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Customer-Centered Knowledge Management Modeling Using a Systematic Literature Review

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ABSTRACT

In this study, a qualitative approach and a systematic literature review method were employed to identify the components of a customer-centered knowledge management model. The search process was conducted based on the PRISMA framework, and reputable scientific articles published between 2000 and 2025 were collected from recognized academic databases. Following the initial search, which identified 450 articles, duplicate records were removed (120 articles), title and abstract screening was conducted (200 articles excluded), and full-text assessment was performed (75 articles excluded). Ultimately, 55 articles were included in the final stage of analysis. The inclusion criteria comprised peer-reviewed articles directly related to customer-centered knowledge management and those with accessible full texts, whereas irrelevant, duplicate, or methodologically weak studies were excluded. Content analysis of the selected articles was conducted through the extraction of initial codes derived from meaningful expressions, and codes with the highest frequency of occurrence were prioritized. Subsequently, these codes were categorized into principal components based on semantic similarity and thematic alignment. The findings led to the identification of twelve key components: customer-centered knowledge management processes, continuous customer feedback, customer behavioral data, customer needs assessment, demographic data, customer experience analysis, customer lifecycle management, customer-oriented organizational learning, market and competitor knowledge with a customer orientation, customer-related organizational knowledge management, digital customer knowledge management, and customer-centric product/service analysis. These components provide a comprehensive framework for understanding and implementing customer-centered knowledge management and can serve as a foundation for developing evidence-based organizational strategies and achieving sustainable competitive advantage.

Keywords: Modeling, Customer-Centered Knowledge Management, Systematic Literature Review

Introduction

Customer knowledge management has emerged as a central paradigm in contemporary management research as organizations increasingly recognize knowledge as a strategic resource capable of generating sustainable competitive advantage. The transition from product-centered competition toward customer-centered value creation has fundamentally reshaped organizational strategies, emphasizing the systematic acquisition, integration, and utilization of customer knowledge as a driver of innovation, performance improvement, and long-term relational success. In knowledge-based economies, organizations no longer compete solely through operational efficiency but through their ability to understand, interpret, and transform customer insights into actionable organizational

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knowledge. Recent studies indicate that customer knowledge represents a dynamic organizational capability that enables firms to anticipate customer expectations, respond to market complexity, and foster adaptive learning processes (1, 2). The growing strategic importance of customer knowledge management (CKM) reflects the broader evolution of knowledge management from internal knowledge repositories toward externally oriented knowledge ecosystems involving customers, partners, and digital platforms. Scholars argue that customer participation and knowledge integration mechanisms significantly enhance organizational performance outcomes and project success, particularly in environments characterized by uncertainty and rapid technological change (3, 4). Consequently, customer-centered knowledge management is increasingly viewed as a critical organizational capability linking knowledge processes with customer experience, service innovation, and relational value creation (5, 6).

The conceptual foundation of customer-centered knowledge management originates from the intersection of knowledge management, customer relationship management, and strategic marketing theories. Knowledge management processes—such as knowledge acquisition, storage, sharing, and application—have been shown to significantly influence organizational effectiveness and customer satisfaction outcomes (7, 8). Contemporary organizations increasingly rely on customer-generated data to improve decision-making quality and strengthen relationship performance. Empirical evidence suggests that organizations capable of transforming customer data into meaningful knowledge achieve superior service quality, loyalty development, and profitability levels (9, 10). Moreover, project management and agile organizational structures increasingly depend on customer knowledge to identify risks, prioritize requirements, and enhance adaptive project execution (10, 11). The integration of customer knowledge into organizational processes also facilitates collaboration between organizational units and promotes cross-functional learning, reinforcing the strategic role of CKM in modern enterprises (12, 13).

