

Value-Based Marketing and Its Role in Strengthening Customer Advocacy

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Abstract. Organizations in the food industry often focus on providing exceptional customer service by implementing specific operational mechanisms that help improve service quality and secure a competitive advantage, thereby ensuring long-term sustainability in a crowded market. In an attempt to close or lessen the knowledge gap in interpreting the relationship between the study variables by examining the nature of the relationship between them, the primary goal of this study is to investigate the impact of value-based marketing in encouraging customer advocacy. This was achieved by analyzing the opinions of a sample of employees at the Noor Al-Kafeel Institution in Karbala Governorate. The researcher employed a descriptive-analytical approach, and the research tool consisted of a questionnaire distributed to a sample of 220 employees. A total of 211 valid questionnaires suitable for statistical analysis were retrieved. The questionnaire was analyzed using a number of statistical tests available in the statistical software programs SPSS V.26 and SMARTPLS V4.0.8.4. The study produced a number of conclusions, the most significant of which are: It became evident that the company's capacity to provide clients with genuine additional value is constrained by its reliance on traditional marketing. Additionally, it demonstrated how relying just on reputation without bolstering it with value-based activities diminishes its influence in the marketplace. Additionally, the study came up with a number of recommendations, the most prominent of which are: Adopting an integrated value-based marketing strategy that combines ethical and social values into all marketing activities to build customer trust, and conducting periodic market research to understand customer requirements and values and using the results to design effective marketing strategies.

Keywords: value-based marketing, customer advocacy, value identification, value quantification, value-based pricing, value-based communication, Noor Al-Kafeel Institution.

1. Introduction

Given the quick changes occurring in today's cutthroat business world, an organization's success is now determined by its capacity to provide long-term value that is reflected in consumer behavior and attitudes rather than just by its short-term sales or transient market presence. Value-based marketing emerges as an independent variable that seeks to deliver genuine and balanced value to customers, while customer advocacy represents the dependent variable that reflects customers' response to this value through loyalty, recommendation, and brand defense. Consequently, the relationship between the two is one of direct influence, as enhancing the value provided to customers leads to increased levels of their advocacy for the organization.

Value-based marketing is a contemporary approach that concentrates not only on product attributes but also on the customer's opinion of the value obtained from goods and services. This involves identifying customers' economic and experiential needs, developing a clear value proposition, and aligning the elements of the marketing mix to consistently reinforce this value. Customer advocacy manifests itself in positive behaviors such as repurchasing, recommending the product or service to others, and defending the organization; it serves as a true indicator of the success of the adopted marketing strategy.

Value-based marketing is crucial because it can produce added value that increases consumer trust and fortifies their bond with the company, both of which lead to increased levels of brand advocacy. The higher the perceived value for the customer, the greater the likelihood that they will become a brand advocate, thereby reducing marketing costs and enhancing competitive sustainability. Nevertheless, many organizations, including the Noor Al-Kafeel Institution for Food and Animal Products in Karbala Governorate, still rely on traditional marketing methods that may limit their ability to activate this vital relationship between value-based marketing and customer advocacy.

The Institution faces challenges related to the limited application of value-based marketing concepts, such as insufficient use of data analysis, a lack of personalized marketing offers, and a shortage of qualified personnel, which negatively impacts its ability to foster customer advocacy and retain customers in the long term. There is a need to examine the relationship between value-based marketing as an independent variable and customer advocacy as a dependent variable to understand the nature of this influence and identify its mechanisms.

This study aims to analyze the current state of value-based marketing and assess its impact on customer advocacy through a scientific methodology that combines theoretical and practical aspects, relying on field data from employees at the Noor Al-Kafeel Institution, using statistical methods such as correlation and regression analysis. The study also aims to present an integrated marketing framework that enhances customer advocacy by maximizing the value delivered, thereby contributing to the achievement of a sustainable competitive advantage in a changing business environment.

2. Literature Review

2.1: Value-Based Marketing

2.1.1: The Concept of Value-Based Marketing

Value-based marketing is a modern concept that has emerged as an urgent necessity in the face of rapid technological development. It is considered a pivotal strategy that requires organizations across various sectors to focus on delivering maximum value to customers at the core of all marketing activities [1]. This value is delivered through well-thought-out strategies that contribute to product development in line with customers' needs and desires, while also convincing them of the product's credibility—a fundamental step toward achieving value-based marketing [2].

