content and participation in the discussion contained in the articles. However, at the preliminary stage of processing a large number of scientific products, it allows to identify and recognise the variety of semantics (language units) used by researchers and thus to make an expert judgement on the common and different content of the publications presented in the publication samples – the names of the concepts being compared. Computer analysis allows to identify the leading clusters (research topics), publications on which it is advisable to study together, keeping in mind the main focus of these studies.

The information base for computer analysis was formed in 2 stages:

– At the first stage, 5856 publications were selected using the query TITLE-ABS-KEY ("customer-centric")

or TITLE-ABS-KEY ("customer-oriented") or TITLE-ABS-KEY ("customer-focused") available in the SCOPUS scientometric database, i.e. publications with one of the possible terms describing the relationship to the customer (orientation, focus, centring) in the title or abstract;

– At the second stage, based on the initially formed database of publications, 2 sets of publications were selected: the first set of publications with the keyword "customer orientation" (CO) – 270 articles, the second set of publications with the keyword "customer centricity" (CC) – 460 articles. In other words, scientific publications were selected in which the terms "CO" and "CC" were indicated by the authors as keywords.

Database preparation. Article title information and abstract text were exported into separate CSV Excel files. In Excel, the stored information was "columnised" and unnecessary information was removed. This resulted in 2 Excel files containing 2 variables: the titles of all publications and the text of their abstracts (placed in the first and second columns, respectively).

Database processing. The Excel files prepared in this way were loaded (imported) into WordStat 2023.0.1 [14], a dedicated text analysis module developed by Provalis Research (Canada), a leading global developer of text analysis software with 20 years of experience and innovative programmes for qualitative, quantitative and mixed methods.

Provalis Research has a 20-year history of excellence in developing and bringing to market the tools that researchers and data scientists need today. The company's clients include more than 6,000 institutions, including universities, governmental and non-governmental organisations, and corporations in more than 80 countries on all 5 continents. Provalis Research software products cover a wide range of applications: political science, media analysis, survey analysis, business intelligence, market research, aviation security and international crime analysis, etc.

The software product allows the processing of large amounts of unstructured textual information – the text of articles, speeches, open-ended questions, interviews, e-mail messages, etc. WordStat can be used to automatically categorise text using a dictionary approach or various text mining methods, to develop and test new categorisation dictionaries, and to detect differences in word usage. WordStat includes numerous tools for data analysis, as well as several graphical visualisation tools, which are used to explore the relationships within the semantic field (between selected language units).

Basic WordStat settings and procedures were used, such as lemmatisation and extraction, which are performed by default using the Universal English Dictionary (given that the annotations/articles are written in English). The topic modelling was also performed with the basic settings suggested by WordStat to avoid any bias.

The results obtained allowed to perform both quantitative and qualitative content analysis of the generated text arrays. The statistical methods underlying thematic modelling in software analysis include topic extraction analysis

[15], hierarchical classification based on correspondence analysis [10] and computational modelling [11]. On the basis of these types of analyses, the occurrence of words was quantified using a consistency test, and the frequency of use of language units (words and phrases) specific to each text mass was measured using factor analysis. The information thus obtained was used to carry out a qualitative analysis of each set of publications.

Research results. The WordStat program was used to automatically generate:

– Lists of words that are most commonly found in scientific periodicals (articles and abstracts) included in the respective sample (Table 2);

– a list of phrases that are most often found in scientific periodicals (articles and abstracts) included in the relevant sample (Table 3);

– the leading topics that are considered within the formed samples were identified: – 6 topics that characterise the problematic field of CO research and 10 leading topics of CC publications (Table 4).

A critical analysis of the information provided suggests the following.

1. A comparison of the words used in the two sets of textual material showed that they are essentially identical. Most of the words are repeated. In particular, these are the following words APPROACH, BASED, BUSINESS, CUSTOMER, CUSTOMERS, DATA, DESIGN, DEVELOPMENT, MANAGEMENT, MODEL, PAPER, PRODUCT, QUALITY, RESEARCH, SERVICE, SERVICES, STUDY. Only the following words were new for publications with the keyword "CC": ANALYSIS CENTRIC INFORMATION PROCESS SYSTEM(S). At the same time, it should be noted that the frequency of use of certain words is changing: in particular, marketing vocabulary (decreasing) and managerial (business) vocabulary (increasing).

