
**TOWARDS SUSTAINABLE FUNCTIONING OF ORGANIZATIONS VIA STAKEHOLDER FOCUS:
METHODOLOGICAL AND THEMATIC REVIEW**

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Received 10 December 2019; accepted 10 June 2020; published 30 September 2020

Abstract. During consideration of the organizational ecosystem's effectiveness, a company shall consider the interests of a wide range of stakeholders. This includes the integration of the variety of organizational events in which any stakeholder is involved. Using this approach, the effectiveness of the organization can be measured in terms of satisfaction expressed by each of the stakeholders, where the role of the society as a stakeholder is recognized with increased attention to the customer relations. The current Consumer Relationship Marketing is an important marketing concept to retain and develop the customer loyalty. The customer-focused approach is one of the important tools for managing these relationships aimed at obtaining sustainable long-term profits. More recently in scientific and practical activities, we face examples and concepts such as customer-focused marketing; customer-focused information system; customer-focused strategy; structure; business; management system, etc. Therefore, it is always an important factor in research. Over many years of customer-focused research, the language and understanding between business researchers have been established; and knowledge has been structured. But despite the empirical evidence of structure, we reluctantly hear and acknowledge the metaphor of customer-focus. The aim of this study is to propose alternative aspects of customer-focus from existing research. Therefore, our research suggests to study the influential factors that enterprises experience in the context of a customer-focused strategy using the methodology of a systematic background paper review. In order to develop this document, the following databases were used - ResearchGate, Emerald, Publons, Scencedirec. The topics defined to consider the customer-focus were selected as antecedents of satisfaction; customer loyalty; factors of total quality management and their dependence on specific marketing aspects. Thus, the research question was formulated as follows - What factors have influenced the adoption of a customer- focused strategy?

Key words: Customer-focus; Customer loyalty; Consumer Relationship Marketing; Methodological review; Thematic review; Systematic review of background paper.

Reference to this paper should be made as follows: Islamgaleyev, A., Karibdzhanov, Ch., Petrova, M.. 2020. Towards sustainable functioning of organizations via stakeholder focus: methodological and thematic review, *Journal of Security and Sustainability Issues* 9(4), 163-174. [https://doi.org/10.9770/jssi.2020.10.1\(12\)](https://doi.org/10.9770/jssi.2020.10.1(12))

JEL Classifications: F01, F60, P51

1. Introduction

Nowadays, the current trends determine new innovative approaches for strategic development and competitive advantage. Considerably, it is not only improving the quality of products, services, or any current policy (distribution or pricing) but relations with existing and potential customers as well.

According to experts (Zablotskyi et al, 2019; Tepavicharova, Dikova & Zahars, 2019; Tepavicharova, Aleksejeva & Vazov, 2020; Naama, 2001; Naama, 2011; Mussapirov et al, 2019; Deneva & Grasis, 2020; Lukjanova, Odinkova & Zahars, 2020; Hlibko et al, 2019; Kliuiev et al, 2020; Jaworska, Tepavicharova & Yelubayeva,

2020; Pukala et al, 2019; Pukala & Petrova, 2019) the development of customer relations is of great importance in the activities of many companies and is their basic source of competitive advantage. The recently conducted studies have resulted in the fact that companies that develop in-house customer relationships have successful performance indicators, while many other companies, following traditional management, lose their competitive position in the market.

There is a variety of evidence in the marketing paper confirming transition of a great number of companies to the customer management marketing and their focus on an individual customer. Customer is an extremely important concept for business. It is the power that provides companies with income. Based on the fact that initial attention is usually given for those stakeholders who have the greatest impact on the changes, the concept of the customer is divided into two categories: internal and external customers. From the perspective of impact on the stakeholders' influence, organizations use the approach of dividing into customer-focused companies (FC) and customer-oriented employees (CO). FC is reflected as a strategic focus on the customer and is achieved through: development of new products and services, changes in the internal culture, marketing with the help of structures, processes and systems. CO differs in conceptual variables of employee engagement, trust, loyalty, WoW, etc. During the creation of this document, we considered significant aspects in the modern marketing literature from both FC and CO, affecting the improvement of mutual relations with customers. This study will help company executives adhere to the most effective customer-oriented strategy in modern business realities, since consumer behavior is dynamic and constantly changing in response to changing circumstances.

