Department of Digital Business
Journal of Artificial Intelligence and Digital Business (RIGGS)
Homepage: https://journal.ilmudata.co.id/index.php/RIGGS
Vol. 4 No. 2 (2025) pp: 4146-4155
P-ISSN: 2963-9298, e-ISSN: 2963-914X

Mapping Value Co-Creation in Human Resource and Digital Service Systems: A Systematic Literature and Bibliometric Review

Rizka Kurnia Andaru, Nesya Nandini Maulida, Yasyifa Dian Urfina, Nazilatus Syiam
[1,3,4]Business Administration, Faculty of Social and Political Sciences, Muhammadiyah Mataram University Institution
[2]Business Administration, Faculty of Administrative Sciences, Brawijaya University
[1]rizkaandaru@ummat.ac.id, [2]nesyanandini@student.ub.ac.id., [3]yasyifadianurfina@ummat.ac.id,
[4]nazilatussyiam@ummat.ac.id

Abstract

This study aims to systematically explore the scholarly development surrounding value co-creation over the past decade. Particular emphasis is placed on understanding the literature's conceptual structure and thematic directions, especially within the framework of service-dominant logic, digital transformation, and the active engagement of actors in value-creation processes. A Systematic Literature Review (SLR) was conducted following the PRISMA protocol, complemented by bibliometric analysis using data sourced from the Scopus database. A total of 75 journal articles published between 2015 and 2025 were examined through the Bibliometrix R package. The analysis reveals a stable growth in academic output, with most contributions originating from the United Kingdom, the United States, and Australia. Key focal points include actor-to-actor engagement, resource integration, the role of artificial intelligence in organizational transformation, and co-production within service ecosystems. The reviewed literature indicates a significant shift from traditional firm-centric perspectives to collaborative, ecosystem-based models involving human and technological actors. These findings offer valuable insights for practitioners and policymakers in designing service strategies grounded in collaboration, fostering digital engagement platforms, and innovating actor-centric business models. Furthermore, the study enhances our understanding of how value is increasingly shaped by stakeholder participation and the mediating role of advanced technologies.

Keywords Value co-creation, Service-Dominant Logic, Digital Transformation, Actor Engagement, Bibliometric Analysis, Human Resource.

1. Introduction

Over the past decade, value co-creation has gained significant prominence in strategic management and service innovation discourse, particularly regarding digital transformation and actor-based systems (Storbacka et al., 2016; Vargo & Lusch, 2016). Shifting economic dynamics and the growing role of technologies such as artificial intelligence have encouraged organizations to move away from transactional value creation models toward more collaborative and participatory approaches (Paschen et al., 2021; Kaartemo & Helkkula, 2018). In this increasingly complex environment, multi-actor engagement has become a reflection of changing market dynamics and an indication of a fundamental shift in the logic of service and resource orchestration (Chou et al., 2023; Mele et al., 2021).

Recent studies emphasize that value is no longer created solely at the point of service delivery but is co-shaped throughout the entire customer journey from pre-purchase to post-consumption through mechanisms such as actor engagement, resource integration, and digital platform interaction (Lassila et al., 2023; Heikka et al., 2018). In the human resource domain, co-creation has also emerged as a strategic approach to enhance employee engagement and work experience quality, especially in increasingly personalized and technology-mediated work environments (Belal et al., 2022; Marzullo et al., 2021). This approach is particularly relevant in the evolution toward well-being ecosystems, which center on the co-design of services by users and providers (Ansari et al., 2025; Teixeira et al., 2024).

Despite its theoretical development, the operationalization of value co-creation still varies widely across sectors, actor configurations, and human-technology integration (Mele et al., 2021; Kaartemo & Helkkula, 2018). This underscores the need for systematically mapping current trends, conceptual structures, and thematic directions

to consolidate diverse perspectives and guide future scholarly efforts. A combined approach of systematic literature review (SLR) and bibliometric analysis is thus well-suited to explore the evolution of the discourse, identify influential contributions, and highlight gaps and opportunities for future research (Donthu et al., 2021; Kurdi, 2022).

Accordingly, this study seeks to answer the following research questions:

Table 1. Research Questions

No	Research question
1	What are the trends, conceptual structures, and collaboration patterns in value co-creation research published between 2015 and 2025?
2	What are the dominant themes, theoretical approaches, and future research directions in value co-creation studies, particularly in digital transformation and actor engagement?

Source: Processed Data (2025)

2. Research Methods

This study employs a Systematic Literature Review (SLR) approach guided by the PRISMA 2020 protocol (Preferred Reporting Items for Systematic Reviews and Meta-Analyses). Bibliographic data were retrieved exclusively from the Scopus database, which is recognized as one of the most comprehensive and reputable academic indexing platforms. The search process involved using core keywords such as “value co-creation” and “human resource,” filtered by the subject area of Business, Management, and Accounting, and limited to peer-reviewed journal articles published in English between 2015 and 2025.

