

Optimizing the B2C Value Co-Creation Process in the Digital Era: Integrating the DART and CBCB Models to Enhance Perceived Value

TOUATI Lydia¹ / Marketing, Ecole des Hautes Etudes commerciales d'Alger, Kolea, Algeria,
l.touati@hec.dz, laboratory MARKETIC DE L'EHEC Algeria.

SAIDANI Amel / Marketing, Ecole des Hautes Etudes commerciales d'Alger, Kolea, Algeria,
a.saidani@hec.dz, laboratory MARKETIC DE L'EHEC Algeria.

Received: 29-09-2025

Accepted: 13-11-2025

Published: 29-12-2025

Abstract:

This article provides a retrospective analysis of the foundational conceptual frameworks of value co-creation, with a particular emphasis on two models: the organizational DART model and the behavioral CBCB model. Drawing on an integrative analysis, the objective is to propose a conceptual framework that combines these two approaches in order to optimize the process of value co-creation and enhance consumers' perceived value. This proposition opens new avenues for reflection in both research and practice related to co-creation in the era of digitalization

Keywords: Value co-creation; DART model; CBCB model; perceived value; digitalization.

Jel Classification Codes : M31 ; M37.

Résumé:

Cet article propose une rétrospective des cadres conceptuels fondateurs de la co-crédation de valeur et met particuliérement l'accent sur deux modéles : le modéle organisationnel DART et le modéle comportemental CBCB. En s'appuyant sur une analyse intégrative, l'objectif est de proposer un cadre conceptuel combinant ces deux approches afin d'optimiser la démarche de co-crédation de valeur et d'améliorer la valeur perçue par le consommateur. Cette proposition ouvre de nouvelles perspectives de réflexions pour la recherche et la pratique de la co-crédation à l'ère de la digitalisation.

Mots clés: Co-crédation de valeur, modéle DART ; modéle CBCB ; valeur perçue, digitalisation.

Jel Classification Codes : M31 ; M37.

¹. **Corresponding author:** TOUATI Lydia, e-mail address: l.touati@hec.dz

I. Introduction

The concept of value co-creation is embedded within a new marketing paradigm that reflects the transition from transactional marketing to relational marketing, grounded in the service-dominant logic proposed by Vargo and Lusch (2004). Customer proximity, dialogue, collaboration, and transparency now constitute the central dimensions of marketing thought.

In the face of an overabundance of corporate offerings and the evolution of consumer behavior from a passive to an active role (Cova & Cova, 2009), the classical approach to value creation is no longer sufficient for firms to differentiate themselves and establish a sustainable competitive advantage (Pagano and al., 2014; Achrol & Kotler, 2012). Within this context, the service-dominant logic (SDL) developed by Vargo and Lusch (2004, 2009) offers a response by embracing a proactive market orientation.

It is in this framework that the concept of value co-creation has emerged, grounded in the fundamental principle of active and deliberate consumer participation in the process of value creation. This was demonstrated in the seminal works of Prahalad and Ramaswamy (2004, 2009), who introduced a new collaborative dynamic in the relationship between firms and consumers.

The rise of digitalization and online channels has amplified this dynamic (Schiavone and al., 2014) by multiplying interaction opportunities and strengthening dialogue and consumer participation (Abeza and al., 2020; Azzabi & Ben Lallouna, 2024; Cheung and al., 2020).

However, despite the richness and diversity of the foundational theories of co-creation, they remain dispersed (Hurtado-Cardona and al., 2023) and fragmented (Leclercq and al., 2016). There is no consensual or hegemonic conceptualization of this practice. Within this perspective, a central question arises: how can the effectiveness of the value co-creation process be optimized in order to improve consumers' perceived value in the digital era?

To address this question, the present article proposes an integrative conceptual framework that unifies two complementary approaches: the DART model (Prahalad & Ramaswamy, 2004) and the CBCB model (France and al., 2018). Through a retrospective review of the state of the art, followed by a more detailed analysis of the DART and CBCB models, we will justify this conceptual choice and ultimately discuss its theoretical and managerial contributions within the context of digitalization.

II. Value Co-Creation: From Foundational Models to Digital Amplification

II.1 Foundational Concepts of Value Co-Creation

Value co-creation represents a major shift in marketing thought, reframing the firm–consumer relationship around a collaborative logic (Vargo & Lusch, 2004). The willingness of firms to establish distinctiveness in their offerings, combined with the objective of delivering a unique customer experience, has fostered the emergence of a variety of theoretical concepts that redefine the architecture of marketing thought (Prahalad & Ramaswamy, 2004). We provide here a retrospective analysis, illustrated through a schematic representation of the foundational conceptual models of value co-creation.