2. Systematic Review of Background Papers. Methodology

A review of the background papers on the research problem confirms the assumption of the multidimensionality of the "customer-focused" concept, and also revealed a differentiation of views and the lack of a single concept. The main difference between the concepts is the degree wherein they entail in the form of customer priorities. It is important to recognize that buyer-seller relationships take on different characteristics depending on the stage of the relationship, for example, initiation, growth, maturity and decline (Armstrong et al., 1994). Although the main point of customer focus remains relatively constant, two main perspectives have emerged in research - behavioral and psychological. The behavioral perspective comes from Saxe and Weitz, and defines CO as the practice of identifying and satisfying customer needs at the level of employee-customer interactions; and FC companies with the service modified from time to time exceeding expectations to meet customer needs. Donovan and Brown have taken a psychological perspective in developing their model on how a service employee influences important job responses including job satisfaction, company commitment and organizational behavior (Donavan et al., 2004). One of the stages in the development of marketing technologies for employees is called the stage of loyalty and satisfaction management in the search for customer commitment. The customer-focused companies are the manifests of continuous interaction with customers aimed at creating intelligence and understanding the explicit and hidden needs of the customer; systematic customer involvement in marketing and decision making; coordination of organizational structure; collection and dissemination of customer information in response, as well as interface management along all touch points; and a supply chain agreed with a company and able to withstand the customer requirements (Lamberti, Lucio. 2013). FC is reflected in the organizational structures of companies; customer relationship management tools; customer-focused marketing, information systems, management systems, etc. Researchers note (Mukerjee, 2013) that customer focus is not a one-step process, and companies must go through various stages to achieve the CF level. The first stage - "community coordination" involves creating a central repository of all customer data including transactions and customer interactions. All employees must contribute to this data pool. Crossing political boundaries and resisting data sharing is essential for the success of the process. The second stage - "sequential coordination" where analysis of the data collected generates intelligence that is transmitted through the company. The third stage - "symbiotic coordination" is aimed at understanding the future behavior of customers and evaluates the results of customer focus initiatives. The fourth and final stage - "integrated coordination" directs the attention of consumers to the company's DNA according to geographical principle and function, and becomes a part of the employees' everyday behavior.

The next difference in adoption of the customer focus conceptualization in the scientific background papers is considered as multidimensionality or one-dimensionality of the structure. For example, in research (Lamberti, 2013), it may include three elements: customer knowledge, co-creation, and marketing experience. Shah et al. in their work (2006) offer nine sizes that distinguish customer focus, such as product positioning; organizational structure, and performance indicators. Nevertheless, some researchers decided to refrain from defining customer-focus as a multidimensional structure (Habel, 2018). Other well-established customer-focus structures have also been researched and adapted to the service sector (Kelley, 1992, Ifie, 2014). Moreover, the theory of social exchange is also associated with customer-focus (Blau, 1986). This theory suggests that the relationship between buyers and sellers must comply with the rules of exchange whereby the customers will engage in the promotion of a positive word in exchange for a word (WoM) to meet social needs.

In the course of our study, it has been found out that latterly the “customer focus” topic is gaining a wide interest from both the scientific and business communities. According to results obtained during the study, it has been revealed that by 2020, the area of study on the “customer focus” topic has increased by almost 40% that is the relevance of the customer-focused approach today.

Despite the fact that scientific papers provide a phenomenon of cross-references to the same surnames of the opinion-leaders who developed the issues of customer focus, this did not lead to transparency and even relative clarity in solving problems of increasing efficiency. In accordance with the continuing relevance on the basis of the approach generally accepted in scientific methodology, we will conduct a systematic review and identification of the scientific, scientific and practical papers, and classify the most relevant implicit customer-focused theories to the problem.

