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# Value Creation Strategies as a Driving Force for Creating Sustainable Value Based on Entrepreneurial Social Identity: An Analytical Study of the Opinions of a Sample of Mobile Phone Company Sales Representatives in AL-Diwaniyah

Omaima Ferman Tomas

*Al-Furat Al-Awsat Technical University (ATU), Al-Qadisiyah Polytechnic College, Iraq*

Email: [amma.thomas@atu.edu.iq](mailto:amma.thomas@atu.edu.iq)

**Abstract:** The current research aims to explore the role of entrepreneurial social identity with its dimensions (Darwinian identity, communal identity, missionary identity) in value Creation strategies as a driving force for creating sustainable value with dimensions (exploration, investment, adaptation) among a sample of sales representatives from mobile phone companies (Samsung, Apple, Huawei, Xiaomi, Oppo, Vivo, Nokia, Sony, Lenovo, Realme) in Al-Diwaniyah. Thus, the research presents an important issue, which is (how to develop value Creation strategies as a driving force for creating sustainable value based on entrepreneurial social identity?). To address this issue, the research relied on a questionnaire tool to determine the level of research variables by collecting the necessary data on these variables, and thus (150) questionnaires were distributed, And retrieved from them (131) questionnaire, by (17) questionnaire damaged, which means that (114) valid for analysis, and in order to provide the best results were adopted two programmes are (SPSS & AMOS. V.29), on the basis of which the tests adopted in the practical side of the research were analysed and interpreted, and accordingly, the research came out with several results, the most important of which is the existence of a correlation and moral impact between the entrepreneurial social identity and value creation strategies as a driving force to create sustainable value, which means that understanding customer requirements and expectations contributes to building innovative solutions commensurate with their requirements. The research also made several recommendations, the most important of which is that mobile phone companies should encourage sales representatives to community initiatives that support the entrepreneurial social identity in order to ensure the construction of value creation strategies to create sustainable value, and this requires the use of modern technologies in raising the efficiency of sales processes and enhancing interaction with customers.

**Keywords:** Entrepreneurship, Entrepreneurial Social Identity, Value Creation Strategies.



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## 1. Introduction

Value Creation Strategies represent a fundamental characteristic that contributes to building sustainable growth for organisations as a driving force for creating sustainable value since they focus on developing new products and services that meet the changing needs of the target market [1]. This leads to enhancing these organisations' experience in the market, as Creation based on a deep understanding of the market and its needs can bring about improvements capable of lifting and

enhancing the company's financial performance, as well as improving its competitiveness [2]. Accordingly, the entrepreneurial social identity plays an important role in supporting the values and beliefs that guide the efforts of employees and teams towards value Creation, thereby helping to build an organisational environment that encourages interaction and collaboration [3].

Furthermore, institutions that embrace entrepreneurial social identity in their innovative strategies are capable of achieving more sustainable outcomes. This is attributable to these institutions' commitment to enhancing their members' capacity to collaborate and innovate solutions and treatments that address societal needs and requirements [4]. This, in turn, contributes to the creation of sustainable value. Thus, the integration of Creation with entrepreneurial social identity represents a significant strategic approach for institutions in broadening their business concerning social and environmental impacts and accomplishing long-term economic objectives [5].

In the midst of the global challenges witnessed by the business environment, Creation is emerging as an effective mechanism to address issues related to environmental and social changes, which requires organisations to adopt innovative strategies based on improving social and environmental conditions [6], and here the role of entrepreneurial social identity emerges in enhancing the ability of these institutions to provide a valuable approach that supports positive interaction between work teams and the creative thinking of these teams [7], hence the current research aims to highlight the importance of adopting value Creation strategies as a driving force to create sustainable value based on entrepreneurial social identity.

## 2. Scientific Methodology

### First: Research Problem

Most organisations in the modern era face an increasing array of challenges related to finding effective Value Creation Strategies in a way that ensures sustainability in their complex competitive environment. Many companies lack the appropriate strategies to integrate Creation with social responsibility, leading to the loss of numerous opportunities to enhance economic, social, and environmental performance. This gap often represents a significant challenge, as Creation that is not linked to the values of entrepreneurial social identity stems from an inability to effectively meet the needs and demands of the community, which hinders the creation of sustainable value.