Value-based marketing refers to the creation of perceived value by adding benefits to products and services in accordance with the requirements of the target market. These requirements are dynamic and necessitate a careful analysis of different customer purchasing patterns; consequently, it becomes essential to identify the fundamental incentives that drive customers to purchase products, as each customer makes a purchase for distinct reasons [3]. As a result, value-based marketing concentrates on raising consumers' perceptions of a product's worth, going beyond simple business transactions to promote greater customer happiness and loyalty. This approach requires organizations to identify and develop new opportunities to continuously create value, often by aligning marketing strategies with the characteristics and preferences of target customers [4].

Value-based marketing relies on achieving a competitive advantage by offering products that are superior in terms of quality, performance, features, and customer service, with a focus on benefits and solutions that enhance the relationship with customers and strengthen their brand loyalty. Building a strong brand reputation, providing exceptional customer service, and creating a positive experience for customers are considered essential elements of value-based marketing [5]. Additionally, value-based marketing uses quantitative data to show an offering's greater worth. This is obvious in smart services like value-based pricing, which is justified for use in industrial services since it improves organisational performance and is seen as a superior strategy by marketing experts and practitioners. [6].

2.1.2: Dimensions of Value-Based Marketing

The dimensions of value-based marketing are fundamental pillars for understanding how to target markets accurately and effectively, [6] identified four dimensions of value-based marketing: Value Identification, value quantification, value-based pricing, and value communication. These dimensions were selected due to their importance in formulating marketing strategies that meet customer needs. These dimensions also help deliver value comprehensively and can be explained in detail as follows:

2.1.2.1: Value Identification

This aspect is essential for organizations striving to find ways to increase their economic value; therefore, this customer-centric approach—which prioritizes understanding customer needs and preferences at every stage of product development within this dynamic market context—is becoming increasingly important. However, applying this customer-centric approach to new product development is no easy task, as organizations must be able to systematically and continuously integrate customer feedback and data into the product development process [7].

In order for organizations to determine customer value, they must be flexible in dealing with constant changes in customer tastes, needs, and preferences. This flexibility enables organizations to adapt their offerings in response to market changes or new market opportunities. Consequently, organizations can sense changing conditions and respond quickly to meet shifts in customer needs more effectively [8]. This flexibility is indispensable in today's era, where the pace of change is accelerating at an unprecedented rate, and organizations must keep pace with developments to remain relevant [9]. Therefore, providing high-quality products and services, paying attention to

customer needs and desires, and establishing effective communication with them are among the measures that can increase customer satisfaction, which ultimately leads to increased organizational profitability [10].

2.1.2.2: Value quantification

Another dimension of value-based marketing is value quantification, which measures the discrepancy between consumers' expectations of a good or service and their real, concrete experiences when it is delivered. To put it another way, does the customer's definition of value match their expectations? When expectations are fulfilled or surpassed, customers are more likely to view the product or service as high quality; when the actual service fails to meet expectations, the perceived quality of the product or service decreases. Product quality has become a vital strategic component for organisations looking to strengthen their competitive edge in an increasingly globalised and customer-driven market. [11].

Value quantification refers to a comprehensive assessment of the functional and emotional benefits and trade-offs associated with an enjoyable and engaging shopping experience regarding any products or services after their purchase and use, provided by the seller, which imbues these products with extra value that highlights the difference between the benefits customers receive and the prices they incur to obtain a product or service, as well as how customers evaluate value based on time, money, and effort.[12].

2.1.2.3: Value-based pricing

Value-based pricing has garnered increasing attention from researchers and practitioners, and researchers have identified value-based pricing as the most profitable pricing method [13]. It is a sophisticated pricing approach that aligns the price of a product or service with the customer's perceived value, rather than being determined by traditional cost structures or prevailing market competition. Value-based pricing is customer-centric and sets prices based on perceived value, in contrast to traditional cost-based pricing, which determines prices by computing manufacturing costs and adding a profit margin. This pricing method is attractive to stakeholders, and may represent an effective solution to the problems in the current pricing system. It focuses on figuring out how much the consumer is willing to pay according on how they see the advantages of the good or service. This strategy necessitates a thorough comprehension of the wants, preferences, and behaviours of the client as well as the capacity to recognise and convey the offering's distinctive worth [14].

