

CUSTOMER CENTRICITY: A BIBLIOMETRIC ANALYSIS OF ACADEMIC PRODUCTION

CUSTOMER CENTRICITY: UMA ANÁLISE BIBLIOMÉTRICA DA PRODUÇÃO ACADÊMICA

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Luciana Faluba Damázio¹
João Luiz Soares²
Helena Belintani Shigaki³
Carlos Alberto Gonçalves²
José Marcos Carvalho de Mesquita⁴

1 Fundação Dom Cabral, 2 Universidade Federal de Minas Gerais, 3 Centro Universitário Unihorizontes, 4 University of Connecticut

ABSTRACT

Purpose – This article presents a bibliometric analysis of the literature with the purpose of contributing to a better understanding of the evolution of the theme, and the clarification of concepts and terms associated with the Customer Centricity area.

Design/ Methodology/ Approach – In this study, 656 articles indexed by Scopus in the last 26 years were analyzed with the software VOSViewer.

Findings – It can be concluded that the theme is still incipient in terms of scientific production, given the volume of articles identified in this study compared to other more robust themes in the marketing area, but which has been growing and attracting the interest of researchers over the past few years.

Originality/ Value – It was possible to verify that Customer Centricity represents a phenomenon that has been studied recently with considerable intensity, notably since 2007.

Keywords: Customer Centricity, Customer Orientation, Bibliometric Analysis.

RESUMO

Finalidade – O artigo apresenta uma análise bibliométrica da literatura com o propósito de contribuir para o melhor entendimento da evolução do tema, e a clarificação de conceitos e termos associados à área de Customer Centricity, ou Centralidade no Cliente.

Desenho/ Metodologia/ Abordagem – Nesse estudo, foram analisados 656 artigos indexados pela Scopus nos últimos 26 anos, via software VOSViewer.

Constatações – Pode-se concluir que o tema ainda é incipiente em termos de produção científica, diante do volume de artigos identificados neste estudo comparativamente a outros temas mais robustos na área de marketing, mas que vem crescendo e atraindo o interesse dos pesquisadores ao longo dos últimos anos.

Originalidade/ valor – Foi possível verificar que Customer Centricity representa um fenômeno que vem sendo estudado recentemente com considerada intensidade, notadamente a partir do ano de 2007.

Palavras-chave: Centralidade no Cliente, Orientação para o Cliente, Análise Bibliométrica.

1 INTRODUCTION

Among the many concepts of the Marketing area, Customer Centricity can be defined as the measurement of how much a company aims to understand their clients and deliver the solutions they ask for (Sheth, Sisodia & Sharma, 2000; Frankenberger, Weiblen, & GassmannFrankenberger, Weiblen, & GassmannFrankenberger, Weiblen, & Gassmann, Weiblen, & Gassmann, 2013; Vlašić & Tutek, 2017). This means a management style focused on understanding what the clients want, how they want it, and how the company can be organized to better meet these needs, get paid for that, and still profit (Teece, 2010). In this sense, the true meaning of the Customer Centricity paradigm lies in a company's ability to create value for its clients and for itself (Boulding, Staelin, Ehret, & Johnston, 2005; Shah, Rust, Parasuraman, Staelin, & Day, 2006).

Although Customer Centricity principles and practices originated in the 1950's and were broadly discussed for many years, dominance of marketing strategies centered in the products were the main strategy until recently (Shah et al., 2006). However, the progress of competitive markets, changes in client behavior, and technological advancements have made the way a customer is handled a more central part of business (Reilly, 2018).

Studies by Jaworski and Kohli (2017) and Ozkaya, Droge, Hult, Calantone, and Ozkaya (2015) show that companies with superior results in relation to their sector's average are market-oriented, improving their knowledge of their clients and prospects as well as placing them in the center of the company's strategy. More importantly, with the development of digital technologies the concept of Customer Centricity is regaining its importance, since it's expected that this approach brings 30% more ROI (Return on Investment) when compared to marketing strategies that are not centered on the customer (Vlašić & Tutek, 2017).

With that in mind, this study aims to document and analyze research trends in Customer Centricity through a bibliometric analysis of data. This analysis' specific goals are: (i) identifying the volume, growth trajectory, and geographical distribution of scientific production; (ii) identifying authors who emerge as leaders of this way of thinking in the literature; (iii) analyzing the intellectual structure of the knowledge base on Customer Centricity; (iv) analyzing the main journals publishing works on Customer Centricity; and (v) identifying and analyzing research topics that have been getting more attention in the literature through the creation of a research agenda.

To reach this study's goals, a bibliometric analysis was conducted. A bibliometric analysis consists of using quantitative techniques to detect intellectual networks and analyze academic production through citations, co-citations, authorship, co-authorship, keywords, and journals as well as



distribution and bibliographic growth in order to evaluate trends on a certain subject or discipline and to identify the main theories, academics, and institutions producing more knowledge on the matter (Macias-Chapula, 1998; Pinto, Serra, & Ferreira, 2014).

Bibliometric analysis in this study consisted of the following stages (Quevedo-Silva, Santos, Brandão, & Vils, 2016): (i) defining keywords used in searches in a bibliographic reference database - this study used the keyword “customer centrality”; (ii) searching for keywords in a database - this study used Scopus (Elsevier); (iii) exporting data to a specific software for bibliometric analysis - the database for the key construct was exported in .csv format and loaded into VOSviewer software; (iv) evaluative bibliometric analysis by elaborating a matrix with more co-cited authors; (v) exploratory factorial analysis conducted through VOSviewer to identify clusters of sub-topics researched by most cited authors, in other words relational data analysis; and (vi) result analysis.

