

## Investigating Innovative Entrepreneurship on Consumer Relation Based Economical Value Creation

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**Received** 02/05/2024

**Accepted** 24/05/2024

### Abstract

The main purpose of this study is to investigate the impact of innovation in entrepreneurship on customer value creation behaviors through the mediating role of customer interaction. The statistical participants of this research is the customers of online sales sites. Therefore, 384 people were determined as the sample size. The questionnaires were distributed randomly. The article of Yen et al. (2020) was used to design the questionnaire. Structural equation modeling and AMOS software were used to analyze the questionnaires. The analysis of information collected from research questionnaires illustrated that innovation in entrepreneurship has a positive and significant effect on customer participation behaviors. Innovation in entrepreneurship has a positive and significant effect on customer citizenship behaviors. Customer interaction has a positive and significant effect on customer participation behaviors. Customer interaction has a positive and significant effect on customer citizenship behaviors. Customer interaction has a mediating and positive role in the relationship between innovation in entrepreneurship and customer participation behaviors. Customer interaction has a mediating and positive role in the relationship between innovation and customer citizenship behaviors.

**Keywords:** value creation, customer interaction, value creation behaviors, innovation in entrepreneurship.

### Introduction

The customer's purchase intention occurs due to several motives such as satisfaction, better market options or even in response to severe price changes. At the same time, the intention to leave the purchase has a positive relationship with the actual purchase abandonment; Therefore, the intention to abandon a purchase properly predicts the actual behavior of abandoning a purchase (Abbasi and Chagari, 2017). Revilla-Camacho et al. (2015) demonstrated that customer participation behaviors and customer citizenship behaviors affect the intention to leave a purchase (Revilla-Camacho et al., 2015). Yen et al. (2020) have explained customer participation behaviors and customer citizenship behaviors in the form of customer value creation behaviors (Yen et al., 2020). Creating co-creation of value for different cooperation groups and creating mutual results is valuable and is considered a general and comprehensive strategy (Talari and Dehghani-Kahnoye, 2018). In general, it can be considered that

value-creating behaviors are dependent to the amount of customer interactions (Talari and Dehghani Qahnoye, 2018). Yee and Yong (2013) believe that customer value co-creation behaviors include customer participation behaviors and customer citizenship behaviors. Participatory behavior refers to the behavior and customer information contribution, responsibility and personal interaction behaviors. At the same time, customer citizenship behavior is beneficial for companies; Because it provides the opportunity for customers and other brands to provide feedback, support, help and tolerance for a higher level of awareness. Oregon (1997) defines citizenship behavior as the occurrence of behaviors that help to maintain and expand the social and psychological environment of the work environment and ultimately lead to improved work performance. Also, Bettencourt (1997) describes this type of behavior as the voluntary and optional behavior of customers, which leads to the improvement of organizational performance (Mousavi et al., 2014).

Yen et al. (2020) revealed that customer participation affects customer value creation behaviors (customer participation behaviors; customer citizenship behaviors). Yee and Yong (2020), customer participation is a behavioral concept that refers to the actions and supplied resources required by customers to produce goods and services. Kermak and colleagues (1994) define participation as specific behaviors such as the degree of customer effort or the level of mental, emotional and physical intervention in connection with services. Customer participation is a complex and multifaceted structure. In a broad sense, customer participation behavior is all forms of customer engagement and interaction in the value creation process (Mousavi et al., 2014). Customer participation is defined as the amount of communication, participation and cooperation between the customer, users or channel members and a company during a specific activity (Shaabani et al., 2015). Yen et al. (2020) claimed that innovation affects customer value creation behaviors that include two dimensions of customer participation behaviors and customer citizenship behaviors. They also introduced the idea that innovation also affects customer participation (Yen et al., 2020). Rogers (1983) defines innovation as a thought, method, process or product that a person visualizes as novel (Mousavi et al., 2014). Innovation shows the structure of knowledge that leads to the recognition of the market dynamics . As a result, companies with a high innovation tendency distinguish themselves primarily by the amount of innovation they provide (Hosseinzadeh Shahri et al., 2014). According to the mentioned materials, the main problem of the research is to clarify this question, does innovation in entrepreneurship have a significant effect on customer value creation behaviors through the mediating role of customer interaction?