Value-based pricing is “one of the best pricing methods,” and this approach is not merely an alternative but a strategic approach to ensuring sustainable competitiveness in a changing environment. It is based on a comprehensive understanding of the uncertainties and interdependencies among the various variables that influence the perception of value, and that the fundamental idea is to maximize economic value by aligning pricing with the customer’s self-assessment of benefits, rather than merely covering production costs or responding to competitors’ prices [15].

2.1.2.4: value communication

Value communication is one of the most important and indispensable dimensions of value-based marketing. Many organisations provide tremendous value to the market, but the absence of a well-structured communication programme to highlight this value deprives these organisations of the opportunity to reap the rewards of their value-creation initiatives. The authors cited below suggest that communication should adopt a more comprehensive, relationship-based approach at the organizational level [16], and according to [17], Value communication is defined as an integrated, customer-focused process that includes cross-functional planning and alignment of organisational, analytical, and communication processes. It facilitates ongoing communication by delivering clear, consistent messages across all media channels in order to build profitable, long-lasting relationships that create value.

Value communication refers to an organization's efforts to credibly convey the uniqueness of its products and their distinctive benefits to customers. Organizations strive to identify the reasons why customers prefer their offerings, and then communicate their messages in a way that makes it easier for customers to understand consistent and coherent personalized value propositions. Therefore, the essence of value communication lies in analyzing customer situations and gathering information that enables the creation of personalized value propositions, which are in turn conveyed through the media and formats chosen by customers [18].

2.2: Customer Advocacy

2.2.1: The Concept of Customer Advocacy

The term "advocacy" is derived from the Latin word (advocare), which means to defend or justify. The term generally refers to highly influential communication that is designed with the clear objective of influencing others [19]. From a modern business perspective, customer advocacy has emerged as a distinctive strategic tool for improving organizational performance by fostering positive, reciprocal customer behaviors toward the organization. This distinction reinforces its importance to a more comprehensive business success strategy [20]. Given this vital role, customer advocacy is now considered an effective tool in the context of marketing, as brand advocates play a significant role in influencing decision-making and shaping policies and practices [21]. Therefore, customers' positive perception of the organization's brand, sharing their thoughts with other customers, and recommending the organization's products to them may contribute to increasing the number of customers who seek out the organization's products and services and maintain their loyalty to it [22]. In this context, customer advocacy is an organizational strategy for identifying emerging customer preferences through continuous interaction with them and striving to meet their needs, thereby fostering mutual positive behaviors such as word-of-mouth advocacy and repurchase intentions [23].

2.2.2: Dimensions of Customer Advocacy

[24] identified four dimensions of customer advocacy: (word-of-mouth recommendations, repurchase intent, information sharing, and support for marketing research). These dimensions were selected because they represent a comprehensive combination that reflects customer behavior in terms of advocacy and continued support for the organization. We will discuss them in detail as follows:

2.2.2.1: Word-of-mouth recommendations

Word-of-mouth recommendations are a cornerstone of customer advocacy concepts and represent one of its dimensions. They first appeared in the literature in 1954 through the work of Whyte, who emphasized the importance of word-of-mouth recommendations in both marketing and consumer behavior [25], Sallam (2015) confirmed in his work that they influence customers' attitudes toward a brand, their judgments of it, and their purchase intentions [26], through which customers share information, opinions, or experiences about a product, service, or organization with others, and that these recommendations can occur through direct personal interactions or digital platforms such as social media, blogs, and online reviews [27]. Researchers have consistently found that word-of-mouth recommendations have a greater impact on customer decisions than traditional media, due to their credibility and reliability [28]. Accordingly, early research defined word-of-mouth recommendations as: "a form of communication among customers regarding their direct experiences with an organization or product [29].

