

ISSN: 0258-2724

DOI : 10.35741/issn.0258-2724.55.6.38

Research article

Economics

THE ROLE OF DART KEY BUILDING BLOCKS AS CUSTOMER CO-CREATION DETERMINANTS IN ISLAMIC BANKING SERVICES**镖密钥构建块作为客户联合创建决定因素在伊斯兰银行服务中的作用****Nur Asnawi^{a,*}, Nina Dwi Setyaningsih^b**^a Management Department, Faculty of Economics, Universitas Islam Negeri Maulana Malik Ibrahim-Malang
Jalan Gajayana 50, Malang, Indonesia, asnawi@manajemen.uin-malang.ac.id^b Accounting Department, Universitas Islam Negeri Maulana Malik Ibrahim Malang
Jalan Gajayana 50, Malang, Indonesia, shirlytania89@yahoo.com*Received: July 15, 2020 ▪ Review: November 10., 2020 ▪ Accepted: December 20, 2020**This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0>)***Abstract**

Co-creation is a baseline for innovation strategies to increase market share and competitive advantage in the Islamic Banking industry. The purpose of this study is to examine the role of the DART (dialogue, access, risk and transparency) model as a determinant of co-creation activities in Islamic banking. It is the first empirical investigation that tests the DART model in this way. Using Partial Least Squares Structural Equation Modeling, this study analyzes the responses of 192 Islamic bank customers to test four proposed hypotheses. The research result confirms that the dialogue and transparency of the DART model positively support co-creation activities. Our study is based on data from Islamic Banking customers in Indonesia; therefore, it needs to be retested in a broader context. Since we distributed questionnaires among Islamic Banking customers, future studies could compare their responses with those of customers of conventional banks. Further studies are recommended to develop the DART model in other specific contexts. It is important for Islamic Banking managers in Indonesia to prioritize dialogue and information disclosure in serving customers while also allowing customers access to information to and delivering risk assessments honestly.

Keywords: Co-Creation, DART Model, Islamic Banking Service

摘要 共创是创新策略的基准，可以提高伊斯兰银行业的市场份额和竞争优势。这项研究的目的是检验镖（对话，访问，风险和透明度）模型在伊斯兰银行业共同创造活动的决定因素中的作用。这是首次以这种方式测试 DART 模型的实证研究。本研究使用偏最小二乘结构方程模型，分析了 192 家伊斯兰银行客户的反应，以检验四个提出的假设。研究结果证实，DART 模型的对话性和透

明性为联合创作活动提供了积极支持。我们的研究基于印尼伊斯兰银行客户的数据；因此，需要在更广泛的范围内对其进行重新测试。由于我们在伊斯兰银行客户中分发了调查表，因此未来的研究可以将他们的回答与传统银行客户的回答进行比较。建议在其他特定情况下进一步研究以开发镖模型。对于印度尼西亚的伊斯兰银行经理来说，在为客户提供服务时应优先考虑对话和信息披露，同时还允许客户诚实地获取信息并进行风险评估，这一点很重要。

关键词: 共同创作, 镖模型, 伊斯兰银行服务

I. INTRODUCTION

Co-creation is an effort by companies and customers to participate in value creation together [2]. The concept of co-creation has emerged as a prominent field of study [3]. Consequently, its study is useful for developing financial services that are relevant to customer needs [4]. A company's decision to carry out co-creation activities can lead to improving the effectiveness of its product or service offerings to maximize its profits [5].

Co-creation is especially relevant to the banking sector because banking services imply "high involvement," thus requiring customer care to facilitate the recognition of each product feature. However, customers usually use a product for a long time. The involvement of customers in sharing their ideas for the design and product development process to create personalized experiences for themselves is important for banks to remain competitive [6].

Based on literature studies, consumer-company interactions in creating value require an identification process through the key building blocks of the DART Mode: dialogue, access, risk assessment, and transparency [2]. Empirical studies show that the DART model determines co-creation for innovation in the banking industry in Pakistan [7] and Brazil [8]; in the telecommunication industry in Malaysia [9]; and in the hospitality industry in Greece [10].

Although there are many articles on co-creation, ironically, empirical evidence in the context of Islamic Banking (iB) services is still scarce. This study's focus is to investigate the role of the DART (dialogue, access, risk assessment, and transparency) model [11] as a determinant of co-creation from the perspective of iB customers as the final evaluators of service. Researchers have previously recommended such an investigation [7], [8]. Co-creation in the iB industry is a new approach that is believed to increase existing customer loyalty and attract new customers [8], [12].

A better understanding of the role of the DART model as a determinant of co-creation in

the iB industry is believed to increase the iB market share in Indonesia, which is only 5.95% [13], a percentage far below that of conventional banks, which have outperformed iB for twenty-eight years [14]. In addition, the presence of financial technology (fintech) has led the iB industry in Indonesia to change its business model through a co-creation strategy to develop more competitive, efficient products and services [15]. As a result of iB products being personalized (i.e., *wadiah* [safekeeping], *mudharabah* [profit sharing], and *murabahah* [cost plus finance]), horizontal marketing activities (i.e., co-creation) are central to the successful offering of products that are easy to understand, meet customer needs, and still adhere to Sharia principles [16].