In accordance with generally accepted specifications in the methodology of a systematic background paper review, we provide the scope of this review through the procedure for identifying relevant works and objects included in this review in the following subheadings.

2.1 Scope of Review

When discussing the scope of this review, we consider two criteria, form and content. The form criteria are maintained by the fact that articles from scientific journals are included in the scope of our review. The form excludes non-academic articles and chapters from books including interviews, editorials, short journal articles, and perspectives. When the content is examined, the main focus of this review is paid on the theoretical aspects of customer focus in the articles devoted to customer satisfaction, rational and emotional customer loyalty excluding practical editorials and opinions. In a review, we tried to understand the various premises, definitions and models that relate to customer focus from different points of view. In this study, sources of scientific data included headings, abstracts, and keywords of journal articles, review articles, and interim articles on customer focus.

Through the text analysis, we extracted keywords to explore the necessary elements. We applied the Term Frequency-Inverse Document Frequency (TF-IDF) method which is a useful and effective keyword extraction method (Lim and Maglio, 2018) to extract keywords. The meaning of TF - IDF indicates the importance of the word included in the document and in the entire data set. In this study, high-ranking keywords belong to the top 9 words with the highest values of TF- IDF. In the first and second stages of the study, such words as “customer focus”, “needs” and “trade” - the so-called stop words - are most often found in the voluminous text but they are not of great meaning for us. Therefore, this moment was taken into account in the algorithm and similar words were excluded from the sample. Using machine code, the annotations were uploaded for further analysis. Ready-made TF-IDF algorithms contained in the Google Code Archive library under the MIT License were used. The free version of Community Edition (distributed under the Apache License) PyCharm 2020.1 was used as the IDE (or integrated development environment). The code using TF-IDF was written in the Python programming language and taken from the repository on GitHub, which in turn is a branch of the library with Google Code Archive. The library was written in Python in 2010 and after refinement, the algorithm repository was uploaded to GitHub in 2012 under the LGPL (free-software license) license.

2.2 Background Paper Required

The process of identifying background paper on customer focus was carried out in two stages - in July 2017 and April 2020. At the first stage, we identified 1761 articles (Table 1) on the topic of “customer focus” in databases and professional resources in the field of business management - Researchgate, Emerald Insight, Publons, Scencedirec. These databases turned out to be at the high level of the standard academic content that they provided and therefore were selected. Our study did not aim at basic comparisons. Besides, electronic catalogs, digital libraries and repositories, aggregation platforms and journals are inconvenient in the content selection and analysis using TF-IDF.

The second stage of background paper selection was conducted to achieve the goal of re-confirming the number of articles by title in April 2020. The criteria for including and excluding background paper remained the same; there were no clarifications. The final number of included articles was 2456. The second stage on the background paper analysis is provided in Table 1.

<https://www.emerald.com/>, in 2017 the number of articles was 660, and in 2019 - 784 articles.

<https://www.sciencedirect.com/>, in 2017 the number of articles was 837, and in 2019 - 889 articles.

<https://publons.com/>, in 2017 the number of articles was 236, and in 2019 - 374 articles.

<https://www.researchgate.net/>, in 2017 the number of articles was 28, and in 2019 - 409 articles.

Table 1. Data Retrieval Research Protocol during Stages 1 and 2.

Database	First stage		Second stage	
	Date of search	Quantity	Date of search	Quantity
https://www.emerald.com/	June 15, 2017	660	April 15, 2020	784
https://www.sciencedirect.com/	June 15, 2017	837	April 15, 2020	889
https://publons.com/	June 15, 2017	236	April 15, 2020	374
https://www.researchgate.net/	June 15, 2017	28	April 15, 2020	409
	Total	1761		2456

2.3 Results of Systematic Background Paper Review

Table 2 shows an overview of data retrieval. Next, we looked for combinations of keywords on the topics “Co-creation of services”, “O2O”, “XRM”, “Business Sustainability”; in total 479 articles were collected in 2017 and 621 articles in 2019.