Lastly, this study is justified by Ulaga’s (2018) statement that there is a lack of studies on Customer Centrality in academia and that new research is necessary to explore marketing strategies that allow organizations to enhance their capabilities in this area. Therefore, considering as well the need to understand the journey of companies to becoming customer centered (Jaworski, 2018; Ulaga, 2018), Lee, Sridhar, Henderson, and Palmatier (2015) point out the need to investigate what precedes a customer centered structure in companies that adopt this design.

2 INCREASE IN PUBLICATIONS AND CONCENTRATION AREAS

Considering the need to understand the spectrum of existing academic works that in some way address the subject of Customer Centrality, peer-reviewed scientific articles published in the Scopus (Elsevier) and Web of Science were initially selected for bibliometric analysis.

Table 1 shows the attributes and results of a search for Customer Centrality in these bases and shows that Scopus returned a higher number of results. Also, the study by Mongeon e Paul-Hus (2016) shows that Scopus covers more broadly sources than Web of Science for the Social Sciences. For these reasons, for this study the academic database used was only Scopus (Elsevier). This search returned a set of bibliographic information that describes the characteristics of 656 scientific articles. The return of this amount of full scientific articles shows a lack of research in this area.

Table 1 - Search for scientific articles on Customer Centrality

Atributo	Descrição Scopus	Descrição Web of Science
Data da busca	10/05/2020	10/05/2020
Chave de Busca	TITLE-ABS-KEY ("customer centric*") AND (LIMIT-TO (DOCTYPE, "ar"))	(TS=("customer centric*")) AND TIPOS DE DOCUMENTO: (Article)
Período	Superior a 1945	Superior a 1945
Campos de pesquisa	Título, Resumo e Palavras-chave	Título, Resumo e Palavras-chave
Tipo de Publicação	Artigos completos	Artigos completos
Retorno	656 documentos	356 documentos

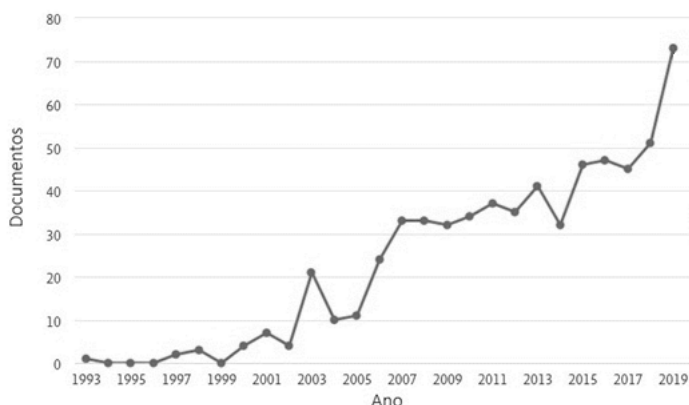
Source: Elaborated by the authors based on results from Scopus (Elsevier) and Web of Science.

At first, descriptive statistics were used for analyzing trends related to the amount of publications, area of knowledge, geographical distribution, and the main authors related to this collection of articles. Bibliometric analyses were then conducted using the software VOSviewer (Van Eck & Waltman, 2014) to synthesize patterns of the construction of knowledge in the literature focused in Customer Centrality.



The 656 articles indexed by Scopus in the past 26 years represent the foundation of knowledge in rapid growth on the subject of Customer Centricity. Figure 1 shows the temporal series of publication of these articles up to 2019. In 2020, up to the date of this research, there were 30 articles published on this subject, which shows that the amount of publications will surpass that of the previous year if it remains consistent. It was possible to verify that Customer Centricity has been studied recently with considerable intensity, notably since 2007, starting at an average of ten articles published per year to over thirty articles per year, which shows a growing interest of the academic community.

