TEN YEARS OF VALUE COCREATION: AN INTEGRATIVE REVIEW

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ABSTRACT

Since Prahalad and Ramaswamy (2004a) published their seminal text, vast literature on value cocreation has emerged. Yet value cocreation still suffers from the lack of a clear consensus about its conceptualization. Using a systematic method, this integrative review provides an overview of ten years of research dealing with this still emerging concept, to clarify insights into its definition, foundations, drivers, related processes, expected consequences, and measurement. The resulting integrative framework summarizes existing knowledge and provides a foundation for further empirical investigations, as well as offering propositions to continue stimulating this dynamic research field.

Keywords: cocreation, literature review, research agenda, framework, definition

INTRODUCTION

Introduced in the early 2000s by Prahalad and Ramaswamy (2004a), the notion of value cocreation has become popular in management literature. According to a Google Scholar search at the end of May 2015, “cocreation” has been cited in 50,909 references since 2004, 35,000 of them in the past five years, and Prahalad and Ramaswamy’s foundational text alone had been cited 1,677 times. Understanding value cocreation also is a key research priority for marketing (Ostrom, Bitner, Brown et al., 2010; Ostrom, Parasuraman, Bowen et al., 2015) such that publications addressing value cocreation find applications in branding (Merz, Yi and Vargo, 2009; Tynan, McKechnie and Chhuon, 2010; Hatch, 2012), retailing (Andreu, Sánchez and Mele, 2010), innovation (Füller and Matzler, 2007; Spohrer and Maglio, 2008; Füller, Hutter and Faullant, 2011), community (Schau, Muñiz Jr and Arnould, 2009), service (Vargo and Lusch, 2008), and recovery management (Roggeveen, Tsiros and Grewal, 2012), among other topics.

Researchers already had been investigating how companies could collaborate with customers for new product development (Riggs and Von Hippel, 1994; Von Hippel and Katz, 2002) and service delivery (Grönroos, 2012), but Prahalad and Ramaswamy (2004a) underlined the need to cocreate value with not just customers but also other stakeholders, such as suppliers, public organizations, other business partners, and competitors. They also recommended a shift, away from a transactional perspective toward a more collaborative one, in which firms and stakeholders share and jointly create new value. In parallel, the Service Dominant Logic (SDL) (Vargo and Lusch, 2004; Vargo and Lusch, 2008; Lusch and Vargo, 2014a, 2014b) began to focus attention on resource exchanges among actors and how they lead to value cocreation (Maglio and Spohrer, 2008; Read, Dew, Sarasvathy et al., 2009). These contributions emphasized the need for a shift in marketing, toward a process of value cocreation through exchanges of knowledge and skills (Prahalad and Ramaswamy, 2004; Vargo and Lusch, 2004).

Subsequently, some authors provided unique definitions of value cocreation, specific to their research fields (Grönroos, 2008; Vargo, 2008; Zwass, 2010; Chen, Drennan and Andrews, 2012; Ind and Coates, 2013). The variety of empirical and theoretical approaches has added complexity to the value cocreation concept. In their review, Galvagno and Dalli (2014) describe and identify various streams of relevant literature published between 2000 and 2012, using a cocitation approach. Although their analysis usefully identifies topics related to value cocreation, they provide mainly a description of extant literature, without integrating different perspectives. At this stage of theoretical development, an integrative review is therefore critical, to establish a common meaning of the concept (Torraco, 2005; MacInnis, 2011). Moreover, Torraco (2005) recommends deconstructing value cocreation into its basic elements, to provide a critical perspective on existing literature. Recent articles also call for more insights into different aspects of value cocreation, including its conceptualization (Chen et al., 2012; Ind and Coates, 2013), components (Ind and Coates, 2013), consequences (Fuchs, Prandelli, Schreier et al., 2013; Thompson and Malaviya, 2013), drivers (Nambisan and Baron, 2009), subprocesses (Vargo, Maglio and Akaka, 2008), and appropriate measures (Payne, Storbacka and Frow, 2008; Coviello and Joseph, 2012).

In response, in this paper, we seek to address important theoretical gaps by providing an integrative review of ten years of research on value cocreation. This integrative review aims to go beyond the identification of various streams of the cocreation literature to dig into the analysis of the content of the relevant topics in depth and build relevant foundations, on the basis of 181 articles published in high quality journals. Specifically, with this review, we seek to investigate the following questions:

- What is value cocreation concept meaning?
- What are the components of value cocreation?
- What are the drivers, consequences, and appropriate measurements of the value cocreation process?

To address the above questions and based on an extensive content analysis, we first attempt to establish an integrated definition of value cocreation, distinguishing it from related concepts such as value codestruction, coproduction, open innovation and prosumption. We also summarize key components of value cocreation, namely, created values, involved actors, and engagement platforms, then classify the different forms of these components. Our theoretical model identifies value cocreation processes, antecedents, consequences, and measures. It also suggests some stimulating tracks for further research.

In the next section, we describe the methodology of our content analysis and provide an overview of existing literature. On this basis, we propose a conceptualization of value cocreation and explore three constitutive elements (actors, value, and engagement platform), as well as the drivers, consequences, and measures of the value cocreation process. We conclude with avenues for research that may stimulate further knowledge about value cocreation topics.

METHODS AND DATA

An integrative literature review integrates and critiques previous findings to analyze a complex topic in depth, develop a better understanding, and generate new knowledge (Torraco, 2005; MacInnis, 2011). Following Torraco (2005), we first gather arguments used to describe value cocreation and develop a common framework. Our research proceeds in two steps: identification and collection of the articles that are most representative of the field's intellectual core, followed by analysis of their theoretical backgrounds.

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Figure 1 depicts the first step. We gathered bibliographic data by searching for publications whose title or keywords included the terms "cocrea" or "co-crea" and that appeared between 2004 and May 2015. These roots gather a large range of terms such as cocreation, cocreational, cocreating, cocreator and cocreate. We ran queries in seven research databases (Ebsco, Science Direct, Sage, Emerald, Elsevier, Springer, Scopus), which, based on a prior-analysis, cover 84 journals ranked by CNRS. Included in the journal quality list suggested by Harzing, this journal ranking is based on bibliometrics and experts' evaluations and is continuously updated. In comparison with other journal rankings, the CNRS seems to be one of the most selective and thus it ensures the quality of the paper selection. With this first extraction, we generated 1158 papers, including 837 publications in non-ranked journals that we excluded. The 321 remaining papers are mostly published in B, C, or D journals from various disciplines (CNRS ranking). Only 32 papers were published in A journals. Because the quality and representativeness of the papers selected is a key criterion for an integrative review (Torraco, 2005), we downloaded and verified these references, then screened them to identify works published in journals (A, B, and C) in the innovation, business, or marketing disciplines (for similar approaches, see Nill and Schibrowsky (2007); Narayanan, Zane and Kemmerer (2011). The choice to include only the A, B and C-ranked journals is supported by the need to exclude "less recognized" journals that could lead to errors if the reported theories or methods have not received validation from the field's authorities. To ensure the representativeness of the papers selected (Torraco, 2005), we also screened the references list of the 164 remaining papers and added 17 papers that did not include "co-crea" or "cocrea" in their keywords list or title but that were published in A, B or C journals and served to support value cocreation theory. With this procedure, we obtained 181 papers from 42 journals that compose the final corpus for this study, as listed in Appendix 1. In addition, to enrich the discussion, we also used 6 scholarly books that are the most frequently cited by our corpus.

To ensure our systematic exploration of these articles, we performed a content analysis, which offers both a systematic procedure and the ability to investigate large volumes of textual content (Kolbe and Burnett, 1991). As Whittemore and Knafl (2005) suggest, we developed an emergent coding approach (Krippendorff, 2012), which we applied to the 181 papers, or 2,884 pages of core text. For each paper, we coded the objectives, theoretical background, method, results, contributions and the suggestions for further research. The length of the codes varied from one sentence to several paragraphs. Three passes have been performed on the 2,884 pages. We first dedicated our attention on creating general codes and then we detailed them. For the few disagreements regarding the codes used, discussion took place among the co-authors until agreement was reached. Without this method, our conclusions might result in giving more importance to one perspective and just incrementing elements from the others. With this method, we deconstructed the value cocreation concept into codes, such that our analysis focused on the theory as it has emerged in literature (Whittemore and Knafl, 2005). We have used Nvivo 10 software, which can support coding, analyze large amounts of content, link data, display findings, and support theory development (Bazeley and Jackson, 2013).

DATA DESCRIPTION

The value cocreation concept started spreading in C-level journals, then it appeared increasingly in the B- and A-ranked outlets, demonstrating its emergent nature. Overall though, considerable attention has been devoted to this concept, especially in recent years; 123 of the 181 papers were published after 2011. Furthermore, as Figure 2 shows, the early papers were mainly conceptual articles and aimed at describing value cocreation, then more empirical studies have been developed, especially in service management. Indeed, whereas 46% of papers published before 2011 are conceptual, 85% of papers published after 2011 are empirical, using qualitative or quantitative methods. Thus, an integrative framework is needed to facilitate continued empirical research with a common theoretical basis (Briscoe, Keränen and Parry, 2012; Navarro, Andreu and Cervera, 2014).

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Our screening process identified three research streams: consumer research, service and innovation management. Beyond this distinction also highlighted by previous authors (e.g. Galvagno and Dalli, 2014), we observe different perspectives across these streams on the value cocreation concept. For example, consumer research stream focuses mainly on participants' motives to involve themselves in value cocreation processes and the consequences that might be derived from such a collaboration. Service management literature instead aims to understand the process underlying value cocreation activities, whereas innovation management literature concentrates on the settings that enable actors to cocreate value.

Finally, considering the multiplicity of approaches, perspectives and contexts that use the value cocreation concept, we conducted our integrative review with a focus on consensual elements across these literature streams, arguments that invoke a large consensus among the multiple perspectives (MacInnis, 2011). A content-analysis revealed 66 emerging codes in the corpus which we classified into nine categories. Two categories were determined a-priori namely, objectives and further research. They were used to build the proposed research agenda. The seven other categories, which emerged from our analysis, were used to develop our conceptual discussion. The first category includes attempted definitions of value cocreation and closed concepts (e.g. co-production, co-destruction, open-innovation and prosumption). The second, third and fourth categories refer to three value cocreation components. These components namely the cocreated value, the engagement platform and the actors, are described as the key elements used to conceptualize value cocreation. The fifth category covers the value cocreation process and subprocesses namely the resource integration, interaction, learning and the measurement scales. The sixth and seventh categories respectively cover the drivers and consequences of value cocreation process. We list the categories comprising the final codes in Appendix 2. In the next sections, we will provide a picture of how these categories are related within value cocreation theory and then explore the codes included in each category.

