

CONSUMER ENGAGEMENT IN VALUE CO-CREATION: PROPOSAL OF AN EXPLANATORY MODEL

Amira Sebbah

PhD student at the Laboratory of
Research in Management, Marketing
and Communication, ENCG – Hassan
1st University – Settat, Morocco
amira.sebbah@gmail.com

Salima Jazi

PhD at the Laboratory of Research in
Management, Marketing and
Communication, ENCG – Hassan 1st
University – Settat, Morocco ENCG
jazi_salima@hotmail.com

Abstract-Value co-creation has been a key issue in marketing research for the past twenty years. Behavioral observation reveals a reality where consumers are active and wish to participate in the company's activities by sharing and creating knowledge. Companies, in turn, have understood the value of taking advantage of such resources to achieve their objectives. We propose a model that highlights the motivations of consumer engagement in value co-creation activities. To this end, we present a literature review and use self-determination theory as a theoretical framework.

Keywords-value co-creation, consumer engagement, self-determination theory, motivations, model

I. INTRODUCTION

Historically, only companies that know how to adapt to the new realities of their markets have survived. The development of new technologies has been accompanied by a multitude of new behaviors on the part of consumers and companies.

For example, Decathlon invites sportsmen to take part in its product development projects through a dedicated platform. Likewise, Ikea or LEGO offer customers to participate at different levels of co-creation and to mutually benefit from engagement platforms that promote the exchange and pooling of resources and skills. The consumer is now considered as a partner and the link with the company is conceived as a relationship of sharing and co-creating.

Two approaches account for the co-creation phenomenon in marketing. The evolutionary approach of Prahalad and Ramaswamy (2000), which highlights the evolution of the consumer and the desire to take power, and the approach of Vargo and Lusch (2008), who believe that the consumer has always been a co-creator of value through consumption and the meaning he or she gives to it.

Our work aims to enrich the literature through understanding the motivations that drive consumers to engage in value co-creation activities.

II. VALUE CO-CREATION: THE CENTRAL ROLE OF THE CONSUMER

A. *The evolutionary logic of the consumer's role*

For a long time, the consumer was considered as the means for the company to make profits in exchange for the value created. However, the consumer has gradually freed himself from this relationship of dependence. Consumers today are even looking for freedom and "power". Several researchers have examined this notion (Wathieu et al. 2002), which has led to the emergence of a stream of marketing research aimed at providing consumers with more tools, freedom and resources in order to improve their sense of autonomy and meet their need for power. This evolutionary logic was initiated by Prahalad and Ramaswamy who developed their theory around the evolution of the consumer's role (Prahalad and Ramaswamy, 2000; 2004 a; 2004 b). S/He goes from being a passive consumer to a partner who co-creates value with the company.

Moreover, consumers are seen as "more active, more participative, more resistant, more activist, more playful, more social and more community-oriented" (Cova and Carrère, 2002). They are in search of recognition and for this they don't hesitate to mobilize the resources made possible by the Internet to enter into relationships, to interact and to make their voices heard (Cova, 2008).

Whether initiated by companies, consumers or other stakeholders, the evolutionary approach is interested in how these actors collaborate to co-create value, in the processes that allow them to exchange knowledge and skills (Prahalad and Ramaswamy, 2004a) and in the mechanisms that promote the shift from a transactional perspective to a collaborative one (Leclercq et al., 2016).

B. *Service-dominant logic*

The second approach, called the service-dominant logic, (SDL) (Vargo & Lusch, 2004; 2008; Lusch & Vargo, 2014a; 2014b) complements the evolutionary approach. It purports that the consumer has always co-created value and that it is

the researchers who have come to adopt a new view of their role.

This approach suggests that companies are always delivering service (Vargo and Lusch, 2011) and that products are a set of value propositions (Cova, 2008) which makes them services that require the mobilization of consumer resources to extract value and derive satisfaction. This is in line with the idea that the consumer has always had the possibility of appropriating the object of consumption and diverting it from its initial use, according to his/her needs and desires (De Certeau, 1980; 1990 cited in Hamdi-Kidar (2013)). The consumer gives meaning, his or her own meaning, to the lived consumption experience (Holt, 1995).

