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Value co-creation in branding: A systematic review from a tourism perspective

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Abstract

Although the concept of value co-creation has been predominant in the marketing discipline, there remains surprisingly little research on value co-creation in branding. This paper aims to provide a systematic literature review to demonstrate how the value co-creation literature for branding and tourism destinations has evolved. A three-phase methodology was adopted to critically analyse 74 articles from 2010 to 2022 to collect ideas and develop a more comprehensive understanding. Five main research areas with several research gaps were identified and categorised as: *(a) conceptual research on value co-creation in branding; (b) Technology enables value co-creation in branding; (c) Value co-creation in branding from Enterprises' perspectives; (d) Customer engagement in brand value co-creation; and (e) Value co-creation in tourism destination branding.* Apart from providing valuable insights into value co-creation, the findings also aid marketers in establishing more effective collaboration across a variety of stakeholders and their brands, notably in the tourism industry, thereby adding to the existing literature in the marketing discipline.

Keywords: Value co-creation, brand value co-creation, branding, Service-dominant logic, tourism destination branding

1. Introduction

The notion of value co-creation first emerged by Prahalad and Ramaswamy (2004), and since then, it has become a key research priority in the marketing field. Publications have addressed value co-creation in many fields, such as in-service (Vargo & Lusch, 2004, 2014a), innovation (Füller, Hutter, & Faullant, 2011; Ngugi, Johnsen, & Erdélyi, 2010; Ramaswamy, 2010), co-production (Rátz, 2016; Truong, Pham, & Pham, 2022), and branding (Hatch & Schultz, 2010; Merz, He, & Vargo, 2009; Tynan, McKechnie, & Chhuon, 2010) among other topics. However, the definition of value co-creation still has no consensus among scholars, and subsequently, authors defined value co-creation in a way specific to their research context (Galvagno & Dalli, 2014). Existing research has already approached how customers and other stakeholders could collaborate to co-create value by participating in all stages, from new product development to service delivery (Grönroos & Voima, 2013). Their results called for a more integrated approach in which enterprises and various stakeholders collaborate to share and create new value. Similarly, the service-dominant logic (SD logic) emerged (Vargo & Lusch, 2004, 2008, 2014a, 2014b) also suggested that the company should not only focus on the product but the resource exchange process such as knowledge sharing, skills exchange among actors/stakeholders and how they lead to co-create value. Recent studies also open for a more in-depth examination into different facets of value co-creation, such as its conceptualisation (Chen, 2012; Ind & Coates, 2013), its components and measurements (Ind & Coates, 2013; Ind, Iglesias, & Schultz, 2013), or value co-creation process (Shen, Li, & Zhang, 2018).

In branding, value is one of the most critical factors in ensuring a brand. The value is created only when a customer perceives what a brand promised and offered has fulfilled their needs and expectations. Despite the dramatic increase in the literature base, value co-creation in branding is still at the early stage of development with limited emerging empirical works (Lei, Ye, Wang, & Law, 2020). Scholars have contrasting arguments on how value co-creation occurs between customers and brands. The concept of customer engagement in brand value co-creation is emerging and fragmented in the modern marketing literature (Guzmán, Paswan, & Kennedy, 2019). Over the last five years, the current research has addressed these shortcomings by stressing the vital role of customers in co-creating value and the brand co-creation process (France, Merrilees, & Miller, 2015). Nevertheless, other factors, for example, their brand knowledge, skill, spent time, or psychological inputs can also affect value co-creation, which remains a significant gap in branding literature (Tuan, Rajendran, Rowley, & Khai, 2019).

The tourism industry is characterised as high contact industry offering service experience with experiential products. Interactions and experiences determine this type of service performance shared among stakeholders. Many more studies on tourism marketing have explored the concept of value co-creation based on these interactions, which specified the concept of SD logic as a new paradigm to deliver valuable tourism services for tourists. However, studies to measure how value co-created a tourism brand is limited. This calls for more in-depth insights, especially understanding tourists' active participation as value co-creators (Rihova, Buhalis, Moital, & Gouthro, 2015).