CONCEPTUALIZATION OF VALUE COCREATION

In their foundational paper, Prahalad and Ramaswamy (2004a) define value cocreation as a joint initiative in which providers and beneficiaries create value together. Using the codes that emerged from our content analysis, we enrich this description and develop an integrated definition of value cocreation. Despite some contradictions within the literature, our definition provides the common foundations shared by 137 out of the 181 papers to describe the concept. In that respect, we defined value cocreation as:

> A joint process during which value is reciprocally created for each actor (individuals, organizations, or networks). These actors engage in the process by interacting and exchanging their resources with one another. The interactions occur on an engagement platform where each actor share its own resources, integrates the resources provided by others, and potentially develops new resources through a learning process.

This definition conceptualizes value cocreation as a process in which actors exchange resources and jointly create value. The resource exchange requires them to perform two roles: provider and beneficiary (Payne et al., 2008). Providers offer their resources to others; beneficiaries integrate these external resources and create value through their consumption (Lusch and Vargo, 2011). During the value cocreation process, each actor performs both roles in turn, so value is reciprocally created (Lusch and Vargo, 2011; Truong, Simmons and Palmer, 2012). To enable and facilitate resource exchanges, actors interact (Grönroos, 2008). These interactions are located centrally on an engagement platform, which can be offline (e.g., phone call) or online (e.g., website) (Ramaswamy and Gouillart, 2010). Through this process of creating value by sharing and integrating resources, actors potentially develop new skills and engage in learning loops that enrich their engagement in future cocreation activities (Payne et al., 2008). Previous literature emphasizes the key roles of actors' motivations as drivers of the value cocreation process and the consequences that the value cocreation process can generate for each actor (contributors, passive consumers and companies). It also highlights moderators at three levels namely motivations, the process and consequences. A framework describing existing knowledge on value cocreation is displayed in Figure 3 and more details regarding the different parts of this process are provided in the next sections.

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As an example of value cocreation process, take the case of MyStarbucksIdea. On this engagement platform, consumers suggest their ideas, vote for propositions submitted by other users and jointly create the Starbucks experience with the other consumers and the managers. To do so, participants must engage their own resources, in term of times, ideas, creativity, and social capital. They are among other motivated by the opportunity to be part of a community and recognized for their engagement toward the brand Starbucks. In return, Starbucks provides a platform where they can interact, receive feedbacks, and be recognized for their contributions (e.g., badges, leaderboards). The value created for participants includes both recognition and the experience they have with the platform. For the company, the value cocreation process provides opportunities to implement ideas submitted by customers, as well as develop a community around Starbucks' future innovations. Moreover, as they interact and receive feedback, participants learn how to suggest more relevant ideas, and Starbucks' managers gain a better understanding of their consumers' needs (Ramaswamy and Gouillart, 2010; Ramaswamy and Ozcan, 2014).

Our integrative theoretical framework contributes to Prahalad and Ramaswamy (2004a)'s foundational paper by clarifying the processes and subprocesses included in value cocreation concept. It also contributes to Vargo and Lusch (2004, 2008)'s work. It highlights the key role performed by the engagement platform in the value cocreation process as it supports interactions and resources exchange among actors. Furthermore the theoretical framework underlines the potential learning loop that can occur when actors jointly develop new knowledge thus increase their resources. It provides critical insights for understanding value cocreation overall, as well as for distinguishing it from related concepts such as value codestruction, coproduction, open innovation and prosumption. Figure 4 displays the ontological relationships existing among the different concepts. It highlights the elements distinguishing the different concepts and their overlapping.

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Value codestruction, though often presented as the opposite of value cocreation, refers to practices that lead to the decline of value for at least one actor (Plé and Cáceres, 2010). It stems from inappropriate or unexpected uses of resources, according to the resource provider's perspective, whether accidental or intentional. Accidental misuse implies a lack of agreement about the value creation process or result; intentional misuses result from sabotage or opportunistic behaviors (Plé and Cáceres, 2010). More recently, Greer (2015) describes three types of defective behaviors namely relational (e.g. under or over-participation), interpersonal (e.g. verbal or physical abuse) and good-related misbehaviors (property abuse and fraudulence). Although the process of resource integration and interaction is similar to that for value cocreation, in the case of value codestruction, value is not reciprocally created.

Value cocreation and value codestruction can occur either in the consumption stage, or through the creation of the offering. The first case refers to value cocreated or codestroyed through the consumption of the value proposition (e.g. service, product, experience) generated by the providers (Vargo and Lusch, 2004). The second case relates to the collaboration of actors to develop or deliver an offering (Lengnick-Hall, 1996; Auh, Bell, McLeod et al., 2007; Lusch, Vargo and O'Brien, 2007) as embodied in the concept of coproduction (Vargo and Lusch, 2004).

Co-production implies the participation of actors (customers, other companies, public organizations) in the performance of activities that occur in one or more stages preceding the consumption of the offering (Vargo and Lusch, 2004; Vargo, 2008). These stages entail ideation, evaluation, design, test, launch and support activities (Hoyer et al., 2010, Russo Spena and Mele, 2012). By coproducing an offering, actors can cocreate or codestroy value. For example, a consumer involved in an ideation activity with a company can generate value from the experience itself that he or she lives and thus cocreate value with the firm, which in turn benefits from the generated idea. However, this consumer also might feel exploited by the firm and therefore codestroy value. Two elements distinguish coproduction from value cocreation. First, value cocreation require the generation of value for all engaged actors, whereas coproduction does not include any such constraint (Vargo and Lusch, 2004; Vargo, 2008). Second, coproduction is limited to collaboration among actors during the offering creation stages, whereas value cocreation encompasses a wider scope and includes interactions during the consumption of the offering. Two cases of coproduction are prevalent in prior literature. On the one hand, coproduced offers can be developed to be consumed by contributors, in the case of prosumption. On the other hand, the coproduced offers can be developed to be consumed by others, as in the case of open innovation. Actually, prosumption is defined as the involvement of consumers, which results in the creation of products or services that they eventually consume (Xie, Bagozzi and Troye, 2008). Thus, consumers co-produce their own offering (Witell, Kristensson, Gustafsson et al., 2011). This concept relates, among others, to managerial practices such as customization or service provision (Xie et al., 2008; Jafari, Nyberg, Osnes et al., 2015). In contrast, open innovation tactics are defined as companies' abilities to internally or externally carry out management tasks (Chesbrough, 2006; Lichtenthaler, 2009), characterized by inbound or outbound processes (Chesbrough, 2006; Huizingh, 2011). Outbound practices imply the external exploitation of internal knowledge, but inbound open innovation refers to internal use of external knowledge. Value cocreation couples both processes through shared, integrated resources (Enkel, Gassmann and Chesbrough, 2009). Adopting a similar perspective to open innovation, co-innovation refers to internal and external ideas which converge to create organizational and shared value through the innovation process (Lee, Olson and Trimi, 2012). However these concepts highlight slightly different approaches. Co-innovation describes a process where involved actors are a priori determined which is not the case for open innovation (Roser, DeFillippi and Samson, 2013). Open innovation and co-innovation strongly focuses on innovation purposes, but value cocreation includes a broader range of activity (Enkel et al., 2009).

Furthermore, beyond marketing and innovation disciplines, as value cocreation analyzes the way multiple actors interact and exchange their resources to develop new value, it finds similarities with theories in economy, especially with New Institutional Economics (NIE). Indeed in contrast with the neoclassical theories, NIE considers skills and resources development as endogeneous to the creation of value (Vargo and Lusch, 2004; Ménard and Shirley, 2005). Anderson and Gatignon (2005) argue that developing new solutions requires to deal with a large amount of information from multiple stakeholders. However, having different motivations, actors might adopt opportunistic behaviors which would, by definition, lead to value codestruction (Plé and Cáceres, 2010). Besides, opportunistic behaviors risk to affects stakeholders trust and thus reduce actors' willingness to collaborate in the future (Anderson and Gatignon, 2005). Therefore we need to minimize the potential opportunistic behaviors through actors engagement toward the process to align their motivations (Simon, 1991) and jointly act toward mutual value cocreation. The value cocreation is therefore incorporated within the framework of NIE as an alternative to generate value for all engaged actors.

VALUE COCREATION COMPONENTS

Our content analysis highlights fundamental components constituting value cocreation concept. These components emerge from our content analysis as the essential elements used by prior literature to conceptualize value cocreation. Missing one of these components results in considering another concept such as value codestruction or coproduction. Following this argument to code the corpus, three main components emerged from our analysis: the value cocreated (coded in 72 papers), the actors involved (coded in 67 papers) and the engagement platform (coded in 51 papers). These components also are in line with Saarijärvi, Kannan and Kuusela (2013) and Mahr, Lievens and Blazevic (2014) work. However, the description of these components vary from an author to another. Therefore we contributes to their works by clarifying the components and describing their roles in the value cocreation process.

Value

The mutual creation of value is a central concept to distinguish value cocreation from other concepts. However, the definition of value is not free of debate. Whereas market value, captured by price, has dominated economic thinking and frequently found its way into marketing practices (Gale and Wood, 1994), over the past decades, literature aims at extending the notion of value and adopts a more subjective perspective to capture value as it is perceived by the beneficiaries (Gale and Wood, 1994; Woodruff, 1997). Based on our content analysis, four conceptualizations of value have emerged from prior literature: value-in-use (coded in 37 papers), experiential value (coded in 26 papers), value-in-exchange (coded in 7 papers) and value-in-context (coded in 6 papers). Understanding the variety of perspectives used to define value helps clarify who cocreates value and how value is cocreated (Sheth and Uslay, 2007; Grönroos, 2008).

Zeithaml (1988) describes value-in-exchange as beneficiaries' perception of the value achieved through the exchange of invested resources (e.g. monetary, physical, mental, social). In value cocreation literature, value-in-exchange is frequently explored to identify participants' motives for engaging their resources in a value cocreation process (Nambisan and Baron, 2007; Roberts, Hughes and Kertbo, 2014). Therefore the key value cocreation issue is the optimization of the tradeoff beneficiaries make between the resources they invest and the benefit they expect to generate for themselves (Sheth and Uslay, 2007).

On the other hand, SDL emphasizes an important shift toward the phenomenological nature of value (Edvardsson, Tronvoll and Gruber, 2011) which is captured by value-in-use (Vargo and Lusch, 2004). This latter describes the extent to which the use or consumption of a product or service increases perceived well-being (Grönroos, 2008). Coupled with this new perspective, the SDL recognizes an active role of the beneficiary as a value creator, independent of the provider's practices; because they consume the offer, they are the ones who evaluate and assign value to providers' proposition (Vargo and Lusch, 2008). In this perspective, the value cocreation describes providers integration into the beneficiaries' consumption process through direct interactions (Grönroos and Voima, 2012) to design the best value proposition and enable beneficiaries to maximize their value-in-use (Vargo and Lusch, 2004).

Vargo (2008) extends the previous value perspective by developing the concept of value-in-context, such that beneficiaries can experience value without making direct use of the offer. This implies they might generate value from indirect sources, such as their imagination or the influences of other users (e.g., recommendations). Value-in-context emphasizes that value is cocreated within a social and spatial context and thus refers, in addition to consumption practices, to the cocreation of meanings, symbols or brands (Kates, 2004; Buchanan and Dawson, 2007; Merz et al., 2009; Vallaster and von Wallpach, 2013).