<https://www.emerald.com/>, was conducted in an advanced search. Journal papers were selected by the keyword “all fields” and “annotation”. Within the date range, the required period and “all content” access type were set. In total, 72 results were obtained in 2017; and 89 results - in 2019.

<https://www.sciencedirect.com/>, was conducted in an advanced search. A keyword was entered in the “Title, abstract, or copyright keywords”; the necessary period for posting the article was added; “scientific articles” were selected in the types of articles. In 2017, 120 results were obtained; in 2019 - 169 results.

<https://publons.com/>, select “Publications” in the drop-down list; in 2017 - 184 articles were obtained; in 2019 - 159 articles. The search also does not include a period that makes it inconvenient to search for articles for a period.

<https://www.researchgate.net/>, in 2017, 103 results were obtained, and in 2019 – 204 results.

Table 2. Keyword Data Retrieval Overview.

Co-creation of services					
Websites/Years	2015	2016	2017	2018	2019
https://www.emerald.com/	38	32	54	45	64
https://www.sciencedirect.com/	47	61	38	42	69
https://publons.com/	10	33	22	10	9
https://www.researchgate.net/	19	15	21	30	43
Total:	114	141	135	127	185
O2O Integration					
https://www.emerald.com/	0	0	2	0	0
https://www.sciencedirect.com/	3	2	6	5	32
https://publons.com/	0	3	5	4	12
https://www.researchgate.net/	11	12	38	46	76
Total:	14	17	51	55	120
Exceeding customer expectations					
https://www.emerald.com/	0	3	3	1	1
https://www.sciencedirect.com/	1	4	1	2	0
https://publons.com/	70	91	83	87	83
https://www.researchgate.net/	22	25	21	30	37
Total:	93	123	108	120	121
XRM					
https://www.emerald.com/	0	0	0	0	0
https://www.sciencedirect.com/	2	4	4	0	7
https://publons.com/	0	0	1	2	1
https://www.researchgate.net/	0	0	1	0	1
Total:	2	4	6	2	9
Strategic Business Sustainability					
https://www.emerald.com/	17	11	13	22	24
https://www.sciencedirect.com/	49	44	71	63	61
https://publons.com/	63	78	73	79	54
https://www.researchgate.net/	11	19	22	33	47
Total:	140	152	179	197	186

The data obtained indicate that academic communities agree on the further importance of the O2O integrated approach and exceeding customer expectations in business, and play a more important role than other factors. Future competition is due not only to the development of distribution channels and products, but the integration of innovative methods for consumers. The background papers provide that O2O is due to three main factors - improving the quality of customer service; increasing business efficiency, as well as accessibility and lowering the cost of technology. The O2O strategy allows you to benefit not only from the efficiency of business processes but also allows to optimize operating costs. O2O integration is provided as a technological innovation and creates a continuous two-way flow of information. However, a review of the scientific papers shows a lack of clarity regarding the concept of O2O (Latini, 2019). There is a lack of research in academic community that are devoted specifically to this phenomenon. At the same time, the role of e-commerce has acquired large-scale and innovative importance in the effective management of the companies.

3. Methodical Review

The purpose of this methodological review is to provide an overview of various aspects to form the customer focus in the field of Customer Relationships Marketing. Within the methodological approaches, various articles were mentioned; some excerpts were drawn relating to aspects of customer focus. Then they were further

confirmed and classified in several sessions i.e. quantitative research; qualitative research; non-empirical methods and mixed methods. The methodological fragmentation observed in these documents can be explained by the difference in topics, as well as the variety of research issues addressed in the papers that were reviewed, as well as different levels of analysis. Although most of the papers reviewed tended to empirical methods, a significant number of them also included a large number of qualitative approaches. Since important preliminary studies have been carried out in this area, the way for further in-depth quantitative research is now clear. Based on the background papers review conducted on available research, the main aspects of the customer focus formation were identified using qualitative analysis, and the same will be indicated below in the thematic review section.