### **Theoretical framework and the review of the related literature**

In recent years, all kinds of economic enterprises, from recent established small companies to multinational companies, have realized the role and importance of the customer as a valuable resource for growth and survival in the field of competition. All of them have well understood that involving the customer in all activities such as production, distribution, new product development, etc. will lead to more profitability for the organization. Thus, instead of spending time and money on pointless advertising, many marketing units have turned their attention to techniques to interact with customers. This importance has progressed to the extent that focusing on customer participation and interaction in the production of goods and services (customer-centric systems) has become a determining criterion in their success rate (Zwick et al., 2008). Therefore, interactions and communications with different groups of customers can increase the speed of the organization's adaptability to changes in the competitive environment. This is why the increasing focus on these intangible assets of organizations leads to the concept of co-creation value. Due to its strategic use, it drives both action and attitude (Arenthal et al., 2012). Undoubtedly, because of the direct relationship they have with the actions of an organization, customers have an important and vital position in

achieving the organization's goals, and senior managers are well aware of the fact that their success depends on maintaining these interactions. On the other hand, the effort of organizations to increase cooperation with customers and to see their strategic position in the development of new products is increasing. The important reason for such an effort is the establishment of a value co-creation system and the use of new ideas from customers in order to empower the organization to provide innovative services. Therefore, nowadays, the use of co-creation of customer value in terms of innovation is considered an essential part of modern marketing (Mousavi et al., 2014).

In addition, innovation is a necessity for the life of a civilization. The new round of world development in the current era, witnesses the existence of extensive competition based on innovation in order to obtain scarce and limited resources that guarantee the path of long-term and sustainable development of the society. Applying the word innovation to a phenomenon requires that its occurrence causes significant qualitative changes. By introducing development, which is not limited to technical innovation, as well as the intertwining of a set of factors that lead to the emergence of an Innovation, there is a significant difference between today's comprehension innovation concept and what was intended by Schumpeter. The fact is that the paradigm of innovation is evolving and we can see a change in the nature of innovation (Habibi et al., 2019).

The organization is valuable, respected and influential when customers receive value from the organization's actions. The value creation plan is an integrated approach that shows how the organization can and should create value from the perspective of stakeholders and especially customers (Sanberg et al., 2018). If an organization cannot create value for its customers, it will gradually disappear from the mind and speech of customers as well as the market scene. The most important aspect of customer orientation is value creation. Value creation means the approach that an organization takes towards all its stakeholders, especially its customers, in which it places the customer at the center of all its activities and approaches. From his point of view, he engineers the organization in such a way that the products and services it provides meet the needs and requests of the customer. The existential philosophy of the organization should start with value creation and in that value, it should be defined by the customer (Alilo et al., 2016). In the organization's value-creating plan for customers, non-value-creating activities are eliminated and a chain of activities and processes is formed, the beginning of which is the customer's desire and demand and the end of which is his satisfaction and contentment (Renrum and Patratnakon, 2012). Value in the process of acceptance, survival and institutionalization requires value creation. The interaction of value and value creation brings synergy that will affect all value processes and most importantly value-based management thinking (Jalonen et al., 2018). Observing, adjusting and directing the activities and processes of the organization from the customer's point of view makes the organization involve the customer in all its work areas, from product design to marketing, training, development, sales, performance evaluation and remuneration and designates his suggestions and opinions. Customer orientation is a type of value creation that is more related to doing the right things for the customer than doing the right things in the organization. If the affairs of the organization are not performed for the satisfaction of the customer, all the affairs are processing in the wrong direction. The more wrong things, the farther away the organization is from the destination and the more mistakes are being observed, but if an activity is performed in the right way then even if a mistake occurs, it can be corrected and the route will reach the objectives of the organization (Alilu and colleagues, 2016).

