

Research Article

The Role of Value Creativity Capabilities as a Driving Force to Address Customer Boycott Behaviour Through the Mediating Role of Marketing Excellence

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Abstract: The current research seeks to identify the role of value Creativity capabilities through its dimensions (environmental value, utility value, achievement value, intrinsic value) in addressing the behaviour of the customer boycott, through the mediating role of marketing excellence through its dimensions (service quality, customer retention, innovation of new services, appropriate price, continuous improvement) in Zain Iraq and Asia Cell in the Middle Euphrates region in (Najaf, Karbala, Babylon, Diwaniyah, Muthanna). The problem of the study lies in the main question of what is the nature of the relationship between the capabilities of value Creativity and the behaviour of the customer boycott with the presence of the mediating role of marketing excellence, and the study used the questionnaire to collect data, as it distributed (112) questionnaire forms to a random sample of administrative leaders in (Zain Iraq and Asia Cell), and retrieved (104) forms valid for statistical analysis and the data collected was analysed using a set of statistical tests available in the two statistical programmes (SPSS. V.29, 29 (Amos.V. 29), The results of the study confirmed a number of conclusions, the most important of which is the existence of a role for value Creativity capabilities in addressing the behaviour of the customer boycott through the mediating role of marketing excellence, which means the company's interest in improving the level of customer satisfaction by investing its capabilities by providing services and products that meet their needs.

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1. Introduction

Value Creativity capabilities are key elements in the development of modern business strategies, as they are the driving force for improving the customer experience and increasing customer satisfaction (Gallistl, 2021). In light of the intense competition in the market, especially in the telecommunications sector, understanding customer behaviour, especially boycott behaviour, is critical for companies (Klein et al., 2004). Value Creativity capabilities are increasingly important in the modern business world, as they are the cornerstone of successful enterprise strategies, and customer boycott behaviour is a social and economic phenomenon that requires great attention in the fields of marketing and business administration (Shehata, 2019). On the other hand, marketing excellence is one of the main concepts that form the cornerstone of strategies, as it refers to the ability that organisations possess to surpass their competitors by providing added value to customers, and achieving superior levels of satisfaction and loyalty.

1.1. Research Problem

This study aims to explore the role of value Creativity capabilities as a means to meet the challenges of boycotting customers by improving marketing excellence, through the analysis of the cases of Zain Iraq and Asiacell in the Middle Euphrates region. This study aims to understand how these companies can enhance their capabilities in creating value to achieve an effective competitive advantage, and this study seeks to answer a number of important questions, including:

1. How do value Creativity capabilities shape customer behaviour towards brands?
2. What is the mediating role of marketing excellence in strengthening the relationship between value Creativity and customer boycott behaviour?.
3. How can Zain and Asiacell apply these concepts to improve their marketing strategies and reduce boycott rates?

1.2. Importance of Research

The importance of the research is summarised through its contribution to achieving the following:

1. Directing the attention of the administrative leaders in Zain Iraq and Asiacell in the Middle Euphrates governorates towards the importance of value Creativity capabilities as they represent an important and vital factor in reducing or minimising the behaviour of boycotting customers.
2. The importance of the study is embodied in the sector that has been studied, which is the telecommunications sector, which constitutes the main pillar of economic development in the country in a way that enhances the growth and development of institutions that constitute a vital tributary to the national economy.
3. The importance of research is evident in enriching the Arab library in general and the Iraqi library in particular for the purpose of increasing intellectual enrichment and knowledge accumulation in the field of study variables, by employing the concept of value creativity capabilities and customer boycott behaviour and marketing excellence.

1.3. Objectives of Research

In light of the problem of the study that has been raised, the most important objectives that the research seeks to achieve can be summarised as follows:

1. Identify the extent to which value Creativity capabilities contribute to shaping customers' behaviour towards brands.
2. Identify the mediating role of marketing excellence in strengthening the relationship between value Creativity and customer boycott behaviour.
3. Demonstrating the mechanism of Zain and Asiacell applying research concepts and topics in order to improve their marketing strategies and reduce boycott rates.

1.4. Hypothetical Outline and Hypothesis Development

In academic research, the hypothesis scheme of research represents a tool that helps researchers organise their ideas and provide a comprehensive perception of the topic they are studying, and the hypothetical scheme helps in formulating hypotheses that will be tested during the research, and Figure (1) shows the research variables involved in the analysis, which are as follows:

Independent variable: It is represented in **Value Creativity Capabilities**, and four dimensions were adopted to measure this variable (environmental value, utility value, achievement value, intrinsic value).