This study fills in the gaps in marketing literature by describing the impact of co-creation on creating value for a brand to develop a larger picture of value co-creation in branding with three specific goals:
(1) To examine various theoretical concepts and research streams of value co-creation in branding literature from 2010 to April 2022.
(2) To identify recent trends and research gaps in the literature by analysing the current extant publications and forming separate categories to illustrate each group's emphasis.
(3) To present a theoretical framework for future research opportunities in value co-creation for branding for empirical validation.

The contribution of this review paper is to provide a more comprehensive understanding of consumers' involvement and participation in co-creating value, as well as managerial implications for policymakers and tourism practitioners that wish to provide facilities for this kind of value co-creation.

2. Co-creation of value in the branding concept

Prahalad and Ramaswamy (2004) defined value co-creation as jointly collaborative interaction between providers and beneficiaries to create value. Payne *et al.* (2008) conceptualised value co-creation as a process of exchanging resources and jointly creating value. Each actor interacts with and performs both roles during this process, resulting in reciprocally co-created value (Lusch & Vargo, 2011). This interactive process requires an engagement platform through which actors can share and integrate resources and develop new skills that create value for themselves. Today, the virtual engagement interface plays an important role that supports multifaceted exchanges and provides learning loops to enrich their engagement.

The consumers of the present times have a great variety of choices. To stay competitive and differentiate themselves from their competitors, companies must create the value customers are willing to pay for. However, identifying what customers value may be challenging, on the other hand, (Grönroos, 2011). Fierce competition in the modern market makes companies realise that tangible products are no longer central to their value creation endeavours. Intangible services, processes, and relationships with customers to ensure their satisfactions become of utmost importance (Vargo & Lusch, 2004, 2014a). Based on SD logic, a company cannot provide value for consumers unless consumers actively engage in co-creating value (Prahalad & Ramaswamy, 2004; Vargo & Lusch, 2004). Interactions and relationships between companies and their consumers are the centre of the co-creation process to create value (Kao, Yang, Wu, & Cheng, 2016; A. Payne, Storbacka, Frow, & Knox, 2009). There is a consensus that value co-creation benefits both companies and consumers. On the one hand, value co-creation enhances employee participation and high work performance and reduces turnover for companies. On the other hand, customers can cultivate new skills and engage in learning loops that enrich their engagement with future co-creation activities by sharing and integrating resources (Payne *et al.*, 2008).

In branding, the SD approach to co-creation emphasises the critical role of customers in co-creating value for a brand (Vargo & Lusch, 2004). The value of a brand is realised or co-created only when a customer purchases or experiences a brand (Merz *et al.*, 2009). More importantly, the formation of brand value depends significantly on the customer's abilities and engagement (Svensson & Grönroos, 2008) because a customer can co-create by affecting the way other customers perceive that brand (Payne *et al.*, 2009). As a result, recent research emphasised the building blocks of brands and relationships among customers rather than from a company site of value creation (France *et al.*, 2015). However, literature on value co-creation in branding is still at the early stage of development, with limited research (France *et al.*, 2015).

A thorough literature review discloses that brand value and brand knowledge are the two central outcomes of value co-creation in branding, with a strong focus on customer engagement. The literature presents an emerging research stream about branding that supports SDL and focuses on value creation (Kamboj, Sarmah, Gupta, & Dwivedi, 2018). These previous studies looked at the concept of value creation for customer behaviour through (a) analysing various forms of value, such as value in use, value in exchange, and value in context grounded on SDL theory (Chekalina, Fuchs, & Lexhagen, 2013; Grönroos & Voima, 2013), and (b); analysing interactions between customers and other participants during their consumption (Tommasetti, Troisi, & Vesci, 2015). Only scattered research examined the involvement of customers in the value creation process during their consuming process (Frías-Jamilena,

2018), so it remains a contextual concept and fragmented topic, especially in the tourism context (Kamboj *et al.*, 2018).

The growing impact of technology-enabled platforms on customers' behaviour has changed customers' power position as the main influential source of information about a brand for a wide range of audiences (Huerta-Álvarez, Cambra-Fierro, & Fuentes-Blasco, 2020). Since then, scholars have been interested somewhat in how customers engage with marketing activity in virtual contexts (Bowen & Ozuem, 2019). However, this virtual context, such as social commerce networks which can inspire and determine ways to co-create value, especially in a destination brand, is rare in branding literature (Buhalis & Foerste, 2015; Buttel, 2010; Kuvykaite & Piligrimiene, 2014).