The LSD approach focuses on the exchanges of resources between actors and how these exchanges lead to the co-creation of value (Maglio and Spohrer, 2008; Read et al., 2009). Thus, during the process of value co-creation, each of the actors takes on two roles in turn, the provider and the recipient. The former offers resources and the latter integrates them in order to reciprocally create value (Lusch and Vargo, 2011).

Interaction between actors plays a key role in facilitating resource exchange (Grönroos, 2008) and takes place through online or offline engagement platforms (Ramaswamy and Gouillart, 2010). Furthermore, interactions and resource integration are an opportunity for actors to gain skills and knowledge generating engagement in co-creation activities (Payne et al., 2008).

C. Value co-creation as an approach

Co-creation from the perspective of Prahalad and Ramaswamy (2004) is defined as "an active, creative and social process, based on collaboration between producers and users, initiated by the firm to generate value for customers." Lusch and Vargo (2011) propose to understand it as "an exchange between suppliers who offer resources and recipients who integrate these external resources to create value through consumption". According to Payne et al. (2008), this exchange implies the engagement of actors in interactions through a platform allowing them to provide, receive and create resources.

Leclercq et al. (2016), in their literature review, define value co-creation as "A joint process during which value is created reciprocally for each of the actors (individuals, organizations or networks). These actors engage in the process by interacting and exchanging their resources. The interactions take place on an engagement platform where each actor shares its own resources, integrates resources proposed by other actors, and potentially develops new resources through a learning process.

Engagement in a value co-creation process is the result of drivers identified as motivations, it also causes consequences for the different actors involved (Leclercq et al., 2016).

Engagement in the value co-creation process originates in motivations of various forms. The literature identifies the following criteria: altruistic versus non-altruistic motivations, intrinsic versus extrinsic motivations and personal versus social motivations.

Furthermore, consumer value co-creation can occur at different points along a continuum (Firat and Venkatesh, 1995; Vargo and Lusch, 2008). Indeed, the literature on co-

creation agrees on common characteristics regardless of the moment of participation, namely; the willingness of the consumer to participate with firms, the firm evolves and wishes to leverage consumers and finally consumers and firms agree to collaborate.

The literature identifies two levels of intervention, upstream and downstream. In both of these forms of co-creation, exchange platforms are necessary to promote the meeting between actors. Whether online or offline, these platforms offer the possibility of discovering new uses and trends through the sharing of one's own resources, the integration of other actors' resources and the development of new ones in a learning dynamic (Sawhney et al., 2005; Leclercq et al. 2016). The stakeholders of value co-creation considered in marketing are often companies and consumers without being exhaustive. Indeed, these stakeholders can also be suppliers, competitors or even public institutions involved in the process (Prahalad and Ramaswamy, 2004a; Vargo and Lusch, 2011).

The value created through the co-creation process can take the form of knowledge, skills, or relationships (Arnould et al. 2006). In a context of value creation through consumption or use, actors mobilize and activate operating resources defined as a set of knowledge, know-how, expertise and capacities, as well as operating or material resources such as infrastructures that facilitate this process (Vargo and Lusch, 2008). Depending on the nature of the resources mobilized, the literature identifies several profiles of co-creative consumers, such as lead users (Von Hippel, 1986; Vernet et al., 2013), emerging users (Hoffman et al., 2010), "market experts" (Feick and Price, 1987) or "boundary spanners" (Bullinger et al., 2010).

Leclercq et al (2016) explain that the relationships between actors in a value co-creation process are characterized by several factors. The interaction which can be in the form of a single participation or a succession of participations (Frow et al., 2015), the interactional structure which sets the number of participants, their interactions, and the interaction environment. Thus, interactions can follow a dyadic or network logic (Prahalad and Ramaswamy, 2004a). The mode of coordination that represents the rules of operation and the sense of hierarchy (Aitken and Campelo, 2011) and the relational dynamics taking the forms of competition, competition, or cooperation (Bullinger et al., 2010) are two other factors.