In a research, Islam et al. (2021) investigated the effects of customer interaction on customer behavior in online shopping. They presented a conceptual model that shows how customer-to-customer interactions affect customer behavior in online shopping sites. After examining 295 students from an Australian university, the results showed that customer-to-customer interactions on the site affect the

user's perception of usefulness and increase the ease of using the site. In addition, the more customer interactions on the site, the more the desire of purchase from other users will increase. Yen et al. (2020) stated in an article entitled Innovation and Customer Value Creation Behaviors: Mediating the Role of Customer Participation: Customer value creation behaviors play a decisive role in determining customer satisfaction. However, few restaurant literatures have examined how innovation affects customer value-creating behaviors. This research has investigated the effect of innovation on customer value creation behaviors to clarify the mediating effect of customer participation. Survey data from 501 customers showed that innovation and customer involvement were positively related to customer value-creating behaviors. Furthermore, customer involvement mediates the relationship between innovation and customer value-creating behaviors. This research extends current knowledge about customer creation by examining the connections between innovation, it deals with customer attraction and customer value creation behaviors. The results of this research reveal the strategic orientation of restaurant managers in terms of innovative methods and customer relationship management.

Kajuri et al. (1400) in research entitled "Presentation of the value creation model for bank customers in the process of co-creating brand value" (case study: Shahr Bank), presented the model of value creation for bank customers in the co-creation process of brand value in 2018. This research is one of the combined research projects that was carried out in two stages, quantitative and qualitative. Their research has been part of descriptive and survey research of applied exploratory type. The statistical population was the qualitative part of Shahr Bank managers, based on the targeted method of theoretical saturation, finally 22 managers were selected as a sample, and in the quantitative part, the statistical population included all the customers of Shahr Bank. 384 people were selected as the sample size according to the simple random sampling method. In order to collect data, interviews were used in the qualitative part and a questionnaire was used in the quantitative part, and the validity of the questionnaire was confirmed by Delphi method and reliability by Cronbach's alpha. In order to analyze the data, qualitative content analysis and structural equations were used with PLS software. The results clarified that the dimensions of the model include customer motivation, customer value, organizational factors, customer experience, customer loyalty and customer mental image, and the model has a good fit. Shirmohammadi et al. (2019) investigated the effect of product innovation and marketing on product internationalization in start-ups and fledgling companies. The current research is classified as a survey descriptive research in terms of its practical purpose and in terms of its research method. The statistical population of the research is managers of start-up companies in Isfahan city. The sampling method of this research is available. In determining the number of research samples, Morgan's table was used and the statistical sample of this research was determined to be 155 people. Statistical analyzes were also performed using SPSS and Amos software, and the regression method was also used in the hypothesis path analysis test. The research findings demonstrated that product innovation has a positive and significant effect on marketing innovation and innovative performance. Also, innovation in marketing has a positive and significant effect on innovative performance, and production performance has an effect on market performance, and product export has an effect on the internationalization of the product; Therefore, the ability to innovate is one of the factors required for managers to strengthen the company to drive superior products, services and business models.

### **Research hypotheses**

- 1- Innovation in entrepreneurship has a significant effect on customer participation behaviors.
- 2- Innovation in entrepreneurship has a significant impact on customer citizenship behaviors.

3- Customer interaction has a significant effect on customer participation behaviors.