3. Research methodology

This review paper aims to identify and evaluate existing research papers from 2010- to April 2022 in value co-creation for branding to present synthesised insights and propose a contingency framework (Denyer & Tranfield, 2009). Further research possibilities are open with identified research gaps and research streams in this field. A three-phase technique for data mapping, data refining, and evaluation is employed, following the criteria provided by Denyer and Tranfield (2009); Moher *et al.* (2009) for a systematic review (see Figure 1).
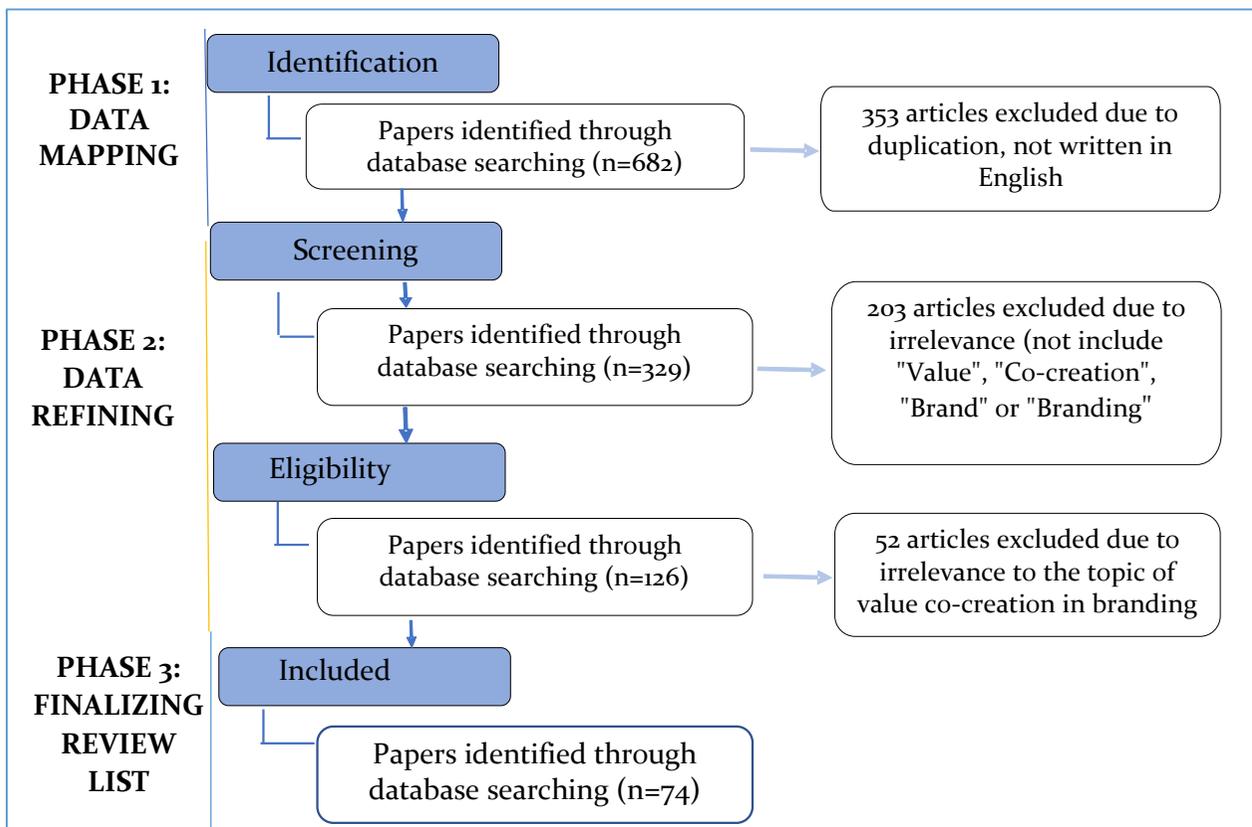

Figure 1. *Data mapping and selection process*

Phase 1: Data mapping by applying keyword search.
Yet no studies have undertaken a systematic review to understand the interaction between value co-creation and the brand created through customer engagement. To achieve this purpose, this study applies the PICOS selection criteria (Problem, Indicator, Comparison, Outcome, Study design) of the Preferred Reporting Items for Systematic Review (Moher *et al.*, 2009) to select appropriate articles. Databases of ProQuest, Web of Science, Springer, and Science Direct, Sage were used to search articles with titles or keywords including "Brand" or "branding", "Value" and "Co-creation". All articles must be written in English and published from 2010 to April 2022.

