

Value co-creation in the hospitality industry: A systematic literature review

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Abstract | Service dominant (S-D) logic, which advocates the prominence of services rather than goods in economic exchange, has become one of most the popular research streams in recent years. One of the most prominent theories of (S-D) logic is value co-creation. Although co-creation is mutually beneficial, it is considered to be customer-oriented and interactional. In a dynamic and interactive industry such as the hotel industry, the creation of value through interaction and engagement with customers is significant to enhance business performance. This article reports a systematic literature review (SLR) to critically analyse the key findings of the publications in the domain of value co-creation related to the hospitality industry while proposing an integrative framework of value co-creation in the hotel industry. This article also endeavours to identify and critically analyse the key themes, theories, and constructs of prior studies. The findings show that the interactive co-creative experience is significant to create positive emotion and satisfaction for hotel customers. This positive emotion and satisfaction encourage the guests to come back to the hotel and recommend it to others. Interactional co-creation also leads to more engagement, which has been found to have a significant effect on hotel performance. Therefore, hotel management should invest time and money to train and encourage hotel employees to accelerate interaction and engagement with guests to create better experience for hotel guests. This should enhance hotel performance.

Keywords | Service dominant logic, value co-creation, co-creation, co-creative experience, engagement, interaction, company performance

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1. Introduction

Research on interactive value co-creation activities has become one of the top priorities in marketing, as well as tourism research (Eletxigerra, 2017; Grisseman & Stokburger-Sauer, 2012; Ranjan & Read, 2014). Value co-creation is a result of a mutually beneficial, interdependent, and collaborative relationship among service systems but always involves and is determined by the beneficiary (Vargo, Maglio, & Akaka, 2008). Co-creation is a process by which organizations gain competencies and knowledge of specific customers so that they can use this information to their advantage to provide an 'experience' to those specific customers (Harkison, 2018). Chathoth, Altinay, Harrington, Okusum, and Chan (2014) argue that co-creation can help a hotel differentiate itself in a competitive environment. Besides, Grisseman and Stokburger-Sauer (2012) state that co-creation activities can provide two major sources of strategic advantages for firms. One of these is productivity gains through efficiency, lower costs, and reduced risks; the other is gains in the effectiveness of the co-created offerings, increased revenues, profits, and innovativeness (Grisseman & Stokburger-Sauer, 2012; Veríssimo & Loureiro, 2014). In addition, co-creation is particularly important in managerial terms for the tourism industry to achieve strategic advantage (Grisseman & Stokburger-Sauer, 2012; Nora, 2017). In the tourism and hospitality industry, interactive value co-creation is especially important because hotel services rely on direct interaction with customers (Marques et al., 2017; Morosan & DeFranco, 2016; Oyner & Korelina, 2016). Despite this importance, there is a lack of research on customers' co-creation activities and their consequences for businesses within the travel and hotel industry (Auh, Bell, McLeod, & Shih, 2007; Grisseman & Stokburger-Sauer, 2012; Oyner & Korelina, 2016; Prebensen, Vittersø, & Dahl, 2013; Shaw, Bailey, & Williams, 2011). This research intends to help fill that gap.

The main question is: what research has been conducted on co-creation in the hospitality context (particularly the hotel sector) until now? The aims of this research are: (i) to map co-creation research in the hospitality context by identifying core publications and assessing the range of concepts and theories found in this research domain; and (ii) to propose an integrative framework of value co-creation in the hotel industry. This research should help other researchers to conduct more investigation in the field by reviewing and presenting the past research findings, research focus, theories, and future research directions. Managers can use it to prioritise their focus on value co-creation more effectively and base their decision-making on a range of research findings.

This study begins with the literature review of main concepts and the diverse theories employed to study co-creation in the hospitality industry. Then the systematic review methodology adopted is presented. In the following sections, the results of this review are provided. After a descriptive analysis of the research published in the field, a conceptual framework on value co-creation in the hotel industry – based on the findings from the systematic review – is proposed. Finally, we conclude the article and indicate its main theoretical contributions, managerial implications, and limitations.

2. Literature Review on main theories employed in value co-creation studies

Brodie, Hollebeek, Jurić, and Ilić (2011) argue that customer engagement (CE) occurs in a dynamic service relationship process which co-creates value. According to this argument, the CE process is the antecedent of value co-creation. They also argue that CE is a psychological state which occurs by virtue of the interaction between customers and the firm, in a service relationship. CE represents interaction, co-creation, and process deve-

lopment (Loureiro et al., 2020; Kumar & Pansari, 2016). Moreover, Brodie et al. (2011) claim that a specific interactive experience is an indispensable component of CE. These arguments demonstrate that the interactive experience is a key component of CE. This interaction is also central and explicit to the value co-creation process (Loureiro et al., 2020; Grönroos, 2008; Vargo & Lusch, 2008). As Grönroos (2008) asserts, the interaction is the co-creator of the service experience and the value-in-use. Some examples of such co-created value are favourably perceived by firm/customers communications, service delivery, and dialogue (Brodie et al., 2011). The link between CE and value co-creation has also been demonstrated (Jaakkola & Alexander, 2014). They argue that through CE behaviour, customers contribute with resources in their own service networks and to actors beyond the provider-customer dyad, that is, they co-create. In conceptualizing the CE behaviour's role in value co-creation, Jaakkola and Alexander (2014) assert that the customer provision of resources during the value co-creation process affects their respective value process and outcomes.

Numerous theories have been used to study value co-creation, such as S-D logic, Service encounter theory, Intellectual capital, Hierarchy of value-creating resources, Service innovation concept, Technology-based service adoption model and Customer-based brand equity. Knowing these theories can contribute to developing further research on value co-creation.

In the 1990s and early 21st century, the development of information technology enabled the growth of a broad-ranging service marketing field. In this context, one of the most important developments is the service-dominant (S-D) logic introduced by Vargo and Lusch (2004). In a landmark *Journal of Marketing* article, they asserted that service, rather than physical goods, is fundamental to all economic exchange, and if goods are involved in it, these are considered the vehicle of service provision (Fisk & Grove, 2010; Vargo

& Lusch, 2004). Vargo and Lusch (2004) argue that marketing has moved from a goods-dominant (G-D) view, in which tangible goods and discrete transactions are central, to a service-dominant (S-D) view, in which intangibility, exchange processes, and relationships are central. Vargo and Lusch (2004) define service as the application of specialized knowledge and skills for the benefit of another entity or the entity itself. According to G-D logic, the roles of producers and consumers are distinct in value creation, as value is created by the firm and exchanged in the market for goods or money (Vargo et al., 2008). In S-D logic, however, value is always co-created, jointly, and reciprocally, in interactions and in the exchange of resources and application of competencies between providers and beneficiaries – as such the roles of providers and consumers are not distinct but combined (Vargo et al., 2008; Vargo, Akaka, & Vaughan, 2017).

Service encounter, however, has been characterized as the moments of truth that play a central role in customers' evaluation of services (Sørensen & Jensen, 2015). This is the very encounter where value is created and co-created. Service encounters can also be important sources of knowledge creation and innovation in a variety of service sectors (Sørensen, & Jensen, 2015). Knowledge and innovation are very important elements of value co-creation. Therefore, effective management of service encounters is significant for co-creating satisfactory services (Sørensen, & Jensen, 2015).