Finally, an experiential approach implies a broader conceptualization of value (Holbrook, 2006). Although experiential value is still created by beneficiaries (Helkkula, Kelleher and Pihlström, 2012), this view includes value-in-exchange, value-in-use and value-in-context, as well as the hedonic dimension of value (Park and Ha, 2015). This experiential perspective encompasses a vast range of types of value that can be distinguished according to three dimensions: intrinsic/extrinsic, self/other orientations, and active/reactive roles for beneficiaries (Holbrook, 2006; Gentile, Spiller and Noci, 2007).

First, perceived value might stem from the use of an offer as means to achieve a personal objective (extrinsic) or as an end (intrinsic). Second, value can be created for personal benefit (self-oriented) or be embedded in relationships with others (other oriented). Third, it is possible to characterize the direct use of an object (active) versus responses to the object that involve apprehending or appreciating the experience (reactive). Holbrook (1994) combines these dimensions into eight types of value that result from an experience: efficiency (extrinsic, self-oriented, active), play (intrinsic, self-oriented, active), excellence (extrinsic, self-oriented, reactive), aesthetics (intrinsic, self-oriented, reactive), status (extrinsic, other oriented, active), ethics (intrinsic, other oriented, active), esteem (extrinsic, other oriented, reactive), and spirituality (intrinsic, other oriented, reactive). Aligned with this perspective, researchers emphasize the need to consider the cocreation experience as a key component (Prahalad and Ramaswamy, 2004a; Prahalad and Krishnan, 2008; Füller et al., 2011; Murphy, 2011).

These notions of value help frame value cocreation concept, though they all assume that value is created by the beneficiary and cocreated when all participating actors derive value from their interactions. However, according to the adopted perspective, value may result from direct and/or indirect interactions among actors. Indeed, value-in-exchange and value-in-use are exclusively generated through direct interaction among actors whereas experiential value and value-in-context include also indirect interaction such as the influence of social, spatial and hedonic dimensions.

Actors

Value cocreation theory involves all stakeholders (e.g., customers, firms, suppliers, competitors, public organizations) in the process (Prahalad and Ramaswamy, 2004a; Vargo and Lusch, 2011). This inclusionary perspective has been studied in 23 papers of our corpus. This emphasis on multi-stakeholders would explain the importance of this concept for other disciplines, such as public administration, political science, and human resource management. Actors enrich value cocreation processes by coopting competences and sharing resources (Ramaswamy, 2011).

In marketing, researchers focus more specifically on value cocreated between companies and customers. When value is created through the use or consumption of an offer (as we described in the previous section), 26 papers have emphasized the importance to challenge the image of passive customers (Prahalad and Ramaswamy, 2004a; Badot and Cova, 2008) and instead consider them as potential operand resources (Vargo et al., 2008). Operand resources act on other resources to create value (knowledge, skills, relationships) (Arnould, Price and Malshe, 2006; Baron and Harris, 2008); they might be human (skills and competencies), organizational (procedures, guideline, rules), informational (knowledge) or relational (networks) (Hunt and Derozier, 2004). In contrast, operant resources are physical and tangible (infrastructures) and require the application of other resources to produce their potential value (Vargo and Lusch, 2004). In value cocreation processes, they can serve to support interactions among actors (Vargo et al., 2008) such as for instance the engagement platform.

Based on the type of resources actors engage in the value cocreation process, various profiles emerge from prior literature, such as lead users (Von Hippel, 1986; Vernette, Beji-Becheur, Gollety et al., 2013), emergent users (Hoffman, Kopalle and Novak, 2010), market mavens (Feick and Price, 1987) and boundary spanners (Bullinger, Neyer, Rass et al., 2010). We identify three potential contributions each actor can make in value cocreation processes. First, actors can invest their resources while interacting with other contributors and develop a dialogue. Second, actors can interact with element outside the process. Third, resources can be oriented toward action within the value cocreation process. These three dimensions suggest the typology in Figure 5, with its eight realms that reflect actors profiles highlighted in prior literature.

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Four of these profiles contribute by acting within the process. First, emergent users apply their intuition and judgment to develop products or services that mainstream consumers will find appealing and useful (Hoffman et al., 2010). Whereas they are able to act towards a value cocreation objective, they do not contribute by interacting with other actors within or outside the process. Second, lead-users face particular needs before the general marketplace does. They thus can influence future consumers choices (Von Hippel, 1986) such that they act inside the process and influence actors outside the process. However, they do not provide specific skills for interacting or creating bonds with actors engaged in the value cocreation process. Third, the pro-ams are passionate actors who want to collaborate with firms to exhibit their skills and share their knowledge with like-minded people (Leadbeater and Miller, 2004). They contribute fully within the value cocreation process by acting and interacting; however, they have poor capabilities to interact and influence people outside this process. Fourth, full providers act and interact within the process and they also interact and influence actors outside the process (Kozinets, 1999).

Four other profiles instead contribute to the process but do not act toward value cocreation objective. First, boundary spanners are skilled in bridging interests within a process. They generate also contacts outside their social group and use them to support access to new knowledge (Bullinger et al., 2010). Second, socializers invest substantial resources in interactions so they can maintain strong personal ties with other participants within the process. They are superficially interested in the cocreation activity (Kozinets, 1999). Third, market mavens remain well informed about new technologies and have a high propensity to initiate discussions with other consumers (Feick and Price, 1987). Although market mavens do not contribute within the process, they interact with and thus influence actors who are not engaged in the value cocreation process. Fourth, consumers invest their resources in neither dimension. They do not add resources to the cocreation process. They are still characterized as actors though, because they receive benefits from the process and thus determine the resulting value (Vargo and Lusch, 2008).

Similar to Cova and Cova (2009) and Kozinets (1999), we identify several potential contributions an actor can make in value cocreation processes, through action or interaction. For example, actors can invest their resources while interacting with other participants and develop a dialogue. Other resources might be oriented toward action within the value cocreation process; we also include abilities to connect with individuals outside the value cocreation process. Whereas Kozinets (1999) separates active from passive members, the value cocreation perspective considers them all as actors. Kozinets (1999)'s typology focuses on customers; our classification encompasses all stakeholders (customers, competitors, suppliers, other companies). Ultimately, with the exception of Karpen, Bove and Lukas (2011) and Karpen, Bove, Lukas et al. (2015), prior literature expresses incomplete views of the nature of the actors involved in value cocreation as it focuses attention on consumers' resources but neglects resources and abilities provided by other actors such as companies or public organizations (Navarro, Garzón and Roig-Tierno (2015)). Researchers therefore need to dedicate more careful attention to this issue.

Engagement platform

Engagement platforms have been coded in 51 papers. These refer to any place in which actors can interact and exchange resources to create joint value (Ramaswamy and Ozcan, 2014). The design of engagement platforms should enable dialogue, transparency, and unlimited access to information, which then leads to shared benefits and risks in cocreation processes (Ramaswamy and Gouillart, 2010). Engagement platforms may be online or offline. As it emerges in 25 papers from our corpus, new online technologies are popular, because of their capacity to facilitate communication and content exchanges among users (Sharma and Sheth, 2004; Sawhney, Verona and Prandelli, 2005; Bell and Loane, 2010; Kaplan and Haenlein, 2010). The use of offline versus online tools does not determine the efficiency of value cocreation which depends instead on the design of the engagement platform itself. The key features as identified in prior literature, can be classified into three groups, features related to actors selection, to relationships, and to the required tasks (see Table 1).

< Insert Table 1 Here >

With regard to actors selection, two features emerge from our content analysis. On the one hand, a necessary distinction indicates who initiates the value cocreation process. To cocreate value, companies might join a platform initiated by consumers (e.g. consumers community) or create their own platform (Cova and White, 2010). On the other hand, participation in an engagement platform might be specified criteria such as minimum skill levels or registration fees, or it might be open to any actors willing to participate (Roser et al., 2013).

The relationships among actors entail four key features. First, the interaction might take the form of a one-shot participation or an ongoing dialogue (Roser et al., 2013; Frow, Nenonen, Payne et al., 2015). Whereas the former involves each contributor one time, the latter requires actors to manage long-term relationships. Second, the interactional structure, which defines the number of actors involved and their interactions within the process, delimits the environment for actors' interactions. In addition to the multiple participants who might be integrated into value cocreation processes (Prahalad and Ramaswamy, 2004a), the interactional structure that supports their exchanges might be one-to-one, one-to-many, many-to-many, or networked. Early service management literature considered value cocreation from a dyadic perspective, with a provider and a beneficiary (one-to-one structure) (Vargo and Lusch, 2011; Grönroos and Voima, 2012); other studies investigate value cocreation beyond the dyad by adopting a network perspective (Edvardsson et al., 2011; Epp and Price, 2011; Mele, 2011; Jaakkola and Hakanen, 2013; Nätti, Pekkarinen, Hartikka et al., 2014). In innovation research, the expanded uses of customers' ideas to develop new offers (Sawhney et al., 2005; Füller et al., 2011) have implied interactions by a firm with multiple actors (one-to-many) or between several firms and several actors to cocreate value (many-to-many) (Sawhney et al., 2005). Third governance reflects the way actors coordinate themselves during the cocreation process (Aitken and Campelo, 2011). Hierarchical governance is based on rules and a structure imposed by a legitimate authority; market-based governance uses incentives rooted in the supply of and demand for interactions and exchanges; and relationship governance is based on trust-laden interactions, in which past experiences shape future expectations. Fourth, the relational dynamics, which refer to the nature of the relationships among participants, can feature competition, cooperation, or coopetition (Bullinger et al., 2010). Competition provides benefits in multiple contexts (e.g., design contests), though its influence on the social dimensions of value cocreation is unclear (Sawhney et al., 2005; Füller et al., 2011). Cooperative design is attracting increasing attention in innovation marketing literature (Kohler, Matzler and Füller, 2009; Bullinger et al., 2010; Füller et al., 2011).

Finally, the engagement platform design must account for five features related to the tasks that each actor performs. A collective innovation orientation implies that the engagement platform is oriented toward innovative productions (Kozinets, Hemetsberger and Schau, 2008) such that they are telo-specific orientated platforms. Other platforms are more focused on community development; they are communo-ludic oriented. Other task-related features pertain to the stage of the value creation process during which actors interact and cocreate. An engagement platform can be structured and divided according to the various stages of the New Product Development (NPD) or New Service Development (NSD) processes, or might be left unstructured, such that actors deliberately cocreate value wherever they want, without stage-based constraints (Roser et al., 2013). The scope of the value cocreation refers to firms' propensity to collaborate with actors across all stages of the value cocreation process (Hoyer, Chandy, Dorotic et al., 2010). Engagement platforms with greater scope involve actors in all stages; other platforms aim to concentrate cocreation activity on only specific stages (Ramaswamy and Gouillart, 2010). The three stages of the innovation process, as identified by Nambisan (2002) and Hoyer et al. (2010), are the ideation, design and support activities. During ideation stages, actors share ideas. Design activities aim concretely to develop these ideas. Finally, support stages entail sharing advice and helping other actors in the use of the offering. In addition, a service perspective adds a consumption phase, in which consumers cocreate value by consuming the proposed offering (Vargo and Lusch, 2004; Grönroos, 2008, 2009). On each engagement platform, different degrees of cocreation intensity arise, reflecting the extent to which the cocreation process affects the firms activity (Hoyer et al., 2010).