The PRISMA methodology follows four essential stages: identification, screening, eligibility, and inclusion. From an initial pool of 252 documents, 229 articles were shortlisted based on title and abstract relevance. After further assessment for eligibility, 75 articles were deemed suitable and included for complete analysis (see PRISMA Flow Diagram). The use of this framework aligns with previous studies that combine systematic and bibliometric reviews in the fields of management and digital innovation (Neri et al., 2022; Donthu et al., 2021).

This methodological framework is widely recommended for its transparency and reproducibility in objectively selecting and evaluating academic literature (Page et al., 2021). The integration of PRISMA-based SLR with bibliometric tools such as Bibliometrix R enables a robust exploration of both content-related aspects (e.g., theories, variables) and structural patterns (e.g., keywords, co-authorship networks, publication sources) (Kraus et al., 2020). Furthermore, this technique facilitates the extraction of impact metrics and thematic trends that illuminate the evolution and convergence of concepts over time (Donthu et al., 2021; Kurdi, 2022).

Within this context, PRISMA serves as a selection framework and quality assurance mechanism to ensure systematic rigor in evidence-based literature reviews. This approach is particularly well-suited for examining value co-creation, AI-driven transformation, and strategic human resource management, which have gained significant momentum in the last decade (Tranfield et al., 2003; Snyder, 2019).

DOI: https://doi.org/10.31004/riggs.v4i2.1188

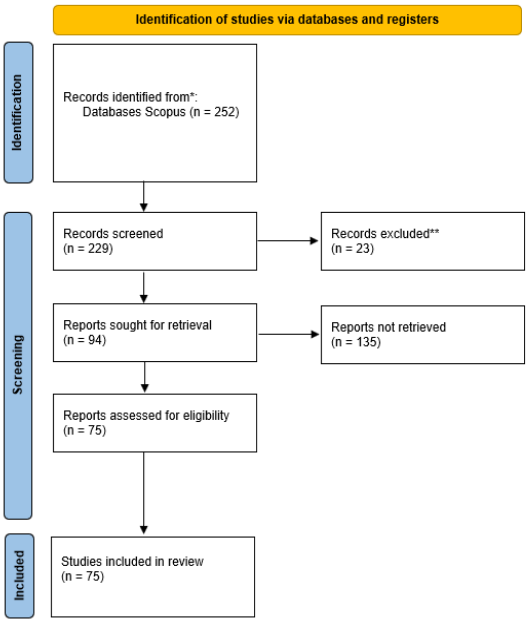


Figure 1. PRISMA Flow Diagram

3. Results and Discussions

3.1. General Bibliometric Description

Based on Figure 2, the bibliometric analysis of 75 scholarly documents published between 2015 and 2025 reveals an annual growth rate of 2.26% in research output. This indicates a moderate yet consistent rise in academic interest surrounding the topic, with publications dispersed across 61 sources, including peer-reviewed journals, conference proceedings, and academic book chapters. Such distribution reflects the multidisciplinary nature and growing maturity of the field.

A total of 242 authors contributed to these publications, suggesting a high level of collaboration further evidenced by a co-authorship rate of 3.31 authors per document and an international collaboration rate of 32%. These figures underscore the global and cross-border appeal of value co-creation research, aligning with Paschen et al. (2021), who highlight the need for interdisciplinary and international efforts to understand technology's transformative role in organizations.

Only eight documents were authored by a single researcher, reinforcing that collaborative approaches have become the norm within this domain. The average age of the documents is 4.32 years, indicating that the body of literature is relatively recent and highly relevant to current issues. This is particularly significant given the evolving nature of topics such as the circular economy, AI-driven transformation, and co-creation, which require up-to-date literature to ensure analytical validity (Ansari & Ordóñez de Pablos, 2025).

Moreover, the dataset includes 316 unique keywords, reflecting a rich thematic focus and theoretical orientation diversity. Notably, the high average number of citations per document (44.69) suggests that many selected articles have made significant intellectual contributions and continue to influence ongoing academic conversations in this area.