Many institutions are associated with a set of traditional practices that focus on immediate profitability without regard to social and environmental dimensions, which increases the complexity of applying sustainability standards. This is due to companies not enhancing their entrepreneurial social identity to face challenges in attracting and retaining customers, which reflects the importance of linking Creation with entrepreneurial social identity. In light of these environmental dynamics, it has become essential to build and develop innovative strategies that improve performance and achieve a balance between the organisation's goals. Consequently, these challenges require a set of new solutions that concentrate on value Creation strategies, which consider the entrepreneurial social identity as their foundation for building the organisation's image and reputation. **Thus, the research problem is represented in** (how to develop value Creation strategies as a driving force for creating sustainable value based on entrepreneurial social identity?). To address this problem, it is necessary to tackle the following sub-problems:

1. What is the level of entrepreneurial social identity among the sample, and is there scope for building a strong entrepreneurial social identity that tends to achieve better results in the field of Creation?
2. What are the appropriate Value Creation Strategies as a driving force for creating sustainable value among the sample?
3. Are new insights available on how to leverage entrepreneurial social identity to enhance Creation and achieve sustainable value?
4. What are the factors influencing the success of value Creation strategies, and is it possible to build an organizational environment that supports cooperation and interaction among individuals?

5. What is the nature of the relationship between entrepreneurial social identity and value Creation strategies?

### **Second: The Importance of Research**

The current research highlights the importance of building an academic and practical understanding of value Creation strategies as a driving force for creating sustainable value based on entrepreneurial social identity. With the growing environmental and social updates facing business organisations, it has become essential to develop innovative strategies that transcend traditional dimensions. Thus, the importance of the research is emphasized in the following aspects:

1. Strengthening the social entrepreneurship organization's identity and guiding it in a way that contributes to creating valuable and sustainable innovative strategies.
2. Improving internal and external research sample processes to help adapt to rapid changes in the labor market.
3. Contributing to the introduction of effective Creations that support collaboration and interaction among individuals, contributing to the development of alternative solutions that meet societal needs and achieve sustainable value.
4. Providing a set of recommendations that support organizations in achieving their strategic objectives, enhancing their ability to develop new sustainable models.

### **Third: The Objectives of Research**

The current research aims to explore value creation strategies as a driving force to create sustainable value based on entrepreneurial social identity, and this goal can be achieved by promoting a more accurate understanding of the following sub-objectives:

1. Determine the level of entrepreneurial social identity among the sample, and identify the scope for building a strong entrepreneurial social identity that tends to achieve better results in the field of Creation.
2. Identify appropriate Value Creation Strategies as a driving force for creating sustainable value among the sample.
3. Provide new insights into the mechanism for leveraging entrepreneurial social identity to enhance Creation and achieve sustainable value.
4. Identify the factors influencing the success of value Creation strategies, and whether it is possible to build an organizational environment that supports cooperation and interaction among individuals.
5. Measure the nature of the relationship between entrepreneurial social identity and value Creation strategies.

### **Fourth: Research Hypothetical Outline**

The hypothetical model assists in establishing a mechanism for addressing the research problem by providing clear predictions about how to achieve the research objectives and the relationships between the variables, thereby facilitating researchers' understanding of the proposed hypotheses and relationships. Figure 1 illustrates the hypothetical model for the following variables:

**The independent variable:** It was represented in **Entrepreneurial Social Identity**, and the research relied on three dimensions (Darwinian identity, community identity, and missionary identity).

**Dependent variable:** It included **value creation strategies**, and the research focused on three dimensions (exploration, investment, and adaptation).

