

The Role of Inspiring Value Process: Customer Participation and Marketing Performance

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Abstract

This exploratory study aims to fill the research gap on unanswered findings in the Service-Dominant Logic (SDL) approach from the role of the inspiring value process. The novelty of this study's model framework is rooted in the SDL perspective that an inspiring value process will achieve shared value creation from the support of customer participation. In the end, this inspiration can shape values from product-centered to service-centered. Four hypotheses were developed and tested using PLS-SEM analysis techniques within a sample frame of 175 MSMEs in Central Java, Indonesia. The findings of this investigation produce four conceptual contributions. Firstly, customer participation has been proven not to impact improving marketing performance positively, but marketing performance can increase when bridged by an inspiring value process from customer participation. Thirdly, customer participation can provide leverage to inspire process value. Fourthly, the inspiring value process directly contributes positively to increasing marketing performance. Conceptual implications provide new propositions that can bridge inconsistencies in findings and empirical results, proving the role of the inspiring value process in contributing practically and theoretically to the SDL perspective.

Article Info

- **Received** : 28th March 2025
- **Revised** : 11th September 2025
- **Published** : 15th November 2025
- **Pages** : 612-631
- **DOI** : <http://dx.doi.org/10.33019/ijbe.v9i4.1180>
- **JEL** : M30, M31, M15, O32
- **Keywords** : *Customer Participation, Inspiring Value Process, Marketing Performance*



1. Introduction

The primary issue with MSMES is a deficiency in comprehending the character of customer engagement in driving service innovation and enhancing marketing performance, along with the absence of effective tactics to boost customer loyalty and happiness. Furthermore, there are deficiencies in the techniques used to assess the influence of customer involvement, which impede micro small and medium enterprises (MSMEs) from effectively analyzing and maximizing consumer contributions. It is crucial to address this issue because consumer involvement can enhance marketing effectiveness, stimulate service innovation, strengthen customer connections, and facilitate efficient allocation of resources and data-driven strategic decision-making. Customer engagement is essential for gaining a competitive edge, enabling MSMEs to provide exceptional customer value (Kumar & Pansari, 2016). The deployment of social media as a means of client involvement can enhance communication, internal collaboration, and marketing results (Cartwright et al., 2021; X. Yang et al., 2021). Additionally, digital marketing enables MSMES to find fresh prospects for product innovation (Nuseir & Refae, 2022). Furthermore, the implementation of digital transformation and customer relationship management can enhance business performance by fostering customer understanding and cooperation (Di Vaio et al., 2021; Oltra-Badenes & Lozano-Quilis, 2020), utilizing customer data to enhance customer loyalty (Gold Nmesoma Okorie et al., 2024), establishing a robust brand image and reputation through customer involvement (Choi & Burnham, 2020), and consequently, positively influencing brand growth and customer satisfaction (Algharabat et al., 2020; Rather et al., 2022).

Customer participation is crucial for enhancing marketing effectiveness by promoting the creation of shared value and reinforcing competitive advantage (Uslu & Tosun, 2023). Furthermore, incorporating consumer participation in service development fulfils the demands of customers by consolidating their requirements and synchronizing them with the actions of the organization (Wang, 2022). Moreover, using self-service technology can be enhanced by comprehending the worth and assets acknowledged by consumers, thus stimulating efficient collaboration and a more fulfilling service encounter (Blut et al., 2016; Kelly & Lawlor, 2019). The concept of service dominance (S-D) highlights the prominence of joint forces with clients to initiate value and gain a sustainable competitive advantage through customer involvement and empowerment. The references cited are from the works of (da Silva & Cardoso, 2024; Karpen et al., 2012). In addition, Vargo and Lusch (2004) also present the concept of service dominance, which highlights the need for dynamic and customer-focused core capabilities. Furthermore, Mazurov (2024) underscored the widespread occurrence of SDL in business-to-business (B2B) marketing, emphasizing that customer experience serves as a competitive advantage. Prebensen et al. (2016) and Heinonen and Strandvik (2015) have emphasized the significance of consumer participation in shared value creation for enhancing marketing success. A critical deficiency in current research is the lack of exploration of mediating constructs such as the inspiring value process, which could link customer participation directly to marketing performance. While customer engagement is widely recognized, the mechanism through which it enhances marketing



success remains unclear. This study proposes that the inspiring value process serves as the missing link that connects customer participation to enhanced marketing outcomes.