As mentioned above, value co-creation implies several consequences for the different stakeholders. For the company, value co-creation generates gains in terms of innovativeness and creativity (Hoyer et al., 2010) and consequently better performance. It also leads to a better response to consumers' needs, to the creation of involvement with the offer (Nambisan and Baron, 2007) and to a reduction in the risk of failure (Bogers et al., 2010). Moreover, through value co-creation, companies develop and strengthen their relationships with the actors involved (Roser et al., 2013). For so-called "passive" consumers, the co-creation of the offer by participants considered similar to themselves provides a perception of quality that positively impacts consumer loyalty, purchase intentions and willingness to pay (Fuchs et al., 2013; Schreier et al., 2012; Thompson and Malaviya, 2013). Finally, for other contributors, value co-creation positively impacts satisfaction, loyalty, purchase intention, propensity to pay, recommendations, and continuity of engagement (Atakan et

al., 2014; Bacile et al., 2014; Franke and Schreier, 2008; Füller et al., 2011).

III. VALUE CO-CREATION ENGAGEMENT

A. Engagement definition

The conceptualization of engagement is distinguished by two major phases (Brodie et al., 2011). The first includes concepts that relate to social science, management, and business practices (Brodie et al., 2011). Academic work has focused on civic engagement, social engagement, nation engagement, student engagement, and employee/stakeholder engagement (Brodie et al., 2011). The second phase relates to the marketing literature (Brodie et al., 2011). There, the concept of engagement is conceptualized as "who is committed to what" (Angeles Oviedo-Garcia et al., 2014). Thus, the subject of engagement can refer to a customer, consumer, or user and the object, perhaps a company, brand, product, company activity, or media (Hollebeek, 2011).

Many marketing researchers propose multidimensional definitions referring to cognitive (experience), emotional or affective (feeling), conative or behavioral (participation), and social (interaction and sharing of experience or content) dimensions (Islam & Rahman, 2016).

Patterson et al. (2006) define customer engagement as "the degree of physical, cognitive, and emotional presence in a relationship with a service company", Higgins and Scholer (2009) understand consumer engagement as "a state of being involved, occupied, fully absorbed, or captivated in something, sustained attention". Brodie et al. (2011) identify customer engagement as "a psychological state that occurs as a result of interactive and co-creative customer experiences with a focused agent or object in service relationships." Vivek et al. (2014) focus on the behavioral dimension and define engagement as "the level of customer (or potential customer) interaction or connections with the company brand or offering or activities, often involving other customers in the social network created around the brand, offering or activity." Storbacka et al. (2016) refer to actor engagement and define it as "the willingness of both actors to engage, and the activity of engaging, in an interactive process of resource integration within a service ecosystem." Finally, in their literature review Leclercq et al. (2016) see consumer engagement as "a degree of connection between actors. A multidimensional iterative process including cognitive, affective and behavioral aspects".

B. Engagement in co-creation activity

Higgins and Scholer's (2009) definition of consumer engagement as "a state of being involved, occupied, completely absorbed, or captivated in something, sustained attention" has a universal character and suggests that engagement in value co-creation concerns all fields. In the context of work research, Saks (2006) focuses on employee engagement and defines it as "a degree to which an individual is attentive and absorbed in the performance of their roles. We note that engagement is linked to the accomplishment of a task or performance and that it occurs in the context of interactions between value-creating actors, dictated by the different roles played by the employee. For these reasons we find this definition to be interesting for our work.

Van Doorn et al. (2010) posit that consumer behavioral engagement (CEB) can be defined as "behavioral manifestations toward a brand or firm, beyond purchase, resulting from motivational factors." These manifestations of

a positive or negative nature include word-of-mouth activity, referrals, helping other customers, blogging, writing reviews, and engaging in legal actions. According to Van Doorn et al. (2010), the factors that most impact consumer engagement behavior are attitudinal factors (satisfaction, brand dedication, trust, brand attachment, and perceptions of performance) and consumer goals (maximizing consumer benefits or maximizing relational benefits or resources of time, effort, and money). The most known consequences related to consumers are cognitive, affective, and conative effects. Satisfaction, trust and dedication fall into this latter category. However, as mentioned earlier, these concepts can also be antecedents to engagement in a situation where customers are already consumers (Hollebeek, 2011). Value co-creation and loyalty are also seen as consumer-related consequences of engagement.

