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B2B CUSTOMER SATISFACTION: CUSTOMER JOURNEY MANAGEMENT CAPABILITY, CSR AND VALUE CO-CREATION

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Abstract:
This study aims to validate the measurement model of a sequential conceptual mechanism designed to explain the formation of customer satisfaction in B2B (business-to-business) markets. The model proposes a theoretical causal flow explaining how Customer Journey Management Capability (CJMC) and Corporate Social Responsibility (CSR) practices translate into Customer Satisfaction (CS) through Value Co-Creation (VcC). Within this framework, the distinction between Philanthropic CSR (PCSR) and Business Practice CSR (BCSR) constitutes one of the fundamental building blocks of the mechanism. Furthermore, the study incorporates the role of the changing balance between digital and physical touchpoints (DvsPTP) into the model. The present study does not aim to test the structural model; rather, it focuses on validating the measurement properties of the proposed framework prior to the main study. Accordingly, in a pilot study conducted with a sample of n = 48, the PLS-SEM approach was utilized. The measurement model was analyzed using SmartPLS 4 software, the validity and reliability of the measurement model were established, and the reflective nature of the constructs was confirmed through Confirmatory Tetrad Analysis (CTA). The findings provide strong preliminary empirical evidence regarding the theoretical consistency of the proposed conceptual mechanism and establish a methodological foundation for large-sample structural model testing in future research. This study contributes to the B2B literature by offering a measurement-oriented preliminary validation of a novel sequential conceptual mechanism.

Keywords:
B2B Marketing, Customer Journey Management, Corporate Social Responsibility, Value Co-Creation, Customer Satisfaction

JEL Codes:
C38, L21, M10, M30, M31

1. Introduction
The rapid pace of digitalization in B2B markets has fundamentally transformed the nature of interactions between firms and their customers. This transformation requires managing customer experience across the entire customer journey. Customer Journey Management Capability (CJMC) emerges as a higher-order organizational dynamic capability that reflects firms' ability to coordinate multiple touchpoints, learn from these interactions, and transform the resulting knowledge into strategic value (Homburg & Tischer, 2023; Lemon & Verhoef, 2016). However, the impact of the balance between digital and physical touchpoints (DvsPTP) on customer perceptions remains unclear. Existing discussions suggest that while digitalization enhances efficiency, it may also weaken the relational and human aspects of interactions (Wielgos et al., 2021; Visser, 2010).
Meanwhile, Corporate Social Responsibility (CSR) practices are assuming an increasingly strategic role in the B2B context (Homburg et al., 2013). In particular, the distinction between Philanthropic CSR (PCSR) and Business Practice CSR (BCSR) is critical in understanding how firms integrate social responsibility activities into value creation processes. The CSR literature suggests that, unlike in developed economies, philanthropic activities in developing countries often serve as a legitimacy-building foundation for more strategic and economically oriented CSR practices (Visser, 2008).

Existing research is largely B2C-focused (Cortez & Johnston, 2017), and empirical studies that examine the relationships among Customer Journey Management Capability (CJMC), CSR dimensions, and Value Co-Creation (VcC) within a holistic and sequential mechanism in B2B markets remain extremely limited (Lemon & Verhoef, 2016; Terho et al., 2022; Wielgos et al., 2021). Moreover, the relatively nascent and evolving nature of customer experience and customer journey research has led to a scarcity of empirical studies that comprehensively address the multi-actor, long-term, and multi-touchpoint structure of B2B customer journeys (Lemon & Verhoef, 2016; Steward et al., 2019; Lundin & Kindström, 2023).

To address this gap, this research conceptualizes a sequential mechanism in which Customer Journey Management Capability (CJMC) and Philanthropic CSR (PCSR) influence Business Practice CSR (BCSR), which in turn drives Value Co-Creation (VcC), ultimately leading to Customer Satisfaction (CS). In addition, the study incorporates the potential effect of the changing balance between digital and physical touchpoints (DvsPTP) on perceptions of Business Practice CSR within this framework.

