

Conceptualizing dynamic and phenomenological value co-creation in event management

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Purpose – Failure in value co-creation has received little attention in the event literature. This appears surprising given that the interactions among actors at an event may also reduce the experienced value for other participants and that of the entire event or the event's service ecosystem. This conceptual paper aims to integrate value co-destruction into the resource integration process.

Design/Methodology/approach – Journals of the “Scimago Journal & Country Rank” were systematically reviewed for the keywords “value co-destruction”, “value destruction” and “negative value co-creation”. The 102 articles identified were qualitatively analyzed using Mayring's model of category development. Two overarching categories are build: conceptualisation of value co-destruction and reasons for value co-destruction.

Findings – In literature, value co-destruction is both, process and outcome in which the viability or well-being of an actor or system decreases. The article offers the concept of a five-phases resource integration process. Reasons that leads to failure in the phases of the resource integration process are categorized.

Research limitations/implications – The need to enhance the understanding of the complexity of the event management process with its (many) interdependencies and dependencies. Events are always live and, thus, subject to unforeseen circumstances. Depending on the reaction of the event facilitator, a disruption can be solved to a satisfying or non-satisfying level for the other conference participants. The disruption itself, however, cannot be made irreversible and becomes part of the event. Four dynamic scenarios are prototyped linking resource integration failure, value co-destruction, service recovery process.

Practical implications (if applicable) – Event managers should be aware that value co-destruction might happen due to issues under the control of the event manager. However, value co-destruction might also happen due to issues beyond the control of the event manager. Complex situations in an event require a more experimental mode of management that includes the acceptance of potential failure. Positive implications for event managers include: the knowledge of co-destruction processes can significantly contribute to a successful event; a certain level of flexibility can assist in dealing with unforeseen incidents so that the overall outcome can still be successful and valuable for different stakeholders; and even if the overall outcome is negative, a service recovery process might lead to new and enhanced benefits.

Originality/value – The paper's approach focuses on the process and less on the outcome. Value co-destruction is considered as a diametric analogy to the very same value co-creation process.

Key words – Event Management, Service-Dominant Logic, Value Co-Destruction, Value Formation, Negative Value Co-Creation,

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