

An Empirical Analysis of Creating Value, Delivering Value, and Communicating Value: A Marketing Principles Perspective

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Abstract: In the highly competitive business world of today, not only should businesses think about the product-oriented marketing strategy, but they also need to take into consideration the customer value-based marketing approach. Value creation, value delivery, and value communication are among the three main marketing strategies that help build effective customer relationships and create competitive advantage. This paper examines how the three marketing values affect customer satisfaction and purchase intentions. For this study, researchers used a quantitative research design and conducted a questionnaire survey of 420 customers who had previously made a purchase. The creation, delivery, and communication of value account for 76% of the total variation in customer satisfaction. Customer satisfaction also predicts purchase intentions, and it explains 72.3% of the variation in purchase intentions. These findings show that marketing is not only about creating valuable offerings but also about effectively delivering value and communicating with customers. This research contributes to the marketing literature by empirically validating the customer value process without conducting hypothesis tests. These findings will help managers satisfy customers through a value-based marketing approach.

Keywords: Customer Value; Customer Satisfaction; Purchase Intention; Value-Based Marketing; Value Creation; Competitive Advantage; Value Communication.

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1. Introduction

Marketing has changed drastically in the last few decades. Classical marketing techniques focused more on producing and selling products, while contemporary marketing focuses on understanding customers, creating value, and building long-lasting relationships. In a competitive environment, businesses cannot survive by providing products and/or services alone; they must understand what customers want and develop strategies that deliver value throughout the customer journey. As Kotler and Keller [2] note, marketing consists of four components: discovering customer needs, creating value-based offers, communicating the value, and managing profitable customer relationships [1]. As shown above, marketing is not just promotion

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but an integrated process that includes value creation, value delivery, and value communication. Value creation is the first step in the marketing process [3]. An organization can create value by identifying customer problems, understanding market needs, developing innovative products and offering solutions superior to competitors'. Organizations that create value for customers can improve their competitive advantage. Nevertheless, creating value is not enough to satisfy customers [4]. Moreover, companies should deliver value through effective distribution channels, high-quality services, easy purchasing processes, and an excellent customer experience. This means delivering value turns promised benefits into reality [5].

Today, customers assess not only a product's quality but also its delivery speed, availability, and the experience of working with the brand. The third aspect concerns communicating a company's benefits to its customers [6]. With marketing communications, customers can recognise a product's benefits, understand the brand identity and form an opinion. Advances in information technology have increased opportunities to deliver messages to customers [7]. While creating value, delivering value, and communicating value have been extensively explored within marketing theory, empirical work usually explores these processes independently, such as quality of product, quality of service, efficiency of advertising, customer relationship management, etc. Few studies have examined all three processes together as a unified marketing value concept [8].

Exploring them together could help organizations by providing guidelines on which marketing activities most influence customer satisfaction and purchase intentions [9]. Customer satisfaction has long been the desired result of successful value marketing. If customers feel organizations deliver excellent value, they will develop a positive attitude toward the brand, become loyal, and refer the product to others. Customer satisfaction is consistently associated with higher purchase intention, driven by lower perceived risks and greater confidence [10]. This research examines the relationships among value creation, value delivery, value communication, customer satisfaction, and purchase intention. Rather than testing any hypotheses, this research uses prediction analysis through descriptive statistics, reliability analysis, correlation analysis, and regression analysis.

1.1. Research Objectives

The objectives of this study are:

- To Assess Customer Perceptions of Creating Value, Delivering Value, and Communicating Value.
- To Study the Level of Customer Satisfaction and Purchase Intention.
- To Analyze Relationships Among Marketing Value Dimensions, Customer Satisfaction, and Purchase Intention.
- To Identify Which Marketing Value Dimension Contributes Most Strongly to Customer Satisfaction.
- To Observe the Effect of Customer Satisfaction on Purchase Intention.
- To Provide Managerial Recommendations for Improving Value-Based Marketing Strategies.