Based on prior studies, there are still areas that require more investigation. Prior studies primarily focused on large corporations, overlooking the unique challenges and resource constraints faced by MSMEs. As a result, the difficulties MSMEs face in leveraging customer interaction to drive marketing success have not been sufficiently addressed, particularly in contexts where resources are limited (Kyurova & Koyundzhiyska-Davidkova, 2021). Furthermore, prior studies have largely overlooked clear frameworks or methodologies for measuring customer involvement, which hampers MSMEs' ability to effectively analyze and optimize consumer contributions. Studies by Bamfo and Kraa (2019); Tammi et al. (2016) explore factors influencing marketing performance but fail to provide comprehensive models to assess customer engagement impact in small enterprises.

This study introduces the inspiring value process as a critical mediating construct that bridges the gap between customer participation and marketing performance. The process highlights the co-creation of value through active customer engagement, which aligns with Service-Dominant Logic (SDL) and offers a pathway to enhance MSME marketing outcomes through collaborative innovation and customer loyalty. Creating value is characterized by the active engagement of customers, who contribute to improving marketing performance in the context of MSMEs. This is achieved through their participation and interaction, leveraging the dominant logical perspective of the service. This approach emphasizes a shift away from traditional corporate-centered strategies towards customer-centric practices, where value is collaboratively created with customers instead of simply being delivered to them (Carlson et al., 2019). By engaging customers as active participants, MSMEs can tackle important obstacles like enhancing service offerings, fostering customer loyalty, and ensuring satisfaction. In the context of MSMEs, the inspiring value process facilitates efficient resource allocation by systematically integrating customer feedback into business strategies. This approach aids in data-driven decision-making and helps MSMEs measure the true impact of customer participation, addressing the critical gap in assessing and optimizing customer engagement (Bahri & Putra, 2024). The credibility of a thought-provoking value process resides in the comprehensive incorporation of customer insights into business operations, fostering a deeper comprehension of customer needs and enhancing personalization and service effectiveness (Hartwig & Jacob, 2022). This approach not only enhances marketing performance but also fosters robust customer relationships and drives sustainable growth for MSMEs, showcasing the pivotal role of customer engagement in attaining a competitive edge (Heng, 2020). Therefore, the innovative nature of generating valuable process proposals can enhance MSMEs's standing in a competitive market by fostering close collaboration with customers.

By incorporating Service-Dominant Logic (SDL) insights, this research highlights the importance of customer collaboration in value co-creation. The inspiring value process not only facilitates customer engagement but also enhances the strategic marketing capabilities of MSMEs by promoting sustainable growth through collaborative innovation and customer loyalty. The value process emphasizes shifting from conventional corporate strategies



towards customer-centric practices. This approach involves creating value in customer collaboration and encouraging active participation (Carlson et al., 2019). Furthermore, Giordano et al. (2016) emphasized the significance of dynamic resource allocation for optimizing growth strategies. This approach can be implemented in MSMEs to enhance marketing performance by encouraging customer participation. Furthermore, Wong and Ngai (2023) delved into the effect of analytical capabilities on effective performing, emphasizing the significance of fostering a culture centered around data. By efficiently allocating resources, making data-driven decisions, and fostering a customer-centric culture, MSMEs can fill in research gaps regarding the connection between customer participation and marketing performance while improving marketing strategies.

Several researchers have focused on utilizing social media and digital marketing to improve communication and collaboration (Cartwright et al., 2021; Nuseir & Refae, 2022). Nevertheless, research is scarce on accurately assessing the influence of customer participation and optimizing it to enhance marketing performance. Thus, this research delves deep into integrating the SDL framework to explore innovative solutions for comprehending customer engagement and its influence on marketing outcomes. This research aims to delve into the processes of generating inspiration to redirect attention away from corporate-centric strategies and toward customer-centered practices. This involves creating value in collaboration with customers through their active involvement.

2. Literature Review

Inspiring Value Process in the Framework of Perspective Service-Dominant Logic (SDL)
In order to examine the correlation between customer participation and enhanced marketing success using the SDL perspective, it is crucial to consider the value co-creation process through customer interaction. SDL places significant emphasis on consumers' active participation in creating value. It recognizes the crucial role of interaction and connections in shaping marketing outcomes. Customer engagement in brand communities on social media substantially impacts brand relationship performance. This is achieved by enhancing functional, emotional, relational, and entity value, leading to increased brand-building efforts (Carlson et al., 2019).