Intermediate variable: It included **Marketing Excellence**, and five dimensions were adopted to measure this variable (quality of service, customer retention, innovation of new services, appropriate price, continuous improvement).

Dependent variable: It included the **Customer Boycott Behaviour**, which is a one-dimensional variable.

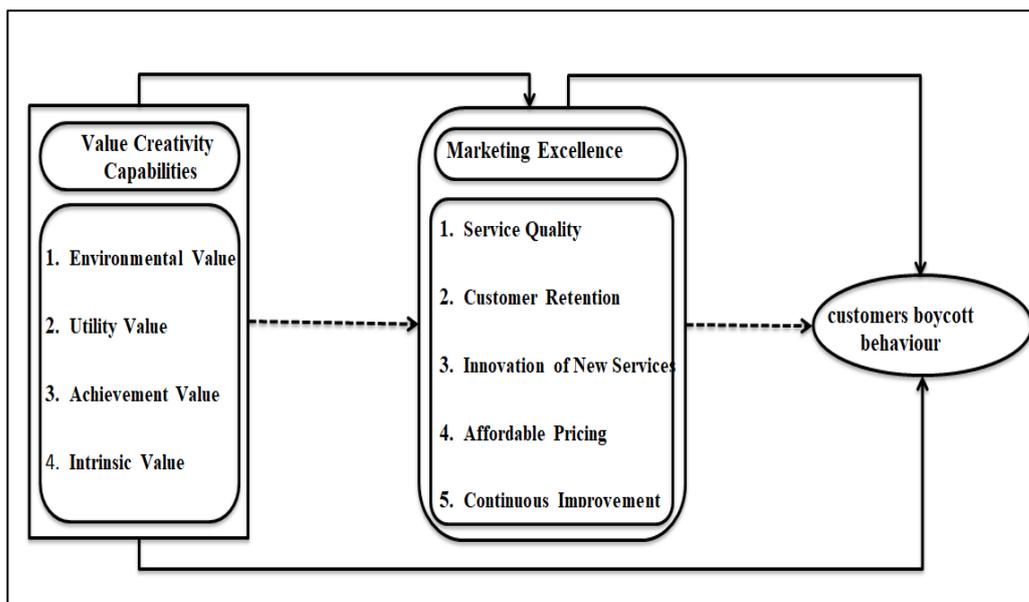


Figure 1. Hypothetical Outline of the Research

Source: Prepared by the Researchers

Based on the hypothetical scheme of the research, several hypotheses can be developed:
H1: There is a significant correlation between value Creativity capabilities and marketing excellence.

H2: There is a significant correlation between value Creativity capabilities and customer boycott behavior

H3: There is a significant correlation between marketing excellence and customer boycott behavior

H4: There is a significant effect of value Creativity capabilities on marketing excellence

H5: There is a significant effect of marketing excellence on customer boycott behavior

H6: There is a significant effect of value Creativity capabilities on customer boycott behavior through the mediating role of marketing excellence

1.5. Research Population and Sample

The study population was represented in the directors, their deputies and heads of departments in Zain and Asiacell mobile telecommunications companies located in the governorates of the Middle Euphrates (Najaf, Babylon, Qadisiya, Karbala, Muthana), while the sample size was 104 individuals.

2. Theoretical Framework of the Research

2.1. The Concept of Value Creativity

Creativity refers to the accumulated ability to improve existing technology and create new technology resulting from various internal and external resources, which apply to organisational and marketing products, processes and innovations, separately or collectively, taken into account to expand the overall capacity of the organisation to initiate and keep pace with technological change (Okpara, 2007:3), and (Sandri, 2013:766) pointed out that it is one of the modern concepts that have attracted the attention of researchers in the field of business administration. Where creativity contributes to having the capabilities and capacities that help the organisation to continue to implement its operations and production and service activities and grow in the market in light of the dynamic environment, and (Hills& Bird, 2018: 98) stated that attention to the subject of creativity contributes to taking advantage of the opportunities available in the market and avoiding threats, and enhancing the organisation's capabilities to use innovative marketing methods that suit the needs of customers, which in turn contributes to enhancing the competitive advantages of the organisation.

Gallistl (2021:2601) described creativity as a process of recognition, appreciation and interaction with difference in tangible physical, social and cultural environments, by highlighting the interaction between environmental and personal values in creative performance. On the other hand, Oppert et al., 2023:3 defined creativity as the interaction between preparation, process and environment through which an individual or group produces a new and useful tangible product (Abbas et al.,2024; Sultan et al.,2024). Value Creativity refers to the ability to offer new products that better meet customer needs than competitors, creating added economic value that enhances business profitability and sustainability (Novaes & Natividade, 20213).

