

A Different Perspective to Value Co-Creation within the Context of U-I Collaborations

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ABSTRACT

A large body of research has been done on U-I collaborations from many perspectives, most of which outline how various factors affect these collaborations. Nonetheless, these literature studies have not sufficiently examined U-I interactions from the concept of value co-creation via the service dominant logic approach. The service dominant logic contends that services are created by the simultaneous interactions of various stakeholder groups at a relational context where value is co-created through these collaborative interactions as resource integrators. Moreover, with the fact that value co-creation has been studied more broadly in marketing literature, this paper aims to contribute to our knowledge about the concept of value co-creation within the context of U-I collaborations.

Keywords: U-I Collaborations, Value Co-Creation, Service Dominant Logic.

Üniversite Sanayi İşbirlikleri Bağlamında Ortak Değer Yaratma Kavramına Farklı Bir Bakış

ÖZET

Üniversite sanayi işbirlikleri üzerine çok sayıda araştırma yapılmıştır. Bu çalışmaların birçoğu, çeşitli faktörlerin bu işbirliklerini nasıl etkilediğini ortaya koymakla birlikte; üniversite sanayi etkileşimlerini hizmet baskın mantık yaklaşımı üzerinden ortak değer yaratma kavramı çerçevesinde yeterince incelememiştir. Hizmet baskın mantık yaklaşımı; hizmetlerin, ilişkisel bağlamda çeşitli paydaş gruplarının eşzamanlı etkileşimleri tarafından ortaya çıkarıldığını ve değer, kaynak bütünleştiricileri olan bu işbirlikçi etkileşimler aracılığıyla birlikte yaratıldığını ileri sürer. Ayrıca, ortak değer yaratma kavramının pazarlama literatüründe daha geniş bir şekilde çalışılmış olması gerçeğinden hareketle; çalışmada, üniversite sanayi işbirliklerinde, ortak değer yaratma kavramı hakkındaki bilgiye katkıda bulunmak amaçlanmaktadır.

Anahtar Kelimeler: Üniversite Sanayi İşbirlikleri, Ortak Değer Yaratma, Hizmet Baskın Mantık.

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1. INTRODUCTION

Universities' missions have expanded to include the use and exploitation of knowledge with other organizations and society beyond academia, thereby university-industry collaborations have become a more complex and multidisciplinary topic (Nsanzumuhire and Groot, 2020; Secundo, Perez, Martinaitis and Leitner, 2017). This is because a country's economic success depends on collaboration between academic institutions and the business sector in research, technological advancement and innovation (Rossoni, Vasconcellos and Rossoni, 2004). As a result, a significant amount of literature has been generated to comprehend the dynamics of industry-university relationships. Some studies have added to the body of literature by concentrating on the conceptual elements of industry-university collaborations, such as their formation, scope, and structure, as well as the success factors and driving forces behind the results of these collaborations. While some studies have concentrated on partial frameworks for conceptualizing university-industry linkages, such as research collaborations, academic engagement, and so on, other literature reviews focus on the triple and quadruple helix models as frameworks for context-specific university and industry collaborations (Nsanzumuhire and Groot, 2020).

Although a great deal of study has been done on the elements that influence industry-university collaborations (UICs), a unique perspective calls into question how collaborations are defined in terms of the service dominant logic. Collaborations are defined as the processes by which an interconnected network of people and organizations interact to produce something valuable to them from the perspective of service dominant logic. (Mele, 2011; Lusch, Vargo and O' Brien, 2007). And at the simultaneous point of interactions, these interlaced networks are brought together to specialize in and transfer the utilization of their capabilities to provide the pertinent competencies they need for their own requirements. This perspective acknowledges that the organizations and its partners in exchange are involved in creating value via reciprocal and mutual service offering. Its foundation lies in a logic that requires management- at all levels- to assist all parties involved. The idea behind the logic is an adherence to collaborative processes involving all actors participating (Lusch, Vargo and O' Brien, 2007). According to the service dominant logic, services are formed through the interactions between different stakeholder groups at the simultaneous point of a relational context in which these joint interactions, value are co-created simultaneously through their interactions with others as resource integrators (Güzel, 2020, Vargo and Lusch, 2004; Nenonen and Storbacka, 2010). In that regard, collaboration is considered as a service in co-creating innovation and knowledge exchange, rather than just for product creation, when seen in the prism of the service dominant logic (Hasbullah and Nordin, 2019).