Figure 1 - Temporal volume of published articles on Customer Centricity

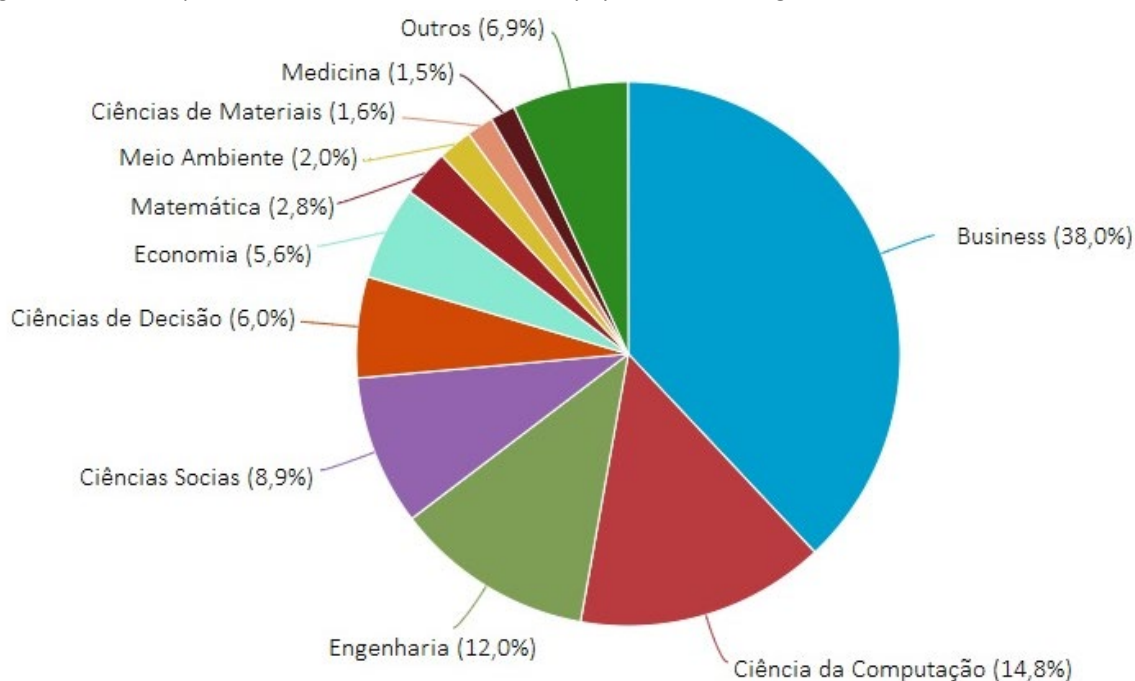


Source: Scopus (Elsevier) – Analyze search results

Note: Research conducted on 10 May 2020

These publications are notably concentrated in the areas of Business (38.0%), Computer Sciences (14.8%), and Engineering (11.8%), as shown in Figure 2. In the area of Business, the first published article was written by McEachern (1998). The author points out that though Customer-Centric Marketing was back then considered a buzzword, executives had problems implementing this marketing strategy in a genuine way. The author highlights that fundamental changes would be necessary in three areas: organization, culture, and technology. In this sense, the article also points to the need of change from marketing actions focused in the product to actions focused in the client, thus demanding a deeper dialogue with the client and the establishment of a directive for all of the organization’s activities to be coordinated to and converging towards customer support.

Figure 2 - Volume of published articles on Customer Centricity by area of knowledge

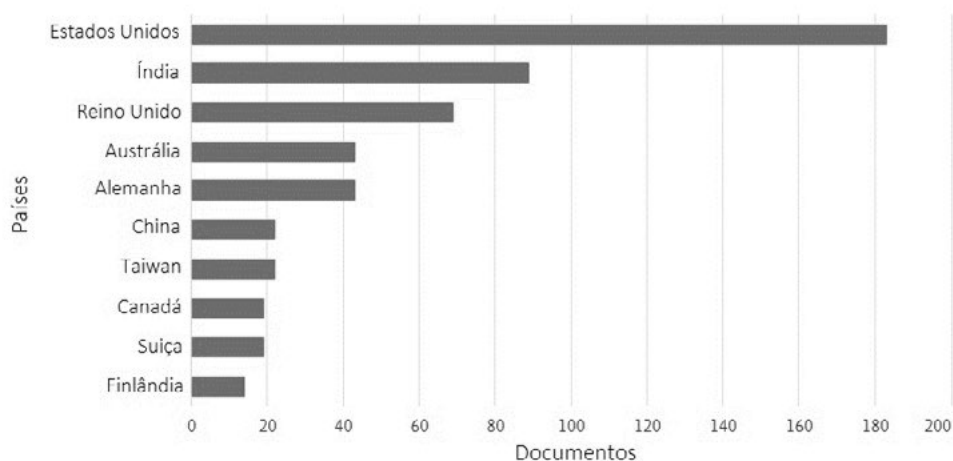


Source: Scopus (Elsevier) – Analyze search results

Note: Research conducted on 10 May 2020

These 656 articles are distributed among 63 countries, which confirms global interest in the subject, and Figure 3 shows the ranking of the ten countries with the highest number of published articles in the past few years.

Figure 3 - Volume of published articles on Customer Centricity by country



Source: Scopus (Elsevier) – Analyze search results

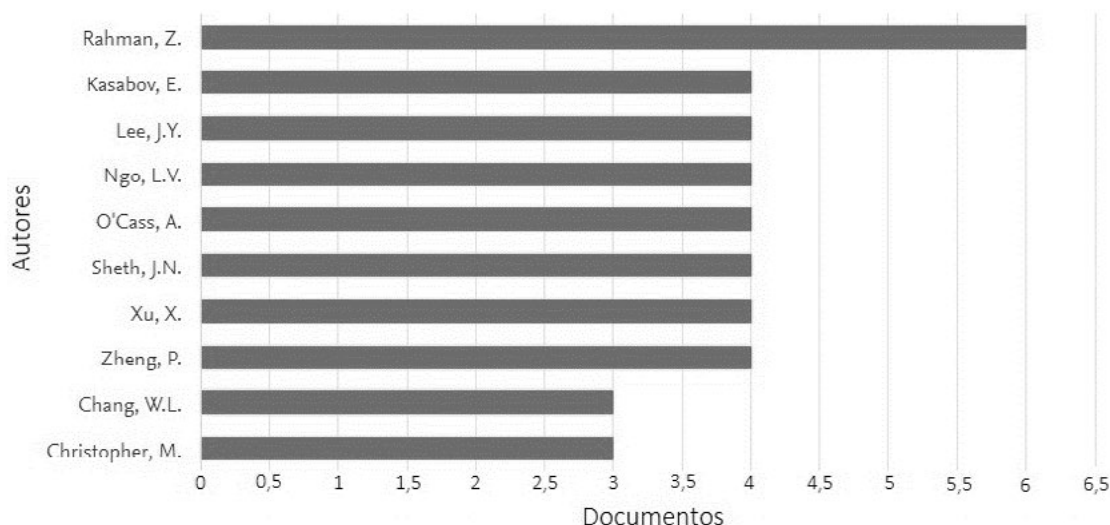
Note: Research conducted on 10 May 2020

The United States is the source of the most publications with 183 articles. It is followed by India with 89 articles and the United Kingdom with 69 articles. Considering these 10 countries, it becomes clear that the subject of Customer Centricity is concentrated in works published in the United States, Asia, Europe, Australia, and Canada.

3 MOST RECURRING AUTHORS AND MOST RELEVANT WORKS

Among the authors that have the most published works on Customer Centricity, there are those with a tradition of producing works on this subject in a hybrid area between Business and Engineering. The 10 authors at the top of this list are responsible for publishing 40 articles, which amount to around 6.1% of the total of articles that were analyzed (Figure 4).