DOI: https://doi.org/10.31004/riggs.v4i2.1188

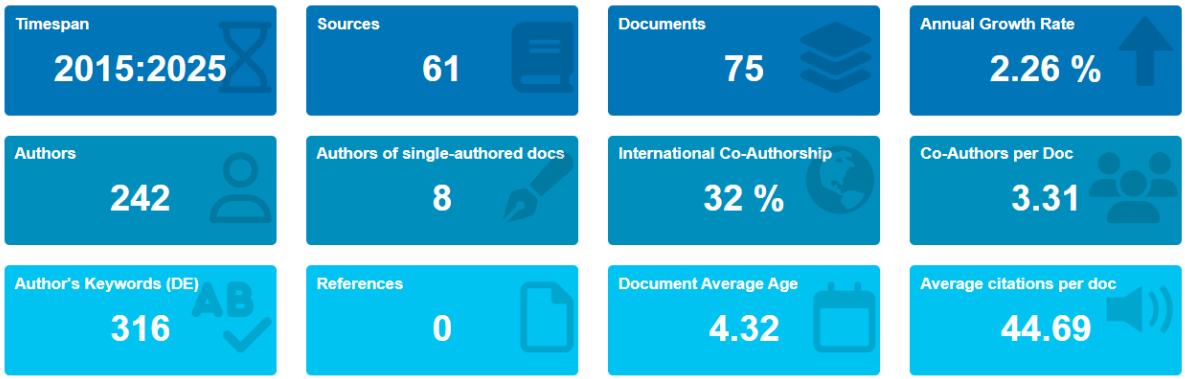


Figure 2. Main Information
Source: Processed Data (2025)

3.2 Global Thematic Patterns Based on the Three-Field Plot

The three-field plot visualization connects three essential elements within the literature landscape: author countries (AU_CO), author keywords (DE), and research topics or fields (ID). The data highlight that countries such as the United Kingdom, the United States, and Australia are leading contributors to publications focusing on value co-creation, artificial intelligence, and service-dominant logic. These themes are frequently applied in human resource management, technological development, and service industries.

The dominance of value co-creation as a central theme illustrates a notable paradigm shift from transactional approaches to more collaborative strategies in value management and service innovation, as emphasized by Storbacka et al. (2016), Paschen et al. (2021), and Inderjeet & Scheepers (2022). Keywords such as artificial intelligence and technology also emerge as key connectors among countries, reinforcing the central role of digital transformation across various organizational contexts, including service ecosystems and HR practices.

Moreover, the appearance of terms like corporate social responsibility (CSR), co-production, and employee engagement points to a growing international focus on sustainability, collaboration, and workforce participation. These interconnections underscore the necessity of multidisciplinary and cross-sectoral approaches to fully understand the dynamics of value creation within modern organizations.

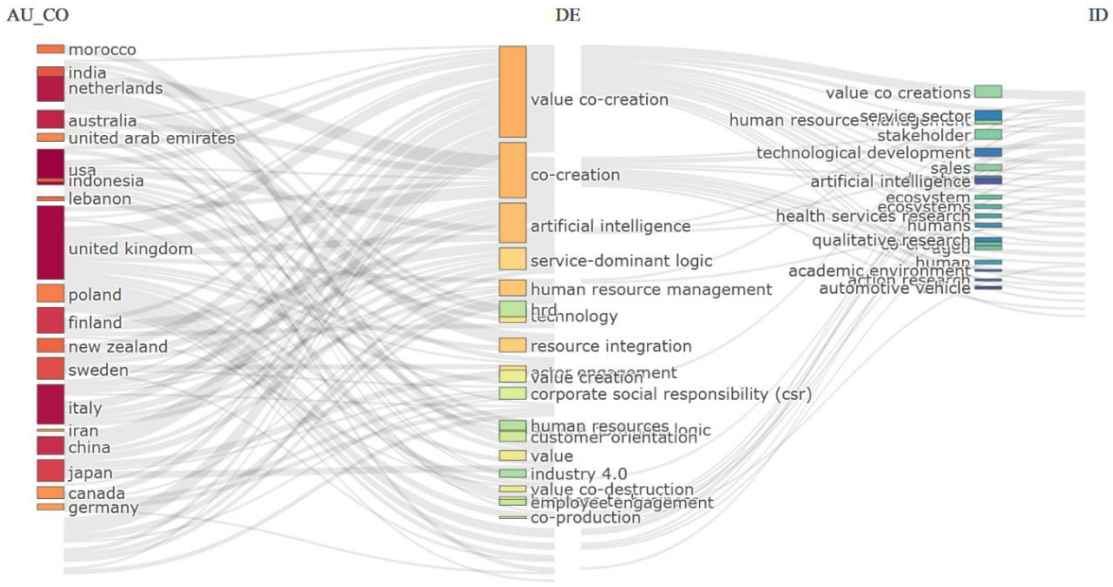


Figure 3. The three-field plot visualization
Source: Processed Data (2025)

DOI: https://doi.org/10.31004/riggs.v4i2.1188

3.3 Analysis of Influential Sources and Citation Metrics

The analysis of the most relevant sources and their impact reveals two important dimensions in this literature landscape: the productivity of journals and their bibliometric influence. First, based on the number of published articles within the dataset, ten core journals contributed between two and three articles each. Among them, four journals *European Journal of Training and Development*, *Journal of Business and Industrial Marketing*, *Journal of Business Research*, and *Journal of Services Marketing* each published three articles, confirming their consistent role as key publication outlets for research on value co-creation, artificial intelligence, and strategic human resource management. The details are presented in Table 2, which ranks the most relevant sources by article count.