2. The comparison of the most frequently used phrases by the authors provided new arguments in favour of differentiating the concept of customer centricity. Only 8% of the phrases were found to be identical, but, as in the previous case, the frequency of use varies: the frequency of use of phrases corresponding to the managerial vocabulary increases. An examination of the most frequently used phrases suggests that publications with the keyword "customer centricity" do not only deal with traditional marketing topics, in particular: customer orientation, customer satisfaction, customer relations, customer requirements, customer-centred service, customer experience, customer relationship management, etc. New aspects that are being studied are: a customer-centric approach to building a business in general, creating a customer-centric business model, customer-centric development of products and services, adapting all business processes in the organisation to meet the needs and requirements of customers, developing and implementing a customer database, developing and implementing information systems and information technologies that allow real-time changes in all aspects of doing business in accordance with changing customer needs, which is the key to long-term competitiveness.

3. WODSTAT's built-in artificial intelligence identified the top topics of discussion common to the relevant series of publications, which ultimately proved the fundamental difference between the concepts of customer focus and customer centrality.

The main topics of customer orientation were: general issues of describing the concept of "CUSTOMER-ORIENTED" (98.15% of cases), effects (efficiency) of customer orientation (91.48%), product development (80.74%), satisfaction with the quality of service (77.78%). Taking into account the long existence of this concept, many publications are dedicated to empirical research, which is due to the selection of topics such as: "APPROACH TO METHODOLOGY DESIGN" (-52.22%) and "IMPLICATIONS OF RESEARCH LIMITATIONS" (49.26%).

The range of issues addressed in publications on customer centrality is much wider. They deal with issues such as CUSTOMER CENTRIC (95.29% of cases) – interpretation of the content, components, advantages, prerequisites and problems of implementing customer centrality, CUSTOMER RELATIONSHIP MANAGEMENT CRM (76.23%) – the problems of creating and developing customer relationships, which remain one of the fundamental provisions and conditions for the growth of customer loyalty, DECISION MAKING SUPPLY CHAIN (51.35%) – customer centrality as a prerequisite for making the right decisions in all links of the supply chain, DATA MINING CRM SYSTEM (49.10% – the problems of developing relevant information systems and technologies), SOCIAL MEDIA BRAND COMMUNITY (34, 30%) – creation and use of social communities for operational communication and long-term partnership, HUMAN SENSATION SIMULATION (19.28%) – development of tools for empathy with the customer, prediction of his behaviour – as a basis for real customer centrality. ENERGY EFFICIENCY (7.85%) is one of the new perspectives – a new industry (field of activity), where the concept of customer centrality is recognised as a priority for the development of products and services.

The conceptual computer analysis carried out by means of Word Stat allowed to identify the frequency and dynamics of use in the analysed arrays of text documents of the key term of the dissertation research ("service design") conducted by the author of this article (O. Potienko). This is an innovative tool for studying the needs, pains, desires and interests of consumers (customers), the use of which makes it possible to develop truly customer-centric products and services, design business processes and implement a customer-centric business model. The frequency of use of the phrase "SERVICE DESIGN" increased from 10 to 22 cases, i.e., from 0.74% to 1.79% of cases. The low but growing use of this term indicates the insufficient development and relevance of the topic of the dissertation research.

Conclusions. The conceptual computer analysis of the set of academic publications, carried out using the Word Stat software product, allowed to clearly understand the conceptual context of the concepts of customer focus and customer centrality by identifying the most frequently used words and short phrases, as well as the leading areas of discussion and research focus. This allows the differences between these concepts to be defined in an unbiased and reasoned manner, as well as identifying the leading areas of discussion and research within the concept of customer centrality.

The authors' further research is aimed at developing the theoretical and methodological foundations for the design of customer-centred innovations based on the use of service design tools. The conceptual computer content analysis carried out confirmed the innovative nature of this topic and the growing attention of the scientific community to the study of the practice of its use. WordStar made it possible to identify scientific publications in which the term is used. Further efforts will be made to study them in detail in order to understand the existing developments and to identify problems that are relevant and practically significant for further research.