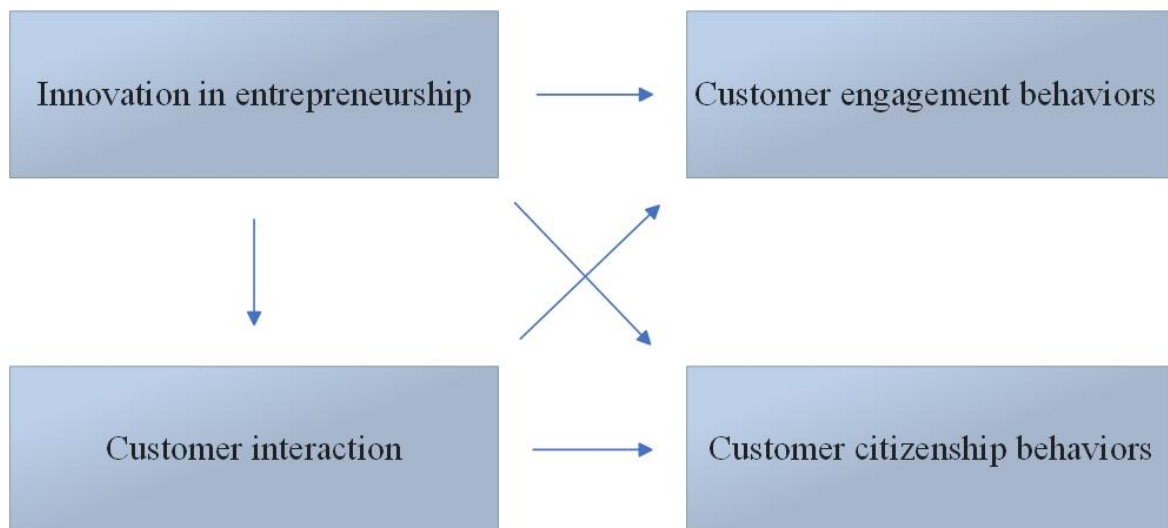
4- Customer interaction has a significant impact on customer citizenship behaviors.

5- Customer interaction has a mediating role in the relationship between innovation in entrepreneurship and customer participation behaviors.

6- Customer interaction plays a mediating role in the relationship between innovation in entrepreneurship and customer citizenship behaviors.

### Conceptual model of research

The conceptual model of the research was designed according to figure (1):



**Figure (1): conceptual model of research**

### research methodology

The current research is considered as applied research. Also, in terms of data collection, it is descriptive-survey research. Descriptive research includes a set of methods whose purpose is to describe the conditions of the investigated phenomena. Descriptive research can be carried out only to know the existing conditions or to help the decision-making process. The method used was a combination of two library study methods, specialized books and articles related to the research field, as well as a survey (field) method. The library method was used to review the research literature, review the history, get to know the experiences and identify the related factors through surveying, and in the survey method, using the considered questionnaire and its distribution, it investigated the relationships between the research variables.

The statistical population of this research is the customers of online sales sites who were selected randomly. Considering that the number of people in this statistical population could not be measured, according to Morgan's table, 384 people were determined as the sample size. A simple random method was used to distribute the questionnaires.

In this research, the following methods have been used to increase the content validity of the questionnaire:

- Using the opinions of specialists and experts in the current research field.
- Studying questionnaires related to this study, articles and books.

There are different methods to determine the reliability of measurement tools, and Cronbach's alpha coefficient was used in this research. According to the empirical rule, the minimum Cronbach's alpha should be more than 0.7 in order to accept the reliability of the questionnaire.

row	variable	Cronbach's alpha coefficient	result
1	Innovation in entrepreneurship	0.823	normal
2	customer interaction	0.835	normal
3	customer engagement behaviors	0.725	normal
4	Customer citizenship behaviors	0.865	normal
5	The whole questionnaire	0.891	normal

### Research findings

In this research, structural equation technique and t-test were used to check the hypotheses, and SPSS software was used for descriptive statistics and AMOS software was used to check structural equations. According to the table below, it can be seen that the highest average (3.424) is related to the variable of customer citizenship behaviors and the lowest average (3.199) is related to the variable of customer participation behaviors.