The aim of this study is not to test the structural model, but to validate the measurement properties of the proposed sequential framework. Accordingly, a pilot study with a sample size of n = 48 was conducted using the PLS-SEM approach. The measurement model was analyzed, and its validity and reliability were assessed. The reflective nature of the constructs was confirmed through Confirmatory Tetrad Analysis (CTA), and preliminary empirical evidence regarding the theoretical consistency of the model was obtained. Thus, the study provides a methodological foundation for future large-sample structural model testing.

This study contributes by proposing a sequential mechanism (CJMC → BCSR → VcC → CS), conceptualizing CJMC as an operant dynamic capability (Vargo & Lusch, 2004), and positioning DvsPTP as a strategic determinant. Overall, this research establishes the measurement foundations and structural nature of this comprehensive theoretical model through a pilot sample of n = 48, providing a methodological reference point for future research.

2. Theoretical Background and Conceptual Model

The theoretical discussion presented in this section aims not to test the proposed structural model, but to conceptually position the constructs included in the model and to provide a theoretical grounding for the causal relationships among them. In line with the measurement model validation priority recommended in PLS-SEM studies, this approach serves to methodologically strengthen the conceptual framework prior to the main research.

2.1. Customer Journey Management Capability (CJMC)

The Resource-Based View (RBV) and, more specifically, the Dynamic Capability View (DCV) suggest that performance differences among firms are closely related to their ability to adapt to environmental changes and reconfigure existing resources (Teece et al., 1997; Teece, 2007; Kozlenkova et al., 2014). Within this framework, Customer Journey Management Capability (CJMC) is conceptualized as a learning-based, reconfiguring and transformative dynamic capability that integrates physical and digital customer touchpoints (Homburg & Tischer, 2023).

B2B customer journeys involve multiple stakeholders, channels, and long-term processes, requiring a strategic capability perspective (Steward et al., 2019; Purmonen et al., 2023; Lundin & Kindström, 2023). CJMC enables the holistic management of customer experience by aligning firm processes with customer needs (Teece, 2007; Homburg & Tischer, 2023).

Following the perspective of Eisenhardt and Martin (2000), the present study positions Customer Journey Management Capability (CJMC) as a "dynamic capability". Homburg and Tischer (2023) emphasize that CJMC is difficult to imitate and is developed over time through significant investments in time and resources. This capability involves combining operand resources (e.g., marketing data) with operant capabilities such as learning, coordination, and corrective action, which activate and transform other resources (Vargo & Lusch, 2016). In this sense, CJMC is not merely the management of touchpoints, but a continuous process of aligning firm strategies with evolving customer requirements. In this study, Customer Journey Management Capability is measured using the unidimensional scale developed by Homburg and Tischer (2023).

2.2. Philanthropic and Business Practice Corporate Social Responsibility (PCSR – BCSR)

The corporate social responsibility (CSR) literature examines firms' social responsibility activities in terms of different motivations and outcomes (Carroll, 1991). While Philanthropic CSR (PCSR) encompasses voluntary activities that

prioritize societal well-being, Business Practice CSR (BCSR) refers to practices that are integrated into the firm's core strategy and aligned with economic value creation.
Particularly in developing markets, it is argued that Philanthropic CSR (PCSR) can serve as a foundation of legitimacy and trust for firms, thereby facilitating the subsequent development of Business Practice CSR (BCSR) practices over time (Jamali et al., 2007; Visser, 2008). This hierarchical structure represents a critical stage in aligning societal expectations with strategic business objectives. The implications of this distinction for supplier selection and long-term business relationships in B2B contexts have also been increasingly emphasized in the literature (Homburg et al., 2013; Jamali et al., 2007).
In this study, CSR dimensions are measured using the scale developed by Homburg et al. (2013), which is based on the distinction between philanthropic and business practice CSR in a B2B context.

