

Place Marketing examined through a Service-Dominant Logic lens:

A review

Ainhize Eletxigerra^{1 *}

¹ University of the Basque Country (UPV/EHU), Faculty of Economics and Business, Applied Economics I, Avenida Lehendakari Agirre 83, 48015 Bilbao, Spain
E-mail: ainhize.eletxigerra@ehu.eus

Jose M. Barrutia^{1 2}

¹ University of the Basque Country (UPV/EHU), Faculty of Economics and Business, Marketing Department, Avenida Lehendakari Agirre 83, 48015 Bilbao, Spain
E-mail: josemaria.barrutia@ehu.eus

² University of Oxford, St Antony's College (European Studies Centre), 62 Woodstock Road, Oxford OX2 6JF, UK.
E-mail: jose.barrutia@sant.ox.ac.uk

Carmen Echebarria¹

¹ University of the Basque Country (UPV/EHU), Faculty of Economics and Business, Governance and Marketing for Sustainability research group (Director), Avenida Lehendakari Agirre 83, 48015 Bilbao, Spain
E-mail: carmen.etxebarria@ehu.eus

* Corresponding author

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Abstract

The traveler (or city-customer) should be viewed as a major co-creator of the value extracted from her or his destination (or city) experience. Consumer resources such as energy, mental disposition, expertise, or involvement may be crucial to explain the final value perceived. It is not clear, however, how effectively the concept of co-creation has been incorporated within place marketing. This research takes a step forward toward covering this gap by: (1) drawing on Service-Dominant Logic and related perspectives to propose a co-creation-led, baseline framework; (2) conducting a systematic review of quantitative place-marketing research that has attempted to incorporate the value co-creation perspective; (3) critically reviewing these research efforts; and (4) providing future research avenues. Overall, this research shows that quantitative place-marketing literature is advancing towards incorporating the co-creation proposal, although that is primarily so in destination and hospitality contexts. There is still a long way to go, however, before a consensus is reached on many fundamental aspects.

Keywords: Co-creation, Place Marketing, Service-Dominant Logic, systematic literature review, quantitative, destinations.

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1. Introduction

Like other marketing sub-disciplines, place marketing has predominantly drawn on Good-Dominant Logic (GDL), in which products are viewed as imbued with value, and the responsibility and power for value creation is, therefore, given to the providers (Vargo & Lusch, 2004). Under GDL, the place is viewed as a value-embedded product or bundling of products leading to a specific competitive position in the global market (Kotler, Haider, & Rein, 1993).

This perspective has been challenged by several place-marketing researchers who argue that place marketing has special characteristics related to (1) the complexity and uniqueness of place as a product or bundling of products (Kotler, Asplund, Rein, & Heider, 1999), (2) the complexity of organizational mechanisms for marketing places derived from the dispersion of power and responsibility among many stakeholders (Bennet, 1999; Kavartzis & Ashworth, 2008), and (3) the ways in which branding theory can be applied (Ashworth & Voogd 1990; Warnaby, 2009). Following these arguments, the traditional marketing practice structured around the four Ps framework was expanded to seven and eight Ps, to capture the singular characteristics of tourism and hospitality services (tourism marketing mix) (Morrison, 2010; Shoemaker & Shaw, 2008). Pike and Page (2014) go on to argue that places are unique and marketing them is not a simple process of translating conventional marketing theory and practice derived from goods and services marketing. They see the role of events in transforming cities as a paradigmatic example of the singularities of place marketing.

This maladjustment with conventional goods-led marketing has also occurred in other disciplines, such as service marketing and industrial marketing. A crucial step towards a disruptive conceptualization of marketing was the consideration of the customer as co-creator of value. In the early 2000s various related research streams challenged GDL, product-focused, and one-way marketing strategies, stressing the prominence of customers in value creation. Competitive Logic (Prahalad & Ramaswamy, 2004), Service Logic (Grönroos, 2008), Service Science (Maglio & Spohrer, 2008; Vargo, Maglio, & Akaka, 2008), and Service-Dominant Logic (SDL) (Vargo & Lusch, 2004; 2008; 2016) are some of the approaches that emphasize customer contribution in value creation, the latter probably being the most influential. These different approaches have been developed concurrently, although sometimes in a divergent manner.

While the concept of value co-creation applies to all sectors and contexts, it gains special meaning in experiential settings in which the participation and involvement of the consumer is more intense and vivid. Places are one of these contexts (Yuan & Wu, 2008). Activities and mental processes such as travelling, living within a city, and participating in events occur in the place environment and are strongly linked with the concept of experience. Tourist experiences specifically involve integration of a full range of resources (energy, mental disposition, expertise, or involvement) leading to sensorial perceptions, emotions, meanings, interpretations, and so on (Park & Vargo, 2012) that may enter long-term memory (Jensen & Prebensen, 2015). The traveler (or city-customer) should be viewed as a major co-creator of value extracted from his or her destination (or city) experience.

Place-marketing scholars tend to agree that the concept of co-creation should be introduced within theoretical and empirical contributions (Baron & Harris, 2010;

Gallarza, Gil-Saura, & Holbrook, 2012; Hayslip, Gallarza, & Andreu, 2013; Li & Petrick, 2008; Neuhofer, Buhalis, & Ladkin, 2012; Saraniemi & Kylänen, 2011; Warnaby, 2009;). Warnaby (2009), for instance, focuses on SDL and argues that its view of marketing is closer to the singularities of place marketing than previous marketing views. Binkhorst and Den Dekker (2009) argue that experience co-creation in tourism is a line of thought that deserves attention, because tourism is one of the greatest sources of experiences through which people construct their own unique narratives. Similarly, Li and Petrick (2008) argue that the view of tourists as co-creators of value and co-producers of their final experience introduces a paradigm shift that deserves attention. In the same vein, Shaw, Bailey, and Williams (2011) develop a case study showing that attitude towards co-creation is a crucial distinguishing characteristic of providers (hotels).

So, place-marketing researchers need to incorporate the co-creation view in their studies. If co-creation (actually) matters in place marketing, and research efforts do not take it into consideration in model devising and empirical tests, our conclusions and recommendations could prove to be misleading, and place-marketing strategies might follow the wrong path. In addition, contextualization (i.e., applying the marketing view derived from the co-creation concept to the specific place-marketing context) could lead to a modification of the global logic of co-creation. Therefore, consideration of the co-creation approach in a place-marketing context might produce synergistic effects and improve both place-marketing views and strategies, as well as the way in which the co-creation tenets are altogether understood. Grönroos (2008) suggests that “service logic studies services directly in their marketing context and reports on how changing marketing contexts influence the logic required for effective marketing” (p. 317).

However, it is not clear how far the concept of co-creation has effectively been incorporated within place marketing. The conceptual plausibility of the co-creation view may face major difficulties of implementation. SDL, which is probably the most developed of the research streams that embrace the co-creation concept, is still at a meta-theoretical level, although it pays increasing attention to mid-range and micro theoretical perspectives (Vargo & Lusch, 2004; 2008; 2016). The co-creation concept is actually interpreted differently by different researchers and continues to be elusive, as advocates of SDL suggest in a recent work (Vargo & Lusch, 2016). In this controversial context, co-creation metrics are limited (Ranjan & Read, 2016; Yi & Gong, 2013) and ad-hoc interpretations are frequent. And, as widely accepted explanatory models of value co-creation processes are not available, it is not entirely clear what the antecedents and consequences of value co-creation are.

This research takes a step forward toward an effective incorporation of the value co-creation concept in place marketing by: (1) drawing on the SDL background to propose a normative value co-creation concept and a baseline framework; (2) conducting a systematic review of empirical quantitative place-marketing research that has tried to incorporate the value co-creation perspective; (3) critically reviewing these research efforts based on the normative value co-creation concept and framework proposed at the baseline; and (4) providing future research avenues.

To accomplish these aims, the paper is structured in five sections. In section 2, we provide conceptual and methodological support for this research. Section 3 draws on the conceptual background of value co-creation and proposes a value co-creation concept, along with its antecedents and consequences (baseline framework). Section 4 explains and presents the results of the literature review. Lastly, we contribute with a final discussion containing some conclusions, implications, and research avenues.

