

## Strategic Shared Value and Experiential Outcomes in Digital Logistics Platforms: The Role of Consumer– Company Identification

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**Abstract.** Creating Shared Value (CSV) has emerged as a strategic framework for digital platforms seeking to integrate social and economic value creation within their core governance structures. However, the mechanisms through which platform-level CSV practices shape customer experiential outcomes in digitally mediated service ecosystems remain insufficiently theorized. Drawing on Social Identity Theory and Service-Dominant Logic, this study proposes and empirically examines a mediation model in which Consumer–Company Identification (CCI) transmits the effect of CSV on Customer Experience Value (CEV). Using data from 426 verified users of JD.com—one of China's largest integrated digital logistics platforms—and analyzed through Partial Least Squares Structural Equation Modeling (PLS-SEM), the results confirm that CSV positively and significantly influences both CCI and CEV. CCI mediates the CSV–CEV relationship in a partial mediation pattern, accounting for 82.3% of the total effect (VAF). These findings advance service science research by positioning CSV as a platform governance mechanism that shapes consumer outcomes through psychological identification, and offer strategic implications for digital logistics platform governance, sustainable supply chain design, and stakeholder engagement in platform ecosystems.

**Keywords:** Consumer behaviour, Creating Shared Value; Consumer–Company Identification; Customer Experience Value; Digital Logistics Platform; Platform Governance; PLS-SEM; Service-Dominant Logic

## 1. Introduction

The rapid development of the e-commerce industry has fundamentally reshaped consumers' lifestyles and consumption patterns. Platform-based enterprises such as JD.com, Alibaba and Amazon have become crucial infrastructure connecting consumers, merchants and service providers (J. Zhang, 2025). Digital logistics platforms such as JD.com function as complex service infrastructures that orchestrate multi-sided ecosystems encompassing suppliers, third-party logistics partners, technology providers, consumers, and regulators. Unlike conventional e-commerce operators, JD.com's competitive positioning is inseparable from its proprietary logistics network, data governance architecture, and supply chain integration capabilities—making it a particularly relevant context in which to examine how platform-level governance strategies shape consumer outcomes. As competition among e-commerce platforms grows increasingly fierce, traditional strategies that rely solely on price advantages, logistics efficiency or technological innovation are no longer sufficient to support enterprises in maintaining long-term competitive advantages.

Nowadays, consumers increasingly expect major platforms to demonstrate social responsibility, uphold moral commitment, and align with broader social value concepts (Kasap, 2025). Against this backdrop, the concept of Creating Shared Value (CSV) proposed by (Porter & Kramer, 2011) has received extensive attention in both academic and corporate management fields. This concept emphasizes that enterprises can tackle various social issues while enhancing their own competitiveness, thereby creating dual value for commercial entities and society as a whole.

In the context of the e-commerce industry, the practices of creating shared value are embodied in multiple aspects, including establishing fair transaction mechanisms, implementing environmental protection initiatives, strengthening consumer data protection, supporting small and medium-sized merchants, and carrying out inclusive platform governance (Chawla & Kumar, 2022)

Meanwhile, existing research indicates that the psychological bond between consumers and enterprises plays a critical role in shaping their consumption attitudes and behaviors (J. Kumar & Nayak, 2019). The concept of Consumer-Company Identification (CCI) originates from social identity theory, referring to the extent to which consumers develop a sense of oneness and belonging with an enterprise (Bhattacharya & Sen, 2003). When consumers form a strong identification with an enterprise, they are more likely to evaluate the interaction process between themselves and the enterprise positively and perceive higher experiential value (Mai Chi et al., 2022). Study shows that intention is significantly impacted by greenwashing of brands' green messaging and image (Razak et al. 2024).

Customer experiential value refers to the comprehensive evaluation made by consumers of their own cognitive, affective and functional experiences during their interaction with a platform (Becker & Jaakkola, 2020). It has become a core determinant of customer satisfaction and loyalty in the context of the digital economy (Rachmadanty et al., 2025). However, existing research remains limited in exploring how creating shared value influences customer experiential value through psychological mechanisms such as consumer-company identification, and relevant studies are particularly scarce in the specific context of e-commerce platforms.

Despite growing interest in CSV and digital platform research, three conceptual gaps persist. First, CSV has been predominantly examined in manufacturing and physical retail contexts, with limited attention to its governance role within multi-sided digital logistics platforms. Second, prior studies have largely treated the CSV–consumer behavior relationship as a direct one, overlooking the psychological transmission mechanisms through which platform-level shared value practices translate into experiential outcomes. Third, the integration of Social Identity Theory with Service-Dominant Logic for explaining experiential value in platform ecosystems remains underexplored. This study addresses these gaps by: (1) extending shared value theory from physical industry contexts to digital logistics platform governance; (2) introducing CCI as the psychological transmission mechanism linking CSV to CEV within a multi-theoretic framework combining Social Identity Theory and Service-Dominant

Logic; and (3) providing empirical validation using JD.com, offering transferable insights for platform ecosystem management in the digital economy.

Therefore, this study takes Jingdong users as its research subjects and aims to explore the following research questions:

(1) To explore the impact of Creating Shared Value (CSV) of the Jingdong platform on Consumer-Company Identification (CCI).

(2) To explore the impact of Consumer-Company Identification (CCI) on Customer Experiential Value (CEV).

(3) To explore the direct impact of Creating Shared Value (CSV) on Customer Experiential Value (CEV).

(4) To test the mediating effect of Consumer-Company Identification (CCI) in the relationship between Creating Shared Value (CSV) and Customer Experiential Value (CEV).

## 2. Literature Review

### 2.1 Creating Shared Value

Creating Shared Value (CSV) refers to an enterprise's approach of simultaneously improving the social and economic conditions of the communities where it operates while enhancing its own core competitiveness during the process of formulating policies and conducting business activities (Khurshid & Snell, 2022).