Technological transformation has further accelerated the development of customer-centered knowledge management by enabling organizations to collect and analyze large volumes of customer information through digital platforms, artificial intelligence, and data analytics systems. Digitalization has expanded the scope of customer knowledge from transactional information toward behavioral, experiential, and predictive insights that support strategic innovation initiatives (14). Artificial intelligence and intelligent analytics tools enhance the organization's capacity to convert customer interactions into strategic knowledge assets, thereby improving decision-making accuracy and customer engagement effectiveness (15, 16). Studies emphasize that knowledge-oriented leadership and technological capabilities significantly strengthen the relationship between CKM and innovation performance, highlighting the necessity of aligning technological infrastructure with knowledge management strategies (17, 18). Furthermore, organizations adopting AI-supported customer knowledge systems demonstrate improved learning capabilities and stronger organizational adaptability in dynamic environments (19, 20). The integration of technological innovation with knowledge processes therefore represents a crucial step toward realizing customer-centered organizational transformation (21, 22).

From an organizational performance perspective, customer knowledge management has been widely associated with innovation capability development, service improvement, and organizational learning enhancement. Research demonstrates that customer knowledge acts as a mediator between innovation activities and product development success, enabling firms to translate market insights into value-creating innovations (23, 24). Knowledge-oriented leadership and quality management practices further reinforce knowledge processes, ensuring that customer knowledge is effectively embedded within organizational routines and performance systems (25, 26). Organizations

that strategically manage customer knowledge achieve higher innovation quality, improved firm performance, and stronger market competitiveness (27, 28). Data-driven dynamic capabilities also reduce knowledge hiding behaviors and enhance knowledge transparency, allowing organizations to leverage collective intelligence for strategic decision-making (29, 30). These findings highlight that customer-centered knowledge management functions not merely as an operational tool but as a strategic organizational capability shaping long-term competitive positioning (30, 31).

The relationship between customer knowledge management and customer relationship outcomes has also received significant scholarly attention. Effective CKM practices strengthen customer relationships by improving communication effectiveness, enhancing service personalization, and increasing customer satisfaction and retention rates (32, 33). Studies in service industries demonstrate that knowledge management systems integrated with CRM infrastructures significantly improve customer satisfaction indices and organizational responsiveness (34, 35). Additionally, firms that actively engage in customer knowledge integrative activities exhibit stronger innovation performance and enhanced service delivery capabilities (36, 37). Knowledge integration between organizations and customers therefore fosters collaborative value creation and strengthens relational trust, ultimately contributing to sustainable organizational performance (38). These developments underscore the necessity of adopting systematic frameworks capable of organizing diverse CKM activities into coherent managerial models.

Despite the growing body of literature, the field of customer-centered knowledge management remains fragmented, with studies examining isolated dimensions such as technological adoption, customer experience management, innovation outcomes, or relationship performance without providing an integrated conceptual structure. Previous systematic reviews emphasize the need for comprehensive modeling approaches capable of synthesizing diverse CKM components into unified frameworks that support both theoretical development and managerial application (12, 27). The absence of a consolidated model limits organizations' ability to operationalize customer knowledge effectively and align knowledge strategies with organizational objectives. Therefore, developing an integrated customer-centered knowledge management model based on systematic analysis of existing literature is essential for clarifying conceptual boundaries, identifying key components, and guiding future empirical research and organizational implementation. Accordingly, the aim of this study is to identify and model the key components of customer-centered knowledge management through a systematic literature review approach.

Methods and Materials

In this study, a qualitative approach was employed to identify the components of a customer-centered knowledge management model. The research utilized a systematic literature review method. In the systematic review phase, a structured search strategy and the PRISMA approach were applied. The target population consisted of all reputable scientific articles published in recognized academic databases such as Web of Science (WOS), Scopus, ProQuest, and Google Scholar. These articles were identified using a combination of core research keywords. The article selection process followed the PRISMA method, which represents a standardized framework for systematic article selection. The time frame for reviewing studies was defined as 2000–2025 in order to cover a comprehensive and up-to-date range of related research. The sampling strategy adopted in this stage was systematic exclusion, meaning that only studies directly aligned with the research objectives were included, while irrelevant articles were excluded.