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ІДЕНТИФІКАЦІЯ ВІДМІННОСТЕЙ КОНЦЕПЦІЙ КЛІЄНТОЦЕНТРИЧНОСТІ ТА КЛІЄНТООРІЄНТОВАНОСТІ

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В останні роки в бізнес-літературі акцент уваги змістився з клієнторієнтованості на клієнтоцентричність, яка позиціонується як принципова нова концепція, парадигма ведення бізнесу. Метою підготовки даної статті стало прагнення авторів розібратися в співвідношенні даних концепцій для коректного трактування останньої. Проведений огляд наукової літератури за допомогою вбудованої опції аналізу SCOPUS.com показав що основні складові даної концепції (визначення, генезис становлення, передумови, наслідки, відмінності від інших концепцій, позитиви, бар'єри тощо) були розроблені достатньо давно – це на початку 21 сторіччя. Термін клієнтоцентричність набув застосування не тільки як загальна назва, але і як прикметник (клієнтоцентричний), який характеризує особливості маркетингу, бізнес-моделі, системи управління, організації тощо. Для підвищення обґрунтованості та зняття упередженості щодо трактування відмінних особливостей концепції був проведений концептуальний комп'ютерний аналіз 2-х масивів інформації: назв та анотацій 270 наукових публікацій, які розміщені в наукометричній базі SCOPUS, з ключовим словом «клієнтоорієнтованість» та 460 наукових публікацій з ключовим словом «клієнтоцентричність». Вибірка здійснена з 5856 публікацій в назві або анотації яких використовується один з можливих термінів, що характеризує відношення до клієнта – орієнтація, фокусування, постановка в центрі. Обробка масивів текстової інформації здійснена за допомогою програми WordStat 2023.0.1 – спеціального модулю аналізу тексту, розробленого Provalis Research (Канада). Проведений комп'ютерний аналіз засобами WordStat дозволив встановити: перелік слів та фраз, які найчастіше зустрічаються у науковій періодиці. Виокремлені провідні теми, які розглядаються в межах сформованих вибірок: 6 тем, які характеризують проблемне поле досліджень з клієнтоорієнтованості та 10 провідних тем публікацій з клієнтоцентричності. Отримані неупереджені докази доводять, що якщо на рівні слів має місце тотожність концепцій, то на рівні фраз та топових тем чітко видно перенесення центру уваги з маркетингової проблематики (орієнтація на клієнта, задоволеність клієнтів, відносини з клієнтами, вимоги клієнта; обслуговування, орієнтоване на клієнта, клієнтський досвід, управління відносинами з клієнтами тощо) на менеджерську (бізнесову)- бізнес-модель, процеси, організація, структура управління тощо. Провідними аспектами, які розглядаються в літературі з клієнтоцентричності стають: прийняття клієнтоцентричних рішень в усіх ланках логістичного ланцюгу, проблематика розвитку відповідних інформаційних систем та технологій, створення та використання соціальних мереж, розвиток інструментарію емпатії до клієнта, прогнозування його поведінки. Клієнтоцентричність визнається пріоритетом для розробки продуктів та сервісів в такій новій сфері діяльності як енергозбереження та електроавтомобілі. Таким чином, проведений з використанням програмного продукту WordStat концептуальний комп'ютерний аналіз дозволяє трактувати клієнтоцентричність як якісно новий рівень розвитку концепції клієнтоорієнтованості. Він передбачає поширення сфери дії концепції на усі складові та процеси бізнес-моделі, набуття організаціями нового статусу – «клієнтоцентрична»; визнання клієнта найважливішою, центральною фігурою та рушійною силою розвитку бізнесу.

Ключові слова: клієнтоцентричність, клієнтоцентрична бізнес-модель, клієнтоцентрична організація, клієнтоорієнтованість, порівняльний аналіз концепцій, концептуальний, WordStat, топові теми досліджень клієнтоцентричності.