Tabel 2. Most Relevant Sources by Article Count

Sources	Articles
EUROPEAN JOURNAL OF TRAINING AND DEVELOPMENT	3
JOURNAL OF BUSINESS AND INDUSTRIAL MARKETING	3
JOURNAL OF BUSINESS RESEARCH	3
JOURNAL OF SERVICES MARKETING	3
EUROPEAN JOURNAL OF MARKETING	2
INTERNATIONAL JOURNAL OF PHARMACEUTICAL AND HEALTHCARE MARKETING	2
JOURNAL OF HEALTH ORGANIZATION AND MANAGEMENT	2
JOURNAL OF SERVICE THEORY AND PRACTICE	2
SERVICE INDUSTRIES JOURNAL	2
TQM JOURNAL	2

Source: Processed Data (2025)

Second, in terms of bibliometric indicators, *Journal of Business Research* stands out with 763 total citations from just three articles. It also holds the highest h-index and g-index scores (both 3) and an m-index of 0.3, confirming its substantial academic impact and role as a central reference in subsequent studies on AI and co-creation (Kaartemo & Helkkula, 2018). Meanwhile, although *Journal of Business and Industrial Marketing* and *Journal of Services Marketing* recorded the same number of publications, their total citation counts are relatively lower (66 and 196, respectively). Nevertheless, they remain influential in advancing discussions on *service-dominant logic* and relationship-based marketing, especially in the context of ongoing digital transformation (Storbacka et al., 2016; Inderjeet & Scheepers, 2022). Detailed citation impact metrics for each journal are shown in Table 3.

Table 3. Citation Impact Metrics of the Most Relevant Journals

Source	h_index	g_index	m_index	TC	NP	PY_start
EUROPEAN JOURNAL OF TRAINING AND DEVELOPMENT	3	3	0,333	41	3	2017
JOURNAL OF BUSINESS AND INDUSTRIAL MARKETING	3	3	0,5	66	3	2020
JOURNAL OF BUSINESS RESEARCH	3	3	0,3	763	3	2016
JOURNAL OF SERVICES MARKETING	3	3	0,429	196	3	2019
EUROPEAN JOURNAL OF MARKETING	2	2	0,25	79	2	2018
INTERNATIONAL JOURNAL OF PHARMACEUTICAL AND HEALTHCARE MARKETING	2	2	0,182	28	2	2015
JOURNAL OF HEALTH ORGANIZATION AND MANAGEMENT	2	2	0,667	8	2	2023
JOURNAL OF SERVICE THEORY AND PRACTICE	2	2	0,5	25	2	2022
SERVICE INDUSTRIES JOURNAL	2	2	0,4	172	2	2021
ACTION RESEARCH	1	1	0,5	3	1	2024

Source: Processed Data (2025)

3.4 Author Relevance and Impact

The analysis of the most relevant authors and their scholarly impact highlights several key contributors who have shaped the academic discourse surrounding value co-creation. Authors such as Belal H.M., Kaartemo V., Marzullo M.L., and Meijerink J. each authored two articles in this dataset, positioning them as the most productive contributors regarding publication count.

However, when viewed through the lens of academic influence—measured by total citations and h-index—Meijerink J. stands out with the highest impact, having received 274 citations from just two publications. This

DOI: https://doi.org/10.31004/riggs.v4i2.1188

resulted in an h-index, a g-index of 2, and an m-index of 0.25. These figures reflect the substantial resonance of his research, particularly in studies that explore the managerial implications of technology-enabled HR practices and service-dominant logic (e.g., Meijerink & Bondarouk, 2018; Meijerink & Keegan, 2019).

Kaartemo V. also demonstrated notable influence, accumulating 219 citations for his contributions to developing service-dominant logic and value co-creation theory, underscoring his position in the academic community. Meanwhile, although Belal H.M. garnered fewer citations (17 in total), his fractionalized authorship score of 0.83 indicates a high degree of involvement in each of his publications, suggesting a strong individual contribution to collaborative work (as presented in Table 5).

Table 4. Most Relevant Authors and Their Citation Impact Metrics

Author	h_index	g_index	m_index	TC	NP	PY_start
BELAL HM	2	2	0,182	17	2	2015
KAARTEMO V	2	2	0,25	219	2	2018
MARZULLO ML	2	2	0,4	125	2	2021
MEIJERINK J	2	2	0,25	274	2	2018
MELE C	2	2	0,4	125	2	2021
SHIRAHADA K	2	2	0,182	14	2	2015
ABBASS Z	1	1	0,5	1	1	2024
ABBOTT JA	1	1	1	101	1	2025
ACIKGOZ F	1	1	1	101	1	2025
AGNIHOTRI R	1	1	0,25	11	1	2022

Source: Processed Data (2025)

Table 5. Most Relevant Authors by Number of Articles and Fractionalized Contribution

Authors	Articles	Articles Fractionalized
BELAL HM	2	0,83
KAARTEMO V	2	0,75
MARZULLO ML	2	0,50
MEIJERINK J	2	1,00
MELE C	2	0,50
SHIRAHADA K	2	0,67
ABBASS Z	1	0,33
ABBOTT JA	1	0,03
ACIKGOZ F	1	0,03
AGNIHOTRI R	1	0,33

Source: Processed Data (2025)

3.5 Country-Level Scientific Production and Collaboration

The Country Scientific Production data reveals that the United States (31 documents), the United Kingdom (26), and Italy (15) lead in publication output related to value co-creation, artificial intelligence, and service-dominant logic. These findings underscore Western countries' dominance in shaping this field's scholarly landscape. While the United States leads in publication volume, the United Kingdom demonstrates a distinct strength in coordinating international research efforts. Figure 5 explain about The Country Scientific Production.