Furthermore, Leclercq et al (2016) define value co-creation as a joint process during which value is created reciprocally for each actor. Value co-creation is thus understood as a process of exchange and joint creation of resources between actors. Lusch and Vargo (2011) consider co-creation as an exchange between providers who offer resources and recipients who integrate these external resources to create value through consumption. Exchange implies the involvement of actors in interactions through an engagement platform allowing them to transmit and receive resources and even create new ones through learning (Payne et al. 2008).

Leclercq et al (2016) point out that this process of value co-creation is the result of drivers identified in the literature as actors' motivations and that it has consequences for each of them.

According to Lusch and Vargo (2006) "co-creation involves the participation of the customer in the creation of the offer. It is done through the sharing of inventiveness, co-design, or the shared production of related goods". Thus, co-creation occurs when the customer participates through spontaneous and discretionary behaviors that make the customer-brand experience unique.

Finally, the concept of engagement is conceptualized in marketing as "who is engaged in what" (Hollebeek, 2011). Thus the "who" or subject can be the customer or consumer and the "what" or focal object can be a product, brand, company, activity, or media (Hollebeek, 2011). In our research context, the attribute will be engagement, the subject will be the consumer, and the object will be value co-creation.

To the definitions by Saks (2006) and Higgins and Scholer (2009), we add the definition proposed by Thion (2018): "consumer engagement in value co-creation is a psychological state, a degree by which the consumer is absorbed and attentive in the performance of value co-creating interactions." This definition, largely inspired by the two previous ones, completes them and highlights the three constituent elements of the consumer engagement in value co-creation construct.

IV. DÉTERMINANTS OF VALUE CO-CREATION

A. Drivers of engagement in value co-creation

Using motivation to explain behavior is somehow asking why individuals act the way they act or behave the way they behave (Fenouillet, 2017). In the field of marketing, Higgins

and Scholer (2009) believe that individuals are motivated by goals that are either ephemeral or fundamental. Motivation is being moved to do something - "to be moved to do something" (Ryan & Deci, 2000).

According to the dominant service logic (DSL), "value can only be created with, and determined by, the user," (Lusch and Vargo, 2006). Other research also suggests that customers participate only if they can anticipate benefits from the relationship (Ennew and Binks 1999). Similarly, Ryan and Deci (2000) and Higgins and Scholer (2009) suggest that individuals need to be motivated to engage in activities. Later, Van Doorn et al. (2011) consider that consumer engagement behavior results from motivations. This research is corroborated by Leclercq et al. (2016) who highlight the role of motivation as drivers in the value co-creation process.

Numerous classifications of motivation have been proposed by researchers, with two main categories identified: intrinsic motivations and extrinsic motivations. On this basis, Amabile (1993) believes that individuals are intrinsically motivated when they seek pleasure, interest, satisfaction of curiosity, self-expression, or personal challenge in a task and extrinsically motivated when they engage in an activity in order to obtain a purpose distinct from the activity itself.

Our work aims to determine the impact of different forms of motivation on consumer engagement in value co-creation. Self-determination theory focuses on how motivation affects choices (Deci and Ryan, 2008); namely the "what" and "why" of actions. In our case, this is engagement in the co-creation task. Furthermore, in addition to distinguishing between intrinsic and extrinsic motivation, this theory specifies the different forms of extrinsic motivation. Finally, as this theory has been the subject of empirical work in several fields, it can still be applied to several contexts as suggested by Deci and Ryan (2008).

