Shrinkhla Ek Shodhparak Vaicharik Patrika

Designing Customer's Centric Approaches by the Applicability of Knowledge Management

Abstract

Obtaining right knowledge leveraging it is pervasive to improve competitiveness of retailers by designing customer centric approaches. Knowledge management is a continuous learning phenomenon to determine, analyse and disseminate information related to customers and marketers. This study aims to deliberate the application of knowledge management for designing customer centric approaches.

Keywords: Knowledge Management, Customer Centric Approaches.

Introduction

Within market environment, the Knowledge Management (KM) is a well-designed and most approachable process. It is a target oriented system to accommodate several comfortable zones and sustain with full of competitive and intensive rivalries.

With the passage of retail journey of marketers, the main focus had been to know the profile of our customers with the gradual evolution of business, but it was felt that knowing the customers is not enough, it is important to understand 'what the customer knows' so as to formulate a strong and amicable relationship with customers.

Towards the end of 1980s Knowledge Management emerged as the key aspect of entire market phenomenon. It had been a process to enumerate and identify for designing the customers' centric approaches within the learning scenario as applicable at knowledge dimensions.

Review of Literature

Ruggeres (1997) classified Knowledge Management Techniques into four categories: knowledge generation, codification, transformation and reuse, and Knowledge sharing tools.

Walsh and Ungson (1991) identify five sources from which knowledge can be obtained from an organization: physical structure of the work place, organizational culture, organizational structure, processes and practices of operations and people.

Choudhury (2010) found out in the study that three types of intellectual capital viz. human capital, organisational capital and social capital are associated with increased organizational performance. It was also concluded that sustained advantage can occur only in the situations in which physical, human, and organisational capital varies across the firms and where some firms may be unable to obtain necessary resources that are benefiting other firms.

Antonius, Xu & Gao (2015) in their study identified the significant adoption factors of Enterprise Social Software with knowledge workers. Knowledge strategy was found out to be one of the factors affecting the adoption of the sais technology.

Obeidat, Abdallah, Aqqad, Akhoershiedah & Maqableh (2017) studied the relationship among intellectual capital, knowledge sharing and organizational performance and found out that intellectual capital had a positive effect on organizational performance and knowledge sharing. Moreover it was also concluded that knowledge sharing had a positive effect on the relationship between intellectual capital and organizational performance.

Concept of "Customer Centric Approach"

More deliberately, customers centric approaches refers to ideologies, practices, attitudes, strategies and technologies that marketers use to analyze & manage customers' interaction throughout the customers' life cycle. The interaction is a learning process to learn more about customers' needs and behaviour and it aims to acquire customers by

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satisfying and fulfilling their needs and retaining them by virtue of their values.

The composition and level of customers' satisfaction are based on proper customers' centric approaches. So, it is needful to analyze this approach through the perspective driving forces of Knowledge Management.

It is a concurrent set up to move towards making more suitable relations with customers.

Objectives of Customer Centric Approaches

The objectives of Customers Centric Approaches as stated here

1. To know about buying motives of customers and it stands a pivot point in customers centric approaches.
2. To make personal and concurrent relations with target customers.
3. To know and analyze about customers' preferences by virtue of different market segments.
4. To make more and wide applicability of market campaign.
5. To analyze and develop most appropriate level of up gradation towards customers' relationship patterns.
6. To analyze and make the interactive aspects between 'profit motives' and 'service motives' which are having the visionary aspects of marketers.
7. To analyze the benchmarking status concerning customers' satisfaction at the stages of product & service life cycles.

Behavioral Traits

There are several behavioral traits and indications to learn about customers' centric viewpoints & approaches. Here an appropriate learning segment is to know about the behaviour of customers and that might be helpful in extracting information about each and every customer. The behavioral traits may be divided into three major parts viz.-

Variety Seeking Buying Behaviour

Variety seeking buying behaviour is such where consumers have a variety of environmental factors & several decisional aspects to be involve in buying process. There are significant and multiple options are available for the consumers but consumers do not spend much time in evaluating their purchase decision. They have buying behaviour usually switch their specific brands and may not buy the same brand they had earlier purchased.

Complex Buying Behaviour

Complex buying behaviour is one in which consumers have high involvement with the product. They would spend considerable amount of time in reading the reviews of product, do a lot of research about the ingredients and make a test or trial. Usually the consumers tend to display complex buying behaviour when the product in consideration is not frequently purchased and it is being more expensive. Consumers properly understand the differences between the various brand available before making the final purchase.

Dissonance Reducing Buying Behaviour

Dissonance means conflict of people's opinions, actions or characters. In dissonance reducing buying behaviour consumers have high involvement but they perceive little differences among the brands they choose product from. In this case consumers do not have enough information to justify their decision which often results in post purchase practices & decisions which are very difficult to monitor the avenues of relationship patterns.