Figure 4 - Volume of published articles on Customer Centricity by author



Source: Scopus (Elsevier) – Analyze search results

Note: Research conducted on 10 May 2020

Zillur Rahman is the author with the most articles and his efforts is in understanding customer relationship management in social media using as a mediator the theory of cocreation of value (Kamboj, Yadav, Rahman, & Goyal, 2016), in which results converge towards company performance in regards to consolidation, profitability, and performance in proposing new products (Kamboj, Yadav, & Rahman, 2018).

Edward Kasabov, on the other hand, tried to replace the concept of customer centrality by that of customer conformity through evidence that of how costly it is for companies to adequate strategies for the first one (Kasabov & Warlow, 2010). Ju-Yeon Lee also investigated customer centered structures from the point of view of suppliers focusing on the positive and negative effects in revenue and profit.

Liem Viet Ngo and Aron O'Cass, have worked together and share the opinion that market orientation is important for superior performance in regards to marketing and sales and therefore also in their relation to Customer Centricity (Siahtiri, O'Cass, & Ngo, 2014). Articles by Jagdish Sheth, from Emory University, are some of the most cited mainly due to the fact that the author introduces and examines the concept of conscious consumption as the main guiding principle in a customer centered sustainability approach (Sheth, Sethia, & Srinivas, 2011).

Authors Pai Zheng and Xun Xu, have been co-publishing works in Consumer Centricity that include discussions on the concept of User Experience (UX) for client retention and loyalty in the context of Industry 4.0 (Lin et al., 2017) and explorations from the perspective of value cocreation

theory in the development of products (Zheng, Lin, Chen, & Xu, 2019).

Lastly, Wei-Lung Cheng observes the relationship between customer loyalty and profitability relating them to the customer lifetime value in the organization (Chang, 2011). And finally Martin Christopher presents a performance evaluation structure for of whole-sales companies in four competitive dimensions (Adivar, Hüseyinoğlu, & Christopher, 2019).

Regarding the relevance of the 656 articles considered in this research, Table 2 shows a list of the 10 most-cited articles in Customer Centricity. These works relate the subject with Customer Relationship Management (CRM), sustainability, digital environment, value proposal, and Service Dominant Logic.

Table 2 - Most cited articles on Customer Centricity

#	Artigo	Ano	Citações
1	<i>Understanding customer relationship management (CRM): People, process and technology</i>	2003	501
2	<i>The antecedents and consequences of customer-centric marketing</i>	2000	423
3	<i>Mindful consumption: A customer-centric approach to sustainability</i>	2011	358
4	<i>To be or not to be in social media: How brand loyalty is affected by social media?</i>	2013	307
5	<i>Social media technology usage and customer relationship performance: A capabilities-based examination of social CRM</i>	2014	282
6	<i>Creating value by delivering integrated solutions</i>	2005	274
7	<i>Customer Relationship Management (CRM) in Financial Services</i>	2000	250
8	<i>Enabling customer-centricity using wikis and the wiki Way</i>	2006	216
9	<i>Extending the service-dominant logic: From customer centricity to balanced centricity</i>	2008	214
10	<i>Critical success factors of CRM technological initiatives</i>	2003	171

Source: Elaborated by the authors based on results from Scopus (Elsevier).

Note: Research conducted on 10 May 2020

To manage the transition to a customer-centric organization, organizations must develop, acquire key resources, knowledge and tools that help to match customers with appropriate products and services (Peppard, 2000). Customer Centricity considers, as a starting point, the assumption that clients have specific needs and desires that only they can express (Wagner & Majchrzak, 2006). This articulation occurs in communications with representatives of the organization, and also in discussions with other customers.

According to Sheth, Sisodia and Sharma (2000), the antecedents of customer centricity are the increasing pressure on companies to improve marketing productivity, increase market diversity and the applicability of technology. In addition, Customer Centricity results in an emphasis on supply management, outsourcing of part of customers, co-creation of products, prices and distribution, prioritization of fixed costs and the adoption of an organizational lexicon focused on the customer and not more in product. The move to a customer-centric orientation allows companies to focus their resources on the most profitable customers. Customer-centered sustainability addresses the impact mediated by the consumption of marketing actions on the consumer's environmental, personal and economic well-being (Sheth et al., 2011).

According to Trainor, Andzulis, Rapp and Agnihotri (2014), customer-centric systems and processes support the coordination of activities with customers, allowing a company to better understand its customers, collaborate with them and develop timely responses to their needs . B2B customer-centric management systems are an important resource driver. However, B2C companies



are typically more transactional, and in this case, customer centricity is not as important as social media tools.

The adoption of integrated solutions (Brady, Davies, & Gann, 2005) has important implications for companies, as they try to move from business strategies focused on the product or service to strategies focused on the customer. In integrated solutions, the emphasis is on a long-term relationship based on trust. Instead than worrying about leaking information to your competitors or being used against them in future negotiations, partners share information in a more open, consultative and informal way and at various levels in each organization.

Customer Relationship Management (CRM) technology initiatives involve implementing a customer-centric business strategy, redesigning functional activities and reengineering work processes around all customer touch points using technology as a facilitator (Croteau & Li, 2009). The reengineering of a customer-centered business model requires cultural change and the participation of all employees in the organization (Chen & Popovich, 2003). Customer-centric organizations seamlessly integrate marketing and other business processes to serve customers and respond to market pressures with the aim of increasing revenue, promoting customer loyalty, reducing the cost of sales and services and improving operations.

Laroche, Habibi and Richard (2013) study of social media-based brand communities reveals strong support for the effects of the social media-based brand community on the four elements of the customer-centric model: the customer's relationship with the product, brand, company and other customers.

In another aspect, Gummesson (2008) warns that customer-centricity may not be implementable and may not be adequate to form the fundamental marketing credo. Thus, on the other hand, the author presents the concept of balanced centralization in which all interested parties, and not just the customer, have the right to satisfy needs and desires.