2. Conceptual and methodological choices

The aim of the paper is threefold: (1) to build a general normative baseline framework for marketing founded on value co-creation; (2) to discover to what extent prior research on co-creation in place marketing fits our value co-creation approach; and (3) to propose further research avenues. Specifically, the research questions adhering to the second and third objectives are: (1) How has co-creation been conceptualized in the place-marketing context? Do the concepts of co-creation used fit the SDL view?; (2) What resources have been considered as antecedents of place-marketing co-creation efforts?; (3) What outcomes of co-creation have been considered in place marketing?; (4) What actors and levels of analysis have been examined (e.g., dyadic vs. networking relationships) in places?, and (5) Where should further effort be directed for an appropriate integration of SDL into place-marketing literature? To respond to these questions, we conduct a literature review of quantitative papers on place marketing that have considered the co-creation concept.

The need to integrate the co-creation concept and framework within place-marketing literature was explained in the previous section. However, we still need to justify our remainder choices. Specifically, consideration of: (1) SDL as a framework; (2) place marketing as a study object; and (3) quantitative papers. Furthermore, we also need to explain the methodological approach of this research and, in particular, the systematic process carried out in the literature review.

2.1. Service-Dominant Logic as a framework

This subsection is addressed to justify our preference towards SDL to build our value co-creation framework. The co-creation view has been proposed from different angles and there is no consensus on what approach is more powerful. Our choice of

SDL is not based on an alleged superiority of SDL, but on three characteristics that make SDL particularly suitable for the purposes of this research:

(1) When compared to similar approaches focusing on co-creation (i.e., competitive logic, service logic, and service science), only SDL is positioned as a foundation for a general theory of marketing (Vargo & Lusch, 2016). Since 2004, when Vargo and Lusch's seminal paper was published, SDL has successively incorporated broader conceptualizations such as resources, service ecosystems, and institutions, which are addressed to provide an extended co-creation framework, including antecedents and outcomes.

(2) While SDL and related perspectives may differ in some views, these differences refer to nuances rather than to substantial aspects. For instance, Grönroos (2006) makes a break with SDL when taking to the extreme the concept of value co-creation and arguing that the only creator of value is the consumer. However, he acknowledges the similarities between service logic and SDL. SDL likewise recognizes that some of its tenets are built on prior co-creation research. Emphasis on the beneficiaries' phenomenological perception of value (value-in-context) is, for example, close to the concept of co-creation experience emphasized by Competitive Logic (Prahalad & Ramaswamy, 2004). Further, Service Science and SDL are strongly connected, as SDL is recognized as constituting the philosophical foundations of Service Science (Maglio & Spohrer, 2008), which focuses on people configuration.

(3) Compared to other co-creation approaches, SDL is less business-based in its aims and lexicon, which could be more appropriate for a place context (e.g., Neuhofer et al., 2012).

While we based our choice on SDL, we are aware that, in its present form, this is not without limitations. It does not, for instance, specifically refer to brands and

branding, which have an important role in destination and place-marketing literature (Brodie, Glynn, & Little, 2006; Warnaby, 2009). Then again, important SDL concepts such as co-creation, service ecosystems, or institutions are still elusive and need further elaboration. While these shortcomings could limit our capacity to build a co-creation-led framework that is useful for place-marketing purposes, SDL is the broadest, most comprehensive and least business embedded of the co-creation proposals discussed above, which is what led us to choose it as a research framework.

2.2. Place marketing as research object

This subsection is addressed to justify our preference towards using place marketing as a research object. Overall, our choice is coherent with our election of SDL as the conceptual framework. In agreement with SDL, we see places as service ecosystems composed by an amalgam of actors and resources: actors using their resources to enter into service exchanges leading to value co-creation. Our literature review did not, in consequence, preliminarily reject any place-related actor and form of co-creation. We thought that this holistic perspective was suitable because it did not neglect emerging novel linkages between place-related dimensions and co-creation. A wide range of actors is potentially considered in our literature review, including external actors (such as tourists or investors) and internal actors (citizens, businesses, DMOs, governments, public agencies, or NGOs) (Kotler et al., 1999). While it could be argued that this holistic view does not perfectly fit any of the conventional place- and marketing-related literatures (e.g., tourism marketing, destination marketing, hospitality marketing), our SDL-led approach may potentially lie closer to place marketing, as this field is more holistic and sees places as a mix of interdependent elements (Mill & Morrison, 1992) ‘consumed’ by multiple stakeholders including tourists, investors, citizens and local businesses (Warnaby, 2009), whose outcomes (e.g., satisfaction or

value) may be interrelated (Kotler, Hamlin, Rein, & Haider, 2002) (e.g., good public transport and urban regeneration plans may affect both citizens' quality of life and tourists' experiences). It is not entirely clear whether the relationship between the hospitality industry and tourists should be considered as a part of place marketing, as a specialized literature (i.e., hospitality marketing) is specifically devoted to it. However, the role of local businesses in place-marketing planning processes is well established, particularly in the USA (Kotler et al., 1999; Warnaby, 2009). In harmony with our approach to literature searching, we adopt place marketing as a general label for this research. The choice of this label does not condition our findings. As detailed below, we found that the co-creation approach had mostly been used to explain the perceptions of tourists regarding hospitality industry and destinations, and to a lesser extent to study links between internal stakeholders. This demonstrates a palpable overlap between place and destination marketing (Pike, 2015).

2.3. Quantitative papers

In this subsection, we explain our preference towards reviewing quantitative studies. Concerning study design, both qualitative and quantitative research have their strengths and weaknesses. While qualitative research is more explanatory, quantitative research should be more specific, providing detailed definitions and measures for the variables considered and hypothesizing concrete links between them. As we wanted to know how co-creation had been conceptualized and measured in place-marketing literature and what variables had been considered as antecedents and consequences of co-creation, our literature review focused on quantitative papers. We believe that this approach is useful to provide a clear view of how co-creation has been understood, operationalized, and linked in a place context. As we compare these efforts with a

normative framework and provide a critical view, our approach is intended to guide further quantitative place-marketing studies.

2.4. Methodological approach and systematic literature review process

This subsection is addressed to disclose the methodological approach of this research and, particularly, the systematic literature review process. In essence, this research was conducted through three phases. First, we built on SDL to develop a normative co-creation framework that includes co-creation antecedents and outcomes. We then conducted a systematic literature review on co-creation in place marketing. Lastly, we analyzed the studies selected under the lens provided by our normative framework.

The literature review on co-creation in place marketing was performed in two steps, comprising (1) a study selection and (2) a study analysis.

First, we selected the studies dealing with co-creation in place marketing by filtering predominantly (a) records identified through Google Scholar, WoS, and Scopus; and (b) records identified when searching for *Hospitality, Leisure, Sport, & Tourism* JCR journals. Other JCR journals in the categories of *Business, Economics* and *Management* were also screened, as well as additional bibliographic references from documents already localized. The search method involved introducing the combination of the terms ‘co-creation/co-production’ and ‘service(-dominant) logic’ along with the terms ‘city/place/destination/tourism marketing/branding’. We only included documents from the year 2000 on. A criterion for the study design was set: only quantitative empirical studies would be selected. The final number of studies was 39, suggesting that many quantitative studies on place marketing have not yet embraced the co-creation view. The studies selected included documents where place marketing was addressed as

urban space¹ (5 papers), tourism industry² (20), and destinations³ (14). In addition, they included discussion of the co-creation approach in terms of: co-creation, customer-to-customer, engagement, experience, interaction, knowledge and skills, participation, relationship, service-dominant logic, service logic, service systems, and value-in-use.

Second, to draw our conclusions and extract a final conceptual approximation, we analyzed three principal categories: (1) value co-creation, (2) antecedents of co-creation (resources), and (3) outcomes of co-creation, in place marketing. Value co-creation concepts and measures, antecedents, and outcomes were recognized, listed, condensed, and classified. An additional category was also analyzed: the systemic approach. The categories were extracted from the baseline value co-creation framework.