Phase 2: Refining search results.
The search attempt initially resulted in 682 articles. After removing duplicates, working papers, proceedings or dissertations, and the titles, abstracts of the remaining 126 articles were screened to ensure relevance. Selection is limited to peer-reviewed journal articles as believed to convey the most up-to-date theories and contributions and represent the most cutting-edge research (Mustak, Jaakkola, & Halinen, 2013). During this phase, the abstracts of these articles were examined to review the relevancy of the research objectives. For the eligibility step, 52 papers were excluded due to the lack of provision of relevance to the topic.

Phase 3: Evaluating articles and finalising the review list.
Only 74 studies remained after all exclusion criteria were applied (see Figure 1). After that, every article was read and analysed by all authors. Objectives, theoretical background, research context, method, finding results, research indicators, and contributions were analysed and synthesised to achieve our research objectives.

4. Findings and analysis
Among the 74 publications that have been analysed, 36 papers employed qualitative methods, and the remaining 38 applied quantitative methods. A case study in a specific industry, specific brands or tourism destinations was applied in 17 papers. Theories that were applied in these studies focused mainly on branding theory, value co-creation theory, SD logic, and customer engagement behaviours. However, the theory of customer-brand co-creation was still in the initial stage of development.

This research field is a new one, with annual growth. As shown in Figure 2., the biggest increase occurred in 2013 and peaked at 11 in 2016. The statistics also showed the greatest number of articles were published in the Journal of Business Research (14 articles); followed by Marketing Intelligence & Planning (4 articles); Journal of Product and Brand Management (4 articles); Journal of Brand Management (3 articles), Marketing Theory (3 articles) and other journals with 1-2 articles.

Based on the analysis of 74 articles published from 2010 to 2022, the findings can be organised into five research themes: (a) conceptual research on value co-creation in branding; (b) Technology-enabled value co-creation in branding; (c) Value co-creation in branding from business' perspectives (B to B, B to C); (d) Customer engagement in brand value co-creation; (e) Value co-creation in tourism destination branding. These studies acknowledge the role of various stakeholders in the ecosystem of value co-creation and the underlying mechanisms of value co-creation in the somewhat neglected branding domain.
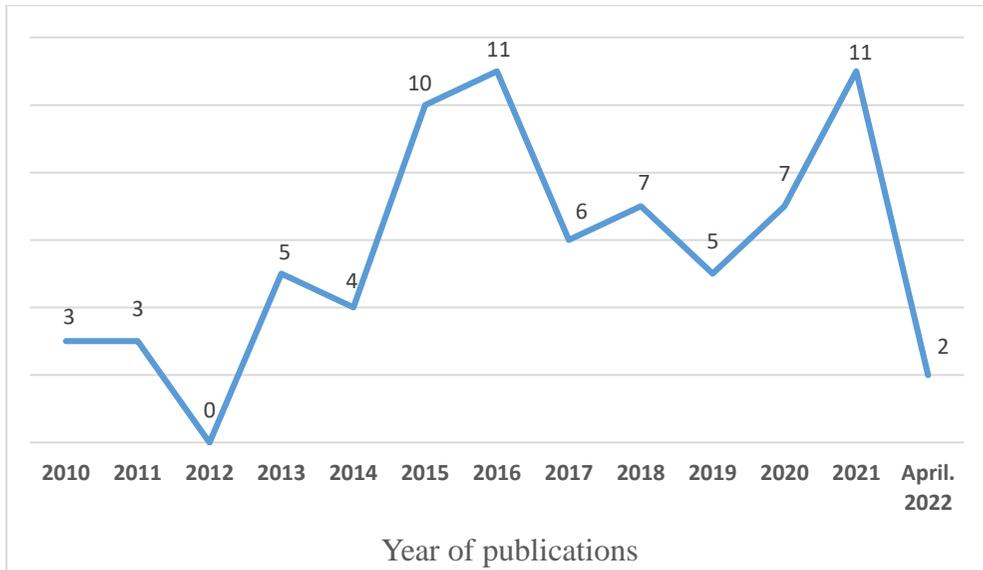
Figure 2. *Annual scientific publication from 2010 to April 2022*