The significance of this study lies in the exploration of co-creation activities in specific service industries (i.e., iB) to complement previous literature that has either focused on conventional banking or on the manufacturing industry. This study also seeks to provide a better understanding of the importance of co-creation to benefit organizations and customer relationships in the long term.

II. THEORETICAL BACKGROUND

A. iB Service Innovation and Co-Creation

Co-creation is a research topic that has been analyzed theoretically using various approaches. One approach that is popular is the service dominant approach (S-D), which follows the logic that "value" is always co-created resulting from the actions of providers and consumers [17]. The emphasis of co-creation is on organizations, consumers, and other stakeholders creating value collaboratively [17]. The co-creation of value in the context of S-D logic is a widely-recognized framework in the marketing community [18]. In the context of banking services, co-creation is an innovation that improves services by encouraging customers to take an active role in the value creation process by offering them various

benefits, such as low administrative fees, ease of credit approval, and speed of payment access [4].

In studying the iB's operationalization, Javed et al. [16] have identified several conditions in which co-creation is internalized in its operational activities. First, the iB's operational system is different from that of conventional banks in that the design of products or services must comply with Sharia law through a fatwa before they are offered to customers. The involvement of the National Sharia Council (i.e., Majelis Ulama Indonesia, the highest authority for iB supervision in Indonesia) in Sharia compliance in designing the iB's products is a form of co-creation. Second, iB employees explain the product scheme to customers, starting from how to make transactions to how iB acts as an intermediary so that banks and customers are co-owners. Third, iB works according to the principle of profit and loss sharing, so it requires value co-creation and a high involvement of related parties (creditors-banks; bank-customers) in determining the percentage of profit sharing. Finally, customers, banks, and suppliers act as partners and can co-create values, such as profit and loss sharing, fairness and transparency as well as contract supervision by the Sharia board to ensure that all provisions are consistent with Islamic law.

B. DART Model

At present, companies are more focused on exploring external resources (i.e. customers) to gain new competitive advantages [11], [19]. To facilitate this, a key building block for the value co-creation process called the DART model (dialogue, access, risk-benefits, and transparency) was introduced [11]. The DART model supports the development of a sustainable competitive advantage in the banking sector, because the involvement of customers and management makes their relationships closer and tends to make customers more loyal [8].

The reason for using the DART model as the typical value co-creation model is that it is the simplest, most impressive, and most efficient for companies that have detailed frameworks [10], [20], such as banking. The DART model has also been tested in co-creation research in various sectors such as manufacturing - NIKE [21], telecommunication [9], retail [22], hospitality [10], banking [7], [8], developed and validated by various researchers [9], [20], [23]. Ironically, research using the DART model is still largely ignored [9], especially in the context of iB. The DART model as a co-creation effort with customers is a systematic process towards

competitive advantage [9], especially for the banking sector to convince consumers of satisfaction that exceeds their expectations and gains their long-term loyalty.

III. HYPOTHESIS DEVELOPMENT

A dialogue is a real interaction between clients and organizations, especially related to hearing and understanding the former's desires [2]. With dialogue, innovation and creation are initiated in product preparation and problem solving [24]. However, in the context of banking in Brazil, dialogue cannot support co-creation activities [8]. The same situation applies in Pakistan [7]. Although empirical findings in the banking sector do not support the arguments of Prahalad and Ramaswamy [2] and Hoyer et al. [24], the authors believe that co-creation activities through the DART model are designed to encourage a more meaningful dialogue as was done by Nike [21]. In the context of iB, dialogue is very important to explain product specifications, the scheme of the contract (binding transaction agreement between the two parties), and the agreed profit sharing. It is relevant to the characteristics of Asian customers who are highly concerned with the quality of interaction (dialogue) with service providers in a business context [25]. Thus, the first hypothesis is proposed.

H1: A positive relationship exists between dialogue and co-creation activities in the iB industry.

However, it is difficult to establish a dialogue if consumers do not have access to adequate information [11]. For this reason, the convenience of consumers in accessing company information and resources is an important element in co-creation [2]. Nike, for example, opened a dialogue with its customers to unravel the complexity of a problem through the "Nike ID" website [21]. Open efforts to provide access to information have proven to be the driving force for the creation of value in banking services [7], [8]. In short, openness and the provision of access to information play important roles in opening a meaningful dialogue [11]. Accordingly, the second hypothesis is as follows.

H2: A positive relationship exists between ease of information access and co-creation activities in the iB industry.

When consumers become co-creators of value, they want to get as much information as possible about the potential risks associated with consumption, delivery offering, and the production of certain products or services [9]. In a customer-centric view, companies are obliged

to inform consumers about the potential risks of the products or services offered [2], [11]. When a customer transacts with an iB, a detailed contract form that explains the details of the transaction, the profit and loss sharing ratio, and the service fee is prepared so that it is easily understood by interested parties [16]. This step is related to the risk assessment, which is directly related to the co-creation process in banks [7], [8]. The third hypothesis is thus proposed.

H3: A positive relationship exists between risk assessment and co-creation activities in the iB industry.