This observation is supported by data from the countries of the Corresponding Authors (Figure 4), which positions the United Kingdom at the top. Eleven documents list UK-based corresponding authors, 36.4% of which are results of multi-country collaborations (MCP). This highlights the UK's dual role as a major knowledge producer and a global hub for cross-border academic cooperation. Similarly, countries like the Netherlands (MCP 40%) and Sweden (MCP 50%) exhibit strong collaborative tendencies, reinforcing their strategic emphasis on international partnerships.

Countries such as Finland, Germany, and Pakistan also appear on the list. While their publication volumes are relatively lower, their contributions are primarily rooted in international collaborations. This pattern is consistent with the nature of several influential studies—such as those by Kaartemo V. and Meijerink J.—which emphasize the importance of adopting cross-national and cross-sector perspectives to develop more inclusive conceptual frameworks.

Overall, the geographical distribution of contributions illustrates that research in this domain is not only transnational in scope but also increasingly reliant on collaborative networks that integrate technology, value systems, and human capital on a global scale.

DOI: https://doi.org/10.31004/riggs.v4i2.1188

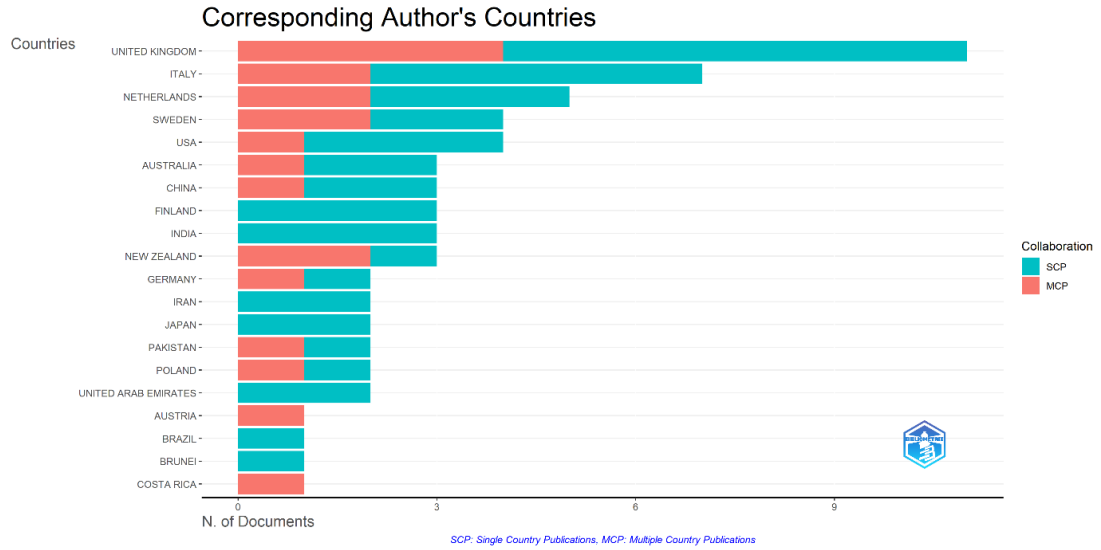
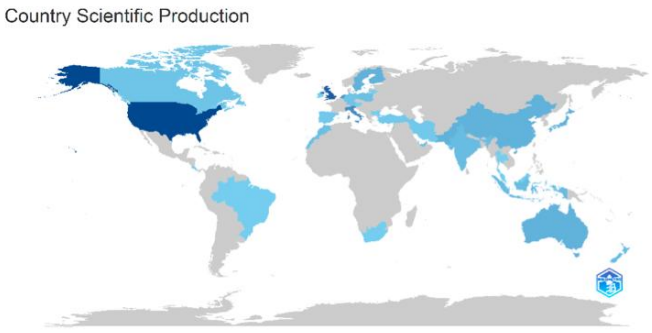


Figure 4. Corresponding Authors' Countries and Rates of International Collaboration



Country	Freq
USA	31
UK	26
ITALY	15
NETHERLANDS	13
AUSTRALIA	7
CHINA	7
FINLAND	7
JAPAN	7
PAKISTAN	7
SWEDEN	7

Figure 5. Country-Level Scientific Production on Value Co-Creation and Digital Transformation

3.6 Dominant Patterns in the Academic Discourse

The analysis of Keyword Plus through the WordCloud visualization reveals the frequent appearance of terms such as “value co-creations,” “stakeholder,” “qualitative research,” and “technological development.” These keywords indicate that the core focus of the literature centers around collaborative value creation, the involvement of key actors, and the application of qualitative approaches to understand organizational and digital contexts. Additional terms like service sector, ecosystems, sales, and health services research further confirm the strong relevance of this discourse within both business environments and public service domains.