Variable	Mean	Standard deviation	Skewness	Elongation	Minimum value	Maximum value	number
Innovation in entrepreneurship	3.300	0.561	0.008	0.071	1.90	4.80	384
Customer interaction	3.396	0.566	0.449	0.319	1.43	4.86	384
Customer participation behaviors	3.199	0.385	-0.033	-0.261	2.10	4.20	384
Customer citizenship behaviors	3.424	0.550	0.072	0.386	1.78	5.00	384

According to the results of the table, the coefficients of skewness and elongation are in the range (2, -2); Therefore, the data have a normal distribution.

In this part, the structural model of the research is suitable for testing the main hypotheses. This model is shown in the following figure.

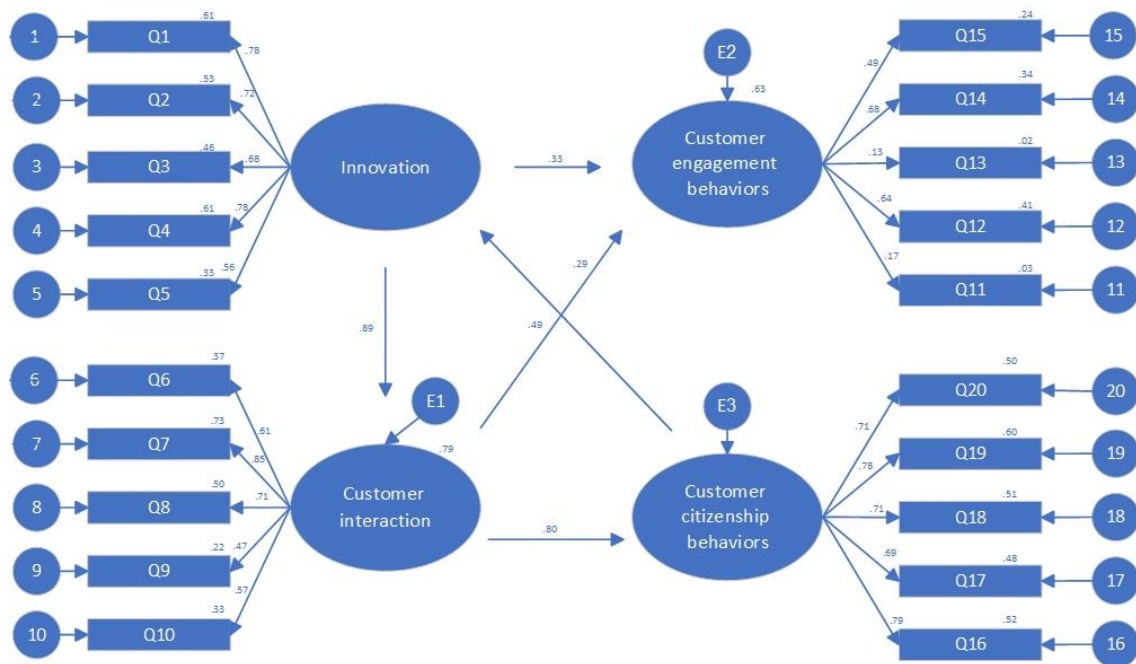


Figure (2): The structural model of the research

In the table below, the fit indices of the above model are displayed. If the values of the fit indices are in the desired range, they indicate the appropriateness of the model for the collected data.

Table (3): Model fit indices

Fitness indicators	CIMIN/ <i>df</i>	GFI	IFI	TLI	CFI	NFI	RMSEA
Main model	4.862	0.987	0.993	0.950	0.991	0.963	0.041
Acceptable level	1 to 5	more than 0.9	more than 0.9	more than 0.9	more than 0.9	more than 0.9	less than 0.05

As it is illustrated in the table above, all the indicators are in the desired range. Therefore, the suitability of the structural analysis model in fitting the collected data is confirmed.

According to the results of the structural model of the research, in the following the results of the path analysis of the research hypotheses is being defined.