Novaes & Natividade (2023:14) defined it as the process of developing new and unconventional ideas that can be applied in the market to achieve new benefits, whether it is by improving existing processes or introducing new offerings that interest customers. Value Creativity involves rethinking the way products are designed and delivered in a way that meets customer expectations and makes the use of these products more useful and efficient, enhancing the user experience (Urban et al., 2024:3). Hall & Schofield (2024:66) stated that appreciating creativity mitigates the impact of creative potential on creative behaviour, in other words, individuals who demonstrate a willingness to create exhibit more creative behaviour only when they personally realise that creativity is valuable and corresponds to their sense of self.

2.2. The Importance of Value Creativity

The value of creativity lies in providing a gateway to smart entrepreneurship, actively seeking new opportunities, and getting existing businesses done in exceptional ways (Fabrykant,2023:36). Creativity stimulates pioneering entrepreneurship and pushes it to new heights dictated by market conditions and customer preferences, satisfying customers and benefiting stakeholders (Juliana et al.,2021:1744). Innovation also means anticipating market needs, delivering additional quality or services, organising efficiently, mastering details, and controlling cost (Pettigrove,2022:206). Creativity is fostered by information gleaned from new connections; from insights gained through journeys to disciplines or other places; from active teamwork networks and open and flexible borders (Jin&Ye,2022:3). Creativity arises from the organisation of exchange circles, where information is not only collected or stored, but also created, and knowledge is generated from connections that did not exist before, and creativity requires a new vision of things, an understanding of people, and an entrepreneurial willingness to take risks and work hard (Priyatni et al., 2021:130).

2.3. Dimensions of Value Creativity

1. **Environmental Value:** The environmental dimension refers to the integration of environmental and sustainability considerations into business and innovation strategies (Novaes & Natividade, 2023:16). It emphasizes how economic activities affect the environment and aims to strike a balance between profit and the protection of natural resources (Gallistl, 2021:2603). Companies that embrace this dimension and integrate sustainability into their strategies not only achieve economic gains, but also contribute to protecting the environment and improving the quality of life for communities (Oppert et al., 2023:4).
2. **Utility Value:** This dimension refers to the benefits or advantages that a product or service gives to users or customers, as it relates to how these benefits effectively and appropriately meet the needs and desires of consumers (Novaes & Natividade, 2023:16). Utilitarian value can include aspects such as performance, quality, comfort, and price, as well as emotional and psychological benefits (Oppert et al., 2023:4).
3. **Achievement Value:** The value of achievement relates to the level of success or efficiency achieved by an organisation in providing its products or services (Oppert et al., 2023:4). This dimension is related to the extent to which the set goals and interim measures that contribute to the achievement of those goals are achieved, as the achievement value dimension includes not only material results but also the organisation's contribution to achieving positive results for society and customers (Novaes & Natividade,2023:16).
4. **Intrinsic Value:** These values support the vision and mission of the organisation, and influence all aspects of its work, including organisational culture, marketing strategies, product design, and interaction with customers and society (Gallistl, 2021:2603). Novaes

& Natividade, 2023:16) pointed out that the intrinsic dimension is a vital element in value Creativity, as it contributes to shaping the identity of the organisation and strengthens relationships with customers and society. By adhering to core values, organisations can achieve sustainable, positive results that benefit all involved, strengthening their market position and enhancing their overall value (Oppert et al., 2023:4).

2.4. The Concept and Reasons for Customer Boycott Behavior

Customer boycott behaviour has emerged as a prominent form of protest in recent years, a tool and consumer behaviour that is in line with marketing principles despite being unpleasant to marketers (Klein et al., 2004:93). Customer boycott behaviour is an important form of ethical and political consumption, and is commonly practised in the market (Copeland & Boulianne, 2020:2). Ethical consumption encompasses different ways consumers make purchasing decisions based on ethical considerations (Farah & Newman, 2010:348).

Ethical consumption involves purchasing and consumption decisions taking into account societal, environmental or animal welfare issues. Ethical consumption is classified into three main types, including positive consumption (purchase boycott), which refers to the practice of purchasing products or services from companies that comply with the ethical values of the consumer, and support positive practices and causes (Delistavrou,2020:272 ; Abbas et al.,2022). Passive consumption (boycott) refers to consumers' decisions to refuse to buy products, services, or brands produced by specific countries or companies, while discursive consumption (digital activities) refers to the use of digital platforms to inform, engage, and mobilise people around ethical issues, providing a virtual space for activism and debate (Luo et al., 2016:2046).