CSV is defined as "a strategic process through which an enterprise tackles social issues aligned with its value chain while pursuing economic profits" (Daood & Menghwar, 2021). Unlike traditional charitable Corporate Social Responsibility (CSR), which usually means "giving back a portion of the profits already earned to society", This structural distinction between CSV and CSR is critical. CSR typically operates as a value redistribution mechanism—firms allocate a portion of profits to mitigate negative externalities or fund philanthropic programs that remain peripheral to core business operations (Carroll, 1991; Friedman, 1970). In contrast, CSV reconceives the relationship between social and economic value creation as complementary rather than trade-off-based, embedding social value generation directly within the firm's value chain activities, product markets, and local cluster development (Crane et al., 2014; Porter & Kramer, 2019). In the context of digital platforms, this distinction is operationally significant: while CSR might involve a platform donating to charity, CSV would involve redesigning the logistics network to reduce carbon emissions (thereby lowering costs and improving sustainability simultaneously), or structuring merchant support programs that expand market access while growing the platform's merchant ecosystem.

.CSV represents "creating economic value by generating social value in the course of making profits"(Wójcik, 2016) .

Research shows that implementing a CSV strategy contributes to the improvement of an enterprise's social performance, environmental performance and financial performance, and allows the enterprise to gain access to more market, human and capital resources by sharing technologies, information and other resources (Rubio-Andrés et al., 2023).

In the context of digital logistics platforms, CSV is not confined to peripheral philanthropic initiatives but is structurally embedded within core operational strategy. For JD.com, CSV practices manifest at three levels of platform governance: (1) supply chain integration—through mandatory green packaging standards and supplier social compliance audits embedded in procurement contracts; (2) platform governance transparency—through algorithmic fairness mechanisms, open data policies for small merchants, and publicly disclosed environmental impact reports; and (3) logistics system design—through carbon-neutral last-mile delivery programs and rural e-commerce infrastructure development. These practices are strategically inseparable from JD.com's value chain, distinguishing

them from conventional CSR activities that operate outside the firm's core business logic(Turienzo et al., 2024)

## 2.2 Consumer–Company Identification

Consumer–Company Identification (CCI) is generally regarded as a type of social relationship and a "sense of oneness": consumers psychologically "see themselves as part of the company" or "integrate with the company"(Bhattacharya & Sen, 2003). In the consumption context, when a company's values, mission, actions, reputation, etc., align with a consumer's self-concept and self-worth, Consumer–Company Identification is triggered. Social Identity Theory posits that individuals define "who they are" through their affiliation with certain social groups (organizations, brands, communities)(Rather & Camilleri, 2019) .

Research by some scholars indicates that Consumer–Company Identification can lead to higher consumer loyalty, repurchase intention, and willingness to pay a premium (Gupta, 2022). Other scholars have found that high company identification prompts customers to engage in a series of proactive behaviors, such as active recommendation, positive word-of-mouth, providing feedback and suggestions, and "speaking up" for the company(Confente & Kucharska, 2021).

In platform-mediated consumption environments, CCI is activated through distinct digital affordances rather than through direct personal interactions. JD.com enables identification through three interface-level mechanisms.

First, value visibility: When platform sustainability activities are designed to be visible and congruent with consumers' values, they strengthen brand image and build identification through value alignment (Shammout et al., 2025)

Second, governance transparency: public disclosure of merchant fairness commitments, data protection standards, and environmental performance targets signals institutional legitimacy and invites consumers to perceive the platform as a trustworthy social actor congruent with their own values. Research grounded in Social Identity Theory confirms that consumers whose environmental and ethical identities are aligned with a firm's sustainability communications are more likely to develop trust and positive brand engagement (Shammout et al., 2025) .

Third, participatory co-creation: JD.com's public welfare purchasing programs and user-initiated charity donation features during checkout allow consumers to participate in shared value activities, deepening their sense of co-membership with the platform community. Evidence from virtual brand community research demonstrates that consumer participation behavior mediates the relationship between community value and positive consumer outcomes, with relationship marketing and co-creation activities serving as key mechanisms for fostering brand identification and loyalty (M. Zhang et al., n.d.).

These digital affordances suggest that CCI on platforms is not merely a passive psychological response but an actively designed service outcome (Shammout et al., 2025; Zhang et al., 2024).

## 2.3 Customer Experience Value

Customer experiential value is generally defined as: the customer's comprehensive subjective evaluation of what is gained and what is given during their interaction with a company's products, services, and multiple touchpoints. Its essence lies in a trade-off between benefits and sacrifices(Blut et al., 2023). Systematic reviews also emphasize that perceived value is the customer's assessment of the value of elements such as products, services, touchpoints, and information.

Currently, a substantial body of empirical research indicates that during the consumption process, higher customer experiential value significantly enhances behavioral intentions such as customer satisfaction, word-of-mouth, repurchase, and loyalty(Kuppelwieser et al., 2022; Liu et al., 2021). Some

scholars also point out that customer experience quality often influences relational outcomes through the mediating role of "value-in-use/experience"(Lee et al., 2023) .

### 2.4 Proposed Research Framework

The following conceptual framework serves as a springboard for further investigation. The relationship between Creating Shared Value (the independent variable) and Customer Experience Value (the dependent variable), with Consumer-Company Identification acting as the mediator variable, is depicted in this figure.

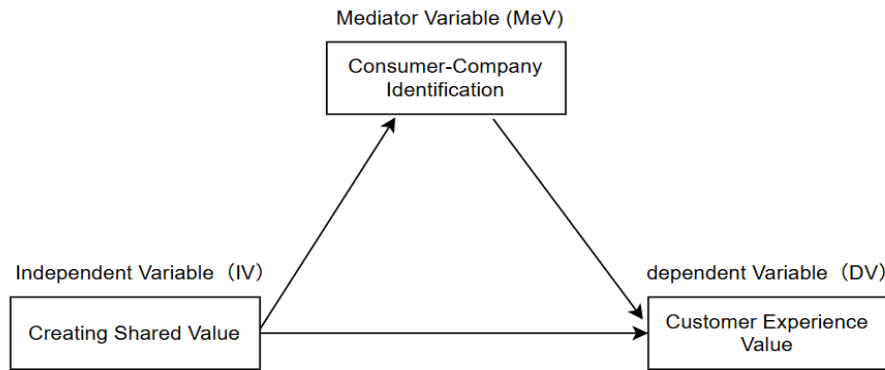


Fig. 1: The Study's Proposed Theoretical Framework

To facilitate PLS-SEM analysis, we expand the initial theoretical framework; Figure 2 details the labels used throughout this analysis.