Davey, Alsemgeest, O'Reilly-Schwass, Davey, and FitzPatrick (2017) claim that the growth of the knowledge economy has made intangible resources a key driver of value. They add that invisible resources, such as customer relations, employee know-how, inter-firm alliances, and innovative capacity are significant in building organizational value. These authors define intellectual capital (IC) as 'invisible' assets that contribute to a company's value.

A hierarchy of value-creating resources was advocated by Madhavaram and Hunt (2008), who

used the resource-advantage theory to build this hierarchy of operant resources to explain the dynamic capabilities of intangible resources and how a firm expands and modifies its resources to create advantage (Davey et al., 2017). They point out that knowledge is the foundation of this hierarchy of resources. Yet, service innovation is a collaborative process of new product development activity, where customers' active contribution and selection of various elements of a new product/service offering is the key (O'Hern & Rindfleisch, 2010). Co-created service innovation considers customers as innovators and converts them from passive recipients to active collaborators to co-create new services (Sarmah, Kamboj, & Rahman, 2017). Sarmah et al. (2017) call this transformation of customers from passive recipients to active co-creators a new emerging paradigm in the service innovation literature. This collaboration of customers not only produces new services but also plays a role in creative problem-solving and in assessing customers' latent needs to create value for others as well as for themselves (Lei, Wang, & Law, 2019).

Technological advancement has allowed customers to increasingly participate in value co-creation by collaborating with service providers in designing and delivering services through the use and adoption of the innovative service model named the technology-based service model (TBS) (Sarmah et al., 2017). This increasing use of advanced TBS also ensures that customer collaboration in service production and consumption plays a significant role in creating successful innovation.

Although in the early years of its inception, brand equity (BE) was associated with financial considerations, it has become a valuable intangible asset which, together with others, should be the object of improvement and optimisation (González-Mansilla, Berenguer-Contrí, & Serra-Cantalops, 2019). The brand gives an extra value to the service, i.e., an intangible value which is built up with customers. Therefore, addressing this in-service development is significant and a key

element in the development of marketing policy.

3. Methodology

3.1. Choosing the systematic review

Although there are many empirical studies in the domain of co-creation in the tourism and hospitality industry, little effort has been made to present these research outcomes through a systematic review. To fill this gap, this research employs a systematic review methodology for conducting a thorough review of current literature and empirical findings. The systematic review has been defined as a review of the existing research evidence guided by a clear question that uses systematic and explicit methods to identify, select, and critically evaluate relevant empirical research, and to extract and analyse primary data from the research works that are considered in the review (de Menezes & Kelliher, 2011). A systematic literature review endeavours to present comprehensive insights through a theoretical synthesis of existing research findings, thus contributing to methodological rigour and generating a reliable knowledge base that guides future research initiatives (Christofi, Leonidou, & Vrontis, 2017). A systematic review improves the review process and implements transparent protocols and replicable processes (Christofi et al., 2017; Nascimento & Loureiro, 2022). This research implemented a four-stage review process: planning, searching, refining, and reporting the review. After the whole review process was planned, a comprehensive literature search was carried out. In the final two steps, a thorough screening was conducted to find and remove duplicate and irrelevant articles, followed by organization and reporting of findings.

3.2. Planning and conducting the review

A systematic review is guided by a review question which shapes the overall review procedures (Christofi et al., 2017; Tsiotsou et al., 2022). The review question for this research is: what research has been conducted on co-creation in the hospitality context (particularly the hotel sector) until now? This research question helped set up specific research aims. Indeed, the aims of this research are (i) to map co-creation research in the hospitality context by identifying core publications and assessing the range of concepts and theories found in this research domain and (ii) to propose an integrative framework of value co-creation in the hotel industry.

To collect the data and articles for review, this study conducted a bibliographic literature search on Scopus and Web of Science (WoS). WoS is the world’s most reliable publisher-independent global citation database with almost 1.9 billion cited refer-

ences from over 171 million records (WoS, 2022). Scopus, on the other hand, combines a comprehensive, curated abstract and citation database with enriched data and linked scholarly literature across a wide variety of disciplines (Scopus, 2022). To find the relevant articles, this research used the search strings terms “co-creation and hotel”.

The search was limited to peer-reviewed articles published in English language journals (not considering conference proceedings or books) associated with the hospitality industry, but not limited to any time scale (this means that we consider all articles in the databases until May 2022, when the extraction process was completed) (see table 1). The search process included titles, keywords, and abstracts to find the relevant articles. The number of articles returned by the search was 61 articles from Scopus and 83 from WoS. Next, the researchers merged the two databases and eliminated duplicate studies based on title screening, which resulted in a total of 107 articles to be retained.

Table 1 | Search protocol for Web of Science and Scopus

Database	Search terms	Scope	Sources	Criteria	Total return
Web of Science	"Co-creation" AND "hotel"	Title, keyword, abstracts	Articles from scholarly journals	English language journals but no time limit	83
Scopus	"Co-creation" AND "hotel"	Title, keyword, abstracts	Articles from scholarly journals	English language journals but no time limit	61

Source: Authors’ elaboration

The 107 articles were then reviewed. Titles and abstracts were screened according to the relevance of the topic, and a total of 52 articles were excluded. Researchers only included papers that met all the inclusion criteria established in the review protocol to ensure the maintenance of the best-quality evidence and adequacy to the context of this review. Therefore, at this stage, a set of 55 articles remained for further analysis.

In the next stage, the articles’ full text was appraised following the exclusion/inclusion criteria (see Table 2) that the researchers involved in this

literature review mutually agreed on. Following the consistency standards proposed by Macpherson and Holt (2007), each researcher read the full text independently and classified the articles. Then researchers discussed the results and a Cohen’s Kappa coefficient > 0.85 was found. Cohen’s Kappa (k) (Cohen, 1960) represents inter-rater reliability and is frequently used as a measure of how much a group of evaluators agree about a decision. This agreement process reduced the selection bias and culminated in the elimination of 9 articles.

Finally, a cross-reference process, as in Chris-

tofi et al.'s (2017) approach, allowed us to add a small group of papers (seminal articles or book chapters), which are relevant and significant for studying and analysing this topic. This process resulted in a final set of 60 papers relevant to the purpose of this literature review. Although the titles did not contain the search terms in all cases, these have been detected either in the abstracts

or in the full texts. It is important to mention that this research includes both empirical studies and conceptual articles. However, the number of conceptual articles is very limited. All the articles based on empirical studies are exclusively related to the hotel industry. The detailed description of the identification and screening process is outlined in Figure 1.