2.2.2.2: Repurchase Intention

Repurchase intention is an important dimension of customer advocacy, as it represents a key factor for long-term business sustainability across various sectors, reflecting customer loyalty, satisfaction, and trust [30], and this intention is closely linked to the customer's perceptual judgment, which reflects the likelihood of continuing to purchase products or services from the same organization or supplier, influenced primarily by their previous positive experiences [31]. For this reason, the topic of repurchase intention has garnered significant attention in recent studies and is often associated with satisfaction [32]. For example, Meilatinova found that what triggers repurchase intentions among potential customers is word-of-mouth recommendations that arise when customers share their experiences, opinions, and knowledge with other potential customers [33]. Repurchase intention is defined as: "a positive attitude among customers toward an organization, leading to repeated purchases (repeat purchase behavior)" [34]. Similarly, [35] defined repurchase intention as: "the process through which a customer makes repeated purchases of goods or services from the same organization."

2.2.2.3: Information Sharing

Information sharing is another dimension of customer advocacy; it serves as a vital pillar for organizations today and contributes to achieving numerous positive goals and outcomes. Through it, customers help build a vast, decentralized information network by sharing shopping experiences, product reviews, and user experiences across various platforms. This sharing has significantly influenced how customers access information, communicate, interact, and make decisions [36]. In this context, information sharing is also one of the key business processes for integration between

organizations and customers, through which organizations share information about technology, marketing, production, and inventory with customers [37]. As for organizations, information sharing with customers enables more stable transactions and reduces market uncertainty. Since customer preferences and demand for new products are constantly changing over the long term, involving and engaging customers becomes crucial for organizations to understand shifting demand patterns, which helps them find better solutions [38]. [39] defines information sharing as: “providing a useful response to a request for information.”

2.2.2.4: Support for Marketing Research

In the context of economic globalization, the pace of marketing research is accelerating and gaining particular importance as a tool for strategic management decision-making. Its popularity has increased significantly in the marketing process, especially among organizations that deal with a large number of customers with diverse needs. Regardless of the type of organization, it cannot meet all their diverse needs; therefore, it becomes imperative for organizations, especially those in the development stage, to segment the market and identify a clear target market to enhance marketing rationality [40]- [41], as marketing research support constitutes a very important part of effectively implementing a place marketing plan. It can be utilized in the market segmentation process, alongside customer characteristics to distinguish between different customer segments, determine the appropriate direction of development for the organization, and help it clarify its position, discover market opportunities, and improve its efficiency [42]. According to [43], marketing research support is: “the systematic collection, recording, and analysis of data related to the marketing of products and services.” It is also defined by [44]-[45] as: “a systematic process for defining objectives, determining the scope of objective market information, collecting and analyzing it, and making recommendations for any element of a product marketing strategy to achieve the best results for the organization in a specific marketing environment.”

3. Materials and Methodology

3.1: Materials

In his study, the researcher took an analytical method, using proper scientific techniques to collect data on the study variables. The theoretical framework of the research was strengthened by a thorough review of the existing literature, which includes a wide range of academic sources, including books, journals, research papers, master's and doctorate theses, as well as information available online. On the practical side, the researcher employed a questionnaire as the primary data collection technique to evaluate the study's hypotheses and achieve its goals. To ensure the validity of the tool, it was presented to a group of expert reviewers for evaluation and review prior to field application. The questionnaire consists of 45 items, 22 of which relate to the value marketing variable, and 23 to the customer advocacy variable. During field trips to the organisations under study, the researcher conducted personal interviews with a number of employees, which increased the study's practical significance by accurately diagnosing the problem and collecting data. The questionnaire was analysed using a number of statistical tests available in the statistical software

programmes SPSS Version 26 and SMARTPLS V4.0.8.4 to produce accurate and reliable results that were aligned with the study's aims.

3.2: Study Methodology

To represent the integration of the theoretical and field-based frameworks of the current study, the researcher used an analytical technique, drawing on data acquired through the study's questionnaire, which was completed by members of the study sample. This method stands out for its remarkable capacity to give a precise and thorough explanation of the topic or phenomenon that underlies the issue, as well as to dissect its constituent parts in order to examine and analyse the relationship and influence between its variables, resulting in thorough conclusions that aid in diagnosing reality, comprehending the present, and identifying solutions to the research problem.