Fig. (01): Conceptual Mapping of the Foundational Models of Value Co-Creation

1- Service-Dominant Logic (SDL) Vargo and Lusch (2004). ✓ Actors networks ✓ Resources fluidity ✓ Resources density ✓ Resources integration	3- Triangulation of value-creating activities Ballantyne and Varey (2005). ✓ Development of relational quality ✓ Renewal of customer knowledge ✓ Shift in the communicational approach (information, communication, and dialogue).	5- Customer Brand co-creation Behaviour CBCB France and al (2015). ✓ Customer feedback ✓ Advocacy ✓ Helping ✓ Development	7- Value co-creation process, resources integration Leclercq and al (2016). ✓ Resources integration ✓ Interactions ✓ Engagement ✓ Learning ✓ Engagement platforms
2- The DART Model Prahalad and Ramaswamy (2004). ✓ Dialogue. ✓ Access to resources. ✓ Risk assessment. ✓ Transparency.	4- Variables influencing value co-creation France and al (2015). ✓ Involvement ✓ Engagement ✓ Self-congruence ✓ Interactivity ✓ Brand communion	6- Grönroos (2011) ✓ Review of the Service-Dominant Logic (S-D Logic) ✓ Identification of the roles of customers and firms ✓ Differentiation between value-in-use vs. overall value.	

Source: Developed by the authors.

The seminal works of Vargo and Lusch (2004) demonstrated the transition from a goods-dominant logic to a service-dominant logic (SDL), in which the customer becomes an active participant and co-creator of value. Within this logic, value is generated through collaboration between firms and customers, embedded in an evolving market with a collective architectural orientation. Accordingly, “market to” is replaced by “market with,” where the guiding principles are exchange, dialogue, partnership, collaboration, and interaction. The authors identify four essential characteristics that constitute the foundation of SDL: the actor network (value is not generated in isolation but within a system of interactions), resource fluidity (with the multiplication of exchange opportunities, resources become mobile and contextually distributed), resource density (linked to the richness of interactions and information obtained, leading to refined micro-segmentation), and resource integration (breaking down information silos through systemic integration among stakeholders and the development of Big Data). This perspective positions the market as a dynamic ecosystem.

Prahalad and Ramaswamy (2004) pioneered the concept of value co-creation by emphasizing the importance of balanced firm–consumer interactions to establish the distinctiveness of firm offerings and shape competitive

advantage. The DART model formalizes and conceptualizes value co-creation through four essential pillars: dialogue (encouraging bidirectional exchanges), access (enabling fluid sharing of information and resources), risk assessment (highlighting uncertainties associated with acquiring offerings), and transparency (building mutual trust by ensuring information is accessible and reliable). This model functions as both an organizational and strategic roadmap for firms seeking to co-generate value with consumers.

Ballantyne and Varey (2006) advanced a structuring approach to value co-creation by introducing the triangulation of value-generating activities: relationship development, dialogue, and customer knowledge. This triangulation highlights that value does not result solely from the offering itself but rather from the quality of relational interactions. Their study demonstrated the positive effect of value co-creation on consumers' perceived value during the user experience. Their contribution stresses the integration of the collaborative approach at the core of marketing strategies and contemporary customer relationships.

Grönroos (2011) adopted a recontextualization of SDL by emphasizing the fundamental role of direct interaction between firms and customers in the value co-creation process. He distinguished between two types of value: use value (hedonic, experiential, and specific to the customer experience) and overall value (emerging from the interaction of all stakeholders). By establishing this distinction, Grönroos repositioned value co-creation by stressing the experiential and relational dimensions of the purchase process.

France and al. (2015, 2018) modeled the Customer Brand Co-Creation Behavior (CBCB) and identified four key behavioral dimensions to be integrated in order to optimize the co-creation process: feedback (information returned to the brand), promotion (customer recommendations and positive word-of-mouth), helping (C-to-C interaction and customer support), and co-development (related to new product design, personalization, and co-created communication with the firm). Their empirical study confirmed the positive impact of these dimensions on perceived value and customer loyalty. Additional moderating variables were introduced to optimize co-creation strategies, including involvement, engagement, self-congruence, interactivity, and the brand's community dimension. The France and al. model is essential in that it highlights the behavioral and psychological dimensions of consumers, which complement the organizational approaches adopted by firms.