In the following section (section 3) we explain and expound our baseline value co-creation framework, setting out the key categories. Then, in section 4, we show the findings of the literature review and discuss our findings on each of the categories previously set.

3. Conceptual background of value co-creation and baseline framework

Conventional marketing mind-sets and tools (e.g., the 4 Ps) were developed over the middle of the last century (e.g., McCarthy, 1960) and inspired by massive tangible production. They extended later to services, cities, ideas, and non-for-profit contexts. The underlying logic of conventional marketing is that providers create products imbued with value (value creators) which need to be promoted, sold, and delivered to

¹ Place marketing is referred to as: (a) promotional marketing strategy to attract different target groups to the city, including tourists, new citizens, and businesses, or (b) public marketing approach to improve public services in the city with customer-centric orientation.

² These studies involve strategic marketing applied by businesses in the tourism industry aimed at satisfying tourists with their services.

³ Destination marketing from a holistic perspective, where the aim is to collaboratively develop a valuable touristic place through the efforts of the public administration and the network of services offered in the city to obtain satisfied and loyal visitors.

consumers (value destroyers). While consumer orientation (a firm trying to please the customer) was an important addition to initial understandings of marketing, it did not change the role of customers as value destroyers. Conventional mind-sets were fruitfully challenged by several academics through the value co-creation perspective (e.g., Grönroos, 2006; Norman & Ramirez, 1994; Vargo & Lusch, 2004). Their theoretical developments (i.e., value constellations, SDL, Service Logic) gave a consistent form to many of the criticisms arising from the sub-disciplines of services marketing and industrial marketing, where the customer role in creating value is particularly obvious. This paradigm shift towards value co-creation was predominantly founded on understanding the sense and origin of value, recovering the concept of value-in-use (Vargo & Lusch, 2004) or, later, value-in-context (Chandler & Vargo, 2011) (instead of value in exchange), and emphasized the salience of value created through customers' own processes and/or those jointly created between the customer and supplier (Macdonald, Wilson, Martinez, & Toossi, 2011, p. 671). Vargo and Lusch's SDL proposal, the focus of the present research, sparked off wide intense discussion and debate, and many interdisciplinary contributions leading to further refinements and developments (Vargo & Lusch, 2004; 2008; 2016).

3.1. Value co-creation

The core concept of the SDL narrative and related perspectives is value co-creation (Prahalad & Ramaswamy, 2004; Ranjan & Read, 2016). Value co-creation is understood as “a process where actors are involved in resource integration and service exchange, enabled and constrained by endogenously generated institutions and institutional arrangements, establishing nested and interlocking service ecosystems of actors” (Vargo & Lusch, 2016, p. 7). In our view, key elements in this definition are: (1) the generic actor concept, (2) specification of the content of value co-creation as

resource integration and service exchange, and (3) the systemic perspective of value co-creation. These elements are explained below.

3.1.1. *Generic actor concept.* The interchangeable character of providers and consumers was already acknowledged in *prosumption* theory (Toffler, 1980), which afterwards came to be related with the role of consumers as co-creators of value (Xie, Bagozzi, & Trye, 2008). However, if co-creation involves joint value creation, we should refer not only to consumers empowered with new roles, but also to every person/organization collaborating in the process. We can, therefore, use the generic term ‘actors’ (Norman & Ramirez, 1994) to refer to both providers and consumers, and also other parties such as governments. All actors do the same: they co-create value (i.e., entering into service exchanges and integrating resources). This view acknowledges the different profiles and characteristics of actors (e.g., providers and consumers) but does not predetermine their role as in the case of GDL (e.g., as value creators or destroyers) (Vargo & Lusch, 2016).

3.1.2. *Value co-creation as service exchange and resources integration.* Having established that all actors co-create value, we need to discuss the specific meaning of value co-creation. Co-creation has been defined in several ways. For instance, Grönroos and Voima (2013) analyze co-creation as a function of interaction between service provider and customer, while Zwass (2010) treats it broadly, as the activities of individuals/consumers/users in the production domain, generated independently or at the behest of producer organizations. As a consensus has not yet arrived in terms of a clear definition for value co-creation, we will predominantly rely on SDL to address the concept. The SDL narrative sees actors as continuously entering into reciprocal service-for-service exchanges to access additional and/or complementary resources and integrate them in context to meet their goals (Macdonald, Kleinaltenkamp, & Wilson,

2016; Ranjan & Read, 2016). Service (in the singular) is understood as doing something for others and considered to be: (1) usually bi-directional (e.g., a hotel providing accommodation to a consumer and a consumer providing money to the hotel), and (2) necessary, as all actors need others' resources to meet their goals (Barrutia & Gilsanz, 2013). Even the simplest form of travelling, backpacking, and walking, requires resources from others (e.g., shoes, backpack and information). Resource integration is idiosyncratic, phenomenological, and contextual (Vargo & Lusch, 2016).

While co-creation has usually been interpreted as co-production (e.g., Etgar, 2008), the latter is more limited in scope. Co-production involves engaging customers as active participants in the organization's work (Auh, Bell, McLeod, & Shih, 2007), and emphasizes a firm-centric view of customer involvement during service production (Chathoth, Altinay, Harrington, Okumus, & Chan, 2013). Co-production may refer to self-service, where there is a transfer of labor to the customer; to innovation, where consumers contribute new ideas during the company innovation process; or to customer self-selection, where they use the supplier's prescribed processes to solve a particular problem (Payne, Storbacka, & Frow, 2008).

Grönroos (2008) argues that the conventional perspective of the consumer as a co-producer in service processes is misleading, because it creates the impression that the provider invites the consumer to participate in the production process as a co-creator, when the opposite is actually the case; the consumer has the option of inviting the provider. Vargo & Lusch (2016) see co-production as a component of value co-creation that is relatively optional. A firm could be interested in involving its customers and other actors in the design, definition, creation, and completion of the output (i.e., co-production), but this depends on the knowledge and desire of the beneficiary, among

many other factors. Co-creation, however, is strictly necessary for value creation as value is not embedded in products but derived in context by users.

While Vargo and Lusch (2004; 2008; 2016) do not provide a systematic understanding of what service-for-service exchanges and resources integration mean, co-creation may be interpreted to be an extensive set of processes that require a great variety of physical and mental activities from the consumer, which occur: (1) before, during, and after the core offering is provided; and (2) in interaction with others or not. Thus, travelers may co-create value when they see a nice brochure (before, interaction) or think about the vacation that is still to come (before, no interaction), search and arrange their trip on a website (before, interaction), visit the city (during, interaction), or assemble a vacation video (after, no interaction) and show it to friends (after, interaction). The different way in which consumers face these and other processes influence their value perceptions and their wellbeing (Ranjan & Read, 2016).

3.1.3. Systemic approach for co-creation. Having established that all actors co-create value and provided a meaning of co-creation as service-for-service exchange and resources integration, we need to consider the context of value co-creation. According to SDL narrative, resource integration and service exchange are enabled and constrained by service ecosystems characterized by endogenously generated institutions (i.e., rules, norms, meanings, symbols, practices, and similar aids to collaboration) and institutional arrangements (i.e., interdependent assemblages of institutions). This means that co-creation involves the actions of multiple actors, often unaware of each other, who contribute to each other's wellbeing (Vargo & Lusch, 2016, p. 8). So, SDL challenges GDL not only by blurring the differences between production and consumption, but by widening our perspective from a dyadic (consumer-provider) to a systemic view, where co-creation possesses not a two-sided, but a multisided interpretation (Vargo et al.,

2008). Several other approaches support this systemic approach of co-creation, although they are sometimes still grounded on the one-party focus of conventional marketing. These include the value constellation approach (Norman & Ramirez, 1994), relationship marketing (Sheth & Parvatiyar, 1995), many-to-many marketing (Gummesson, 2006), network perspective (Hakansson & Snehota, 1995), and service science (Maglio & Spohrer, 2008).