Although prior literature describes impact of the independent application of the different features, a lack of insight persists regarding their fruitful or harmful combinations. For example, conjunction of the value cocreation components, value, actors, and engagement platform might be understood from a social science perspective, such as the theory of action developed by Coleman (1990). This theory suggests that two relations can exist between actors and resources: actors have control over resources or they have interest in resources. Actors' actions constitute an effort to give up controlled resources in which they have less interest and receive, in return, uncontrolled resources in which they have more interest. By integrating resources in which they are interested, actors cocreate value. Therefore, the resources exchange and value creation processes depend on each actor's knowledge of available resources. Applying this perspective to value cocreation, actors' willingness to interact and exchange depends on the resources they expect to gain through their interactions, as well as their perceptions of what is required of them in the value cocreation process. This element emphasizes the key role the engagement platform, which enables actors to interact and exchange resources while still ensuring that they know of which resources are being asked of them and which resources they can integrate through their participation in the value cocreation process. As emphasized by Prahalad and Ramaswamy (2004a), value cocreation requires transparency from each actors. With a lack of transparency, there is a risk of misusing resources, which could lead to value codestruction (Plé and Cáceres, 2010).

VALUE COCREATION AS A PROCESS

The processes emerging from our content analysis consist in the elements linking the aforementioned components namely the cocreated value, the cocreators and the engagement platform. One general process and three subprocesses emerge from our analysis. Indeed value cocreation is described as a process that includes a set of tools and practices to support the joint creation of value among actors (Payne et al., 2008). Within the value cocreation process, four underlying processes emerged: interactions across actors (coded in 55 papers), resource integration (coded in 44 papers), engagement (coded in 19 papers) and the learning process (coded in 14 papers) (Payne et al., 2008; van Doorn, Lemon, Mittal et al., 2010; Grönroos, 2012; Perks, Gruber and Edvardsson, 2012).

In the resource integration process, each actor integrates the resources offered by others and combines them with its own resources to create value (Vargo and Lusch, 2008). The resource exchange highlights the need to consider actors as sources of competence and thereby mobilize them (Prahalad and Ramaswamy, 2000). Thus both parties—company and actors—are resource integrators (Edvardsson et al., 2011). The complementarity of their shared resources enriches value cocreation (Vargo and Lusch, 2011). The integration of these resources also enables the creation of new potential resources for subsequent use (Vargo and Lusch, 2011), which generates a learning loop (Grönroos and Voima, 2012; Hibbert, Winklhofer and Temerak, 2012; Komulainen, 2014) and causes actors to rethink their own practices (Roberts, Baker and Walker, 2005; Antonacopoulou, 2009), such that it potentially changes the way they act and interact during value cocreation (Payne et al., 2008; Lusch, Vargo and Tanniru, 2010).

Whereas value cocreation embodies the integration of actors' resources, interactions continue to be crucial for facilitating resource exchanges and the learning process, because they enable the exchange of resources and the development of actors' relationships. Interactions might be physical, virtual, or mental; during them, each actor influences others' practices (Grönroos, 2008). These interactions can occur between actors from different entities (e.g. customers and companies) or among people who represent the same entity (e.g. customer-to-customer) (Novani and Kijima, 2013). They support the exchange of resources (Gummesson and Mele, 2010; Vargo and Lusch, 2011) and aim to establish ongoing dialogues or relationships among involved actors, to ensure the continuation of the interactive process (Ballantyne, 2004; Varey and Ballantyne, 2006). Interactions take place through engagement platforms that define the interaction structure and limits (Prahalad and Ramaswamy, 2004a).

Providing technologies and infrastructures that enable actors to engage in the value cocreation process by interacting and exchanging resources does not automatically lead to value cocreation though. Rather, it requires efforts to address a key challenge: generating participants' engagement and maintaining it over time (Nambisan and Baron, 2009). Engagement is the degree of connection existing between actors (Kumar, Aksoy, Donkers et al., 2010; Brodie, Ilic, Juric et al., 2013). Although this iterative process is multidimensional, with cognitive, affective, and behavioral aspects (Bowden, 2009; Brodie, Hollebeek, Juric et al., 2011), existing studies mainly focus on the last dimension (Jaakkola and Alexander, 2014). Engagement behaviors can be distinguished into two groups. There are in-role behaviors which refer to behaviors consumers that undertake to achieve their consumptions goals. Then there are the extra-roles behaviors which refer to actors' voluntary participation in firm activities, such as in innovation processes, firm advocacy, the word-of-mouth generation, or the provision of feedbacks (Kumar et al., 2010; van Doorn et al., 2010; Yi and Gong, 2013). Actors' engagement also might be encouraged and maintained through the design of the engagement platform (Nambisan and Baron, 2009).

Chan, Yim and Lam (2010) and Yim, Chan and Lam (2012) emphasize two cultural dimensions that affect the way participants interact within the value cocreation process: a collectivist (vs. individualist) orientation and power distance. The first factor reflects conditions in which groups or collective interests overcome the desires and needs of individuals (Patterson, Cowley and Prasongsukarn, 2006). Whereas individualists engage in value cocreation process to earn rewards, collectivists assign more attention to the relationship they plan to develop with actors and to group harmony (Chan et al., 2010). Power distance represents the extent to which people perceive themselves as equal, superior, or subordinate to others. Those who perceive themselves as subordinate tend to feel more comfortable when they are empowered by a structure, but actors perceiving themselves as equal or superior to others seek to empower themselves in the value cocreation process and reject any elements that represent controls on their activity (Chan et al., 2010).

Drivers

Seventeen papers from the content analysis specifically indicates that actors' motivations drive the value cocreation process. Although value cocreation is a resource-driven approach, it is not restricted to collaboration among skilled participants. Whereas coproduction activities seek to attract skilled actors as lead users (Von Hippel, 1986), value cocreation processes tend to include all potential actors. The engagement required by this process highlights motivations as drivers of value cocreation though (Füller, Faullant and Matzler, 2010; Ind and Coates, 2013). In term of innovation, Ind and Coates (2013) claim that it welcomes all motivated actors, with the underlying assumption creativity- a key component for innovation- emerges not just from geniuses but also from interactions among the members of a cohesive team (Ind and Coates, 2013). As displayed in Figure 6, actors' motives to engage in a value cocreation process take various forms classified by three distinctions: altruistic vs. non altruistic, intrinsic vs. extrinsic and personal vs. social.

<Insert Figure 6>

Altruistic motives signal a willingness to help others with little or no expectation of direct rewards (Constant, Sproull and Kiesler, 1996), whereas non-altruistic motives (Roberts et al., 2014) imply that actors expect to derive benefits from their participation to the value cocreation process. Non-altruistic motives might be either intrinsic or extrinsic (Deci and Ryan, 2002). Extrinsic motivations include a willingness to work directly with companies, a desire for better products or the possibility of influencing companies' activities (Roberts et al., 2014). In contrast, intrinsic motivations suggest that people value the activity for its own sake (Deci and Ryan, 2002). In turn, the intrinsic motivations might be either personal or social. The first category refers to egocentric motives such as the need for personal development or hedonic motives, such as fun, escapism, and passion, as well as a desire and willingness to increase skills, competencies or knowledge (Nambisan and Baron, 2009; Dahl and Moreau, 2007). The latte category includes social motives such as needs for belonging, recognition or feedbacks (Roberts et al., 2014). Beyond these three distinctions, Fuller (2006) suggests that intrinsic and especially social motivations drive cocreation engagement, whereas extrinsic motivations mainly relate to participation frequency. Similarly, Amabile (1996) calls intrinsic motives a critical factor for creativity. Companies should regard these different types of motivations as complements, to ensure not just the quality of actors' participation but also the durability of their engagement.

Three further factors moderate actors motivations to become involved in value cocreation.

First, Nambisan and Baron (2007, 2009) suggest that the more important the object of cocreation is to actors, the more they seek to collect information about it, interact with other engaged actors and value learning about the intricate or idiosyncratic aspects of the offerings and their usage. By identifying themselves to contributors, actors grow more motivated to interact with like-minded people. Second, identification with the community that is cocreating value (Gebauer, Füller and Pezzei, 2013), is the extent to which individuals perceive themselves as similar to members who are cocreating value (Nambisan and Baron, 2009). Third, several authors point out the importance of trust for actors' decision to take part in the value cocreation process (Etgar, 2008; Purvis and Long, 2011; Huemer, 2014). This factor refers to individual abilities to believe that other participants will perform the required task or provide promised resources. The more individuals trust contributors, the more they feel a sense of security that resources that will be available for them and that they will be able to cocreate value through their interactions.

Consequences

Value cocreation requires the efforts of every stakeholder (Prahalad and Ramaswamy, 2004a) and, by definition, results in reciprocal value for all of them (Vargo and Lusch, 2004). Therefore, referring to our analysis, 26 papers have considered the consequences for companies, contributors or passive consumers (who do not engage their resources within the value cocreation process).

From a company perspective, value cocreation invites external stakeholders to contribute to the generation of ideas and solutions (Hoyer et al., 2010). These cocreated contents generally outperform professionally created consequences on key market performance metrics such as sales, newness, or strategic impact (Nishikawa, Schreier and Ogawa, 2013; Santos-Vijande, González-Mieres and López-Sánchez, 2013; Black, Vincent and Skinner, 2014). Furthermore, with regard to innovation, producers tend to assimilate only the knowledge that they consider relevant, such that they miss the opportunity to develop radical innovation based on customers' needs. By establishing rich and open dialog with customers, companies can increase their understanding of each participant's point of view (Varey and Ballantyne, 2006), create a common commitment to new offerings (Nambisan and Baron, 2007) and generate innovations with less risk of failure (Bogers, Afuah and Bastian, 2010). Finally, by cocreating value, companies develop and strengthen their relational bonds with engaged actors (Roser et al., 2013).

From contributors' perspective, actors' engagement toward the value cocreation process has a positive impact on satisfactions, loyalty, their relationship with the firm and their behavioral intentions (word-of-mouth, purchases, willingness-to-pay) (Franke and Schreier, 2008; Gallan, Jarvis, Brown et al., 2013; Gebauer et al., 2013; Xia and Suri, 2013; Atakan, Bagozzi and Yoon, 2014; Bacile, Ye and Swilley, 2014). The compelling experience also encourages actors to persist in their participations (Dong, Evans and Zou, 2008; Füller et al., 2011; Noordhoff, Kyriakopoulos, Moorman et al., 2011). Through the consecutive interactions, actors create relationships and develop a community based on the collaboration (Healy and McDonagh, 2013).

