



COLECCIÓN CONOCIMIENTO CONTEMPORÁNEO

# Horizontes de la Comunicación: teoría y práctica en la era digital

Coord.  
Santiago Mayorga Escalada

*Dykinson, S.L.*

HORIZONTES DE LA COMUNICACION:  
TEORÍA Y PRÁCTICA EN LA ERA DIGITAL



COLECCIÓN CONOCIMIENTO CONTEMPORÁNEO

---

HORIZONTES DE LA COMUNICACION:  
TEORÍA Y PRÁCTICA EN LA ERA DIGITAL

---

Coord.

SANTIAGO MAYORGA ESCALADA

*Dykinson, S.L.*

2025



Esta obra se distribuye bajo licencia

Creative Commons Atribución-NoComercial 4.0 Internacional (CC BY-NC 4.0)

La Editorial Dykinson autoriza a incluir esta obra en repositorios institucionales de acceso abierto para facilitar su difusión. Al tratarse de una obra colectiva, cada autor únicamente podrá incluir el o los capítulos de su autoría.

HORIZONTES DE LA COMUNICACION: TEORÍA Y PRÁCTICA EN LA ERA DIGITAL

Diseño de cubierta y maquetación: Francisco Anaya Benítez

© de los textos: los autores

© de la presente edición: Dykinson S.L.

Madrid 2025

N.º 262 de la colección Conocimiento Contemporáneo

1ª edición, 2025

ISBN: 979-13-7006-134-0

NOTA EDITORIAL: Los puntos de vista, opiniones y contenidos expresados en esta obra son de exclusiva responsabilidad de sus respectivos autores. Dichas posturas y contenidos no reflejan necesariamente los puntos de vista de Dykinson S.L, ni de los editores o coordinadores de la obra. Los autores asumen la responsabilidad total y absoluta de garantizar que todo el contenido que aportan a la obra es original, no ha sido plagiado y no infringe los derechos de autor de terceros. Es responsabilidad de los autores obtener los permisos adecuados para incluir material previamente publicado en otro lugar. Dykinson S.L no asume ninguna responsabilidad por posibles infracciones a los derechos de autor, actos de plagio u otras formas de responsabilidad relacionadas con los contenidos de la obra. En caso de disputas legales que surjan debido a dichas infracciones, los autores serán los únicos responsables.

## CUSTOMER-ORIENTED LEADERSHIP: KEYS TO INNOVATION IN THE TECHNOLOGY CENTRES OF THE BASQUE COUNTRY

---

FERNANDO DÍEZ

*University of Deusto*

DAVID RUIZ DE OLANO

*University of Deusto*

### 1. INTRODUCTION

In a business environment characterized by globalization and rapid technological evolution, customer orientation has become a fundamental pillar for the competitiveness and sustainability of organizations. This strategy involves placing the customer at the center of business decisions, ensuring that products and services are tailored to their specific needs and expectations. A strong customer-oriented approach enables organizations to remain agile and adaptive, responding proactively to shifting market conditions and consumer preferences.

Organizations that successfully integrate customer orientation into their strategies demonstrate greater resilience in the face of market disruptions, achieving sustainable competitive advantages. This approach not only enhances customer satisfaction and loyalty but also fosters a culture of continuous improvement and innovation. By leveraging customer insights, businesses can refine their offerings, streamline operations, and develop unique value propositions that distinguish them from competitors.

For technology centers, which serve as intermediaries between research and industry, customer orientation holds particular significance. Their ability to develop and implement effective technological solutions depends largely on their capacity to understand and anticipate market demands. By aligning their activities with the evolving needs

of businesses, technology centers can facilitate the seamless transfer of technology, accelerate innovation cycles, and contribute to regional economic growth

Several studies have highlighted the strong correlation between customer orientation and organizational performance. Narver and Slater (1990) demonstrated that companies with a strong customer-oriented culture achieve higher levels of innovation and financial success. Furthermore, the integration of emerging technologies, such as artificial intelligence and machine learning, into customer experience management has enabled companies to offer more personalized and efficient services. These advancements have resulted in higher customer satisfaction, increased brand loyalty, and long-term business sustainability (Zortea-Johnston et al., 2012).