4.1. Conceptual research of value co-creation in branding

Most previous studies conducted in-depth or semi-structural interviews with different stakeholders to understand the co-creation concept. Iglesias *et al.* (2017), Dean *et al.* (2016), and Kennedy and Guzmán (2016) focused on the important roles of multiple stakeholders in co-creating brand meaning through brand experiences and social interactions. Other research emphasised different business settings (Yi & Gong, 2013) or co-creation behaviour concepts based on a customer-centric view (France, Grace, Merrilees, & Miller, 2018) in value co-creation in branding. Guzmán *et al.* (2019) proposed a typology to reconcile and fill the gaps in the literature by consolidating existing work into a unified framework of interaction domain and usage domain.

Table 1. *Conceptual research of value co-creation in branding*

Category	No of Articles	Theory	Authors/ Published Year
Conceptual research	13	The grounded theory Theory of brand co-creation SD logic Consumer-based brand equity Metaphor theory	Helm and Jones (2010); Tynan, McKechnie, and Chhuon (2010); Yi and Gong ((2013); Van Dijk, Antonides, and Schillewaert (2014); France, Merrilees, and Miller (2015); Kennedy and Guzmán (2016); Kristal, Baumgarth, Behnke, and Henseler (2016); Dean, Arroyo-Gamez, Punjaisri, and Pich (2016); Iglesias, Ind, and Alfaro (2017); Biraghi and Gambetti (2017); France, Grace, Merrilees, and Miller (2018); Guzmán, Paswan, and Kennedy (2019); Rebelo, Mehmood, and Marsden (2020);

4.2. Technology-enabled value co-creation in branding

These papers focus on value co-creation in the branding field in a technology-enabled context. An online and offline engagement platform describes any place where actors can interact and exchange

resources to create joint value (Ramaswamy & Ozcan, 2014). Most studies applied social support theory, socio-technical theory, relationship theory, trust theory, the TAM model, and brand engagement to demonstrate the important role of digital technologies in co-creating value in branding. Most studies provided investigations on how consumers can be an integral part of the brand and co-create a brand in the social commerce context (Bazi *et al.*, 2019; Kennedy & Guzmán, 2017; Luo *et al.*, 2015; Morgan *et al.*, 2021; Shen *et al.*, 2018), or they confirmed key elements that directly influence the way a consumer is engaged with and co-creates a brand (Cheung *et al.*, 2020; Y. Kim & Slotegraaf, 2016). Virtual brand communities play a significant role in offering a platform for their users during the value co-creation process in the age of marketing 4.0. Current research suggests that members of virtual communities share consuming experiences, preferred attachments, and brand opinions (Ind *et al.*, 2013; Pongsakornrungsilp & Schroeder, 2011; Ramaswamy & Ozcan, 2016) and, thus, co-create the value of a brand. Other studies concluded that environmental factors, brand factors, and perceived value factors influence value co-creation in virtual brand communities (Zhao *et al.*, 2019) or customer behaviour on social media platforms (Hajli *et al.*, 2017). This extant research expanded knowledge on the process of co-creating value through a digital marketing platform that is associated with customers' experiences and brand interactivity. Value co-creation through interaction between a firm and its multiple stakeholders is still limited in research.