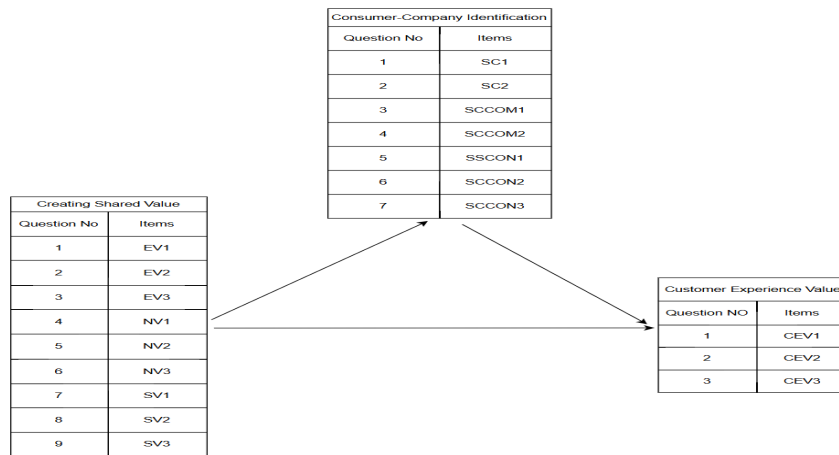


Fig. 2: Labels used in PLS-SEM Analysis

### 2.5 Research Framework and Hypotheses

The theoretical framework of this study extends beyond Social Identity Theory by integrating two complementary perspectives. First, from the perspective of Service-Dominant Logic (SDL) (Vargo & Lusch, 2014), value is not embedded in products but co-created through service interactions. Under this view, JD.com's CSV initiatives—such as supply chain transparency and sustainable logistics—enhance value-in-use by embedding ethical alignment and shared purpose into each consumer touchpoint, thereby amplifying Customer Experience Value. Second, from an institutional legitimacy perspective (DiMaggio & Powell, 1983), CSV practices function as legitimacy-signaling mechanisms: when a platform's operations visibly conform to socially valued norms (environmental responsibility, fair governance), consumers perceive the platform as a legitimate social actor, which strengthens their identification with it (CCI) and subsequently elevates their experiential evaluations (CEV). These two

theoretical lenses provide a more complete account of the CSV–CCI–CEV causal chain than Social Identity Theory alone.

Based on the above literature, this study proposes a conceptual framework in which creating shared value influences customer experience value directly and indirectly through consumer–company identification.

The hypotheses are formulated as follows:

H1: Creating shared value has a significant positive effect on customer experience value.

H2: Creating shared value has a significant positive effect on consumer–company identification.

H3: Consumer–company identification has a significant positive effect on customer experience value.

H4: Consumer–company identification mediates the relationship between creating shared value and customer experience value.

### 3. Methodology

This study adopts a quantitative analysis method to explore the mediating effect of Consumer-Company Identification (CCI) as a mediating variable between the independent variable Creating Shared Value (CSV) and the dependent variable Customer Experience Value (CEV), as well as the interrelationships among these variables. A total of 25 questions were designed to quantify each variable, using a combination of nominal scales and Likert scales. The questionnaire was developed around the four core objectives of this study and is divided into four sections: Section A (Demographic Information), Section B (Independent Variable), Section C (Mediating Variable), and Section D (Dependent Variable).

Section A consists of 6 questions to collect respondents' relevant information. It classifies respondents and their platform usage based on dimensions including gender, age, education level, occupation type, frequency of using the JD.com platform, and cumulative consumption amount on JD.com in the past year.

Section B includes 9 questions aimed at exploring the level of Creating Shared Value (CSV) on the JD.com platform. The decomposition of CSV into three first-order dimensions—Economic Value (EV), Environmental Value (NV), and Social Value (SV)—follows the tripartite shared value framework advanced by (Porter & Kramer, 2011). These three dimensions are modeled as reflective first-order constructs under a reflective-reflective higher-order CSV construct, consistent with the theoretical expectation that each dimension co-varies as a manifestation of an underlying shared value orientation: changes in the latent CSV construct are expected to cause corresponding changes across all three sub-dimensions simultaneously. This reflective-reflective specification is justified by the intercorrelation of the three dimensions (which are theoretically complementary rather than independent) and follows established criteria for higher-order construct modeling in PLS-SEM (Hair et al., 2014).

Section C contains 7 questions designed to examine customers' level of identification with the JD.com platform. Respondents are assessed via three dimensions: Consumer-Company Identification, Shared Characteristics with Consumers, and Shared Characteristics with the Company. The decomposition of CCI into Self-Categorization (SC), Shared Sense of Community with Consumers (SSCOM), and Shared Sense of Connection with the Company (SSCON) operationalizes the three-dimensional identification structure from Bhattacharya and Sen (2003) and Hildebrand et al. (2010). As co-varying manifestations of the underlying CCI construct, these dimensions are also modeled reflectively under a reflective-reflective higher-order specification. In both cases, the reflective-reflective specification is justified by the theoretical expectation that changes in the latent construct cause simultaneous changes across all sub-dimensions, consistent with established criteria for reflective measurement (Hair et al., 2014).

Section D includes 3 questions related to the dependent variable Customer Experience Value (CEV), which are used to confirm respondents' perceptions of how CSV and CCI influence their CEV.

The measurement items for the independent variable encompassing economic value, social value, and environmental value dimensions, adapted from (Ham et al., 2020) and grounded in (Porter & Kramer, 2011) tri-dimensional CSV framework. The measurement items for the mediating variable were designed based on the instrument developed by (Hildebrand et al., 2010), while those for the dependent variable were derived from the instrument developed by (A. Kumar & Anjaly, 2017). All items were answered using a Likert scale, which quantifies respondents' level of agreement with a series of statements related to the variables being measured.