Table 2 | Inclusion and exclusion criteria

Element	0: Absence	1: Low level	2: Medium level	3: High level	Not Applicable
1. Directly related to the objective of the research	There is not enough information to evaluate this criterion	Not related	Somehow related	Totally related	Not Applicable
2. Theory robustness	There is not enough information to evaluate this criterion	Weak development of literature	Superficial development of theories and constructs within existing literature	Robust use of theory	Not Applicable
3. Congruence of theory, methodology and findings	There is not enough information to evaluate this criterion	Incomplete data and not related to theory	Data somehow related to the arguments	Strong link between the arguments presented and data	Not Applicable
4. Contributions to theory and/or practice	There is not enough information to evaluate this criterion	Makes a low contribution	Makes a medium contribution	Makes a high contribution	Not Applicable

Source: Based on Macpherson & Holt (2007)

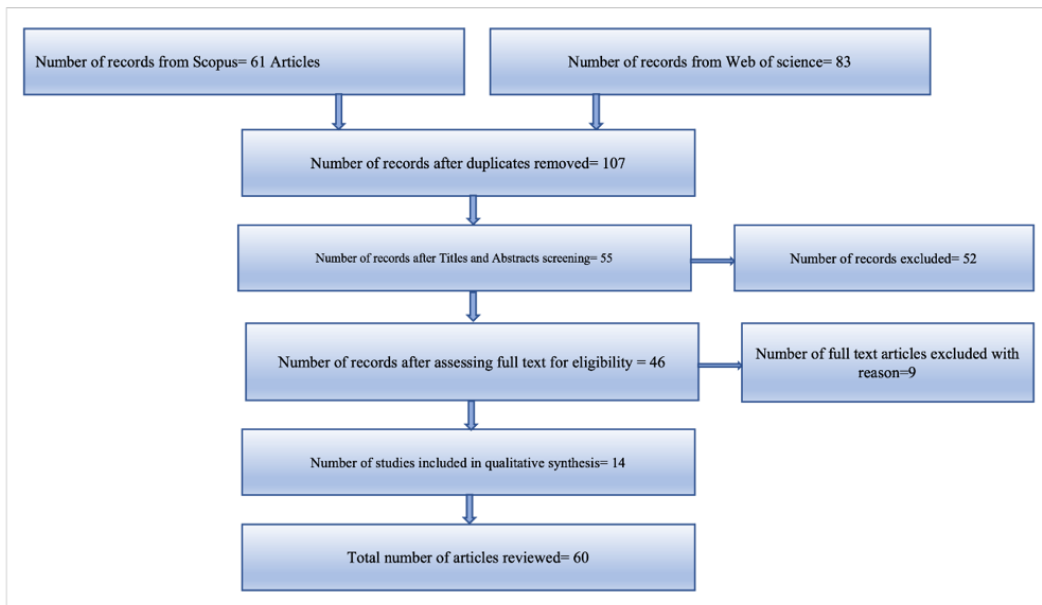


Figure 1 | Identification and eligibility screening process of research articles
Source: Authors' elaboration

Additionally, to ensure validity, the accuracy of research and data was checked; to ensure reliability, the consistency, replicability, and generalisability of findings were investigated carefully; to confirm credibility, only renowned journal articles were selected; to ensure integrity, the reliability of research and its process was considered. Moreover, an MS Excel data extraction form was used to collect data and separate the key elements of the research articles. These key elements include authors, methodology, the context of the study, participants, key findings, and guidance for future research.

4. Results

4.1. Descriptive Analysis

The publication of empirical research in the topic area started only in 2011 and accelerated from 2017. A fall in the number of publications from 2019 to 2022 (May) can be noticed from figure 2.

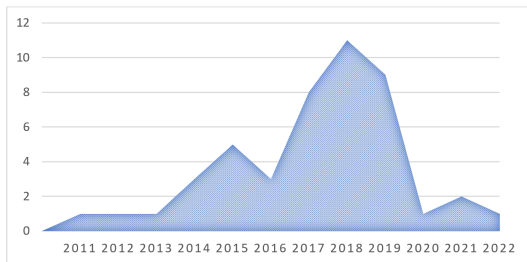


Figure 2 | Chronological data of publication in the research area
Source: Authors' elaboration

As table 3 demonstrates, the *International Journal of Contemporary Hospitality Management* has published the highest number of articles. Most of the selected articles have been published in travel and tourism related journals, and almost all have been published in internationally renowned journals.

Table 3 | Major journals that have published articles in the topic

Name of Journals	Number of Publications
International Journal of Contemporary Hospitality Management	15
Tourism Management	8
International Journal of Hospitality Management	4
Current Issues in Tourism	3
Journal of Business Research	3
Journal of Hospitality & Tourism Research	2
Worldwide Hospitality and Tourism Themes	2
European Business Review	1
Journal of Marketing Theory and Practice	1
Journal of Service Research	1
Life Science Journal	1
Journal of Marketing Research	1
Asia Pacific Journal of Tourism Research	1
Benchmarking-an International Journal	1
Anatolia-International Journal of Tourism and Hospitality Research	1
Journal of Travel & Tourism Marketing	1
Cornell Hospitality Quarterly	2
Service Industries Journal	1
Journal of the Academy of Marketing Science	2
Managing Service Quality	1
Journal of Destination Marketing and Management	1
Online Information Review	1
International Journal of Agile Systems and Management	1
Information Technology and Tourism	1
Journal of Research in International Marketing	1
European Research in International Business Economics	1
Journal of Hospitality and Tourism Management	1
University of Auckland Business School	1

Source: Authors' elaboration

4.2. Co-creation of a value framework for the hotel industry

Taken all together, we present a conceptual framework (see figure 3) based on the findings from this systematic review. This framework is drawn from Pansari and Kumar's (2017) conceptual framework on the antecedents and consequences of the customer engagement (CE) framework. However, the process of interactional and networked value co-creation has been added by the authors of the present study.

S-D logic emphasizes that marketing is a set of processes and resources with which the firm creates and offers value propositions (Payne, Storbacka, & Frow, 2008). When customers accept the propositions and interact with the firm, value co-creation commences (Lusch, Vargo, & Wessels, 2008). This decision to accept and interact is dominated by some motivating factors, as Figure 3 demonstrates. In S-D logic, this market interaction is central to integrating and transforming re-

sources into value (Lusch & Vargo, 2006; Lusch et al, 2008; Gronroos, 2008). This co-created value is experientially and phenomenologically determined by the beneficiary (Vargo & Akaka, 2009; Bilro, Loureiro, & Souto, 2023). Pansari and Kumar (2017) argue that co-created customer experiences (positive/negative) affect the level of satisfaction and emotion toward the company. This satisfaction is perceived to lead to repeat purchases and positive emotions, which lead to indirect contributions in the form of customer referral, influence, and knowledge toward the firm (Pansari & Kumar, 2017). Kumar and Pansari (2016) conceptualize this direct purchase and indirect contribution as CE. They argue that this CE positively affects the firm's performance through direct purchases (which improves revenue) and indirect contributions (which improves profitability). Huang, Chen, and Gao's (2019) empirical research finds that good experiences create positive emoti-

ons, high memorability, loyalty, and word-of-mouth advertising. Moreover, Pansari and Kumar (2017) assert that it is accepted by practitioners and academics, and supported by empirical research, that customer satisfaction results in customer behaviour patterns that positively affect company performance. Moreover, CE opens up interactions in a broader network and triggers a networked value co-creation process. These networked interactions are established among customers, between customers and the firms, and other stakeholders (Brodie, Hollebeek, Jurić, & Ilić, 2011), thus further co-creating experiences. As Vargo et al. (2008) argue, co-creation is not limited to one exchange or dyad of a service system – it occurs through the integration of resources from a variety of service systems. This networked interaction and value co-creation is perceived to help firms achieve strategic advantage.