1.2. Research Questions

This learning addresses the following research questions:

- How do Clients Perceive Organizations' Ability to Create, Deliver, and Communicate Value?
- What are the Current Levels of Customer Satisfaction and Purchase Intention?
- What Relationships Exist Among Creating Value, Delivering Value, Communicating Value, Customer Satisfaction, and Purchase Intention?
- Which Marketing Value Dimension has the Strongest Contribution to Customer Satisfaction?
- How Does Customer Satisfaction Influence Future Purchase Intention?

1.3. Significance of Study

This paper benefits academic research and business practice. For academic research, the paper integrates marketing principles related to value creation, value delivery, and value communication. Moreover, the paper shows that quantifiable methods, such as regression analysis, can evaluate marketing efficiency without relying on hypotheses.

For management, the results will help companies identify which marketing activities need more attention. Because understanding customer perceptions of value creation, value delivery, and value communication matters, managers can focus on developing better customer experiences and relationships.

2. Literature Review

2.1. Marketing Principles and Customer Value

Marketing principles have consistently shifted from a transactional to a value-based, relationship-oriented stance. In the conventional marketing model, businesses focused more on product development, sales and market growth. But in today's marketing practice, customer orientation, value creation and relationship development are stressed more than before. Customers assess products and services based on the benefits and values they derive. Customer value is the customer's assessment of the difference between the perceived benefits and the costs incurred in obtaining and using a product or service [1]. Perceived benefits include factors such as quality, performance, convenience, brand reputation and emotional satisfaction. In contrast, the perceived costs relate to price, effort and time invested as well as risk. Businesses that increase perceived benefits and lower customer costs gain a competitive advantage. According to Kotler and Keller [2], the marketing process in modern practice entails creating customer value by selecting customers, understanding their needs, designing value-creating offers, delivering value effectively and communicating value effectively. Value lies at the heart of the link between organizations and customers. Rather than offering products alone, organizations should design solutions that add value to clients' lives and offer meaningful experiences. The idea of customer value has become increasingly relevant today because of market competition and the information available to customers. Consumers can easily compare and evaluate different options through digital media. Thus, organizations must continually work to add greater value.

2.2. Creating Value in Marketing

The first step in the customer value process is value creation. Value creation involves identifying customer needs and providing offerings that meet them. To create value, organizations must understand customer expectations, analyze market trends, and design valuable products. Market orientation is essential to value creation. According to Kohli and Jaworski [3], market orientation involves generating market intelligence, distributing market information across departments, and responding to customer needs. An organization with market orientation becomes aware of changes in consumer preferences and can adopt appropriate strategies. In addition, Narver and Slater [4] indicate that market orientation adds value to organizational performance, as customer-focused organizations are better positioned to deliver it. Organizational knowledge of customers and competitors helps organizations develop better products. Quality and innovation are other aspects of value creation. Consumers normally associate quality products with reliability and performance. As Zeithaml [1] states, perceived quality strongly influences perceived value, as consumers compare the benefits they derive from products with the costs they incur. The third key driver of value creation is innovation, which enables organizations to develop unique solutions. Through innovation, organizations can deliver unique customer experiences, increase convenience, and set their brands apart from competitors. Han et al. [5] proposed that innovation capability contributes to organizational responsiveness and competitive advantage. Value creation in the digital economy is not limited to tangible products; it also extends to personalised services. With advances in data analytics, artificial intelligence, and customer relationship management technologies, organizations can understand individual customer preferences and deliver customized solutions [6].

2.3. Delivering Value through Customer Experience

Value creation is purposeful only if consumers can access it. Value delivery refers to all activities involved in making products and services accessible, available, reliable and delivered with a positive customer experience. According to Kotler and Keller [2], value delivery involves selecting appropriate distribution channels, managing customer contact and ensuring customers receive the promised value. Efficient delivery requires coordinating production, logistics, sales and service functions. Supply chain management efficiency is one of the most significant factors influencing value delivery. As Christopher [7] noted, companies can gain competitive advantage through responsive supply chain management by offering faster delivery, higher availability and greater flexibility. Nowadays, customers tend to require convenience and fast service response. The researcher identifies reliability, responsiveness, assurance, empathy and tangibles as the main dimensions of service quality [8]. Customer experience has been a key strategy, as customers engage with companies through multiple customer service platforms. According to Pine and Gilmore [9], companies now compete on experiences rather than just products. Successful companies must therefore manage the entire customer experience to deliver effectively. With the advent of digital transformation, how companies deliver value has changed even more. E-commerce sites, mobile apps, online payment systems, and automated customer service allow companies to offer customers faster, easier experiences. According to Verhoef et al. [10], digital transformation helps companies redesign customer experiences and the value delivery process.