Table (4): The results of the first hypothesis

The path	standardized coefficient	standard deviation	t-statistic	p-value
<b>Innovation in entrepreneurship → customer participation behaviors</b>	0.325	0.091	3.967	0.000

Based on the results of table (4), the impact of innovation in entrepreneurship on customer participation behaviors is equal to 0.325 and the obtained significance level (0.000) is less than five hundredths. Accordingly, innovation has a positive and significant effect on customer participation behaviors. Therefore, it can be said that the first research hypothesis that innovation in entrepreneurship has a significant effect on customer participation behaviors is accepted at the 95% confidence level.

Table (5): The results of the second hypothesis

The path	standardized coefficient	standard deviation	t-statistic	p-value
<b>Innovation in entrepreneurship → customer citizenship behaviors</b>	0.290	0.094	4.468	0.000

According to the results of table (5), the impact of innovation in entrepreneurship on customer citizenship behaviors is equal to 0.290 and the obtained significance level (0.000) is less than five hundredths. Accordingly, innovation has a positive and significant effect on customer citizenship behaviors. Therefore, it can be defined that the second hypothesis of the research that innovation in entrepreneurship has a significant effect on customer citizenship behaviors is accepted at the 95% confidence level.

Table (6): The results of the third hypothesis

The path	standardized coefficient	standard deviation	t-statistic	p-value
Customer interaction → customer participation behaviors	0.489	0.102	4.882	0.000

Based on the results of table (6), the effect of customer interaction on customer participation behaviors is equal to 0.489 and the obtained significance level (0.000) is less than five hundredths. Accordingly, customer interaction has a positive and significant effect on customer participation behaviors. Therefore, it can be concluded that the third hypothesis of the research that customer interaction has a significant effect on customer participation behaviors is accepted at the 95% confidence level.

Table (7): Results of the fourth hypothesis

The path	standardized coefficient	standard deviation	t-statistic	p-value
<b>Customer interaction → customer citizenship behaviors</b>	0.795	0.126	8.380	0.000

Based on the results of table (7), the effect of customer interaction on customer citizenship behaviors is equal to 0.795 and the obtained significance level (0.00) is less than five hundredths. Accordingly, customer interaction has a positive and significant effect on customer citizenship behaviors. Therefore, it can be noted that the fourth hypothesis of the research that customer interaction has a significant effect on customer citizenship behaviors is accepted at the 95% confidence level.



Table (8): The results of the fifth hypothesis

hypothesis	path coefficient	standard deviation	t statistic	significance	confirmation/rejection
Innovation in entrepreneurship → customer interaction	0.890	0.115	8.436	0.000	confirmed
Customer engagement → customer engagement behaviors	0.489	0.102	4.882	0.000	confirmed
<b>Sobel test</b>					
Entrepreneurial Innovation → Customer Engagement → Customer Engagement Behaviors		0.246	3.397	0.000	confirmed

As seen in Table 8; The effect of innovation in entrepreneurship on customer interaction is equal to 0.890 and the obtained significance level (0.000) is less than five percent. Accordingly, innovation has a positive and significant effect on customer interaction. Also, the effect of customer interaction on customer participation behaviors is equal to 0.489 and the obtained significance level (0.00) is less than five hundredths. Accordingly, customer interaction has a positive and significant effect on customer participation behaviors. Therefore, it can be concluded that customer interaction has a mediating and positive role in the relationship between innovation in entrepreneurship and customer participation behaviors. Also, regarding measuring indirect t value through Sobel test, as shown in the table, indirect t value was calculated as 3.397, considering that this value is greater than 1.96, it can be concluded that customer interaction in the relationship between innovation and behaviors Customer participation has a mediating and positive role. Therefore, at the confidence level of 95%, the fifth research hypothesis that customer interaction plays a mediating role in the relationship between innovation in entrepreneurship and customer participation behaviors is accepted.