3.2. Resources as antecedents of value co-creation

Considering co-creation as service exchange and resource integration, resources become essential elements in value co-creation processes (Paredes, Barrutia & Echebarria, 2014), which lead us to discuss its typology and role.

Under SDL, resources are categorized as operand and operant resources (Vargo & Lusch 2004). Operand resources are understood as resources on which an operation or act is performed to produce an effect. Their essence is typically physical, including natural resources, raw materials, or physical products. Operant resources are understood as resources employed to act on operand resources (and other operant resources). Knowledge and skills are the most recognizable operant resources. SDL confirms the supremacy usually attached to operant resources because: (1) they are, in essence, intangible, continuous and dynamic and can evolve, transform, and multiply; and (2) they may multiply the value of operand resources, as well as create new operant resources. Therefore, operant resources are the fundamental source of strategic benefit (FP4, in Vargo & Lusch, 2016). For simplicity, in this paper we will focus on provider (firm) and consumer resources.

3.2.1. Firm resources. Based on Resource–Advantage Theory, Madhavaram and Hunt (2008) propose a broad concept of resources: “all assets, capabilities, processes, attributes, information, knowledge, etc., controlled by an actor (preferentially customer

and provider) that enable him to conceive of and implement performances and strategies that improve his efficiency and effectiveness” (adapted from Barney, 1991, p. 101).

They also develop a hierarchy of operant resources within a SDL perspective. This hierarchy divides resources into basic and higher-order resources, as follows:

- Basic operant resources, which are the ‘building blocks’ of higher-order operant resources. These resources include, for instance, the skills and knowledge of individual employees.

- Higher-order operant resources, which are bundles of basic resources (similar to competences or capabilities). Higher-order resources are, in turn, classified in two categories in accordance with the level of interactivity of the lower-order resources they include. Composite operant resources are understood as a combination of basic resources, with low levels of interactivity. Examples include market orientation, price-setting capability, network competence, technological competence, and internal market orientation. Interconnected operant resources consist of a combination of basic resources in which lower order resources significantly interact, reinforcing each other, enabling the firm to produce valuable market offerings productively. Examples include product innovation competence and market orientation–innovativeness capability.

The competitive advantage of firms becomes more sustainable as firms go up the hierarchy because resources become more inimitable and non-substitutable.

3.2.2. Consumer resources. Arnould, Price, and Malshe (2006) developed a customer resource classification for SDL. Based on the Resource-Based View and Consumer Culture Theory, they categorized customer operant resources as physical, social, and cultural:

- Physical resources involve resources that are controlled by individuals and which they possess by nature (e.g., sensorimotor endowment, energy, emotions, and strength). Customers possess different physical and mental characteristics. This affects their life roles and projects (e.g., low literate and physically challenged consumer life roles and life projects appear to differ qualitatively from those with average physical resource endowments).

- Social resources refer to networks and relationships with traditional groups such as families, ethnic groups, and social class, or emergent groups such as brand communities, consumer tribes, and subcultures, over which consumers exert varying degrees of command. If people exert allocative capabilities over operand resources (e.g., money, garden space) we may say they exert authoritative capabilities over social operand resources (Arnould et al., 2006). Consumers can participate in co-consuming groups that represent a form of consuming agency. Such resources become fundamental in the context of SDL due to their network perspective and the assessment of value-in-context.

- Cultural resources consist of varying amounts and kinds of knowledge of cultural schemas, including specialized cultural capital, skills, and goals. Cultural resources refer to customers' specialized knowledge and skills, life expectancies and history, and imagination.

Now these resources have been categorized, we need to discuss their role in value co-creation processes.

3.2.3. *Effect of consumer and firm resources on value co-creation processes.* To meet their goals, consumers need to integrate their own resources and resources from others, which they access through service exchanges (Vargo & Lusch, 2016). However, service exchange and resource integration are time-, money-, and effort-consuming

processes. Consumers can therefore make decisions over whether to enter such processes, considering both benefits and costs. Consequently, they need to: (1) examine and evaluate their own resources and the resources of others; (2) proxy the costs and benefits of accessing others' resources and integrating them; and (3) act accordingly. This approach is consistent with Consumer Culture Theory. Thus, Arnould et al. (2006) argue that the type, quantity, and quality of consumer operant resources brought to an exchange process impact the value consumers seek from exchange and the roles they expect themselves and firms to play in exchange. Low-literacy and older consumers might, for instance, prefer to use a travel agency to arrange their trip instead of searching the Internet.

In short, co-creation efforts, co-creation processes, and value perceptions will be influenced by the resources of all actors in the service ecosystem.

3.3. Value-in-context as an outcome of value co-creation

According to SDL, the first consequence of the integration of resources is the formation, emergence, or creation of value, broadly understood as enhancement of customer wellbeing or making the customer better off in some respect (Vargo et al., 2008). Recent SDL-related views on value co-creation suggest that value perception: (1) is linked to consumer goals (Arnould et al., 2006); (2) depends not just on the provider's resources but also on those of consumers (Macdonald et al., 2016) and other actors (Vargo & Lusch, 2016); (3) is not predetermined in the exchange process but is, rather, continually enhanced by both parties and by other service ecosystem actors (Vargo & Lusch, 2016); and (4) arises not only through product usage processes but at any point on a customer's journey (Macdonald et al., 2016).

This understanding of value (i.e., the outcome of the co-creation process) (Gummerus, 2013) has led to the term value-in-context (Vargo & Lusch, 2016), which

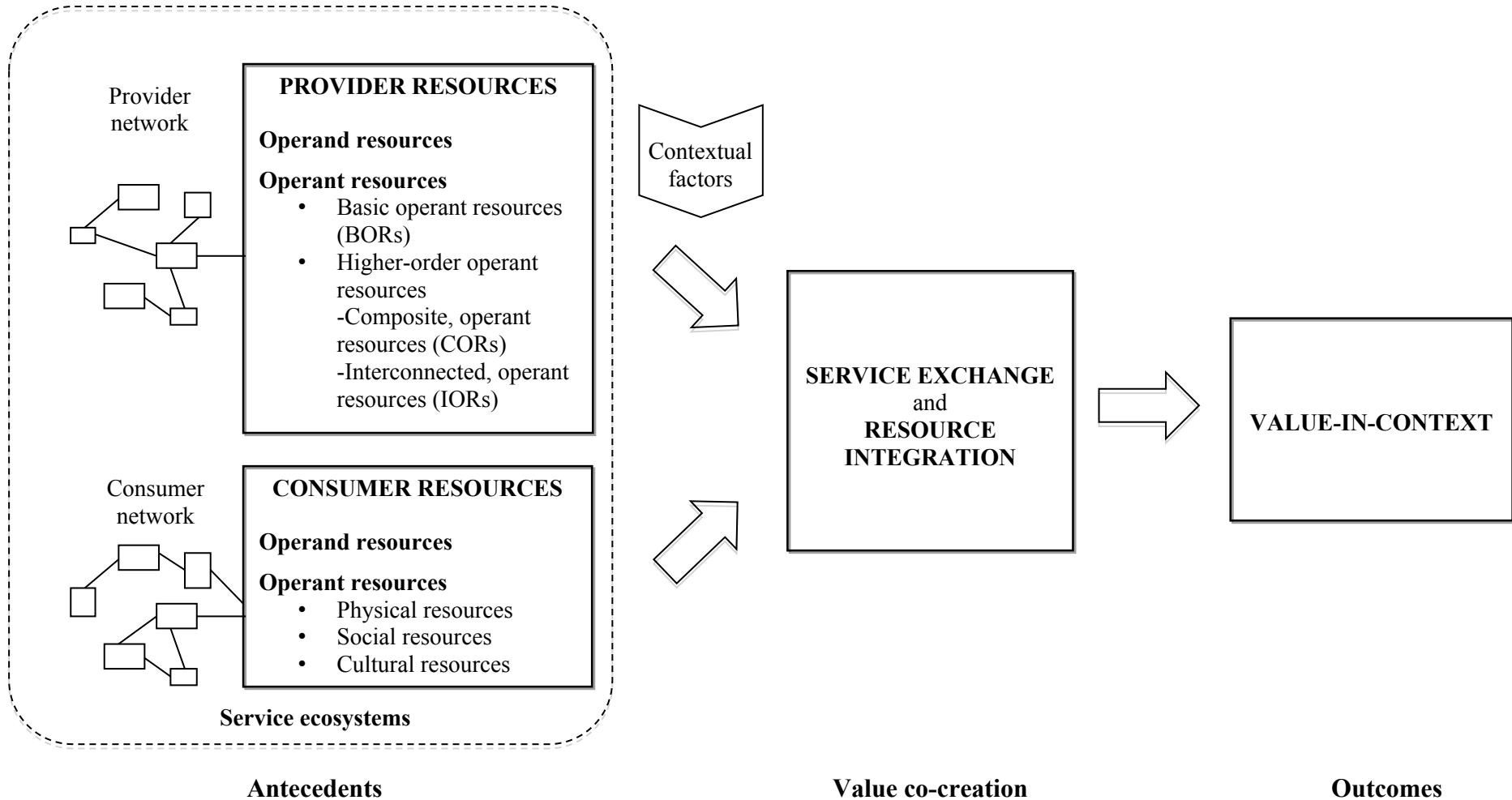
is always uniquely and phenomenologically determined by the beneficiary (FP10). When using the term phenomenological, the authors express the idiosyncratic, experiential, contextual, and meaning-laden character of value. Therefore, instead of value-in-use, which might be linked with the usage of goods, they adopt the term value-in-context. Further, they prefer to use the term ‘beneficiary’ to talk about the actor who determines the value, instead of referring to a customer or consumer, as the term ‘beneficiary’ “centers the discussion on the recipient of service and the referent of value cocreation” (Vargo & Lusch, 2016, p. 10).