4 MAIN JOURNALS

Still on the relevance of the subject, Table 3 shows the 10 journals with the most publications related to Customer Centricity. These 10 journals have published a total of 75 articles, 11.4% of the 656 articles considered in this study. These publications are of high quality, given that 8 are considered as A1, the highest possible classification, by the Qualis Capes system.



Table 3 - Journals with the most publications on Customer Centricity

#	Artigo	ISSN	Qualis ¹	Publicações
1	European Journal of Marketing	0309-0566	A1	12
2	Industrial Marketing Management	0019-8501	A1	9
3	International Journal of Bank Marketing	0265-2323	A1	8
4	Journal of Business and Industrial Marketing	0885-8624	A1	8
5	Journal of Strategic Marketing	0965-254X	-	8
6	Journal of Business Research	0148-2963	A1	7
7	Global Business and Organizational Excellence	1932-2062	-	6
8	Journal of Retailing and Consumer Services	0969-6989	A1	6
9	Journal of The Academy of Marketing Science	0092-0703	A1	6
10	Business Process Management Journal	1463-7154	A1	5

Source: Elaborated by the authors based on results from Scopus (Elsevier).

Notes: Research conducted on 10 May 2020. 1Classification by the Sucupira Platform (Classification of Journals 2013-2016 - Public Administration, Company Management, Accounting Sciences, and Tourism)

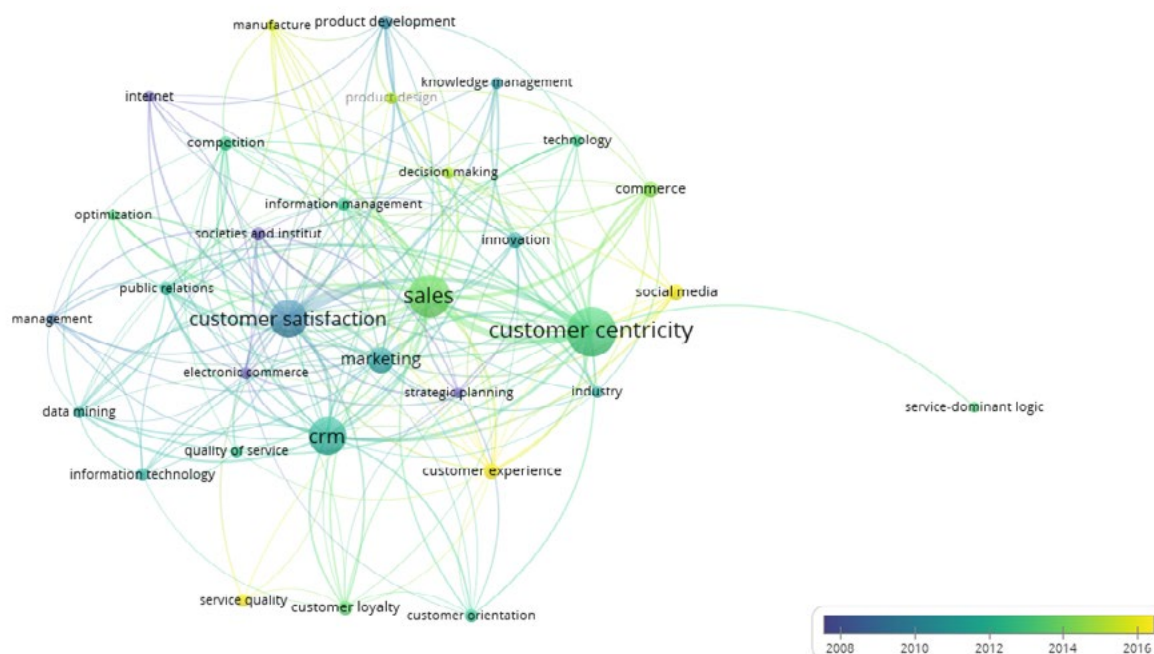
From an analysis of these journals' focus and scope, there is a clear concentration of keywords around the concepts of Market and Business, with a focus of publications in services, processes, strategies, relationship, finances, retail, industry, efficiency, behavior - both the client's and the company's -, and competition, with a primary focus in theoretical-empirical articles which indicate better practices, techniques, and contributions to the market and the organizations.

5 RESEARCH AGENDA

Regarding bibliometric analyses conducted using the software VOSviewer (Van Eck & Waltman, 2014) to synthesize patterns of the construction of knowledge in the literature focused in Customer Centricity, co-word analysis allows for the identification of research terms on Customer Centricity that appeared more frequently and therefore were studied more deeply in the literature.

Van Eck e Waltman (2014) clarify that in co-word analysis considers the number of publications in which both terms appear together in the title, in the abstract text, or in the keywords. Co-word analysis in the selected articles used a network of terms that were relevant to the subject. Of the 3,232 terms identified in the titles, abstracts, and keywords, the co-word network was created with words mentioned at least 10 times in each of the 656 articles that were analyzed (Figure 5).

Figure 5 - Network of most relevant terms found on Customer Centricity



Source: VOSviewer, based on data from search in Scopus (Elsevier)

Note: Research conducted on 10 May 2020

Figure 5 shows that the most relevant terms for Customer Centricity were found in publications from 2010 onward. Figure 5 also shows an evolution of most relevant terms in the subject: at first, it was more closely related with the area of customer satisfaction; then, there is a progression with the term innovation, which to an extent broadens the subject's reach to CRM, sales, and more recently social media and customer experience.