Finally, the transparency dimension for Prahalad and Ramaswamy [11] is a contributor to the friendly relationship between organizations and customers. With transparency, ambiguity can be eliminated and work is free from mistakes [7]. In short, providing transparent information to individuals is the key to successful interactions [26]. Transparency of company information in the value co-creation process can increase consumers' acceptance of the quality of products and services [2], [11]. This outcome is reinforced by empirical findings in the context of banking [7], [8] and telecommunication companies [9]. The fourth hypothesis is as follows.

H4: A positive relationship exists between transparency and co-creation activities in the iB industry.

IV. RESEARCH METHOD

A. Sample

To test the proposed hypotheses, we conducted research on the iB industry located in

one of the important cities (education and multi-cultural cities) in Indonesia which demographically reflects the heterogeneity of culture, religion, ethnicity, and professional background [14], [27]. To explore direct customer responses, we used non-probability sampling techniques (convenience sampling) that are easy to perform, capable of getting the best information from the respondents [28], and commonly used in banking consumer behavior research [14]. Specifically, the respondents selected as a sample are individual customers who have active accounts and have been actively conducting transactions for the past three years as proof of loyal customers [14].

Before the questionnaire was distributed, we tested it on 20 students who were iB customers according to the criteria (more than three years as active customers). The result indicated that several terms needed to be simplified to avoid confusion. To meet the requirements for multivariate analysis, 200 questionnaires were distributed to iB customers. The results of the final testing comprised 192 (96 percent) completed questionnaires, which were sufficient for population generalization and statistically reliable [29]. In general, majority of the respondents in this study were male (55.7 percent), less than 25 years old (31.7 percent), and married (57.5 percent). Moreover, the largest numbers of respondents were Muslim (96.8 percent), with an undergraduate education (59.1 percent), and with student status (29.6 percent), as summarized in Table 1.

Table 1. The information of respondents

Demographic profile	Categories	Frequency	Percent (%) ^a
Gender	Male	106	55.2
	Female	86	44.8
Age (in years)	≤ 25	16	8.3
	26-35	60	31.3
	36-45	52	27.1
	46-55	40	20.8
	≥ 56	24	12.5
Education	Undergraduate	93	48.4
	Postgraduate	45	23.4
	Others	54	28.1
Marital status	Single	82	42.7
	Married	98	51.0
	Others	12	6.3
Work (job)	Self-employed	76	39.6
	Government employees	52	27.1
	Private company employees	28	14.6
	Student	36	18.8
Religion	Muslim	184	95.8
	Non-Muslim	8	4.2

^a Percentage value is calculated based on total sample of research that is 192 respondents

B. Instrument and Measures

We conducted a live survey for four months (September-December 2019). A five-point Likert scale [42] (1 = strongly disagree to 5 = strongly agree) was used to measure the questionnaire because it is easy to apply in various situations [30] and prevalent for studies on Islamic bank customer behavior [14], [31].

A closed questionnaire consisting of the respondent's profile (e.g., gender, age, education, marital status, work, religion) was also used, and a statement of the DART model we adopted from previous studies was applied to test the questionnaire's validity. The constructs of dialogue (six items), risk assessment (four items), and transparency (four items) were adopted from [8], and the construct of access to information (three items) was based on [20]. Furthermore, the four construct items for co-creation were adopted from previous research [8].

C. Data Analysis Technique

Partial Least Squares Structural Equation Modeling (PLS-SEM) [32] was used to test four

hypotheses. The two-step approach [1] was used for the analysis of the measurement model (outer) by analyzing the validity and reliability of the construct; and for structural (inner) models between hypothesized constructs by examining the results of statistical significance.

D. Measurement Validation

As the summary of the analysis results in Table 2 shows, the outer loading value is greater than 0.70 [1], the CR value is far above the cutoff value of 0.60 [1], and AVE is also greater than 0.50 [33]. This shows that the model formed has satisfactory convergent validity [1]. Furthermore, the results of the examination of the cross-loading indicators values (Table 3), in which no indicator loads were higher than any opposing construct [34], or the cutoff values for loading were a minimum of 0.5, indicating significance [1]. The square root of AVE for each construct should exceed the intercorrelations of the construct with other model constructs [33] in Table 4. Their results confirm the discriminant validity of the constructs [1].

Table 2.
Results of measurement model

Constructs (code)	Items	Outer loadings	CR	AVE
Dialogue (DIA)	DIA1 The management of Islamic banks expects customer advice for improvement.	0,834	0,926	0,678
	DIA2 For Islamic banks, communication is the best way to provide services.	0,846		
	DIA3 Islamic banks have several communication channels (e.g sms, e-mail, social media)	0,896		
	DIA4 The idea of services offered by Islamic banks is easily communicated.	0,893		
	DIA5 Islamic banks use interactive dialogue as a means of promotion.	0,834		
	DIA6 Islamic bank management provides opportunities for customers to share ideas.	0,598 ^a		
Access to information (ACC)	ACC1 Islamic banks provide an easy way for customers to receive the services offered.	0,896	0,906	0,762
	ACC2 Customers have many choices in accepting the services offered by Islamic banks.	0,897		
	ACC3 It is very easy for Islamic bank customers to receive services (when, where and how they want).	0,824		
Risk assessment (RIS)	RIS1 Islamic banks provide a means to participate in the preparation of product offerings e.g social media, internet, telephone.	0,816	0,893	0,676
	RIS2 Islamic banks provide an explanation of the positive and negative aspects of the products offered.	0,838		
	RIS3 Management informs customers about risks when using Islamic bank services.	0,816		
	RIS4 Islamic banks provide comprehensive information to customers about the risks and benefits of the products offered.	0,819		
Transparency (TRA)	TRA1 Islamic banks deliver complete product specification information.	0,853	0,879	0,646
	TRA2 Access free Islamic bank service information.	0,785		
	TRA3 Islamic bank management conveys complete cost and profit-sharing information	0,783		
	TRA4 Islamic bank management treats customers as partners in sharing information.	0,791		
Co-creation (CoC)	CoC1 I want to give an opinion to contribute to the improvement of	0,920	0,936	0,786