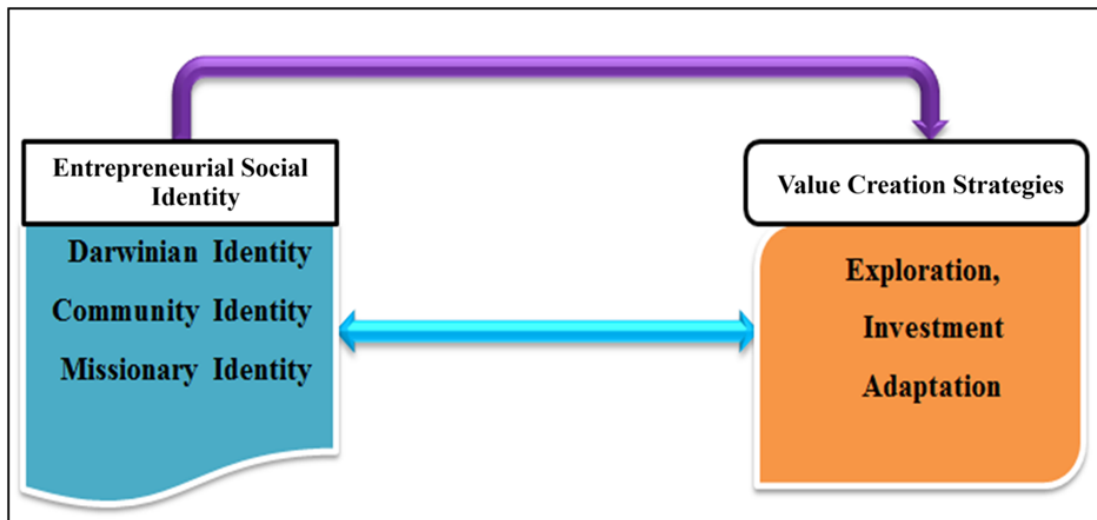


**Figure 1.** Research Hypothetical Outline.

Source: Prepared by the Researchers

### **Fifth: Research Hypotheses**

**H1: There is a significant correlation between entrepreneurial social identity and value Creation strategies, from which the following emerges:**

- a. There is a significant correlation between Darwinian identity and value creation strategies in its dimensions (exploration, investment, adaptation).
- b. There is a significant correlation between community identity and value creation strategies in its dimensions (exploration, investment, adaptation).
- c. There is a significant correlation between missionary identity and value creation strategies in its dimensions (exploration, investment, adaptation).

**H2: There is a significant influence of entrepreneurial social identity on value Creation strategies, from which the following emerges:**

- a. Darwinian identity has a significant impact on value creation strategies across its dimensions (exploration, investment, adaptation).
- b. Societal identity has a significant impact on value creation strategies across its dimensions (exploration, investment, and adaptation).
- c. Evangelistic identity has a significant impact on value creation strategies across its dimensions (exploration, investment, adaptation).

### **Sixth: Research Population and Sample**

The research community in the field of mobile phone companies in Diwaniya is represented by (Samsung, Apple, Huawei, Xiaomi, Oppo, Vivo, Nokia, Sony, Lenovo, Realme). Meanwhile, the sample for the research consisted of sales representatives from mobile phone companies in Diwaniya. A total of 150 questionnaires were distributed, out of which 131 were returned, with 17 being damaged, meaning that 114 are valid for analysis.

## **3. Research Theoretical Framework**

### **First: Entrepreneurial Social Identity**

#### **1. The Concept of Entrepreneurial Social Identity**

Identity suggests that individuals are socially constructed through social interactions, and that they acquire a variety of social identities and related roles throughout their lives [8]. Moreover, entrepreneurship research acknowledges the importance of social interactions for successful entrepreneurial behaviour [9]. Additionally, the social identity perspective adds to our

understanding of entrepreneurial behaviour by recognising and considering others, alongside self-interest, as a social motive driving the establishment of new ventures [10].

On the other hand, entrepreneurs need to distinguish themselves from other members of society because entrepreneurs are integrated into their social environment and are formed in several ways; they affect the economic growth of society, enter the world of politics and develop solutions capable of achieving progress for societies, as diversity in entrepreneurial behaviour reflects the disparity in roles and hobbies applied by entrepreneurs [11]. There are those who view the social identity of entrepreneurs as being formed through their basic social motivations, the basis of self-evaluation, and the frame of reference [12], as entrepreneurs with different social identities pursue different goals and derive completely different types of benefits from their entrepreneurial activities that are met, as well as the production methods used [13].

Social entrepreneurship is viewed as a process of creating value by combining resources in new ways. It is also seen as a social process that involves providing services and products [14], and it constitutes the social footprint through which an entrepreneur's resources are capitalised within the entrepreneurship system, aiming to impact the community by comparing the well-being, performance, and social footprint of entrepreneurs [15].

**From what has been presented,** it can be stated that the social entrepreneurial identity is a collection of central traits such as strategic orientation, commitment to opportunity, resource control, and marginality, which together form the entrepreneurial identity of this individual.