2.3. Hybridization and Digitalization of Touchpoints (DvsPTP)
Digitalization has fundamentally transformed the nature of touchpoints in B2B customer journeys. However, DvsPTP increases efficiency but may weaken relational aspects (Wielgos et al., 2021). In this model, DvsPTP is conceptualized not merely as a technical channel choice, but as a structural antecedent that shapes the "relational climate" of interactions within the framework of Social Exchange Theory (SET). Evidence showing that B2B buyers spend a significant portion of their purchasing journey conducting independent research and allocate approximately 60% more time to digital exploration before engaging directly with suppliers (Terho et al., 2022) highlights the growing importance of digital touchpoints.
However, fully digitalized processes do not always produce optimal customer outcomes, and physical touchpoints continue to play a critical role, particularly in building trust, developing relationships, and managing complex solutions. This transformation has led B2B customer journeys to evolve into increasingly complex and multi-channel structures, thereby reinforcing the need for firms to manage touchpoints strategically (Terho et al., 2022).
Within this context, the balance between digital and physical touchpoints (DvsPTP) serves as an indicator of environmental dynamism that shapes perceptions of transparency and trust between interacting parties. From a SET perspective, firms should focus on key touchpoints that explain 70–80% of customer value (R^2) (Mittal et al., 2021). Accordingly, DvsPTP is positioned as a strategic determinant shaping customer perception. This positioning assumes that digitalization is not merely an outcome, but a strategic input shaping customer experience.
The balance between digital and physical touchpoints was measured using a single-item scale adapted from Antioco et al. (2008) for the B2B context.

2.4. Value Co-Creation and Customer Satisfaction (VcC – CS)
Within the framework of Service-Dominant Logic (S-D Logic), the value co-creation (VcC) approach argues that value is not solely produced by firms but is jointly constructed through interactions with customers (Vargo & Lusch, 2016). In B2B relationships, value co-creation (VcC) enhances the quality of collaboration between parties and functions as a critical mechanism in the formation of long-term customer satisfaction (Grönroos, 2011). However, value co-creation is not merely a technical form of collaboration, rather, it is a relational process shaped by the customer's level of participation, willingness to engage, and openness to information sharing. Therefore, in a B2B context, customer participation, interaction intensity, and the effective management of touchpoints are considered key prerequisites for value co-creation (McColl-Kennedy et al., 2015; Lassila et al., 2023).
In this sense, value co-creation should be viewed not only as an outcome of value production, but also as a process outcome reflecting the quality of interactions established throughout the customer journey.
Value co-creation was measured using the scale proposed by Zhang et al. (2015), while customer satisfaction was measured based on the scale developed by Guo and Wang (2015).

2.5. Conceptual Model and Research Hypotheses
Based on the theoretical discussions presented above, the present study examines a sequential mechanism in which Customer Journey Management Capability (CJMC) and Philanthropic Corporate Social Responsibility (PCSR) influence Business Practice Corporate Social Responsibility (BCSR), which in turn affects Value Co-Creation (VcC), ultimately leading to Customer Satisfaction (CS).

2.6. Research Hypotheses

H1: Customer Journey Management Capability (CJMC) positively affects perceptions of Business Practice CSR (BCSR).
H2: Philanthropic CSR (PCSR) positively affects perceptions of Business Practice CSR (BCSR).
H3: The balance between digital and physical touchpoints (DvsPTP) has a significant effect on perceptions of BCSR.
H4: Business Practice CSR (BCSR) has a positive effect on Value Co-Creation (VcC).
H5: Value Co-Creation (VcC) positively affects Customer Satisfaction (CS).
H6 (Mediation): CJMC and PCSR have an indirect effect on Customer Satisfaction through Value Co-Creation (VcC).