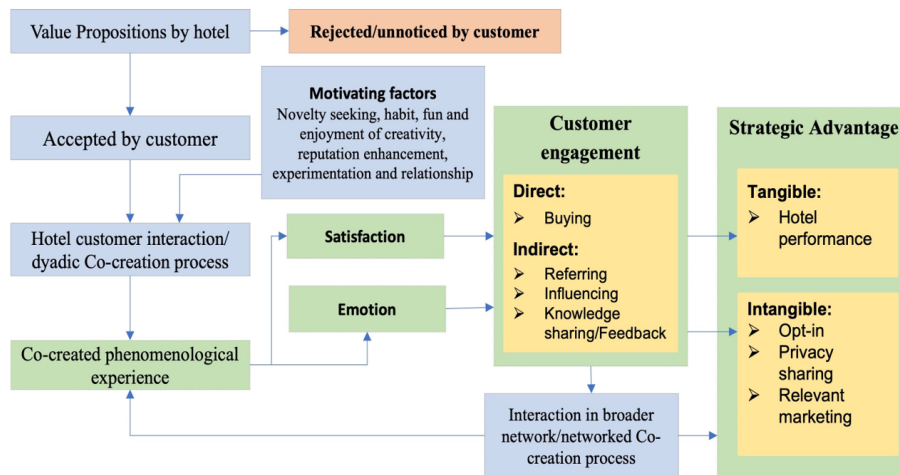


Figure 3 | Co-creation of value framework in hotel industry
Source: Authors' elaboration

4.2.1. Roles of provider and customers in value co-creation

Wu, Pearce, and Dong (2017) argue that merging the roles of providers and customers eventually creates a unique co-creation experience which helps providers gain a source of competitive ad-

vantage by collaborating with customers. Grönroos (2008) claims that the role of providers is, as value facilitators, to provide customers with a foundation for value creation in the form of resources, whereas the role of customers as value creators is to generate value for themselves by in-

teracting and integrating the provider's resources with their own resources and competences. This is supported by Payne et al. (2008), who argue that providers should develop co-creation opportunities with customers, implement customer solutions, and manage customer encounters. On accepting value propositions, customers take part in a dynamic value-creation process (Vargo & Lusch, 2004; Bilro et al., 2023). Similarly, Grisseman and Stokburger-Sauer (2012) argue that customers can be considered partial employees that co-create service. In this way, customers take the role of prosumers who undertake value creating activities to co-create their own consumption experiences.

Furthermore, Harkison's (2018) empirical research on the New Zealand hotel industry finds that hotel general managers attempt to make an appearance during check-in and check-out to interact and engage with customers to facilitate customers' creation of a great experience for themselves. Similarly, Shaw et al.'s (2011) case study research provides evidence of three roles played by customers in the co-creation process: users, buyers, and payers. Therefore, the arguments and findings presented above support Vargo and Lusch's (2016) claim that all actors fundamentally do the same things: integrate resources and engage in service exchange in the process of co-creating value. However, as Grönroos and Voima (2013) point out, no studies have clearly identified the roles of the service provider and the customer in the value co-creation process. This provides an opportunity to conduct further study in this area.

4.2.2. Customers' motivating factors for engaging in co-creation activities

Pera, Occhiocupo, and Clarke (2016) assert that identifying actors' motivating factors to engage in value creation is critical for firms. Firms' motivation to engage in co-creation is driven by extrinsic factors focused on economic results, long and short-term goals, and specific objectives. For

customers, the motivating factors involve reputation enhancement, experimentation, and relationship motives. Similarly, Füller (2010) argues that consumers' motivation to participate in co-creation can be dominated by intrinsic factors, such as fun and enjoyment of creativity. When customers engage in interactions with the provider, they use the foundations and resources provided by the firm and their own knowledge and skills to co-create unique experiences, which can be fun and enjoyable. However, Morosan and DeFranco (2016) argue that two consumer-related characteristics, novelty seeking and habit, have been an inherent motivating force activating individuals to seek new information and influence co-creation. They maintain that the psychology literature indicates a relationship between novelty seeking and repurchasing, which potentially develops habits. Novelty-seeking contributes to the creation of experiences by engaging customers in innovative activities. Morosan and DeFranco (2016) validate this argument through empirical research in the hotel industry, where they found that both habit (directly) and novelty seeking (indirectly) influence the degree of value co-creation. On the other hand, Wu et al.'s (2017) research suggest that self-enhancement and economic rewards are the two major concrete motivating factors for customers to engage in value co-creation activities. Sarmah and Rahman (2018) argue that several psychological variables such as consumer innovativeness, customer socialization, customer participative behaviour, and consumers' willingness to co-create influence customer participation in co-creation. However, although there are some empirical studies, most of the arguments above are based on conceptual research. Therefore, more research needs to be conducted to empirically validate the motivating factors for customers to engage in value co-creation.

4.2.3. *The engagement process in value co-creation*

Brodie et al. (2011) and Birlo and Loureiro (2020) claim that the concept of customer engagement has its conceptual roots in the theory of S-D logic. This broader relational perspective recognises that consumer behaviour outcomes are defined by the customers' interactive, co-creative experience with other stakeholders and/or organizations (Birlo & Loureiro, 2020; Brodie et al., 2011; Loureiro, Romero, & Billo, 2020). Brodie et al. (2011) also mention that four out of eleven foundational premises of S-D logic are particularly relevant in determining the conceptual foundation of the CE concept. These foundational premises highlight the relational nature of service, and the interactive, co-creative, networked nature of value co-creation, which is co-created and determined experientially and contextually by the beneficiaries. Interactive, co-creative customer experience in service relationships can be interpreted as engagement (Loureiro et al., 2020; Brodie et al., 2011; Rosado-Pinto & Loureiro, 2020). Kumar and Pansari (2016) argue that engagement represents co-creation, interaction, and the development of solutions. In addition to that, Brodie et al. (2011) identify more than 50 academic articles where the terms "engage" and/or "engagement" is used to discuss interaction and co-creation.

Pansari and Kumar (2017), on the other hand, point out that CE is the next step of the relationship marketing perspective. They add that, until the 1990s, the focus of marketing was on transactions, whereas, in the late 1990s and early 2000s, the focus shifted to a relationship perspective. In this relational perspective, the objective of firms was to establish long-term relationships with customers through customer satisfaction and loyalty, by providing better services and products (Rosado-Pinto & Loureiro, 2020; Pansari & Kumar, 2017). Pansari and Kumar (2017) claim that the goal of organisations further evolved from the relationship

to CE to achieve sustainable customer satisfaction, loyalty, and profitability. This view is supported by Brodie et al. (2011) who believe that the roots of CE lie in the broader view of relationship marketing.

Although Brodie et al. (2011) and Pansari and Kumar (2017) draw on different theoretical perspectives to conceptualize CE, both focus on the interactive, relational, networked, and co-creative aspects of marketing activities. Their definitions of CE make this clear. Pansari and Kumar (2017) define CE as the mechanisms of customers' value addition to the firm through direct and/or indirect contribution. The direct contribution to the firm is the customer purchase, and the indirect contribution comprises customer referral, customer influence, and customer knowledge (Gupta, Pansari, & Kumar, 2018; Birlo & Loureiro, 2020). In contrast, Brodie et al. (2011) define CE as a psychological state formed by the interactive, co-creative customer experiences with a focal agent/object in a focal service relationship. The inclusion of contextual, iterative, multidimensional, cognitive, emotional, and behavioural aspects of CE makes their definition a comprehensive one. In addition, Bowden's (2009) definition of CE focuses on psychological processes and Van Doorn et al. (2010) definition focuses on the customer's behavioural manifestations that go beyond purchase. Therefore, the definitions have a partial focus on CE.