## 2. The Importance of Entrepreneurial Social Identity

Social identity management and identity-related work are becoming increasingly important in the pursuit of opportunities and success in working life, as individuals are in a constant state of evolution and need to shape, repair, maintain, enhance, or revise their identity structures [16]. The social identity of entrepreneurs influences a variety of core entrepreneurial decisions, such as strategic choices about market segments, customer orientation, competitors, production methods, decisions regarding the type of opportunities to invest in, and organisation-wide environmental adaptation [8].

The authors and researchers believe that adopting social identity in organisations is beneficial for entrepreneurship by enabling entrepreneurs to convey different aspects of their identity to stakeholders through elements of organisational culture [17]. Additionally, the social identity of entrepreneurs influences the types of opportunities they pursue, the strategic decisions they make appropriately, and the kind of value they create [18]. There are those who view distinct social identity as having a strong impact on sales growth, market share, profits, and job creation, thereby generating value and potentially having a positive effect on key stakeholders: investors, customers, and employees [19].

## 3. Dimensions of Entrepreneurial Social Identity

Entrepreneurial social identity can be measured through three dimensions:

- a. **Darwinian Identity:** The Darwinian social identity of entrepreneurs is the basic level, reflecting the entrepreneur's pursuit of business survival and success. It refers to the shared purpose of any business. As the most general type of business social identity, Darwinian social identity applies to most organizations in society [8]. Therefore, the Darwinian social identity of entrepreneurs is the first layer of entrepreneurial social identity, and is therefore valuable in understanding its effects on variables at the organizational level [20].
- b. **Community Identity:** Community identity means that an entrepreneur engages in services and products that contribute to society and social activities. Because entrepreneurs with community identities typically participate in community development by creating awareness among individuals through introducing a product or activity and encouraging diverse individuals to share their ideas, entrepreneurs with a higher level of community identity are more likely to contribute to and develop society [21]. Social entrepreneurs are more engaged than others because of a desire to contribute to the community they identify with and have an interest in their

product or service that goes beyond seeking commercial interests [8].

- c. **Missionary Identity:** Missionary identity means that an entrepreneur demonstrates a strong belief in their organization and works to bring about change in some aspect of society. Missionary identity encourages building a cause and acting responsibly toward it [22]. Missionary entrepreneurs consider “advancing a cause” as their primary social motivation, with responsible behavior as the basis for self-evaluation and society as the primary frame of reference [8].

## **Second: Value Creation Strategies**

### **1. The Concept of Value Creation**

The concept of value Creation has become one of the most widely used terms in the business markets in recent years to describe the ability of companies to deliver sales and marketing messages to their target audience. Typically, the beginnings of value Creation can be traced back to the 1980s when defined value [23]. Creation as a statement of the benefits provided to the customer and the price the customer is willing to pay [24]. At that time, this approach was referred to as the value delivery system and included a process consisting of three steps: the first step being to select value, the second to provide value, and the third to communicate value [25].

As soon as the company understands who its target customers are, it can establish the objectives and metrics for the value Creation it intends to offer. Value Creation determines the strategy for the company's customers by describing the distinctive mix of product, price, service, relationship, and image that the company presents to a targeted group of customers. It should also convey what the company expects to do for its customers better or differently from its competitors [26]. noted that [27] value Creation highlights the key reasons why a customer would choose to purchase from this company rather than its competitors. When formulated correctly, value Creation serves as an effective tool for communicating with the customer and increasing their interest in the company's offerings. When the company operates outside the process of creating value for the customer, it can only offer value Creation, not create value, as it is the customer who ultimately defines value [28].

**From the above, value Creation can be defined as a positioning statement that explains the benefit the company provides to whom and how it does so in a unique way. It describes the buyer the company is targeting, the problem it solves and why it is clearly better than other companies.**

### **2. The Importance of Value Creation**

Value creation is a central management tool for achieving a competitive position in the market and delivering value to customers. It is not just a brand slogan; it has management implications that extend beyond marketing communications. Properly designed, it forces companies to focus strongly on what their offerings truly value to their customers [29]. argues that Voutilainen the importance of value creation lies in the following [30]:

- a. Properly designed value creation forces companies to focus strongly on what their offerings truly value to their customers.
- b. It clarifies the primary purpose for which the company exists, i.e., its mission, which is the single most important dimension of strategy.
- c. It communicates the company's mission and vision and influences the selection of strategic themes and outcomes.
- d. Value creation also influences some of the objectives necessary to achieve strategic outcomes.
- e. Successful value creation creates a sustainable competitive advantage for the company compared to competitors. Value creation is therefore a key strategic tool for companies to realize the core benefits of their market offerings externally and focus internally on the right things to deliver those benefits to customers [31].