Leclercq and al. (2016), faced with the multiplicity of approaches and perspectives surrounding the concept of value co-creation, proposed an integrative synthesis of a decade of CCV research. Their contribution identifies the underlying processes (resource integration, interaction, engagement, and

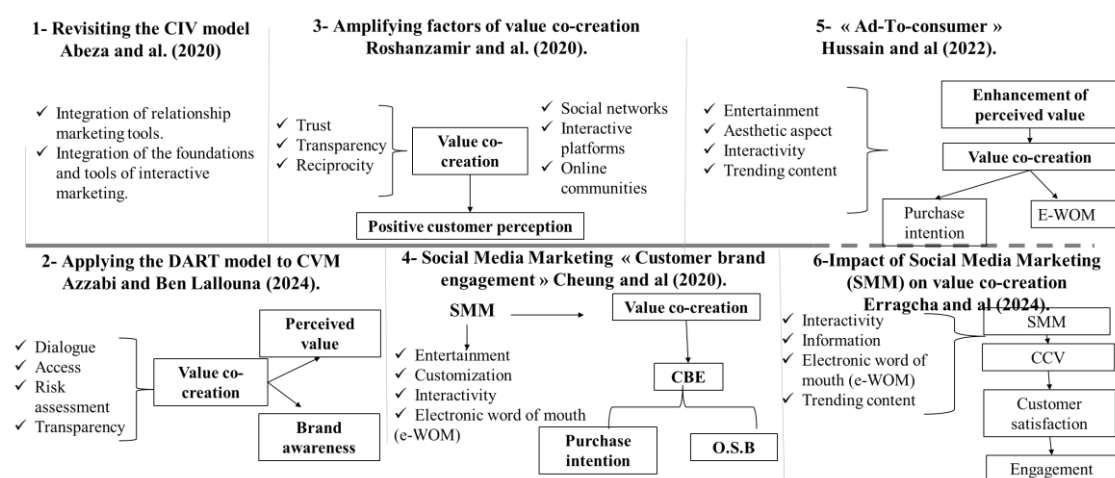
learning), drivers, and components of co-creation. They also differentiate co-creation from adjacent concepts such as co-production, co-destruction, prosumption, and open innovation. This conceptual clarification refines the scope of value co-creation and helps avoid semantic and theoretical ambiguities.

In sum, the foundational models provide a rich and diverse theoretical framework for understanding the dynamics of contemporary customer relationships. However, these approaches must be amplified and even revisited in light of the ongoing transformations brought about by digitalization.

II.2 The Amplifying Role of Digitalization in Value Co-Creation

The rise of digital technologies and interactive channels has profoundly transformed the modes of interaction between firms and consumers. These new forms of exchange have significantly expanded the scope of value co-creation and multiplied its effects. Findings from a variety of studies on value co-creation in digitalized contexts, as illustrated in Fig.(02), highlight the emerging challenges associated with the use of technological and digital platforms in co-creation practices. The following section reviews these studies and explicates their contributions to the understanding of value co-creation.

Fig.(02): Mapping of Studies on Value Co-Creation in the Digitalization Era



Source: Developed by the authors.

Abeza and al. (2020) emphasize the opportunities offered by digital engagement interfaces in the implementation of relational and interactive marketing. Revisiting Grönroos's (2004, 2011) CIV model (communication, interaction, and value), their study demonstrates that social media strengthens interactivity and redefines the ways firms engage in dialogue with consumers. Communication evolves from a planned exchange to an interactive process facilitated by electronic word-of-mouth (e-WOM) and user-generated content (UGC). Interaction is characterized by real-time dialogue (comments, shares,

likes), which fosters relational co-production and active listening to consumers. Value stems from a “one-to-one” approach, enhanced communication quality, and optimized loyalty. The study shows that stronger relational and interactive marketing practices amplify the effects of value co-creation and, consequently, reinforce customer proximity. Digitalization thus converts consumers into active partners in communication, capable of directly influencing perceived value and the customer experience.

Azzabi and Ben Lallouna (2024) revisit the application of the DART model in the context of virtual brand communities (VBCs). They identify digital interactivity as a fundamental and strategic lever for stimulating engagement and sustaining customer relationships. Their findings demonstrate that the four dimensions—dialogue, access to information, risk management, and transparency—positively contribute to value co-creation in a digital context. Results also reveal that while dialogue, access, and risk management have a substantial effect on perceived brand value and reputation, transparency exhibits a more limited impact. Overall, the study illustrates how the digital integration of the DART model substantially improves co-creation mechanisms and fosters long-term relationships grounded in rich interactions. Digital platforms amplify dialogue through real-time exchanges and instantaneous feedback, enhance access to information, and increase consumer control over shared data. Risk management gains new significance by encompassing data protection, transaction security, and reliability of exchanges. Finally, transparency in the digital era refers to more honest and coherent communication with increasingly connected and informed consumers.