Since innovation is centered around the exchange of resources, knowledge and practices among organizations; university-industry collaborations show a remarkable approach to innovation that connects scholars, firms, students, and other mediating participants in collaborative initiatives. And given that the fact that a service ecosystem is created within these innovation intermediaries; adopting a multi-level service-dominant logic approach

becomes possible by expanding upon the notion that innovation practices in university-industry cooperation would promote value co-creation by rearranging procedures and offering novel opportunities for these interactions amongst multi-stakeholder collaborations. And based on these multi-stakeholder collaborations with a multi-level service dominant logic, services are seen as the building blocks of exchange through resource integrations and dynamic interactions toward a shared goal between multiple organizations (Osorno- Hinojosa, Koria and Ramirez- Vazquez, 2022; Galvagno and Dalli, 2014). As a result, value co-creation involves the similar assessment of complementary expertise or operations that are used, transferred, or shared during the process and for a common goal that is ultimately decided by the beneficiaries of the interactions. In terms of UICs, this is the framework that is necessary for shared creation of value through innovative initiatives. And multiple beneficiaries may result from a single interaction in open innovation and university-industry cooperation, and co-creation entails utilizing accumulated experience through direct interaction and generating value for all parties (Osorno- Hinojosa, Koria and Ramirez- Vazquez, 2022). In that regard, exploring U-I collaborations on the basis of the service dominant (S-D) rationale, which views value as produced through integrating resources and interactions between multiple actors to create and produce outcomes that are valued by both parties, might enhance university-industry collaborations. Nonetheless, the literature on value co-creation within the context of industry-university partnerships offers limited perspectives (Polese, Ciasullo, and Montera, 2021). Furthermore, even though the assessment of published work on university-industry collaborations is expanding, the inclusion of service dominant rational thought as the service investigation employing value co-creation as a notion has not been properly taken into consideration in the overall setting of these university-industry collaborations. Thus, by focusing on the gap, contextualizing value co-creation within U-I collaborations and extending the notion by service dominant rationale since it is based on simultaneous multiactor interactions and resource integration processes for the outcomes that are mutually valued; would provide a more comprehensive view emphasizing innovation as a collaborative process occurring amongst actors within a network (Lusch and Nambisan, 2015). In that regard, the main objective of this article is to increase our comprehensive understanding of how actors participate in value co-creation especially within university industry collaboration and what are the contextual elements, dynamics and mechanisms that frame these multi actor interactions from service dominant logic. Consequently, the paper is organized as follows: firstly, on a conceptual level, the study approach is clarified as being grounded in the literature's explanations of value co-creation, which form the basis for a contextual shift toward U-I collaborations and value co-creation is regarded as an arising concept. The subsequent section centers on the overview of the literature studies depicting a synopsis of majority of research on U-I collaborations and then providing an overview of value co-creation studies in the context of U-I undertaken recently beside these major research stream on U-I collaborations. By presenting the literature findings on the contextual elements, dynamics, and mechanisms affecting value co-creation interactions of U-I from the

service dominant logic, as well as the factors affecting U-I collaborations, the study seeks to provide an interactional framework for value co-creation within the U-I collaborations. Consequently, by providing a general framework on U-I collaborations, the paper then seeks to set out an agenda for future research by building on the discussion that particularly in the context of university industry collaborations, little knowledge has been provided by literature studies about how actors participate in value co-creation under different circumstances. In that regard at the discussion section, the importance of investigating these multi actor interactions from the value-co creation perspective from the framework of various circumstances, contextual elements, dynamics and mechanisms are revealed. From the perspective of a more knowledge-intensive, collaborative value chain and value network paradigm, it is intended to demonstrate how the growing permeability and flexibility of industries and organizational boundaries have resulted in a situation where all socioeconomic actors are functioning as source vendors and interacting through reciprocated supply of services to co-create value (Nenonen and Storbacka, 2010).