This study adopts the convenience sampling method, a category of non-probability sampling. Questionnaires were distributed via the Wenjuanxing platform on Xiaohongshu, WeChat, and Weibo, with customers who have prior experience using the [JD.com](#) platform selected as the research sample. Several potential sampling biases should be acknowledged. First, distributing the survey via Xiaohongshu, WeChat, and Weibo may disproportionately reach younger, more digitally engaged consumers, potentially overrepresenting tech-savvy or brand-enthusiastic user segments relative to JD.com's general user population. Second, geographic concentration is possible, as Chinese social media user demographics tend to skew toward eastern coastal urban areas with higher e-commerce adoption rates. Third, requiring prior JD.com experience as an eligibility criterion may oversample more frequent or engaged platform users. These considerations may limit the direct generalizability of findings to JD.com's full user base or to other platform contexts, and are addressed further in the Limitations section.

According to the sample size determination criteria established by (Krejcie & Morgan, 1970), a minimum of 384 valid responses is required when the study population reaches one million or more. Additionally, (ROSCOE, n.d.) proposed that a sample size between 30 and 500 is reasonable for research in the field of behavioral science. Integrating the above classical theoretical foundations for sampling and sample size, this study ultimately sets the target number of valid questionnaires at 400.

As the survey was administered in Mandarin Chinese, a standard forward-and-back-translation procedure was employed to ensure translation validity (Brislin, 1970). The original English-language scale items were first translated into Chinese by a bilingual researcher with expertise in consumer behavior. The Chinese version was then independently back-translated into English by a second bilingual researcher who had not previously seen the original scales. Discrepancies were resolved through discussion until conceptual equivalence was achieved. The finalized Chinese questionnaire was subsequently piloted with 20 JD.com users to verify item comprehension before full deployment.

The collected data will be analyzed using descriptive statistics and inferential statistics. Following data cleaning, the data will be examined through reliability tests, frequency distribution analysis, partial least squares (PLS) analysis, and the Bootstrap method.

## 4. Results and Discussion

### 4.1 Respondents' Demographics Analysis

According to Table 1, 46.7% of the sample consisted of males, while 53.3% were females. Over three-quarters of the respondents (74.2%) were aged between 26 and 45 years old, with 43.4% falling in the 26-35 age group and 30.8% in the 36-45 age group. Nearly half of the respondents (50.4%) held a bachelor's degree or above, including 28.6% with a bachelor's degree and 21.8% with a master's degree or higher. 74.1% of the respondents were either freelancers (44.1%) or civil servants/public institution employees (30%), accounting for the two largest occupational groups.

Regarding [JD.com](#) platform usage frequency, 75.1% of the respondents used the platform between 1-2 times a week and 1-3 times a month, with 41.1% using it 1-2 times a week and 34% using it 1-3 times a month. In terms of cumulative consumption on [JD.com](#) in the past year, 73% of the respondents

spent between 1,001 and 5,000 yuan, including 42% who spent 1,001-3,000 yuan and 31% who spent 3,001-5,000 yuan. Only 4% of the respondents had a cumulative consumption of 500 yuan or below, while 7% spent more than 5,000 yuan.

Table 1. Respondents' Demographics

<b>Demographics</b>	<b>Frequency</b>	<b>Percentage%</b>
<b>Gender</b>		
Male	199	46.7
Female	227	53.3
Total	426	100
<b>Age</b>		
18 years old and under	5	1.2
19-25 years old	81	19
26-35 years old	185	43.4
36-45 years old	131	30.8
46-55 years old	22	5.2
56 years old and over	2	0.5
Total	426	100
<b>Your education level:</b>		
High school and below	95	22.3
College diploma	116	27.2
Bachelor's degree	122	28.6
Master's degree and above	93	21.8
Total	426	100
<b>Your occupation type:</b>		
Student	10	2.3
Enterprise /company staff	68	16
Freelancer (e.g., self-employed...)	188	44.1
Civil servant /public institution employee	128	30
Professional and technical personnel (e.g., ...)	26	6.1
Retired personnel	2	0.5
Unemployed /waiting for employment	4	0.9
Total	426	100
<b>How often do you use the JD.com platform?</b>		
Almost every day	3	0.7
3-5 times a week	81	19
1-2 times a week	175	41.1
1-3 times a month	145	34
Less than once a month	22	5.2
Total	426	100
<b>Total consumption amount on JD.com in the past year:</b>		
500 yuan and below	17	4
501-1000 yuan	68	16
1001-3000 yuan	179	42
3001-5000 yuan	132	31
5001-10000 yuan	26	6.1
More than 10000 yuan	4	0.9
Total	426	100

#### 4.1.1 Common Method Bias Assessment

As shown in Table 2, we calculated the substantive factor loadings and their squared values ( $R1^2$ ), as well as the method factor loadings and their squared values ( $R2^2$ ) for each indicator following the procedure proposed by (Liang et al., 2007). The results indicate that the average variance explained by the substantive constructs is 67.13%, whereas the average variance explained by the method factor is only 7.59%. The ratio of substantive variance to method variance is approximately 8.85:1. Given that the variance explained by the substantive factors is substantially greater than that explained by the method factor, the findings suggest that common method bias is unlikely to pose a serious threat in this study and is therefore not expected to confound the interpretation of the structural relationships

