There are many bestselling books, celebrity seminars and trainings in the market that speak of the importance of a customer, but the poor customer is still not treated well. Customer oriented marketing has become a vital aspect in business as it contributes greatly to the success of the organization. The study of customers helps organizations to improve their marketing strategies by understanding issues such as consumer behavior, customer satisfaction, customer loyalty, relationship marketing, customer centricity, and more. This book is designed to provide instructors with concrete, active learning tools and examples that can be implemented in the classroom. This book is a collection of cases on customer centricity in the field of marketing management. It discusses the prominent issues of marketing related to the customers.

The distinctive feature of the book remains its focus on the concept of customer centricity. In today’s complex, high tech environment, the customer-centricity approach can offer high touch and great competitive advantage to an organization. Great companies apprehend this and they are building their value proposition around what really matter to customers and then structuring their products and services accordingly. Becoming customer-centric means having a holistic view of an organization from the outside-in rather than the inside-out that is, through the perspective of the customer rather than the marketer.

The traditional marketing concept tends to be more short-term oriented. The customer centricity, by contrast, de-emphasizes the functional role of marketing. It enlarges the market meaning not only to the key market players, direct, and indirect customers, but also to online market players, distributors, competitors, influencers, and other stakeholders. It conditions that every department in an organization is responsible for customer centricity by enhancing customer value. In this hyper competitive, global, deregulated, and deeply reformed by the information technology revolution, customer centricity is the only way for a firm to achieve its objective of profit and growth.
To explore the nature of business organizations and its application in management education, business schools throughout the world are increasingly adopting the case methodology for teaching. In the fields of marketing, there exists a need for real life management cases. This book fills an important need in this context by focusing on real life management issues in this unique challenging environment. The book is an edited collection of 22 cases in the area of marketing and strategy focusing on the role and importance of customers and related strategies. Different marketing experts and researchers all over the world have contributed cases for this book.

Special effort is made to include more cases with coverage on a.) the ‘solution-information-value-access’ approach as the best way to create customer centricity; b.) on Customer Relationship Management as IT has reformed the ways to manage one-to-one relationships with customers; c.) on the emergence of new approaches like marketing analytics, predictive analytics and regain management; d.) finally, on presenting a global perspective with the majority of cases drawn from the global scene.

This book explores the nature of business organizations and its application in management education. It is written for professionals who want to improve their understanding about real life issues and policies related to customers. It covers the major management areas including: Cloud computing, consumer behaviour, customer centricity, customer experience management, customer lifecycle management, customer loyalty, customer relationship management, customer satisfaction, customer trust, internal marketing, marketing analytics, regain management, and relationship marketing.

Tugba Ucma’s case, “Understanding Consumer Behavior through Mental Accounting: Evidence from Turkish Consumers,” is based on understanding the behaviors of the Turkish consumers that are different in terms of cultural variables by taking advantage of mental accounting.

Bhavna Bhalla in her case, “What Went Wrong?”, explores the successful interview strategy and selection criterion for the post of a market representative. The scope of discussion covers the flow from preparation to execution to be successful in any interview.

The “Case Study on Relationship Marketing,” by Bhawana Sharma and Tulika Sood, is focused on the insurance industry where the very essence of marketing for Insurance products to clients is entirely based on relationships. A sales representative not only needs to be professional, but also needs to bond well with all his clients in order to be able to meet their expectations and move up the ladder by achieving targets with customer retention, loyalty, and word of mouth.

In “A Line in Water: A Case of Customer Relationship Management,” Chandra Shekhar Padhi casts light on the distance which is generated between the sales force and the company. The distances occur due to various factors like resistance to change by the sales force, pressure from higher management on strategic compliance, and inefficient communication strategy between the two. The case helps in understanding the fragile bridge which connects the higher management of the company to the sales team on field.
Ooi Chien Shing, Seng Kah Phooi, and Ang Li-Minn in their case, “The Realization of Customer Satisfaction with Technology Integrations,” discuss the technology component integrations in the marketing strategy of U-Globe organization—a travel service provider organization—to assess their customer satisfaction. They have explained and compared the customer satisfaction tools used by the organization as well as the management concerns in conducting these customer satisfaction assessments. They have provided recommendations and solutions to show the possible ways in solving the existing problems and improving the way of assessing customer satisfaction by integrating the appropriate technology.

In the case study, “Always Trust the Customer: How Zara has Revolutionized the Fashion Industry and Become a Worldwide Leader,” Eric Viardot discusses the revolution of the fashion industry by Zara and how it became a worldwide leader. This case study illustrates the effectiveness of pursuing a customer centric marketing approach in order to achieve long term strategic success and market leadership in the fashion industry.

“Consumer Behavior Perspective for Fairness Creams: A Case of Fair & Lovely,” by Yasser Mahfooz, Faisal Mahfooz, and Ahmed A. Al-Motawa gives a background of the market for fairness creams in India and focuses on different aspects of behavior of women as consumers of this product.

Gautam Dutta’s case “International Branding at Mirza International: Dilemma Unsolved” focuses on the dilemma often faced by medium sized firms from Asia in entering developed country markets in terms of branding or generic product development strategy. This case aims to address these issues regarding smaller company’s internationalization and marketing thereof. The case illustrates the differences in brand building that exists in a big multinational company and in smaller companies while internationalization.