	financial services in Islamic banks.	
CoC2	I want to participate in the development of new products / services at Islamic banks.	0,911
CoC3	I want to contribute product / service ideas to Islamic banks.	0,782
CoC4	Islamic banks offer many options for customers to develop services as needed.	0,925

Note: Items that are dropped because they do not match the criteria for convergent validity, outer loading value less than 0.7 include DIA6 (0,598)

Table 3.
Discriminant validity (cross loading)

Construct	Item	ACC	COC	DIA	RIS	TRA
Access to information (ACC)	ACC1	0,896	0,540	0,621	0,645	0,563
	ACC2	0,897	0,453	0,689	0,720	0,614
	ACC3	0,824	0,380	0,580	0,676	0,579
Co-creation (COC)	COC1	0,450	0,920	0,568	0,496	0,519
	COC2	0,478	0,911	0,572	0,499	0,541
	COC3	0,481	0,782	0,529	0,572	0,573
Dialogue (DIA)	COC4	0,479	0,925	0,581	0,545	0,585
	DIA1	0,586	0,554	0,841	0,640	0,605
	DIA2	0,622	0,525	0,852	0,649	0,608
Risk assessment (RIS)	DIA3	0,648	0,554	0,904	0,682	0,648
	DIA4	0,636	0,587	0,901	0,704	0,669
	DIA5	0,633	0,531	0,834	0,656	0,603
Transparency (TRA)	RIS1	0,689	0,437	0,607	0,816	0,585
	RIS2	0,660	0,462	0,599	0,838	0,593
	RIS3	0,525	0,480	0,578	0,816	0,579
	RIS4	0,670	0,563	0,726	0,819	0,729
	TRA1	0,559	0,596	0,633	0,678	0,853
	TRA2	0,476	0,400	0,520	0,571	0,785
	TRA3	0,518	0,435	0,518	0,575	0,783
	TRA4	0,577	0,541	0,629	0,611	0,791

Note: Italic values are loadings for items which are above the recommended value 0.5 [1]

Table 4.
Discriminant validity of the constructs (Fornell–Larcker criterion)

Constructs	ACC	COC	DIA	RIS	TRA
Access to information (ACC)	0,873				
Co-creation (COC)	0,533	0,887			
Dialogue (DIA)	0,721	0,636	0,867		
Risk assessment (RIS)	0,774	0,596	0,769	0,822	
Transparency (TRA)	0,667	0,627	0,724	0,763	0,803

Notes: Diagonals (italic) represent the squared root of the AVE while the other entries represent the correlations

V. HYPOTHESIS TESTING

As stated in [35], PLS allows for the explicit estimation of latent variable scores, and this and the bootstrapping resampling methods were used to test the proposed model. Bootstrapping with 300 re-samples was performed to derive p -values for the structural paths. This number of re-samples was sufficient for obtaining adequate parameter estimates [32]. The path coefficients and their significance are presented in summary Table 5.

H1 to H4, which tested the DART model construct against COC, showed that the DIA construct positively supported COC (H1) ($\beta = 0.327$; $p = 0.017$), as well as H4 TRA against COC ($\beta = 0.301$; $p = 0.023$). In contrast, the ACC constructs ($\beta = 0.019$; $p = 0.893$) and RIS ($\beta = 0.101$; $p = 0.561$) do not support COC activity (rejects H2 and H3).

Table 5.
Hypothesis testing

Hypothesis	Relationship	β	SE	t-statistic	p -value	Decision
H1	DIA \rightarrow COC	0,327	0,137	2,382	0,017	Supported

H2	ACC → COC	0,019	0,140	0,135	0,893	Not supported
H3	RIS → COC	0,101	0,173	0,582	0,561	Not supported
H4	TRA → COC	0,301	0,132	2,279	0,023	Supported

Note: Significant if the p-value less than 0,05

VI. DISCUSSION

The study results indicate that the four constructs of the DART (dialogue and transparency) model support co-creation activities in the iB industry. This fact contradicts the findings of co-creation research in Pakistan [7] and Brazilian banking [8]. Dialogue is the interaction to hear and understand customer desires in service innovation [2], [24]. The majority of Muslim iB customers in Indonesia have a collective culture [36], which tends to prioritize dialogue to recognize the specifications of iB products or services. This is in line with the opinion of Mattila [25], which emphasizes that the character of Asian customers prioritizes the quality of interaction (dialogue) in doing business and evaluates service providers.