Roshanzamir and al. (2020) propose a logic of fair exchange with consumers in a context where traditional business models are giving way to collaborative and circular economies. Their findings highlight trust, transparency, and reciprocity as fundamental levers for reinforcing value co-creation. Reciprocity is reflected in equitable exchanges and the recognition of contributions from all stakeholders, with collaboration at its core. Transparency refers to continuous and genuine communication about activities, decisions, and the benefits and risks associated with offerings, thereby humanizing the brand and enhancing credibility. Trust, as the foundation of customer relationships, relies primarily on the consistency between brand promises and actions. Together, these three dimensions are central to digital co-creation: without trust, engagement falters; transparency is necessary to establish legitimacy; and reciprocity is essential for genuine collaboration and fostering a sense of belonging. Digital platforms such as social media and virtual brand communities create opportunities to strengthen consumers’ community belonging, increase

engagement, and consolidate loyalty. The study also shows that digitalization compels firms to optimize and pool their resources while positioning consumers as true co-actors and co-managers of the customer relationship.

Cheung and al. (2020), through the lens of customer brand engagement (CBE), explore the mechanisms enabling firms to stimulate and enhance consumer engagement. They identify entertainment, customization, interactivity, and e-WOM as key drivers of value co-creation. Their findings reveal that these factors not only facilitate value co-creation but also increase repurchase intention and ongoing search behavior (OSB). Entertainment makes interaction enjoyable and encourages voluntary participation. Customization creates unique experiences and strengthens the customer relationship through a “one-to-one” approach. Interactivity enhances exchanges and fosters proximity. E-WOM amplifies the influence of online exchanges through the viral diffusion of opinions and recommendations. Furthermore, the authors conceptualize CBE as comprising three dimensions: cognitive processing (stimulated reflection), emotional involvement (affective attachment and enjoyment during interactions), and active behavior (sharing, recommending, contributing). These three dimensions work synergistically to strengthen consumer engagement.

Hussain and al. (2022) develop a conceptual model of “ad-to-consumer” to optimize the effects of interactive advertising. Their findings indicate that perceived value is amplified by four key variables: advertising design (aesthetic appeal, usability, message clarity), interactivity (collaborative features such as mini-games, polls, clicks, real-time reactions), entertaining content (eliciting engagement and positive emotions), and trendy content (addressing current themes and aligning with recent socio-cultural and technological references to generate positive virality). These variables capture consumer attention and encourage co-generation of value with firms. The study also highlights the positive effect of “ad-to-consumer” interactions on purchase intention and viral word-of-mouth.

Errachga and al. (2024) examine the integration of digital technologies that are revolutionizing co-creation dynamics. These technologies multiply the potential interactions between firms and consumers. The growth of social media marketing introduces new variables for establishing richer, continuous, and more visible collaborations. These variables include interactivity (exchanges, participation, reciprocity), information (richness, accessibility, personalization), e-WOM (reviews, sharing, influence), and trendy content (virality, creativity, engagement). Their findings show that these variables optimize value co-creation processes and positively influence customer satisfaction and user engagement. Moreover, the authors provide a deeper understanding of value co-creation by

highlighting its multidimensional nature: hedonic value (pleasure and satisfaction experienced during interaction), utilitarian value (relevance of services and information obtained), and interactive value (quality of exchanges and shared experiences).