4. Population and Study Sample

A crucial stage that directly affects the validity and accuracy of the findings as well as the practical testing of the study's hypotheses is choosing the right study site and determining the target group. As a result, the Noor Al-Kafeel Institution in the holy province of Karbala was chosen as the best location for carrying out this study in an actual setting typical of Iraq's private sector. This institution was selected due to its important role in providing genuine value that serves citizens; therefore, it represents a suitable environment for studying value-based marketing in enhancing customer advocacy. The study sample was limited to employees at the organization's main headquarters, given that this group possesses expertise that serves the local market and strengthens the interactive relationship between the organization and its customers.

The statistical table created by Krejcie & Morgan (1970:2) was used to determine the target sample, which consisted of 205 people out of a population of 440. Only 211 valid questionnaires were returned for statistical analysis out of the 220 that the researcher randomly and directly distributed. This results in a response rate of 95.9%, which is good for statistical analysis.

5. Stability of the message scale

The reliability and consistency of the scale items are essential for collecting reliable data; the researcher used Cronbach's alpha to assess the reliability of the message scale. As shown in Table (3-5), which presents the internal consistency results for the dimension itself, all Cronbach's Alpha values for the dimensions were above 0.7. This indicates that the items within a single dimension measure the same construct closely, as illustrated in the table below.

6. Data Analysis

Descriptive statistical analysis provides a framework for investigating the distribution of the variables being studied within the target organisational context. The purpose of this analysis is to summarise the study sample's responses to primary or secondary variables using a variety of descriptive statistical measures. It also helps the researcher gain an understanding and perception of the nature of the data analyzed, and to ensure that results are presented with complete clarity,

tables, discussions, or graphs are used. This approach provides the researcher with a comprehensive understanding of the analyzed data, which necessitates the use of various descriptive measures. It relies on a number of descriptive indicators, such as the arithmetic mean, which is used to determine the central value of the data, and the standard deviation, which is used to measure the degree of dispersion of the sample's responses around the mean. To conduct the descriptive statistical analysis, the study relies on a decision rule stating that the hypothetical median value (3) according to [46], if the arithmetic mean is greater than or equal to that value, it will be accepted as indicating an acceptable positive response; however, if the values are less than that value, the response is considered unacceptable and rejected. The questionnaire was constructed using a five-point Likert scale to measure the respondents' opinions, with response options including "Strongly Agree," "Agree," "Neutral," "Disagree," and "Strongly Disagree." The data were analysed using the arithmetic mean, standard deviation, and relative importance, as shown below:

6.1: Data Analysis for the Value-Based Marketing Variable

Several tests concerning the mean, standard deviation, and relative importance were carried out in order to determine the degree to which the independent variable—value-based marketing, which consists of four dimensions (value identification, value quantification, value-based pricing, and value communication)—is present in the organisations included in the study. The descriptive statistics and the final ranking of the dimensions are shown in Tables (3–15), which also show the practical significance of these dimensions and the level of interest among sample members. With an arithmetic mean of 3.722 and a standard deviation of 0.765, the "value quantification" dimension came in first, indicating that it is the most prevalent dimension at the Noor Al-Kafeel Institution in Karbala Governorate. Meanwhile, the "value determination" dimension ranked last in terms of importance, with an arithmetic mean of (3.332) and a standard deviation of (0.824) This indicates that it is the least prevalent dimension at the Noor Al-Kafeel Institution in Karbala Governorate. The ranking was as follows: (Value Quantification, Value Communication, Value Pricing, Value Determination).

6.2: Data Analysis for the Customer Advocacy Variable

The descriptive statistics and final ranking of the dimensions are shown in Tables (17-3), which also show the degree of practical engagement and seriousness of the sample participants' interest in these dimensions. With an arithmetic mean of (3.76) and a standard deviation of 0.754, the "Information Sharing" dimension came in first. With an arithmetic mean of (3.562) and a standard deviation of (0.647), the "Marketing Research Support" dimension came in last in terms of importance, indicating that it is the most common dimension at the Noor Al-Kafeel Institution in Karbala Governorate. This indicates that it is the least prevalent dimension at the Noor Al-Kafeel Institution in Karbala Governorate. The ranking was as follows: (information sharing, word-of-mouth recommendations, repurchase intention, marketing research support).