Information transparency is also important in supporting the co-creation process, as argued in [7], [8], and [9]. Information transparency is the key to successful interaction [26]. In the iB industry, transparency is evidence of "honesty" [14] and reflects the "credibility" of service providers and the SERVQUAL dimension [37]. Transparency in transactions is an indicator of honesty and a representation of personality in business [14]. In contrast, the construct of access to information and risk assessment of the DART model is proven not to support the co-creation process in the iB industry. This fact is inconsistent with the findings of previous research [2], [7], [8], [21].

VII. IMPLICATIONS

A. Academic Implication

This study empirically examines the DART model [11] as a determinant of co-creation in the iB service setting. Many studies are concerned with the gap between the DART model and co-creation [8]. However, this gap is "poorly understood by researchers and sharia banking practitioners." This study describes a model to address this problem.

The findings of this study emphasize the importance of dialogue and transparency in co-creation activities. These results are inconsistent with research by Malik and Ahsan [7] and Mainardes et al. [8]. They show that in Muslim-majority markets such as Indonesia, communication and transparency encourage

innovation; however, in Pakistan [7] and Brazil [8] it is difficult for the banking industry to open their organizations to customers [17], [24]. The findings of this study support the concept of value co-creation, which emphasizes the use of all resources to innovate and provide new ways of doing business in the banking industry [26], [38].

Most of the previous research was conducted on the conventional banking industry [7], [8]. This study was designed to investigate the involvement of the DART model as a predictor of co-creation in the context of iB. This is unique and is the main contributor to this study because it provides a new perspective in co-creation reports on banking innovation literature, which is still rare [8].

B. Managerial Implications

Managers of iB need to pay attention to the importance of meaningful interactions, especially by intensifying dialogue and openness as starting points for co-creation activities with their customers. For this reason, iB management must have a strategy and method that is able to touch the customer's rational, emotional, and spiritual side through effective communication techniques and transparency of information to support co-creation. Therefore, they need to design an employee development program, which by training staff in communication skills, politeness, responsiveness, and empathy toward customers, will support co-creation activities [7]. At the recruitment stage, management can search for those who have good skills in communication and innovation, to support the co-creation mission as a representation of the relationship of intimacy and trust in customers [39]. Furthermore, bank offers related to reliable service delivery, speed of service, and ease of facilities can stimulate customer participation in co-creation, including support for modern technology [40].

C. Limitations and Further Research

This study focuses exclusively on individual Islamic commercial bank customers in one city in East Java, Indonesia. Replicating the investigation is recommended in order to produce a wider study of findings applicable to the target population of Indonesian customers. Then, as there are differences in business orientation between individual and corporate customers in

utilizing banking services [41], further studies can conduct a comparative analysis of co-creation practices in these two segments.

REFERENCES

- [1] HAIR, J.F., HULT, G.T.M., RINGLE, C.M., and SARSTEDT, M. (2014) *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. Thousand Oaks, California: Sage.
- [2] PRAHALAD, C.K. and RAMASWAMY, V. (2004) Co-creating unique value with customers. *Strategy & Leadership*, 32 (3), pp. 4-9.
- [3] KAMBOJ, S., SARMAH, B., GUPTA, S., and DWIVEDI, Y. (2018) Examining branding co-creation in brand communities on social media: applying the paradigm of Stimulus-Organism-Response. *International Journal of Information Management*, 39, pp. 169-185.
- [4] MARTOVOY, A. and SANTOS, J.D. (2012) Co-creation and co-profiting in financial services. *International Journal of Entrepreneurship and Innovation Management*, 16 (1/2), pp. 114-135.
- [5] FRANKE, N., KEINZ, P., and STEGER, C.J. (2009) Testing the value of customization: when do customers really prefer products tailored to their preferences? *Journal of Marketing*, 73 (5), pp. 103-121.
- [6] UDO, G.J., BAGCHI, K.K., and KIRS, P.J. (2010) An assessment of customers' e-service quality perception, satisfaction and intention. *International Journal of Information Management*, 30 (6), pp. 481-492.
- [7] MALIK, M.I. and AHSAN, R. (2019) Towards innovation, co-creation and customers' satisfaction: a banking sector perspective. *Asia Pacific Journal of Innovation and Entrepreneurship*, 13 (3), pp. 311-325.
- [8] MAINARDES, E.W., TEIXEIRA, A., and ROMANO, P.C.S. (2017) Determinants of co-creation in banking services. *International Journal of Bank Marketing*, 35 (2), pp. 187-204.
- [9] TAGHIZADEH, S.K., JAYARAMAN, K., ISMAIL, I., and RAHMAN, S.A. (2016) Scale development and validation for DART model of value cocreation process on innovation strategy. *Journal of Business & Industrial Marketing*, 31 (1), pp. 24-35.
- [10] SOLAKIS, K., PEÑA-VINCES, J.C., and LOPEZ-BONILLA, J.M. (2017) DART model from a customer's perspective: An exploratory study in the hospitality industry of Greece. *Problems and Perspectives in Management*, 15 (2), pp. 536-548.
- [11] PRAHALAD, C.K. and RAMASWAMY, V. (2004) Co-creation experience: the next practice in value creation. *Journal of Interactive Marketing*, 18 (3), pp. 5-14.
- [12] NYMAN, H. (2014) The added value of service provision. *International Journal of Bank Marketing*, 32 (6), pp. 457-476.
- [13] FINANCIAL SERVICES AUTHORITY OF INDONESIA (2019) *Snapshot Perbankan Syariah Indonesia 2019*. [Online] Otoritas Jasa Keuangan. Available from: <https://www.ojk.go.id/id/kanal/syariah/berita-dan-kegiatan/publikasi/Documents/Pages/Snapshot-Perbankan-Syariah-Indonesia-Juni-2019/Snapshot%20Perbankan%20Syariah%20Juni%202019.pdf> [Accessed 17/01/20].
- [14] ASNAWI, N., SUKOCO, B.M., and FANANI, M.A. (2019) The role of service quality within Indonesian customers satisfaction and loyalty and its impact on Islamic banks. *Journal of Islamic Marketing*, 11 (1), pp. 192-212.
- [15] WONGLIMPIYARAT, J. (2017) FinTech banking industry: a systemic approach. *Foresight*, 19 (6), pp. 590-603.
- [16] JAVED, A., KOHDA, Y., and MASUDA, H. (2016) Co-creation of socioeconomic values in Islamic banking service: case study research in Pakistan. *Journal of Creating Value*, 2 (1), pp. 109-123.
- [17] VARGO, S.L. and LUSCH, R.F. (2008) Service-dominant logic: continuing the evolution. *Journal of the Academy of Marketing Science*, 36 (1), pp. 1-10.
- [18] PAYNE, A.F., STORBACKA, K., and FROW, P. (2008) Managing the co-creation of value. *Journal of the Academy of Marketing Science*, 36 (1), pp. 83-96.