Findings and Results

Customer-centered knowledge management, as one of the fundamental concepts in organizational strategies, has gained increasing importance in achieving sustainable competitive advantage. This concept emphasizes a deeper understanding of customer needs and expectations through the collection and optimal utilization of customer-related data and knowledge. Therefore, identifying and analyzing key indicators associated with customer-centered knowledge management constitutes a fundamental and critical step toward the development and improvement of such systems. In this regard, the application of a systematic literature review as a rigorous scientific method enables a structured and comprehensive examination of previous studies and provides an integrated perspective for identifying relevant indicators.

A systematic literature review is a method grounded in scientific principles and sequential procedural stages aimed at collecting, analyzing, and synthesizing findings from existing studies within a specific field. This approach allows researchers to systematically evaluate credible scientific sources and extract customer-centered knowledge management indicators from diverse scholarly perspectives. By establishing an organized analytical framework, systematic reviews integrate heterogeneous findings in a convergent and logical manner, thereby generating coherent insights for future research and practical organizational applications. This approach not only clarifies fundamental concepts and indicators within customer-centered knowledge management but also enables organizational decision-makers to formulate strategies grounded in robust scientific evidence.

In this phase, the core research keywords were first determined in order to select the articles for analysis. The principal keywords used to identify relevant studies were defined as presented below.

Table 1. Article Search Keywords

Keyword Category	English Keywords
Knowledge Management	Knowledge Management (KM), Customer Knowledge Management (CKM), Knowledge Sharing, Knowledge Creation, Knowledge Utilization
Customer Orientation	Customer-Centric, Customer-Focused, Customer Experience, Customer Relationship Management (CRM), Customer Insights
Sample Combined Phrases	"Customer Knowledge Management" AND "Key Indicators", "Knowledge Management" AND "Customer-Centric Strategies"
Scientific Databases	Web of Science, Scopus, ProQuest, Google Scholar
Time Period Reviewed	2000–2025

As indicated in Table 1, major scientific databases served as the primary sources for the search process. Based on the PRISMA research model, summarized in Table 2, a total of 55 articles were ultimately selected for analysis.

Table 2. PRISMA Research Flow

Stage	Description	Number of Articles
Initial Search	Total number of articles identified through database searches (Scopus, Web of Science, Google Scholar, etc.)	450
Removal of Duplicates	Articles identified repeatedly across multiple databases were removed	120
Initial Screening (Title and Abstract)	Articles excluded based on lack of relevance to customer-centered knowledge management	200
Full-Text Assessment	Detailed evaluation of full texts to determine compliance with inclusion criteria	75
Final Selected Articles	Articles fully meeting inclusion criteria and included in final analysis	55

Inclusion Criteria

Articles published in peer-reviewed scientific journals.

Studies directly related to customer-centered knowledge management.

Articles published in English or Persian depending on the search language.

Studies published within the defined time period (e.g., the most recent 5 or 10 years).

Exclusion Criteria

Articles without accessible full texts.

Studies unrelated to knowledge management indicators or conceptual frameworks.

Duplicate publications or conference reports lacking rigorous scientific peer review.

Based on these criteria, the analysis of articles was conducted using the systematic literature review method, relying on the final sample of 55 selected studies in order to identify the primary components. The analytical stages are presented in the subsequent tables.

In this section, initial codes related to customer-centered knowledge management were identified based on semantic expressions extracted from the reviewed articles. In the table below, an abbreviated symbol (A) is presented opposite each code, representing the extracted article. The number associated with each symbol corresponds to the article identification number.