4. Thematic Review

The influence of customer focus on long-term activities and company growth can be determined after considering the antecedents of satisfaction; customer loyalty; factors of total quality management. Satisfaction and loyalty can be broadly defined as specific aspects leading to quality management factors. These aspects are influenced with marketing aspects such as the effect of exceeding customer expectations; joint creation of services; creation of XRM systems; analysis and information; a sense of being demanded; online and offline integration; company strategic stability so that the customers encourage companies to invest in innovation.

4.1 Customer Satisfaction and Loyalty

There are many academic studies on relations between satisfaction and loyalty in different environments and industries. These studies generally focus on two approaches - customer-focused at the company level and at the employee level. A background paper review shows that customer focus affects customer satisfaction (Homburg and Stock, 2005). Customer satisfaction is basically a customer's assessment of a particular product or service. Satisfaction is defined as the cognitive and affective state of a consumer resulting from cognitive assessments and related emotions (Bigné, 2005). In general, there are two approaches to customer satisfaction in the background papers - through exceeding expectations and through productivity. Studies have shown that there is a positive relationship between service quality and customer satisfaction; the relationship between perceived value and customers satisfaction; relationship between customer trust and customer satisfaction; relationship between brand and customer satisfaction (Leninkumar, 2019).

Some empirical analyzes show that customer satisfaction has a stronger effect on behavioral loyalty (Rajaguru, 2016), while cognitive and affective satisfaction are thought to be associated with customer loyalty (Coursaris, 2016).

In the marketing papers, there are three of the most common approaches to determine loyalty. The most popular point of view on loyalty, since the behavioral aspect of loyalty is closely related to the economic performance of companies, is called behavioral (transactional) loyalty. According to the second approach, loyalty is considered as the attitude or preferences of consumers formed as a result of a generalization of feelings, emotions, opinions about the service, and is called relational loyalty. The third approach assumes that loyalty is determined by a combination of behavioral and perceived characteristics. The combination of these aspects is called complex loyalty.

Loyalty is a biased behavioral reaction expressed over time by a customer in relation to one supplier from among many suppliers which is a function of making a "binding" decision and brand assessment process (Adalikwu, 2012). Some authors claim that customer loyalty is more important than customer satisfaction (Fraering and Minor, 2013), while others claim that customer satisfaction accounts for 93% of the customer loyalty (Khan and Rizwan, 2004).

Analysis of the background papers clearly shows that the following aspects are related to customer loyalty. First, the papers that analyze previous and moderate loyalty factors are very extensive (Kandampully et al.,

2015), although in many cases it has conflicting results. Second, although there are many decisive factors of loyalty in the papers, three of them stand out for their significance - perceived value (PV), satisfaction, and cost. Third, reality in industries emphasizes the need to consider one of the key variables - consumer heterogeneity. Fourth, numerous works focus on identification mechanisms of customer profiles that tend to maintain loyalty. Loyalty is also associated with other complex variables, such as consumer engagement, trust, satisfaction, commitment and participation.

One of the key factors underlying empirical marketing is customer experience (CE) which has been adopted as a guideline for predicting consumer behaviors. In the scientific works, the CE is presented as a complex structure that includes many relational dimensions such as cognitive, emotional, sensory, social, and behavioral response (customer perceived value) to the actions of products and services suppliers. As a result, companies began to adopt customer experience to manage the customer experience processes (CEM). Despite the emerging academic interest and relevance of the relationship between CE and customer loyalty, we did not find agreement in the background papers regarding the role of customer satisfaction.

4.2 Marketing Aspects

The works studied by us showed the influence of the marketing elements on business performance indicators, namely 7P mix, CEM and customer loyalty, recommendations, market share and product price. The UK Chartered Institute of Marketing notes that it's not the products that bring the profit, but the customers and the marketing aspect of the company's activity that are the most customer-focused to be effective and create customer value for customers; all organizations, no matter what market they are in, should primarily focus on the customer needs. The analysis of these aspects reflects our vision of developing customer focus in existing marketing background papers.