- [19] ZHANG, X. and CHEN, R. (2008) Examining the mechanism of the value co-creation with customers. *International Journal of Production Economics*, 116 (2), pp. 242-250.
- [20] ALBINSSON, P.A., PERERA, B.Y., and SAUTTER, P.T. (2016) DART scale development: diagnosing a firm's readiness for strategic value co-creation. *Journal of Marketing Theory and Practice*, 24 (1), pp. 42-58.
- [21] RAMASWAMY, V. (2008) Co-creating value through customers' experiences: the Nike case. *Strategy & Leadership*, 36 (5), pp. 9-14.
- [22] SPENA, R.T., CARIDA, M., COLURCIO, M., and MELIA, M. (2012) Store Experience and co-creation: the case of temporary shop. *International Journal of Retail & Distribution Management*, 40 (1), pp. 21-40.
- [23] MAZUR, J. and ZABOREK, P. (2014) Validating DART model. *International Journal of Management and Economics*, 44 (1), pp. 106-125.
- [24] HOYER, W.D., CHANDY, R., DOROTIC, M., KRAFFT, M., and SINGH, S.S. (2010) Consumer cocreation in new product development. *Journal of Service Research*, 13 (3), pp. 283-296.
- [25] MATTILA, A.S. (1999) The role of culture and purchase motivation in service encounter evaluations. *Journal of Service Marketing*, 13 (4/5), pp. 376-389.
- [26] RAMASWAMY, V. (2005) Co-creating experiences with customers: new paradigm of value creation. *The TMTC Journal of Management*, 8, pp. 6-14.
- [27] FAUZI, A.A. and SURYANI, T. (2019) Measuring the effects of service quality by using CARTER model towards customer satisfaction, trust and loyalty in Indonesian Islamic banking. *Journal of Islamic Marketing*, 10 (1), pp. 269-289.
- [28] SEKARAN, U. (2003) *Research Methods for Business: A Skill Building Approach*. New York: John Wiley and Sons.
- [29] STEVENS, J. (2009) *Applied Multivariate Statistics for the Social Sciences*. 5th ed. New York: Routledge, Taylor and Francis Group.
- [30] MALHOTRA, N.K. (2010) *Marketing Research: An Applied Orientation*. 6th ed. New York: Pearson Education.
- [31] SOUIDEN, N. and RANI, M. (2015) Consumer attitudes and purchase intentions toward Islamic banks: the influence of religiosity. *International Journal of Bank Marketing*, 33 (2), pp. 143-161.
- [32] CHIN, W.W. (2003) *PLS Graph 3.0*. Houston, Texas: Soft Modeling.
- [33] FORNELL, C. and LARCKER, D.F. (1981) Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18 (1), pp. 39-50.
- [34] HAIR, J.F., SARSTEDT, M., PIEPER, T.M., and RINGLE, C.M. (2012) The Use of Partial Least Squares Structural Equation Modeling in Strategic Management Research: A Review of Past Practices and Recommendations for Future Applications. *Long Range Planning*, 45 (5-6), pp. 320-340.
- [35] CHIN, W.W. (1998) The partial least squares approach for structural equation modeling. In: MARCOULIDES, G.A. (ed.) *Modern Methods for Business Research*. London: Lawrence Erlbaum Associates, pp. 295-236.
- [36] HOFSTEDE, G. (2011) Dimensionalizing cultures: the Hofstede model in context. *Online Readings in Psychology and Culture*, 2 (1), pp. 1-26.
- [37] PARASURAMAN, A., ZEITHAML, V.A., and BERRY, L.L. (1988) SERVQUAL: a multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64 (1), pp. 12-40.
- [38] GALVAGNO, M. and DALLI, D. (2014) Theory of value co-creation: a systematic literature review. *Managing Service Quality*, 24 (6), pp. 643-683.
- [39] SUHARTANTO, D., HELMI ALI, M., TAN, K.H., SJAHHROEDDIN, F., and KUSDIBYO, L. (2019) Loyalty toward online food delivery service: The role of e-service quality and food quality. *Journal of Foodservice Business Research*, 22 (1), pp. 81-97.
- [40] GRISSEMAN, U.S. and STOKBURGER-SAUER, N.E. (2012)