Table 3. Initial Codes Extracted from the Articles

Initial Code Extracted from Articles	Article Number	Frequency of Code
Customer knowledge acquisition	A1, A55, A12	3
Customer knowledge storage	A38, A18	2
Customer knowledge sharing within the organization	A37, A17	2
Analysis and utilization of customer knowledge in decision-making	A39, A29	2
Recording and analyzing customer feedback across interactions	A36, A15	2
Identification of recurring patterns in feedback	A40, A28	2
Use of feedback to improve knowledge-based processes	A35, A16	2
Knowledge extraction from customer purchasing behavior	A41, A14	2
Analysis of customer journey across multiple channels	A34, A27	2
Use of behavioral data to predict future needs	A33, A12	2
Identification of knowledge gaps in responding to customer needs	A42, A13	2
Analysis of alignment between customer needs and existing knowledge	A43, A26	2
Use of customer opinions to design knowledge-based processes	A32, A55	2
Customer segmentation based on demographic characteristics	A44, A25	2
Analysis of demographic characteristics in relation to customer knowledge needs	A45, A8	2
Identification of weaknesses in customer experience from a knowledge perspective	A30, A24	2
Touchpoint analysis to improve knowledge flow	A46, A7	2
Use of customer experience feedback to improve knowledge management systems	A29, A23, A54	3
Development of knowledge-based models for identifying customer lifecycle stages	A47, A6	2
Analysis of knowledge generated at each lifecycle stage	A28, A22, A52	3
Application of knowledge for customer retention and reacquisition	A27, A16, A5	3
Documentation of customer experiences and transfer to teams	A48, A21	2
Conducting training programs based on customer knowledge	A26, A4	2
Establishment of customer-focused learning structures	A25, A15	2
Competitor analysis to identify customer knowledge opportunities	A49, A20, A50	3
Market change analysis to align knowledge with customer needs	A24, A3	2
Utilization of competitor knowledge to improve customer-centered processes	A23, A14	2
Integration of customer knowledge into organizational processes	A22, A19	2
Sharing customer knowledge across organizational departments	A50, A2	2
Evaluation of the impact of customer knowledge on organizational performance	A51, A13	2
Development of digital tools for collecting customer knowledge	A21, A12	2
Analysis of digital customer data to improve processes	A20, A1	2
Use of social media for customer knowledge sharing	A52, A11	2
Identification of required knowledge for product improvement	A53, A10, A30, A18	4
Analysis of customer feedback for knowledge-based product creation	A19, A17	2
Use of knowledge data for new product development	A54, A9	2

As shown in Table 3, the status of the initial codes extracted in this study is presented based on article sources and frequency of occurrence. In the subsequent stage, these codes were categorized into principal components according to semantic similarity, thematic proximity, and conceptual alignment.

Table 4. Extraction of Components Based on Identified Initial Codes

Component	Subcomponents
Customer-Centered Knowledge Management Process	Customer knowledge acquisition; Customer knowledge storage; Organizational customer knowledge sharing; Analysis and use of customer knowledge in decision-making
Continuous Customer Feedback	Recording and analysis of customer feedback across interactions; Identification of recurring feedback patterns; Use of feedback to improve knowledge-based processes
Customer Behavioral Data	Knowledge extraction from purchasing behavior; Customer journey analysis across channels; Use of behavioral data to predict future needs
Customer Needs Assessment	Identification of knowledge gaps in responding to customer needs; Alignment analysis between customer needs and existing knowledge; Use of customer opinions to design knowledge-based processes
Demographic Data	Customer segmentation based on demographic characteristics; Analysis of demographic characteristics in relation to customer knowledge needs
Customer Experience Analysis	Identification of weaknesses in customer experience from a knowledge perspective; Touchpoint analysis for improving knowledge flow; Use of experience feedback to improve knowledge management systems
Customer Lifecycle Management	Development of knowledge-based lifecycle models; Analysis of knowledge generated at each lifecycle stage; Application of knowledge for customer retention and reacquisition
Customer-Oriented Organizational Learning	Documentation and transfer of customer experiences; Customer knowledge-based training programs; Establishment of customer-focused learning structures
Market and Competitor Knowledge with Customer Orientation	Competitor analysis to identify customer knowledge opportunities; Market change analysis for knowledge alignment with customer needs; Use of competitor knowledge to improve customer-centered processes
Customer-Related Organizational Knowledge Management	Integration of customer knowledge into organizational processes; Knowledge sharing across departments; Evaluation of the impact of customer knowledge on organizational performance
Digital Customer Knowledge Management	Development of digital tools for customer knowledge collection; Digital data analysis for process improvement; Use of social media for customer knowledge sharing
Customer-Centric Product/Service Analysis	Identification of knowledge required for product improvement; Analysis of customer feedback for knowledge-based product creation; Use of knowledge data for new product development

Therefore, at this stage, the components of customer-centered knowledge management identified through the systematic literature review are illustrated in Figure 1.