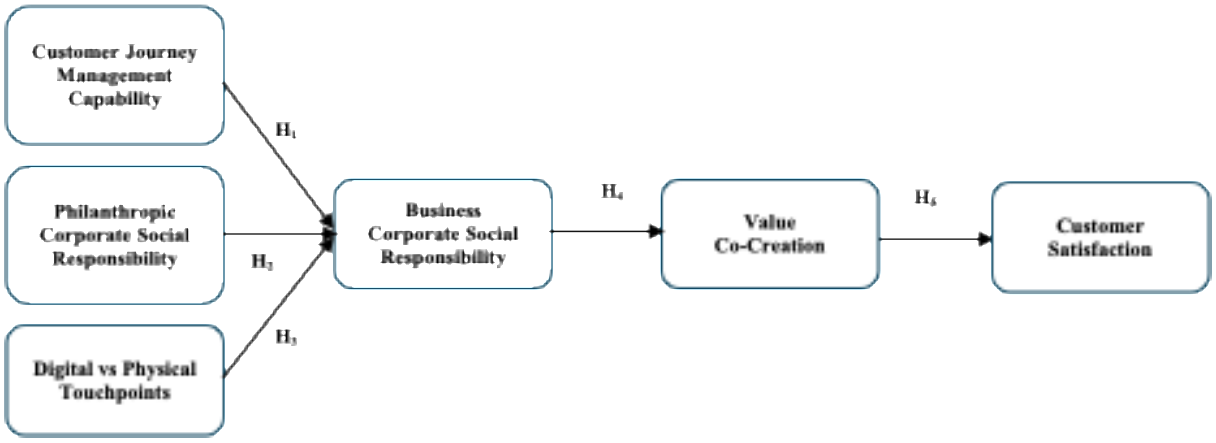

Figure 1. Conceptual Model

3. Methodology: Exploratory Pilot Study

3.1. Research Design

This study is designed as a measurement-oriented exploratory pilot study, and the testing of structural relationships is intentionally excluded from its scope.
The research design focuses on conceptual model development and positions empirical analysis to validate the measurement foundations of the proposed theoretical framework. Accordingly, the findings presented are not intended to test structural relationships, but rather to evaluate the psychometric properties and measurement specifications of the constructs prior to the main study.
This approach is consistent with the methodological sequence recommended in the PLS-SEM literature, which emphasizes the validation of the measurement model—specifically its validity, reliability, and construct nature—before proceeding to structural model testing (Hair et al., 2022).

3.2. Sample and Data Collection

The data collection process of this study was conducted in accordance with the approval of the Social and Human Sciences Research Ethics Committee of Yıldız Technical University, dated May 26, 2025. The study is based on a field survey in which data were collected through an online survey from professionals working in supplier firms operating in a B2B context and having direct contact with customers.
In the sampling process, purposive sampling, one of the non-probability sampling methods, was employed. The analyses in this pilot study were conducted based on 48 valid responses.
In B2B research, the structurally limited nature of the population, the relative difficulty of accessing knowledgeable respondents, and the narrow sampling frame are well recognized in the literature (Hair et al., 2022). For this reason, pilot studies are considered an important preliminary step, particularly for the psychometric evaluation of the measurement model.
The sample size obtained in this research was evaluated within the methodological framework recommended in the literature for exploratory pilot applications and for assessing the validity and reliability of measurement models.

Accordingly, given that the primary objective of this study is to validate the measurement model rather than to test the structural model, a sample size of n = 48 is considered adequate for pilot study requirements in the PLS-SEM literature (Hair et al., 2022).
The distribution of the demographic characteristics of the sample is presented in Table 1.

Table 1. Demographic Characteristics of the Sample

Demographic Characteristics		**Frequency (n = 48)**	**Percentage (%)**
Gender	Female	12	25.00%
	Male	36	75.00%
Age	18-24	3	6.25%
	25-34	12	25.00%
	35-44	11	22.91%
	45-54	20	41.67%
	55 and above	2	4.17%
Education Level	Bachelor's Degree	29	60.42%
	Master's Degree	19	39.58%

The findings presented in Table 1 indicate that the sample is concentrated in certain demographic characteristics. A clear majority of the respondents are male (75%). In terms of age distribution, the sample is predominantly concentrated in the 45–54 age group. Regarding education level, all participants hold either a bachelor's or a master's degree. This suggests that the pilot study was conducted with data obtained from experienced and qualified professionals operating in a B2B context.
The descriptive characteristics of the companies are presented in Table 2.