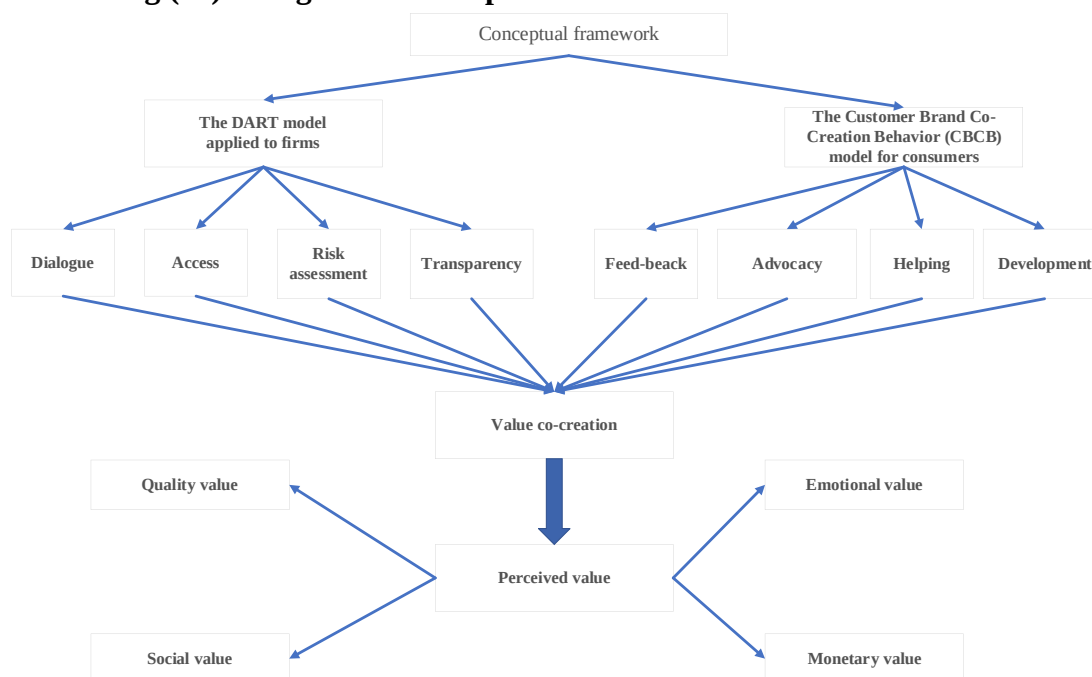
In summary, value co-creation practices have truly emerged and been reinforced through advances in information and communication technologies (ICTs), which offer unprecedented opportunities for interaction and redefine the relationship between firms and consumers. Interactive communication and collaborative relationships have thus become central to a co-creative customer experience tailored to informed, discerning, and creative consumers.

III. Integrative Conceptual Framework of Value Co-Creation: A Synergy Aimed at Enhancing Consumer Perceived Value

The retrospective analysis of the literature reveals a diversity of models, drivers, and dimensions mobilized to explain and optimize the process of value co-creation. Each theoretical or empirical study highlights emerging challenges in customer relationships, positioning consumer active participation at the core of corporate strategies. However, the profusion of approaches to value co-creation has resulted in a lack of consensus on the concept, thereby complicating its comprehensive understanding. From this standpoint, it becomes pertinent to consider an integrative and structured approach in order to reinforce its effectiveness.

In the era of digitalization and collaborative interaction, we propose to unify two foundational frameworks of co-creation, thereby restructuring this highly fragmented approach: the organizational DART model developed by Prahalad and Ramaswamy (2004) and the CBCB model introduced by France and al. (2018). Referring to the state of the art, we also questioned the extent to which this conceptualization enables an improvement in consumer-perceived value. The body of studies reviewed demonstrates, directly or indirectly, that value co-creation practices converge toward a common objective: the enhancement of consumer-perceived value. The following figure illustrates the conceptual model we propose, derived from the integrative analysis of the existing theoretical frameworks.

Fig.(03): Integrative Conceptual Framework of Value Co-Creation.



Source: Developed by the authors.

This unification aims to provide a coherent and operational framework designed to optimize the value co-creation process.

III.1. The DART Model

The DART model provides firms with a roadmap for co-generating value with consumers. Its four components establish the organizational conditions necessary to create shared value between companies and consumers. The operationalization of the model involves initiating interactive dialogue with customers while facilitating their access to the firm's resources. It also requires companies to demonstrate transparency by communicating information related to the evaluation of risks and benefits associated with consumption. The following table illustrates the dimensions of the DART model and their contributions to the co-creation of value.

Table (1): The Four Dimensions of the DART Model

Dimension	Definition	Implication for Value Co-Creation
Dialogue	Interactive, continuous, and balanced communication between the firm and consumers.	Fosters mutual learning, stimulates creativity, enhances customer understanding, and strengthens engagement and trust.
Access	Smooth provision of information, tools, and resources. Reduction of barriers to participation.	Decreases informational asymmetry, facilitates active participation, enables personalization, and enhances brand proximity.
Risks	Communication of information on both advantages and	Increases perceived security, fosters trust and engagement, and

	uncertainties related to the offering.	reduces disengagement due to unfulfilled promises.
Transparency	Clear, continuous, and equitable sharing of information (activities, products, decisions).	Reduces organizational opacity, strengthens credibility and trust, and facilitates dialogue and customer loyalty.

Source: Developed by the authors, based on Prahalad and Ramaswamy (2009).

This framework enables firms to establish genuine interactive communication, collaboration, and mutual trust with consumers, who were previously regarded as passive agents. The balance created through comprehensive data sharing reduces information asymmetry between firms and consumers, while providing customers with the means to fully reflect upon and enrich their purchasing experiences through the interactive access tools made available by the company.