The basic idea behind consumer boycotts is to take advantage of economic pressure to punish companies for unethical behaviour and push them to adopt more responsible practices (Makarem & Jae, 2016:193). These boycotts act as a form of protest, allowing consumers to use their purchasing power to express their rejection of certain practices, policies or actions taken by business entities. In the current environment, managing brand crises resulting from unexpected consumer interruptions is a major challenge for businesses (Hong&Li,2021:193)

In addition, the stated nature of boycotts can increase reputational damage, as media coverage and social media dissemination increase awareness of the company's perceived mistakes (Abdelwahab et al., 2020:377), and consumer boycotts often lead to a direct drop in sales as consumers avoid the products or services of the target company (Hamzah & Mustafa, 2019:209). This can lead to a significant loss of revenue, especially if the province gains widespread support (Luo & Zhou, 2020:2617). Boycotts negatively affect the financial performance of companies, demonstrating that persistent boycotts can lead to significant declines in revenues (Delistavrou, 2020:272).

Consumer boycotts, which include refusing to purchase certain products and services, may stem from domestic and international political conflicts (Amirul & Abdullah, 2024:106). Consumer boycotts also stem from the company's interactive environmental innovation in addressing environmental issues, and debt often motivates consumers to boycott goods, services or brands (Farah & Newman, 2010:349).

2.5. Marketing Excellence

Marketing excellence has become the subject of interest and wide discussion by various researchers, because the age of knowledge and information has become dependent on elements that are characterised by excellence, and the multiplicity and diversity of knowledge, as the organisation's achievement of excellence requires its adoption of effective vital systems (Köster & Böringer, 2012: 271). Marketing excellence focuses on continuous development and improvement, not only when facing problems and obstacles, as continuous development is one of the elements of excellence (Shehata, 2019:169).

Chaffey & Smith (2013:22) pointed out that marketing excellence means innovation, in the sense that an organisation is different from competitors or non-competitors, it creates a market segment by responding individually to its need through innovation. Excellence is achieved by obtaining competitive advantage or by reaching everything new more quickly and efficiently than competitors in the market (Kems, 2018:39). Taderera et al. (2014:196) stated that excelling in marketing and continuing periodically is difficult, and needs to understand, comprehend and keep pace with the dynamics of the external environment, so what we have

done today must be constantly re-evaluated and identify gaps and discrepancies that may emerge in the future.

Fotopoulos et al., 2016:309 noted that marketing excellence focuses on cost reductions and reflects the organisation's strategic priority to achieve superior results through efficiency gains, through agile management, supply chain optimisation, total quality management, and superior results through the use of contemporary methods such as mergers and acquisitions, which require excellence in how revenue growth is achieved. Marketing Excellence is defined as a type of organisational strategy that focuses on achieving growth by implementing the marketing ecosystem priority, the end-user priority, and the marketing flexibility priority (Shekho & Ghareeb, 2023:806).

2.6. The Importance of Marketing Excellence

The importance of marketing Excellence through profitability in the present, as well as medium-term growth, and competitive advantage to ensure competitive position and market share (Fotopoulos, 2016:309), can imply how the organisation will compete for the current and future situation to try to survive, ensure competitive capabilities and profitability that indicate the organisation's current position, to maintain a future competitive position (Abdulwahid&Mohammed, 2018:3), and ensure funding and all assets, capabilities, processes, information and knowledge that enable the mine to conceive and implement strategies that improve its efficiency and effectiveness (Kaewmungkoon et al., 2016:349). Kemsal (2018:39) pointed out that marketing excellence is the health state that an organisation should be, and it is not achieved by chance, but by the overall efforts of employees, the excellence of leaders, and the excellence of employees, under the influence of a culture that supports this excellence.