### **3. Value Creation Strategies**

To achieve value Creation as a driving force for sustainable value creation, three strategies must be followed:

- a. **Exploration strategy:** Exploration refers to a company's ability to develop new products through

experimentation and change [32]. Exploration-focused companies leverage the latest technologies to produce best-in-class products [33]. Product leaders are clearly more inclined toward exploration to implement their strategies, while operationally superior companies prefer exploitation, which supports their goal of serving customers well with affordable products [34].

- b. **Investment strategy:** Investment refers to a company's ability to develop new products by introducing experience-based improvements to existing technologies and product platforms [32]. Investment refers to firms' ability to improve efficiency and effectiveness by utilizing existing resources and processes in the best possible way [34]. This dimension focuses on achieving the highest possible return on investment, whether through increased productivity, reduced costs, or improved quality [33].
- c. **Adaptation Strategy:** When firms adopt a strategy of building close relationships with customers, a third value-creating capability may emerge: adaptation [32]. Thanks to this capability, firms use available technology to adapt or modify products and services to ensure that their offerings meet the needs of a particular customer or customer group [33]. Adaptation aims to improve what the firm offers to customers rather than exceeding the limits of available technology [34].

#### 4. Field Aspect of the Research

##### First: Coding and Description of Variables

To extract the results that the study aims to measure, a set of codes describing the studied variables, which are reflected in the dimensions and sections of each variable, must be used. The main objective of these codes is to clarify and build a clear understanding for the reader regarding the results obtained by the study. Accordingly, Table 1 illustrates the coding and description of the variables.

**Table 1.** Coding and Description of Variables.

| Variables                          | Dimensions          | NO. | Code | Source                |
|------------------------------------|---------------------|-----|------|-----------------------|
| Entrepreneurial<br>Social Identity | Darwinian Identity  | 5   | ESID | Sieger et al.,2016    |
|                                    | Community Identity  | 5   | ESIC |                       |
|                                    | Missionary Identity | 5   | ESIM |                       |
| Value Creation<br>Strategies       | Exploration         | 3   | VCSE | Zacharias et al.,2016 |
|                                    | Investment          | 3   | VCSI |                       |
|                                    | Adaptation          | 3   | VCSA |                       |

##### Second: Testing Moderation and Reliability of Variables

The results presented in Table 2 indicated that the data related to social identity and value Creation strategies adhere to the normal distribution test. This conclusion was based on the p-value of the test, which was greater than 0.05, indicating the possibility of generalising the study's results to the studied population. Consequently, this implies the acceptance of the alternative hypothesis, which states that the data used in the analysis follows the normal distribution test, and the rejection of the null hypothesis, which states that the data does not follow this test. As evident from Table 2, the research variables exhibit stability and internal consistency, as the entrepreneurial social identity variable with its dimensions achieved a relative stability coefficient of 0.922, while the value Creation strategies overall achieved a relative stability coefficient equal to 0.882, demonstrating the consistency of the measurement tool with the target sample.

**Table 2.** Results of the test of the moderation and stability of variables.

| Variables          | Kol-Smi |       | Sig.  |       | Cronbach's Alpha |       |
|--------------------|---------|-------|-------|-------|------------------|-------|
| Darwinian Identity | 0.117   | 0.110 | 0.095 | 0.157 | 0.804            | 0.922 |

|                     |       |              |       |              |       |              |
|---------------------|-------|--------------|-------|--------------|-------|--------------|
| Community Identity  | 0.135 | 0.094        | 0.885 |              |       |              |
| Missionary Identity | 0.156 | 0.116        | 0.876 |              |       |              |
| Exploration         | 0.152 | 0.134        | 0.852 |              |       |              |
| Investment          | 0.122 | <b>0.121</b> | 0.063 | <b>0.068</b> | 0.826 | <b>0.883</b> |
| Adaptation          | 0.125 | 0.070        | 0.829 |              |       |              |

### Third: Statistical Description

The results of Table (3) reflected the total average of the ESI variable, which amounted to (3.75), with a standard deviation equal to (0.22), achieving a relative importance of (75%). The priority of this matter is attributed to the interest in the dimension of community identity ESIC, which attained a relative importance of (79%), and an arithmetic mean of (3.94), with a standard deviation of (0.23). Meanwhile, the missionary identity dimension ESIM ranked last, with a relative importance of (71%), an arithmetic mean of (3.56), and a standard deviation of (0.53). This indicates that mobile phone companies focus on social values related to the corporate phone brand, enhancing customer loyalty by favouring engagements with companies that reflect their values and beliefs.