Table 2 Results of Common Method Variance Analysis

	substantive factor Loading	$R1^2$	Method Factor Loading	$R2^2$
CEV1	0.916	0.839056	0.002	0.000004
CEV2	0.896	0.802816	0.039	0.001521
CEV3	0.909	0.826281	-0.041	0.001681
EV1	0.634	0.401956	-0.17	0.0289
EV2	0.606	0.367236	-0.175	0.030625
EV3	0.642	0.412164	-0.138	0.019044
NV1	0.803	0.644809	0.131	0.017161
NV2	0.856	0.732736	0.054	0.002916
NV3	0.851	0.724201	0.024	0.000576
SC1	0.872	0.760384	-0.178	0.031684
SC2	0.864	0.746496	-0.164	0.026896
SCCOM1	0.869	0.755161	-0.028	0.000784
SCCOM2	0.871	0.758641	-0.014	0.000196
SCCON1	0.613	0.375769	1.083	1.172889
SCCON2	0.871	0.758641	-0.25	0.0625
SCCON3	0.876	0.767376	-0.171	0.029241
SV1	0.831	0.690561	0.121	0.014641
SV2	0.844	0.712336	0.03	0.0009
SV3	0.824	0.678976	-0.002	0.000004
<b>Average</b>	<b>0.813052632</b>	<b>0.671347158</b>	<b>0.008052632</b>	<b>0.075903316</b>

## 4.2. Analysis of Reliability, Convergent and Discriminant Validity of the Measurement Model

This study adopted Partial Least Squares-Structural Equation Modeling (PLS-SEM) to examine the reliability and convergent validity of each construct through outer model loadings, Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE). Discriminant validity was verified using the Fornell-Larcker criterion. The results are presented in Table 3.

### 4.2.1 Reliability Test

Reliability test measures the internal consistency of measurement tools, with Cronbach's Alpha and Composite Reliability (CR) as evaluation indicators. Generally, Cronbach's Alpha  $\geq 0.7$  and CR  $\geq 0.6$  indicate good reliability. As shown in Table 3:

For Customer Experience Value (CEV), Cronbach's Alpha = 0.892 and CR = 0.933;

For the dimensions of Creating Shared Value (CSV): Economic Value (EV) has Cronbach's Alpha = 0.790 and CR = 0.877; Environmental Value (NV) has Cronbach's Alpha = 0.870 and CR = 0.920; Social Value (SV) has Cronbach's Alpha = 0.865 and CR = 0.917; For the dimensions of Consumer-Company Identification (CI): Shared Characteristics with Consumers (SC) has Cronbach's Alpha = 0.822 and CR = 0.918; Shared Characteristics with the Company (SSCOM) has Cronbach's Alpha =

0.845 and CR = 0.928; Self-concept Construction (SSCON) has Cronbach's Alpha = 0.784 and CR = 0.874.

All constructs and their dimensions have Cronbach's Alpha values greater than 0.7 and CR values higher than 0.8, indicating that the measurement model has good internal consistency reliability.

#### 4.2.2 Convergent Validity Test

Convergent validity reflects the degree of aggregation between a construct and its subordinate items, with outer model loadings and AVE as core indicators. Loadings  $\geq 0.7$  and AVE  $\geq 0.5$  are considered acceptable. The analysis results show:

All item loadings range from 0.711 to 0.931, meeting the critical requirement of  $\geq 0.7$ , indicating that the items have good representativeness for their respective constructs;

The AVE values of all constructs and dimensions range from 0.701 to 0.866, exceeding the threshold of 0.5, which means the measurement model can effectively extract the potential information of each construct, and the convergent validity is up to standard.

Table 3. Summary of Outer Models Loading, and Composite Reliability and Average Variance Extracted

Constructs	Dimension	Items	Loading	Cronbach's alpha	CR	AVE	
Customer experience value(CEV)	Economic value (EV)	CEV1	0.917	0.892	0.933	0.823	
		CEV2	0.896				
		CEV3	0.908				
		EV1	0.827	0.790	0.877	0.705	
		EV2	0.838				
Creating shared value (CSV)	Environmental value (NV)	EV3	0.853	0.87	0.92	0.794	
		NV1	0.87				
		NV2	0.905				
	Social value (SV)	Shared Characteristics with Consumers (SC)	NV3	0.898	0.865	0.917	0.787
			SV1	0.884			
			SV2	0.888			
			SV3	0.89			
Consumer-Company Identification (CI)	Shared Characteristics with Company (SSCOM)	SC1	0.922	0.822	0.918	0.849	
		SC2	0.921				
		SCCOM1	0.93	0.845	0.928	0.866	
SCCOM2	0.931						
SCCON1	0.711	0.784	0.874				0.701
SCCON2	0.885						
SCCON3	0.902						

#### 4.2.3 Discriminant Validity Test (Fornell-Larcker Criterion)

Discriminant validity is used to verify the degree of distinction between different constructs. According to the Fornell-Larcker criterion, discriminant validity is considered good if the square root of the average variance extracted (AVE) value of a construct is greater than the correlation coefficients between that construct and all other constructs. The square roots of the AVE values of each construct in this study are as follows: Customer Experience Value (CEV = 0.907), Consumer-Company Identification (CCI = 0.838), Creating Shared Value (CSV = 0.772), Economic Value (EV = 0.839), Environmental Value (NV = 0.891), Shared Characteristics with Consumers (SC = 0.921), Shared

Characteristics with the Company (SCCOM = 0.930), Self-concept Construction (SSCON = 0.837), and Social Value (SV = 0.887). All these values are greater than the correlation coefficients between the respective construct and all other constructs (specific correlation data are shown in Table 4), indicating clear distinction between constructs and dimensions without serious conceptual overlap. Thus, the discriminant validity complies with academic standards.

Table 4. Fornell-Larcker Criterion Analysis for Checking Discriminant Validity

	CEV	CCI	CSV	EV	NV	SC	SCCOM	SSCON	SV
CEV	0.907								
CCI	0.877	0.838							
CSV	0.638	0.654	0.772						
EV	0.438	0.423	0.748	0.839					
NV	0.615	0.640	0.939	0.547	0.891				
SC	0.825	0.942	0.559	0.355	0.549	0.921			
SCCOM	0.845	0.935	0.593	0.397	0.574	0.836	0.930		
SSCON	0.817	0.952	0.674	0.433	0.664	0.845	0.824	0.837	
SV	0.609	0.633	0.939	0.550	0.871	0.544	0.573	0.652	0.887

### 4.3 PLS-SEM Analysis and Results

PLS-predict is a predictive evaluation method based on Partial Least Squares Structural Equation Modeling (PLS-SEM), designed to bridge the gap between explanatory and predictive analysis. By generating case-level predictive outcomes through predictions on out-of-sample data, this method assesses the external predictive power of the model (Shmueli et al., 2019).