2.7. Dimensions of Marketing Excellence

1. **Service Quality:** One of the most important challenges facing organisations today is how to achieve excellence and success in an increasingly competitive market, especially in light of the current changes such as the trend towards economic openness, and the emergence of globalisation, which has become a reality that cannot be ignored by organisations (Black et al., 2011: 4). The apparent change in customer behaviour, which has become more aware and cultured and more capable of selecting the best service, has made service organisations compete with each other to provide services at a high level of quality, if they are to maintain excellence in a dynamic environment (Aiken et al., 2012:346).
2. **Customer Retention:** The success of organisations in general and service organisations in particular depends on their abilities and capabilities to achieve customer satisfaction, and thus build a solid base of loyal customers (Nitzan & Libai, 2011:26). Successful service organisations not only attract customers in the first place, but also develop and strengthen long-term relationships with them to ensure their survival and growth (Magatef & Tomalieh, 2015:88). Many loyal customers are often a source of new customers through their recommendations, suggestions and positive feedback that are influenced by new and potential customers (Ascarza et al., 2018:69).
3. **Innovation of New Services:** The demand for services is witnessing an increasing demand from time to time, and this growth in services came according to many considerations such as the continuous increase in the world's population, the increase in economic growth, accompanied by an increase in individual incomes, a great development in transportation, an increase in leisure time, the emergence of globalisation and its impact on economic openness, exchanges and capital mobility (Wadden, 2011: 77).
4. **Appropriate Price:** Price decisions are important in the organisation, and the marketing literature almost unanimously agrees on price specificity as the only element that generates revenue for the organisation to help it maintain and sustain while other elements affect costs (Mien, 2019:744).
5. **Continuous Improvement:** Continuous improvement as a philosophy is based on a permanent tendency for the better, and continuous improvement is a twinning that runs parallel to the requirements of responding to change as it is the only constant in life, so continuous improvement is a permanent and endless process for contemporary organisations seeking to achieve excellence and sit on the throne of the market (Wang&Qu, 2017:6).

3. The Practical Aspect

3.1. Coding and Reliability of the Measurement Tool

Stability aims to measure the consistency of the study tool with the answers of administrative leaders in (Zain Iraq and Asiaccell), over different periods of time, and structural stability is verified through the use of the Cronbach alpha test, and this test takes it upon itself to provide stability conditions in the resolution data when its value is higher than (70%) (George & Mallery, 2019), and the strength of the Cronbach alpha test can be measured through Table (1).

Table 1. Reliability The validity of the study variables

| Variables | Dimensions | NO. | Code | Cronbach's alpha | |
|-------------------------------|----------------------------|-----|------|------------------|-------|
| Value Creativity Capabilities | Environmental Value | 4 | VCEV | 0.968 | 0.778 |
| | Utility Value | 5 | VCUV | | 0.769 |
| | Achievement Value | 4 | VCAV | | 0.871 |
| | Intrinsic Value | 3 | VCIV | | 0.839 |
| Marketing Excellence | Service Quality | 3 | MESQ | 0.892 | 0.731 |
| | Customer Retention | 4 | MECR | | 0.800 |
| | Innovation of New Services | 5 | MEIN | | 0.912 |
| | Affordable Pricing | 4 | MEAP | | 0.835 |
| | Continuous Improvement | 3 | MECI | | 0.775 |
| customers boycott behaviour | One-dimensional | 4 | CBB | 0.823 | |

3.2. Description and Interpretation of the Research Variables

The results of Table (2) show that the total rate of the value creativity capabilities variable reached (3.39) with a standard deviation of (0.25), and this came as a result of the interest of companies and giving priority to the dimension of the value of achievement VCAV, which achieved an arithmetic mean of (3.48) and a standard deviation equal to (0.70), while the value of the environment VCEV came in last place with an arithmetic mean of (3.32) and a standard deviation of (0.73), which means that companies focus more on achieving achievements compared to caring about the environment. This may reflect a trend towards immediate results at the expense of environmental considerations, which may affect long-term sustainability.

The results of Table (2) indicate that the total rate of the marketing excellence variable reached (3.64) with a standard deviation of (0.43), and this came as a result of the companies' interest and giving priority to the continuous improvement dimension MECI, which achieved an arithmetic mean of (3.82) and a standard deviation equal to (0.42), while the quality of service MESQ came in last place with an arithmetic mean of (3.46) and a standard deviation of (0.80), which means that companies focus more on continuous improvement as a means to achieve marketing excellence, while the quality of service is considered lower. This may indicate that companies may be more preoccupied with developing processes and improving performance rather than focusing on the quality of service provided, which may affect long-term customer satisfaction.

The results of Table (2) show that the total rate of the customer interruption behaviour variable reached (3.75) with a standard deviation of (0.51), and this came as a result of the companies' interest and giving priority to the fourth paragraph CBB4, which achieved an arithmetic mean of (3.84) and a standard deviation equal to (0.71), while the third paragraph CBB3 came in last place with an arithmetic mean of (3.59) and a standard deviation of (0.87), which means that companies focus more on the aspects associated with the fourth paragraph (CBB4) in customer boycott behaviour, which may indicate effective strategies for addressing customer issues. Conversely, the third paragraph (CBB3) reflects less attention, which may mean that there are areas that need improvement. This trend may affect how customers are treated and potential boycotts.