Finally, passive consumers attribute higher quality to cocreated offers than to professional offers (Schreier, Fuchs and Dahl, 2012), for three main reasons. First, the more ideas there are on the table, the more likely a highly creative solution is to emerge (Troy, Szymanski and Varadarajan, 2001). Second, the participation of various profiles leads to the adoption of different points of view (Robinson and Dechant, 1997). Third, members of the companies are not necessarily consumers or users of their offer, so they might misinterpret or remain unaware of users' needs (Franke, Von Hippel and Schreier, 2006). Coupled with their perception of the higher quality of the cocreated solution, non-participants might evaluate the brand more positively (Thompson and Malaviya, 2013). This higher perceived quality enhances customer loyalty, purchase intentions, and the willingness-to-pay (Norton, Mochon and Ariely, 2012; Schreier et al., 2012; Fuchs et al., 2013; Thompson and Malaviya, 2013). However, these positive impacts depend on whether consumers regard participants as similar to themselves and skilled (Franke and Schreier, 2008; Mochon, Norton and Ariely, 2012; Schreier et al., 2012; Fuchs et al., 2013; Thompson and Malaviya, 2013). Such criteria highlight the need to involve "average users" and showcase their abilities to innovate.

In addition to these positive consequences, Noordhoff et al. (2011) highlight two dark sides of value cocreation: participant opportunism and a risk of redundancy. The actors involved might use the value cocreated against other actors, such that one or several other actors would suffer value decreases during the process, which favors another actor. Value then is codestructed. The value cocreation process must be designed to minimize such opportunistic behaviors. Finally, by creating a community around value cocreation, companies risk sharing their resources with similar actors over time. To control this risk, companies need to attract new participants, to renew the set of resources that get exchanged.

Based on the aforementioned elements, we describe the value cocreation by highlighting the drivers, sub-processes and consequences. The content analysis reveals the key roles of actors motivations as main drivers of the cocreation process. This process includes the resources integration, the interaction and the engagement. Thirdly, the consequences highlight that value cocreate can generate outcomes for each actors (contributors, passive consumers and companies) in terms of innovation, quality perception, behaviors, relationship and experience. Finally moderators have been pointed out by the literature. Indeed, whereas the trust, identification to the existing community and the involvement in the product category moderate the consumers' willingness to be part of a value cocreation process, cultural characteristics, collectivism and perceived power distance, influence the way they cocreate value. Furthermore consumers perceptions of cocreated outcomes are moderated by the extent they feel similar to the contributors and the perceived contributors skills.

Measurement scale

Development of measurement scales have been raised in eight recent papers as among the major future research priorities (Payne et al., 2008; Coviello and Joseph, 2012; Baraldi, Proença, Proença et al., 2014). Existing scales aim to assess value cocreation process. However, each of these available scales measures a particular dimension of value cocreation. For example, Yi and Gong (2013) attempt to evaluate customer cocreation behaviors according to in-role behaviors that are necessary for value cocreation (e.g., information seeking, information sharing, responsible behavior, personal interactions) and extra-role behaviors that are unnecessary and voluntary but provide extraordinary value (e.g., feedback, advocacy, helping, tolerance) (Groth, 2005; Bove, Pervan, Beatty et al., 2009; van Doorn et al., 2010). Along similar lines, Nysveen and Pedersen (2014) propose a scale that focuses on customers' extra-role behaviors. These scales provide relevant information about the behaviors induced by value cocreation practices, but they cannot assess the experiential dimensions of the process. Füller et al. (2011) aim to assess such experiential dimensions and identify three underlying dimensions (Dahl and Moreau, 2007): autonomy, feelings of competence, and intrinsic enjoyment derived from the experience. They emphasize the influence of these three dimensions on actors' creativity and future participation in cocreation. They also acknowledge the impact of a sense of community, though they do not include this social dimension in their scale. This scale mainly focus on innovation; it is not well adapted to other contexts such as service management or retailing. Further effort is needed to develop a scale that can measure the intensity of the value cocreation process, adapt to various contexts and encompass both personal and social experiences. Because the development of a valid, complete scale would be useful for exploring the value cocreation process empirically (call from Enz and Lambert, 2012; McColl-Kennedy, Vargo, Dagger et al., 2012; Ranjan and Read, 2014), we note that the ultimate scale should include behavioral dimensions of value cocreation, as well as dimensions related to the personal and social experience that participants undergo throughout the process.

RESEARCH AGENDA

The conceptual framework in Figure 3 suggests multiple research questions to explore. In this section, we focus on three that deserve particular attention to support academic and managerial purposes which are displayed in table 2: contributors' roles on the value cocreation process, engagement platform designs and new technologies and the value cocreation experience. Beyond our content analysis, these gaps have been mentioned in several previous research agendas as research priorities (e.g. Bolton and Saxena-Iyer, 2009; Hoyer et al., 2010; Ostrom et al., 2010; Ostrom et al., 2015). Empirical research on these topics could contribute to marketing, innovation, and business management.

< Insert Table 2 Here >

Engagement platforms and new technologies

Despite research attention to descriptions of the value cocreation process, drivers, and consequences, the tools for engaging individuals within this process remain largely underexplored (Brodie et al., 2011). The designs of engagement platforms has been investigated and prior literature has identified multiple engagement platform features, which we classify into three groups (required tasks, relationships among the actors, and platform ownership). Yet little research considers the varying impacts of these features on actors' engagement (Füller et al., 2010; Füller et al., 2011). For example, how do competitive dynamics affect participants' engagement with innovation platforms, compared with cooperative dynamics? How do long-term (vs. short-term) interactions inhibit actors opportunistic behaviors? Does the relational structure influence actors' engagement in the value cocreation process? Case studies might be fruitful for capturing the longitudinal dimensions and understanding how the combination of different features influence participants' behaviors within engagement platforms.

The emergence and proliferation of advancing technologies also have created opportunities to develop engagement platforms that can mobilize actors and interact with them in the value cocreation processes. The use of such technologies (e.g. wearable devices, 3D environment, social media, connected technologies, Kinect technologies) to engage actors is clearly route for further research (Breidbach, Kolb and Srinivasan, 2013; Djelassi and Decoopman, 2013; Ostrom et al., 2015), spanning multiple domains such as innovation, healthcare, and retailing. How do wearable devices foster value cocreation processes with people suffering chronic diseases? Can a 3D environment support NPD/NSD processes? How do social media enable value cocreation processes?

Answers to such questions would provide insights into the best practices for managing new technologies to enhance value cocreation processes. Such answers might be available through the use of Big Data which enable researchers to explore real participants behaviors and assess their actions from a longitudinal perspective. Researchers then can understand participants' adoption of new technologies and eventually the learning dimension of the value cocreation process. Digital marketing literature could provide fruitful insights to help identify new technology dimensions and their likely impacts (Kaplan and Haenlein, 2010; Schiavone, 2014; Jaakkola, Helkkula, Aarikka-Stenroos et al., 2015).

Contributors roles in the value cocreation process

Value cocreation theory assumes a multi-stakeholders perspective (Prahalad and Ramaswamy, 2004a). In line with previous research, we develop a typology of eight profiles of contributors to the value cocreation process, either by acting or interacting (inside or outside the process). However there is still much to learn about the role of each actor (Baron and Warnaby, 2011). In particular, research should compare actors' profiles in term of their motivations, engagement, and contributions (call from Vernette and Hamdi-Kidar, 2013; Angelis, Parry and Macintyre, 2012; Navarro et al., 2015). Prior literature has analyzed some of these profiles independently, but they interact within an engagement platform. How do multiple profiles coexist? Can they be coordinated within the engagement platform? Conducting in-depth interviews with participants and applying netnography methods to engagement platforms might reveal potential conflicts among the various profiles and clarify how they manage their different, potentially conflicting interests to cocreate value. Furthermore this approach should capture the longitudinal dimensions of the value cocreation process and explore how the actors adapt across consecutive participation events. More insights also are needed regarding the moderators of actors' motivation to get involved in the value cocreation process. Existing literature has highlighted trust, involvement and identification with the community as key moderators; more attention needs to be devoted to the moderating effects of variables related to cocreation tasks, such as how task complexity or the required level of creativity affects actors' motivation to get involved in the value cocreation process. To address such questions, the experimental design is required. By adopting such methodology, researchers can manipulate the task design and isolate its impact on actors' motivations to participate. Literature related to community management already has explored how different profiles coexisting in a community might coordinate themselves within a broader system (Kozinets et al., 2008). This literature stream should provide initial insights into these questions.

Value cocreation experience

Previous studies have expanded our understanding of value. Yet existing literature tends to focus on the value expected due to the use of the offering. Experiential value implies a broader view that encompasses customers' cocreation experience as a whole. Holbrook (2006) highlights the multidimensional nature of experiential values, but more research is needed to understand which types of value get generated across consecutive cocreation experiences, to remove any unnecessary costs for companies and develop a competitive advantage associated with providing the proper value at the proper time; that is, superior value propositions across the entire customer cocreation experience (Prahalad and Ramaswamy, 2004b; Prahalad and Krishnan, 2008). A misunderstanding of the experiential value that actors expect could lead managers to provide inappropriate resources and consequently codestroy value (Plé and Cáceres, 2010). We also note the need to consider the extent to which the type of cocreated value affects concrete behaviors, such as actors' willingness to repurchase or increase their engagement with focal and related engagement platforms. By addressing this need, researchers would provide managerial insights regarding how to use value as a lever that can influence value cocreation processes. Further empirical studies using large-scale survey, conducted on engagement platforms, might effectively assess the experiential dimensions and their impacts on participants' behaviors. The scales offered by Mathwick, Malhotra and Rigdon (2001) to measure experiential dimensions may be useful for developing this kind of procedure.

CONCLUSION

In increasingly complex competitive environments, the opportunity to cocreate value with stakeholders is a highly challenging task for companies. We have summarized ten years of research on value cocreation, starting with the publication of Prahalad and Ramaswamy (2004)'s study. We offer an integrative overview of literature dealing with the emergent concept of value cocreation by identifying eight structuring themes: value cocreation definition, types of created values, actors involved, engagement platforms used, antecedents, related processes, cocreation value consequences, and measurement. Our research is based on a thorough analysis of 181 recent papers published in A, B and C-ranked journals in marketing, innovation, and business management disciplines. The content analysis applied to the literature corpus (2,884 pages) led us to propose a new definition of value cocreation that clearly distinguishes it from similar concepts (coproduction, open innovation, prosumption, value codestruction). We also have identified and deeply analyzed the key components of value cocreation, namely, created values, involved actors, and engagement platforms. The value cocreation process, including its subprocesses, antecedents, consequences, and measurements, has been explored and depicted in a theoretical model. Finally, we suggest a research agenda for further investigations.

Despite our systematic and rigorous approach to this content analysis, some limitations persist. To integrate the multiple perspectives and approaches on value cocreation, we adopt a consensual approach and focus our attention on common baselines. Thus, we pull apart the contextual specificities and theoretical debates that mark prior literature. Researchers need to carefully address these issue by applying the value cocreation baselines we mention in this integrative work, as well as the contextual particularities and theoretical elements that are linked to each specific approach.