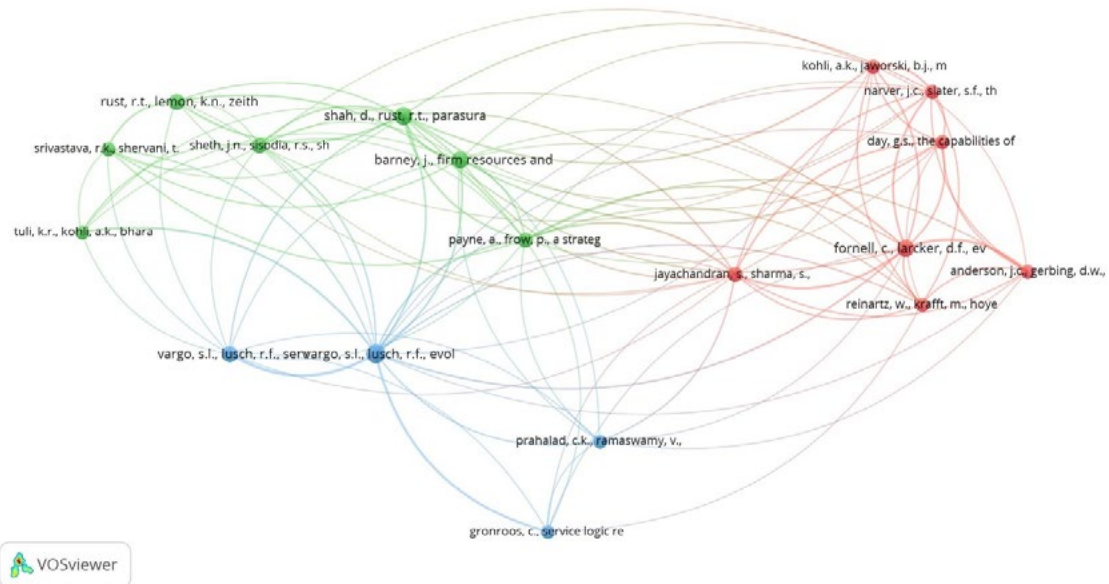
From this network of 38 words in total it was possible to observe the ten most cited words in the context of Customer Centricity. These most-recurring words appear at least 16 times in the articles that were analyzed. From the least recent to the most recent, and with the number of occurrences in brackets, these are the ten most-recurring keywords: customer satisfaction (74), innovation (19), marketing (41), competition (16), CRM (71), customer centricity (110), commerce (21), sales (89), customer experience (18), and social media (18).

It is important to note that to obtain these results the full list of words was analyzed with the help of the thesaurus indexer, which was included as a complimentary file to VOSviewer. Therefore, the keywords "Customer Relations" and "Customer Relationship Management" were merged with "CRM"; the keyword "Customer-centric" was merged with "Customer Centricity"; and the keywords "India", "human", and "article" were excluded from the analysis.

Going through with the bibliometric analysis, co-citation analysis of references (White & McCain, 1998) was employed to analyze the intellectual structure of this literature. Co-citation analysis of references calculated the number of times two articles were cited together in the references of the 656 articles considered in this research (Zupic & Čater, 2015). Considering co-citation analysis takes into account all references of the selected documents and not only the citations of the review articles, its results express academic influence patterns based on a broader literature (Udomsap & Hallinger, 2020). Figure 6 shows the map of the reference co-citation network of these articles separated by clusters. In this map, smaller distance between articles means greater proximity between

them. Among the 27,719 references cited in the 656 articles, 19 reached the minimum number of 7 co-citations. Then, 3 clusters were identified, shown here in red, green, and blue.

Figure 6 - Network of co-citations of references



Source: VOSviewer, based on data from search in Scopus (Elsevier)

Note: Research conducted on 10 May 2020

The first cluster, represented in blue, shows Service Dominant Logic (SDL) as a school of thought used as reference for articles related to Customer Centricity. SDL focuses in obtaining greater understanding of marketing as a process of co-creating value between different actors. Although marketing professionals strive to supply flawless propositions of value, the real value generated by the client depends on the motivation and the ability to generate value of the client themselves (Vargo & Lusch, 2004, 2008). In this sense, another important addition is Prahalad and Ramaswamy's (2004) article on experiences of co-creating value. SDL was heavily criticized in regards of the theory it proposes. Among these critics are Grönroos (2008), who proposes the concepts of value-in-exchange and value-in-use.

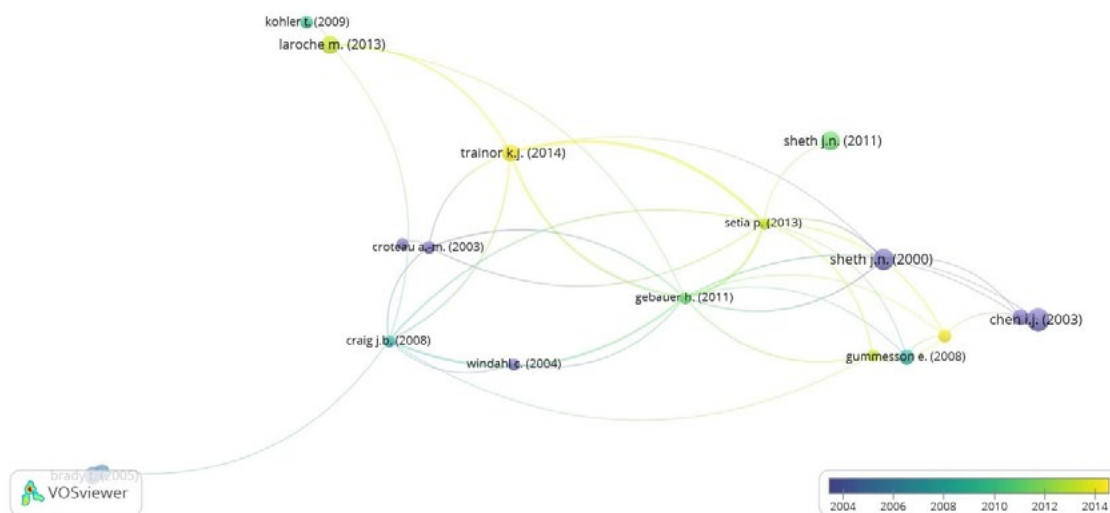
The second cluster, represented in red, reveals in its essence quantitative articles in the field of Customer Relationship Management (Jayachandran, Sharma, Kaufman, & Raman, 2005; Reinartz, Krafft, & Hoyer, 2004) and which adopt the method of Structural Equation Analysis (Fornell & Larcker, 1981) and are based in market orientation (Day, 1994; Kara, Spillan, & DeShields Jr, 2005; Kohli & Jaworski, 1990; Slater & Narver, 1995).