7. Testing the correlation and influence between the study variables

7.1: The First Main Hypothesis:

Value-based marketing, the independent variable, and customer advocacy, the dependent variable, do not significantly correlate, according to the first null hypothesis (H0). Value-based marketing and customer advocacy are significantly correlated, according to Table (3-18), which displays the correlation matrix and validates this theory. thus, at a significance level of (.000), their correlation coefficient reached (0.572**). As a result, the alternative hypothesis (H1) is accepted and the null hypothesis is rejected. This hypothesis gives rise to four sub-hypotheses, specifically:

1. Value identification and customer advocacy do not significantly correlate: The correlation matrix presented in Table (3-18) indicates a statistically significant link between value identification and customer advocacy. The null hypothesis was rejected and the alternative hypothesis was accepted since the correlation coefficient between the two was (0.452**) at a significance level of (0.000).

2. Value quantification and customer advocacy do not significantly correlate: Table (3-18), which displays the correlation matrix, reveals a statistically significant positive correlation between value quantification and customer advocacy; the correlation coefficient between them is (0.334**) at a significance level of (0.000), which results in the alternative hypothesis being accepted and the null hypothesis being rejected.

3. Value-based pricing and customer advocacy do not significantly correlate: A statistically significant correlation between value-based pricing and customer advocacy is seen in Table (3-18), which displays the correlation matrix. The null hypothesis is rejected and the alternative hypothesis is accepted since the correlation coefficient between the two was (0.154*) at a significance level of (0.025).

4. Value communication and customer advocacy do not significantly correlate: The correlation matrix presented in Table (3-18) indicates a statistically significant correlation between value-based communication and customer advocacy. The null hypothesis was rejected and the alternative hypothesis was accepted since the correlation coefficient between the two was (0.513**) at a significance level of (0.000).

7.2: Testing the second main hypothesis: "The independent variable (value-based marketing) has no statistically significant effect on the dependent variable (customer advocacy)," according to the second main hypothesis (H2). The findings of the structural equation modelling study for this hypothesis are shown in Table (3-20).

The findings of the structural model evaluation for the second main hypothesis are shown in Table (3-20), where it was discovered that the path coefficient (effect) was (0.666). According to the criteria, this result is deemed significant if the t-value is greater than 1.96 and the p-value is less than 0.05 (Hair et al., 2017). As a result, the alternative hypothesis was accepted and the null hypothesis was rejected. Additionally, the results demonstrated that the independent variable (value-based marketing) explained (0.503) of the variance in the dependent variable (customer advocacy) with an adjusted R-squared value of 0.503, The remaining variance is due to additional factors not addressed in the study. Based on the foregoing findings, the hypothesis "there is no statistically significant relationship between the independent variable (value-based marketing) and

the dependent variable (customer advocacy)" will be rejected. This hypothesis generates four sub-hypotheses of the second main hypothesis, which are:

1. Value identification and customer advocacy do not have a statistically significant relationship: Table (3-21) demonstrates that there is a statistically significant relationship between Value identification and customer advocacy; the correlation coefficient between them was 0.637 at a significance level of 0.000, which results in the alternative hypothesis being accepted and the null hypothesis being rejected.
2. Value quantification and customer advocacy do not have a statistically significant relationship. However, Table (3-21) demonstrates that value quantification and customer advocacy do have a statistically significant relationship; the coefficient of determination between them was (0.506) at a significance level of (0.000), which results in the rejection of the null hypothesis and the acceptance of the alternative hypothesis.
3. Value-based pricing and customer advocacy do not have a statistically significant relationship. However, Table (3-21) indicates that value-based pricing and customer advocacy do have a statistically significant relationship, with a coefficient of determination of 0.467 at a significance level of 0.003. As a result, the alternative hypothesis is accepted and the null hypothesis is rejected.
4. Value-based communication and customer advocacy do not have a statistically significant relationship. However, Table (3-21) indicates that value-based communication and customer advocacy do have a statistically significant relationship, with a coefficient of determination of 0.422 at a significance level of 0.009. As a result, the alternative hypothesis is accepted and the null hypothesis is rejected.

The results of the structural equation model evaluation for the sub-hypotheses of the second main hypothesis are shown in Table (3-21). According to the rule (Hair et al., 2017), the path coefficients for the sub-hypotheses are significant when the t-value exceeds 1.96 and the p-value does not exceed 0.05.