Researchers believe that individuals need to perceive themselves as the origin of their actions. They identify three fundamental psychological needs: autonomy, competence and social connection. Motivation related to these needs will emerge in several forms, including intrinsic motivation and extrinsic motivation. The former occurs when an individual takes part in an activity voluntarily out of pleasure or interest in that activity itself. The second occurs when an individual's participation in an activity allows him or her to achieve a specific outcome that is separable from the activity itself (Ryan and Deci 2000). In the classical theory of cognitive evaluation (Deci and Ryan 1971, 1985), the concept of self-determination is important, intrinsic motivation is aroused by needs that everyone develops to a greater or lesser extent, those of feeling competent and self-determined and free to choose from the options offered. Situational and environmental factors can play a decisive role in strengthening or weakening intrinsic motivation, depending on whether the individual perceives them as constraints or as supports for his or her autonomy.

Self-determination theory suggests that extrinsic motivation can vary between autonomy and control on a continuum (Gagné & Deci, 2005). An action dictated by an external factor such as a reward or constraint is externally regulated. Motivation is introjected when the control of an individual's behavior comes from an internal factor such as the ego or public self-awareness. Extrinsic motivation will be identified when goals are fully accepted as self, but behavior

remains instrumental (Ryan & Deci, 2000). Extrinsic motivation will be integrated when an individual's goals are fully accepted as consistent with their own values and identity. According to Bendapudi and Leone (2003), the willingness to engage in co-creation requires a high degree of involvement with the product. According to Etgar (2008), customers must not only use their knowledge, share their creative ideas, and make changes to product concepts, but also be willing to invest a significant amount of their time. Faced with the monetary and non-monetary implications of co-creation, individuals proceed to compare the costs and benefits they will gain from engaging in co-creation activities (Hoyer et al., 2010) and only voluntarily engage when the outcome is rewarding (Füller, 2010). According to Vivek et al. (2012), customers' motivation to engage is related to their goals, resources, and expectations in terms of outcomes or perceived value co-creation (Hollebeek, 2011a).

This includes a range of motivations beyond monetary ones (Zwass, 2010) and social, technical, and psychological factors all play a role (Füller, Matzler, & Hoppe, 2008).

According to Jaakkola and Alexander (2014), some drivers of co-creation may come from its intrinsic value. From the consumer's perspective, Behavioral engagement may be driven by the benefits derived from the behavior itself (Gummerus et al., 2012). The customer interaction experience itself can be a source of value and thus a motive for engagement. In a virtual community context, Nambisan and Baron (2007) indicated that consumer participation in product support activities is primarily motivated by belief in the benefits of engaging in such activities and not just by civic or normative considerations.

In the same context, enjoyment is also a primary driver of engagement in creative activities. Individuals may seek pleasurable experiences and take part in virtual co-creation projects because they consider it an intrinsically rewarding and cognitively stimulating activity (Füller, Matzler, Hutter, & Hautz, 2012).

Hoyer et al. (2010) discuss psychological reasons for consumers to participate in the co-creation process (the feeling of self-expression and the sheer pleasure of contributing in terms of creativity). Extrinsic benefits may also be behind engagement in co-creation, such as social benefits, increased knowledge, and economic benefits (Füller, 2006). Social incentives such as reputation within a desired group (Casaló et al., 2010), recognition of expertise (Hoyer et al., 2010), and strengthened connections with others involved (Nambisan & Baron, 2009) can foster consumer engagement (Dholakia, Blazevic, Wiertz, & Algesheimer, 2009).

In sum, the benefits that the customer expects from participation may be cognitive gains (learning), social integration (increased sense of belonging or gain of social identity), personal integration (gain of reputation, status, or self-efficacy), and hedonic (stimulating experience) (Nambisan & Baron, 2007, 2009).

According to Füller (2010), most users are motivated by a combination of intrinsic motives (enjoyment and altruism), internalized extrinsic motives (learning, reputation), and wholly extrinsic motives (payment or career prospects).

Lusch et al (2006) identify six key factors that contribute to the involvement or level of participation of the customer in the co-production of the service offering. Expertise, control,

"physical capital", risk-taking, psychological benefit and economic benefit have been identified. These are therefore intrinsic and extrinsic factors.