Sandeep Puri and Jayanthi Ranjan in their case on “Delhi Bank of India: Dilemma of a New Bank Manager,” explore the dilemma of a bank manager struck with decreasing customer satisfaction and retention. The Dwarka Branch of the bank is not doing well and has a very low customer base with many customers shifting their accounts to other banks. The branch has an allocation of only ₹1.50 Crores for loan disbursements for the period of January through March 2013, but the loan applications are for ₹2.20 crore. There are six applicants with different backgrounds and this amount cannot be increased.

Case “Facebook: An Application of Cloud Computing” by Lokesh Sharma is prepared for the informative purpose, as it provide the literature over Facebook and the technologies it is using. It also includes the technology change and the shortcomings that Facebook was facing and how developers resolved them. There are detailed explanations in this case chapter.
Nidhi Chowdhry in her case study, “Price Effectiveness in Hotels: Case Study Comparing Strategies Adopted by Mid-Size Hotels in New Delhi,” compared the strategies adopted by mid-size hotels in New Delhi focus on mid-size hotel industry in India and analyzed the extent to which the pricing strategies are adopted in order to optimize revenues.

Pardeep Bawa in his case, “Indian Luxury Car Market Changing Lanes: A Case of BMW India,” explores the factors responsible for growth of the Indian luxury car market with special reference to BMW’s growth to the number one position in India in just three years with the help of cars customized for Indian infrastructure conditions, an aggressive distribution strategy, pricing designed in lieu of competition and the Indian customer, and a very comprehensive and smart promotional efforts.

Pradeep Kautish in his case on “Niche Marketing Strategies for Business Growth: An Experiential Journey,” discussed suggest that the consumer behavior is the sum total to a range of political, economic, technical, and social environmental influences which is dynamic in nature. The art of adapting to the changing environment may sound easy, but these changes are not visible to the insensitive eyes. His case deals with the decision dilemma of a management professional who is in the process of deciding about acquiring a niche marketing company and the case narrates about four companies with the marketing strategies they employ for market share.

Rajeev Sharma in his case on “Marketing of Tobacco Products in Australia: Dealing with the Emerging Regulations,” explores the role and responsibility of governments in regulating such goods and services. The Australian Federal Government has recently introduced a bill into the parliament which aims to lay down very stringent guidelines and restrict the promotional options for tobacco product marketing in Australia. This real and evolving case study looks into the challenges faced by the marketers.

Shreya Dhingra in her case study, “Concentra BPO: The Falling Customer Satisfaction,” reflects upon the relationship between employee satisfaction and customer satisfaction. This case study explains how a company can increase a customer’s satisfaction just by understanding and treating their employees as the first customers of the organization to be served.

The case study, “Customer Experiential Management at High Five Hotels Pvt. Ltd, Nashik,” by Sonali Gadekar and Sushil Gadekar is based on experiential marketing and presents various innovative promotional strategies followed in the hospitality industry. The ultimate outcome and the results after applying this ‘experiential techniques’ were excellent in terms of financial returns as well as customer satisfaction.

Sujana Adapa and Fredy Valenzuela in their case study on the “Customer’s Ambidextrous Nature of Trust in Internet Banking: Australian Context,” provide information related to the Australian retail-banking sector and specifically about the Australian internet banking environment. This case provides information related to the ambidextrous nature of the trust component and how the aforesaid affects the consumer’s perception levels towards the adoption/non-adoption of internet banking in the Australian context.
S. Jayachandran in his case on “Should Corporate Political Lobbying Come under Scanner by Regulatory Mechanism? Vaishnavi Corporate Communication and 2G Spectrum Scam: A Political Lobbying Case” raises four critical points for discussions regarding marketing facilitating agents, public relations, marketing strategy, and lobbying as the backdrop of the changing marketing environment.

The case “Tata GoldPlus: Adoption of Customer Oriented Strategy for Penetrating Market Opportunity,” by Salma Ahmed, evaluates the strategy adopted Tata Gold Plus to make its position in the market and explores the opportunities and strategies required to retain market shares and remain at the top in its domain.

Suresh Chandra Bihari in his case, “When Citi was Found Sleeping,” discusses the incidence of a high profile branch in India where several depositors and high-net worth individuals were duped in a fraud engineered by their Global Wealth Manager. The clients were offered super normal returns and were lured by the Relationship Manager who enjoyed a special relationship of trust and confidence with the clients. The clients were cheated understandably for their lack of understanding of the nuances of the product but the greater issue at stake was the onerous practices of Wealth Management by Banks in India and the lack of regulatory control in this fast developing area that allowed the incident to happen in the first place.

Necia Boone’s case study “Triumph Charter School Service Provider” provides an overview about the company, its products and services, competition, management structure, leadership style, and challenges.

Shalini Kalia, Neha Mittal, and Rohit Arora in their case, “Maximizing Employee On-Boarding: A Study in a Pharmaceutical Company,” explore the gaps in on-boarding process of a pharmaceutical company faced with the challenge of high attrition of new hires.

The book is targeted to a different audience—primarily MBA students, professionals, and researchers working in the field of marketing management in various disciplines. The book is expansive in its coverage, including relative emphasis on customer relations integrated marketing communication, sales and service management, consumer research, and marketing analytics. Moreover, the book provides insights into practical aspects of marketing in any organization. This book can also be recommended with other books for courses like: CRM, Consumer Behavior, Retail Management, Sales Management, Product Management, and Marketing of Services.

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