Customer orientation is particularly important for technology centers in the Basque Country, where the regional innovation ecosystem thrives on strong industry-research collaboration. To maintain their relevance and competitiveness, these centers must go beyond technological innovation and ensure that their services and solutions are aligned with customer expectations and market demands. A strategic focus on customer needs allows technology centers to enhance their impact, optimize their resource allocation, and foster stronger partnerships with industrial stakeholders.

In this context, technology centers in the Basque Country play a crucial role in driving regional innovation and technological advancement. Evaluating their level of customer orientation is essential to identifying both strengths and areas for improvement that can enhance their responsiveness to industrial needs. This study focuses on assessing key dimensions such as after-sales service, systematic measurement of customer satisfaction, identification of latent needs, knowledge management about competitors, and internal collaboration strategies.

Customer orientation is a central concept in modern business management, particularly relevant for technology centers seeking to align their services with market needs. By understanding and addressing the expectations of their clients, these centers can create greater value, foster

innovation, and reinforce their role as catalysts for industrial transformation. The following sections provide a deeper examination of customer orientation, its significance, and the models used to measure it.

### 1.1. TECHNOLOGY CENTRES IN THE BASQUE COUNTRY

The Basque Country is a benchmark in innovation and technology at European level, thanks to its network of technology centres of excellence. In our case, we have approached the BRTA, an alliance of 17 technology centres and cooperative research centres that seek to respond to the socio-economic challenges of the Basque Country through research and technology. These centres collaborate with the generation of knowledge and their transfer to Basque society and industry to make them more innovative and competitive. The Basque Research and Technology Alliance (BRTA) promotes industrial competitiveness and the transition towards a sustainable and digital economy.

The Basque Country has a strategic position in Europe, being the 2nd most innovative region in Spain (after Madrid), with a classification as "Strong Innovator" in the European Innovation Scoreboard 2023 (European Commission, 2023). This position reflects its capacity for investment in R&D&I, public-private collaboration and the impact of its innovation policies.

One of the factors that have enabled this leading position to be consolidated is the active participation of the technology centres in international funding and scientific cooperation programmes. The region hosts 5% of Spain's Horizon Europe projects, despite representing only 4.5% of the national population (Basque Government, 2023). Between 2020 and 2023, Basque technology centres managed to attract 320 million euros in European funds through programmes such as Horizon Europe and LIFE, according to data from Innobasque (Innobasque, 2023).

Furthermore, Basque technology centres have established strategic alliances with multinational companies and industrial clusters, which has accelerated the adoption of emerging technologies and strengthened the competitiveness of key sectors such as automotive, energy, biotechnology and advanced manufacturing. This capacity for innovation has

made the Basque Country a benchmark ecosystem for digitalisation and sustainability.

The customer orientation of these centres constitutes a competitive advantage, as it guarantees that their technological developments respond to the real needs of companies and the market. In a context where customisation of solutions and flexibility in technology transfer are essential for differentiation, Basque technology centres have implemented strategies focused on customer experience, co-creation of solutions and anticipation of industrial trends.

In the following, we will take a closer look at the concept of customer orientation in these centres and its impact on collaboration with industry and the development of applied innovation.

## 1.2. CONCEPT OF CUSTOMER ORIENTATION

Customer orientation refers to an organisation's ability to identify and meet the needs and expectations of its customers, placing them at the centre of its strategic and operational decisions. This approach is essential for building strong and lasting relationships, which, in turn, contributes to the success and competitiveness of the company.

A relevant aspect is the focus on customer orientation as a fundamental pillar for developing a positive relationship with users. Studies have shown that customer orientation directly affects relational performance in brands and companies (Kang, 2021). This relationship highlights that companies that prioritise customer needs tend to have more effective integrated marketing communication (IMC), which is aligned with customer perception, thereby strengthening customer satisfaction and loyalty (Shuleski et al., 2019). The alignment of business processes with customer satisfaction strategy is essential to achieve a truly customer-oriented approach (Xu et al., 2023).

Internal management also plays an important role. Effective internal marketing practices can increase employee satisfaction, which translates into better customer service and organisational commitment (Chiu et al., 2014). This approach has also been observed in other studies

highlighting the importance of internal marketing in developing a customer-centric corporate culture (Xu et al., 2023).