4.2.1 Exceeding Customer Expectations

The predicted expectation is based on the customer's experience with the product whereby the customers compare the perception of a new experience with previous feelings of experience or other information gathered from various sources. An increase in the level of satisfaction from expectation and comparison in experience depends on the level of compromise to be positive. This is a marketing priority and is called exceeding customer expectations. There are controlled and uncontrolled expectations of consumers, where anticipation of expectations is just an attempt to maintain awareness of these uncontrolled influences and use efforts that can be operated by controlled expectations. Raising expectations is a logical and acceptable phenomenon, as customer expectations are always rising. If the expectations for a product or service become too high, the company will become vulnerable to customer dissatisfaction.

4.2.2 Co-Creation of (W2C), SDL Services

The term "co-creation" was originally used (Kambil et al., 1999) to refer to the joint creation of value for consumers in the context of the relationship between the company and the customer; since customers can participate in the production process and share the cost of production, they become partial "employees" of the company. The marketing background papers contain different definitions of W2C but they are bound with one goal to create a consumer experience that adds value to the buying process in the market. A W2C study (Garcia Haro et al., 2014) analyzes the co-creation of activities based on a variety of theoretical foundations including user participation theory; user-focused approach; user content, and service-dominant logic (SDL). The SDL, in particular, shifts the view on communication between the company and the consumer, and considers consumers as active co-creators, not passive value recipients, while the companies are agents that facilitate this process, but not just standard value producers.

4.2.3 XRM Systems, Analysis and Information

The introduction of CRM without explicit customer focus is XRM; so the acronym CRM is now replaced with the XRM, where X- means the management of any type of relationship. The transition of CRM to XRM leads to a great demystification of the CRM process in such a way that it ceases to be a “site” collecting data from other systems and becomes an integral part of everyday processes (Stojkic et al., 2014). Automating processes using XRM strategies and tools with new technologies leads to greater efficiency and transparency of business processes and ease of management.

4.2.4 Sense of Being Demanded

The theory of employee demand is considered through the prism of satisfaction of needs wherein employees are considered as internal customers; jobs - as internal products that satisfy the needs and desires of these internal customers in solving the company’s problems (Berry and Parasuraman, 1991). There is a distinction between quality-focused employees and customer-focused employees (CO) (Manna, 2019). Satisfying the needs of employees, the company achieves certain results in the work of employees that, in turn, leads to increased customer satisfaction and loyalty. During a review of the background papers, we faced the theory of employee self-determination which offers two types of motivation - external and internal. An externally motivated person performs actions for its own purposes to obtain financial or social benefits, while an internally motivated person performs actions for its own benefit. However, the CO has a contradictory effect on the profit of companies at balance.

4.2.5 Online and Offline Integration (O2O)

E-commerce casts doubt on traditional trading patterns. Convenience of shopping is a well-known key factor in making purchasing decisions and choosing a distribution channel; traders are fully aware of the changing expectations of their customers in this regard. The theory of adoption of information technology used to determine behavior was considered in the work of Venkatesh et al. in 2003; they studied and compared eight dominant models such as - theory of motivated action; technology of model adoption; motivational model; theory of planned behavior; combined model of reception technology and theory of planned behavior; the model of PC using; innovative theory of diffusion, and social-cognitive theory. The O2O integration is robotized due to unique technologies and configurations, such as BOPIC, BORIC, RFID, augmented reality, microtagging of online customer behavior recognition based on AI, Internet of Things (IoT) technology.