2.4. Communicating Value through Marketing Communication

Even when companies develop products and deliver great customer experiences, they may not be able to communicate the value of these efforts. Communicating value entails informing, convincing and reminding customers of the product's and brand's value. Integrated marketing communication (IMC) refers to coordinating various communication approaches to deliver consistent messages. As Belch and Belch [11] note, effective marketing communication combines advertising, sales promotion, public relations, direct marketing and digital communication to influence consumer attitudes and behaviour. Despite advertising's importance in communicating value, customers today rely more on online information sources such as product

reviews, social media conversations, and influencer content. Organizations need to use both traditional and digital communication tools to communicate value. The evolution of social media has transformed how organizations interact with their customers. Kaplan and Haenlein [12] argue that social media allows organizations to engage customers, encourage their participation and even form online communities. Social media allows for two-way communication, unlike traditional one-way communication. Communication can also shape customers' perceptions of the value offered. According to Keller [13], strong brands are built through strong associations in customers' minds. Good communication ensures customers understand the brand's uniqueness and why they should choose it over competitors. With the rise of digital marketing, more communication channels have emerged. As Chaffey and Ellis-Chadwick [14] note, digital marketing enables organizations to deliver personalised messages based on customers' online behaviour.

2.5. Customer Satisfaction and Marketing Value

Customer approval can be viewed as a customer assessment of their experiences with products/services and organizations. According to Oliver [15], customer satisfaction is the customer's appraisal of how the product's performance compares with the customer's expectations. Customer satisfaction is closely related to the effectiveness of value-based marketing practices. When organizations offer valuable products/services, deliver experiences reliably, and communicate benefits effectively, customers tend to assess them positively. According to Anderson et al. [16], customer satisfaction leads to better business performance since content customers tend to be loyal. Satisfied customers tend to show more loyal behaviours, such as repurchasing and recommending the product or organization. Zeithaml et al. [17] observed that service quality and customer satisfaction affect behavioral intentions such as customer retention and recommendation behavior. Satisfied customers reduce uncertainty about future purchases.

2.6. Purchase Intention and Customer Behavior

Purchase intention refers to the likelihood that a customer will purchase the product or service in the future. Marketing research commonly uses purchase intention as an indicator of consumers' future behaviour. According to Ajzen [18] Theory of Planned Behaviour, behavioural intentions are influenced by three major factors: attitudes, subjective norms, and behavioural control. Customer attitudes in the marketing environment play a significant role in decision-making. Perceived value is another determinant of purchasing intention. Sweeney and Soutar [19] proposed a multidimensional perceived value model comprising emotional, social, quality, and price value. Their results reveal that purchasing intention increases with perceived benefits. Another determinant of purchasing intentions is customer satisfaction. According to Cronin et al. [20], quality, value, and satisfaction strongly influence consumer behavioural intentions. Customer satisfaction leads to product repurchase and product recommendations. Although previous research has focused on individual marketing activities such as product quality, service quality, advertising effectiveness, and customer relationship management, fewer studies have examined value creation, value delivery, and value communication as a marketing process.

3. Proposed Research Methodology

3.1. Design of the Research

This research will use a quantitative design to empirically explore the influence of the three value processes that underpin the marketing process: value creation, value delivery and value communication. The aim of the research is not to validate any theoretical hypothesis but to determine how customers view marketing value practices and how they contribute to customer satisfaction and buying intentions. The survey-based approach was chosen because customer perceptions are key determinants of marketing success. The primary data were gathered from customers with prior experience purchasing various products and services. The data analysis approach aligns with the customer value concept developed by Kotler and Keller [2].