The concept of value-in-context is similar to the concept of experiential value (Hirschman & Holbrook, 1982), which fits the place-marketing context particularly well (Gentile, Spiller, & Noci, 2007). We adopt the term value-in-context for consistency with SDL.

3.4. Baseline framework

This subsection is devoted to summarizing the above narrative in the form of a value co-creation baseline framework that will be used to insert prior quantitative literature on place marketing. From the SDL narrative and related perspectives, we propose a baseline framework in which the value co-creation process (understood as service exchange and resource integration) is influenced by service ecosystem actor resources (for simplicity, we focus on consumers and provider resources). Value co-creation activities are supposed to affect value-in-context, which is determined uniquely and phenomenologically by the beneficiary (see Figure 1).

Figure 1. Value co-creation: Baseline framework



4. Findings of the systematic review on co-creation in place marketing

This section is addressed to present the results of the literature review under the lens of the SDL-driven baseline framework. Following the nomological order established by the framework, we first analyze how place-marketing researchers have understood and operationalized resources. We then refer to the diverse co-creation views and measures adopted in each study. Lastly, we analyze the outcomes attributed to co-creation.

4.1. Resources as antecedents of value co-creation in place marketing

As expected, we found that place-marketing researchers acknowledge the importance of operant resources concerning: (1) providers (e.g., Edvardsson, Ng, Min Choo, & Firth, 2013), and (2) consumers (e.g., Prebensen, Woo, & Uysal, 2014). We detected 30 quantitative studies where some kind of co-creation antecedent, referred to as a resource, was mentioned and measured. All told, we found 77 resource-related variables, which were categorized according to the baseline framework. For simplicity's sake, we used a univocal attachment for each variable, while recognizing that some variables combine characteristics that could fit several categories.

4.1.1. Provider resources. Table 1 summarizes and categorizes the specific provider resources found in the literature review. The categories used are consistent with the baseline framework (i.e., operand resources and operant resources). The latter are, in turn, categorized as BORs, CORs or IORs (Madhavaram & Hunt, 2008).

Table 1. **Provider resources in the literature review**

Type of resources/antecedents	Specific resources found in the literature	Authors
1.1. Operand resources. <i>Those resources that require some action to be performed on them to have value</i> (Vargo & Lusch, 2004).	Surrounding nature	Prebensen, Vittersø, and Dahl (2013a)
1.2. Operant resources.		

<i>Those resources that can be used to act on other resources (Vargo & Lusch, 2004).</i>		
1.2.1. Basic operant resources (BORs). <i>Underlying, lower-level, resources that form the 'building blocks' of higher-order, operant resources (Madhavaram & Hunt, 2008).</i>	Employee customer orientation	O' Cass and Sok (2015)
	[Employee] customer education	Wang et al. (2011)
	Employee positive psychological capital	Hsiao, Lee, and Chen (2015)
	Technology (basic facilities)	Victorino, Verma, Plaschka, and Dev (2005)
1.2.2. Higher-order operant resources		
1.2.2.1. Composite operant resources (CORs) <i>A combination of two or more distinct, basic resources, with low levels of interactivity, that collectively enable the firm to produce efficiently and/or effectively valued market offerings (Madhavaram & Hunt, 2008).</i>	Brand orientation	Ahn, Hyun, and Kim (2016)
	Citizen orientation	Cassia and Magno (2009)
	Stakeholder involvement	Klijn et al. (2012)
	Marketing activities	Klijn et al. (2012)
	Company support to co-create	Grissemann and Stokburger-Sauer (2012)
	Social media strategies	Tussyadiah and Zach (2013)
	Perceived organizational support	Xie, Peng, and Huang (2014)
	Top management support	Santos-Vijande, López-Sánchez, and Pascual-Fernández (2015)
	Servant leadership	Hsiao et al. (2015)
	Servicescape It includes exterior and interior environment, servicescape, and service atmospherics.	Chen and Raab (2017); Chen, Raab, and Tanford (2015); Fakharyan, Omidvar, Khodadadian, Jalilvand, and Vosta (2014)
Service quality It includes process of serving, intangibles, operant resources, information symmetry, conversation, and value proposition, value-in-use of e-service, and service quality.	Edvardsson et al. (2013); Heinonen and Strandvik (2009); Prebensen et al. (2013a)	
1.2.2.2. Interconnected operant resources (IORs) <i>A combination of two or more distinct, basic resources in which the lower order resources significantly interact, thereby reinforcing each other in enabling the firm to produce efficiently and/or effectively valued market offerings (Madhavaram & Hunt, 2008).</i>	Value proposition It includes Tourism Experience Proposition (TEP), destination resources, and value proposition and value offering.	Blazquez-Resino, Molina, and Esteban-Talaya (2015); Chekalina, Fuchs, and Lexhagen (2014); O' Cass and Sok (2015)
	Destination branding	García, Gómez, and Molina (2012)
	Market orientation towards innovation It includes customer competence, market-focused strategies, and assessment of customer participation.	Ku, Yang, and Huang (2013); Rodríguez, Álvarez, and Vijande (2011)
	Internal orientation towards innovation It includes assessment of employee participation and internal marketing.	Rodríguez et al. (2011)
	Service-oriented organizational citizenship	Hsiao et al. (2015)

Consistent with SDL, operand resources (e.g., surrounding nature, in Prebensen et al., 2013a) are marginal in quantitative place-marketing literature that has embraced the co-creation concept. Researchers focus on operant resources. Within the operant resources category, we found some variables that could be categorized as BORs, represented by individual resources in the organization; mostly individual employee-related resources such as *employee positive psychological capital*, understood as a provider resource that involves employee optimism, resilience, hope, and self-efficacy, thereby helping co-creation processes (Hsiao et al., 2015), and *customer education*, understood as the capacity of the employee to educate the consumer (Wang, Hsieh, & Yen, 2011).