Exhibit 1

Identifying behavioral aspects of customers based on their profile.

There are different behavioral aspects of customers to identify their profile. The attributes concerning different aspects are briefly summarized here.

Sl. No.	Aspects	Attributes of Key Knowledge concerning customers' profile
1.	**Buying Motives & Behaviour**	• Identifying the motives and behaviour of consumers. • Identifying the segments based on social, cultural, demographic, & psychographic factors affecting buying motives. • Analyzing the impact of buying motives on decision making of consumers.
2.	**Buying Preferences**	• Learning about the drives that stimulate consumers to visit stores and retail houses. • Identifying the key parameters which form a basis for preferential buying decision. • Finding out relative importance of key parameters and differences in opinion of different customer segments.
3.	**Brand Images**	• Developing depth and intensive knowledge of products and services. • Finding the right communication tools for communicating the brand values. • Identifying and measuring the response of consumers to the brand with merchandising approaches.
4.	**Multiple Choices**	• Maintaining accurate and worthwhile content of product. • Identifying the preference of consumers based on different brands and products. • Keeping proper records of sales of different product categories for finding out the preference of consumers.

| 5.	**Life Style**	• Identification of customers as regular, light user, non-user, ex-user and potential. • Recognizing the consumer's self-definition of themselves. • Developing different segments and identifying the key differences on the basis of life style.
6.	**Value Creation**	• Identifying Innovativeness and competitiveness towards value creation. • Learning the concept of value creation from the point of view of consumers. • Building the right environment for implementing the value dimensions.

Knowledge Management

The concept of Knowledge Management is invariably related with the ideology of learning phenomenon to determine analyse and disseminate information related to customers and marketers. It formulates and analyses strong customer's bondage with new avenues of strategic patterns. It is concerned to establish an amicable platform aims to make more and reliable part to make effective customization.

Knowledge Sharing Process

In marketing phenomenon the aspects and avenues of knowledge sharing process deals to identify and determine the different accommodate views and search out new concepts to design the relationship pattern among society, marketers and customers.

Model
Showing the Framework of Knowledge Sharing Process among society, marketers and customers
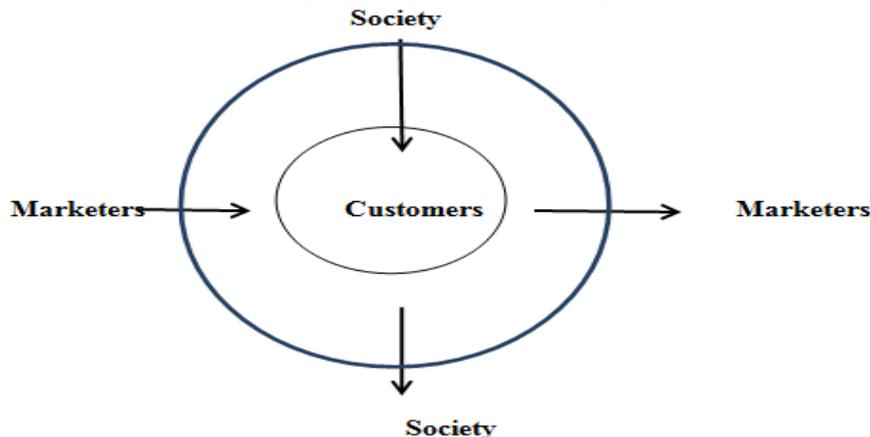
Society to Society via Customers

Comprehensively the society plays a significant and decisional role towards designing the motives and behaviour of consumer. The customs, religious, attitudes, behaviour of social classes move to create and develop the life style of customers. Customers provide more information to society. Every retail store tries to communicate its own brand meaning, products offered, promotional schemes and various other information. In the digital age a customer is exposed to numerous information every day. Hence it is equally important to find out how much and what kind of information is retained by the customer about the retail store which they pass on to others.

Marketers to Marketers via customers

Marketers provide much information and knowledge to customers. It includes the key aspects that retail stores should know for providing value to the customers. These include the knowledge dimensions necessary for a retail store to assist in the entire process of buying decision making. Customers provide more information to marketers. It includes the knowledge parameters that customer can share to the retail store. It includes customer's own feelings and judgments about the retail store and its performance.

Core Areas to Develop Customer Centric Approaches

CKM can be applied as a strategic process by which companies involve their customers to become strategic partners for understanding them better. CKM can be discussed through a range of three dimensions.

Customers' Motives & Behaviour

Motives and behaviour play an important role in developing customer centric approaches. Motives are the urges that drive a customer to behave in the desired manner.

Customers Image

Imaginations of customers about customers' perception before going to manage the cuustomers' perception, the image is an important part.