3.2. Research Framework

The research framework consists of three marketing value dimensions as independent variables and two customer outcomes as dependent variables. Figure 1 presents the framework. The framework evaluates whether organizations' ability to create, deliver, and communicate customer value improves customer satisfaction and encourages future purchasing behavior. Figure 1 shows the proposed framework describing the sequential relationship between consumer needs and corporate growth. It begins with identifying consumer needs, which forms the basis for developing value-creating goods. The value-creation stage focuses on creating products that meet defined customer needs. The next step is to provide value through efficient distribution and service, ensuring products reach customers effectively. The framework then focuses on communicating value through advertising and branding to build awareness and reinforce client perceptions. These operations are expected to increase customer satisfaction by meeting or exceeding customer expectations. Satisfied customers are more inclined to become loyal customers who continue to engage with the brand and make repeat purchases.

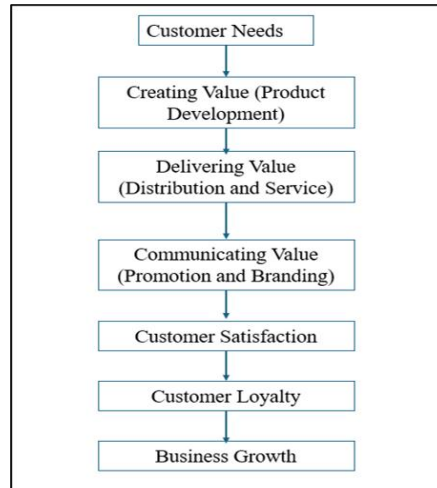


Figure 1: The proposed framework

3.3. Research Variables

The study includes five major constructs (Table 1).

Table 1: Research constructs and definitions

Construct	Definition
Creating Value (CV)	The organization's ability to understand customer needs and develop products/services that provide meaningful benefits.
Delivering Value (DV)	The organization's ability to provide convenient access, reliable services, and positive customer experiences.
Communicating Value (CMV)	The organization's ability to explain product benefits and brand value through effective communication channels.
Customer Satisfaction (CS)	Customer evaluation of whether products/services meet or exceed expectations.
Purchase Intention (PI)	Customer willingness to purchase, repurchase, and recommend products/services.

3.4. Questionnaire Development

The questionnaire was developed based on the existing marketing literature on customer value, service quality, brand communication and consumer behavior [2]; [6].

Table 2: Creating value (CV)

Code	Measurement Item
CV1	The company understands customers' needs and expectations.
CV2	The company provides products/services that solve customer problems.
CV3	The products/services provide valuable benefits to customers.
CV4	The company continuously improves its products/services.
CV5	The company creates greater value than competitors.

The questionnaire contained 22 items divided into five major constructs: value creation, value delivery, value communication, customer satisfaction and purchase intention (Tables 2, 3, 4 and 5).

Table 3: Delivering value (DV)

Code	Measurement Item
DV1	Products/services are available when customers need them.
DV2	The purchasing process is convenient and efficient.
DV3	The company provides reliable customer service.

DV4	The company responds quickly to customer requests.
DV5	The company provides consistent customer experiences.

Every item was measured on a five-point Likert scale to estimate customers' perceptions and evaluations of marketing value processes and their outcomes, as shown in Table 6.

Table 4: Communicating value (CMV)

Code	Measurement Item
CMV1	Marketing messages clearly explain product benefits.
CMV2	Advertisements provide useful information.
CMV3	Social media communication improves customer understanding.
CMV4	Promotional activities attract customer attention.
CMV5	Brand messages are trustworthy and consistent.

Scale included choices 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree. A high rating indicated a more positive perception of the organization's ability to create, deliver and communicate value, as well as a high level of customer approval and purchase intention.

Table 5: Customer satisfaction (CS)

Code	Measurement Item
CS1	I am satisfied with my overall experience.
CS2	The company meets my expectations.
CS3	The company's products/services provide good experiences.
CS4	I am satisfied with my purchasing decision.

Researchers chose a Likert scale because it is simple and reliable for measuring customers' attitudes and perceptions in quantitative marketing studies.

Table 6: Purchase intention (PI)

Code	Measurement Item
PI1	I intend to purchase from this company again.
PI2	I would recommend this company to others.
PI3	I prefer this company compared with competitors.