In parallel, the TreeMap generated from Author Keywords highlights recurring terms such as “value co-creation” (25 occurrences), “co-creation” (13), “artificial intelligence” (8), and “resource integration” (4). The prominence of keywords like “service-dominant logic,” “actor engagement,” and “employee engagement” reflects the dominant theoretical frameworks used to explain actor interactions and value generation within service systems.

The consistency between these two categories—system-generated keywords (Keyword Plus) and author-defined terms (Author Keywords)—indicates a stable and coherent trajectory within the research landscape. For instance, studies by Storbacka et al. (2016) and Kaartemo & Helkkula (2018) position value co-creation and service ecosystems as central constructs for explaining the dynamics of digital business. Paschen et al. (2021) similarly highlight the strategic role of artificial intelligence in accelerating and expanding co-creation mechanisms between organizations and customers.

Moreover, keywords such as human resource management, industry 4.0, technology, and corporate social responsibility (CSR) expand the thematic breadth of the field, indicating that value creation is not only relevant to

DOI: https://doi.org/10.31004/riggs.v4i2.1188

customer interactions but also deeply embedded in internal organizational strategy and corporate sustainability efforts (see: Belal et al., 2022; Marzullo et al., 2021).

Overall, the synergy between Keyword Plus and Author Keywords reinforces the field's topical relevance and thematic coherence, suggesting that research in this area is inherently integrative systematically and strategically linking technology, value, people, and organizational processes. In summary, the synergy between Keyword Plus and Author Keywords, as visualized in Figure 6 and Figure 7, reinforces the topical relevance, thematic coherence, and integrative nature of this field strategically linking technology, value, people, and organizational processes.

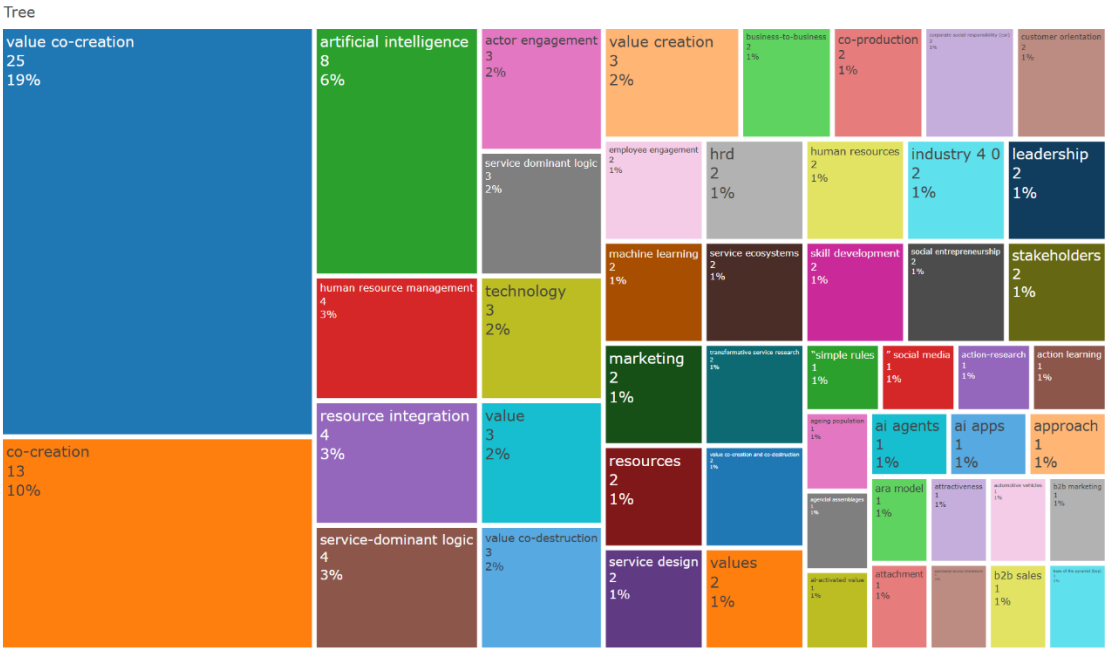


Figure 6. TreeMap of Author Keywords and Their Relative Frequency

Figure 7. WordCloud of Keyword Plus Showing Dominant Terms in the Literature

3.7 Country Collaboration Analysis

The global country collaboration map reveals a notable degree of cross-border partnerships in research on value co-creation, service innovation, and digital transformation. Prominent collaborative links include Australia–China, Finland–Qatar, and Australia–Sweden. Australia, in particular, emerges as a central hub, engaging in active

DOI: https://doi.org/10.31004/riggs.v4i2.1188

partnerships with several countries across Asia and Europe. These findings support previous studies by Paschen et al. (2021) and Inderjeet and Scheepers (2022), who leveraged cross-national approaches to examine the role of AI and leadership in service innovation contexts.