The third and final cluster is highlighted in green and represents the main articles cited in the area of Customer Centricity, notably the work of Shah et al. (2006), which takes an objective look into this subject. Other co-cited works focus on subjects related to the importance of the company's relationship with its stakeholders, especially the clients (Payne & Frow, 2005; Srivastava, Shervani, & Fahey, 1998) and the return marketing can bring to the companies (Rust, Lemon, & Zeithaml, 2004).

Finally, the articles were considered alongside their references to create a network of bibliographic couplings that makes use of the number of references shared by two documents to measure how similar they are. More references being shared by the two articles indicate a stronger connection (Zupic & Čater, 2015). For the development of this map, the 20 articles with the most

number of citations were initially selected from the total of 656. These articles have been cited in at least 136 other scientific works by the time they were extracted from the Scopus database. Of the 20 articles which reached this mark, 2 did not present bibliographic coupling and were not considered in the formation of the map. In total, there were 18 coupled articles (Figure 7).

Figure 7 - Customer Centricity bibliographic coupling network



Source: VOSviewer, based on data from search in Scopus (Elsevier)
 Note: Research conducted on 10 May 2020

The articles with the largest bibliographic coupling were not necessarily the ones with the most citations by other works, but rather those with the highest number of bibliographic references in common with other articles considered in this analysis. When analyzing these articles, it can be seen that they consider the importance of adopting a culture of innovation centered in the customer in order for both services and organizations to perform better (Gebauer, Gustafsson, & Witell, 2011). This is a measurement of the importance of adopting CRM (Customer Relationship Management) for an organization to perform better (Craig, Dibrell, & Davis, 2008; Trainor, Andzulis, Rapp, & Agnihotri, 2014). It also becomes clear that organizations focusing in Customer Centricity need to adopt digital technologies when performing their services (Setia, Venkatesh, & Joglekar, 2013).

Finally, by analyzing the special calls for the years of 2020 and 2021 in the main journals shown in Table 3, it is possible to see the main subjects focused on Customer Centricity (Table 4). It is important to note that there were other calls in these journals that were not included in this analysis because they did not focus on the subject of this study.

Table 4 - Call for papers in the journals that most published journals on Customer Centricity

#	Artigo	Chamada
1	European Journal of Marketing	- Abordagem de Design Thinking para experiências alimentares saudáveis de bem-estar: contribuições para a teoria e prática.
2	Industrial Marketing Management	- Vendas B2B e mídias sociais; - Inteligência artificial para o Marketing B2B: desafios e oportunidades; - Boca-a-boca contemporâneo no contexto B2B: novas tecnologias, práticas e desafios; - Avançando em direção à soluções autônomas: o papel dos sistemas e softwares de produtos e serviços; - Engajamento do cliente em Inovação Industrial; - Compreendendo e gerenciando propostas de valor para o cliente; - Gerenciamento de interrupções nos mercados B2B; e, - Teoria e prática do <i>outside-in Marketing</i> .
3	International Journal of Bank Marketing	- Experiência e retenção de clientes em um contexto bancário multicanal.
4	Journal of Business and Industrial Marketing	Não há chamadas específicas.
5	Journal of Strategic Marketing	Não há chamadas atuais.
6	Journal of Business Research	- Comportamento de uso e tecnologias de gerenciamento de dados; - Lógica Dominante do Serviço: instituições, ecossistemas e serviços de emergência; - Interação multissensorial entre máquina e consumidor; - Inovação e gerenciamento de serviços na economia compartilhada; - Impacto da revolução da plataforma no marketing industrial; - Lado negro dos relacionamentos B2B; - Transformação digital como trampolim para a inovação de produtos, processos e modelos de negócios; e, - Tópicos e desafios atuais da pesquisa transcultural.
7	Global Business and Organizational Excellence	Não há chamadas específicas.
8	Journal of Retailing and Consumer Services	- Do varejo multicanal para o <i>omni-channel</i> .
9	Journal of The Academy of Marketing Science	- Inteligência artificial e robótica no setor de varejo e serviços; - Tecnologias digitais; e, - Escassez: dimensões e perspectivas do consumidor, da empresa e da sociedade.
10	Business Process Management Journal	Não há chamadas atuais.

Source: Elaborated by the authors

Note: Research conducted on 16 May 2020 in the official website for each journal



It becomes clear when looking at Table 4 that the subjects for current calls are especially focused on products and services, networks, innovation, markets and businesses, new technologies, experiences, challenges, and practices focused on clients (B2B or B2C), which also relates to Customer Centricity. Despite the subjects shown above being related to Customer Centricity, there was no specific call with this terminology. This shows that there is still no intentional movement towards strengthening this area of knowledge in these journals.

6 CONCLUSIONS

Using this research method in emerging topics allows for *quo vadis* identification of thought and strategic actions in firm behavior resulting in learning and market innovation. In the case of customer centricity strategies, the set of implemented concepts and procedures point to a new phenomenon of firm behavior as an evolution of creation and cocreation of values, building a relationship based on trust, and customer retention given the new demands of competitive global markets.