2. CONCEPTUAL LEVEL INQUIRY ON VALUE CO-CREATION WITHIN UICs

The study focuses contextualizing value co-creation in U-I collaborations at a conceptual level by examining relational marketing (Gummesson and Mele (2010) and management literatures (Prahalad and Ramaswamy, 2004) which mostly covers value co-creation from consumer and supplier or business to business interactions as service system providers. Following the relevant literature on value co-creation, which primarily emerged from relational marketing and management literature describing the interactions primarily from the roles of suppliers, customers, and businesses; this study sought to ground its investigation in the concurrent interactions of university and industry with a contextual shift. Based on the literature's explanations of value co-creation, which serve as a foundation for a contextual shift toward U-I collaborations, the study approach points out to clarify the primary literature knowledge of value co-creation for an expanding understanding of the contextual scope of value co-creation.

2.1. The Dynamics of Value Co-Creation and Its Contextual Shift

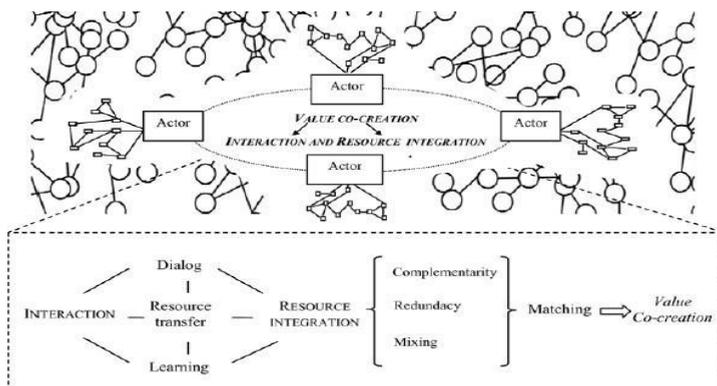
Existing value co-creation approaches mainly focus more widely in the literature on relationship marketing, and posits that value cannot be created by suppliers in a unilateral manner or simply created and transferred to the customer; rather, value is a customer's judgment that is simultaneously generated and established at the moment of using, consuming, or experiencing the service's outcomes. In that regard, a multitude of stakeholders may experience value, whether it be directly from the company or through its customers (Vafeas, Hugles and Hilton, 2016; Kowalkowski, 2011; Vargo and Lusch, 2004, 2008). As numerous social, psychological, and economic changes have been brought about by the quick advancement of digitalization; the notion of value co-creation has evolved as a result of consumers' increased ability to influence internal business operations, such as the development of new products. Value co-creation thus began to

offer businesses and customers the chance to collaborate in order to create value that benefits both parties (Güzel, 2020).

Initially, a dyadic relationship—which describes a two-party such as customer-supplier interaction—was at the center of the value co-creation concept. The underlying dyadic ties, however, broaden into the phenomena of actor-to-actor focus with the growing significance of networks viewpoints. This comprises a sizable corpus of work on networks and systems approaches that describes the interconnected interactions between many actors who function together to create value (Gummesson and Mele, 2010). The many-to-many aspect of co-creation -in which a supplier and their network engage with a customer and their network- highlights the significance of networks of relationships in the literature (Mele, 2011). Hence, value co-creation, which is inherently viewed from a service-oriented perspective where services are created by interactions between buyers and sellers at the simultaneous point of production and consumption (Güzel, 2020), started to be viewed as a value that includes services in which all commercial and communal entities function as vendors of resources from a larger perspective (Alves, Fernandes and Raposo, 2015).

Gummesson and Mele (2010) identify this many-to-many approach as actor-to-actor interactions, emphasizing the relational context within a multiparty interaction. Building on the work of Vargo (2008), Gummesson and Mele (2010) presented a model structuring value co-creation process by addressing the framing relationships between interaction and integration components within value co-creation processes of multiactor interactions. The relationship between interaction, integration, and their constituent parts is framed as the background of nodes and linkages in Figure1, which illustrates how value is co- created in the framework of connections among participants.

Figure 1. Value co-creation through A2A interaction and resource integration in a many to many network setting



Reference: Gummesson, E., & Mele, C. (2010). Marketing as value co-creation through network interaction and resource integration. *Journal of Business Marketing Management*, 4: 181-198.