Dahl and Moreau (2007), in turn, identified three motivational factors: autonomy (the pleasure of freedom of choice, which enhances intrinsic motivation, sense of belonging and creativity), competence (the satisfaction gained from the success of the project) and task interest (one of the main drivers of engagement in creative activities). Füller et al (2011) build on these factors and add a fourth: sense of community. Individuals engaging in co-creative activities are not only interested in the content but also in the interactions with others and the possibility of building a network of relationships based on shared interests.

Finally, Roberts et al. (2014) synthesized the findings of different researchers to show that motivations differ across forms of co-creation. Thus, innovation independent of the company is based on egocentric and intrinsic motives (increasing personal skills and abilities in addition to the desire to improve the product), innovation within a community of users is based on altruistic motives and is therefore both intrinsic and extrinsic (social exchange, intrinsic need for recognition and acceptance by peers), whereas innovation in direct collaboration with the company is based on opportunism and the expectation of rewarding results and is therefore extrinsic.

To summarize, the literature identifies two main types of motivation: intrinsic motivation and extrinsic motivation, which can be considered as two independent constructs or as a continuum that allows for the internalization of extrinsic motivation.

Some studies have shown the positive influence of extrinsic factors on intrinsic motivation, while others have warned that extrinsic factors can undermine intrinsic motivation in certain cases.

B. The explanatory model of consumer engagement

In this research we try to understand the determinants of consumer engagement in a value co-creation activity. We wish to highlight the role of motivations in the engagement in a co-creation activity.

Our problem statement is formulated as follows: What is the role of consumer motivation in the engagement in value co-creation?

Our research hypotheses are structured as follows:

H1: The stronger the consumer's intrinsic motivation, the stronger his engagement in value co-creation.

H2a: The stronger the consumer's integrated extrinsic motivation, the stronger his engagement in value co-creation.

H2b: The stronger the consumer's identified extrinsic motivation, the stronger his engagement in value co-creation will be.

H2c: The stronger the consumer's introjected extrinsic motivation, the stronger his engagement in value co-creation will be.

H2d: The stronger the consumer's externally regulated extrinsic motivation, the stronger his engagement in value co-creation will be.

H3a: The stronger the consumer's integrated extrinsic motivation, the stronger the intrinsic motivation will be.

H3b: The stronger the consumer's identified extrinsic motivation, the stronger the intrinsic motivation.

H3c: The stronger the consumer's introjected extrinsic motivation, the weaker the intrinsic motivation will be.

H3d: The stronger the consumer's externally regulated extrinsic motivation, the weaker the intrinsic motivation will be.

Our research model is as follows:

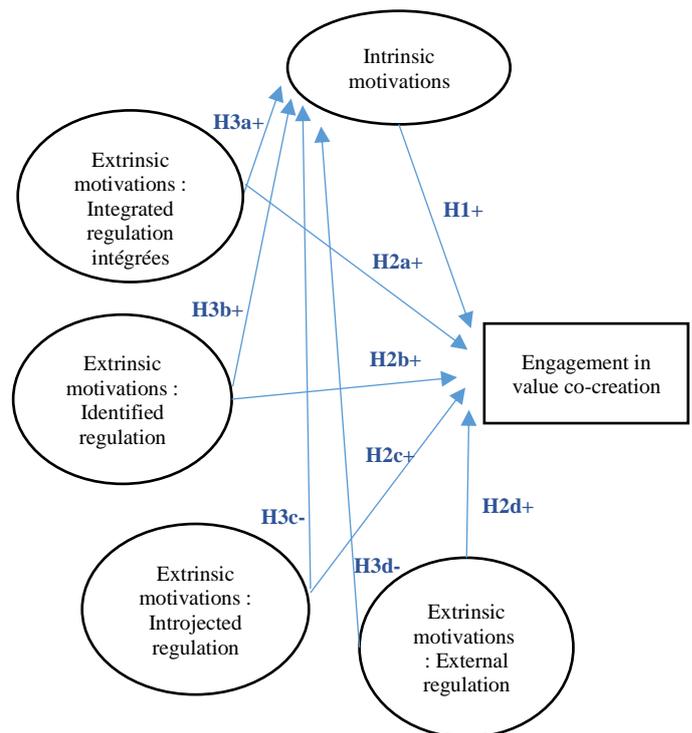


Figure 1: Explanatory model of consumer engagement in value co-creation (ourselves)