The crucial impact of inspiring value processes in connecting customer participation and marketing performance cannot be overstated. The rationale and reasoning behind this strategy demonstrates that by engaging customers in creating value, firms can obtain a greater interpretation of customer wants and preferences, leading to higher customer satisfaction and loyalty. SDL posits that value creation is a collaborative endeavour wherein customers are regarded as active participants in the process, contributing to the generation of value rather than mere beneficiaries (Vargo & Lusch, 2008). This idea highlights the interdependence between firms and customers in the value-creation process. It suggests that corporations can only provide value propositions, which are then validated by customers based on their usage experiences. In the context of SDL, the value is consistently distinct and defined through the recipient's subjective perception of the value contained in the 10th premise of SDL. This



implies that each customer experience is subjective and relies on personal circumstances (Vargo & Lusch, 2004). Companies can enhance their marketing performance and gain a durable competitive advantage by actively engaging customers and utilizing these interactions to generate mutual value (Heng, 2020).

Customer Participation

Customer participation is essential to the SDL paradigm, which views consumers as active value creators. Over the past five years, research has emphasized how customer interaction impacts the generation of value and marketing performance. Carlson et al. (2019) demonstrate that when customers actively engage in brand societies on social media, it enhances the performance of brand relationships by generating functional, emotional, and relational value. Furthermore, Giordano et al. (2016) emphasize the significance of dynamic resource allocation in optimizing customer engagement for growth initiatives. Moreover, Grandhi (2020) emphasizes utilizing data-driven marketing strategies to achieve growth and profitability. This approach facilitates informed decision-making and enhances customer interactions. Furthermore, Wong and Ngai (2023) investigated the influence of analytical capabilities on operations performance. Their findings indicate that fostering a data-driven culture can enhance comprehension of customer participation and its effects on marketing success. Thus, by embracing SDL principles, MSMEs can efficiently utilize resources, make informed strategic choices based on data, and enhance customer involvement to attain a competitive edge and ensure long-term success.

Inspiring Value Process

Effective value-generation procedures are crucial for enhancing marketing performance. A recent study indicates that customer engagement in this process can yield a competitive edge and enhance a company's marketing effectiveness. Bhardwaj (2020) highlighted that incorporating mobile technology in the tourist sector can enhance communication between service providers and clients, leading to a more impactful value-creation process. The research conducted by Skálén et al. (2015) confirms these findings by demonstrating that advantage invention can lead to the establishment of new value propositions. This can be achieved by enhancing existing methods and resources or integrating them in novel ways to fulfil customers' demands. In addition, Vargo et al. (2017) propose that integrating resources and collaboration across different actors in a service ecosystem can result in successful service innovation, eventually enhancing the value experienced by customers. By embracing an SDL approach, firms can utilize impactful methods of generating value to stimulate innovation, enhance client contentment and allegiance, and attain enduring commercial triumph.

Marketing Performance

Within small and medium companies (SMEs), the SDL method provides valuable perspectives for enhancing marketing effectiveness. SDL highlights the significance of interaction and alliance linking assistance sources and consumers in creating benefit. A current learning specifies that MSMEs that embrace a structured and disciplined approach to marketing, known as the SDL strategy, can experience substantial enhancements in their



marketing effectiveness. Research conducted by Bajkó et al. (2022) demonstrates that adopting innovative marketing strategies and changes in marketing behaviors by MSMEs during the COVID-19 pandemic can enhance marketing performance using a SDL approach. Furthermore, an analysis accomplished by Royo-Vela et al. (2021) discovered that the market orientation inside service clusters can potentially impact the marketing performance of MSMEs. This implies that participating in service clusters can enhance the implementation of market orientation strategies and ultimately increase overall marketing performance (Royo-Vela et al., 2022). The investigate by Mitariani et al. (2023), demonstrates that innovative capabilities in MSMEs can enhance their export performance. This improvement is facilitated by aesthetic-utilitarian values and positioning benefits, which align with the perspective of SDL. By embracing a Systems SDL approach, MSMEs can utilize a motivating process of generating value to stimulate innovation, enhance customer happiness and loyalty, and attain long-lasting company prosperity.

Customer participation on Inspiring Value Process

The correlation between customer engagement and the facilitation of valuable process enhancements can be elucidated through various fundamental methods. Customers' active engagement in value creation enables them to contact service providers directly, offer feedback, and contribute to the development of products or services. This fosters an environment where value is generated in customer collaboration rather than merely being provided to them. The research conducted by Jiang et al. (2019) demonstrates that when customers engage with platforms like Airbnb, they create a greater level of personalized and adaptable value through meaningful interactions and active contributions to the service. Furthermore, Wang et al. (2021) demonstrate that the implementation of digitalization and the active participation of customers in technology-based services contribute to the improvement of co-creation and innovation processes. This, in bear, enables the more effective assimilation of resources and fosters more extensive interactions (Wang et al., 2021). Moreover, Peña-García et al. (2022) emphasize that consumer participation in the co-creation process within the banking industry enhances competitive advantage by fostering customer loyalty and dedication to the brand. Customer participation is crucial in enhancing value creation by fostering meaningful interactions, utilizing technology to co-create more efficiently, and building stronger, long-lasting relationships between customers and service providers. These factors collectively contribute to improved marketing performance and service innovation. Therefore, from the construction relationship, the hypothesis is developed as follows:

H1: Customer Participation significantly influences and has a positive effect on Inspiring Value Process

Customer participation on Marketing Performance

From the SDL perspective, customers are regarded as active participants in creating value. Interactions and cooperation relating use contributors and consumers are crucial in value creation. Nevertheless, studies indicate that extensive or inadequately controlled customer involvement might adversely affect marketing effectiveness. For instance, Butkouskaya et



al. (2021) discovered that in big corporations, customer performance could counterbalance the direct detrimental sway of integrated marketing on market performance, resulting in a favourable outcome. Furthermore, Wang and Yu (2019) discovered that while deep participation can enhance consumers' perceived value, broad participation can diminish perceived value, leading to a detrimental effect on relationship performance. In SDL, consumers identify true worth based on their usage and experience. Therefore, an excessive level of customer involvement might disrupt interactions that are meant to be beneficial and diminish marketing effectiveness. The hypothesis suggests a negative correlation exists between high levels of customer participation and marketing performance. Customers feel less valued, and marketing communications become more suppressive. So, the hypothesis to be developed is:

H2: Customer Participation has a negative influences on Marketing Performance

Several research studies from respected journals emphasize the significance of customer inspiration in generating marketing success within the framework of the beneficial correlation among inspirational value-creation processes and marketing performance. The study conducted by Izogo and Mpinganjira (2020) demonstrates that the presence of inspirational contents on social media substantially impacts customer inspiration, leading to increased customer engagement and purchase intentions. Moreover, additional research indicates that concise videos that elicit customer inspiration promote active engagement and stimulate the acquisition of items and services, demonstrating a favorable impact on marketing effectiveness (Gao et al., 2021). According to Sheng et al. (2020), colorful advertising, social influence, and promotional focus have a major impact on increasing customers' state of being 'inspired', leading to a rise in buyer intent. Hence, stimulating value generation is closely linked to marketing effectiveness since consumer inspiration leads to increased involvement, intention to purchase, and eventually enhanced marketing outcomes. Therefore, this hypothesis states:

H3: Inspiring Value Proces significantly influences and has a positive effect on Marketing Performance

Customer participation on Marketing Performance through Inspiring Value Process

According to the perspective of SDL, when customers actively create value, it can greatly enhance marketing effectiveness and service innovation by stimulating value processes. According to Carlson et al. (2019) research, customer engagement in brand communities on social media enhances operational, expressive, interactive, and entitativity value. This, in turn, leads to better product connection implementation. Furthermore, the research conducted by A. J.-F. Yang et al. (2021) demonstrated that customer engagement in financial services in Taiwan enhances value and happiness by fostering stronger connections between customers and service providers. Moreover, the combination of market orientation and consumer participation in original invention advancement can enhance the performance of newfound creations (Morgan, Anokhin, & Wincent, 2019). Thus, it may be postulated that when customers actively create value by engaging more deeply, utilizing technology for more



efficient interactions, and having a profound awareness of their needs, it will stimulate value processes that enhance marketing effectiveness and foster service innovation. Therefore, from the role of mediation, the hypothesis that can be developed states that:

H4: Customer Participation have a significant influence on marketing performance mediated by inspiring value process