The implementation of customer relationship management (CRM) technologies enables organisations to establish stronger and more effective relationships with their users (Al-Khouri, 2012; Dubey & Sangale, 2019). In the context of technology hubs, these organisations must ensure that innovation is also aligned with customer demands. Research suggests that customer orientation plays a key role, as companies that implement customer-centric strategies can identify opportunities for incremental innovations that utilise existing technologies more effectively (Hortinha et al., 2011; Pan et al., 2021). This can result in the creation of products and services that not only meet but exceed customer expectations (Hortinha et al., 2011; Pan et al., 2021).

Moreover, the benefits derived from customer orientation are not only tangible in customer satisfaction but are also reflected in overall organisational performance. The correlation between customer orientation and performance has been documented in various industries, showing that companies that focus on strengthening their relationships with customers tend to see significant improvements in their operational performance and market competitiveness (Guo & Wang, 2015; Ismail, 2022). This implies that, for technology centres in the Basque Country, a real commitment to customer orientation can be an important differentiator in a competitive environment that is still evolving.

Finally, the effective use of digital technologies in customer relationship management, such as electronic CRM, has also been identified as a means to foster customer loyalty and improve interactions (Wiratama et al., 2024; Al-Khouri, 2012). Therefore, there is an imperative not only to innovate in products and services, but also to systematically adopt and implement technologies that enhance customer relationships and respond to changing customer needs, which is vital to the success of technology centres today.

There are two main approaches to customer orientation.

- Reactive Orientation: Consists of responding effectively to customers' current needs and problems. Organisations with this approach focus on solving the demands that customers express directly, ensuring their immediate satisfaction.
- Proactive Orientation: Goes beyond current needs, seeking to anticipate future customer demands. This approach involves a deep understanding of the market and emerging trends, enabling the organisation to innovate and offer solutions that customers have not yet identified as necessary.

The combination of both approaches enables organisations not only to satisfy their customers in the present, but also to build customer loyalty in the long term by anticipating their future needs. Both approaches have been analysed in this study.

### 1.3. MODELS FOR MEASURING CUSTOMER ORIENTATION

Measuring customer orientation is fundamental to establishing successful and sustainable business relationships. There are several theoretical and practical models that help organisations to assess and improve their customer orientation, focusing on customer satisfaction and loyalty, which in turn influences organisational performance.

To assess the degree of customer orientation in an organisation, various models and tools have been developed. One of the most recognised is the market orientation scale proposed by Kohli, Jaworski and Kumar (1993), which focuses on the following dimensions.

- Information generation: The organisation's ability to collect relevant data on customer needs and preferences.
- Dissemination of information: Effective internal distribution of collected information, ensuring that all departments are aligned with customer expectations.
- Information Response: Ability to act effectively and quickly based on the information obtained, adapting products and services according to the needs identified.

Another prominent model is the Kano Model (Kano et al., 1984), developed by Noriaki Kano in the 1980s, which classifies the characteristics of a product or service according to the impact they have on customer satisfaction.

- Must-be attributes: Essential characteristics that customers take for granted. Their absence generates dissatisfaction, but their presence does not significantly increase satisfaction.
- Performance Attributes (One-dimensional): Characteristics that, the better they perform, the more satisfaction they generate. There is a linear relationship between their performance and customer satisfaction.
- Delighters: Unexpected features that positively surprise the customer and significantly increase customer satisfaction. Their absence does not cause dissatisfaction, but their presence creates a memorable experience.

In addition to these models, Narver and Slater's (1990) Customer Orientation Index (COI) has been widely used in literature to measure customer orientation in terms of organisational culture. This index is composed of three fundamental dimensions:

- Customer orientation: The extent to which a company understands the needs of its customers and responds effectively.
- Competitive orientation: The organisation's ability to analyse and react to competitive movements.
- Cross-functional coordination: The degree to which different departments in the company work together to generate value for the customer.

More recently, tools based on Big Data and predictive analytics have been developed to measure customer orientation. These tools allow companies to anticipate customer needs by analysing behavioural patterns, preferences and feedback in real time.

In this context, artificial intelligence (AI) and machine learning have revolutionised the way customer orientation is measured, providing predictive models that can identify emerging trends and improve service personalisation. Tools such as the Net Promoter Score (NPS) (Baehre et al., 2022), which measures the likelihood that a customer will recommend a product or service, have also gained popularity in the assessment of customer orientation.