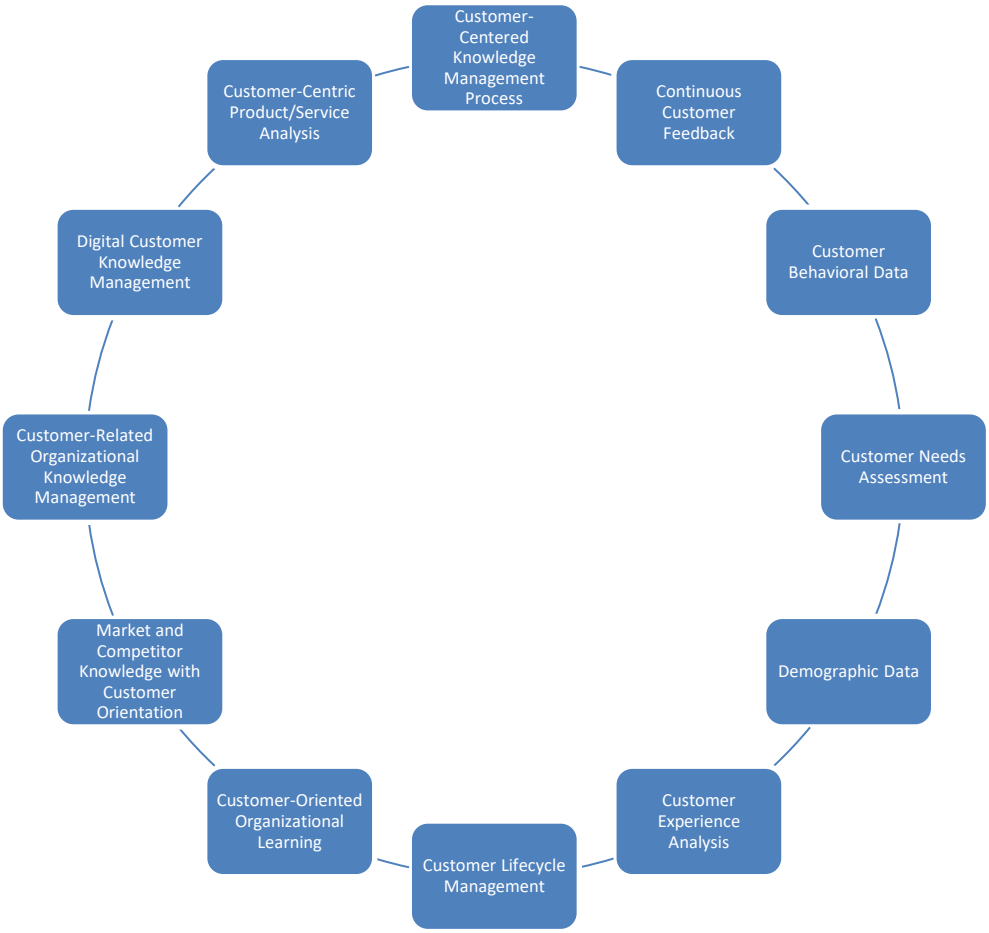

Figure 1. Components Extracted from the Systematic Literature Review

Discussion and Conclusion

The findings of this study revealed that customer-centered knowledge management is a multidimensional construct composed of interrelated organizational, technological, and strategic components that collectively shape how organizations create value through customer knowledge. The systematic literature review led to the identification of twelve core components, including customer-centered knowledge management processes, continuous customer feedback, behavioral customer data, customer needs assessment, demographic data analysis, customer experience analysis, customer lifecycle management, customer-oriented organizational learning, market and competitor knowledge, organizational knowledge integration, digital customer knowledge management, and customer-centric product and service analysis. These results demonstrate that customer knowledge management extends beyond traditional knowledge storage activities and instead represents an integrated organizational capability embedded within decision-making, innovation development, and strategic management practices. The centrality of knowledge acquisition, sharing, and application identified in this study aligns with prior research emphasizing that effective knowledge management processes significantly enhance organizational performance and customer satisfaction outcomes (2, 7).