Customer's value

Customer's value occurs when the customer feels that the return is more than the cost. The cost involved in the entire purchase decision or in the store visit does not only include the monetary payment but also entire time, energy and psyche the customer has put in.

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Customer Perception

Customer perception refers to customer's overall evaluation of service performance of retail store. It is important to identify the perception of customers for designing customer centric approaches.

Customer Retention

Customer retention means refers to the ability of a retail store to retain its customers. High customer retention means that the customer tends to return to or continue to buy from the same retail store.

Customer Satisfaction

Customer satisfaction is one of the important measures of business performance of any retail store. It is influenced by the customer retention policies, customer's evaluation of service delivery and the customers' overall judgment of the value received.

Model

Procedural steps to formulate Customers' Centric Approaches by means of Knowledge Management

It has stated that within purview of marketing phenomenon, customers' centric approach having fertile ground to create and develop a new ideas &

knowledge to establish a platform of customers' relationship management.

The model depicts the concurrent framework to design a procedural steps with ideologies & practical viewpoints as laid down by core areas. Initially with the help of customers' research, product research & market research, we the marketers might be able to create the inventory of different type of knowledge as the pivot centre of customers. Hence there are different core areas viz Customers' Motives & Behaviour, Customers Image, Customers Values, Customers Perception, Customers Retention, & Customer Satisfaction etc are main marketing applications to move towards a platform of customers' centric approaches. These areas have been providing not only some strategic guidelines but also support the process of knowledge repositioning towards the ways of new business ideology on the ground of repositioning as well as sharing the knowledge at this moment. It sets up a most opportunistic part to get a concluding scenario of customers' centric approaches.

Figure: 2. Procedural steps to formulate Customers' Centric Approaches by means of Knowledge Management

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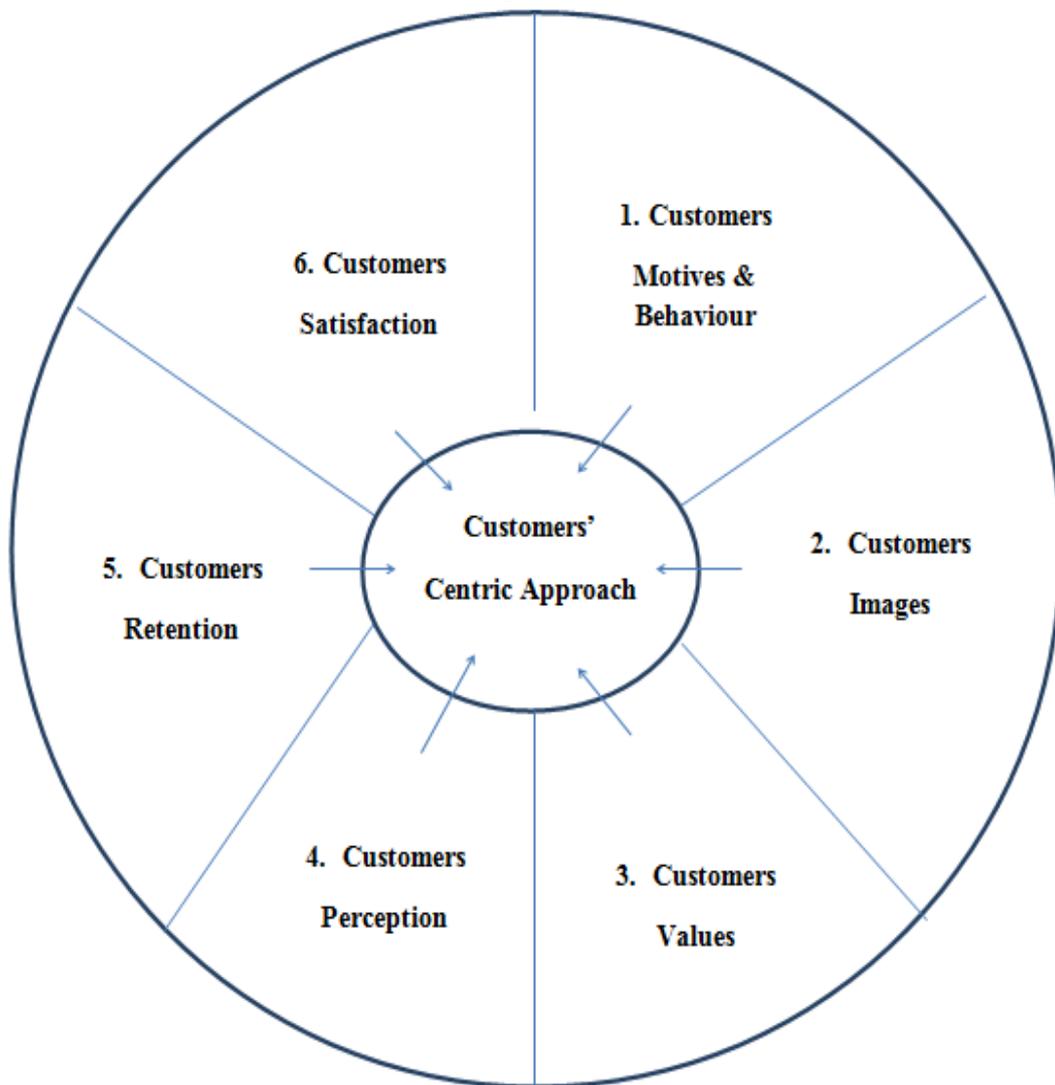
Challenges of Customer Knowledge Management
Structural Challenges