Table 2. Statistical description

| NO. | Mean | S.D | NO. | Mean | S.D | NO. | Mean | S.D | NO. | Mean | S.D |
|-------|------|------|------------|-------------|-------------|-------|------|------|------------|-------------|-------------|
| VCEV1 | 3.25 | 0.86 | VCAV3 | 3.44 | 0.84 | MECR2 | 3.63 | 0.80 | MEAP4 | 3.84 | 0.71 |
| VCEV2 | 3.25 | 0.81 | VCAV4 | 3.56 | 0.84 | MECR3 | 3.52 | 0.79 | MEAP | 3.70 | 0.48 |
| VCEV3 | 3.40 | 0.90 | VCAV | 3.48 | 0.70 | MECR4 | 3.59 | 0.87 | MECI1 | 3.84 | 0.64 |
| VCEV4 | 3.37 | 0.88 | VCIV1 | 3.41 | 0.86 | MECR | 3.61 | 0.73 | MECI2 | 3.78 | 0.80 |
| VCEV | 3.32 | 0.73 | VCIV2 | 3.41 | 0.91 | MEIN1 | 3.52 | 0.85 | MECI3 | 3.86 | 0.68 |
| VCUV1 | 3.25 | 0.88 | VCIV3 | 3.38 | 0.79 | MEIN2 | 3.74 | 0.84 | MECI | 3.82 | 0.42 |
| VCUV2 | 3.40 | 0.85 | VCIV | 3.40 | 0.72 | MEIN3 | 3.88 | 0.65 | <u>MEX</u> | <u>3.64</u> | <u>0.43</u> |
| VCUV3 | 3.38 | 0.75 | <u>VCC</u> | <u>3.39</u> | <u>0.25</u> | MEIN4 | 3.39 | 0.89 | CBB1 | 3.82 | 0.67 |
| VCUV4 | 3.27 | 0.85 | MESQ1 | 3.40 | 0.88 | MEIN5 | 3.63 | 0.78 | CBB2 | 3.78 | 0.70 |
| VCUV5 | 3.40 | 0.85 | MESQ2 | 3.46 | 0.85 | MEIN | 3.63 | 0.49 | CBB3 | 3.59 | 0.87 |
| VCUV | 3.34 | 0.36 | MESQ3 | 3.50 | 0.86 | MEAP1 | 3.82 | 0.67 | CBB4 | 3.84 | 0.71 |
| VCAV1 | 3.42 | 0.79 | MESQ | 3.46 | 0.80 | MEAP2 | 3.68 | 0.62 | <u>CBB</u> | <u>3.75</u> | <u>0.51</u> |
| VCAV2 | 3.51 | 0.82 | MECR1 | 3.70 | 0.88 | MEAP3 | 3.45 | 0.87 | | | |

3.3. Testing the Research Hypotheses

H1: There is a significant correlation between value Creativity capabilities and marketing excellence.

It is clear from Table (3) that there is a significant correlation between the capabilities of value Creativity and marketing Excellence, with a value of 0.726, which shows that there is a strong relationship between these two variables. The results indicate a correlation between the dimensions of these variables ranging from 0.262 between the dimension of the value of the environment VCEV and after continuous improvement MECI, to 0.865 between the dimension of the intrinsic value VCIV and the dimension of quality of service MESQ. This means that there is a strong positive correlation between value Creativity capabilities and marketing excellence, suggesting that improving value Creativity can enhance marketing performance. The relationships between different dimensions also show that some aspects, such as "intrinsic value" and "quality of service," interact more strongly than others, which may indicate that focusing on these dimensions may lead to greater improvements in overall performance.

H2: There is a significant correlation between value Creativity capabilities and customer boycott behavior

Table (3) shows a significant correlation between the value creativity capabilities and the behaviour of the customer boycott and its amount of 0.668, and this shows that there is a medium to strong relationship between these two variables, and the results show a correlation between the dimensions of these variables ranged from 0.323 between the VCEV dimension of the environment value and the behaviour of the customer boycott, to 0.523 between the VCUV value dimension and the behaviour of the customer district. This means that improving value Creativity capabilities can positively impact customer behaviour, reducing the likelihood of being interrupted. Different relationships between dimensions also indicate that aspects such as "utility value" have a greater impact on customer behaviour than "environmental value". This may help companies identify areas that need improvement to boost customer loyalty and reduce interruptions.

H3: There is a significant correlation between marketing excellence and customer boycott behavior

Table (3) showed a significant correlation between marketing Excellence and customer boycott behaviour of 0.899, and this shows that there is a strong relationship between these two variables, as the results show a correlation between the dimensions of these variables ranged from 0.609 between the MESQ dimension of service quality and customer boycott behaviour, to 0.880 between the appropriate price dimension MEAP and customer boycott behaviour, which means that marketing Excellence has a significant correlation with customer boycott behaviour, which means that improving marketing performance can reduce the likelihood of interrupting customers. Different relationships between dimensions also indicate that offering affordable prices has a greater impact on county behaviour than on quality of service. This may demonstrate the importance of effective pricing strategies in increasing customer loyalty and reducing the risks associated with boycotting.