One of the most important findings concerns the role of structured knowledge processes as the foundation of customer-centered knowledge management. The extracted components indicate that organizations must simultaneously manage knowledge acquisition, storage, sharing, and utilization to achieve effective customer

knowledge integration. This finding is consistent with studies demonstrating that knowledge management systems act as enablers of customer relationship performance and organizational learning effectiveness (32, 35). Similarly, research highlights that knowledge-oriented leadership strengthens the transformation of customer insights into innovation quality and firm performance, reinforcing the argument that CKM must be embedded within organizational governance structures rather than treated as a purely technological initiative (30). The results therefore support the perspective that customer knowledge management operates as a strategic organizational capability rather than an isolated managerial function.

Another significant result relates to the prominence of continuous customer feedback and behavioral data analysis. The systematic review demonstrates that organizations increasingly rely on dynamic feedback mechanisms and behavioral analytics to understand evolving customer expectations. Continuous feedback analysis allows firms to identify recurring patterns, predict future needs, and redesign knowledge-based processes. These findings correspond with empirical studies indicating that customer participation and knowledge integration significantly enhance project success and organizational agility (3, 18). Moreover, the integration of experiential data and customer journey analysis reflects the shift toward experience-based competition, where value creation depends on understanding customer interactions across multiple touchpoints (4, 8). Customer behavioral knowledge thus emerges as a predictive asset enabling organizations to move from reactive service provision toward proactive value innovation.

The results also emphasize customer needs assessment and demographic analysis as essential analytical components within CKM models. Identifying knowledge gaps and aligning organizational knowledge with customer expectations were found to be central mechanisms for improving service effectiveness and strategic decision-making. These findings are supported by studies demonstrating that customer knowledge directly influences relationship quality, loyalty development, and organizational commitment outcomes (11, 37). Furthermore, demographic and contextual data contribute to segmentation strategies that allow organizations to tailor knowledge processes and develop personalized service offerings. This aligns with research suggesting that customer-focused knowledge integration enhances absorptive capacity and collaborative innovation performance in small and medium enterprises (9, 36). Consequently, customer needs assessment represents a critical bridge connecting knowledge management activities with market responsiveness.

Customer experience analysis and lifecycle management constituted another major thematic cluster identified in the findings. The extracted components indicate that organizations must analyze customer experiences holistically, documenting knowledge generated at each stage of the customer lifecycle. This result reinforces the growing consensus that customer knowledge management supports long-term relationship development rather than short-term transactional outcomes (15, 16). Studies on smart tourism and service ecosystems similarly demonstrate that managing customer experience knowledge enables organizations to design adaptive service systems and improve customer engagement across lifecycle stages (28, 34). The integration of lifecycle knowledge further supports retention strategies and customer reacquisition efforts, confirming that CKM functions as a mechanism for sustaining relational continuity.

Another important finding concerns customer-oriented organizational learning. The results highlight the significance of documenting customer experiences, transferring knowledge across teams, and developing training programs grounded in customer insights. Organizational learning emerges as a key mechanism through which customer knowledge becomes institutionalized. Prior research indicates that knowledge sharing cultures and

collaborative learning environments enhance innovation behavior and product development success (20, 25). Similarly, knowledge management practices integrated into CRM systems improve communication effectiveness and strengthen organizational responsiveness (26, 33). These findings suggest that organizations must cultivate learning-oriented cultures to maximize the value of customer knowledge resources.

The study further identified market and competitor knowledge as an integral dimension of customer-centered knowledge management. Competitive intelligence and market monitoring allow organizations to contextualize customer knowledge within broader industry dynamics. This result aligns with research emphasizing that firms capable of integrating external market knowledge with internal learning processes demonstrate stronger strategic agility and innovation outcomes (5, 24). Knowledge derived from competitors and market changes enables organizations to anticipate environmental shifts and adapt customer strategies accordingly. Consequently, customer knowledge management extends beyond customer data itself to include ecosystem-level intelligence supporting strategic foresight.

