

The Rise of the Customer Centric Firm



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Download *IESE Insight* magazine (Issue 17, Q2 2013) with new marketing strategies for putting your customers front and center.

- **Peter Fader** (Wharton) debunks the myths surrounding customer centricity, urging managers to re-contextualize the role of CRM as part of a wider customer-centric strategy.

- **Julian Villanueva** (IESE) explains how to design and implement a customer equity dashboard that will serve to pinpoint exactly where the company is gaining and losing value.
- **A. Parasuraman** (University of Miami) revisits the original SERVQUAL framework, showing how tried-and-tested assessment tools can give your firm's service efforts much-needed direction and focus in light of the growing role of technology in service delivery.

Also in this magazine:

- **Tarun Khanna & Krishna Palepu** (Harvard) clear up the confusion over whether a market is or isn't emerging, helping managers to leverage emerging opportunities in all their guises.
- **Josep Tapies & Lucía Ceja** (IESE) list the practical things that companies can do to sow the seeds of psychological ownership — strong emotional ties that cause workers to identify closely with their business.

Plus: **Carlos Añaños, Managing Director of AJE Group**, credits hard work and a low-cost strategy for the Latin American beverage maker's international expansion.

Our case discussion: 3 executives discuss the strategic and operational implications of the European electronics and home appliance giant, **Media Markt**, delving back into the web.

And finally, jazz trombonist and music teacher **Chris Washburne** talks about how executives can inject some improv into their organizations.

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