The results of Table (3) also indicated the total average of the variable of value Creation strategies VCS, which amounted to (3.31), and a standard deviation equal to (0.42), which achieved a relative importance of (66%), and the priority of this matter is due to the interest in the exploration dimension VCSE, which achieved a relative importance of (72%), and an arithmetic mean equal to (3.61), and a standard deviation of (0.69), while the VCSA adaptation dimension came in last place with a relative importance of (61%). And an arithmetic mean of (3.06) and a standard deviation of (0.51), which means that it can be said that mobile phone companies are keen to provide clear information to customers about modern technologies and Creations in the field of mobile phones, by providing innovative solutions and support such as applications that create sustainable value.

**Table 3.** Interpretation and Description of Variables.

| NO.         | Mean        | S.D <sup>1</sup> | relative importance% | NO.         | Mean        | S.D         | relative importance% |
|-------------|-------------|------------------|----------------------|-------------|-------------|-------------|----------------------|
| ESID1       | 3.90        | 0.62             | 78%                  | VCSE1       | 3.55        | 0.93        | 71%                  |
| ESID2       | 4.08        | 0.56             | 82%                  | VCSE2       | 3.63        | 0.76        | 73%                  |
| ESID3       | 3.92        | 0.78             | 78%                  | VCSE3       | 3.65        | 0.83        | 73%                  |
| ESID4       | 3.35        | 0.92             | 67%                  | <b>VCSE</b> | <b>3.61</b> | <b>0.69</b> | <b>72%</b>           |
| ESID5       | 3.43        | 0.90             | 69%                  | VCSI1       | 3.59        | 0.82        | 72%                  |
| <b>ESID</b> | <b>3.74</b> | <b>0.39</b>      | <b>75%</b>           | VCSI2       | 3.59        | 0.77        | 72%                  |
| ESIC1       | 4.04        | 0.49             | 81%                  | VCSI3       | 2.61        | 0.91        | 52%                  |
| ESIC2       | 4.24        | 0.40             | 85%                  | <b>VCSI</b> | <b>3.26</b> | <b>0.42</b> | <b>65%</b>           |
| ESIC3       | 4.16        | 0.51             | 83%                  | VCSA1       | 3.27        | 0.90        | 65%                  |
| ESIC4       | 3.59        | 0.82             | 72%                  | VCSA2       | 3.27        | 0.86        | 65%                  |
| ESIC5       | 3.69        | 0.75             | 74%                  | VCSA3       | 2.63        | 0.90        | 53%                  |
| <b>ESIC</b> | <b>3.94</b> | <b>0.23</b>      | <b>79%</b>           | <b>VCSA</b> | <b>3.06</b> | <b>0.51</b> | <b>61%</b>           |
| ESIM1       | 3.37        | 0.74             | 67%                  | <b>VCS</b>  | <b>3.31</b> | <b>0.42</b> | <b>66%</b>           |
| ESIM2       | 3.65        | 0.81             | 73%                  |             |             |             |                      |
| ESIM3       | 3.65        | 0.95             | 73%                  |             |             |             |                      |
| ESIM4       | 3.63        | 0.71             | 73%                  |             |             |             |                      |
| ESIM5       | 3.49        | 0.82             | 70%                  |             |             |             |                      |
| <b>ESIM</b> | <b>3.56</b> | <b>0.53</b>      | <b>71%</b>           |             |             |             |                      |
| <b>ESI</b>  | <b>3.75</b> | <b>0.22</b>      | <b>75%</b>           |             |             |             |                      |

### Third: Hypothesis Testing

#### H1: There is a significant correlation between entrepreneurial social identity and value Creation strategies.

It is noted from the results of Table (4) that there is a significant correlation between the entrepreneurial social identity and value Creation strategies, with a strong correlation coefficient of (0.716). It is evident that there is a positive correlation between the internal dimensions of these variables, ranging from (0.374) between the missionary identity dimension (ESIM) and after exploration (VCSE), to (0.834) between the (ESIC) dimension and the (VCSA) adaptation dimension. From the above, it can be concluded that the entrepreneurial social identity plays an important role in promoting value Creation strategies. The strong relationship between the dimensions suggests that enhancing social identity can lead to improved Creation strategies, highlighting the importance of focusing on social identity in entrepreneurial contexts.