Table 2. Descriptive Statistics of the Sample

Variables		**Frequency (n = 48)**	**Percentage (%)**
Customer Type	Business-to-Business	25	52.08%
	Hybrid (B2B & B2C)	23	47.92%
Industry	Financial Services	17	35.42%
	Food Industry	7	14.58%
	Automotive / Spare Parts	6	12.50%
	Software / Technology	5	10.42%
	Trade Fair Industry	3	6.25%
	Industrial Manufacturing	2	4.17%
	Other (Various)	8	16.66%

Company Size (Employees)	1-10 Employees	5	10.42%
	11-50 Employees	6	12.50%
	51-250 Employees	22	45.83%
	251 or more employees	15	31.25%

The findings presented in Table 2 indicate that the firms represented in the sample are distributed across different industries and firm sizes. In terms of customer type, the firms exhibit a relatively balanced distribution between purely B2B and hybrid (B2B & B2C) structures.
An examination of the sectoral distribution reveals that the financial services sector constitutes the largest share, while participation is also observed from the food, automotive, software/technology, and other industries.
Regarding firm size, a substantial portion of the sample consists of medium- and large-sized enterprises (i.e., firms with 51 or more employees). These findings suggest that the data were collected from firms operating across diverse sectors and organizational scales, indicating that the sample demonstrates an adequate level of diversity.

3.3. Measurement Instruments

The measurement scales used in this study were adapted from prior studies with established validity and reliability in the literature. All constructs were measured using seven-point Likert-type scales.
Since the original scales were developed in English, the adaptation into Turkish and the establishment of linguistic equivalence were carried out following the five-step back-translation procedure proposed by Brislin et al. (1973).

Table 3. Measurement Scales and Sources

Scale	Number of	Source
Customer Journey Management Capability (CJMC)	5	Homburg & Tischer, 2023
Philanthropic CSR (PCSR)	4	Homburg et al., 2013
Business Practice CSR (BCSR)	5	Homburg et al., 2013
Digital vs Physical Touchpoints (DvsPTP)	1	Adapted from Antioco et al. (2008)
Value Co-Creation (VcC)	6	Zhang et al., 2015
Customer Satisfaction (CS)	4	Guo & Wang, 2015

3.4. Data Analysis Approach

In the present study, Structural Equation Modeling (SEM) was employed to simultaneously analyze the relationships among unobservable latent constructs and measurement errors.
The analyses were conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4 software. The PLS-SEM approach was preferred due to its ability to provide high statistical power with small sample sizes, its non-reliance on normal distribution assumptions, its suitability for complex models, and its methodological advantages in evaluating reflective measurement models (Hair et al., 2022).
In line with the purpose of the pilot study, the analyses did not focus on validating structural path coefficients, but rather on evaluating the following measurement criteria:

- Internal consistency reliability
- Convergent validity
- Discriminant validity (HTMT)
- Confirmation of the reflective nature of constructs (CTA)

Accordingly, the analysis process provides a methodological prerequisite for the structural model testing to be conducted in the main study.

4. Exploratory Findings (Measurement Model Results)

To assess the suitability of the proposed conceptual model for empirical analysis, the psychometric properties of the measurement model were first examined.

In the initial stage, the factor (outer) loadings of the indicators associated with the latent constructs were evaluated, and two indicators (CS3 and VcC1) with loadings below the recommended threshold of 0.708 (Hair et al., 2022) were removed from the analysis. Subsequently, the variance inflation factor (VIF) values of the indicators were examined to assess multicollinearity, and one indicator (VcC3) exceeding the threshold value of 5 suggested by Hair et al. (2022) was also excluded.