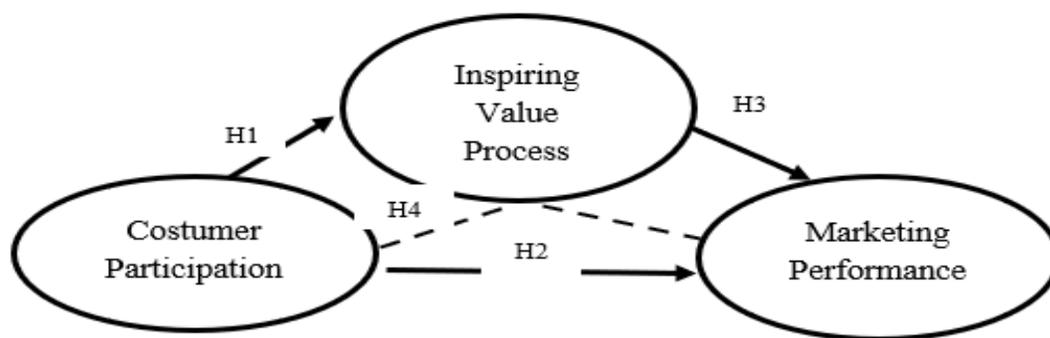


Figure 1. Framework Model

3. Research Methods

Population and Sample

These findings explain the function of customer participation to trigger the improvement of MSMES performance in several sectors such as trade, culinary, creative industry and others. The number of MSMES population running businesses in the Central Java region is 200, but the selected sample is only 175 from the valid data received. Data collection uses the convenience sampling method, where respondents were selected based on their availability and willingness to participate. This method, while practical, introduces certain limitations. The primary limitation is that convenience sampling may not adequately represent the broader population, potentially leading to bias in the sample. As a result, the generalizability of the findings to all MSMEs in Central Java, or other regions, may be limited. Furthermore, the method may over-represent certain demographic groups, such as younger respondents or those with higher digital engagement, which could skew perceptions of customer participation. While the sample size of 175 is sufficient for analysis using SmartPLS software (Hair et al., 2012; Kock & Hadaya, 2018). Respondent profiles are presented in table 1 below:

Table 1. Demographic of the respondents

No	Characteristics	Total	%
1	Sex		
	Male	95	54.3%
	Female	80	45.7%
2	Age		
	< 25 years old	15	8.6%
	> 25 to 35 years old	23	13.1%
	> 35 to 45 years old	35	20.0%
	> 405 to 55 years old	45	25.7%



No	Characteristics	Total	%	
	> 55 years old	57	32.6%	
3	Education	Senior High School	43	24.6%
		Bachelor's degree	73	41.7%
		Master's degree	35	20.0%
		Doctoral Degree	24	13.7%
4	Established business	< 4 years	23	13.1%
		> 4 to 7 years	50	28.6%
		> 7 to 10 years	57	32.6%
		> 10 years	45	25.7%
5	Income/month	< IDR 15 million	81	46.3%
		>IDR 15 million to 60 million	42	24.0%
		>IDR. 60 million to 100 million	35	20.0%
		> IDR 100 million	17	9.7%
6	Business Sector	Creative Industry	45	25.7%
		Trading	67	38.3%
		Culinary	45	25.7%
		Others	18	10.3%

Source: Research Data

Variable Measurement

Variable measurement items were embraced since earlier recommendations and modified to align with the explore points. Variable measurements were determined with a five-point Likert scale. In Table 2 below, the variables and indicators are presented.

Table 2. Operational Definition of Variables

Variable	Dimension	Indicator	Sources
Customer Participation	<ul style="list-style-type: none"> Feedback channels Engagement contact Inquiry Hotline Product Discussion Feature Meetings Improvement suggestions 	<ul style="list-style-type: none"> We provide feedback channels with every product purchase. We offer a suggestion contact to ensure strong customer engagement. Our service includes a customer hotline for proactive inquiry responses. Our product catalogue features a discussion space. We hold occasional meetings with customers to discuss current feature needs. We welcome constructive suggestions for improvements from customers. 	Elaborated from: Ajmal et al. (2023); Bagherzadeh et al. (2020); Xie et al. (2020)
	Inspirin Value Process	<ul style="list-style-type: none"> Continuous Knowledge Integration Meticulous Daily Planning 	<ul style="list-style-type: none"> We will continuously strive to integrate valuable knowledge into our products. We meticulously plan our schedule to ensure efficiency.



Variable	Dimension	Indicator	Sources
	<ul style="list-style-type: none"> Maintaining Good Relationships 	<ul style="list-style-type: none"> We remain committed to maintaining good relationships with our suppliers and other divisions throughout every process. For us, value extends beyond the product itself; maintaining relationships is equally important. We believe that marketing communication is a crucial part of the sales process. 	
Marketing Performance	<ul style="list-style-type: none"> Annual Sales Growth Revenue Increase Customer Promotion Market expansion 	<ul style="list-style-type: none"> Our objective is to see yearly sales growth compared to the previous year. We strived for an annual increase in revenue over the previous year. We aim for every customer to promote the benefits of our products. We seek to broaden the marketing reach of our products and services. 	Elaborated from: Farida and Prabawani (2021); Heng (2020); Rosita et al. (2023)

Source: Various Research

Data Analysis

The framework of this study was examined applying SEM-PLS with PLS 3.0 software. SEM-PLS is used as data analysis for theoretical testing with the aim of exploring and predicting the role of inspiring value process as a novelty in this study. The model testing on the SEM-PLS is carried out in two steps: the measurement model (outer model) and the structural model (inner model) testing.