The application of these models allows organisations to prioritise efforts and resources in those areas that have a direct impact on customer satisfaction and loyalty, facilitating more effective management of their relationships and market strategies. In the case of technology centres, the implementation of these methodologies is key to improving their relationship with companies and strengthening their role in applied innovation.

Therefore, the combination of traditional models and approaches based on emerging technologies provides a comprehensive framework for measuring customer orientation, enabling organisations to continuously improve their responsiveness and anticipate market demands

In our study, the application of these models has been key to assessing customer orientation in technology centres in the Basque Country. The combination of traditional measurements, such as the Kohli et al. scale (1993) and the Kano model, with modern methodologies based on data analysis and artificial intelligence, has allowed us to identify strengths and areas for improvement in the relationship between these centres and the companies with which they collaborate. These findings underline the importance of integrating advanced measurement tools into the strategy of technology centres to strengthen their impact on the innovative ecosystem and improve their responsiveness to market needs.

## 2. OBJECTIVES

The present study seeks to:

- To assess the level of customer orientation in the technology centres of the Basque Country.
- Explore how these practices impact collaboration with companies and the strengthening of customer-supplier relationships.

### 3. METHODOLOGY

#### 3.1. STUDY DESIGN

This study adopts a quantitative approach, using a cross-sectional and descriptive design. Data collection was carried out by means of a structured questionnaire applied to technology centre managers.

#### 3.2. SAMPLE

The sample consisted of 51 managers of technology centres belonging to the Basque Science, Technology and Innovation Network (BRTA). A non-probabilistic sample was selected by convenience, focusing on managers with decision-making power over customer-oriented strategies within their organisations.

#### 3.3. DATA COLLECTION INSTRUMENT

An ad-hoc designed questionnaire based on the market orientation scale of Kohli et al. (1993) was used. This questionnaire included 5-level Likert scale questions (1 = Strongly Disagree, 5 = Strongly Agree), addressing the following dimensions:

- Reactivity and proactivity towards customers (Example: "We continuously work to better understand our customers' needs").
- Systematic measurement of customer satisfaction (Example: "We measure customer satisfaction on a regular basis").
- After-sales service (Example: "We pay attention to after-sales service and loyalty").
- Competitor knowledge management (Example: "We monitor the performance of our key competitors").
- Internal collaboration and coordination (Example: "We use cross-functional meetings to share market information").

### 3.4. DATA COLLECTION PROCEDURE

Data was collected through online surveys sent to participants. Data confidentiality and anonymity of responses were always guaranteed, with the informed consent of the research participants.

### 3.5. DATA ANALYSIS

The data obtained were processed and analysed by carrying out a detailed analysis of the results. Experts were involved in the analysis and interpretation of the results.

## 4. RESULTS

The results of the study make it possible to respond to the objectives set. Regarding the first objective, to assess the level of customer orientation in technology centres in the Basque Country, it was found that 96% of the participants (see graph 1) want their customers to consider them as allies, while 90% are constantly working to better understand their needs. Furthermore, 78% of the technology centres measure customer satisfaction systematically and frequently, although only 53% pay significant attention to after-sales service (see graph 2). This data shows a high commitment to customer orientation but also suggests opportunities for improvement in the loyalty and post-sales support phase.

Regarding the second objective, to explore how these practices impact collaboration with companies and the strengthening of customer-supplier relationships, it was noted that 86% of respondents stated that they continuously try to discover additional needs of their customers, and 82% incorporate solutions for unstated needs into their new products and services. Furthermore, 70% of participants indicated that customer satisfaction information is shared at all organisational levels, and 65% indicated that cross-functional meetings are held to integrate market intelligence into decision-making.

In addition, 63% of respondents reported that their organisation tracks the performance of key competitors, while 55% actively work with information on competitors' movements. This indicates a dual strategy in

which technology centres not only seek to know their customers better but also monitor their competitors to adapt their strategies and stay competitive in the sector.

These findings suggest that a well-structured customer orientation can significantly strengthen collaboration with businesses and improve the ability of technology centres to respond effectively to market needs. However, the lack of an organisational culture based on predictive analytics and trend anticipation may be limiting their potential in generating disruptive innovation and developing stronger differentiation strategies.