4.2.4. *Customer engagement and value co-creation*

Brodie et al. (2011) argue that CE occurs in a dynamic service relationship process which co-creates value. According to this argument, the CE process is the antecedent of value co-creation. They also argue that CE is a psychological state which occurs by virtue of the interaction between customers and the firm, in a service relationship. CE represents interaction, co-creation, and process development (Loureiro et al., 2020a; Kumar

& Pansari, 2016). Moreover, Brodie et al. (2011) claim that a specific interactive experience is an indispensable component of CE. These arguments demonstrate that the interactive experience is a key component of CE. This interactive, co-creative process is also central and explicit to the value co-creation process (Loureiro, Stylos, & Miranda, 2020b; Gronroos, 2008; Vargo & Lusch, 2008). As Grönroos (2008) asserts, the interaction is the co-creator of the service experience and the value-in-use. Some examples of such co-created value are favourably perceived by firm/customer communications, service delivery, and dialogue (Brodie et al., 2011). The link between CE and value co-creation is also clear from the argument of Jaakkola and Alexander (2014), who argue that, through CE behaviour, customers contribute resources to their own service networks and to actors beyond the provider-customer dyad. In other words, they claim that CE behaviour affects the value co-creation process. In conceptualizing the CE behaviour's role in value co-creation, Jaakkola and Alexander (2014) assert that the customer provision of resources during the value co-creation process affects their respective value process and outcomes.

4.2.5. *Customer engagement and competitive advantage*

Brodie et al. (2011) claim that within the dynamic and interactive business environment, CE is an imperative process to generate enhanced performance and competitive advantage. This is because engaged customers conduct viral marketing activities by providing referrals and recommending the firm to others. This notion is expressed by Pansari and Kumar's (2017) definition where they outline that customers make direct and/or indirect contributions to the firm through the CE mechanism. They consider customer purchases as direct contributions and customer referrals, customer influence, and customer knowledge as indirect

contributions. Kumar and Pansari (2016) argue that customer purchases are direct contributions because they contribute directly to the firm's value. According to Pansari and Kumar (2017), the firm's focus here is to maximize the profit from customers over a long period of time. Customer referral is a form of CE that helps attract customers who would not be attracted by traditional marketing efforts (Kumar & Pansari, 2016), thus contributing indirectly to firm performance (Pansari & Kumar, 2017). Moreover, Kumar and Pansari (2016) state that referred customers are more profitable compared to non-referred customers. On the other hand, customer influence is the impact customers make on social media platforms (Kumar & Pansari, 2016). Pansari and Kumar (2017) argue that social media influences create a chain reaction across a wide group of customers, and indirectly impacts the firm's profits. Customer knowledge refers to customer feedback and suggestions that are used to improve products and services (Kumar & Pansari, 2016). This can also help firms develop knowledge by understanding their customers' preferences (Pansari & Kumar, 2017). All three of these have an indirect impact on a firm's performance, which combined with direct impacts enhance a firm's competitive edge in the marketplace. Table 4 summarizes the core empirical research on co-creation in the hospitality context.

5. Conclusion

This article reviewed relevant literature in the domain of co-creation in hospitality, more specifically in hotel settings, with a special focus on the main theories used to study value co-creation. We proposed a framework of value co-creation for the hotel industry based on the articles reviewed. CE theory was one of the most prominent theories used to study value co-creation in hotel settings. The researchers argued that engagement is inextrica-

bly linked to customer interaction and co-creation (Oyner & Korelina, 2016). Service encounter theory has also been used in research studies to investigate co-creation in hotels. The service encounter has been characterized as the moment of truth, as it plays a central role in customers' evaluations of services (Sørensen & Jensen, 2015). Researchers have argued and provided evidence that value is created and co-created in service encounters (Sørensen & Jensen, 2015).

As co-creation, intellectual capital theory considers invisible resources, such as customer relations, employee know-how, inter-firm alliances, and innovative capacity as significant in building organizational value (Davey et al., 2017). Therefore, this theory has been used for researching value co-creation in the hotel industry. The hierarchy of value-creating resources theory explains the dynamic capabilities of intangible resources, and how a firm expands and modifies its resources to create an advantage (Davey et al., 2017). Service innovation theory considers that customers' active contribution and selection of various elements of a new product/service offering is the key (O'Hern & Rindfleisch, 2010). Co-created service innovation considers customers as innovators and converts them from passive recipients to active collaborators in the co-creation of new services (Sarmah et al., 2017). As co-creation and innovation are the key ideas of this theory, it has been widely used to study value co-creation. In addition to these, the technology-based service adoption model (Sarmah et al., 2017) and customer-based brand equity (González-Mansilla et al., 2019) have been used in studying co-creation in hotel settings. The systematic literature review also found various evidence of empirical research conducted in the domain of value co-creation in hotel settings. This review of the most relevant 60 articles published in renowned international journals provides evidence that co-creation has emerged as an important theory in service research.

5.1. Theoretical contribution

This study provides researchers with a structured overview of the nature of co-creation in the hospitality industry. This should enhance and enrich the domain of co-creation by encouraging further research. First, this review focused on the key findings and relevant theories used in studying co-creation in the hospitality industry. This will contribute to finding a range of other theories closely related to co-creation which should provide opportunities for theoretical synthesis and development (Christofi et al., 2017). At the same time, this literature will also encourage future researchers to study co-creation using various relevant theories.

Second, this systematic review provided the necessary information to allow us to propose the theoretical framework of value co-creation in the hotel industry. This framework gives researchers an overview of the main constructs and links of the research conducted so far (in a single and comprehensive way for the first time), which helps understand what is already established and what the avenues for new investigation are. As Christofi et al. (2017) point out, sound evidence from systematic reviews can give clear direction for future research through the understanding of the different concepts involved and their relationships. Thus, systematic reviews of existing literature improve the understanding of concepts and help leverage the standard of academic rigour.

Finally, this study also provides researchers with an overview of the potential scientific journals where they might publish in the future. Together with this, the summary of the main articles on the topic facilitates a faster understanding by the researchers of the studies presented in those journals.

5.2. Managerial implications

This research can support decision-making in hotel management by offering a review of the scientific documents written on the topic. This literature and the proposed framework assist managers in understanding the diverse direct and indirect linkages between co-creation activities and business outcomes.

For example, the openness of hotel managers to a dual interaction with customers will allow them to become more aware of what motivates customers to stay at the hotel and to desire to return. This dual interaction should not end when the customer leaves the hotel, rather it should continue through social media and other interactive software (e.g., forums, and crowdsourcing platforms). Indeed, being in real-time with customers and potential customers can develop positive feelings among them about the hotel and prevent managers from taking actions (e.g., to improve the service or facilities) that customers actually do not desire or do not appreciate. This strategy together with the knowledge of what hotel chains are doing can leverage hotel competitiveness since it is possible to provide what customers are interested in within the resources available.

Another relevant aspect for managers is the engagement process itself, that is, how customers and hotel staff interact. To have true engagement, hotel managers should acknowledge that they need to allocate a member or a team of employees (depending on the size of the hotel and consequently on the number of guests on average) to deal with customers in real-time and also get information about the market (mainly the competitors). Only an integrated information management system and a quick response capacity make it possible to be competitive and develop in customers the desire to return and recommend the hotel to others.

Finally, this literature review facilitates managers in implementing an organized interactive co-creation strategy. This should give hotels a com-

petitive edge in the business environment.