**Table 4.** Correlation Matrix.

|      | ESID   | ESIC   | ESIM   | ESI    | VCSE   | VCSI   | VCSA   | VCS |
|------|--------|--------|--------|--------|--------|--------|--------|-----|
| ESID | 1      |        |        |        |        |        |        |     |
| ESIC | .741** | 1      |        |        |        |        |        |     |
| ESIM | .491** | .586** | 1      |        |        |        |        |     |
| ESI  | .794** | .915** | .784** | 1      |        |        |        |     |
| VCSE | .471** | .680** | .834** | .812** | 1      |        |        |     |
| VCSI | .395** | .552** | .611** | .633** | .697** | 1      |        |     |
| VCSA | .592** | .374** | .416** | .441** | .538** | .872** | 1      |     |
| VCS  | .439** | .609** | .710** | .716** | .853** | .947** | .883** | 1   |

#### H2: There is a significant influence of entrepreneurial social identity on value Creation strategies.

The results in Table (5) indicate that entrepreneurial social identity has contributed to an improvement in value Creation strategies by (0.898). This shows that the interest of mobile phone companies in entrepreneurial social identity will enhance their capabilities in developing new Value Creation Strategies by focusing on exploration, investment, and adaptability available in the work environment. This will lead to a reduction in the standard error by (0.125). In other words, enhancing the entrepreneurial social identity in mobile phone companies significantly contributes to developing innovative strategies for creating new value. This improvement in strategies can reduce risks and errors, thereby enhancing operational effectiveness and increasing companies' ability to adapt to market changes.

The results of Table (5) revealed the importance of entrepreneurial social identity in explaining approximately (0.513) of the variance in value Creation strategies. This illustrates the interest of mobile phone companies in building sustainable relationships with customers, which contributes to gaining customer satisfaction and increasing investment in available opportunities in the target market, thereby enhancing the company's reputation and position in the market.

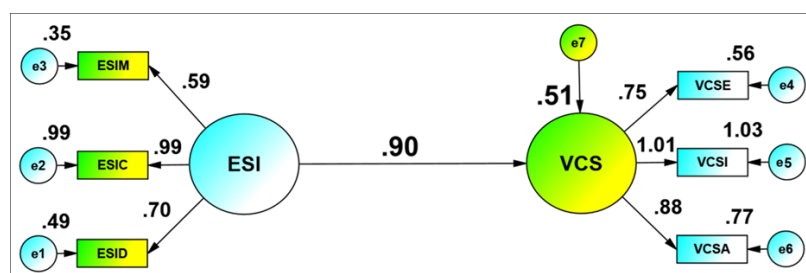


**Figure 2.** Standard Model of the Influence of Entrepreneurial Social Identity on Value Creation Strategies.

Table 5 indicates that there is a significant impact of the dimensions of entrepreneurial social identity on value creation strategies, achieving an effect of (0.749, 0.430, 0.576) respectively for the dimensions of Darwinian identity, community identity, and missionary identity in value creation strategies. This contributed to the interpretation of (0.572) regarding value creation strategies, suggesting that mobile phone companies focus on after-sales services by providing comprehensive training for sales representatives on the use of modern products and guidance towards addressing the problems associated with these products to ensure customer experience and reflect the extent of the company's interest and commitment to customers. This demonstrates the acceptance of this hypothesis.