It is important to highlight that, although technology centres have made progress in the integration of customer-centric strategies, there are still areas where improvement is key. The digitisation of customer data capture and analysis processes, the automation of service personalisation and the development of more advanced metrics to assess the impact of the actions implemented are aspects that require greater attention in future strategies.

## 5. DISCUSSION

The results obtained indicate a high level of commitment to customer orientation in technology centres in the Basque Country, which is consistent with previous studies that have highlighted the importance of this approach in business competitiveness and sustainability (Slater & Narver, 1995). However, areas for improvement are identified, particularly in after-sales service and the detection of non-manifest needs, which may limit the capacity of technology centres to generate innovative solutions.

The correlation between the systematic measurement of customer satisfaction and the implementation of continuous improvement strategies suggests that technology centres that collect and analyse data in a structured way are more adaptive and responsive to market expectations. This reinforces the importance of developing more sophisticated mechanisms to capture and analyse customer information, such as the use of artificial intelligence and predictive analytics. Despite this, the implementation of these tools is still limited in many centres, which represents an opportunity to improve their effectiveness in anticipating trends and customising technological solutions.

Furthermore, the integration of market intelligence into decision making remains a challenge, as although 70% of participants report sharing information at different organisational levels, only 65% say that cross-functional meetings are held for this purpose. This points to the need to foster a more collaborative organisational culture, where information about customers and competitors is used strategically to generate value. The lack of effective integration of this data into corporate strategies may limit the ability of technology centres to respond quickly to changes in demand and emerging market opportunities.

Compared to other highly innovative sectors, technology centres still have opportunities to strengthen their anticipatory approach and align with more advanced models of customer management, such as the one proposed by Kohli et al. (1993). This would allow not only to improve the relationship with companies, but also to improve the position of technology centres in the innovation ecosystem. The implementation of agile methodologies and the adoption of emerging technologies such as big data and artificial intelligence can play a key role in this process.

Finally, it is important to emphasise that customer focus needs to be accompanied by greater investment in training and capacity building of staff so that they can interpret and use the information obtained more effectively. Without adequate development of these competencies, implementation of customer orientation strategies may be limited in their impact.

## 6. CONCLUSIONS

The results of this study indicate that technology centres in the Basque Country have developed significant customer orientation, especially in terms of understanding customer needs and measuring customer satisfaction. However, there are still areas for improvement in after-sales service and in the detection of non-expressed needs, suggesting opportunities to strengthen the relationship with their customers and improve their impact on the industry.

It has been shown that technology centres that implement systematic customer satisfaction measurement practices tend to develop continuous improvement strategies, which have a positive impact on their

ability to adapt to changing market needs. However, the lack of full integration of market information in decision-making suggests the need to strengthen internal coordination and interdepartmental collaboration.

From a practical perspective, the findings suggest that tech hubs should move towards a more proactive approach in their relationship with customers, implementing predictive analytics tools and innovative strategies aimed at early detection of needs. This will not only strengthen customer loyalty but also enable tech hubs to position themselves as key players in the innovation ecosystem.

In terms of future lines of research, it would be relevant to explore how the use of emerging technologies, such as artificial intelligence and big data, can optimise the management of customer orientation in technology centres. Furthermore, a comparative analysis with technology centres in other regions would allow us to assess which strategies have been most effective in different contexts and to extract lessons applicable to the case of the Basque Country.

Despite the relevant findings obtained, this study has some limitations. Firstly, the sample used, although representative of technology centres in the Basque Country, does not allow the results to be generalised in other contexts or industries. Future research could extend the sample to include technology centres from different regions and countries, which would allow for a broader and more robust comparison.

Secondly, the methodology employed is based on self-reported data, which may generate social desirability biases. Respondents may have overestimated their customer orientation efforts to align with perceived positive standards. The incorporation of qualitative data or longitudinal studies would help mitigate this bias and provide a deeper insight into the evolution of client orientation in these centres.

Finally, this study focuses on specific customer orientation variables, without considering other external factors that might influence its implementation, such as government policies, funding or the maturity of the innovation ecosystem. Future research could examine these additional factors to better understand the conditions that favour or hinder the adoption of customer orientation strategies in technology centres.