V. CONCLUSION

Our literature review shows that value co-creation is a concept that can take several forms and that the process can be triggered by the company or by the consumer. We have adopted the Vargo and Lusch (2002) point of view, which considers that the consumer is always a co-creator of value through use. Self-determination theory proposes to explain consumer engagement in value co-creation processes through the types of motivation and their intrinsic or extrinsic origin (Ryan and Deci, 2000). We learn that intrinsic motivation increases engagement and on the motivation continuum, the more extrinsic motivation is internalized the stronger the consumer engagement. The proposed research model accounts for the assumed links between the different types of motivation and engagement in value co-creation. In the logical continuation of a hypothetical-deductive research protocol, the confrontation of the model with reality will allow us to test its explanatory power and eventually identify the factors that could moderate the effects of such motivations.

REFERENCES

- [1] T. Amabile, (1993) Motivational synergy. Toward new conceptualizations of intrinsic and extrinsic motivation in the workplace. *Human Resource Management Review*, vol. 3(3), p.185-201.
- [2] SS. Atakan, RP. Bagozzi et C. Yoon, (2014) Consumer participation in the design and realization stages of production, *International Journal of Research in Marketing*, vol. (31)4.
- [3] RJ. Brodie, LD. Hollebeek, B. Juric et A. Ilic, Customer engagement: Conceptual domain, fundamental propositions, and implications for research. *Journal of Service Research* vol. 14(3), p.252–271, 2011.
- [4] EL. Deci et RM. Ryan, (2000) Self-Determination Theory, *American Psychologist*, vol. 55(1), p.68-78.
- [5] EL. Deci et RM. Ryan, (2000) The What and Why of goal pursuits. Human needs and the self-determination of behavior, *Psychological Inquiry*, vol. 11(4), p.227-268.
- [6] EL. Deci et RM. Ryan, (2002) *Handbook of Self-determination Research*. Rochester, NY: University of Rochester Press.
- [7] J. Fuller, (2002) Why consumers engage in virtual new product developments initiated by producers. *Advances in Consumer Research* vol. 33(1), p.639–646.
- [8] C. Grönroos, (2008) Service logic revisited: who creates value? And who co-creates? *European business review* vol. 20(4), p.298–314.
- [9] L. Hollebeek, (2011) Demystifying customer brand engagement. Exploring the loyalty nexus. *Journal of Marketing Management*, vol. 27(7-8), p.785-807.
- [10] T. Leclercq, W. Hammedi et I. Poncin L., (2016) Dix ans de co-création de valeur : une revue intégrative, *Recherches et Applications en Marketing*, Juin, p.1-38.
- [11] R. Lusch et S. Vargo, Service-dominant logic: a necessary step. *European Journal of Marketing* vol. 45(7/8), p.1298–1309, 2011.
- [12] R. Lush et S. Vargo, (2014) *Service Dominant Logic, Premises, Perspectives, Possibilities*, Editions Cambridge University Press..
- [13] A. Payne, K. Storbacka et P. Frow, (2008) Managing the co-creation of value. *Journal of the Academy of Marketing Science* vol. 36(1), p.83–96.
- [14] CK. Prahalad et V. Ramaswamy, (2004) Co-creation expériences : The Next Practice In Value Creation. *Journal Of Interactive Marketing*, vol. 18(3), p.5-14.
- [15] D. Roberts, M. Hughes et K. Kertbo, (2014) Exploring consumers' motivations to engage in innovation through co-creation activities. *European Journal of Marketing*, vol. 48(1/2), p.147–169.
- [16] AM. Saks, (2006) Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, vol. 21(7), p.600-619.
- [17] V. Zwass, (2011) Co-creation: Toward a taxonomy and an integrated research perspective. *International Journal of Electronic Commerce* vol. 15(1), p.11–48.