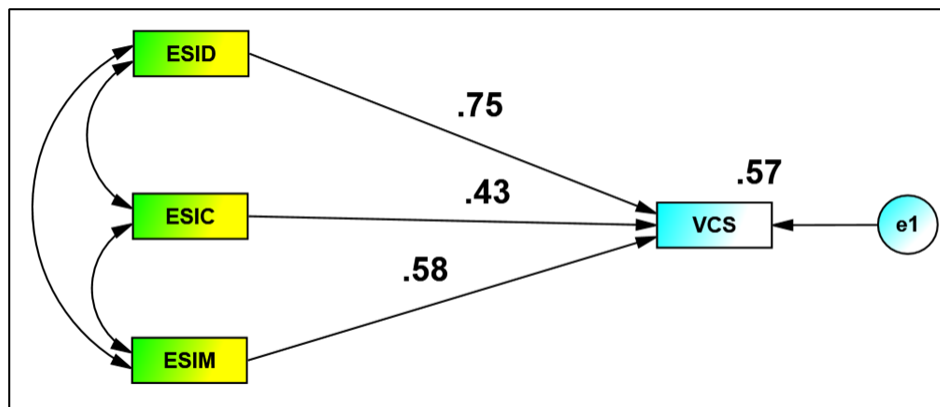


**Figure 3.** Standard Model of the Influence of Entrepreneurial Social Identity Dimensions on Value Creation Strategies.

**Table 5.** Results of the Analysis of the Influence of Entrepreneurial Social Identity and Its Dimensions on Value Creation Strategies.

| Hypotheses       | Path          | S.W <sup>1</sup> | S.E   | C.V    | R <sup>2</sup> | Sig.  |
|------------------|---------------|------------------|-------|--------|----------------|-------|
| H <sub>2</sub>   | ESI ---> VCS  | 0.898            | 0.125 | 7.184  | 0.513          | 0.001 |
| H <sub>2-1</sub> | ESID ---> VCS | 0.749            | 0.039 | 19.205 | 0.572          |       |
| H <sub>2-2</sub> | ESIC ---> VCS | 0.430            | 0.132 | 3.258  |                |       |
| H <sub>2-3</sub> | ESIM ---> VCS | 0.576            | 0.090 | 6.400  |                |       |

<sup>1</sup>Standard Weights (S.W), Standard Error (S.E), Critical Value (C.V).

## 5. Conclusions and Recommendations

### First: Conclusions

1. There is a significant correlation and influence between entrepreneurial social identity and value Creation strategies as a driving force for creating sustainable value. This means that understanding customer requirements and expectations contributes to developing innovative solutions that meet their needs.
2. Mobile phone companies focus on social values related to the brand of their corporate phones, which enhances customer loyalty by making customers prefer to deal with companies that reflect their values and beliefs.
3. Mobile phone companies are keen to provide customers with clear information about modern mobile technologies and Creations by offering innovative solutions and support, such as applications, that create sustainable value.
4. Mobile phone companies are keen to build sustainable relationships with customers, which contributes to gaining customer satisfaction and increasing investment opportunities in the target market, thus enhancing the company's reputation and position in the market.

5. Mobile phone companies are keen to adapt to customer requirements through effective communication with customers, ensuring business transparency, improving quality of life, and supporting purchasing decisions.
6. The results showed that mobile phone companies focus on after-sales services by providing comprehensive training to sales representatives on the use of modern products and guidance on resolving problems with these products, ensuring a superior customer experience and reflecting the company's commitment to its customers.

### **Second: Recommendations**

1. Mobile phone companies should encourage sales representatives to engage in community initiatives that support entrepreneurial social identity, ensuring value Creation strategies are built to create sustainable value. This requires the use of modern technologies to improve sales efficiency and enhance customer engagement.
2. Mobile phone companies should build long-term relationships with customers by following up with them through after-sales services. This will provide a positive perception of the company's entrepreneurial social identity.
3. Sales representatives should focus on explaining how customers benefit from the sustainable value of the product, which helps attract customers who care about social and environmental issues.
4. Sales representatives should focus on using the information they collect about customers to provide services and products that suit their needs and tastes. This requires tailoring offers and products to each customer's needs, enabling them to capitalize on sales opportunities and enhance customer loyalty.
5. Mobile phone companies are committed to continuously developing the capabilities of their sales representatives by providing periodic training programs on technologies and Creations available in the market. This will enable them to provide transparent information to customers, thereby gaining their trust and confidence.
6. Sales representatives should focus on developing their service delivery skills to understand customer requirements by actively listening to their needs and desires and interacting directly with them. This will enable them to identify the value, design, and aesthetics of the desired product that customers value.

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