Table 3. Correlation matrix

| | VCEV | VCUV | VCAV | VCIV | VCC | MESQ | MECR | MEIN | MEAP | MECI | MEX | CBB |
|------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-----|
| VCEV | 1 | | | | | | | | | | | |
| VCUV | .765** | 1 | | | | | | | | | | |
| VCAV | .810** | .565** | 1 | | | | | | | | | |
| VCIV | .750** | .438** | .327** | 1 | | | | | | | | |
| VCC | .671** | .877** | .703** | .600** | 1 | | | | | | | |
| MESQ | .690** | .522** | .388** | .865** | .585** | 1 | | | | | | |
| MECR | .502** | .493** | .539** | .477** | .621** | .564** | 1 | | | | | |
| MEIN | .313** | .564** | .573** | .525** | .696** | .607** | .875** | 1 | | | | |
| MEAP | .297** | .530** | .514** | .616** | .693** | .657** | .758** | .862** | 1 | | | |
| MECI | .262** | .432** | .455** | .530** | .597** | .598** | .662** | .780** | .808** | 1 | | |
| MEX | .270** | .509** | .561** | .699** | .726** | .797** | .882** | .933** | .922** | .862** | 1 | |
| CBB | .323** | .523** | .522** | .520** | .668** | .609** | .836** | .857** | .880** | .790** | .899** | 1 |

H4: There is a significant effect of value Creativity capabilities on marketing excellence

The results of Table (4) indicate that increasing the capabilities of value creativity by one unit contributes to improving marketing excellence by (0.876) and this achieves a standard error of (0.082) and a critical value equal to (10.683), which means that the capabilities of value Creativity have a good direct impact on marketing excellence and by a calculated comparative value of (F) of (113.926), and on the basis of that it is clear that the capabilities of value creativity contribute to the interpretation of (0.726) from the box of variation in marketing excellence. The remaining value is outside the search limits.

H5: There is a significant effect of marketing excellence on customer boycott behavior

The results of Table (4) show that increasing marketing Excellence by one unit contributes to improving the ability of companies to manage customer boycott behaviour by (0.963) and this achieves a standard error of (0.047) and a critical value equal to (20.489), which means that the capabilities of value creativity have a good direct impact on marketing excellence and by a calculated comparative value of (F) of (428.552), and on the basis of that it is clear that the capabilities of value creativity contribute to the interpretation of (0.808) from the variation box in marketing excellence. The remaining value is outside the search limits.

H6: There is a significant effect of value Creativity capabilities on customer boycott behavior through the mediating role of marketing excellence

The results of Table (4) indicate that increasing the capabilities of value Creativity by one unit contributes to improving the mechanisms and capabilities of the company to manage the behaviour of the customer boycott through the mediating role of marketing excellence, which contributes to an improvement of (0.934) and this achieves a standard error of (0.068) and a critical value equal to (13.735), which means that the capabilities of value Creativity have a good direct impact on marketing excellence that leads to an improvement in the management of customer boycott behaviour and by a calculated comparative value of (F) of (212.845). On the basis of this, it is clear that the capabilities of value Creativity by mediating marketing Excellence contribute to the interpretation of (0.872) of the variation box in the behaviour of the customer boycott, while the remaining value is outside the limits of the research.