#### 4.3.1 Structural Model Assessment

As shown in Table 5, Creating shared value (CSV,  $\beta = 0.112$ ,  $t = 2.19$ ,  $p < 0.05$ ) demonstrates a statistically significant but relatively modest direct effect on customer experience value (CEV), indicating that even when CCI's mediating role is controlled for, CSV retains an independent direct influence on experiential outcomes. This direct pathway likely operates through consumers' cognitive appraisal of the platform's service competence and ethical commitment—mechanisms that function independently of social identity processes. From a Service-Dominant Logic perspective, CSV initiatives embedded in logistics design and platform governance directly improve the functional and relational quality of service interactions, contributing to value-in-use perceptions without requiring the mediating activation of consumer identification (Vargo & Lusch, 2014). The comparatively small magnitude of this direct path ( $\beta = 0.112$ ;  $f^2 = 0.032$ , small effect) relative to the indirect path ( $\beta = 0.525$ ) is theoretically meaningful: it indicates that CCI is the primary transmission mechanism through which CSV influences experiential value, suggesting that the psychological dimension of shared value—consumer identification with the platform's social mission—carries substantially greater weight than the direct service quality pathway alone. This underscores the importance of identity-building communication strategies in CSV implementation, beyond the operational execution of shared value programs themselves. Therefore, Hypothesis H1 is supported.

Next, creating shared value (CSV,  $\beta = 0.654$ ,  $t = 19.595$ ,  $p < 0.01$ ) has a significant positive effect on consumer–company identification (CCI). This finding is consistent with the foundational research of (Porter & Kramer, 2011), who argue that CSV initiatives strengthen stakeholder relationships by aligning business and societal interests. Therefore, Hypothesis H2 is supported. By prioritizing shared value creation, companies build a sense of shared purpose with consumers, thereby deepening consumers' identification with the brand.

In addition, consumer–company identification (CCI,  $\beta = 0.804$ ,  $t = 17.708$ ,  $p < 0.01$ ) is significantly and positively correlated with customer experience value (CEV). This result aligns with the findings of prior studies (Haumann et al., 2014), which emphasize that consumer–company identification is a key driver of positive customer outcomes—strong identification prompts customers to evaluate their

experiences more positively. Therefore, Hypothesis H3 is supported. When consumers identify with a company, they perceive greater value in their interactions, as their psychological connection to the firm enhances the sense of meaning and satisfaction derived from the experience.

The results of the mediation analysis are presented in Table 6 (Indirect Effects). The results indicate that consumer–company identification (CCI) plays a partial mediating role between creating shared value (CSV) and customer experience value (CEV), with a significant indirect effect ( $\beta = 0.525$ ,  $t = 11.36$ ,  $p < 0.01$ , confidence interval CI = 0.437-0.617). This result is consistent with the findings of studies such as (Itani, 2021), which confirm that consumer identification mediates the relationship between corporate initiatives and customer value outcomes. The significant indirect effect, combined with the remaining significant direct effect of CSV on CEV, confirms the partial mediation pattern. Therefore, Hypothesis H4 is supported. Drawing on prior research, it can be confirmed that the relationship between CSV and CEV is significantly mediated by CCI, meaning that CSV can enhance CEV both directly and indirectly by fostering consumer–company identification.

As shown in Table 7 (Total Effect Summary Table), the total effect of CSV on CEV is also significant ( $\beta = 0.638$ ,  $t = 19.773$ ,  $p < 0.01$ ), which further supports the combined influence of the direct and indirect paths. The Variance Accounted For (VAF = indirect effect / total effect =  $0.525 / 0.638 = 82.3\%$ ) indicates that the CCI pathway accounts for the dominant share of CSV's total influence on CEV, classifying this as a case of partial but dominant mediation (Hair, 2014).

Table 5. Hypothesis Testing for Direct Effects

Hypothesis	Path	$\beta$	(M)	STDEV	T-Value	P	CILL	CIHL	R <sup>2</sup>	F <sup>2</sup>	VIF
H1	CSV -> CEV	0.112	0.11	0.051	2.19	0.029	0.014	0.214	0.776	0.032	1.746
H2	CSV -> CCI	0.654	0.654	0.033	19.595	0	0.585	0.717	0.426	0.746	1
H3	CCI -> CEV	0.804	0.806	0.045	17.708	0	0.712	0.89		1.659	1.746

**Note.** CSV = Creating shared value; CCI = Consumer–Company Identification; CEV = Customer Experience Value; CILL = Lower Limit Confidence Interval; CIHL = Upper Level Confidence Interval; S = Supported; One-tailed tests are applied given that all hypothesized paths are directional (positive), consistent with prior theoretical and empirical literature (Porter & Kramer, 2011; Bhattacharya & Sen, 2003); \* $p < 0.01$ ;  $p < 0.05$ ; 1-tailed test

Table 6. Hypothesis Testing for Direct Effects

Hypothesis	Path	$\beta$	(M)	STDEV	T-Value	P	CILL	CIHL
H4	CSV -> CCI -> CEV	0.525	0.528	0.046	11.36	0	0.437	0.617

**Note.** CSV = Creating shared value; CCI = Consumer–Company Identification; CEV = Customer Experience Value; CILL = Lower Limit Confidence Interval; CIHL = Upper Level Confidence Interval; S = Supported; One-tailed tests are applied given that all hypothesized paths are directional (positive), consistent with prior theoretical and empirical literature (Porter & Kramer, 2011; Bhattacharya & Sen, 2003); \* $p < 0.01$ ;  $p < 0.05$ ; 1-tailed test

Table 7. Total Effects

D V	$\beta$	(M )	STDE V	T- Value	P	CILL	CIH L	R <sup>2</sup>	F <sup>2</sup>	VAF
IV										
Total effect	0.638	0.638	0.032	19.773	0	0.572	0.698	0.776	0.032	82.3%
Direct effect	0.112	0.11	0.051	2.19	0.029	0.014	0.214			
Indirect effect	0.525	0.528	0.046	11.36	0	0.437	0.617			