III.2. The CBCB Model

The behavioral dimension of value co-creation is highlighted through the Customer Brand Co-creation Behavior (CBCB) model developed by France and al. (2018). This framework reflects the consumer's behavioral receptivity to co-generate value with firms. By adopting attitudes such as customer-to-customer assistance, feedback to firms, co-design of offerings (development), and customer advocacy, consumers become genuine co-actors in the customer relationship. Accordingly, four key attitudes are identified, emphasizing the active role of consumers in the value creation process of firms.

Table (2): The Four Dimensions of the CBCB Model

Dimension	Definition	Implication for Value Co-Creation
Feedback	"Feedback includes solicited and unsolicited information that customers provide to the brand."	Enriches databases, enhances personalization, fosters loyalty, corrects dysfunctions, and improves perceived value.
Advocacy	"Advocacy refers to recommending the company to other people."	Generates positive electronic word of mouth (E-WOM), fosters virality, strengthens brand credibility, and supports new customer acquisition. For consumers: social recognition, sense of community belonging, reduced purchase uncertainty, and improved perceived value.
Helping	"Helping refers to customer behavior aimed at assisting other customers."	Optimizes customer support, strengthens community engagement, and reduces after-sales service costs. For consumers: time savings, sense of belonging, increased social

		capital, and improved perceived value.
Development (co-development/co-design)	Active participation in designing or developing offerings.	Accelerates innovation, enhances competitive differentiation, and adapts products to real expectations. For consumers: empowerment, recognition of creativity, personalization, enriched experience, and improved perceived value.

Source: Developed by the authors, based on France and al. (2018).

When effectively framed by firms, these behaviors foster higher customer satisfaction, the establishment of mutual trust, and a stronger perception of product utility value (France and al., 2018). Moreover, the CBCB model responds to consumers' needs for personalization, creativity, social cohesion, and self-esteem in their acts of consumption (France and al., 2020). The dynamics generated by these behaviors ultimately enhance the perceived value of firms (Payne and al., 2018).

III.3. Consumer Perceived Value

France and al. (2020), building on the foundational works of Zeithaml (1988) and Sweeney and Soutar (2001), identify four dimensions to assess brand value from the consumer's perspective. These dimensions are: quality value, emotional value, social value, and monetary (price) value, which are summarized below.

Quality Value. This dimension corresponds to the consumer's perception of brand or product quality, which depends on the utilitarian value assessed according to objective criteria and the consumer's association with high standards used to evaluate performance. The cognitive processing involved considers performance, reliability, functional benefits, and product attributes that can meet both expressed and latent consumer needs.

Emotional Value. Emotional value refers to a hedonic evaluation linked to the emotions experienced by the consumer during the acquisition of goods or services. In this case, rational criteria are set aside in favor of emotional ones such as pleasure, pride, or enthusiasm. This dimension encompasses feelings and sensations that contribute to constructing the emotional value of the offering. Evaluation, therefore, is not limited to the product's intrinsic properties but also incorporates the consumption environment and the customer experience.

Social Value. Social value reflects the symbolic benefits associated with consuming a company's good or service. It expresses the social advantages derived from the purchase, taking into account how this act is interpreted by other consumers. This value is associated with social recognition, esteem, self-expression, and the status conferred by the act of purchase. For instance,

purchasing a luxury watch may express social standing, while acquiring an official football jersey can signify belonging to a particular sports community. In both cases, consumers seek recognition within their social environment.

Monetary Value. Monetary value refers to the benefits perceived by consumers based on the cost–benefit trade-off. It also relates to psychological pricing and is evaluated according to an optimal reduction of costs and maximization of benefits derived from the offering. It is grounded in the notion of fair exchange, where consumers assess financial sacrifices relative to the advantages obtained.

In sum, perceived value reflects the overall evaluation carried out by the consumer to identify the benefits gained from the purchase of a product and, more broadly, from their relationship with a brand. This evaluation includes a cognitive and functional dimension combined with emotional and experiential aspects. The following table presents the link between the components of perceived value and value co-creation, referring to the CBCB model proposed by France and al. (2018, 2020).

Table (3): Impact of Value Co-creation on the Dimensions of Perceived Value

Dimension of Perceived Value	Link with Value Co-creation
Quality Value	Active consumer participation strengthens perceived quality value through cognitive processing, enabling consumers to better identify brand attributes and form a positive judgment.
Social Value	Active consumer participation through value co-creation triggers an identity-based process of social recognition. It becomes a tool for self-affirmation (credibility and even expertise) via co-design, recommendations, feedback, and customer-to-customer assistance.
Emotional Value	Co-creation allows consumers to live enriched consumption experiences in which emotions and feelings are intensified (e.g., satisfaction, enjoyment, pleasure). Emotional bonds are reinforced beyond cognitive aspects, increasing proximity and attachment to the brand, with an improved perception of brand image.
Monetary Value	Co-creation enhances perceptions of the benefit–cost ratio when consumers engage in co-design and recommend the product to others. They perceive greater benefits from the offering without an increase in price.