4. Results

Estimation of Measurement Model

The dimension model was evaluated using convergent and discriminant validity, as well as variable reliability testing. Convergent validity was assessed by testing the loading factor of each indicator item. The results showed that each indicator had a loading factor greater than 0.5, ranging from 0.678 to 0.903, with a critical value greater than 2.0 (Hair et al., 2014; Wong, 2013). Therefore, all items are valid except for a few with weights less than 0.5, as shown in Table 3. Discriminant validity was determined by the square root of the AVE, which must be more than the connection value between constructs (Fornell & Larcker, 1981). The outcomes presented that the square root was bigger than the correlation value shown in Table 4, confirming the discriminant validity of the variables.

Table 3. The validity and reliability testing result

Variable	CP	IVP	MP	Cronbach's Alpha	rho_A	CR	AVE
X1.1	0.719						
X1.2	0.817						
X1.3	0.756			0.860	0.878	0.894	0.586
X1.4	0.819						
X1.5	0.678						



X1.6	0.792					
X3.1		0.798				
X3.2		0.730				
X3.3		0.778	0.828	0.829	0.879	0.593
X3.4		0.797				
X3.5		0.744				
Y.1			0.798			
Y.2			0.878	0.888	0.891	0.922
Y.3			0.878			0.749
Y.4			0.903			
R - Square -IVP			0.482			
R - Square Adj			0.479			
R - Square -MP			0.560			
R - Square Adj - MP			0.555			

Sources: Data Processed, (2024)

The Cronbach's alpha coefficient was applied to test the reliability of each core variable under the measurement model. The outcome ranged from 0.828 to 0.888, all above the cut-off standard of 0.7, which indicated the ideal value (Bagozzi & Yi, 1988; Fornell & Larcker, 1981). The following assessment involved the composite reliability index measurements, and its values ranged from 0.879 to 0.922, higher than the cut-off standard. (Kline, 2023). This attests to the construct reliability, as indicated in Table 3. Consequently, the values of Cronbach's alpha and composite reliability for all variables are stable and error-free.

Table 4. Discriminant Validity Resulted

Fornell-Larcker Criterion			
Variable	CP	IVP	MP
CP	0.765		
IVP	0.694	0.77	
MP	0.514	0.748	0.865

Sources: Data Processed, (2024)

Hypothesis Testing

SEM-PLS was taken up with the help of PLS 3.0 software program, as presented in Figure 1. Based on the bootstrapping put to the test procedure in PLS 3.0 software, the following results were attained.

Table 5. Hypothesis Resulted

Hypothesis	Path	β	T - Values	Conclusion
H1	CP -> IVP	0.694***	16.967	Accepted
H2	CP -> MP	-0.011	0.118	Not Accepted
H3	IVP -> MP	0.756***	10.669	Accepted
H4	CP -> IVP -> MP	0.525***	7.649	Accepted

Sources: Data Processed, (2024); Note: *** = p-value < 0.005



Regression hypothesis testing direct and indirect (Mediation Influence). A hypothesis test of the regression was conducted directly and indirectly (the influence of mediation). From Table 5, it is observed that all t-test values of hypotheses of direct influence are statistically more significant than the critical value of 2.0. Therefore, this idea was acceptable. Another thing, testing on the influence of mediation gave positive and significant results whereby the statistical significance of the test-t is greater than the critical value, 2.0. Furthermore, the proposed mediation effect hypothesis was confirmed.

Table 6. Predictive Relevance (Q^2)

Variable	SSO	SSE	Q2
CP	116.786	116.786	
IVP	96.511	67.553	0.300
MP	55.149	34.958	0.366

Sources: Data Processed, (2024)

The predictive relevance (Q square) values for the endogenous constructs were greater than 0. Above 0 indicates low predictive significance, 0.25 indicates moderate, and 0.50 indicates high predictive significance (Sarstedt et al., 2019). The resulted show IVP and MP has a value 0.300 and 0.366 indicating moderated predictive accuracy (>0.25).