5.3. Limitations and Future Research Direction

The systematic literature review concentrated only on co-creation related to hotel settings. However, there are many other research studies in the hospitality industry where the theory has been applied. Future research can review the research studies which applied co-creation to study the whole hospitality industry. This research used the two core databases to search for the research articles to review. Although other database could have also been considered, these two aggregate the most relevant and indexed journals in hospitality context. In addition, this research reported only the key findings of the reviewed articles which pertained to the topic of research. Future research could however analyse these studies under a different light. The conceptual model developed from the findings of this systematic review can provide a good platform for further research. Future research can test this model qualitatively and/or quantitatively to ensure the rigor of the model or develop a more complex new model.

Some researchers have also suggested to apply co-creation theory to conduct future research on other hospitality and tourism settings such as restaurants, Airbnb properties, and adventure tourism, eco-tourism, and heritage tourism settings (Roy, Balaji, Soutar, & Jiang, 2020). Some other researchers have suggested to study co-creation in a wide variety of tourism destinations, as well as hotels (Solakis, Peña-Vinces, & Lopez-Bonilla, 2022).

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Appendix - Empirical research on co-creation in hospitality context

Authors	Aims	Methods	Key findings	Context
Shaw, Bailey, and Williams (2011)	To present current state of research on co-creation and its implication for tourism management research.	Qualitative case study on national and international hotels. Interviews were conducted with owners, IT directors, managers.	Although all cases demonstrated some degree of customer interface only a few exhibited the level of collaboration required for co-production. Among the two groups, only the cases in one group were actively involved in co-production and innovation and reliant on co-creation in their business strategies.	The national and international hotels located in the United Kingdom
Grisssemann and Stokburger-Sauer (2012)	To examine relationship between company support and degree of co-creation and the effect of co-creation on customer satisfaction, loyalty, expenditure.	Quantitative survey on 200 travellers after they had booked the travel arrangement but before actually going on the trips.	Company support for customers is found to significantly affect the degree of customer co-creation. The degree of co-creation further positively affects customer satisfaction, loyalty, and service expenditures with the company. It has also been found that customer satisfaction with their own co-creation activities positively affect their expenditure.	On a family-run Austrian travel agency specialized in organizing travel arrangements for Austrian students.
Thomas, James and Vivek (2013)	To develop a conceptual model for co-creating value, resulting in continuous innovation value creation and consequent enhanced revenues in the hotel industry.	Deductive observation and anecdotes of the researchers, who have spent several years in the hospitality industry in India.	The result shows that there are three steps of value creation and delivery system that are choosing, providing, and communicating the value. The researchers observe that defining, developing, and delivering process reduces communication needs, thus leading to better value in the co-creation system by achieving higher self-esteem and satisfaction for the company and the customer.	The observation was conducted in the hospitality industry in India.
Navarro, Andreu and Cervera (2014)	To examine the influences of service supplier and buyer value co-creation on buyers' attitudes; to identify the factors and process dynamics of value co-creation.	Qualitative in-depth interviews with hotel managers and ten disabled customers stayed at hotels and observations of the hotels' websites.	The research findings suggest that the communication interfaces were of special interest for value co-creation for hotel and PwD. Operant resources in the value co-creation process were found to determine variations in value co-creation opportunities. Hoteliers are more proactive with the general customers to co-create value than with the PwD.	Six hotels in a Spanish city on the Mediterranean coast provided the research context.
Chathoth et al. (2014)	To explore how intra-organisational factors influences consumer engagement in the context of tourism firms.	Qualitative in-depth interviews with researchers and the General Manager of the hotel as well as a focus group with six management employees.	The findings suggest that none of the hotels are supporting higher order customer engagement to facilitate co-created value. The response about internal posture of tourism organisations toward CE was that this was not practised by the respondents. Different intra-organisational factors acted more like barriers to rather than facilitators of adoption of CE and co-creation.	Upscale/ luxury settings among the units of three international hotel chains in Hong Kong.
Bilgihan, Okumus, Nusair and Bujisic (2014)	To investigate the antecedents and consequences of the phenomenon of online experiences of hotel booking.	Mixed Method of a focus group of industry professionals, e-commerce shoppers and professors, and a survey of 511.	The results suggest that for successful e-commerce practices, online shoppers need to reach a state of mind where they engage with the website with total involvement, concentration, and enjoyment. Therefore, interaction, participation, co-creation, immersion, engagement, and emotional hooks are important in e-commerce.	Adult travellers in the United States who made an online hotel booking in the past 12 months.
Navarro, Garzón, and Roig-Tierno (2015)	To evaluate and rank the attributes affecting co-creation between disabled customers and hotels and establish their importance.	Qualitative interviews with decision-makers in tourism and eight experts on tourism for disabled people.	The findings suggest that the most influential co-creation criteria appear during stay and booking phase. Experts indicate that co-creation sub-criteria involve relationships with staff developed through providing useful information, answering disabled customers' questions, and receiving information from customers.	Experts from tourism enterprises and staff from local tourist boards that have links to accessible tourism in Spain.
Hsiao, Lee, and Chen (2015)	To integrate the three levels of organization, employee, and customer to investigate the key roles that stimulate customer value co-creation.	Quantitative survey with 190 employees and 303 customers in 30 hotels.	The findings suggest that the positive psychological capital (PPC) of individual employees mediates the servant leadership at the organizational level and the service oriented organisational citizenship behaviour (SOOCB) of individual employees, whereas the SOOCB of overall employees mediates the PPC of overall employees and the value co-creation of individual customers.	Employees and customers in 30 hotels in Taiwan.
Diffley and McCole (2015)	To propose a model to study the impact of social networking sites on organisational routines need for customer relationship management (CRM).	Quantitative survey of senior managers of 120 hotels.	This finding supported the association between social media orientation and relational information processes which were also found to have influence on customer and financial performance. The finding also suggests that value co-creation is occurring in practice and relational information processes act as key organisational routines.	Managers of 120 Irish hotels.
Hsiao, Chiu, and Chu (2015)	To propose a methodology that can help managers integrate all products and services into packages and still achieve personalisation.	Quantitative survey with 30 young customers of a hotel.	The result indicates that the customer satisfaction and customer loyalty significantly increased when hotel service is not only customised but personalised for individuals. Co-creation and personalisation were found to increase the satisfaction and experience of customers as well as increase competitive advantage for the company.	Hotel service as a case study where a young group of customers ranging from 15 to 30 years old was investigated.
Sørensen and Jensen (2015)	To discuss the potentials and barriers of service encounters for knowledge development and value creation.	Qualitative field experiment in a small retro design boutique hotel	In the experiment a set of simple practices was introduced to change service encounters into experience encounters. The experience encounter resulted in new knowledge-creation about guests' needs and desires which helps business development. Employees and encounters became an integrated part of a larger tourism experience, and this enhances the value creation of the company and guests.	A small retro design boutique hotel in Copenhagen.
Oyner and Korelina (2016)	To examine the role of customer engagement in value co-creation and its influence on customer satisfaction.	Qualitative content analysis of tourist comments on social media (tripadvisor.com) related to hotels in Moscow.	The findings suggest that the majority of hotels engaging customers in value co-creation in Moscow are international. Hotels more often use customization, service innovation and especially co-production, as co-creation is a new market strategy for the Russian market.	Hotels located in Moscow using customer experience as a source of value creation.
Navarro, Llinares, and Garzon (2016)	To explore the relationship between co-creation variables, and global satisfaction variables.	Qualitative survey with 103 the hotel clients who visited spa located in the hotel.	The result shows that no variable of value co-creation is necessary to generate satisfaction. The users presenting satisfaction with those who are tolerant and helpful. Users presenting dissatisfaction do not recommend the service, and either do not share any information with the employees or do not provide them any feedback.	Hotel customers visited spa located in the hotel.
Morosan and DeFranco (2016)	To develop and empirically validate a conceptual model that explains co-creation through the lens of consumer-related characteristics.	Quantitative survey conducted on 317 general population in the US.	This study found a strong relationship between habit and the degree of co-creation. A very strong relationship was found between the degree of co-creation and perceived value of co-creation. There was also a strong relationship between the perceived value of co-creation and the perceived value of the hotel stay.	A general population sample of hotel consumers from the U.S.