Customer co-creation of travel services: the role of company support and customer satisfaction with the co-creation performance. *Tourism Management*, 33 (6), pp. 1483-1492.

[41] GUO, Y., HOLLAND, J., and KREANDER, N. (2014) An exploration of the value creation process in bank-corporate communications. *Journal of Communication Management*, 18 (3), pp. 254-270.

[42] LIKERT, R. (1932) A technique for the measurement of attitudes. *Archives of Psychology*, 22 (140), pp. 1-55.

参考文献:

- [1] HAIR, J.F., HULT, G.T.M., RINGLE, C.M. 和 SARSTEDT, M. (2014) 偏最小二乘结构方程建模 (扫描电镜) 入门。加利福尼亚州千橡市: 鼠尾草。
- [2] PRAHALAD, C.K. 和 RAMASWAMY, V. (2004) 与客户共同创造独特的价值。战略与领导力, 32 (3), 第 4-9 页。
- [3] KAMBOJ, S., SARMAH, B., GUPTA, S. 和 DWIVEDI, Y. (2018) 在社交媒体上研究品牌社区中的品牌共创: 应用“刺激—有机—响应”范式。国际信息管理杂志, 39, 第 169-185 页。
- [4] MARTOVOY, A. 和 SANTOS, J.D. (2012) 金融服务中的共同创造和共同利益。国际企业家与创新管理杂志, 16 (1/2), 第 114-135 页。
- [5] N. FRANKE, P. KEINZ 和 C.J. STEGER (2009) 测试定制的价值: 客户什么时候真正喜欢根据自己的喜好量身定制的产品? 市场营销杂志, 73 (5), 第 103-121 页。
- [6] UDO, G.J., BAGCHI, K.K. 和 KIRS, P.J. (2010) 对客户对电子服务质量的感知, 满意度和意图的评估。国际信息管理杂志, 30 (6), 第 481-492 页。
- [7] MALIK, 密歇根州 和 AHSAN, R. (2019) 创新, 共同创造和客户满意度: 银行业的角度。亚太创新创业杂志, 13 (3), 第 311-325 页。
- [8] MAINARDES, E.W., TEIXEIRA, A. 和 ROMANO, P.C.S. (2017) 共同创造银行服务的决定因素。国际银行营销杂志, 35 (2), 第 187-204 页。
- [9] TAGHIZADEH (S.K.), JAYARAMAN (K.), ISMAIL (I.) 和 RAHMAN, S.A. (2016) 基于创新策略的价值创造过程镖模型的规模开发和验证。商业与工业营销杂志, 31 (1), 第 24-35 页。
- [10] K. SOLAKIS, J.C. PEÑA-VINCES 和 J.M. LOPEZ-BONILLA (2017) 从客户的角度看镖模型: 希腊酒店业的探索性研究。管理中的问题与观点, 15 (2), 第 536-548 页。
- [11] PRAHALAD, C.K. 和 RAMASWAMY, V. (2004) 共同创造经验: 价值创造的下一个实践。互动营销杂志, 18 (3), 第 5-14 页。
- [12] NYMAN, H. (2014) 服务提供的增加值。国际银行营销杂志, 32 (6), 第 457-476 页。
- [13] 印度尼西亚金融服务管理局 (2019) 印度尼西亚佩尔班岸伊斯兰教快照 2019。[在线] 金融服务管理局。可从以下网址获得: <https://www.ojk.go.id/id/kanal/syariah/berita-dan-kegiatan/publikasi/Documents/Pages/Snapshot-Perbankan-Syariah-Indonesia-Juni-2019/Snapshot%20Perbankan%20Syariah%20Juni%202019.pdf> [访问日期: 17/01/20]。
- [14] ASNAWI, N., SUKOCO, B.M., 和 FANANI, M.A. (2019) 服务质量在印尼客户满意度和忠诚度中的作用及其对伊斯兰银行的影响。伊斯兰市场营销杂志, 11 (1), 第 192-212 页。
- [15] WONGLIMPIYARAT, J. (2017) 金融科技银行业: 一种系统方法。远见, 19 (6), 第 590-603 页。
- [16] A. JAVED, Y. KOHDA 和 H. MASUDA (2016) 伊斯兰银行服务中社会经济价值的共同创造: 巴基斯坦的案例研究。创造价值杂志, 2 (1), 第 109-123 页。