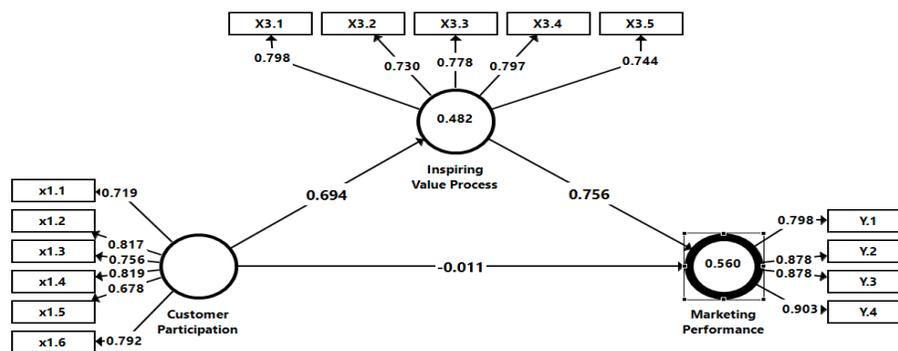
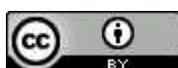


Figure 2. Full Structural Model of Marketing Performance

This study discovered that consumer interaction initiated an exciting value-creation process, increasing marketing success. This active engagement meant clients provided direct feedback and participated in product or service development, resulting in shared value for the service provider. These conclusions were consistent with those of Jiang et al. (2019), who found that customer interaction on platforms like Airbnb led to more personalized and adaptive value. Another study supported the idea that digitalization and client interaction in technology-based services promoted co-creation and innovation (Jain et al., 2021; Sjödin et al., 2020). However, excessive participation in the absence of competent management lowered consumer perceived value and marketing performance because unstructured interactions diluted strategic focus and produced inefficiencies (Wang & Yu, 2019). Furthermore, Chang dan Taylor (2016) stated that structured customer interaction during new product ideation



and launch stages increased financial performance (Chang, 2019; Rautela et al., 2021). From the SDL perspective, customer engagement as a value co-creator was key to creating inspiring value. This interpretation confirms that SDL's emphasis on co-creation is not merely descriptive but offers a framework for understanding why structured and well-managed interactions (Chang et al., 2019) improve performance, while unstructured participation (X. Wang & Yu, 2019) may harm outcomes. In MSMEs, where resources are limited, this balance is even more critical, echoing findings from Sjödin et al. (2020) on the need for managerial capability to translate participation into innovation

This supported the finding that well-managed customer participation improved the process of inspiring value creation, which positively impacted marketing performance and service innovation. In conclusion, SDL's approach showed that deep and structured collaboration between customers and service providers drove innovation and improved marketing effectiveness.

The results of the hypothesis revealed that customer participation had no meaningful effect on marketing performance. This demonstrated that consumer engagement did not directly boost marketing performance. These findings were consistent with Butkouskaya et al. (2021), who argued that customer performance had a suppressive effect in large firms, compensating for the detrimental impact of marketing communications on market performance. However, Wang and Yu (2019), demonstrated that deep customer interaction boosted perceived value, whereas broad participation lowered that value and had a detrimental influence on relationship performance. This distinction was due to changes in context and measurement methodologies. According to the SDL concept, customers were co-creators of value, and unmanaged interactions decreased marketing performance (Vargo & Lusch, 2004, 2008). In some circumstances, poorly managed participation resulted in information overload and impaired the impact of marketing messages. According to the findings of Nuseir and Refae (2022), digital marketing assisted MSMEs in uncovering new product innovation prospects. However, excessive customer interaction disrupted focus and diminished marketing performance without adequate management. This mixed evidence implies that MSMEs may require more structured engagement frameworks compared to larger firms, where resource buffers allow them to absorb inefficiencies. The absence of significant direct effects in this study suggests that participation alone is insufficient unless mediated by processes like inspiration, aligning with Morgan, Anokhin, Song, et al. (2019) who stressed the moderating role of participation breadth and depth. These findings highlighted the necessity of good management in consumer participation to avoid unwanted consequences that harm marketing performance. This reinforced the belief that customer-centric methods should be integrated into the specific situation and resources available to aid in creating value.

Value practices that inspire had a beneficial impact on marketing performance. This implied that enhancing the process of generating inspiration could significantly improve marketing effectiveness. Izogo and Mpinganjira (2020), found similar outcomes, stating that inspirational content on social media enhanced client inspiration, leading to increased engagement and purchase intentions. Nevertheless, Tammi et al. (2016), revealed that while