This article contributes to both marketing and management by depicting contributions from these literature streams and integrating their different insights into value cocreation. Responding to a recent call by Navarro et al. (2014), we summarize existing knowledge, in the form of a theoretical model that provides a basis for further empirical research. The model features three subprocesses; resource exchange, interactions and engagement. Our findings also address Thompson and Malaviya (2013) suggestion that research should acknowledge the active role that customers perform, as beneficiaries of cocreated value. This article highlights the distinct types of value that actors can cocreate through their participation, including value-in-use and experiential value (Sheth and Uslay, 2007). It also identifies different engagement platform designs, according to the task, the actors selections and the relationships among participants (Nishikawa et al., 2013). As drivers of this process, we note the key roles of actors' motivations and the potential consequences that might result from value cocreation, from the company's and contributors' perspectives (participants or consumers). With our coding methods, we analyze these topics as they emerge from literature. This method offers a viable way to analyze vast textual contents, though it rarely appears in marketing as a means to conduct systematic literature reviews (Torraco, 2005; Krippendorff, 2012). For managers, this review highlights three components—value created, the engagement platform, and the actors—that can influence value cocreation processes. Finally, our study suggests concrete directions for research. Additional investigations of the suggested topics are strongly recommended to gain a better understanding of the emergent concept of value cocreation; these continued insights will have applications in multiple service and innovation management contexts, for both academic and managerial purposes.