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Table 2 – Words most often used in publications with the keywords "customer focus" and "customer centrality" (italics – identical words, bold – unique words)

CUSTOMER ORIENTED										CUSTOMER CENTRIC						
	FREQUENCY	% SHOWN	% PROCESSED	% TOTAL	NO. CASES	% CASES	TF • IDF		FREQUENCY	% SHOWN	% PROCESSED	% TOTAL	NO. CASES	% CASES	TF • IDF	
<i>APPROACH</i>	156	2	15%	0	47%	0	27%	ANALYSIS	165	0	59%	0	36%	0	20%	
<i>BASED</i>	146	2	1%	0	44%	0	25%	<i>APPROACH</i>	207	0	74%	0	46%	0	25%	
<i>BUSINESS</i>	173	2	38%	0	53%	0	30%	<i>BASED</i>	330	1	18%	0	73%	0	41%	
<i>CUSTOMER</i>	1405	19	33%	4	27%	2	42%	<i>BUSINESS</i>	343	1	23%	0	76%	0	42%	
<i>CUSTOMERS</i>	247	3	40%	0	75%	0	42%	CENTRIC	551	1	97%	1	22%	0	68%	
<i>DATA</i>	140	1	93%	0	43%	0	24%	<i>CUSTOMER</i>	1322	4	74%	2	92%	1	63%	
<i>DESIGN</i>	174	2	39%	0	53%	0	30%	<i>CUSTOMERS</i>	351	1	26%	0	78%	0	43%	
<i>DEVELOPMENT</i>	117	1	61%	0	36%	0	20%	<i>DATA</i>	295	1	6%	0	65%	0	36%	
EMPLOYEES	164	2	26%	0	50%	0	28%	<i>DESIGN</i>	279	1	0%	0	62%	0	34%	
FINDINGS	147	2	2%	0	45%	0	25%	<i>DEVELOPMENT</i>	199	0	71%	0	44%	0	25%	
<i>MANAGEMENT</i>	166	2	28%	0	50%	0	29%	INFORMATION	211	0	76%	0	47%	0	26%	
MARKETING	151	2	8%	0	46%	0	26%	<i>MANAGEMENT</i>	285	1	2%	0	63%	0	35%	
<i>MODEL</i>	158	2	17%	0	48%	0	27%	<i>MODEL</i>	325	1	16%	0	72%	0	40%	
<i>ORGANIZATIONAL</i>	119	1	64%	0	36%	0	20%	<i>PAPER</i>	307	1	10%	0	68%	0	38%	
ORIENTATION	530	7	29%	1	61%	0	91%	PROCESS	179	0	64%	0	40%	0	22%	
<i>ORIENTED</i>	416	5	72%	1	27%	0	72%	<i>PRODUCT</i>	227	0	81%	0	50%	0	28%	
<i>PAPER</i>	188	2	59%	0	57%	0	32%	<i>QUALITY</i>	162	0	58%	0	36%	0	20%	
PERFORMANCE	294	4	4%	0	89%	0	51%	<i>RESEARCH</i>	245	0	88%	0	54%	0	30%	
<i>PRODUCT</i>	147	2	2%	0	45%	0	25%	<i>SERVICE</i>	384	1	38%	0	85%	0	47%	
<i>QUALITY</i>	125	1	72%	0	38%	0	21%	<i>SERVICES</i>	294	1	5%	0	65%	0	36%	
RELATIONSHIP	177	2	43%	0	54%	0	30%	<i>STUDY</i>	240	0	86%	0	53%	0	30%	
<i>RESEARCH</i>	265	3	65%	0	81%	0	46%	SYSTEM	209	0	75%	0	46%	0	26%	
RESULTS	151	2	8%	0	46%	0	26%	SYSTEMS	165	0	59%	0	36%	0	20%	

Table 3 – Phrases most often found in publications with the keywords "customer focus" and "customer centricity" (italics – the same words)