Source: Developed by the authors, based on France and al. (2018, 2020).

Thus, value co-creation amplifies perceived value because the collaborative behaviors adopted by consumers allow them to develop a deeper awareness of the offering's value. Specifically, the qualitative advantages of the brand, reinforced through stimulated cognitive processing, are better appreciated within a favorable cost–benefit assessment. Moreover, active consumer participation

magnifies the consumption experience from both emotional and social recognition perspectives through high-quality interactions on engagement platforms, whether with the firm or among consumers themselves.

IV. Discussion of the Results

The present study highlighted the relevance of unifying the DART and CBCB models with the aim of optimizing the business-to-consumer (B2C) value co-creation process in the digital era. This integrative framework, whose primary objective is to enhance consumer perceived value, combines a structuring organizational approach with the identification of consumers' behavioral and psychological dynamics. This dual perspective enables the articulation of a comprehensive and operational vision of co-creation.

This conception is aligned with Leclercq and al. (2016), who view value co-creation as a joint process in which value is reciprocally generated by multiple actors, whether individuals, organizations, or networks. It also resonates with Grönroos (2011), who posits that direct and identifiable interaction between the customer and the firm constitutes a condition sine qua non for value co-creation. In the absence of such interaction, the firm merely acts as a “value facilitator” rather than a “value co-creator.” Along the same line, Grönroos underscores that the co-creation process can substantially enhance consumer perceived value.

Our model further rests on the idea that the quality of the customer relationship intrinsically depends on the quality of interaction. This observation converges with the work of Ballantyne and Varey (2006), who emphasized the role of managerial competencies in service delivery and demonstrated their positive impact on perceived value and brand image. Moreover, this is consistent with the findings of Roshanzamir and al. (2020), who stressed the importance of two organizational dimensions: internal managerial factors and external factors related to customer relationship management and its perception.

Nevertheless, our conceptual model partially diverges from the empirical results of Azzabi and Ben Lallouna (2024), who reported that the “transparency” dimension of the DART model does not significantly influence perceived value, whereas our model assigns it a central role in establishing a climate of trust. Similarly, Cheung and al. (2020) and Hussain and al. (2022) did not establish a direct link between value co-creation and perceived value. Instead, they argued that co-creation within a digitalized context has a highly positive impact on engagement, electronic word-of-mouth (e-WOM), satisfaction, and purchase intentions. These intermediate variables indirectly reinforce consumer perceived value.

However, several limitations must be acknowledged. First, this conceptualization remains theoretical and requires thorough empirical and factual

validation across diverse sectoral and cultural contexts to assess its robustness. Second, the heterogeneity of consumers constitutes a constraint that limits the uniformity of approaches to customer relationship management. Finally, it is important to recall that co-creation entails potential risks of “co-destruction” of value, which can undermine the trust-based relationship between firms and customers, thereby negatively affecting perceived value.

V. Conclusion

The present study is situated within a rapidly digitalizing environment in which value co-creation emerges as an indispensable approach for rethinking the relationship between firms and their customers. The initial research question examined means to improve the effectiveness of this approach in order to increase consumer perceived value in a B2C context.

The literature review revealed both the richness of existing work and its dispersion. To overcome this fragmentation, we proposed an integrative conceptual framework that combines two complementary approaches: the organizational DART model and the behavioral CBCB model. This unification provides further insight into the conditions that firms must implement and the behaviours expected of consumers for co-creation to be fully optimized.

The contributions of the proposed framework operate at several levels. From a theoretical standpoint, it helps to reduce conceptual fragmentation by offering a unified perspective on co-creation in the digital era. From a practical and managerial standpoint, it supplies marketing managers with an operational tool to design interactive relationship strategies. Central to these strategies is the active and informed participation of consumers, which enables firms and consumers to co-generate value and to enhance consumer perceived value.

This research nevertheless has limitations. The integration offered remains primarily conceptual and requires empirical testing across diverse sectoral and cultural contexts to assess its robustness. In addition, heterogeneity among consumers—in terms of motivation, involvement, and digital skills—necessitates careful adaptation of co-creation mechanisms to different consumer profiles.

Finally, these conclusions suggest several avenues for future research. The foremost priority is the empirical validation of the proposed framework using mixed methods, combining qualitative and quantitative approaches. It would also be pertinent to investigate the contribution of emerging technologies, such as artificial intelligence, to the value co-creation process. A further line of inquiry should seek to identify the individual determinants that condition consumer engagement in co-creation.