FIGURES

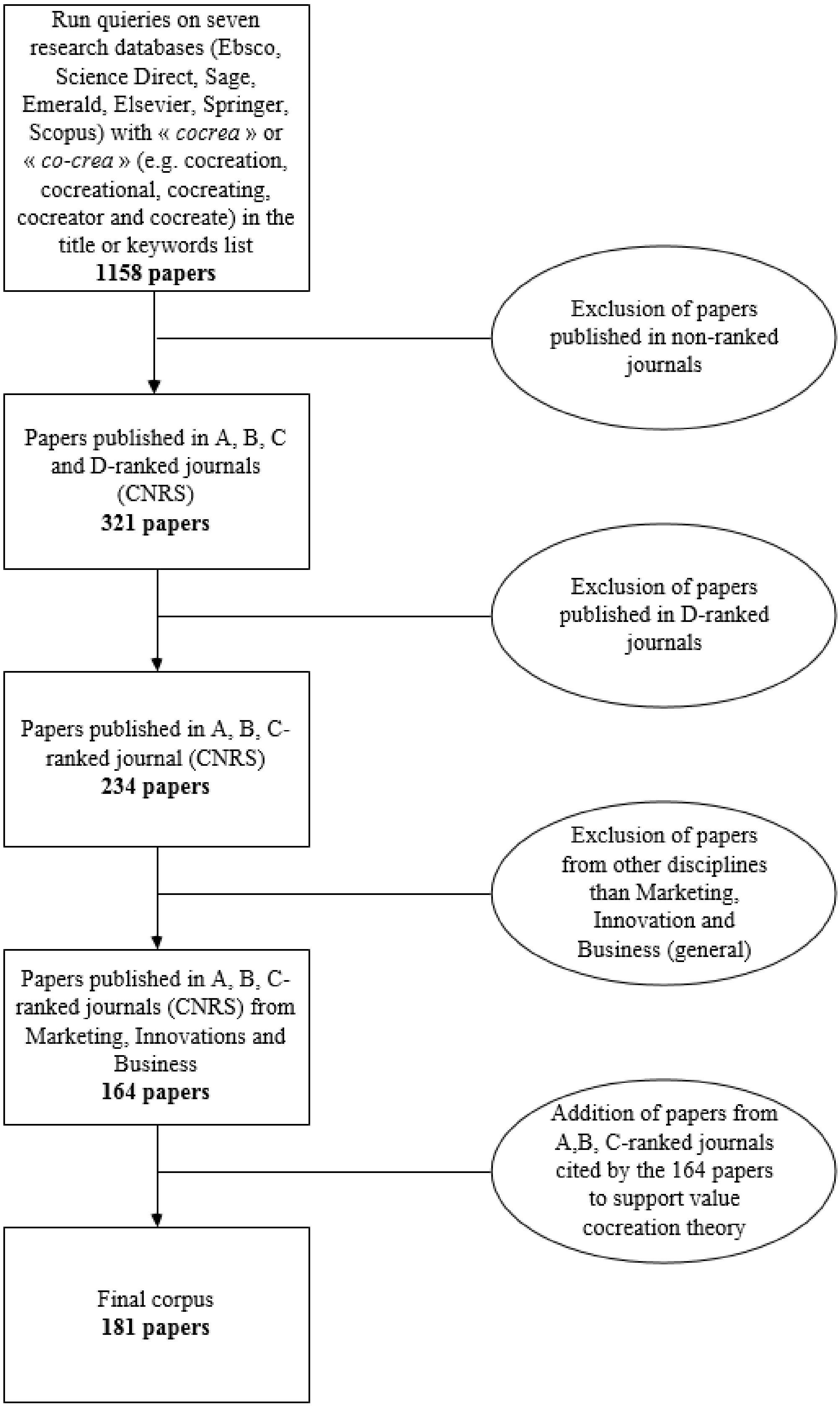

Figure 1: Selection process

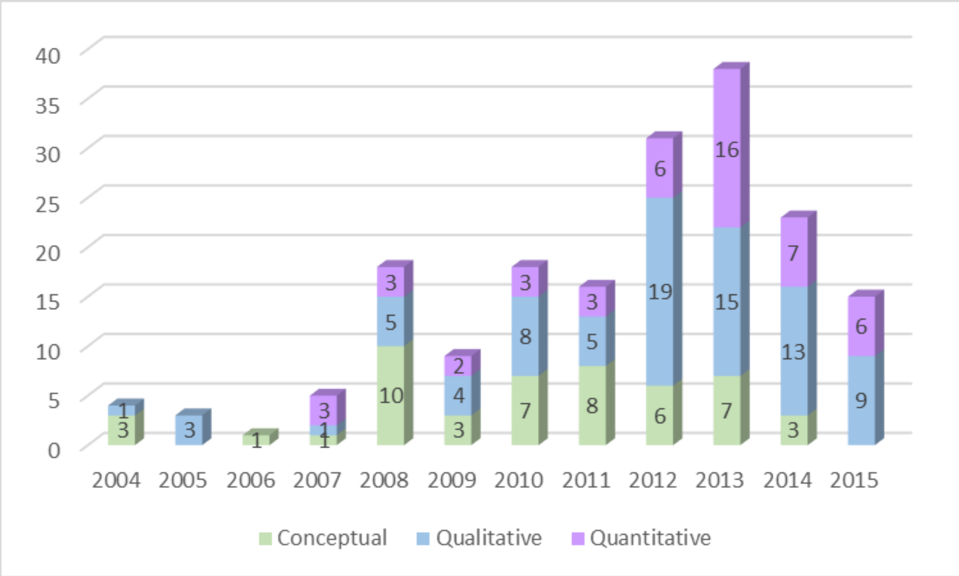

Figure 2: Emergence of published papers, according to methods applied

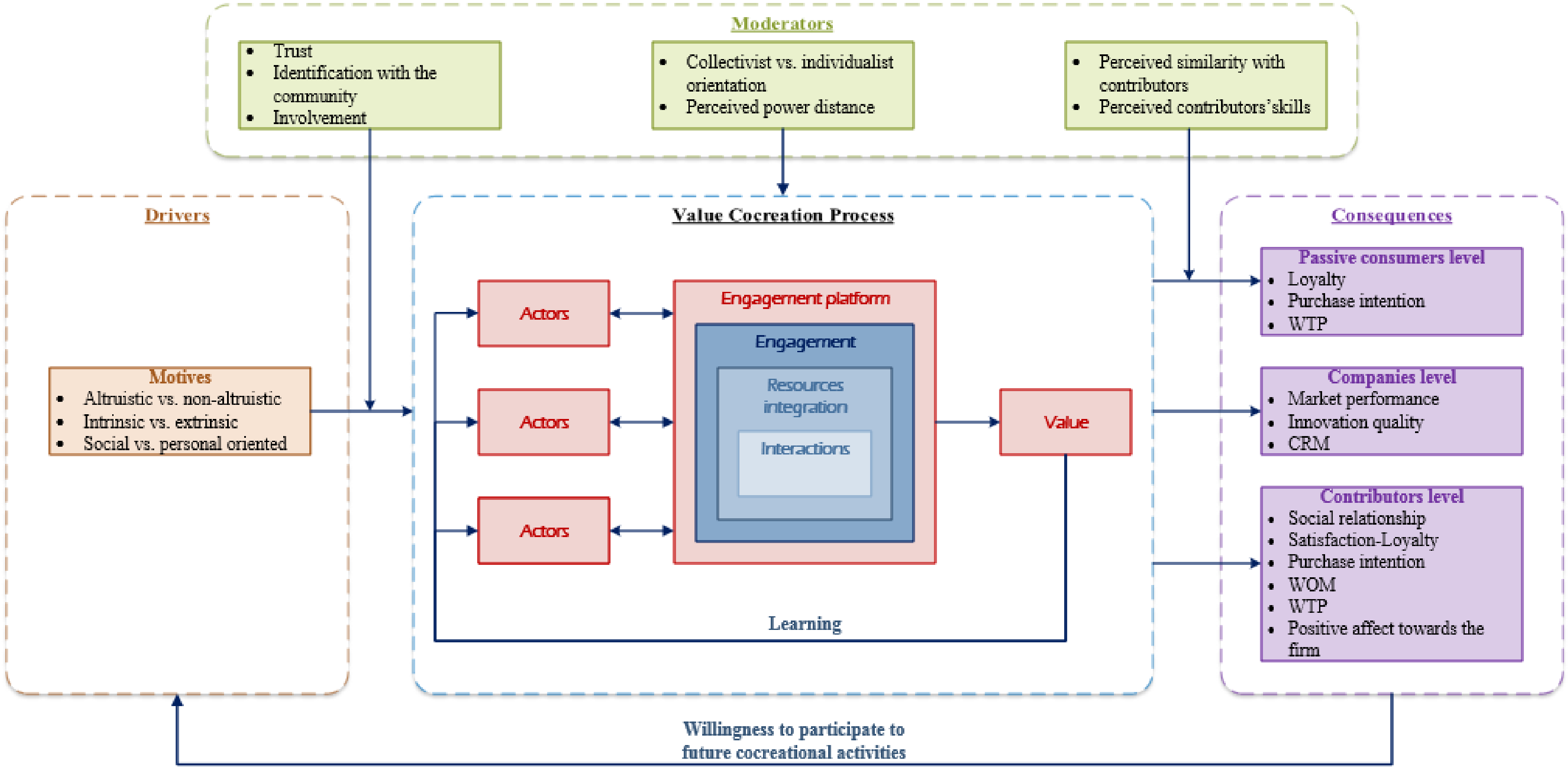

Figure 3: Value cocreation theoretical framework

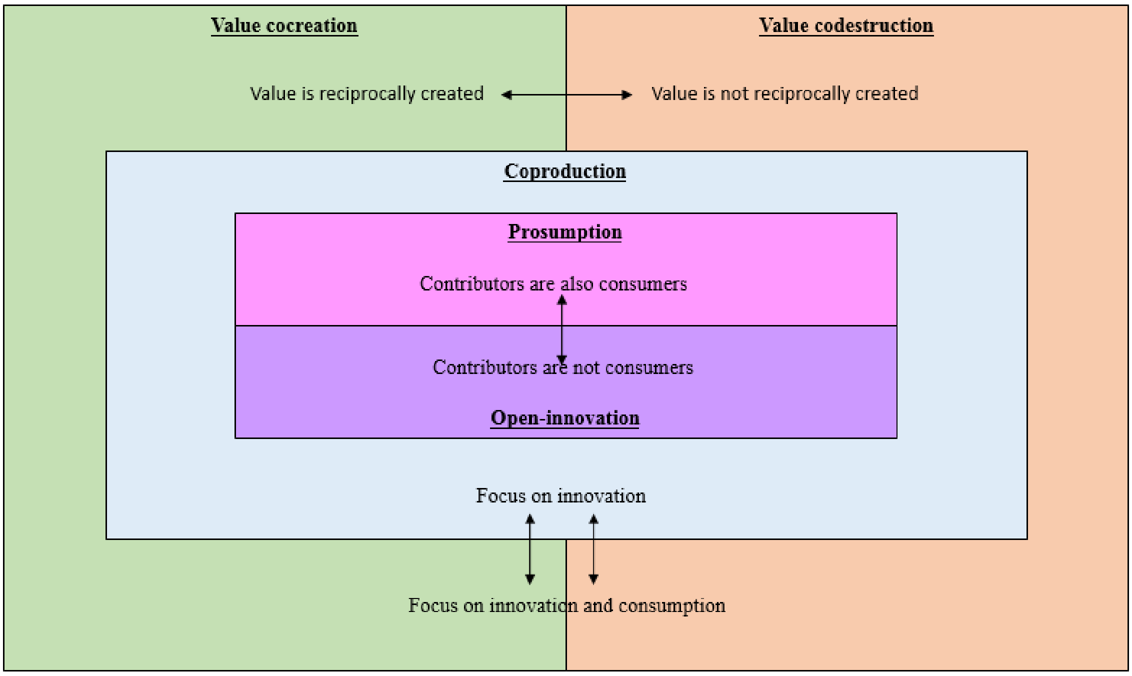

Figure 4: Classification of value cocreation and its closed concepts

		INTERACTING (No) interaction inside and/or outside the engagement platform			
		Interaction inside		No interaction inside	
		Interaction outside	No interaction outside	Interaction outside	No interaction outside
ACTING Cocreation goal orientation	Cocreation goal-oriented	Full provider	Pro-ams	Lead user	Emergent user
	No cocreation goal-oriented	Boundary spanner	Socializer	Market mavens	Consumers

Figure 5: Typology of roles performed by actors throughout the value cocreation process

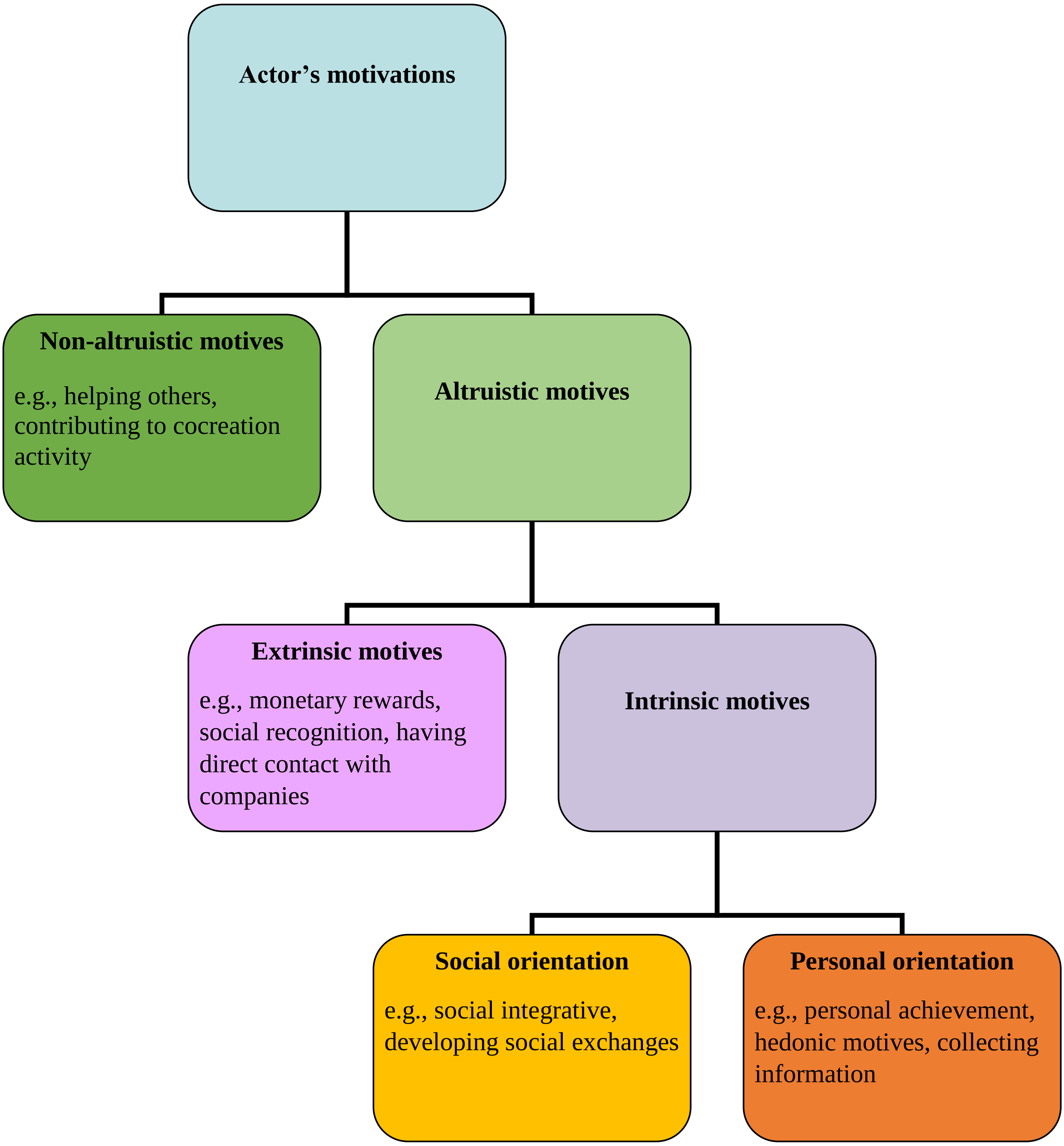

Figure 6: Typology of actor’s motivations

TABLES

Table 1: Typology of engagement features

Groups	Features
Actors	• Brand vs. consumers initiated • Crowdsourced vs. selected actors
Relationship	• One-shot vs. ongoing dialog • Governance (market, trust and hierarchic) • Relational structure (1-to-1, 1-to-many, many-to-many, networked) • Relational dynamics (competition, cooperation coopetition)
Activity	• Purpose (telo-specific and communo-ludic orientations) • Process stages (ideation, development, [post]-purchase) + consumption • Structured vs. non structured processes • Scope • Intensity

Table 2: Summary of suggested research agenda

Topics	Current Insights	Important Research Questions
Engagement platform design and leveraging new technologies	• Existing engagement platform features related to: ○ Involved actors ○ Actors' relationships and interactional structure ○ Required task • Technologies classification	• How do competitive dynamics affect participants' engagement with innovation platforms, compared with cooperative dynamics? • How do long-term (vs. short-term) interactions inhibit actors opportunistic behaviors? • Does the relational structure influence the actors engagement within the value cocreation process? • How do social media enable value cocreation processes? • How do wearable devices foster value cocreation processes? • Can a 3D environment support value cocreation process?
Contributors roles in the value cocreation process	• Multi-stakeholders perspective • Actors typology related to: ○ Acting dimension ○ Interacting dimension	• What are the motivations, the engagement nature and the contributions of the different profiles of value cocreation process? • How do multiple profiles coexist within the value cocreation process?

	• Motivation to be involved in the value cocreation process are moderated by:
	  ○ Trust
	  ○ Involvement
	  ○ Identification with the community
		• Can actors be coordinated within the engagement platform?
		• How do the task complexity affect actors motivation to get involved in the value cocreation process?
		• How do the required level of creativity affect actors motivation to get involved in the value cocreation process?

The value cocreation experience	• Multiple value forms
	• Typology of experiential value according to:
	  ○ Intrinsic vs. extrinsic
	  ○ Passive vs. active
	  ○ Social vs. personal
		• How to manage and design actors experience across value cocreation process?
		• Which type of value is generated across the consecutive value cocreation experience?
		• How do generated value affect actors concrete behaviors (willingness to repurchase, willingness-to-pay, further participation to companies' activities)?

APPENDICES

Appendix 1: List of the selected papers with their characteristics and their inclusion criteria- sorted according to their publication date (Group 1= included thanks to the initial selection process; Group 2= included thanks to the reference lists screening process)

Citations	Journal ranking	Discipline	Selection criteria
Kates (2004)	A	Marketing	2
Prahalad and Ramaswamy (2004a)	C	Marketing	1
Sharma and Sheth (2004)	B	Marketing	1
Vargo and Lusch (2004)	A	Marketing	2
Edvardsson, Enquist and Johnston (2005)	B	Marketing	2
Roberts et al. (2005)	C	Marketing	1
Sawhney et al. (2005)	C	Marketing	2
Thrift (2006)	B	Business (general)	2
Buchanan and Dawson (2007)	A	Business (general)	2
Gentile et al. (2007)	C	Business (general)	1
Liu (2007)	A	Marketing	2
Nambisan and Baron (2007)	C	Marketing	2
Sheth and Uslay (2007)	C	Marketing	1
Badot and Cova (2008)	C	Marketing	1
Ballantyne and Varey (2008)	B	Marketing	1
Baron and Harris (2008)	C	Marketing	1
Cova and Salle (2008)	B	Marketing	1
Dong et al. (2008)	B	Marketing	1
Etgar (2008)	B	Marketing	1

Franke and Schreier (2008)	B	Marketing	1
Grönroos (2008)	C	Business (general)	1
Maglio and Spohrer (2008)	B	Marketing	2
Michel, Vargo and Lusch (2008)	B	Marketing	1
Ordanini and Pasini (2008)	C	Business (general)	1
Payne et al. (2008)	B	Marketing	1
Potts, Hartley, Banks et al. (2008)	C	Innovation	1
Spohrer and Maglio (2008)	A	Logistics/ Marketing	2
Vargo (2008)	B	Marketing	1
Vargo and Lusch (2008)	B	Marketing	2
Vargo et al. (2008)	C	Business (general)	1
Xie et al. (2008)	B	Marketing	1
Antonacopoulou (2009)	C	Business (general)	1
Bolton and Saxena-Iyer (2009)	C	Marketing	1
Brown and Patterson (2009)	C	Marketing	1
Cova and Cova (2009)	B	Marketing	1
Kohler et al. (2009)	C	Innovation	1
Merz et al. (2009)	B	Marketing	1
Nambisan and Baron (2009)	A	Innovation	1
Ng, Maull and Yip (2009)	C	Business (general)	1
Payne, Storbacka, Frow et al. (2009)	B	Marketing	1
Read et al. (2009)	A	Marketing	1
Andreu et al (2010)	C	Marketing	1