Table (9): The results of the sixth hypothesis

hypothesis	path coefficient	standard deviation	t statistic	significance	confirmation/rejection
Innovation in entrepreneurship →	0.890	0.115	8.436	0.000	confirmed
Customer interaction → Customer citizenship behaviors	0.795	0.126	8.380	0.000	confirmed
<b>Sobel test</b>					
Innovation → in entrepreneurship customer interaction → customer citizenship behaviors		0.526	5.321	0.000	confirmed

As seen in Table 9; The effect of innovation in entrepreneurship on customer interaction is equal to 0.890, the obtained significance level (0.000) is less than five percent, on this basis, innovation in entrepreneurship has a positive and significant effect on customer interaction. Also, the effect of customer interaction on customer citizenship behaviors is equal to 0.795 and the obtained significance level (0.00) is less than five hundredths. Based on this, customer interaction has a positive and significant effect on customer citizenship behaviors. Therefore, it can be concluded that customer interaction has a mediating and positive role in the relationship between innovation and customer citizenship behaviors. Also, regarding measuring the value of indirect  $t$  through the Sobel test, as shown in the table, the value of indirect  $t$  is 5.321. Considering the point that this value is greater than 1.96, it can be finalized that customer interaction has a mediating and positive role in the relationship between innovation in entrepreneurship and customer citizenship behaviors. Therefore, at the confidence level of 95%, the sixth research hypothesis that customer interaction plays a mediating role in the relationship between innovation and customer citizenship behaviors is accepted.

### **Conclusion**

The analysis of the data collected from the research questionnaires clarifies: Innovation in entrepreneurship has a positive and significant effect on customer participation behaviors. Innovation in entrepreneurship has a positive and significant effect on customer citizenship behaviors. Customer interaction has a positive and significant effect on customer participation behaviors. Customer interaction has a positive and significant effect on customer citizenship behaviors. Customer interaction has a mediating and positive role in the relationship between innovation in entrepreneurship and customer participation behaviors. Customer interaction has a mediating and positive role in the relationship between innovation in entrepreneurship and customer citizenship behaviors. The findings of this research are consistent with the findings of other researchers, including Yen et al. (2020).

Based on the findings of this study, the following suggestions are presented:

- 1) Based on the result of the first hypothesis, it is suggested to develop innovative strategies that attract customers in order to create customer participation. They can adopt various innovative solutions, offer innovative technological and experiential menus and services, and innovative marketing strategies to provide their customers with unique service experiences and products.
- 2) based on the result of the second hypothesis, it is suggested to consider customers' expectations of their organization and what they can do for them; Ask customers for citizenship in order to meet their needs and expectations from innovative services and encourage them to participate as citizens in creating value; They should introduce innovative advertising strategies, create effective communication platforms for customer feedback.
- 3) Based on the result of the third hypothesis, it is suggested that the required information of the customers about the services would be transferred by interaction on the websites, both in virtual networks and in person meetings with the managers. The information would be purveyed cooperatively by the employees.
- 4) Based on the result of the fourth hypothesis, it is suggested to provide the opportunity for the customers to share their fruitful ideas on how to improve the service, or propound if their problems with the employees. They can also ask senior customers to help the junior ones in the purchase process.

5) Based on the result of the fifth and sixth hypothesis, it is suggested to diversify their service site; If they have been told about mistakes and disadvantages by the customers, they will fix them; reduce and eliminate previous inappropriate services; Increase the satisfaction of their customers in providing various services and products. Personal interaction between employees and customers should also be encouraged. Employees should also provide customers with tools to facilitate transferring suggestions for improvement. This interaction requires a friendly atmosphere.

#### **Suggestions for future research:**

It is suggested to conduct this research among manufacturing companies.

In their future research, researchers can look into the relationship between customer value creation behaviors (customer participation behaviors and customer citizenship behaviors) with recommended advertising (traditional and electronic), loyalty (traditional and electronic), brand, customer-oriented capabilities, etc.

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