However, quantitative place-marketing literature has not focused on BORs, but on higher-order operant resources (i.e., CORs and IORs). As explained in section 2, CORs do not concern just individual resources, but are extended and developed collectively. CORs found in the literature review include variables that have to do with: (1) engaging tourists, citizens, and other actors, such as *citizen orientation* (Cassia & Magno, 2009) and *stakeholder involvement* (Klijn, Eshuis, & Braun, 2012); and (2) facilitating processes of interaction with tourists/citizens, such as *servicescape* (e.g., Chen et al., 2015), *service quality* (e.g., Prebensen et al., 2013a), *company support to co-create* (Grisseemann & Stokburger-Sauer, 2012), *perceived organizational support* (Xie et al., 2014), *servant leadership* (Hsiao et al., 2015), and *top management support* (Santos-Vijande et al., 2015).

As also reported in section 2, IORs are understood as more complex higher-order resources that are interrelated, generating cross-wise resources. We found several

variables that could be categorized as IORs in the systematic literature review, which include *market orientation towards innovation* (e.g. Ku et al., 2013), *internal orientation towards innovation* (e.g., Rodríguez et al., 2011), *tourist experience proposition* (Blazquez-Resino et al., 2015), and *service-oriented organizational citizenship behavior* (Hsiao et al., 2015). Underlying these variables is the idea that what matters is the coherent and synergistic integration of multiple resources.

4.1.2. Consumer resources. Table 2 summarizes and categorizes the specific consumer resources found in the literature review.

Table 2. **Consumer resources in the literature review**

Type of resources/antecedents	Specific resources found in the literature	Authors
2.1. Operand resources <i>Tangible resources and, especially, various culturally constituted economic resources (e.g., income, inherited wealth, food stamps, vouchers, credit), and goods or raw materials over which the consumer has allocative capabilities to carry out behavioral performances including social roles or life projects (Arnould et al., 2006).</i>	Money spent	Prebensen et al. (2013a)
2.2. Operant resources <i>The configuration of operant resources influences how consumers employ their operand resources and their use of firms' operand and operant resources (Arnould et al., 2006).</i>		
2.2.1. Physical resources <i>Physical and mental endowments (Arnould et al., 2006).</i>	Involvement It includes involvement (5), purchase importance (2); perceived utility; and product involvement.	Altunel and Erkut (2015); Morosan (2015); Prebensen et al. (2013a; 2014; 2013b); Chen and Raab (2017); Chen et al. (2015); Nusair, Bilgihan, and Okumus (2013); Wang et al. (2011)
	Motivation (4)	Azevedo (2009); Prebensen et al. (2014; 2013b); Wang et al. (2011)
	Time spent	Prebensen et al. (2013a)
	Effort spent	Prebensen et al. (2013a)
	Commitment	Ahn et al. (2016)
	Perceived risk It includes trust, perceived security, and perceived risk.	Morosan (2015); Nusair et al. (2013)

	Ideal hotel choice preferences	Azevedo (2009)
	Perceived personalization	Morosan (2015)
	Demographic variables	Azevedo (2009)
2.2.2. Social resources <i>Networks of relationships with others including traditional demographic groupings (families, ethnic groups, social class) and emergent groupings (brand communities, consumer tribes and sub-cultures, friendship groups) over which consumers exert varying degrees of command (Arnould et al., 2006).</i>	Information sources	Azevedo (2009)
	Consumers' intensity of social media use	Dijkmans, Kerkhof, and Beukeboom (2015)
	Need for interaction	Morosan (2015)
	Information sharing	Nusair et al. (2013)
	Other tourists	Prebensen et al. (2013a)
2.2.3. Cultural resources <i>Varying amounts and kinds of knowledge of cultural schemas, including specialized cultural capital, skills, and goals (Arnould et al., 2006).</i>	Specialized knowledge and skills It includes previous category knowledge, knowledge and interest in art and history and knowledge and interest in natural environment, destination awareness, role clarity (3), self-efficacy (2), knowledge, and ability.	Azevedo (2009); Calver and Page (2013); Chekalina et al. (2014); Chen and Raab (2017); Chen et al. (2015); Prebensen et al. (2014); Wang et al. (2011)
	Innovativeness (2)	Morosan (2015); Nusair et al. (2013)

Consumer resources considered in place-marketing literature are also mostly operant. In fact, we only found one operant resource: *money* (Prebensen et al., 2013a). As explained in section 3, we draw on Arnould et al. (2006), who classify consumer operant resources as physical, social, and cultural resources.

The most repeated operant resources in the literature review are *involvement* (e.g., Prebensen et al., 2013a; Prebensen, Woo, Chen, & Uysal, 2013b) and *motivation* (e.g., Chen & Raab, 2017; Nusair et al., 2013). Both could be conceived of as physical operant resources, which include mental endowment, energy, and emotions (Arnould et al., 2006). As co-creation entails costs, *involvement* and *motivation* are viewed as necessary to foster co-creation behaviors (Morosan, 2015; Wang et al., 2011). Other variables that could be categorized as physical operant resources are the *time* and *effort* a specific actor spends in the process (Prebensen et al., 2013a).

Consumer social operant resources, which harness the relational and systemic nature of co-creation, are also found in place-marketing literature, although their presence is more limited. Predominantly, research efforts focus on virtual social resources, such as *the consumer's intensity of social media use* (Dijkmans et al., 2015), *need for interaction* (Morosan, 2015), and *information sharing* (Nusair et al., 2013).

Cultural resources are specially represented by the variable *knowledge* (Calver & Page, 2013; Prebensen et al., 2014). There is a strong conceptual and empirical basis to consider knowledge (i.e., familiarity and expertise) as an antecedent of co-creation behaviors and value (e.g., Arnould et al., 2006; Vargo & Lusch, 2004; 2016). However, the results of quantitative place-marketing literature are not conclusive. Thus, Calver and Page (2013) did not find a significant impact of *knowledge and interest in art, history and natural environment* on the perceived value of heritage attractions. On the contrary, Prebensen et al. (2014) found that knowledge is one of the predictors of the perceived value of a trip. Other cultural resources we found include *innovativeness* (e.g., Morosan, 2015), *role-clarity* perception (e.g., Wang et al., 2011), *self-efficacy* (e.g., Chen et al., 2015), and *ability* (Wang et al., 2011). While there are some ambiguities and inconsistencies in the literature, overall, we can conclude that both knowing what to do (*role-clarity*) and being capable of doing it (*self-efficacy*) appear to be important factors to explain customers' co-creation behaviors. For instance, Chen et al. (2015) found that "feeling capable of ordering food from a restaurant's menu" (item of role-clarity) and "knowing how to use the services of a specific restaurant" (item of self-efficacy) have an impact on "being cooperative with the restaurant staff", "spending time searching for information about the restaurant", and "openly discussing questions and concerns with the restaurant staff" (items of participation).

4.1.3. Systemic approach. Qualitative place-marketing literature has paid attention to the concepts of networks and service ecosystems. For instance, Melis, McCabe, and Del Chiappa (2015) refer to the Tourism Experience Network (TEN), as opposed to the Experience Supply Chain. They describe TEN as a theatre for co-creation, where all the destination stakeholders participate in a complex network configuration system. The paper emphasizes the role of Destination Marketing Organizations (DMOs) as network coordinators, for which they should be recognized and legitimized.

However, the quantitative studies we reviewed fail to make the systemic approach operative. Most papers mention several actors but, as usual in quantitative works, a single source of information is used; this is usually the consumer (e.g., Grisseman & Stokburger-Sauer, 2012). The consumer is frequently asked about the provider service, and, to a lesser extent, about her/his interaction with the provider (e.g., Prebensen, Kim, & Uysal, 2016) and with other consumers and relatives (e.g., Prebensen et al., 2013a). A dyadic, GDL approach is, therefore, common.

The concept of institutions and their role as a special type of systemic resource, within SDL, had not been profoundly developed until the latest contribution by Vargo and Lusch (2016). The term ‘institutions’ is, accordingly, not expected to be explicitly mentioned in the reviewed literature. Nonetheless, we found some variables connected to the concept of institutions as endogenously generated and articulated mechanisms of (often massive-scale) coordination and cooperation, which include *trust* (e.g., Blazquez-Resino et al., 2015; Nusair et al., 2013), *culture* (e.g., Chen et al., 2015) and *governance mechanisms* (Morosan, 2015).