Authors	Aims	Methods	Key findings	Context
Park and Allen (2013)	To report on exploratory study of online review responses in high-end hotels.	Qualitative comparative case-study, seven in-depth interviews with general managers and the managers responsible for online review responses.	This research found no pattern in how the thirty-four hotels responded to online reviews. Seven of them did not respond to any reviews, whereas one hotel responded to nearly all of them. The data suggest that most hotels responded more frequently to negative than positive reviews. This study concludes that co-creation activities with customers' online review responses remain elusive.	Four high-end hotel brands in the western United States.
Wu, Law, and Liu (2017)	To develop a framework to explain the reciprocity of the value co-creation process in mobile hotel booking context.	Quantitative online surveys among mobile hotel bookers in China.	The results show that satisfaction level of using a mobile app is determined by functionality, usability, and perceived value. The findings also confirmed that a focal customer's satisfaction level positively determines engagement in the value co-creation process with the supplier.	Chinese customers who booked hotels through mobile channels.
Wu, Pearce, and Dong (2017)	To assess international customers' experiences in the leading hotels of the iconic city of Shanghai.	Qualitative analysis of over 2,000 online reviews posted on Agoda.com appraising Shanghai's superior hotels.	The result shows that the international tourists were quite satisfied with the superior hotels in Shanghai. The most satisfied customers were those who were more impressed with their interaction with and the service qualities of the hotels' professional and attentive staff.	Online reviews of five-star hotels in Shanghai, China.
Tung, Chen, and Schuckert (2017)	To examine the influence of employee responsiveness and organizational reassurance on customer citizenship behaviour (CCB).	Quantitative scenario-based experimental design.	Participants showed higher satisfaction, loyalty, and perceived value toward the hotel when employees were responsive rather than simply acknowledge their CCB despite the absence of organizational reassurance toward their CCB.	Hotel industry.
Lee, Hsiao, and Chen (2017)	To identify the driving forces that stimulate customer value co-creating behaviours; to find if employee positive psychological state influences customer behaviours.	Quantitative survey of 493 valid samples comprising 190 employees and 303 customers from 30 hotels.	Employee positive psychological capital (PPC) found not significantly related to customer value co-creation (VCC) but employee PPC affects customer VCC indirectly through employee service-oriented organizational citizenship behaviour (SOOCB). The relationship between employee SOOCB and customer VCC is positively moderated by customer brand experience (BE).	Hotel industry in Taiwan.
Davey, Asemgeest, O'Reilly-Schwass, Davey, and FitzPatrick (2017)	To investigate intellectual capital (IC) reporting, from a service-centric approach, in the hotel industry.	Qualitative contents analysis of 30 Asian hotel companies' disclosures of dynamic IC assets.	Majority of IC communication found to concern lower-order basic operant resources. Although more than one-third of the companies' disclosures of IC assets relate to collaborative processes and practices that support value-creation, most disclosures found to be firm-centric.	30 Asian hotel companies.
Sarmah, Kamboj, and Rahman (2017)	To validate the basic technology-based service adoption model in luxury hotels using smart phone apps.	Quantitative online and field surveys from luxury hotel guests, resulting into 229 valid responses.	The findings show that both guests' innovativeness and need for interaction with service staff significantly affect their involvement. A guest's willingness to co-create acts as a partial mediator between his/her innovativeness and intention to adopt co-creatively developed new services.	Luxury hotels in India.
Ma, Gu, Wang, and Hampson (2017)	To identify the double-edged sword of customer involvement in new service development in the hotel industry.	Quantitative survey of 252 hotel managers.	Customer involvement found to cause higher coordination cost but no direct positive effect on perceived relationship quality. Service climate reduces the negative effect and enhances the positive effect of customer involvement. Customer involvement positively influences perceived relationship quality when hotels deliver superior service.	Managers working in the hotel industry in China.
Wu and Yang (2018)	To develop a luxury hotel value framework from a value co-creation perspective to assess what consumers value in luxury hotels.	Quantitative survey with 492 Chinese luxury hotels consumers.	Hedonic value found to be the most important predictor of luxury hotel purchase intentions, followed by financial value and utilitarian value. Interestingly, symbolic value and relational value do not significantly influence Chinese consumers' luxury hotel purchase intentions.	Luxury hotels consumers in China.
Lin, Yang, Ma, and Huang (2018)	To identify two forms of brand engagement via social media platforms and examine their effects on hotels' display advertising performance.	Quantitative data collected from hotels to measure two forms of brand engagement conversation and responsiveness.	The results demonstrate that brand engagement, conversation and responsiveness positively affect display advertisement performance. For strong brands, consumer-initiated engagement is more influential in increasing display ad performance than weaker brands.	A comprehensive display advertisement dataset from two hotels in China.
Sarmah and Rahman (2018)	To explore the relationships among the customer participation in hotel service innovation variables.	Qualitative review of literature and brainstorming sessions with academicians and hotel industry experts.	A few variables possess higher influence on customer participation in hotel service innovation practices that include consumer innovativeness, customer participative behaviour, customer socialization, willingness to co-create, role clarity, customer ability and their interlinking.	Hospitality industry in India
Wong and Guillet (2018)	To assess the hotel service professionals' and customers' perceived value of hotel stay...	Quantitative survey on customers and hotel service professionals of a five-star hotel brand.	This research found that there are significant differences in the perceived value of the hotel stay between hotel service professionals and customers. The differences are in the social value and customer- perceived sacrifices.	One five-star international hotel with around 500 rooms in Hong Kong.
Tu, Neuhofer, and Viglia (2018)	To test how co-creation impacts customer willingness to pay (WTP) through customer engagement (CE).	Quantitative experiment, with 488 Chinese participants.	The finding indicated a significant positive impact of value co-creation on customer WTP. The study also found that CE plays an important role in influencing both customer WTP and the degree of co-creation.	Chinese market, one of the largest online purchasing markets.
Guan, Xie, and Huan (2018)	To improve understanding of co-creation by focusing on customer knowledge sharing.	Quantitative survey, 217 matched records from 48 hotels' sales personnel and their customers.	The results strongly suggest that an employee plays a key role when a customer has something to share. However, an employee adapting to the customer and appearing to take a customer's knowledge seriously is a way to get a sale.	Hotels in major Chinese cities.
Sarmah, Kamboj, and Kandampully (2018)	To examine the relationships between the key drivers of co-creation intention in the social media context.	Quantitative survey with 346 hotel guests.	The results show customer innovativeness, attitude toward co-creative service innovation (CCSI) on social media, subjective norm and perceived behavioural control positively influence co-creation and adoption intention.	Luxury five-star hotels in the State of New Delhi, India.
Santos-Vijande, López-Sánchez, and Pascual-Fernández (2018)	To examine the effects of new service (NS) co-creation with customers in the hotel industry on NS performance, as well as the moderating role of top management support.	Quantitative survey with 971 midrange, upscale, and luxury hotels managers drawn from the Iberian Balance Analysis System database (SABI).	The results demonstrate that customer co-creation exerts a direct impact on NS market outcomes and NS development (NSD) speed, which favours NS quality. NS quality influences better NS customer-related outcomes as well as improves NS market outcomes. Management support enhances the customer co-creation on the NSD speed.	Spanish hotels which have co-created an NS with their customers.