The United Kingdom, which leads in corresponding author affiliations, is also a key node in global collaboration networks. Its international partnerships help disseminate core concepts such as service-dominant logic and actor engagement on a global scale, as previously emphasized by Kaartemo and Helkkula (2018) and Meijerink and Bondarouk (2018).

Finland stands out for its collaborations with countries such as New Zealand and Qatar, reflecting a proactive transnational approach, even with partners from relatively minor academic ecosystems. Such collaborations often lead to broader contextual applications of theory, echoing the argument made by Storbacka et al. (2016) that cross-cultural and cross-economic integration enriches the thematic validity of co-creation research.

Additionally, the presence of Asian countries such as China, India, and Indonesia within the collaboration network—although still limited in volume—signals a growing contribution from the Global South to academic discourse on digital transformation and organizational studies. This trend reflects a broader shift in knowledge dissemination, moving from Western-centric models toward a more inclusive and globally distributed research landscape.

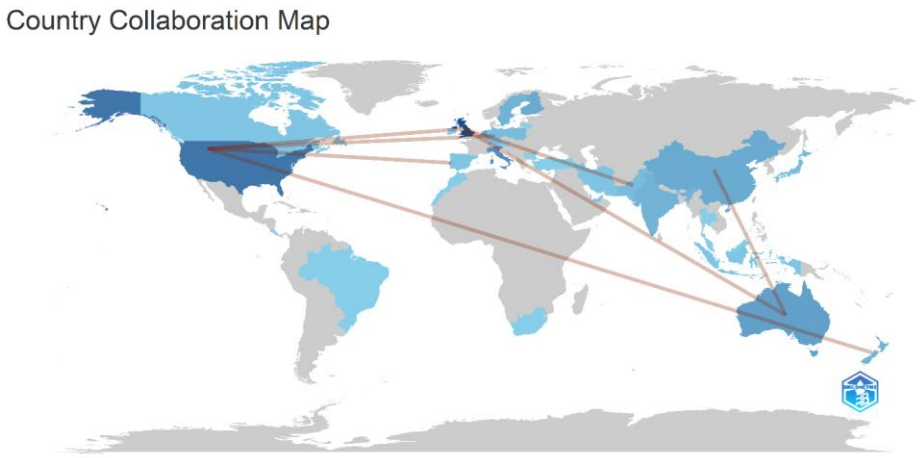


Figure 8. Figure Country Collaboration Map

3. Conclusion

This bibliometric review of 75 scholarly documents published between 2015 and 2025 demonstrates a moderate yet consistent growth in academic interest in value co-creation, service-dominant logic, and digital transformation, with an annual publication growth rate of 2.26%. These findings reflect a paradigmatic shift from transactional organizational models toward more collaborative and value-based systems (Vargo & Lusch, 2016; Storbacka et al., 2016). Service-dominant logic has emerged as the dominant theoretical foundation in explaining value creation dynamics, particularly through actor-to-actor engagement and resource integration (Akaka & Vargo, 2014; Chou et al., 2023). Within this framework, artificial intelligence and digital technologies are not merely supporting tools—they are positioned as non-human actors mediating, accelerating, and expanding the value co-creation process (Teixeira et al., 2024; Mele et al., 2021). Aligned with the keyword analysis, concepts such as sustainability, digitalization, co-design, and employee engagement illustrate the increasing inclusivity of the discourse, where value is no longer restricted to firm-customer interactions but extends to broader systems, including social well-being and service ecosystems (Belal et al., 2022; Marzullo et al., 2021). In this context, engagement platforms and customized digital services enable adaptive and sustainable value formation (Ansari et al., 2025). A key insight from this review reinforces the argument that value co-creation occurs not only during usage (value-in-use) but also from the early phases of interaction—such as pre-purchase stages—that shape value perceptions and purchasing decisions (Lassila et al., 2023). Both physical and digital interactions have proven effective in fostering customer trust and expectation, particularly in B2B and knowledge-intensive service contexts (Heikka et al., 2018). Ultimately, the literature over the past decade reveals a significant transition from firm-centric perspectives toward ecosystem-centric approaches, where humans, technology, and the environment co-

DOI: https://doi.org/10.31004/riggs.v4i2.1188

evolve and co-create value simultaneously (Kaartemo & Helkkula, 2018; Brunner, 2024). Future research should investigate the interplay among dynamic capabilities, sustainability, and cognitive technologies within ever-evolving service systems.