Bell and Loane (2010)	C	Marketing	1
Bogers et al. (2010)	B	Business (general)	1
Chan et al. (2010)	A	Marketing	2
Chang and Gotcher (2010)	B	Marketing	1
Cova and White (2010)	C	Marketing	1
Füller et al. (2010)	B	Marketing	1
Gabriel and Connell (2010)	C	Business (general)	1
Harwood and Gary (2010)	C	Marketing	1
Hoyer et al. (2010)	B	Marketing	1
Kerrigan and Graham (2010)	C	Marketing	1
Kumar et al. (2010)	B	Marketing	2
Lusch et al. (2010)	B	Marketing	2
Ostrom et al. (2010)	B	Marketing	1
Plé and Cáceres (2010)	C	Marketing	1
Tynan et al. (2010)	B	Marketing	1
van Doorn et al. (2010)	B	Marketing	1
Aitken and Campelo (2011)	C	Marketing	1
Baron and Warnaby (2011)	B	Marketing	1
Brodie et al. (2011)	B	Marketing	2
Crowther and Donlan (2011)	C	Marketing	1
Edvardsson et al. (2011)	B	Marketing	1
Epp and Price (2011)	A	Marketing	1
Ford (2011)	B	Marketing	2

Füller et al. (2011)	C	Innovation	1
Karpen et al. (2011)	B	Marketing	1
Lusch and Vargo (2011)	C	Marketing	1
Mele (2011)	B	Marketing	1
Murphy (2011)	C	Logistics	1
Noordhoff et al. (2011)	A	Marketing	1
Purvis and Long (2011)	B	Marketing	1
Ramaswamy (2011)	B	Marketing	1
Vargo and Lusch (2011)	B	Marketing	1
Aarikka-Stenroos and Jaakkola (2012)	B	Marketing	1
Angelis et al. (2012)	C	Business (general)	1
Briscoe et al. (2012)	C	Business (general)	1
Chen et al. (2012)	C	Marketing	1
Coviello and Joseph (2012)	A	Marketing	1
Enz and Lambert (2012)	B	Marketing	1
Grönroos (2012)	C	Marketing	1
Grönroos and Voima (2012)	B	Marketing	1
Gylling, Elliott and Toivonen (2012)	C	Marketing	1
Hatch (2012)	C	Marketing	1
Hibbert et al. (2012)	B	Marketing	1
Hilton, Hughes and Chalcraft (2012)	C	Marketing	1
Högström and Tronvoll (2012)	C	Business (general)	1
Hu and McLoughlin (2012)	C	Marketing	1

Kieliszewski, Maglio and Cefkin (2012)	C	Business (general)	1
Kowalkowski, Persson Ridell, Röndell et al. (2012)	C	Marketing	1
Lambert and Enz (2012)	C	Marketing	1
Lehrer, Ordanini, DeFillippi et al. (2012)	C	Business (general)	1
McColl-Kennedy et al. (2012)	B	Marketing	1
Mochon et al. (2012)	B	Marketing	1
Norton et al. (2012)	A	Marketing	1
Perks et al. (2012)	A	Innovation	1
Spena, Caridà, Colurcio et al. (2012)	C	Logistics/Marketing	1
Schreier et al. (2012)	A	Marketing	1
Singh and Sonnenburg (2012)	C	Marketing	1
Smulders and Bakker (2012)	C	Logistics	1
Terho, Haas, Eggert et al. (2012)	B	Marketing	1
Truong et al. (2012)	B	Marketing	1
Vernette and Tissier-Desbordes (2012)	C	Marketing	1
Yim et al. (2012)	A	Marketing	1
Akaka, Vargo and Lusch (2013)	C	Marketing	1
Bacile et al. (2014)	C	Marketing	1
Berndt, Klopper, Niemann-Struweg et al. (2013)	C	Business (general)	1
Biggemann, Kowalkowski, Maley et al. (2013)	B	Marketing	1
Breidbach et al. (2013)	B	Marketing	1

Brodie et al. (2013)	B	Marketing	1
Carrigan, Moraes and McEachern (2013)	C	Marketing	1
Coombes and Nicholson (2013)	B	Marketing	1
Djelassi and Decoopman (2013)	B	Marketing	1
Fuchs et al. (2013)	A	Marketing	1
Fyrberg Yngfalk (2013)	C	Marketing	1
Gallan et al. (2013)	B	Marketing	1
Gamble and Gilmore (2013)	C	Marketing	1
Gebauer et al. (2013)	B	Marketing	1
Gyrd-Jones and Kornum (2013)	B	Marketing	1
Healy and McDonagh (2013)	B	Marketing	1
Hilton, Hughes, Little et al. (2013)	C	Marketing	1
Ind and Coates (2013)	C	Business (general)	1
Jaakkola and Hakanen (2013)	B	Marketing	1
Kohtamäki, Partanen and Möller (2013)	B	Marketing	1
Korschun and Du (2013)	B	Marketing	1
Kuppelwieser, Simpson and Chiummo (2013)	B	Marketing	1
Leroy, Cova and Salle (2013)	B	Marketing	1
Nishikawa et al. (2013)	B	Marketing	1
Plötner, Lakotta and Jacob (2013)	C	Business (general)	1
Roser et al. (2013)	C	Business (general)	1
Saarijärvi et al. (2013)	C	Business (general)	1
Santos-Vijande et al. (2013)	C	Marketing	1

Schertzer, Schertzer and Dwyer (2013)	C	Marketing	1
Seo (2013)	C	Marketing	1
Syam and Pazgal (2013)	A	Marketing	1
Thompson and Malaviya (2013)	A	Marketing	1
Vallaster and von Wallpach (2013)	B	Marketing	1
Vernette et al. (2013)	C	Marketing	1
Vernette and Hamdi-Kidar (2013)	B	Marketing	1
Xia and Suri (2013)	B	Marketing	1
Yang and Wang (2013)	A	Innovation	1
Yi and Gong (2013)	B	Marketing	1
Atakan et al. (2014)	B	Marketing	1
Baraldi et al. (2014)	B	Marketing	1
Biggemann, Williams and Kro (2014)	C	Marketing	1
Black et al. (2014)	C	Marketing	1
Butler and Batt (2014)	B	Marketing	1
Hakanen (2014)	B	Marketing	1
Huemer (2014)	B	Marketing	2
Jaakkola and Alexander (2014)	B	Marketing	1
Komulainen (2014)	C	Marketing	1
Sun and Im (2015)	A	Innovation	1
Mahr et al. (2014)	A	Innovation	1
Minkiewicz, Evans and Bridson (2014)	C	Marketing	1
Nätti et al. (2014)	B	Marketing	1

Navarro et al. (2014)	B	Marketing	1
Nilsson and Ballantyne (2014)	C	Marketing	1
Nuttavuthisit (2014)	C	Marketing	1
Nysveen and Pedersen (2014)	C	Marketing	1
Paswan, D'Souza and Rajamma (2014)	C	Marketing	1
Peine, Rollwagen and Neven (2014)	B	Innovation	1
Ranjan and Read (2014)	B	Marketing	1
Roberts et al. (2014)	C	Marketing	1
Rod, Lindsay and Ellis (2014)	B	Marketing	1
Schiavone (2014)	C	Logistics/Marketing	2
Ordenes, Theodoulidis, Burton et al. (2014)	B	Marketing	1
Alvarez, Young and Woolley (2015)	A	Innovation	1
Herrera (2015)	B	Marketing	1
Baumann and Le Meunier-FitzHugh (2015)	C	Marketing	1
Bone, Fombelle, Ray et al. (2015)	B	Marketing	1
Bowden, Gabbott and Naumann (2015)	C	Marketing	1
Frow et al. (2015)	B	Business (general)	1
Greer (2015)	C	Marketing	1
Huo and Palmer (2015)	C	Business (general)	1
Jafari et al. (2015)	C	Marketing	1
Karpen et al. (2015)	B	Marketing	1
Navarro et al. (2015)	B	Marketing	1

Ostrom et al. (2015)	B	Marketing	1
Park and Ha (2015)	C	Marketing	1
Revilla-Camacho, Vega-Vázquez and Cossío-Silva (2015)	B	Marketing	1
Tinson, Saren and Roth (2015)	C	Marketing	1

Appendix 2: List of codes resulting from the content-analysis and numbers of references including this code

Objectives (coded in 181 papers)	
Who participate in the value cocreation process?	*35*
Application of value cocreation theory	*34*
What does value cocreation mean?	*30*
How to design the value cocreation process?	*28*
What are the consequences of the value cocreation process?	*24*
What are the drivers of the value cocreation process?	*17*
Other	*16*
Concept (coded in 37 papers)	
Coproduction	*24*
Open-innovation	*5*
Value cocreation attempted definition	*5*
Value codestruction	*3*
Prosumption	*2*
Value (coded in 72 papers)	
Customer value	*39*
Value-in-use	*36*
Experiential value	*27*
Value-in-exchange	*7*
Value-in-context	*6*
Actors'resources (coded in 67 papers)	
Active customers	*26*

Multi-actors	*23*
Actors characteristics	*6*
Capabilities	*3*
Engagement platform (coded in 51 papers)	
Use of new technologies	*23*
Stages	*12*
Structure	*11*
Relational dynamics	*7*
Communo ludic vs. telo-specific orientation	*2*
Governance	*2*
One-shot vs. ongoing dialog	*1*
Selection	*1*
Drivers (coded in 17 papers)	
Motivations	*17*
Intrinsic vs. extrinsic	*8*
Personal vs. social	*6*
Altruistic vs. non altruistic	*3*
Process (coded in 110 papers)	
Interactions	*55*
Resources integration	*44*
Reciprocal process	*40*
Engagement	*19*
Moderation	*17*
Learning	*14*
Scales and metrics	*4*
Consequences (coded in 26 papers)	
Market performance	*10*
Higher relational capital	*7*
Higher future participation intention	*7*
Higher loyalty	*4*
Higher purchase intention	*4*
Higher willingness-to-pay	*4*
Better future participation	*4*

Better relationship among actors	*4*
Higher innovation quality	*3*
Higher satisfaction	*3*
More word-of-mouth	*2*
Reduced risk of failure	*2*
Better affects toward the firm	*1*
Further research (coded in 181 papers)	
Application	*59*
How to engage actors?	*23*
Moderators along the process	*17*
How do actors create value?	*15*
How to motive actors?	*13*
Consequences	*10*
Develop new metrics	*10*
Use a longitudinal perspective	*9*
Experiential dimension	*8*
How to design the engagement platform?	*6*
Whom to cocreate value with?	*6*
Other	*6*
Exploration of learning dimension	*2*

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