CUSTOMER ORIENTED						CUSTOMER CENTRIC					
	FREQUENCY	NO. CASES	% CASES	LENGTH	TF • IDF		FREQUENCY	NO. CASES	% CASES	LENGTH	TF • IDF
<i>CUSTOMER ORIENTED</i>	358	218	80,74%	2	33,3	<i>CUSTOMER CENTRIC</i>	491	356	79,82%	2	48,1
CUSTOMER ORIENTATION	433	146	54,07%	2	115,6	CASE STUDY	54	47	10,54%	2	52,8
PUBLISHING LIMITED	58	58	21,48%	2	38,7	RIGHTS RESERVED	47	47	10,54%	2	45,9
DESIGN METHODOLOGY APPROACH	54	54	20,00%	3	37,7	<i>CUSTOMER ORIENTED</i>	70	45	10,09%	2	69,7
PRACTICAL IMPLICATIONS	43	42	15,56%	2	34,7	CUSTOMER CENTRIC APPROACH	38	34	7,62%	3	42,5
EMERALD GROUP PUBLISHING LIMITED	34	34	12,59%	4	30,6	<i>CUSTOMER SATISFACTION</i>	47	31	6,95%	2	54,4
STRUCTURAL EQUATION	30	30	11,11%	2	28,6	DECISION MAKING	44	31	6,95%	2	51
RESEARCH LIMITATIONS IMPLICATIONS	30	30	11,11%	3	28,6	PAPER PRESENTS	32	30	6,73%	2	37,5
CUSTOMER FOCUSED	44	28	10,37%	2	43,3	<i>CUSTOMER RELATIONSHIP</i>	49	26	5,83%	2	60,5
CASE STUDY	30	24	8,89%	2	31,5	CUSTOMER RELATIONSHIP MANAGEMENT	45	24	5,38%	3	57,1
EMERALD PUBLISHING LIMITED	24	24	8,89%	3	25,2	BUSINESS MODEL	44	24	5,38%	2	55,8
PURPOSE OF THIS PAPER	23	23	8,52%	4	24,6	SPRINGER NATURE	21	21	4,71%	2	27,9
RIGHTS RESERVED	21	21	7,78%	2	23,3	PRODUCT DEVELOPMENT	38	20	4,48%	2	51,2
<i>CUSTOMER CENTRIC</i>	35	20	7,41%	2	39,6	INFORMATION SYSTEMS	30	20	4,48%	2	40,4
<i>CUSTOMER SATISFACTION</i>	39	20	7,41%	2	44,1	CUSTOMER CENTRIC BUSINESS	24	20	4,48%	3	32,4
FUTURE RESEARCH	16	16	5,93%	2	19,6	<i>COMPETITIVE ADVANTAGE</i>	22	20	4,48%	2	29,7
RESULTS SHOW	18	16	5,93%	2	22,1	BUSINESS MODELS	21	19	4,26%	2	28,8
STRUCTURAL EQUATION MODELING	16	16	5,93%	3	19,6	CUSTOMER REQUIREMENTS	26	18	4,04%	2	36,2
<i>CUSTOMER ORIENTED BEHAVIORS</i>	20	16	5,93%	3	24,5	CUSTOMER CENTRIC SERVICE	24	18	4,04%	3	33,5
CUSTOMER ORIENTED SERVICE	27	16	5,93%	3	33,1	BUSINESS PROCESSES	22	18	4,04%	2	30,7
TAYLOR FRANCIS	15	15	5,56%	2	18,8	INFORMATION TECHNOLOGY	21	18	4,04%	2	29,3
<i>LONG TERM</i>	20	15	5,56%	2	25,1	PRODUCTS AND SERVICES	20	18	4,04%	3	27,9

(End of Table 3)

