

Implementation of Customer-Centricity: Impact of Stakeholder Integration and Convergent Value

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Abstract

This study explores customer centricity as a competitive strategy by integrating the stakeholder theory and value creation. Based on the current theoretical lens of customer centricity, customer journey, and value exchange among stakeholders, a framework was developed in the context of the health industry. The framework incorporates these theories, including a project-implementation strategy. Through a case study, documentary data and 20 interviews with key stakeholders were used to assess the applicability and impact of the customer-centric model. The results highlight increased profitability, portfolio diversification, and improved organizational climate, along with challenges such as increased workload and performance pressure. This study proposes a model that balances value creation with strategic resilience and offers theoretical and practical implications for customer-oriented management.

Keywords: *customer centricity; value creation; stakeholder theory.*

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