3.5. Population and Participants Selection

The target population of the current research comprises customers with a purchasing history of goods or services from various organizations. Because the research explores customer perceptions, participants were drawn from different consumer categories. Researchers issued 450 surveys, but only 420 were returned and included in the data analysis. The response rate was calculated as follows:

$$\text{Response Rate} = \frac{420}{450} \times 100 \quad (1)$$

$$\text{Response Rate} = 93.33\% \quad (2)$$

Therefore, the final number of respondents was 420, as shown in Table 7 and Figure 2. According to Hair et al. [21], a sample size of more than 200 respondents is generally appropriate for multivariate statistical analyses, including regression.

3.6. Respondent Demographic Information

The demographic results indicate balanced gender representation and diversity across age and educational backgrounds. Figure 2 shows the frequency distributions of the respondents for the three demographic variables considered in the research study. Figure 2 shows the demographic profile of the 420 participants, including gender, age, and educational level. The gender distribution among respondents is perfectly balanced, with 210 males (50.0%) and 210 females (50.0%).

Table 7: Demographic profile of participants (n = 420)

Category	Frequency	Percentage
Male	210	50.0%
Female	210	50.0%
Age 18–25	145	34.5%
Age 26–35	160	38.1%
Age 36–45	75	17.9%
Above 45	40	9.5%
Undergraduate Education	190	45.2%
Graduate Education	150	35.7%
Other Education Levels	80	19.1%

The largest age group is 26–35 years (38.1%, n=160), followed by 18–25 years (34.5%, n=145). Those aged 45 are the next most represented in the age distribution (17.9%, n=75), whereas those aged 45+ are the least represented (9.5%, n=40).

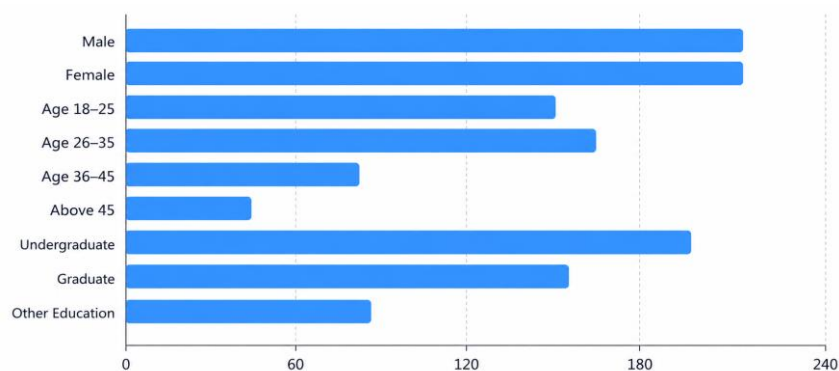


Figure 2: Demographic profile

For educational attainment, undergraduates are the largest group (45.2%, n=190), followed by graduates (35.7%, n=150). The other respondents (19.1%, n=80) fall into the other education levels category.

3.7. Data Collection Steps

The data collection process was conducted in four stages, as shown in Figure 3.

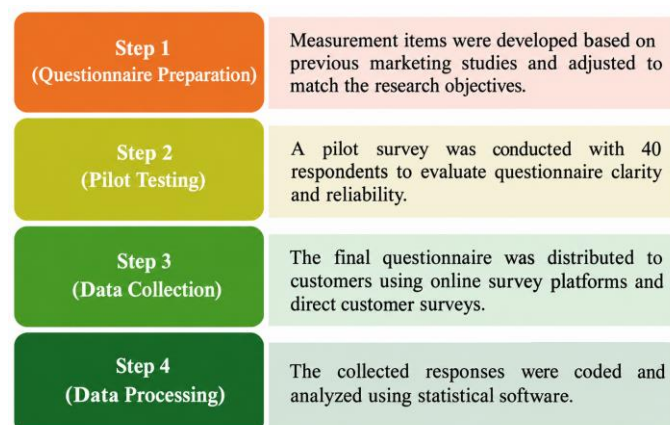


Figure 3: Four stages of data collection

3.8. Data Analysis Techniques

Four statistical techniques were applied.