Table 2. *Research on value co-creation in branding with technology support*

Category	No of Articles	Theory	Authors/ Published Year
Technology-enabled value co-creation in branding	21	Theory of brand co-creation Social support theory Socio-technical theory Relationship Quality Theory Trust Theory Attribution theory	***Value co-creation in branding on social networking sites*** Healy and McDonagh (2013); Gyrd-Jones and Kornum (2013); Luo, Zhang, and Liu (2015); Hughes, Bendoni, and Pehlivan (2016); Y. Kim and Slotegraaf (2016); Choi, Ko, and Kim (2016); Kennedy and Guzmán (2017); Tajvidi, Wang, Hajli, and Love (2017); Rachão and Joukes (2017); Tajvidi, Richard, Wang, and Hajli (2018); Shen *et al.* (2018); Rialti, Caliandro, Zollo, and Ciappei (2018); Bazi, Hajli, Hajli, Shanmugam, and Lin (2019); Seifert and Kwon (2019); Rubio, Villaseñor, and Yagüe (2020); Cheung, Pires, Rosenberger, and De Oliverira (2020); Morgan, Wilk, Sibson, and Willson (2021); (Wang, Tajvidi, Lin, & Hajli, 2020); Rao, Rao, and Acharyulu (2021); Shulga, Busser, Bai, and Kim (2021); Sadyk and Islam (2022).
Technology-enabled value co-creation in branding	9	Social cognitive theory Gratification theory Theories of Motivation The grounded theory	***Value co-creation in branding on virtual brand community*** Pongsakornrungsilp and Schroeder (2011); Ind *et al.* (2013); Cova, Pace, and Skålén (2015); Goworek, Perry, Kent, Roncha, and Radclyffe-Thomas (2016); Ramaswamy and Ozcan (2016); Hajli, Shanmugam, Papagiannidis, Zahay, and Richard (2017); Kennedy and Guzmán (2017); Zhao, Chen, Zhou, and Ci (2019); Chapman and Dilmperi (2022).

4.3. Value co-creation in branding from enterprises' perspectives (B2B, B2C)

These reviewed papers identified elements enacting collaborative interaction between a firm and brand community members (Skålén *et al.*, 2015) or internal stakeholders (Schmeltz & Kjeldsen, 2019) or among multiple stakeholders (Zhang & He, 2014). This investigation can help customers perceive brand value and improve brand performance.

Table 3: *Research on value co-creation in branding from the perspectives of enterprises*

Category	No of Articles	Theory	Authors/ Published Year
Value co-creation in branding from enterprises' perspectives (B2B, B2C)	11	SD logic Value co-creation	Hatch and Schultz (2010); Juntunen, Juntunen, and Autere (2013); Zhang and He (2014); Gambetti and Graffigna (2015); Skålén, Pace, and Cova (2015); Scandelius and Cohen (2016); Schmeltz and Kjeldsen (2019); Liu, Li, and Sheng (2021); Van Nguyen, Duy Nguyen, Nguyen, and Nguyen (2021); Le, Bui, Duong, and Chang (2021); (Martillo Jeremías & Polo Peña, 2021)

4.4. Customer engagement in value co-creation branding

Before addressing how customers co-create value, it's critical to comprehend the consumer's active participation in co-creating value for a brand. The findings of extant studies revealed a shift into a more emergent, constructivist, and network-based approach to adopting and controlling brands in customers' minds. Customer engagement behaviour (Jaakkola & Alexander, 2014), customers' participation (Nysveen & Pedersen, 2014), psychological effects (Hsieh & Chang, 2016), customisation interactivity, and entertainment (Cheung *et al.*, 2020) all have an impact on value co-creation, customer satisfaction, and brand loyalty. By engaging with a brand, consumers experience greater emotional and social value that, in turn, helps increase brand loyalty and the value of branding (Kuvykaite & Piligrimiene, 2014). Previous studies focused on consumer-brand engagement behaviour, but an integrated evaluation of consumer-brand engagement –what and how they should be engaged in co-creating value for the brand- is still neglected.

Table 4. *Research on value co-creation branding focusing on customer engagement.*

Category	No of Articles	Theory	Authors/ Published Year
Customer engagement in brand value co-creation	9	Social identity theory SD logic Self-determination Theory Implicit Theory of Self-esteem Consumer-based brand equity Co-creation theory	Nysveen and Pedersen (2014); Jaakkola and Alexander (2014); Hsieh and Chang (2016); Black and Veloutsou (2017); Merz, Zarantonello, and Grappi (2018); Xu, Bai, and Li (2020); Hesse, Schmidt, & Baumgarth (2020); Nadeem, Tan, Tajvidi, and Hajli (2021); My-Quyen and Hau (2021).

4.5. Value co-creation in tourism destination branding

Most of these studies examined how tourists perceive a country or a place as a tourist destination in tourism place branding, city branding (Oliveira & Panyik, 2015), or how other stakeholders engage in this value co-creation and co-branding process (Hjalager & Konu, 2011). These recent studies were

among the first to consider tourism destination brands as co-created products (Giannopoulos *et al.*, 2020). SD logic, brand equity, and institutional theory are mostly used in these studies.