customer inspiration enhanced engagement, it did not consistently result in improved marketing effectiveness. This was attributed to various factors, including product quality and service quality. This discrepancy arose due to varying contexts, assessment methodologies, and study priorities. Izogo and Mpinganjira (2020), highlighted the impact of social media content in the digital realm, whereas Tammi et al. (2016) examined several product and service quality dimensions in a conventional corporate setting. Furthermore, variations in the study cohorts impacted the outcomes, with one study concentrating on MSMEs and another on major corporations. By situating these findings within the MSME context, this study extends Izogo and Mpinganjira (2020) digital engagement framework, suggesting that inspiration works best when paired with quality enhancement, as Tammi et al. (2016) highlighted. Thus, the implication for SDL is that value emerges not only from inspiration itself but also from the firm's ability to operationalize it through reliable service delivery. From the SDL standpoint, value was generated through extensive contacts and productive collaboration between customers and companies (Vargo & Lusch, 2008). SDL highlighted that value was derived not only from the product or service but also from the customer's experience and active involvement in creating value. Within this framework, implementing value-driven procedures enhanced marketing effectiveness by harnessing customer involvement as collaborators in value creation, boosting loyalty, contentment, and purchase intentions. This method highlighted the significance of effectively managing the process of creating inspiring value to optimize positive results for marketing performance.

The findings aligned with the studies conducted by Carlson et al. (2019); Nardi et al. (2020), which suggested that active engagement in brand communities on social media enhanced several forms of value, such as functional and emotional value. This, in turn, improved the overall performance of brand relationships. Nevertheless, evaluations by Tammi et al. (2016) and Menguc et al. (2020) indicated that while consumer participation enhanced engagement, it did not consistently result in enhanced marketing effectiveness. This was attributed to various factors, including product quality and service quality. These conflicting results indicated that variations in outcomes were due to different contextual and methodological factors. The contrast reinforces the idea that customer participation is not a universal driver of performance; rather, its effect is contingent on organizational capabilities and market environment. In MSMEs, weak quality control or resource limitations may explain why participation does not always translate into improved outcomes, echoing findings by Menguc et al. (2020). This critical linkage illustrates that SDL's co-creation premise must be understood as conditional rather than absolute. This discovery aligned with the SDL approach, which posited that the value perceived by customers was not solely derived from the product or service itself but also from the interactive experiences during the consuming process. By adopting an SDL strategy, firms enhanced value generation by effectively managing client interactions. This was demonstrated by research managed by (Guo et al., 2021; My-Quyen & Hau, 2021; Sun et al., 2022). Companies ensured that consumer participation was directed on enhancing functional and emotional value, enhancing marketing success (Poushneh & Vasquez-Parraga, 2019). If the product or service was of poor quality, even high customer involvement did not enhance overall marketing performance. Hence, firms included client feedback to consistently improve their products



and services, ensuring that customer involvement yielded the intended and pertinent value. In the context of this study, it was necessary to have a source of inspiration for client values to obtain valuable input used in improving a product or service.

5. Conclusion and Suggestion

These findings clarify the role of inspirational value processes and customer participation in improving MSME's marketing performance. The findings suggest that the role of the inspirational value process can significantly improve marketing performance through active customer engagement. However, direct relationships do not have a positive impact on marketing performance. This has practical implications for MSME owners, as the highest indicator of each construct states that the more often the company offers feedback media to customers, the higher the incentive for business actors to develop knowledge value into products. Ultimately, the owner or manager can further expand the scope of the marketing area for the sale of their products or services. This can develop practical strategies for allocating resources efficiently and making data-driven strategic decisions.

Theoretical consequences of this work include introducing an inspirational value process as a new construct in the framework of SDL, in addition to the practical ramifications. This approach highlights the significance of customer interaction in producing shared value, which can enhance our understanding of how customer participation impacts marketing performance. The results affirm the value process that is based on the eighth premise in SDL's perspective, which includes interactivity, integration, customization, and co-production. This value process offers the benefits of a service-centered perspective and is centered around the customer and the process of shared value creation. The value is derived from customer satisfaction rather than the quantity of items sold (Vargo & Lusch, 2004, 2008). However, this study has a few flaws, including its ability to accurately measure the long-term effects of consumer participation and its limited sample size, which only includes MSMEs in specific regional contexts. Therefore, the findings cannot be extrapolated widely. This is because the data collection is cross-sectional, focusing on a certain period rather than longitudinal research methods. This data gathering aims to predict or explore the role of the inspirational value process. Thus, it is anticipated that employing additional factors such as digital value resonance, knowledge quality resonance, and intellectual agility resonance within the framework of CB-SEM can provide more precise outcomes to validate a theory in the setting of MSMEs. This study offers significant insights for owners of MSMEs and researchers regarding the significance of customer involvement and the promotion of value processes in enhancing marketing success. By incorporating the ideas of SDL, MSMEs can enhance their interaction with customers to gain a competitive edge and foster sustained success.

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