Reference

1. Akaka, M. A., Vargo, S. L., & Wieland, H. (2016). Extending the context of innovation: the co-creation and institutionalization of technology and markets. In *Innovating in practice: Perspectives and experiences* (pp. 43-57). Cham: Springer International Publishing.
2. Ansari, M. S. A. (2025). Innovation, and green entrepreneurship are catalysts for sustainability in Oman. *Cleaner Waste Systems*, *11*, 100281.
3. Belal, H. M., Shirahada, K., Kosaka, M., & Durowoju, O. A. (2022). Knowledge in servitization management: a comparative view. Springer Nature.
4. Brunner, T. J. J. (2024). Developing antecedents for dynamic capabilities to achieve a competitive advantage in service-oriented organizations.
5. Chou, H. H., Huang, C. C., & Tu, P. Y. (2023). Towards becoming a service-dominant enterprise: an actor engagement perspective. Service Business, 17(2), 607-632.
6. Donthu, N., Kumar, S., Mukherjee, D., Pandey, N., & Lim, W. M. (2021). How to conduct a bibliometric analysis: An overview and guidelines. *Journal of business research*, *133*, 285-296.
7. Heikka, E. L., & Nätti, S. (2018). Evolving value propositions in knowledge-intensive business services. *Journal of Business & Industrial Marketing*, *33*(8), 1153-1164.
8. Inderjeet, A., & Scheepers, C.B. (2022). The influence of follower orientation on follower behaviour in the leadership process. SA Journal of Human Resource Management/SA Tydskrif vir Menslikehulpbronbestuur, 20(0), a1718. https://doi.org/10.4102/sajhrm.v20i0.1718
9. Kaartemo, V., & Helkkula, A. (2018). A systematic review of artificial intelligence and robots in value co-creation: current status and future research avenues. *Journal of Creating Value*, *4*(2), 211-228.
10. Kraus, S., Breier, M., & Dasí-Rodríguez, S. (2020). The art of crafting a systematic literature review in entrepreneurship research. *International Entrepreneurship and Management Journal*, *16*, 1023-1042.
11. Kurdi, G. (2022). Toward an Electronic Resource for Systematic Reviews in Computer Science.
12. Lassila, E., Heikka, E. L., & Nätti, S. (2023). Supporting value co-creation through interaction during the pre-purchase customer journey: empirical evidence from B2B HR services. Journal of Business & Industrial Marketing, 38(13), 63-73.
13. Meijerink, J., & Bondarouk, T. (2018). Uncovering configurations of HRM service provider intellectual capital and worker human capital for creating high HRM service value using fsQCA. *Journal of business research*, *82*, 31-45.
14. Meijerink, J., & Keegan, A. (2019). Conceptualizing human resource management in the gig economy: Toward a platform ecosystem perspective. *Journal of managerial psychology*, *34*(4), 214-232.
15. Mele, C., Spena, T. R., Kaartemo, V., & Marzullo, M. L. (2021). Smart nudging: How cognitive technologies enable choice architectures for value co-creation. *Journal of Business Research*, *129*, 949-960.
16. Mills, G. R., & Razmdoost, K. (2016). Managing value co-creation/destruction: a longitudinal education capital programme/project case study. *Construction management and economics*, *34*(4-5), 286-301.
17. Neri, A., Negri, M., Cagno, E., & Kumar, V. (2022). Shaping the Relationship between Digital Technologies and Circular Economy through Dynamic Capabilities. In *2022 International Conference on Resource Sustainability* (pp. 34-35).
18. Page, M. J., McKenzie, J. E., Bossuyt, P. M., Boutron, I., Hoffmann, T. C., Mulrow, C. D., ... & Moher, D. (2021). The PRISMA 2020 statement: an updated guideline for reporting systematic reviews. *bmj*, *372*.
19. Paschen, J., Paschen, U., Pala, E., & Kietzmann, J. (2021). Artificial intelligence (AI) and value co-creation in B2B sales: Activities, actors and resources. *Australasian Marketing Journal*, *29*(3), 243-251.
20. Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of business research*, *104*, 333-339.
21. Storbacka, K., Brodie, R. J., Böhmann, T., Maglio, P. P., & Nenonen, S. (2016). Actor engagement as a microfoundation for value co-creation. *Journal of business research*, *69*(8), 3008-3017.
22. Teixeira, J. G., Gallan, A. S., & Wilson, H. N. (2024). SDG commentary: service ecosystems with the planet-weaving the environmental SDGs with human services. *Journal of Services Marketing*, *38*(2), 227-237.
23. Tranfield, D., Denyer, D., & Smart, P. (2003). Towards a methodology for developing evidence-informed management knowledge by means of systematic review. *British journal of management*, *14*(3), 207-222.
24. Vargo, S. L., & Lusch, R. F. (2016). Institutions and axioms: an extension and update of service-dominant logic. *Journal of the Academy of marketing Science*, *44*, 5-23.

DOI: https://doi.org/10.31004/riggs.v4i2.1188