Collectively, these developments will refine our understanding of how firms can operationalize co-creation in digitally mediated environments and will support more effective strategies for improving consumer perceived value.

VI. References:

Books

1. Ramaswamy, V., & Ozcan, K. (2014). *The co-creation paradigm*. Stanford : Stanford University Press.
2. Grönroos, C., Strandvik, T., & Heinonen, K. (2015). Value co-creation: Critical reflections. In Nordic School (Ed.), *The Nordic School: Service marketing and management for the future* (pp. 69–81). Helsinki : CERS, Hanken School of Economics. <https://doi.org/10.6027/TN2015-545>

Journal articles

1. Abeza, G., O'Reilly, N., Finch, D., Séguin, B., & Nadeau, J. (2020). The role of social media in the co-creation of value in relationship marketing : a multi-domain study. *Journal of Strategic Marketing*, 28(6), 472-493. <https://doi.org/10.1080/0965254X.2018.1540496>.
2. Achrol, R. S., & Kotler, P. (2012). Frontiers of the marketing paradigm in the third millennium. *Journal of the Academy of Marketing Science*, 40(1), 35–52. <https://doi.org/10.1007/s11747-011-0255-4>.
3. Azzabi, M., & Ben Lallouna, H. H. (2024). Antecedents and consequences of value co-creation in virtual brand communities: Application of the DART model. *International Journal of Management Sciences*, 7(4).
4. Ballantyne, D., & Varey, R. J. (2006). Creating value-in-use through marketing interaction. *Marketing Theory*, 6(3), 335-348. <https://doi.org/10.1177/1470593106066795>.
5. Cheung, M. L., Pires, G. D., Rosenberger III, P. J., Leung, W. K., & Ting, H. (2021). Investigating the role of social media marketing on value co-creation and engagement: An empirical study in China and Hong Kong. *Australasian Marketing Journal*, 29(2), 118-131.
6. Cova, B., & Cova, V. (2009). The figures of the new consumer. *Marketing Research and Applications*, 24(3), 81-100. <https://doi.org/10.1177/076737010902400305>.
7. Erragcha, N., Toukabri, M., & Jendoubi, K. (2024). Customer participation orientation and co-creation of value. *Journal of Advertising and Marketing Communication*, 2(2).
8. France, C., Grace, D., Lo Iacono, J., & Carlini, J. (2020). Exploring the interplay between customer perceived brand value and customer brand co-creation behaviour dimensions. *Journal of brand Management*, 27(4), 466-480.



9. France, C., Grace, D., Merrilees, B., & Miller, D. (2018). Customer brand co-creation behavior: conceptualization and empirical validation. *Marketing Intelligence & Planning*, 36(3), 334-348.
10. France, C., Merrilees, B., & Miller, D. (2015). Customer brand co-creation: a conceptual model. *Marketing Intelligence & Planning*, 33(6), 848-864.
11. Grönroos, C. (2004). The relationship marketing process. *Journal of Business & Industrial Marketing*, 19(2), 99-113.
12. Grönroos, C. (2011). Co-creation of value in service logic. *Marketing Theory*, 11(3), 279–301.
13. Hussain, A., Ting, D. H., & Mazhar, M. (2022). Driving consumer value co-creation by social media advertising value. *Frontiers in Psychology*, 13, 800206.
14. Leclercq, T., Hammedi, W., & Poncin, I. (2016). Ten years of co-creation of value. *Marketing Research and Applications*, 31(3), 29-66.
15. Pagano, S., Derrouiche, R., & Neubert, G. (2014). Création de valeur et collaboration. *Excellence HA*, 2(2), 4–16.
16. Prahalad, C. K., & Ramaswamy, V. (2004). Co-creation experiences. *Journal of Interactive Marketing*, 18(3), 5-14.
17. Ramaswamy, V. (2005). Co-creating experiences with customers. *The TMTC Journal of Management*, 8, 6–14.
18. Roshanzamir, A., Roosta, A., & Shajari, M. (2020). How startups harness brand co-creation. *World Export Magazine*, 11, 18–21.
19. Schiavone, F., Metallo, C., & Agrifoglio, R. (2014). Extending the DART model for social media. *International Journal of Technology Management*, 66(4), 271–287.
20. Varey, R. J., & Ballantyne, D. (2006). Relationship marketing and the ‘new’ Service-Dominant logic. In 14th International Colloquium on Relationship Marketing (ICRM).
21. Vargo, S. L., & Lusch, R. F. (2004). The four service marketing myths. *Journal of Service Research*, 6(4), 324-335.