3.8.1. Descriptive Statistics

The mean and standard deviation were used to evaluate customer perceptions. Table 8 presents the interpretation criteria.

Table 8: Interpretation criteria

Mean Range	Interpretation
1.00-2.23	Low
2.34-3.66	Moderate
3.67-5.00	High

3.8.2. Reliability Analysis

Cronbach's Alpha was used to examine the internal consistency of measurement items. The formula is:

$$\alpha = \frac{k}{k-1} \left(1 - \frac{\sum \sigma_i^2}{\sigma_t^2} \right) \quad (3)$$

Where:

- k = Number of Items
- σ_i^2 = Variance of Individual Items
- σ_t^2 = Total Variance

A Cronbach's Alpha value greater than 0.70 indicates acceptable reliability [8].

3.8.3. Correlation Analysis

Pearson correlation study was used to examine relationships among variables. The correlation coefficient varies from -1 to +1:

- +1 Shows a Perfect Positive Relationship
- 0 indicates no Relationship
- -1 Shows a Negative Relationship

3.8.4. Regression Analysis

Two regression models were developed.

Model 1: Marketing Value Dimensions Predicting Customer Satisfaction:

$$CS = \beta_0 + \beta_1 CV + \beta_2 DV + \beta_3 CMV + \varepsilon \quad (4)$$

Where:

- CS = Customer Satisfaction
- CV = Creating Value
- DV = Delivering Value
- CMV = Communicating Value

Model 2: Customer Satisfaction Predicting Purchase Intention:

$$PI = \beta_0 + \beta_1 CS + \varepsilon \quad (5)$$

To analyse the contribution of the marketing value dimension to customer satisfaction and the effect of customer satisfaction on future purchase intention, researchers used regression analysis. In this study, researchers collected empirical data from 420 customers and examined the relationships among the dimensions of value creation, value delivery, value communication, customer satisfaction, and purchase intention.

4. Results and Analysis

4.1. Descriptive Statistics

Data from 420 valid respondents were analyzed to examine perceptions of value creation, delivery, and communication; customer satisfaction; and purchase intention. Table 9 presents the mean and standard deviation used to identify the overall evaluation level of each construct. The findings revealed that respondents' perceptions of all marketing value dimensions were positive.

Table 9: Descriptive statistics of research variables

Construct	Mean	SD	Level
Creating Value (CV)	4.18	0.61	High
Delivering Value (DV)	4.05	0.66	High
Communicating Value (CMV)	3.96	0.72	High
Customer Satisfaction (CS)	4.24	0.58	High
Purchase Intention (PI)	4.20	0.63	High

Customer satisfaction had the highest mean ($M = 4.24$), followed by purchase intention ($M = 4.20$). Of the three marketing value processes, value creation received the highest rating ($M = 4.18$), while communication of value received the lowest rating ($M = 3.96$). Although the communication process ranked lowest, it was still rated highly.

4.2. Reliability Analysis

Cronbach's Alpha was used to assess the internal consistency of the measurement items. A value above 0.70 indicates acceptable reliability in Table 10.

Table 10: Reliability results

Construct	Items	Cronbach's Alpha
Creating Value	5	0.912
Delivering Value	5	0.928
Communicating Value	5	0.901
Customer Satisfaction	4	0.919
Purchase Intention	3	0.895

All constructs achieved Cronbach's Alpha values above 0.89, demonstrating excellent reliability. Therefore, the measurement scales were considered suitable for further analysis.

4.3. Correlation Analysis

Pearson correlation analysis examined the relationships among research variables in Table 11. The correlation analysis results indicate a positive association among all variables. Delivering value shows the strongest positive association with customer satisfaction ($r = 0.82$).

Table 11: Correlation matrix

Variable	CV	DV	CMV	CS	PI
CV	1.00	-	-	-	-
DV	0.69	1.00	-	-	-
CMV	0.65	0.71	1.00	-	-
CS	0.78	0.82	0.74	1.00	-
PI	0.73	0.79	0.72	0.85	1.00

This indicates that customers value reliability in service delivery. Customer satisfaction has also shown a strong association with purchase intention ($r = 0.85$).