4.2. Co-creation process in place marketing

While the literature on value co-creation is extensive, it is not entirely clear what the co-creation process specifically involves. Drawing on Vargo and Lush (2004, 2008,

2016) and subsequent elaborations (e.g., Colurcio, Caridà, & Edvardsson, 2017; Ranjan & Read, 2016), we argue that the co-creation process involves service exchanges and resource integration activities that occur before, during, and after the core service is received.

Place-marketing researchers adopt very different approaches for conceptualizing and measuring value co-creation, which are summarized in Table 3.

Table 3. Co-creation approaches and variables in place-marketing literature

Author	Co-creation approach	Measure for value co-creation
Ahn et al. (2016)	Residents are co-creators of city brand values and are encouraged to be involved in city branding.	Brand citizenship behavior
Azevedo (2009)	The hotel experience is largely determined by the customer's own characteristics.	-
Blazquez-Resino et al. (2015)	The value for a tourist is directly embedded in the co-creation of his/her experiences at the destination, and does not stem from products, services, or from the expertise of marketers and service providers.	Co-creation of value: measured through relationship quality (RQ)
Calver and Page (2013)	Perceived value and behavior of a visit depends on the visitor's knowledge and interest.	-
Cassia and Magno (2009)	Public services co-production is related primarily to the involvement of citizens. It means creating a circular link between services planning, provision and performance, and citizen feedback, based on two-way communication.	Co-production
Altunel and Erkut (2015)	Effect of involvement in recommendation intentions in tourism destinations.	-
Chekalina et al. (2014)	Destination stakeholders and tourists co-create places where tourism experiences may occur. Destination resources are perceived and integrated by tourists.	-
Chen and Raab (2017)	Service managers treat customers as active participants or service coproducers rather than as passive recipients or buyers.	Mandatory customer participation
Chen et al. (2015)	In service products such as restaurants, customers' mandatory participation is an important aspect of value co-creation, implying a significant point of leverage for service providers in managing desired outcomes. It considers the customer involvement in producing and delivering the service.	Mandatory customer participation
Dijkmans et al. (2015)	Empirical evidence for a relationship between a consumer's engagement in company social media activities and corporate reputation.	Consumer engagement in company's social media activities
Edvardsson et al. (2013)	Preference towards SDL mindset (over GDL) in public transport.	-
Fakharyan et al. (2014)	Effect of customer-to-customer interactions (CCI) on customer satisfaction with hotels	CCI
García et al. (2012)	Co-creating destination brand based on stakeholders.	-
Grisseemann and Stokburger-Sauer	Customer co-creation of tourism services: the customer's provision of input in the development of their travel	Degree of co-creation

(2012)	arrangement.	
Heinonen and Strandvik (2009)	Service providers supporting customers' value creation (rather than customer as co-creator).	-
Hsiao et al. (2015)	The level of customer value co-creation, defined as the meaningful and cooperative participation of customers during the process of service delivery, becomes important in tourism industry for organizational management and sustainability.	Customer value co-creation
Klijn et al. (2012)	Place branding co-production through stakeholder involvement.	-
Ku et al. (2013)	Influence of customer competence on service innovation in travel agencies.	-
Mohd-Any, Winklhofer, and Ennew (2015)	In travel websites, customers participate directly in service creation through the utilization of the features and functionalities of websites and co-create service experience as they think, act, and sense when using these features.	Participation (actual and perceived)
Morosan (2015)	Co-creation intentions in m-commerce in hotels.	Co-creation intentions
Nusair et al. (2013)	Social interactions in a travel-related online social network context.	Social interactions
O'Cass and Sok (2015)	Value creation as a multi-phase, multi-party theory: value proposition, value offering, perceived value-in-use.	-
Prebensen et al. (2016)	Tourist participation and presence in creating experience value (i.e., cocreation) is vital	Level of co-creation experience
Prebensen et al. (2013a)	Tourist inputs in value co-creation.	-
Prebensen et al. (2014)	Experience value is created and co-created during the process of planning, buying, enjoying, and recalling a tourist journey.	-
Prebensen et al. (2013b)	Tourist effect on the experience.	-
Rodríguez et al. (2011)	Employees' and customer's co-creation of new services in hotels.	-
Santos-Vijande et al. (2015)	New service development co-creation in hotels.	Customer co-creation
Seljeseth and Korneliussen (2015)	Brand personality co-creation.	-
Sigala and Chalkiti (2015)	Employees' influence in knowledge management.	-
Suntikul and Jachna (2016)	Conceptual link between place attachment and co-creation. Tourists construct their own experiences by appropriating the possibilities afforded by tourism amenities and service providers.	Activities in which tourists engage
Tsai (2015)	Co-creation capability directed to holistic innovations in hotels.	Co-creation capability
Tussyadiah and Zach (2013)	Destination's capacity for consumer co-creation and the influence of social media strategies in that capacity.	Co-creation capacity
Victorino et al. (2005)	Customization of the service: allowing guests to have flexible check-in/out times, personalizing room décor, or having childcare options available.	Customization
Wang et al. (2011)	Firms providing additional service offerings after the core service and customers engaging or not in those activities.	Intention to participate in proactive initiatives of service
Xie et al. (2014)	Hotel employees' implication on brand.	Employee brand citizenship behavior
Xu, Marshall, Edvardsson, and Tronvoll (2014)	Customer co-creation in service recovery: impact of initiation.	Co-recovery

Yang (2015)	Tourist-to-tourist interactions influence the destination image co-creation.	Tourist-to-tourist interactions
Zenker and Seigis (2012)	Implementation of a participatory place branding strategy.	Participation

Some authors refer to the co-creation process and implicitly assume that such a process occurs, but do not explicitly conceptualize and measure it (e.g., Azevedo, 2009; Calver & Page, 2013; Chekalina et al., 2014). Other authors explicitly measure co-creation (sometimes without offering a proper definition), but identify it with partial elements of the whole process, which include: (1) co-production of the core service and customization; (2) interaction with other consumers or employees; (3) participation in innovation-related processes; and (4) responsible/citizenship behaviors of the consumer towards the provider.

First, some researchers focus on core service co-production (e.g., Cassia & Magno 2009). For instance, Grisseemann and Stokburger-Sauer (2012) measure co-creation as the customer's behavior when arranging a trip. Similarly, other authors focus on customization (e.g., Zenker & Seigis, 2012). For instance, Victorino et al. (2005) see co-creation as a consumer choosing among different customization options offered by the provider in a hotel setting. They show that co-creation leads to higher value perception.

Second, some researchers focus on interactions with other customers or tourists and with firm employees as antecedents of the final perceived value (Fakharyan et al., 2014; Nusair et al., 2013; Yang, 2015).

Third, some authors see co-creation as using the consumer and his/her knowledge (as well as other actors) for innovation or service improvement purposes. Examples include: (a) the provider developing frequent meetings, active participation, and detailed consultation with customers in different phases of new service development (Santos-Vijande et al., 2015); (b) the provider using internal and external actors (employees,

customers and partners) to obtain satisfactory innovation results (Tsai, 2015); and (c) the capacity of providers to acquire, assimilate, transform, and exploit customer knowledge (Tussyadiah & Zach, 2013).

Fourth, some studies focus on how consumer and employee citizenship behaviors can improve providers' circumstances. Thus, Ahn et al. (2016) and Xie et al. (2014) understand co-creation as, respectively, *resident* and *employee brand citizenship behavior*. They refer to the positive voluntary attitude of citizens and employees towards a destination or provider brand, using them as promotion tools. Similarly, Hsiao et al. (2015) (based on Yi & Gong, 2013) assess customer value co-creation with two second-order factors: *customer participation behavior* and *customer citizenship behavior*. Each dimension is in turn composed of four factors. Customer participation behavior includes customer activities necessary for 'service delivery': *information seeking, information sharing, responsible behavior, and personal interaction*. Customer citizenship behavior includes other kind of behaviors that are supposed to enhance final value: *feedback, advocacy, helping, and tolerance*. However, the latter second-order factor might be more oriented by a provider value focus rather than one guided by consumer value.