Table 5. *Research on value co-creation in destination branding*

Category	No of Articles	Theory	Authors/ Published Year
Value co-creation in tourism destination branding	11	SD logic Consumer-based brand equity Theory of co-creation	Hakala and Lemmetyinen (2011); Hjalager and Konu (2011); Oliveira and Panyik (2015); Seljeseth and Korneliussen (2015); Thelander and Säwe (2015); Frías Jamilena, Polo Peña, and Rodríguez Molina (2016); Vallaster, Von Wallpach, and Zenker (2018); Kim, Stepchenkova, and Babalou (2018); Giannopoulos *et al.*, (2020); Kleber and Juusola (2021); Teresa Borges-Tiago, Arruda, Tiago, and Rita (2021)

To begin with, the critical role of technology as the focal platform for brand value co-creation has been dominant in tourism literature (Liburd, Nielsen, & Heape, 2017; Tregua, D'Auria, & Costin, 2020). Oliveira and Panyik (2015) defined a destination brand as the sum of all storytelling and destination experiences. Tourists act as co-creators of destination brands through ICT accessibility (Teresa Borges-Tiago *et al.*, 2021). Rachão and Joukes (2017) explored the use of Facebook by agritourism operators in co-creating brands of rural destinations. Other papers highlighted value co-creation as a strategy for destination branding through the interplay among different actors in specific tourism contexts. Vallaster *et al.* (2018), and Hakala and Lemmetyinen (2011) have focused on concepts of value co-creation as a strategy in terms of place branding. Hjalager and Konu (2011) contributed to the tourism marketing literature with models for co-creation and co-branding that provided a better understanding of the value chain dynamics in the wellness industry. Giannopoulos *et al.* (2020) proposed a stepwise strategic imperative for brand co-creation in the tourism destination context. Fras Jamilena *et al.* (2016) were among the first scholars to emphasise tourists' entire destination experience, increasing the overall value of a tourism destination. However, our findings revealed a few qualitative studies on tourism destinations in the existing literature. A core concept of SD logic is that value is co-created among participants in this service system, and it has received a lot of attention in these peer-reviewed studies. Still, there is a need to clarify the meaning of certain notions connected to value co-creation.

5. Discussion and implications

This paper aims to synthesise the existing knowledge on value co-creation in branding to provide a foundation for the systematic development of the value co-creation concept for branding marketing, including tourism destination context. With the results of these analyses, our paper contributes some significant academic and managerial implications: (1) contributes to the development of theory, managerial decisions, and research and education in the field of value co-creation for the existing literature on branding; (2) identifies five research themes emerging from the existing literature with analytical findings; and (3) assists marketers to comprehend collaboration among multiple players and their brand, especially in the tourism area, by building a better understanding of value co-creation for branding. It also helps to form a practical branding strategy.

Generally, researchers looked into how the value co-creation process helps enhance the brand value of companies. In this direction, the SD logic of marketing was elaborated to enhance the understanding of brand and branding in most research streams. Importantly, interactive value formation that is co-

created by the interaction among consumers- brand and consumers-consumers through engagement platforms has gained great attention with an increasing number in research. One valuable insight in the value co-creation brand literature is that consumers view a brand as highly valuable only when the co-creation process has resulted in better responsiveness from the brand and provides added value, such as ease of use and enjoyment (Pham & Pham, 2021).

This study leads to a shift in the thinking pattern of enterprises toward value co-generated through customer experience. It is critical to provide complex and open environments to encourage customers to actively participate in co-generating value, resulting in increased competitive advantages for businesses. Companies can engage actively with their costumer in developing an effective branding strategy, especially when encouraging and empowering customers to be their brand ambassadors. In the tourism business, the contentment of tourists is to evaluate service performance. Tourists can optimise, express, and share their happiness and satisfaction with other tourists by interacting with destination brands through social networking settings. They are increasingly becoming active content creators, utilising online platforms to co-create value for a firm as brand ambassadors, but they can also co-deduct value as brand destroyers. As a result, tourism businesses must be aware of this power to foster favourable outcomes through value co-creation with tourists. In other words, a new paradigm in brand thinking emphasizes a participative and collaborative approach from customers' perspectives when they interact with a brand in various settings (Ind, Coates, & Lerman, 2020). As a result, how consumers perceive a brand's value and their co-creation interaction and behavior are essential concepts in the branding domain, explaining how customers create value (France, Grace, Lo Iacono, & Carlini, 2020).