Table 4. Measurement Model Factor (Outer) Loadings and Multicollinearity (VIF) Values

Constructs	**Indicator**	**Outer Loadings**	**VIF**
Customer Journey Management Capability (CJMC)	CJMC1 – CJMC5	0.793 – 0.870	2.11 – 2.71
Philanthropic Corporate Social Responsibility (PCSR)	PCSR1 – PCSR4	0.814 – 0.900	2.13 – 2.89
Business Practice CSR (BCSR)	BCSR1 – BCSR5	0.749 – 0.861	1.96 – 2.71
Value Co-Creation (VcC)	VcC2, 4, 5, 6	0.748 – 0.807	1.50 – 1.60
Customer Satisfaction (CS)	CS1	**0.976**	**16.81**
	CS2	**0.975**	**16.46**
	CS4	0.909	3.01

Following the factor purification process, as shown in Table 4, all constructs exhibit outer loadings above the recommended threshold. This indicates that the indicators explain more than 50% of the variance of their respective latent constructs, thereby confirming convergent validity at the indicator level.

The fact that the VIF values of CS1 and CS2 within the Customer Satisfaction (CS) construct exceed 16 (VIF > 16) was evaluated as "indicator redundancy," which is consistent with the nature of reflective measurement models. In the literature, indicators in reflective models are expected to be interchangeable, and high correlations among them are considered indicative of redundancy rather than a structural problem (Hair et al., 2022).

Moreover, given the pilot sample size (n = 48), preserving the theoretical content validity of the construct was prioritized over item elimination, to avoid the risk of under-specification. Hair et al. (2014) suggest that the ideal number of indicators per latent construct is four, however, three indicators may be acceptable if other constructs in the model have more than three indicators, while constructs with fewer than three indicators should be avoided.

Following this stage, the reflective constructs were assessed in terms of internal consistency reliability, convergent validity, and discriminant validity. Cronbach's Alpha and Composite Reliability (rho_c) values were used to evaluate internal consistency, while Average Variance Extracted (AVE) values were used to assess convergent validity.

The reliability and validity results are presented in Table 5 below.

Table 5. Measurement Model Reliability and Validity Analysis (n = 48)

Constructs	**Cronbach's Alpha**	**rho_a**	**Composite Reliability (CR)**	**AVE**
Customer Journey Management Capability (CJMC)	0.890	0.899	0.919	0.694

Philanthropic CSR (PCSR)	0.885	0.983	0.914	0.726
Business Practice CSR (BCSR)	0.879	0.887	0.912	0.676
Value Co-Creation (VcC)	0.780	0.785	0.858	0.602
Customer Satisfaction (CS)	0.950	0.957	0.968	0.910

As shown in Table 5, the Cronbach's Alpha and Composite Reliability values of all reflective constructs in the model are well above the recommended threshold of 0.70 (Hair et al., 2022). In particular, the Composite Reliability value of 0.968 for the Customer Satisfaction (CS) construct indicates a very high level of internal consistency at the pilot sample level.

All Average Variance Extracted (AVE) values, which indicate convergent validity, exceed the threshold of 0.50. This finding demonstrates that a substantial portion of the variance of each construct is explained by its indicators and that the items are strongly associated with their respective latent constructs.

For the assessment of discriminant validity, the Heterotrait–Monotrait (HTMT) ratio was employed, following the recommendations of Henseler et al. (2015), who highlight the limitations of the Fornell–Larcker criterion.

Table 6. Discriminant Validity (HTMT Ratios)

	CJMC	PCSR	DvsPTP	BCSR	VcC	CS
Customer Journey Management Capability	-					
Philanthropic CSR (PCSR)	0.438	-				
Digital vs Physical Touchpoints (DvsPTP)	0.163	0.116	-			
Business Practice CSR (BCSR)	0.842	0.564	0.080	-		
Value Co-Creation (VcC)	0.683	0.703	0.174	0.770	-	
Customer Satisfaction (CS)	0.391	0.158	0.039	0.527	0.667	-

An examination of the HTMT matrix shows that all ratios are below the recommended threshold values (HTMT < 0.85 / 0.90). Even the highest correlation tendency, observed between Customer Journey Management Capability (CJMC) and Business Practice Corporate Social Responsibility (BCSR) with a value of 0.842, remains below the threshold, thereby supporting discriminant validity.