4.4. Regression Analysis for Customer Satisfaction

Multiple regression analysis examined how creating, delivering, and communicating value predict customer satisfaction (Tables 12 and 13). The regression model was:

$$CS = \beta_0 + \beta_1 CV + \beta_2 DV + \beta_3 CMV + \varepsilon \quad (6)$$

Table 12: Regression results predicting customer satisfaction

Predictor	Beta (β)	P-Value
Creating Value	0.28	<0.001
Delivering Value	0.42	<0.001
Communicating Value	0.19	<0.001

The regression output shows that the three value dimensions of marketing account for 76% of the variation in customer satisfaction. The creation of value is the most significant variable ($\beta = 0.42$), followed by the creation of value ($\beta = 0.28$) and the communication of value ($\beta = 0.19$). The above result implies that customers are strongly influenced by the value they receive (Table 13).

Table 13: Model summary

R	R ²	Adjusted R ²
0.872	0.760	0.758

4.5. Regression Analysis for Purchase Intention

A second regression analysis examined the influence of customer satisfaction on purchase intention, as shown in Tables 14 and 15. The regression model was:

$$PI = \beta_0 + \beta_1 CS + \varepsilon \quad (7)$$

Table 14: Regression results predicting purchase intention

Predictor	Beta (β)	P-Value
Customer Satisfaction	0.85	<0.001

The results demonstrate that effective marketing depends on the complete process of creating, delivering, and communicating customer value. Among these activities, delivering value plays the most important role in improving customer satisfaction, while satisfaction strongly influences future customer behavior (Table 15).

Table 15: Model summary

R	R ²	Adjusted R ²
0.850	0.723	0.722

The results show that customer satisfaction explains 72.3% of the variation in purchase intention. This indicates that satisfied clients are more likely to continue purchasing, remain loyal, and recommend the organization to others.

Table 16: Key findings of statistical analysis

Analysis	Main Finding
Descriptive Statistics	All variables achieved high perception levels.
Reliability Analysis	All constructs showed excellent reliability.
Correlation Analysis	Delivering value had the strongest relationship with satisfaction.
Customer Satisfaction Model	Marketing value dimensions explained 76% of satisfaction.
Purchase Intention Model	Satisfaction explained 72.3% of purchase intention.

The statistical analysis provides the following key findings, as shown in Table 16.

5. Findings and Discussions

Findings from this research reveal key points for improving marketing efficiency through integrated value creation, delivery and communication management. All three marketing value dimensions positively affect customer satisfaction, which in turn strongly influences purchase intention. Thus, the results support the shift from product-oriented marketing to customer-oriented value management. According to the descriptive analysis, respondents rated all marketing value dimensions quite highly. This shows that customers now require organizations to offer not only functional goods but also experiences. Customers evaluate organizations based on several factors, including product advantages, service quality, communication effectiveness, convenience, and relationship quality.

The results show that value creation positively contributes to customer satisfaction ($\beta = 0.28$). This means that organizations that understand customers' needs and offer products or services with real value are more successful in terms of customer satisfaction. The results align with previous research highlighting the importance of customer value in addressing market needs and problems [1]; [3]. Through market research, gathering information on customer needs, and adopting an innovation strategy, the organization can create valuable products or services for its clients. Creating value becomes especially crucial in the competitive market where customers have many alternatives. When many companies offer similar products, companies can differentiate through added value. Value can come from better quality, an innovative feature, product personalisation, convenience or something else. Nevertheless, the results also show that value creation is insufficient to achieve customer satisfaction. Customers not only recognise valuable products but also consider how the organization communicates that value. That is why value creation must be seen as the beginning of the marketing value process. In the three marketing value dimensions, providing value emerged as the best predictor of customer satisfaction ($\beta = 0.42$). This finding shows that customers have high expectations for their experience when using the chosen product or service. This finding aligns with Parasuraman et al. [8], who argue that customer experience plays an important role in shaping customer perceptions. Even when organizations develop innovative products, their inability to deliver them through an effective process leads to low customer satisfaction. The strong influence of delivering value suggests that organizations should focus on:

- Improving Service Reliability
- Creating Convenient Purchasing Processes
- Providing Fast Customer Support
- Maintaining Consistent Customer Experience
- Ensuring Accessibility Across Different Channels

Communication of value was found to affect customer satisfaction positively ($\beta = 0.19$). While it has less impact than creating and delivering value, communication remains an important element of successful marketing. If customers are unaware of what a product or service offers in terms of benefits, or of any brand advantage of the products or services offered, they will be unable to appreciate any organizational value. These results align well with past literature on integrated marketing communication, which stresses the importance of a consistent message across advertising, online communication channels, and other customer interactions [11]. The smaller impact of communicating value may be because customers see the product/service experience as more important than any promotional message. Organizations should therefore improve communication strategies by:

- Providing Clear Product Information
- Using Customer-Focused Messages
- Increasing Digital Engagement
- Encouraging Customer Interaction Through Social Media
- Developing Trustworthy Brand Communication

The results show a very high correlation between customer satisfaction and purchase intention ($\beta = 0.85$, $R^2 = 0.723$). This implies that customer satisfaction strongly predicts purchase and recommendation intentions. This result confirms Oliver [15] satisfaction model, in which customers form positive behavioral intentions when they experience something better than expected. Customer satisfaction brings many advantages to an organization, as shown in Table 17. The results suggest that customer satisfaction should be considered a critical performance indicator of marketing effectiveness. The findings have several implications for how organizations manage marketing effectiveness through customer value. First, the findings suggest that organizations need to strengthen their value-creation efforts, monitor how customer needs change, and develop products or services that deliver tangible value. Second, value delivery was the strongest predictor of customer satisfaction ($\beta = 0.42$), so managers should focus on making the customer experience enjoyable, ensuring good service, an easy purchasing process, prompt responses and so on. Value delivery turns an organization's value into the value customers experience. Third, organizations need to enhance their value communication processes. Communication plays an important role in informing

consumers about product benefits and in establishing brand relationships. It is recommended to use both traditional and modern communication channels to deliver relevant information and involve customers in the interaction.

Table 17: Benefits of customer satisfaction

Customer Retention	Satisfied clients are more likely to uphold long-term relationships.
Positive Word-of-Mouth	Customers who have positive experiences are more willing to recommend brands.
Reduced Marketing Costs	Retaining existing customers is often more cost-effective than acquiring new customers.
Competitive Advantage	Strong customer relationships make it more difficult for competitors to attract customers.

Finally, as customer satisfaction is one of the most important determinants of purchase intention ($\beta = 0.85$), managers need to monitor customer satisfaction and use customer feedback to improve marketing. Marketing success relies not only on creating valuable products but also on delivering valuable experiences and communicating value to consumers.

6. Conclusion and Future Research

The present study investigated the significance of value creation, value delivery, and value communication in contemporary marketing activities. The study examined the effects of these three marketing value processes on customer satisfaction and purchase intention using empirical data collected from 420 customers. The results show that all three marketing value processes positively affect customer satisfaction. Value delivery has the greatest impact, indicating that customers highly value what organizations offer. The value-creation process is very important for organizations, as customers prefer products/services that solve their problems. Value communication helps customers understand what organizations offer. The results show that customer satisfaction is a key determinant of purchase intention. This research's most significant contribution is its empirical analysis of the entire marketing value chain without resorting to hypothesis testing. This integration of value creation, value delivery, and value communication helps organizations understand how to improve marketing effectiveness. From a managerial perspective, this research highlights that marketing effectiveness is not just about having good products or promotions, but also about delivering valuable customer experiences. As such, organizations must adopt a customer-focused strategy in which innovation, services, and communication go hand in hand. Although this study offers interesting findings, several avenues remain for further investigation. First, future studies can focus on sectors such as banking, health care, education, retailing, tourism, or software companies and examine the sector-specific peculiarities of value management. Secondly, future investigations may incorporate additional variables, such as customer loyalty, brand equity, trust, digital engagement and perceived risk, to offer a more comprehensive perspective on customer behaviour. Third, future research can use a longitudinal design to examine how customer perceptions of value change over time. Finally, future research can compare traditional and digital marketing approaches.

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