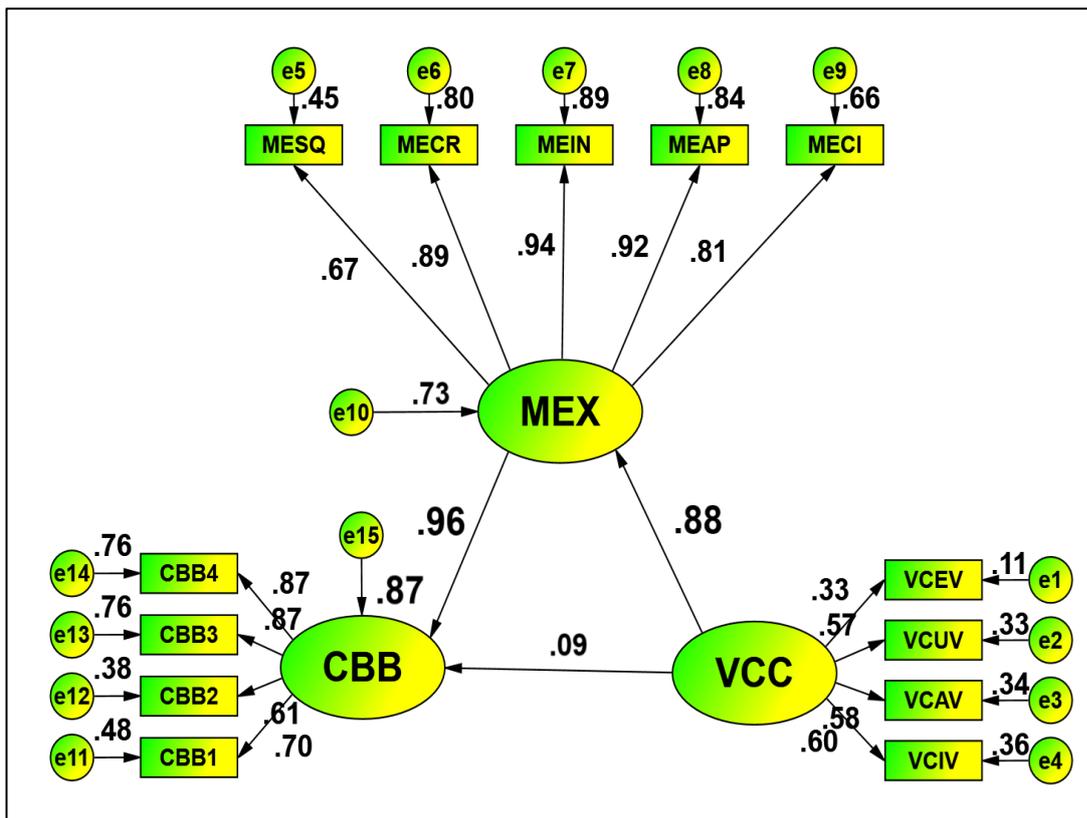


Figure 2. Standard model of the influence hypothesis

Table 4. Impact hypotheses

| Hypothesis | Path | S.W | S.E | C.V | F | R ² | Sig. |
|------------|--------------------------|-------|-------|--------|---------|----------------|-------|
| H4 | VCC----> MEX | 0.876 | 0.082 | 10.683 | 113.926 | 0.726 | 0.001 |
| H5 | MEX----> CBB | 0.963 | 0.047 | 20.489 | 428.552 | 0.808 | 0.001 |
| H6 | VCC----> MEX----> CBB | 0.934 | 0.068 | 13.735 | 212.845 | 0.872 | 0.001 |

4. Conclusions and Recommendations

4.1. Conclusions

1. The existence of a role for value Creativity capabilities in addressing the behaviour of the customer boycott through the mediating role of marketing excellence, which means the company's interest in improving the level of customer satisfaction by investing its capabilities by providing services and products that meet their needs.
2. Companies focus on building positive relationships that contribute to enhancing customer loyalty, which further improves and enhances the company's reputation in the market, such as the creativity it provides continuously and the interest in meeting their needs and desires.
3. Companies are keen to increase their revenues by improving marketing strategies and increasing their sales of services in order to retain their existing customers and attract new customers.
4. Companies focus on continuous innovation from within the company, which leads to the development of new services that meet the aspirations of the target market, which in turn increases customer interactions with the company's brand.
5. Companies are keen to develop new strategies that improve marketing campaigns based on the analysis of data collected from customer opinions towards the services provided.

6. Companies are interested in achieving marketing excellence in order to ensure that the customer's interruption behaviours are reduced to the services provided, which leads to the company's distinction from its competitors by providing unique and innovative value.

4.2. Recommendations

1. The need for companies to focus on providing training courses to improve the innovative and creative skills of their employees, which requires continuous studies to understand customer requirements, trends and future expectations.
2. Companies should pay attention to past experiences in order to create distinctive experiences by bringing together contact areas with customers, which enhances their ability to invest in developing creative solutions that meet the changing needs of customers.
3. Companies should focus on building effective social media channels to collect feedback on customer needs and desires, which requires careful analysis of the collected data to understand customer boycott behaviours and identify their causes.
4. The need for companies to focus on providing diverse and customised offers that meet the different needs of customers to increase their satisfaction and build a culture within the company that puts the customer as the first priority.
5. Companies should be interested in developing key performance indicators to monitor the effectiveness of the success or non-success of their strategies in creating value, which requires the continuous development of these marketing strategies, enhancing the company's progress periodically.
6. Companies should pay attention to encouraging cooperation between marketing and customer service teams and seeking the best possibilities to exchange ideas and achieve better results.

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