6. Limitations and Future research possibilities

Our research findings have limitations related to the research design and the databases. Firstly, the highly structured approach of systematic literature offers less flexibility than other methodologies (Furunes, 2019). Another restriction is the small size of survey studies due to the strict criteria used in selecting peer-reviewed papers published in Scopus-indexed and ISI-indexed journals and only those written in English. However, these restrictions are necessary to keep the objective manageable. Thirdly, the interpretation of the results of the studies can lead to a certain degree of subjectivity for the researchers.

The literature reviews in this paper were completed to analyse value co-creation theory and research model in the branding field and highlight some research gaps that will create more insights into the literature: To begin with, addressing the notion of value co-creation in branding is tough because it is a complicated construct specific to a context and a central stakeholder. As a result, it can be interpreted and measured in various ways. Future studies may develop a theoretical framework to integrate applicable value co-creation methods.

Second, value co-creation literature presents the idea that value is co-created through the reciprocal service of customers and service providers. This interaction is not dyadic but is considered a multi-actor phenomenon (Vargo & Lusch, 2016). However, prior research either considered value created from the perspective of service providers or somewhat from customers. But a clear conceptualisation of how these actors can engage with and contribute to the value co-creation process (Grönroos & Voima, 2013), what environmental factors affect this process (Cheung, Ting, Cheah, & Sharipudin, 2020), and what other multiple stakeholders' interplay to co-create brand value are left unknown.

Third, customer engagement continues to gain more attention in the broader marketing literature, starting from the work of Brodie, Ilic, Juric, and Hollebeek (2013) and extending to examine this value co-creation concept in virtual brand communities or through social media. Studies that emphasise the impact of brand value have been scrutinised despite the recent significant attention on co-creation literature research. The notion of customer brand co-creation is still in its initial phases of development, rendering the value co-creation concept challenging to apply. Other factors such as brand knowledge, customer skill, customer consumption process, or customers' psychological inputs remain a significant gap (Tuan *et al.*, 2019) that calls for further research.

Previous studies have highlighted the importance of technology-enabled platforms in facilitating networks of relationships between providers, consumers, and other users in a relationship with a brand. In this direction, future research should explore how customers use this type to connect and interact with brand communities and maintain an ongoing community-brand relationship that promotes and allows consumers to experience emotional engagement with a brand. On the one hand, consumers and service providers can both benefit from value co-creation through facilitating shared understanding, communication, and interactions. However, value can be co-deducted in practice with negative emotion, e-WOM and revenge (Yeh, Fotiadis, Chiang, Ho, & Huan, 2020). Future studies can explore customer engagement's critical role in value co-creation and value co-destruction in branding.

Fourthly, grounded on SD logic, the value co-creation concept has become dominant in marketing applications, especially for the service industry, to capture collaboration among actors from new product development to service delivery (Grönroos, 2012). As tourism is categorised as a high contact service industry that offers *experiential products*, tourists enact their experiences and co-create value during the entire consumption process at the destination (Vargo & Lusch, 2014a). However, this value co-creation process by which tourists can co-create value for a destination brand is still rare in tourism research (Gomez, Lopez, & Molina, 2019). These existing studies exert little discussion on a formal and explicit construction and detailed scope of value co-creation for tourism branding. As a result, the application of this theory is still limited and difficult (Kamboj *et al.*, 2018). In the tourism context, it is crucially important to consider all the three consuming phases of tourists' experience: the pre-visit, when they plan their trip and access information for the trip; the during- visit when they visit a destination and consume during their stay and the post-visit stage referring to their evaluation after the trip, and willingness to recommend that destination to others (Prayag, Hosany, Muskat, & Del Chiappa, 2017). It highlights the need for future research possibilities to fill in this gap.

Lastly, the concept of co-creation and value co-creation for branding has gained more attraction with the continued rapid expansion of a lot more influential publications in this field. However, there are few review papers on value co-creation for branding. Future studies may continue to conduct review studies over a shorter period, for example, every five to seven years. They might use different methods, such as bibliometrics, to learn more about this field.

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