Digital customer knowledge management represents another critical component emerging from the findings. The increasing use of digital tools, social media platforms, and artificial intelligence systems highlights the technological transformation of knowledge management practices. The results support studies showing that digitalization significantly enhances the capacity to capture, analyze, and disseminate customer knowledge across organizational boundaries (12, 17). Artificial intelligence applications improve knowledge extraction from large datasets and enable organizations to develop predictive decision-making models (19, 23). Furthermore, data-driven capabilities reduce knowledge hiding behaviors and encourage knowledge transparency within organizations (29). These findings confirm that digital transformation is not merely supportive but foundational to modern customer-centered knowledge management systems.

The final set of findings concerns customer-centric product and service analysis. The systematic review revealed that organizations increasingly use customer knowledge to guide innovation processes, product development, and service redesign. This result aligns with evidence showing that customer knowledge management mediates the relationship between innovation activities and organizational performance outcomes (20, 31). Customer feedback-driven innovation improves product relevance and strengthens competitive differentiation, particularly in knowledge-intensive and service-oriented industries (13, 21). Moreover, collaborative innovation practices supported by customer knowledge enhance strategic agility and organizational adaptability (22, 38). Collectively, the findings demonstrate that customer knowledge management operates as an integrative mechanism connecting knowledge processes, technological capabilities, organizational learning, and innovation performance.

Overall, the discussion indicates that the proposed model synthesizes fragmented knowledge management perspectives into a comprehensive framework capable of explaining how organizations transform customer information into strategic value. By integrating organizational processes, digital technologies, market intelligence, and innovation practices, customer-centered knowledge management emerges as a holistic managerial paradigm supporting sustainable competitive advantage and long-term organizational development (1, 6, 27).

This study has several limitations that should be considered when interpreting the findings. First, the research relied exclusively on a systematic literature review methodology, meaning that empirical validation of the identified components was not conducted within a specific organizational context. Second, the inclusion of studies from different industries and geographical regions may introduce contextual variability that could influence the generalizability of the model. Third, despite applying systematic selection criteria, the possibility of publication bias

cannot be entirely eliminated because unpublished studies and non-indexed sources were excluded. Finally, rapid technological developments in artificial intelligence and digital platforms may lead to the emergence of new customer knowledge management practices not captured within the selected time frame.

Future studies may focus on empirically validating the proposed customer-centered knowledge management model using quantitative or mixed-method research designs. Researchers are encouraged to examine causal relationships among the identified components through structural equation modeling or longitudinal analysis. Comparative studies across industries, organizational sizes, and cultural contexts could further refine the model and identify sector-specific variations. Additionally, future research may explore the integration of emerging technologies such as generative artificial intelligence, predictive analytics, and intelligent decision-support systems within customer knowledge management frameworks. Investigating the role of organizational culture, leadership styles, and employee competencies in facilitating customer knowledge utilization also represents an important avenue for further inquiry.

Organizations should develop integrated knowledge management strategies that align customer data collection, knowledge sharing mechanisms, and decision-making processes. Managers are advised to invest in digital infrastructures capable of capturing real-time customer insights and transforming them into actionable organizational knowledge. Establishing cross-functional collaboration structures and continuous learning programs can help institutionalize customer knowledge across departments. Firms should also implement systematic feedback management systems to monitor customer experiences throughout the lifecycle and support innovation initiatives. Finally, organizations should view customer knowledge management not merely as an information technology project but as a strategic capability embedded within organizational culture, leadership practices, and long-term competitive strategy.

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Authors' Contributions

All authors equally contributed to this study.

Declaration of Interest

The authors of this article declared no conflict of interest.

Ethical Considerations

All ethical principles were adheried in conducting and writing this article.

Transparency of Data

In accordance with the principles of transparency and open research, we declare that all data and materials used in this study are available upon request.

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