4.2.6 Strategic Sustainability, SCM

Sustainability provides promising business opportunities, and is a complex study that makes it a unique business model. From a business point of view, sustainability includes three interconnected elements - economic, environment and social. Moreover, sustainability is a broad concept. There are a lot of works on the impact of corporate social responsibility and green technologies. In this work, sustainability means an ability of a dynamic production system to function effectively in an ever-changing probabilistic competitive environment despite the uncertainty of the production load. Sustainability is ensured with customer focus; innovative business models; legality and legal support of the state; knowledge and technology; trust and increases customers flow. These are essences for the continuity and sustainability of social commerce (Kassim et al.). There is a significant sustainability effect on ROS, ROA and ROE but a slight effect on the PTBV growth (Ameer and Othman, 2012). In accordance with the Principles of Responsible Investing (PRI) and in order to improve profitability and sales growth, the companies create value for target companies by observing the ratio of sales to revenue, where the “bias” in either side makes the business less stable, dependent on the requirements of a small number of customers. In the investment sustainability study, the companies, that operate across national borders, have a structured interaction strategy. This confirms that success is achieved when the lead investor is located in the same geographical region as the target company; supporting investors are international; investors have a high share in the target company (Semenova, 2020).

The main requirements for increasing customer focus in the SCM process are characterized with sustainability; increased reliability; flexible response in the supply chain, and flexible restructuring of the company's internal relations (Pankaj M. Madhani, 2018). The importance of the SCM customer-focused strategies and initiatives to increase supply chain performance increases customer satisfaction and reduces the costs. Achieving integration is central to SCM's marketing strategy and operations in order to keep the customer loyal (Russo and Confente, 2017).

4.3 Specific Aspects of Customer Focus

Guided by the rules of dividing into internal and external customer focus, we have examined specific aspects. Internal customer focus means a customer-focused staff and CO i.e. combination of knowledge, skills that contribute to certain behavior and maintain relationships with customers to achieve the goals of the company due to the appropriate motivation, values, attitudes and personal qualities of employees. External customer focus means a marketing orientation of the company's activities related to a deep understanding of the needs and values of not only customers, but all participants of the distribution channel (stakeholders involved in the marketing processes) (Mussapurov et al, 2019). When considering specific aspects, we came to the conclusion. First, most of the articles examined by us, when defining the customer-focused term, appeared as a phenomenon at the company level, functional level, company sales and information systems. Second, most definitions emphasize that customer focus is characterized with a strong emphasis on customer satisfaction. Third, some studies are conceived as entailing an active prioritization of customers and their interests over the internal problems of the company. Fourth, customer focus is only conceptually presented as adaptation of the company to the structure and processes in the interests of the customer. When considering conceptualization, we faced a question - how does customer focus differ from the focus on customer. The main difference between the concepts is the degree of their customers prioritization and multidimensionality of marketing aspects. However, some researchers have decided to refrain from defining and operationalizing perceived customer focus as a multidimensional structure (Habel et al.).

5. Research Limitations

First, the article provides a customer-focused view of incomplete marketing aspects, and is considered as part of complete research work. The analysis is conceptual and provided to evoke a future empirical rationale. This indicates the need for a change in thinking while conducting research. Second, based on the fact that customer focus seems to be an elusive goal, and in some aspects it is represented by metaphor, the complexity is created by an organizational constraint depending on the specific way of company development and the duration of the relationship. The duration of the relationship can be especially significant in relation to services, when they are officially established over a certain period of time, and can affect the degree of customer loyalty.

6. Conclusion

According to this study, the growth of customer expectations, especially in certain segments, forced the business to create factors and various models of relationships with consumers to develop more effective customer-focused strategies that require them to adapt to these factors and establish strong and profitable relationships with their customers. Thus, background paper analysis shows that the following aspects are related to customer focus. First, background paper containing analysis of theories and conceptual factors of customer focus is very extensive, although in many cases it has conflicting results. These fluctuations that lead to differences in results may be due to the nature of the proposed direct / indirect relationships with the set of variables, type of service or product being studied, and consumer characteristics. Second, despite many crucial factors of customer focus, there are ten of them that stand out for their significance i.e. exceeding of expectations; analysis and information; creation of joint services; XRM system; involvement; TQMHR; TQMFC; online and offline integration; SCM customer focus and strategic sustainability of the business model. Most scientific papers suggest a positive impact of these factors on customer focus. Our findings on the current state of customer focus, in the context of this study, confirm and show that most studies are at the stages of consideration of O2O concepts, and exceeding customer expectations.

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