The aforementioned table demonstrates that the alternative hypothesis has been accepted whereas the null hypotheses (1-H2, 2-H2, 3-H2, and 4-H2) have been rejected. Additionally, the results show that the adjusted coefficient of determination was 0.532. This shows that the dependent variable (customer advocacy) could be explained by the dimensions of the independent variable (value-based marketing) by 0.532, with the remaining percentage attributed to other factors not covered in the study.

Based on the results above, the alternative hypotheses (H2-1, H2-2, H2-3, and H2-4) will be rejected, which state:

- (H2-1) There is no significant relationship between value Identification and customer advocacy.
- (H2-2) There is no significant relationship between value quantification and customer advocacy:

(H2-3) There is no significant relationship between value-based pricing and customer advocacy:

(H2-4) There is no significant relationship between value communication and customer advocacy:

8. Conclusions

1. Value-based marketing has emerged as a new trend in marketing theory, focusing on providing customers with comprehensive value that encompasses economic, social, and ethical dimensions. 2. It has become clear that adopting value-based marketing helps build a positive and sustainable image of the organization as a result of its commitment to values that align with customers' expectations. 3. It has been found that customers' perception of value is significantly influenced by the extent to which an organization's practices align with their expectations and their social and cultural behavior. 4. It appears that the organization in question is still in the early stages of implementing value-based marketing, relying more heavily on traditional methods. 5. It has become clear that relying on traditional marketing limits an organization's ability to create real added value for customers. 6. The results indicate a clear positive relationship between value-based marketing performance and the level of customer advocacy.

9. Recommendations

1. Adopt an integrated values-based marketing strategy that incorporates ethical and social values into all marketing activities to build customer trust. 2. Develop products and services that offer genuine value to customers in terms of quality and price, while taking social considerations into account. 3. Conduct periodic market research to understand customer needs and values, and use the findings to design effective marketing strategies. 4. Improve product quality and adjust prices to reflect the value provided, while introducing corporate social responsibility initiatives and highlighting them in marketing efforts. 5. Conduct periodic surveys, analyze customer data, and build a database to inform marketing decisions. 6. Adopt clear policies for disclosing information and train service providers to communicate honestly and transparently with customers.

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Table (3-5) Cronbach's Alpha Coefficient for the Message Scale

The variable	Cronbach's Alpha	Dimensions	Cronbach's Alpha
Value-Based Marketing	0.832	Value Identification	0.810
		Value quantification	0.828
		Value-based pricing	0.868
		Values-Based Communication	0.818
Customer Advocacy	0.842	Word-of-mouth recommendations	0.863
		Repurchase Intention	0.868
		Information Sharing	0.809
		Support for Marketing Research	0.868

Source: Prepared by the researcher based on the results of SPSS V.26

Table (3-15) Value-Based Marketing Variable Dimensions' Hierarchical Importance

Dimensions	The average	Standard deviation	Hierarchical Importance
Value Identification	3.332	0.824	Fourth
Value quantification	3.722	0.765	First
Value-based pricing	3.580	0.860	Third
Values-Based Communication	3.618	0.828	Second
Value-Based Marketing	3.623	0.823	

Source: Prepared by the researcher based on the results of SPSS v.26.

Table (17-3): Customer Advocacy Variable Dimensions' Hierarchical Significance

Dimensions	The average	Standard deviation	Hierarchical Importance
Word-of-mouth recommendations	3.71	0.785	Second
Repurchase Intention	3.59	0.707	Third
Information Sharing	3.76	0.754	First
Support for Marketing Research	3.562	0.647	Fourth
Customer Advocacy	3.615	0.792	

Source: Prepared by the researcher based on the results of SPSS v.26.

Table (3-18) Matrix of the Correlation Between Value-Based Marketing and Customer Advocacy