## 7. REFERENCES

- Al-Khoury, A. M. (2012). Customer relationship management: Proposed framework from a government perspective times. *Journal of management and strategy*, 3(4), 34. [link/H08v89](#)
- Bachre, S., O'Dwyer, M., O'Malley, L., & Lee, N. (2022). The use of Net Promoter Score (NPS) to predict sales growth: insights from an empirical investigation. *Journal of the Academy of Marketing Science*, 50(1), 67-84. <https://doi.org/10.1007/s11747-021-00790-2>
- Chiu, W., Cho, N. H., & Won, D. (2014). The effects of internal marketing on job satisfaction and organizational commitment in Taipei sports centers. *Journal of Global Scholars of Marketing Science*, 24(2), 206-222. <https://acortar.link/pMdMjT>
- Dubey, N. K., & Sangle, P. (2019). Customer perception of CRM implementation in banking context: Scale development and validation. *Journal of Advances in Management Research*, 16(1), 38-63. <https://acortar.link/3RdiT4>
- European Commission (2023). *European Innovation Scoreboard 2023*. <https://acortar.link/VZh7dV>
- Basque Government (2023). *Report on Attracting European Funds 2020-2023*. <https://acortar.link/fK0sPb>
- Guo, C., & Wang, Y. (2015). How manufacturer market orientation influences B2B customer satisfaction and retention: empirical investigation of the three market orientation components. *Journal of Business & Industrial Marketing*, 30(2), 182-193. <https://acortar.link/t8xEX6>
- Hortinha, P., Lages, C., & Lages, L. F. (2011). The trade-off between customer and technology orientations: impact on innovation capabilities and export performance. *Journal of International Marketing*, 19(3), 36-58. [link/Az6GSI](#)
- Innobasque (2023). *Basque participation in Horizon Europe*. <https://acortar.link/1JCOpN>
- Ismail, I. J. (2023). Speaking to the hearts of the customers! The mediating effect of customer loyalty on customer orientation, technology orientation and business performance. *Technological Sustainability*, 2(1), 44-66. [link/9pT52S](#)
- Kang, K. (2021). Strategic orientation, integrated marketing communication, and relational performance in E-commerce brands: Evidence from Japanese consumers' perception. *Business Communication Research and Practice*, 4(1), 28-40. <https://acortar.link/7eq3Dt>

- Kano, N., Seraku, N., Takahashi, F., Tsuji, S. (1984). Attractive quality and must-be quality. *Journal of the Japanese Society for Quality Control*, 14(2), 39-48. <https://acortar.link/xJjZiL>
- Kohli, A. K., Jaworski, B. J., & Kumar, A. (1993). MARKOR: A Measure of Market Orientation. *Journal of Marketing Research*, 30(4), 467-477. <https://acortar.link/sglZwP>
- Narver, J. C., & Slater, S. F. (1990). The effect of a market orientation on business profitability. *Journal of Marketing*, 54(4), 20-35. <https://acortar.link/NUIJfE>
- Pan, X., Oh, K. S., & Wang, M. (2021). Strategic orientation, digital capabilities, and new product development in emerging market firms: The moderating role of corporate social responsibility. *Sustainability*, 13(22), 12703. <https://acortar.link/113OKS>
- Shuleski, D., Panait, M., Pricop, C., & Talevska, E. (2019). Improving the Management Process through IT&C for Increasing the Customer Satisfaction Level in Health Care Sector. *Management and Economics Review*, 4(1), 69-82. <https://acortar.link/FefMc2>
- Slater, S. F., & Narver, J. C. (1995). Market Orientation and the Learning Organization. *Journal of Marketing*, 59(3), 63-74. <https://acortar.link/gactII>
- Wiratama, E. A., Saputra, R. W., & Digdowiseiso, K. (2024). Implementation of Electronic Customer Relationship Management to Increase NusaTrip Customer Loyalty. *International Journal of Economics, Management, Business and Social Science (IJEMBIS)*, 4(1), 361-367. <https://acortar.link/V7xh93>
- Xu, S. Q., Zhou, L., Kim, S. H., Chung, D. H., & Li, Z. (2023). Internal marketing analysis for improving the internal consumer satisfaction and customer orientation of employees in private-owned sports center. *Plos one*, 18(8), e0286021. <https://acortar.link/1BgpDr>
- Zortea-Johnston, E., Darroch, J., & Matear, S. (2012). Business orientations and innovation in small and medium-sized enterprises. *International Entrepreneurship and Management Journal*, 8(2), 145-164. <https://acortar.link/3vuDh5>