This finding indicates that the constructs in the model are conceptually distinct and that there is no issue of construct overlap.

To empirically verify the measurement specification of the latent constructs (reflective vs. formative), Confirmatory Tetrad Analysis (CTA-PLS), as proposed by Gudergan et al. (2008), was applied. CTA-PLS assumes that, in reflective measurement models, tetrad values should not be statistically different from zero.

The results confirm that all constructs exhibit a reflective nature consistent with the theoretical specification. As shown in Table 7, none of the tetrads associated with Customer Journey Management Capability (CJMC), Philanthropic CSR (PCSR), Business Practice CSR (BCSR), and Value Co-Creation (VcC) are statistically significant ($p > 0.05$). The absence of significant tetrads indicates that the indicators are driven by their respective latent constructs and provides empirical support for the reflective measurement model specification.

Table 7. Nature of the Measurement Model: CTA-PLS Analysis

Constructs	**Total Tetrads**	**Significant Tetrads ($p < 0.05$)**	**Decision**
Customer Journey Management Capability (CJMC)	5	0	Reflective model supported
Philanthropic Corporate Social Responsibility (PCSR)	2	0	Reflective model supported
Business Practice Corporate Social Responsibility (BCSR)	5	0	Reflective model supported
Value Co-Creation (VcC)	2	0	Reflective model supported

This finding confirms the interchangeable nature of the indicators and demonstrates that the measurement properties of the model are fully aligned with the theoretical specification.
The results obtained from the pilot study (n = 48) indicate that all measurement instruments used in the model exhibit high levels of validity and reliability in the B2B context. In particular, the findings supported by the CTA-PLS analysis confirm that the proposed conceptual model is underpinned by a methodologically sound measurement model for the structural analyses to be conducted in the main study.
In this respect, the pilot study successfully fulfils the measurement validation step recommended prior to structural model testing.

5. Discussion and Theoretical Implications

This study proposes a sequential mechanism linking CJMC, CSR, VcC, and CS in the B2B literature.
The study positions CJMC as a dynamic capability encompassing sensing, seizing, and transforming processes. It further provides a conceptual explanation of how this capability interacts with corporate social responsibility perceptions and value creation processes (Teece, 2007; Homburg & Tischer, 2023).
The pilot findings indicate that the high AVE and Composite Reliability (CR) values associated with Customer Journey Management Capability (CJMC) demonstrate that this abstract capability can be empirically measured in a reliable manner within the B2B context. Similarly, the empirical distinction between Philanthropic CSR (PCSR) and Business Practice CSR (BCSR) supports theoretical arguments suggesting that philanthropy-based legitimacy in developing markets may serve as a foundation for more strategic CSR practices (Visser, 2008).
Furthermore, by incorporating the changing balance between digital and physical touchpoints (DvsPTP) into the conceptual model, the study highlights the potential impact of digitalization on perceptions of strategic CSR, thereby addressing an important gap in the literature regarding the relational consequences of digital transformation.
The study contributes by integrating customer journey, CSR, and value co-creation literatures and provides a more comprehensive theoretical explanation of the formation of customer satisfaction in B2B contexts.

6. Conclusion and Implications

This study validates the measurement foundations of a B2B customer satisfaction model. The findings obtained from the pilot study indicate that all constructs in the model exhibit high psychometric quality and that the measurement model provides a methodologically sound basis for the main research phase.
The primary limitation of the study is the pilot sample size (n = 48). The cross-sectional design limits temporal analysis.

Future research should test the conceptual model—whose measurement foundations have been validated in the present study—using larger samples and empirically examine the structural relationships. Longitudinal research designs are recommended to better capture the temporal development and reciprocal interactions of processes such as customer journey management and value co-creation. Additionally, examining the relationships among Customer Journey Management Capability (CJMC), CSR dimensions, and Value Co-Creation (VcC) across different industries and cultural contexts would enhance the generalizability of the model.

By rigorously fulfilling the measurement model validation step required prior to the main study, this research provides a methodological reference point for subsequent structural analyses.

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