	CUSTOMER ORIENTED						CUSTOMER CENTRIC					
	FREQUENCY	NO. CASES	% CASES	LENGTH	TF • IDF		FREQUENCY	NO. CASES	% CASES	LENGTH	TF • IDF	
SERVICE QUALITY	27	15	5,56%	2	33,9		18	18	4,04%	2	25,1	
FRONTLINE EMPLOYEES	25	14	5,19%	2	32,1	SPRINGER VERLAG	34	17	3,81%	2	48,2	
CUSTOMER RELATIONSHIP	27	14	5,19%	2	34,7	SUPPLY CHAIN	18	17	3,81%	2	25,5	
MCB UP LIMITED	14	14	5,19%	3	18	LONG TERM	28	16	3,59%	2	40,5	
						DATA MINING						
POSITIVE EFFECT	16	13	4,81%	2	21,1	PAPER PROPOSES	17	16	3,59%	2	24,6	
CUSTOMER ORIENTED SELLING	40	13	4,81%	3	52,7	CUSTOMER EXPERIENCE	18	15	3,36%	2	26,5	
JOB SATISFACTION	30	12	4,44%	2	40,6	CUSTOMER FOCUSED	17	15	3,36%	2	25	
CUSTOMER RELATIONSHIP MANAGEMENT	20	12	4,44%	3	27	PRODUCT DESIGN	17	15	3,36%	2	25	
CONCEPTUAL FRAMEWORK	16	11	4,07%	2	22,2	PAPER DESCRIBES	15	15	3,36%	2	22,1	
SALES PERFORMANCE	24	11	4,07%	2	33,4	CUSTOMER SERVICE	18	14	3,14%	2	27,1	
RELATIONSHIP BETWEEN CUSTOMER ORIENTATION	16	11	4,07%	4	22,2	RESULTS SHOW	14	14	3,14%	2	21	
INFORMATION SYSTEMS	10	6	2,22%	2	16,5	SERVICE SYSTEMS	16	9	2,02%	2	27,1	
HOTEL INDUSTRY	10	6	2,22%	2	16,5	INFORMATION PROCESSING	12	9	2,02%	2	20,3	
INTERNAL MARKETING	16	6	2,22%	2	26,5	MANAGEMENT SYSTEM	12	9	2,02%	2	20,3	
MARKET ORIENTATION	18	6	2,22%	2	29,8	CUSTOMER CENTRIC SERVICES	11	9	2,02%	3	18,6	
SMALL AND MEDIUM SIZED	10	6	2,22%	4	16,5	QUALITY OF SERVICE	11	9	2,02%	3	18,6	
BANKING INDUSTRY	10	5	1,85%	2	17,3	LITERATURE REVIEW	10	9	2,02%	2	17	
PERFORMANCE OUTCOMES	11	5	1,85%	2	19,1	PRODUCT DEVELOPMENT PROCESS	10	9	2,02%	3	17	
SALES FORCE	12	5	1,85%	2	20,8	SERVICE DESIGN	22	8	1,79%	2	38,4	
BUSINESS PROCESSES	12	5	1,85%	2	20,8	QUALITY MANAGEMENT	20	8	1,79%	2	34,9	
FIRM PERFORMANCE	14	5	1,85%	2	24,3	SOCIAL NETWORK	18	8	1,79%	2	31,4	
CUSTOMER FOCUS	14	5	1,85%	2	24,3	CUSTOMER CENTRICITY	17	8	1,79%	2	29,7	
ADAPTIVE SELLING	18	5	1,85%	2	31,2	FINANCIAL SERVICES	13	8	1,79%	2	22,7	
EMPLOYEE CUSTOMER ORIENTATION	11	5	1,85%	3	19,1	MACHINE LEARNING	11	8	1,79%	2	19,2	

Table 4 – Discussion topics identified by WordStat AI in sample publications with the keywords "customer focus" and "customer centricity"

CUSTOMER ORIENTED						CUSTOMER CENTRIC							
TOPIC	ORDER	COHERENCE (NPMI)	EIGENVALUE	FREQ	CASES	% CASES	TOPIC	ORDER	COHERENCE (NPMI)	EIGENVALUE	FREQ	CASES	% CASES
CUSTOMER ORIENTED	4	0,424	1,42	1135	265	98,15%	CUSTOMER CENTRIC	3	0,439	2,15	1730	425	95,29%
CUSTOMER ORIENTATION PERFORMANCE	3	0,506	1,45	1827	247	91,48%	CUSTOMER RELATIONSHIP MANAGEMENT CRM	2	0,452	2,35	804	340	76,23%
PRODUCT DEVELOPMENT	5	0,448	1,34	538	218	80,74%	DECISION MAKING SUPPLY CHAIN	4	0,376	2,1	363	229	51,35%
JOB SATISFACTION SERVICE QUALITY	1	0,465	2,17	499	210	77,78%	DATA MINING CRM SYSTEM	5	0,393	2,07	404	219	49,10%
DESIGN METHODOLOGY APPROACH	2	0,479	1,63	322	141	52,22%	SOCIAL MEDIA BRAND COMMUNITY	1	0,443	2,57	336	153	34,30%
RESEARCH LIMITATIONS IMPLICATIONS	6	0,501	1,3	300	133	49,26%	HUMAN SENSATION SIMULATION	7	0,426	1,95	187	86	19,28%
							CASE STUDY	6	0,35	2	85	70	15,70%
							RIGHTS RESERVED	9	0,213	1,91	47	47	10,54%
							ENERGY EFFICIENCY	8	0,284	1,93	61	35	7,85%