Authors	Aims	Methods	Key findings	Context
Morosan (2018)	To examine the role of consumer involvement in cocreation and the roles of the antecedents of involvement in shaping consumers' involvement in cocreation.	Quantitative survey with U.S. consumers from a reputable consumer panel company.	A strong relationship was found between involvement and intentions to cocreate which emphasizes the critical role of involvement in the development of co-creative behaviours using mobile devices. The hypothesized predictors (except need for interaction) were validated as significant antecedents of involvement.	A panel of general population of U.S. consumers from a reputable consumer panel company.
Harkison (2018)	To prove that co-creation is not just a buzzword or a fad, but if it is used to its potential it can give a company a competitive advantage.	Qualitative semi-structured interviews with luxury lodges and luxury hotels' managers, employees guests.	The luxury hotel and lodge experience was found to be materialised through a process of co-creation, involving managers, employees and guests. Participants saw co-creation in the many different forms of interaction happening between the participant groups.	Luxury properties within New Zealand
González-Mansilla, Berenguer-Contró, and Serra-Cantallops (2019)	To analyse whether customer perception of the hotel's co-creation strategy impacts on their degree of participation in service provision.	Quantitative personal survey with 604 customers.	Customer perception of co-creation process found to positively influence the hotel's brand equity (BE) whereas customer participation positively affects the customer's perceived value (PV). Brand equity and perceived value were positively linked with customer satisfaction (CS).	Two beachfront 4 star hotels belonging to the Iberostar chain in Spain.
Lei, Wang, and Law (2019)	To investigate how hoteliers leverage mobile technologies to shape services that allow customers to create unique and personalized experiences	Qualitative semi-structured interviews with hotel managers of three of the largest international hotel chains.	First, based on available customer information hoteliers analyse the appropriate elements to compose experience. Second, various customer provided information and messages have made hoteliers fast thinkers. Third, mobile-based value co-creation have made hoteliers all-rounders.	Three of the largest international hotel chains in the world which provide digital services.
Morosan and DeFranco (2019)	To empirically validated a conceptual model that explains consumers' unplanned spending.	Quantitative survey with hotel guests.	Spending was found to be influenced by the degree of value co-creation, as well as the marketing via interactive technologies. Self-directed customer engagement behaviours were also found to be critical to hotel monetary outcomes.	Consumers from the U.S. and abroad, who opted in for participation in research.
Sthapit (2019)	To explore specific value dimensions that generate positive value outcomes as a result of interactive value formation (IVF).	Qualitative online reviews of tourists of six hotels experiences posted on the travel site TripAdvisor.	The genuine welcome and help by a hotel employee found to be a source of a positive hotel experience and satisfaction for the guests. The combination of intangible competences and tangible elements contributes to guests' overall experience.	Finnish hotels
Huang, Chen, and Gao (2019)	To investigate the role of tourist experience in relation to individual well-being including positive emotion, life satisfaction and loyalty.	Quantitative on-site surveys with 357 spa hotel guests.	Both internal disposition and spa experience showed positive effects on subjective well-being. Travel experience and well-being found to have positive effects on customer loyalty. The experience of the wellness spa was significantly associated with emotion, satisfaction and consumer loyalty.	Spa hotel guests in Taiwan.
Morosan and DeFranco (2019)	To validate a model that examined guest intentions to use hotel interactive technologies (HINT) and their conversion behaviours.	Quantitative survey on 841 guests who stayed in hotels that offered interactive technologies.	Consumers' IT habit and hedonic motivations influenced their participation in interactions using HINT. Participation and innovativeness influenced conversion behaviour, while innovativeness and perceived benefit of using interactive technologies influenced intentions to use it.	U.S. hotel guests who stayed in hotels that offered interactive technology.
Morosan and DeFranco (2019)	To explain hotel guests' actual unplanned spending behaviour post-reservation as a result of their co-creation of value using interactive IT.	Quantitative online survey on 841 U.S. customers.	Value co-creation was found to be higher predictor than the marketing influence indicating that higher unplanned spending may result from actively engaging in co-creation using interactive IT. Performance expectancy and effort expectancy found to significantly influence co-creation.	U.S. customers who stayed in the hotels within last one year.
Sánchez-Fernández, Gallarza, and Artega (2020)	To identify the nature of consumer value through a model to show sequentially in value dimensions and their influence on satisfaction and loyalty.	Quantitative online survey on 285 hotel guests.	The finding shows that reactive intrinsic values (aesthetics and escapism) contribute to active intrinsic values (play and ethics). Therefore, the object (company)-subject (customer) relationship nature shows that the subject reacts to the objects consumed and creates active values, which have direct effects on consumer satisfaction and loyalty.	Valencia, Spain. Respondents were asked to recall their past experience at a hotel at least one year before.
Roy, Balaji, Soutar, and Jiang (2019)	To explore the antecedents and consequences of value co-creation behaviour in a hospitality context.	Quantitative online questionnaire to collect data and partial least square modelling employed to analyse it.	The research finding shows patron fairness perception increases trust and identification toward hotels, which contribute to increasing engagement in the value co-creation. In addition to that, this co-creation activities improve patron well-being and respect for hotels.	Hotel patrons in the United States and Australia.
Liu and Jo (2020)	To develop a model to test the relationships among involvement, engagement, VCB (value co-creation behaviour), and member satisfaction.	Quantitative self-administered online survey on 396 subjects.	The findings show that more involvement increases loyalty member engagement in the programme. If the programme is perceived as personal and relevant, intense thoughts and affection are shown by members toward it. Value co-creation participation and citizenship behaviours found to have positive relationship with members' satisfaction.	Customers from the USA and Canada and stayed at least once in a hotel and had a loyalty program in last one year.
Islam and Kirillova (2021)	To investigate kinesics as a component of nonverbal communication as a co-creator of experience between hotel guest-employee.	Qualitative video elicitation focus groups, with 12 hotel employees and 12 guests.	The result shows that reciprocity and engagement are two major dimensions of kinesics experience. Employees' imperative and guests' complacent cues found to trigger co-creation of experience between guests and employees.	Hong Kong hotels.
Nangpiire, Silva, and Alves (2021)	To propose a relation between CE and value co-creation to demonstrate internal actors' activities and factors that foster guests' co-creation.	Qualitative in-depth interviews, document analysis and four observation sessions.	The research result demonstrates that positive and negative engagement influence guests' interactions, which lead to value co-creation or destruction. The finding also suggests that negative interactions cause value destruction at multiple stages of the guest experience creation.	Subjects from Africa, USA and Europe and stayed in one to three-star hotels in Ghana.
Solakís, Pena-Vinces, and Lopez-Bonilla (2022)	To examine the role value co-creation in customers' perceived benefits and discover the effect of value co-creation on sources of strategy.	Quantitative self-administered questionnaire survey from 484 tourists and structural equation modelling.	The results show that transparency and risk influence guests perceptions of price and quality of hotel service, while access found to determine the quality only. Moreover, the perceived quality found to influence the perceived price.	Greek air-ports while holidaymakers were waiting for their return flights.