- [17] VARGO, S.L. 和 R.F. LUSCH (2008) 服务主导逻辑：继续发展。营销科学学院学报, 36 (1), 第 1-10 页。
- [18] PAYNE, A.F., STORBACKA, K., 和 FROW, P. (2008) 管理价值的共同创造。营销科学学院学报, 36 (1), 第 83-96 页。
- [19] ZHANG X. 和 CHEN, R. (2008) 研究与客户共同创造价值的机制。国际生产经济学杂志, 116 (2), 第 242-250 页。
- [20] ALBINSSON, P.A., PERERA, B.Y., 和 SAUTTER, P.T. (2016) 镖规模开发：诊断公司是否准备好进行战略价值共创。营销理论与实践杂志, 24 (1), 第 42-58 页。
- [21] RAMASWAMY, V. (2008) 通过客户的体验共同创造价值：耐克案。战略与领导力, 36 (5), 第 9-14 页。
- [22] SPENA, R.T., CARIDA, M., COLURCIO, M., 和 MELIA, M. (2012) 商店体验和共同创造：临时商店的情况。国际零售与分销管理杂志, 40 (1), 第 21-40 页。
- [23] MAZUR, J. 和 ZABOREK, P. (2014) 验证镖模型。国际管理与经济杂志, 44 (1), 第 106-125 页。
- [24] HOYER, W.D., CHANDY, R., DOROTIC, M., KRAFFT, M., 和 SINGH, S.S. (2010) 新产品开发中的消费者联合。服务研究杂志, 13 (3), 第 283-296 页。
- [25] MATTILA, A.S. (1999) 文化和购买动机在服务遭遇评估中的作用。服务营销杂志, 13 (4/5), 第 376-389 页。
- [26] RAMASWAMY, V. (2005) 与客户共同创造经验：价值创造的新范式。TMT 管理学报, 8, 第 6-14 页。
- [27] FAUZI, A.A. 和 SURYANI, T. (2019) 通过使用卡特模型衡量印度尼西亚伊斯兰银行客户满意度, 信任度和忠诚度, 来衡量服务质量的影响。伊斯兰市场营销杂志, 10 (1), 第 269-289 页。
- [28] SEKARAN, U. (2003) 商业研究方法：一种技能培养方法。纽约：约翰·威利父子。
- [29] STEVENS, J. (2009) 社会科学应用多元统计。第五版。纽约：劳特利奇, 泰勒和弗朗西斯集团。
- [30] MALHOTRA, N.K. (2010) 市场研究：应用导向。第六版。纽约：培生教育。
- [31] SOUIDEN, N. 和 RANI, M. (2015) 消费者对伊斯兰银行的态度和购买意愿：宗教的影响。国际银行营销杂志, 33 (2), 第 143-161 页。
- [32] CHIN, W.W. (2003) PLS 图 3.0。德克萨斯州休斯敦：软件建模。
- [33] FORNELL, C. 和 LARCKER, D.F. (1981) 用不可观测的变量和测量误差评估结构方程模型。市场研究杂志, 18 (1), 第 39-50 页。
- [34] J.F. HAIR, M. SARSTEDT, T.M. PIEPER, 和 C.M. RINGLE. (2012) 在战略管理研究中使用偏最小二乘结构方程模型：回顾过去的实践和对未来应用的建议。远程计划, 45 (5-6), 第 320-340 页。
- [35] CHIN, W.W. (1998) 偏最小二乘方法用于结构方程建模。在：MARCOULIDES, G.A. (编。) 商业研究的现代方法。伦敦：劳伦斯·埃尔鲍姆协会, 第 295-236 页。
- [36] HOFSTEDE, G. (2011) 对文化进行维度分析：背景下的霍夫斯泰德模型。心理与文化在线阅读, 2 (1), 第 1-26 页。
- [37] PARASURAMAN, A., ZEITHAML, V. 和 BERRY, L.L. (1988) SERVQUAL：用于衡量消费者对服务质量看法的多项目量表。零售杂志, 64 (1), 第 12-40 页。
- [38] GALVAGNO, M. 和 DALLI, D. (2014) 价值共创理论：系统文献综述。管理服务质量, 24 (6), 第 643-683 页。
- [39] SUHARTANTO, D., HELMI ALI, M., TAN, K.H., SJAHHROEDDIN, F. 和 KUSDIBYO, L. (2019) 对在线送餐服务的忠诚度：电子服务质量和食品质量的作用。餐饮服务研究杂志, 22 (1), 第 81-97 页。
- [40] 美国 GRISSEMAN 和 N.E. STOKBURGER-SAUER (2012) 客户共同创造旅行服务：公司支持的作用以及客户

对共同创造绩效的满意度。旅游管理, 33

(6), 第 1483-1492 页。

[41] GUO, Y., HOLLAND, J. 和 KREANDER, N. (2014) 对银行-企业沟通中的价值创造过程的探索。通信管理杂志, 18 (3), 第 254-270 页。

[42] LIKERT, R. (1932) 一种测量姿态的技术。心理学档案, 22 (140), 第 1-55 页。