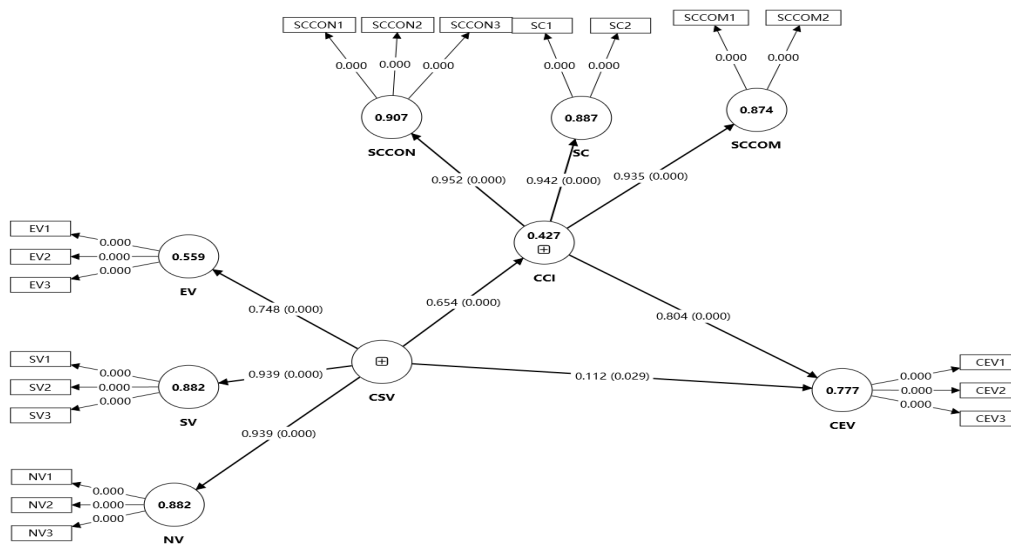


Fig.3: Structural Model

As shown in Table 8, all Q<sup>2</sup> predict values are positive (0.237–0.731), confirming the model has out-of-sample predictive relevance. However, RMSE comparison with the LM benchmark is mixed: PLS-SEM performs better (lower RMSE) mainly on NV, SV, and some EV items, but worse or similar on most SC, SCCOM, SCCON, and CEV items (Shmueli et al., 2019)), this indicates low-to-moderate out-of-sample predictive power overall. For platform managers, the CSV constructs offer some predictive value for user retention, especially in certain dimensions (e.g., normative and symbolic value), but the effect is uneven and limited. Retention strategies should not rely heavily on shared value alone and must address other key drivers such as competition, switching costs, and network effects.

Table 8 PLS Predict

	<b>Q<sup>2</sup>predict</b>	<b>PLS-SEM RMSE</b>	<b>PLS-SEM MAE</b>
SC1	0.257	0.964	0.764
SC2	0.26	0.95	0.742
SCCOM1	0.302	0.892	0.714
SCCOM2	0.302	0.942	0.742
SCCON1	0.429	0.731	0.58
SCCON2	0.237	0.96	0.732
SCCON3	0.273	0.923	0.736
CEV1	0.324	0.914	0.707
CEV2	0.348	0.89	0.699
CEV3	0.326	0.916	0.726
EV1	0.4	0.697	0.548
EV2	0.365	0.719	0.57
EV3	0.411	0.712	0.56
NV1	0.643	0.613	0.502
NV2	0.731	0.554	0.451
NV3	0.722	0.542	0.438
SC1	0.258	0.964	0.764
SC2	0.26	0.95	0.742
SCCOM1	0.302	0.892	0.714
SCCOM2	0.302	0.942	0.742
SCCON1	0.455	0.714	0.57
SCCON2	0.24	0.959	0.733
SCCON3	0.274	0.922	0.736
SV1	0.69	0.562	0.447
SV2	0.71	0.545	0.434
SV3	0.677	0.551	0.441

## 5. Conclusion

This study takes consumers with shopping experience on [JD.com](https://www.jd.com) as the research object, and systematically analyzes the interactions among the platform's shared value creation practices, consumers' identification with the platform, and customer experience value. The results show that consumers' identification with [JD.com](https://www.jd.com) plays a significant partial mediating role between the platform's shared value creation and customer experience value. Specifically, the shared value initiatives launched by [JD.com](https://www.jd.com) can not only directly enhance the experiential value perceived by consumers in the shopping process, but also indirectly improve customers' experiential perception by strengthening their emotional recognition and sense of belonging to the platform. All the hypotheses proposed in this study have been effectively supported by empirical data.

### 5.1 Theoretical Contribution

The findings of this study further enrich the research on value creation and customer experience in the e-commerce context at the academic level, and provide theoretical supplements and expansions in three major aspects.

First, this study extends shared value theory to digital logistics platform contexts and demonstrates that the CSV–consumer outcome relationship operates through theoretically distinct mechanisms in platform environments compared to traditional physical settings. In conventional contexts, CSV practices generate shared value through relatively direct and observable operational changes. In digital platforms, however, CSV practices are mediated by algorithmic architectures, interface design, and governance transparency mechanisms—rendering their consumer visibility a function of deliberate

platform design choices. This study shows that on digital platforms, CSV primarily enhances consumer outcomes through identity-based psychological pathways (CCI as the dominant mediator, VAF = 82.3%), with direct effects accounting for less than 18% of total influence. This indicates that the dominant mechanism of shared value impact in platform ecosystems is cognitive-identitive—consumers update their self-concept based on governance signals—rather than directly transactional. This finding would not have been detectable without a platform-specific empirical design and represents a meaningful extension of shared value theory beyond its original industry applications.

Second, this study clearly reveals the transmission mechanism of consumers' identification with the enterprise, filling the gap in the existing literature that insufficiently explains the internal mechanism of value creation on e-commerce platforms. Most previous studies have separately explored the direct impact of corporate social responsibility or shared value on customer behavior, with little attention paid to the critical intermediate link of consumers' psychological identification. This study confirms that [JD.com](#)'s shared value practices enhance consumers' experiential value precisely by strengthening their sense of belonging and trust in the platform. This finding clarifies the internal logic of how platform shared value creation affects customer experience, and improves the theoretical model in relevant fields.