Most of the above approaches reflect a preference towards dealing with co-creation before and during the service. The former involves, for instance, new product development (e.g., Ku et al., 2013) or trip arrangement (e.g., Grisseemann & Stokburger-Sauer, 2012). The latter includes intervening, being cooperative, asking questions (Chen et al., 2015), and behaving responsively (Prebensen et al., 2013b). An integrated co-creation view in place marketing would, however, embrace co-creation throughout the whole value creation process, including co-creation after the service.

Most studies also tend to assimilate co-creation with interactions between actors. While co-creation frequently implies interactions among different actors, there are co-creation processes in which interactions are missing. It occurs, for instance, when tourists think about their holidays, inform themselves about interesting places to visit at destination, or make a video recalling the experience.

In short, we detected that co-creation is not explicitly measured in more than 40% of the quantitative studies that are grounded on this concept. We also found that most studies deal with partial elements of co-creation (i.e., co-production, interactions, ‘co-innovation’, and citizenship behavior). Only one paper (Hsiao et al., 2015) is based on a validated scale of co-creation.

4.3. Value-in-context as co-creation outcome in places

Co-creation outcomes have undoubtedly awakened academics interest. Most of the studies we reviewed concern co-creation consequences. Specifically, 32 studies report concrete outcomes. The most repeated outcomes are variables that have been traditionally considered under GDL, such as *satisfaction* (e.g., Grisseman & Stokburger-Sauer, 2012; Prebensen et al., 2016), and *loyalty* (e.g., Prebensen et al., 2014; Tsai, 2015). Satisfaction is usually presented as having a positive effect on loyalty (Grisseman & Stokburger-Sauer, 2012). Other outcomes we found include: *innovation value* (Tsai, 2015), *new service outcomes* (Santos-Vijande et al., 2015), *trust* (Nusair et al., 2013), *corporate reputation* (Dijkmans et al., 2015), *DMO performance* (Tussyadiah & Zach, 2013), *justice* (Xu et al., 2014), and *feeling one is respected* (Zenker & Seigis, 2012).

Only 7 studies specifically consider value as an outcome of the value co-creation process. Some of these papers adopt a broad, idiosyncratic, phenomenological and contextual perspective of value, which fits SDL tenets. However, there is not a

consensus on the specific metrics considered. Thus, Prebensen et al. (2013b) and Prebensen et al. (2014) refer to experiential value and measure the perceived value of destination experience via three second-order dimensions: maintenance (functional value), social improvement (social value), and sense of wellbeing (epistemic value). The hedonic value dimension, missing in these studies, is included in Prebensen et al. (2016). Mohd-Any et al. (2015) conceptualized e-value (value experience when using a travel website) as a formative second-order construct, with utilitarian value, emotional value, social value, value for money, and users' cognitive efforts as first-order value dimensions. O'Cass and Sok (2015) measure customer's perceived *value-in-use* by considering a 30-item scale. Customers are asked to identify the extent of the value they receive from a firm's value offerings on key components: namely, service quality, service support, delivery, supplier know-how, time to market, personal interaction, and relationship building compared with those of other firms offering similar services.

Therefore, context-leading outcomes prevail in the literature. Without downplaying their importance, more emphasis could be paid to the first tacit result of co-creation: value.

5. Final Discussion

The idea of co-creation has been widely accepted among place-marketing scholars. However, it is not entirely clear: (1) how much progress has been made to date in effectively incorporating the concept of co-creation in place marketing; or (2) what specific research avenues we could follow.

This research takes a step forward towards covering these gaps by: (1) drawing on the value co-creation background to propose a baseline framework; (2) conducting a systematic review of quantitative place-marketing research that has attempted to incorporate the value co-creation perspective; (3) critically reviewing these research

efforts; and (4) providing future research avenues. The paper therefore adopts a literature review-led conceptual approach. Our contribution is mainly theoretical and directed toward advancing in both value co-creation and place-marketing literatures.

The first research question deals with the concept and measures of the co-creation process. We found that the co-creation process has been mostly approached in a mixed, incomplete, and ad-hoc way. Thus, some authors refer to co-creation and implicitly assume that it occurs, but do not explicitly conceptualize and measure co-creation. Other authors explicitly measure co-creation but sometimes the metrics used are not accompanied by a proper definition, and when co-creation is defined, this is done in different ways. Authors usually identify co-creation with partial elements of the whole co-creation process such as core service co-production, customization, citizenship behavior of consumers, and consumer support for providers' innovation processes. Most of these approaches are close to GDL as consumers are viewed as partial employees who may improve providers' circumstances. Most papers tend to consider co-creation as a variable reflecting a new way for providers to extract value from customers; as a pretext, that is, for utilizing them as part-time workers or for internal processes, such as innovation.

Further, most of the studies we reviewed reflect a preference towards dealing with co-creation before and during the service. However, an integrated co-creation view in place marketing would embrace co-creation throughout the whole value creation process, including co-creation after the core service is received.

Lastly, most studies tend to assimilate co-creation with interactions between actors. While co-creation frequently implies interactions among different actors, there are co-creation processes in which interactions are missing (e.g., positive thoughts about a future trip).

The second research question deals with the resources considered as antecedents of value co-creation. We found that authors have considered a wide range of consumers' and providers' resources as precursors of the level of consumer participation in the co-creation process. This approach fits the value co-creation-driven baseline framework we proposed. Researchers focus on operant resources, which is consistent with SDL. Provider resources we found include some BORs, and, to a great extent, higher-order operant resources (i.e., CORs and IORs). Consumer resources considered in place-marketing literature are also mostly operant, including physical, social, and cultural resources, as expected.

The third research question refers to the outcomes of co-creation considered by place-marketing researchers. We found a wide range of co-creation outcomes. Value (i.e., the first outcome considered by SDL) is only one among the multiplicity of consequences considered. Interestingly, some papers understand value in a comprehensive way, considering the utilitarian, hedonic, social, and epistemic dimensions of value. There is no consensus, however, on how value should be measured.

The fourth research question refers to the actors and levels of analysis that have been examined. We found that most papers mention several actors but, as is relatively common in quantitative research, a single source of information tends to be considered, and this is usually the consumer. The consumer is frequently asked about the provider service and, to a lesser extent, about her/his interaction with the provider and with other consumers and relatives. A dyadic, GDL approach is, therefore, still prevalent. The term 'institutions,' which is relatively new in SDL, has not been explicitly mentioned in the literature reviewed, despite some connected variables (e.g., trust and culture).

Overall, this research shows that quantitative place-marketing literature is advancing toward incorporation of the co-creation proposal. However, these advances should be regarded with caution, as the review shows a drastic preference towards destination- and hospitality-related perspectives. Indeed, there is still a long way to go before a consensus around many fundamental aspects is reached. While this conclusion could be considered unsatisfactory, we find it relatively predictable, as SDL and related perspectives are still at a meta-theoretical level, and many constructs (such as value co-creation) are underdeveloped and elusive. It is not entirely clear what value co-creation means and how it should be measured. Therefore, additional research efforts in both value co-creation and place marketing are needed. Both literature streams could contribute to each other and progress in a synergistic way.

A clear research avenue stemming from this research consists of developing a comprehensive concept and metric of value co-creation in place marketing which: (1) considers behaviors before, during, and after the core service is received; (2) examines both interactions with third parties and internal processes; and (3) adopts a consumer view (i.e., behaviors that can improve consumer circumstances instead of those of the provider; what can I do for the consumer? instead of what can the consumer do for me?).

Investigations are also needed that can identify the consumer and provider resources that really matter to foster co-creation processes, higher value perceptions, and other metrics related to the final goals of consumers, such as well-being. And we need to advance towards a consensual measure of value-in-context.

A final research avenue may consist of introducing the concepts of service ecosystems and institutions in further research. While we acknowledge that putting forward these concepts in quantitative research requires a complex endeavor, it also

seems obvious that the real world is better represented by networking relationships than by dyadic ones, and that the adoption of dyadic perspectives could lead to misleading conclusions.

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