A total of 656 articles indexed by Scopus in the last 26 years shows how few studies there are in this area when compared to other lines of research in marketing. This is evidence of the lack of research stated by Ulaga (2018). However, there has been a growing interest in the subject in the past few years according to the volume of annual publications. There were fewer than ten before 2002, over thirty in 2007, and there was a continuous growth ever since, reaching fifty studies in 2018 and more than seventy in 2019. This shows the consolidation of the subject in academia.

Most publications that were analyzed in this study are in the areas of administration and business (38%). The country with the most studies published was the United States (183 papers), over twice as much as India (89 papers), which was in second place. The United States are clearly one of the countries leading the innovation of market strategies for companies since there is strong competition in its internal market and it also has an important role in the global market.

This study also brings an important network of keywords, which indicates in a structure way the symmetrical grading of potential constructs for empirical research for measuring causality. In this sense, it is possible to deduce the presence of three fundamental axes of constructs focusing on clients, management, and technology.

In the customer axis, constructs evolve from customer satisfaction to consumer loyalty, then to customer relationship management and consumer orientation, and more recently to customer experience. Naturally, customer centrality strategies demand planning and organization for understanding the client. Therefore, it is interesting to note how this first axis indicates the evolution of strategies for getting closer to and understanding the client. In this sense, future studies intertwining customer centricity with the themes of UX and co-creation of value are opportunities to fill gaps and promote understanding of this area in business marketing. In addition, a research challenge lies in the development of theoretical and empirical studies evaluating client-centric strategies through neurosciences.

The second axis relates to management, or more specifically to organization processes to deliver superior value to the client. These processes must reflect the shift from product-centricity to customer-centricity. The evolution of terms in this axis starts with optimization, quality, and competition, then moving to innovation and decision making, and then to product development and superior service quality. In fact, it is not enough to understand the client, there is a need to organize to better meet their demands. This second axis assumes an evolution trend for constructs towards management. This evolution presents itself as opportunities for future research in the field of customer centricity to investigate (i) the concentration of business efforts on the most profitable



customers, (ii) the long-term relationship of companies with their customers, in a preferential way and (iii) conscious and sustainable consumption in customer-centric organizations. Furthermore, there is a need for studies to assess competition and / or a combination of customer centrality and customer compliance strategies.

Analyzing the third evolution axis, which focuses on technology, the first term that was identified was internet, followed by technology, information technology, information management, knowledge management, and more recently data mining and social media. Customer centrality strategies certainly demand technological support for processing and organizing information on clients and increase their effectiveness. Although important, the simple adoption of new technologies does not necessarily imply greater customer centrality. With the recent digital transformation of companies, as well as customers, new investigations are needed to verify the impact of these new technologies adoption (eg: cloud, mobile, analytics, internet of things, 3D printing, augmented and virtual reality, among others) for the real fulfillment of clients' needs, as it is one of the megatrends indicated by Duarte in a recent article published in Harvard Business Review (2020) with questions aimed at understanding synthetic media and digital natives, in a post-pandemic context. Another opportunity for future research lies in the evaluation of the employees' digital mindset to meet customer demands through the digital channels offered by companies, mainly because they started to be used on a larger scale by customers since the COVID-19 pandemic. The evolution of constructs in the three axes points to a strong correlation between clients, management, and technology regarding customer centrality strategies.

Finally, the bibliometric analysis presented here reveals a map of Customer Centrality as a field of study and its relations to other dimensions, showing standard phenomena identified by authors (literature obtained during research). This allows mapping constructs and relations in the subject, formatting a science. This study shows a broad range of hundreds of authors and followers, supplying a geographical map of interests and, even better, of detection for the phenomenon of Customer Centrality, the unveiling of a research field (Zupic & Čater, 2015).



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AUTHORS

1. Luciana Faluba Damázio

Doctor of Business Administration from Universidade Federal de Minas Gerais. Belo Horizonte, Minas Gerais, Brazil.

E-mail: luciana.faluba@fdc.org.br

ORCID: <https://orcid.org/0000-0002-1587-8030>

2. João Luiz Soares

Ph.D candidate of Business Administration from Universidade Federal de Minas Gerais. Belo Horizonte, Minas Gerais, Brazil

E-mail: joaoluizsoares@yahoo.com.br

ORCID: <https://orcid.org/0000-0002-1587-8030>

3. Helena Belintani Shigaki

Doctor of Business Administration from Universidade Federal de Minas Gerais with a sandwich period at HEC Montréal/ Canadá. Belo Horizonte, Minas Gerais, Brazil.

E-mail: belintanihs@gmail.com

ORCID: <http://orcid.org/0000-0003-0456-7146>

4. Carlos Alberto Gonçalves

Doctor of Business Administration from Universidade de São Paulo (USP). Belo Horizonte, Minas Gerais, Brazil

E-mail: carlos@face.ufmg.br

ORCID: <https://orcid.org/0000-0003-1222-141X>

5. José Marcos Carvalho de Mesquita

Doctor of Economic Science from Universidade Federal de Minas Gerais. Connecticut, New England, United States.

E-mail: jose.marcos_carvalho_de_mesquita@uconn.edu

ORCID: <https://orcid.org/0000-0001-5897-1537>



Contribution of authors.

Contribution	[Author 1]	[Author 2]	[Author 3]	[Author 4]	[Author 5]
1. Definition of research problem	√	√	√		
2. Development of hypotheses or research questions (empirical studies)					
3. Development of theoretical propositions (theoretical work)	√	√	√	√	√
4. Theoretical foundation / Literature review	√	√	√		
5. Definition of methodological procedures	√	√	√	√	√
6. Data collection		√	√		
7. Statistical analysis					
8. Analysis and interpretation of data	√	√	√		
9. Critical revision of the manuscript	√	√	√	√	√
10. Manuscript writing	√	√	√	√	√
11. Other (please specify)					