Third, based on the unique attributes of [JD.com](#)—a platform with a complete supply chain system and extensive social responsibility practices—this study deeply integrates classic Western theories with the local digital consumption scenario in China, and forms conclusions more suitable for the domestic e-commerce market. Most previous similar studies took Western platforms as samples, with limited adaptability and explanatory power for China's e-commerce industry. The findings of this study exactly make up for this gap, and provide a more targeted reference perspective for subsequent research on value co-creation and consumer behavior on e-commerce platforms.

## 5.2 Practical Implications

Based on the empirical conclusions of this study, practical and feasible guidance can be provided for the operation of [JD.com](#), brand merchants settled on the platform, and the overall development of the e-commerce industry, helping the industry achieve the two-way improvement of value creation and customer experience.

For [JD.com](#) itself, the platform should continue to deepen its strategic layout of shared value creation, and promote the construction of sustainable supply chains, rural revitalization support, green consumption promotion, consumer rights protection and other initiatives in a normalized and systematic way. In daily operations, emphasis should be placed on strengthening consumers' perception of these initiatives. Through reasonable promotion and scenario integration, consumers can clearly feel [JD.com](#)'s efforts in balancing commercial development and social responsibility, so as to cultivate and consolidate their identification with the platform. At the same time, personalized membership services, user interaction activities, and the dissemination of real user stories can be adopted to deepen emotional connections with consumers, turning this sense of identification into a core driver for improving customer experience value, and realizing the effective transformation from value practices to user perception.

For brand merchants settled on [JD.com](#), joint operations can be carried out relying on [JD.com](#)'s shared value system. For example, the concepts of green production and public welfare cooperation can be integrated into product design and marketing promotion. With the help of [JD.com](#)'s social responsibility image, merchants can enhance their own brand favorability, form a joint force of value co-creation with the platform, jointly create a higher-quality shopping experience for consumers, and further improve consumers' long-term loyalty.

From a logistics ecosystem governance perspective, the findings suggest that platform operators should consider institutionalizing CSV metrics within supplier evaluation and onboarding frameworks—embedding social and environmental performance standards directly into the structural

governance layer of the platform ecosystem. This approach transforms CSV from a marketing asset into a structural coordination mechanism that shapes the behavior of all ecosystem participants. Furthermore, digital service designers can leverage the CCI–CEV pathway to develop platform interface features that make shared value activities visible and participatory: real-time carbon offset trackers at checkout, transparent supply chain provenance tools, and community-driven social impact features. These design interventions leverage the identification mechanism identified in this study and are consistent with service-dominant logic principles of consumer-as-co-creator (Vargo & Lusch, 2014).

### 5.3 Limitations and Future Research Directions

Although this study has obtained robust conclusions through empirical analysis, there are still some shortcomings restricted by research conditions and design. These limitations also point out the direction for improvement and expansion in future research.

First, the scope of the research sample is relatively single. This study only selects consumers with shopping experience on [JD.com](https://www.jd.com) as the research subjects, so the applicability of the conclusions is limited. The findings cannot be directly generalized to other e-commerce platforms such as Taobao and Pinduoduo, nor can they be applied to the analysis of value creation mechanisms in special scenarios such as cross-border e-commerce.

Second, a cross-sectional questionnaire survey is adopted in the research design. This design can only capture consumers' perceptions of the platform's shared value creation, identification and experiential value at a specific point in time. It is impossible to rigorously infer the long-term causal relationship among the three variables through cross-sectional data, nor can it reflect the dynamic characteristics of these perceptions changing over time.

Third, there are certain limitations in the selection of research variables. This study only focuses on consumers' identification with the enterprise as the mediating variable, and does not include other factors that may affect the research conclusions. In the complex e-commerce environment, factors such as brand trust, perceived service quality and platform fairness may all affect the relationship between platform value creation and customer experience value. Demographic and behavioral characteristics such as consumers' age, shopping frequency and platform dependence may also play a moderating role. The completeness of the current research model still has room for improvement.

Fourth, although CMV was assessed via Harman's single-factor test and full collinearity VIF analysis with acceptable results, the cross-sectional single-source survey design inherently carries residual CMV risk. Future research should combine consumer survey data with platform behavioral or transactional data to more rigorously isolate construct variance from measurement artifact.

Fifth, this study was conducted exclusively within the Chinese e-commerce context, using JD.com and a Chinese consumer sample. China's digital economy is characterized by distinctive cultural (collectivist identity dynamics), regulatory (government-mandated platform sustainability reporting), and competitive (state-endorsed platform ecosystems) factors that may not generalize to Western or Southeast Asian digital markets. Future research should replicate this framework in culturally and institutionally distinct platform contexts to assess cross-cultural boundary conditions.

Sixth, a potential endogeneity concern exists between CCI and CEV: consumers who already experience higher experiential value on JD.com may be more predisposed to identify with the platform, creating a reciprocal causality that cross-sectional mediation analysis cannot fully disentangle. Future research should address this through longitudinal panel designs, experimental CSV exposure manipulations, or instrumental variable approaches to establish more rigorous causal identification.

In response to the above deficiencies, future research can be expanded in three aspects. First, expand the coverage of research samples, select consumers from multiple platforms and categories for comparative analysis, explore the differences in value creation mechanisms among different e-commerce platforms, and further improve the universality of the research conclusions. Second, optimize

the research design by adopting longitudinal tracking surveys or mixed research methods. Combined with long-term data and multi-source materials, the causal relationship between variables and the dynamic change process of consumer perception can be tested more rigorously. Third, improve the research model by introducing more mediating variables such as brand trust and service quality, and incorporating moderating variables such as demographic characteristics and consumption habits. This will further deepen the research on the relationship between e-commerce platform value creation and customer experience value, and provide more comprehensive theoretical support and practical guidance for industrial development.

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