Transforming the company to the customer-emphasized company which can efficiently utilizes customer knowledge to approach customer satisfaction needs structural changes in organization that brings tremendous challenge with it.

Cultural Challenges

It's ideal to create companies which are dominated with customer-centric culture, but always there are barriers from top to bottom levels of the company one to mention is people's pride, they think they know better than customers Some organizations shy away from customer-centricity because of "Corporate narcissism", i.e., a sense that "we know better than our customers" ,and the other problem is the lack of culture of sharing and communication ,some of the organization's personnel don't have the customer knowledge and who have they don't share it with the others .

Competency Challenges

When organization ride their path toward customer knowledge management they need to strengthen their competency level as much as possible in all aspects of CKM ,from understanding customer's needs and wants to build customer based strategies .

Privacy Concerns

And in today world people are more and more concerned about privacy issues and they want to know what companies do with their information so the organization should have transparency about their intellectual property policies to build relationship with customers based on trust then only they will be loyal to the company and make the business grow.

Perspective Approaches towards Designing of Knowledge Sharing (in context of customer centric approaches)

Building a platform for sound design of knowledge sharing, retail stores should consider the following points.

Proactively

Retail stores should proactively engage with the customers even before they come in touch with the retail stores. This helps in understanding the shopping motives of customers and their mindset.

Value Additions

Retailers should constantly try to add value to their offering by finding out the kind of value dimensions as customers are seeking for.

Customer's Behavior

Customer behaviour is not only wide but complex as the behaviour of customers not keep changing over a period of time. Customer behaviour studies the stages of buying decision and factors affecting consumers. Studying customer behaviour is vital as it suggests how retailers can help in the each stage of buying decision making of consumers.

Customer's Experience

Customer experience plays an important role for developing knowledge sharing perspectives. It is not necessary that a customer will always make a purchase but may carry a favourable impression after coming in touch with the retail stores. Learning this could serve as a favourable cue for the retailer in finding out the potential customers. Customers judge the overall performance of retail stores by the experience they had. Shopping these days has become a recreational activity. It is part of fun and enjoyment.

Marketing Creativity

For developing knowledge sharing, retailers should keep innovating their processes of communication with customers. Communication may not always be verbal. It could be non verbal as well. Retailers should develop creative ways of knowledge sharing platforms.

Vitality in Retail Organization

Competition in retail is intense and increases as more and more retail stores come into existence. Retail stores should keep changing with the dynamic retail environment and try to bring noticeable elements in their entire retail display.

Streams of Promotional Activities

Promotional activities play a key role in attracting customers to retail stores. Different promotional schemes can help in identifying segments of customers interested in particular promotional schemes.

Action Learning Approaches

It is important to develop action learning approaches to be able to implement right decisions by using the knowledge repository.

Appropriate Customer's Perception

Measuring customer's perception of the service performance is important to improve the service dimensions at retail outlets and reduce the performance gap.

Knowledge Reposition

Knowledge is not only acquired but also developed through past experience and enhancing the learning curve. It is pervasive to develop knowledge and finding out new meanings out of them.

Data Warehouse

Data warehouse serves as a reservoir of raw information collected from consumers. It helps us in retrieving the information as and when required. Thus managing data warehouse in a prerequisite in designing profound approaches towards knowledge sharing between consumers and retailers.

Conclusion

The dimensions of knowledge management may develop a profound platform of customers' centric approach. It helps in formulating a planned and systematic procedural framework not only for creating knowledge but also upgrading with a process for it. With the growth of Information technological innovations, the process of developing customer centric approaches becomes easier. The internet helps in accessing pool of information from any part of the world. Through emails and other media customers can be reached easily. Management Information System helps in creating data warehouses from where information can be retrieved on a click. Thus, the continuous changes in the market scenario create ample opportunities for companies to integrate the knowledge management processes for developing customer centric approaches. This article thus aims to

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comprehend the concepts of knowledge management and customer centric approach, highlights its objectives, and proposes a model for formulating customer centric approaches by means of knowledge management.

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