Correlations											
		Value - Based Marke ting	Value Identific ation	Value quantific ation	Val ue- bas ed pric ing	Values- Based Communi cation	Custo mer Advo cacy	Word-of- mouth recommen dations	Repurc hase Intenti on	Inform ation Sharin g	Suppo rt for Marke ting Resea rch
Value- Based Marketing	Pearso n Correl ation	1	.694**	.702**	.403**	.800**	.572**	.430**	.273**	.482**	.380**
	Sig. (two- tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	211	211	211	211	211	211	211	211	211	211
Value Identificati on	Pearso n Correl ation	.694**	1	.219**	.102	.367**	.452**	.345**	.159*	.388**	.338**
	Sig. (two- tailed)	.000		.001	.141	.000	.000	.000	.021	.000	.000
	N	211	211	211	211	211	211	211	211	211	211
Value quantificati on	Pearso n Correl ation	.702**	.219**	1	.064	.567**	.334**	.243**	.072	.405**	.167*
	Sig. (two- tailed)	.000	.001		.356	.000	.000	.000	.299	.000	.015
	N	211	211	211	211	211	211	211	211	211	211
Value- based pricing	Pearso n Correl ation	.403**	.102	.064	1	.090	.154*	.208**	.237**	-.049-	.049

	Sig. (two- tailed)	.000	.141	.356		.191	.025	.002	.001	.476	.480
	N	211	211	211	211	211	211	211	211	211	211
Values Communic ation	Pearso n Correl ation	.800**	.367**	.567**	.090	1	.513**	.320**	.260**	.448**	.386**
	Sig. (two- tailed)	.000	.000	.000	.191		.000	.000	.000	.000	.000
	N	211	211	211	211	211	211	211	211	211	211
Customer Advocacy	Pearso n Correl ation	.572**	.452**	.334**	.154*	.513**	1	.762**	.574**	.705**	.722**
	Sig. (two- tailed)	.000	.000	.000	.025	.000		.000	.000	.000	.000
	N	211	211	211	211	211	211	211	211	211	211
Word-of- mouth recommen dations	Pearso n Correl ation	.430**	.345**	.243**	.208**	.320**	.762**	1	.250**	.372**	.412**
	Sig. (two- tailed)	.000	.000	.000	.002	.000	.000		.000	.000	.000
	N	211	211	211	211	211	211	211	211	211	211
Repurchas e Intention	Pearso n Correl ation	.273**	.159*	.072	.237**	.260**	.574**	.250**	1	.169*	.298**
	Sig. (two- tailed)	.000	.021	.299	.001	.000	.000	.000		.014	.000
	N	211	211	211	211	211	211	211	211	211	211

Information Sharing	Pearson Correlation	.482**	.388**	.405**	- .049	.448**	.705**	.372**	.169*	1	.336**
	Sig. (two-tailed)	.000	.000	.000	.476	.000	.000	.000	.014		.000
	N	211	211	211	211	211	211	211	211	211	211
Support for Marketing Research	Pearson Correlation	.380**	.338**	.167*	.049	.386**	.722**	.412**	.298**	.336**	1
	Sig. (two-tailed)	.000	.000	.015	.480	.000	.000	.000	.000	.000	
	N	211	211	211	211	211	211	211	211	211	211
**. Correlation is significant at the 0.01 level (2-tailed).											
*. Correlation is significant at the 0.05 level (2-tailed).											

Source: Created by the investigator using SPSS v.26 data.

Hypothesis	The Path	VIF	Path coefficient	t Value	P Value	The result	Impact size f2	R2 determination coefficient	modified R2	Predictive Fit Q2
H2	Value-Based Marketing → Customer Advocacy	1.98	0.666	132.853	0.000	Rejection of the null hypothesis and acceptance of the alternative hypothesis	0.29	0.512	0.503	0.32

Table (3-20) Results of the evaluation of the model for the second main hypothesis

Source: The researcher's preparation based on SmartPLS v4.0.8.4 results

The Path	VIF	Path coefficient	t Value	p Value	The result	Impact size f2	R2 determination coefficient	modified R2
Value Identification - Customer Advocacy	1.3	0.637	132.871	0.000	Rejection of the null hypothesis	0.213	0.541	0.532
Value quantification - Customer Advocacy	2.1	0.506	121.54	0.000	Rejection of the null hypothesis	0.186		
Value-Based Pricing – Customer Advocacy	2.4	0.467	98.65	0.003	Rejection of the null hypothesis	0.174		
Value-Based Communication— Customer Advocacy	2.8	0.422	87.65	0.009	Rejection of the null hypothesis	0.182		

Table (3-21) Findings from the assessment of the second main hypothesis's sub-hypothesis model.

Source: Prepared by the researcher based on the results of SmartPLS v4.0.8.4.