As the main phase within the process of value creation, interaction regarded as a process in which actors interacting to translate their subjective meanings into artifacts and thus supporting the value creation processes of other parties. As a result, the interaction process highlights how negotiation is established, resources are shared, and comprehension takes place through actor-to-actor interaction. Thus, the actors create a conversational process that is interactive and allows them to exchange information, create new knowledge and functioning resources, and make their own insight and other operational resources available. This process of constructive interaction involves comparing thoughts, skills, as well as insights in order to develop a shared meaning that serves as the foundation for connections and social property, which is a key component in value proposition development. The foundation for resource transfer is established through interaction, and learning takes place when actors exchange information and resources to produce new both visible and invisible comprehension. Thus, interaction serves as a precursor to resource integration, which in turn determines value and experience. Thus, resource inclusion is the process of incorporating an actors's resources into the operations of another actor. It suggests a social and cultural procedure that makes it possible for an actor to join an interaction. Value co-creation is achieved by the integration of actor resources based on their requirements, expectations and capabilities (Gummesson and Mele, 2010). This allows the value creation process to be seen through the lens of network management, which involves analyzing the interdependence and connectivity of relationships between parties, as well as the value that is created through interaction and the trade-off between benefits and sacrifices (Mele, 2011).

3. INTERACTIONAL FRAMEWORK FOR VALUE CO-CREATION WITHIN THE CONTEXT OF UICs

Numerous types of industrial-university collaborations (IUCs) have been highlighted in the literature, including contract research, shared publications, intellectual property (IP) licensing, student training, consulting services, cooperative research and industrial temporary assignments (Pujotomo, Hassan, Ma'aram and Sutopo, 2023). The exchange of resources, knowledge and practice between organizations is also at the core of innovation; university- industry collaborations demonstrate an impressive approach to innovation that links students, business scholars and other mediating participants in collaborative initiatives. On the other hand, since value as an innovation, is derived from a recognition of the knowledge that can be utilized to use and the knowledge that is readily accessible within these simultaneous points of a relational context through collaborative interactions (Mathisen and Jorgensen, 2021); a more resource-integrating and value network paradigm in which all social and economic actors have become recognized as resource vendors interacting through mutual and simultaneous service provision to co-create value (Nenonen and Storbacka, 2010) emerges as an important issue. And given that the fact that a service ecosystem is created within these innovation intermediaries; adopting a multi-level service-dominant logic approach becomes possible by expanding upon the

notion that innovation practices in university-industry cooperation would promote value co-creation by rearranging procedures and offering novel opportunities for these interactions amongst multi-stakeholder collaborations. And based on these multi-stakeholder collaborations with a multi-level service dominant logic, services are seen as the building blocks of exchange through resource integrations and dynamic interactions toward a shared goal between multiple actors (Osorno- Hinojosa, Koria and Ramirez-Vazquez, 2022; Galvagno and Dalli, 2014). As a result, value co-creation involves the similar assessment of mutually beneficial expertise or practices that are used, traded, or provided during the interaction and for a common goal that is ultimately decided by the beneficiaries of the connections. This constitutes that which is entailed by value co-creation through innovation initiatives within university- industry collaborations. And multiple beneficiaries may result from a single interaction in open innovation and university-industry cooperation, and co-creation entails utilizing accumulated experience through direct interaction and generating value for all parties (Osorno- Hinojosa, Koria and Ramirez- Vazquez, 2022).

While a great deal of research has been done on the factors that stimulate or hinder various forms of collaboration (Adegbile, Sarpong and Cao, 2023; Varol, 2018; Cabukoglu, 2015), little research has been done on how all the actors in a network interact with one another at the same time to apply specialized competencies for their own or for another actor's benefit, which forms the basis of all network interactions (Lusch and Nambisan, 2015). Therefore, from the standpoint of S-D logic, a more thorough perspective stresses service as the application of specialized competencies for the benefit of oneself or another actor serving as the basis for all interactions, and innovation as a collaborative process that takes place among actors within a network. And within these interactions, increased resource density and resource integration are referred as the essential means of innovation (Lusch and Nambisan, 2015). The vast majority of research on UICs focuses on the elements that impede or facilitate U-I collaborations (Akman, 2019; Varol, 2018; Cabukoglu, 2015). However, viewing collaborations as a processes of network where multiple actors engage in simultaneous interaction would also allow for a more thorough analysis of the factors influencing UICs. When considering actors as part of a larger pattern of network relations that extends beyond dyadic relationships to a wider context of environments in which their relational interactions take place in a more dynamic configurations with a networked framework (Ramaswamy and Ozcan, 2017; Anderson, Hakansson and Johanson, 1994); the factors that hinder and enable UICs would be highlighted from a more broadened perspective. Therefore, in addition to the approaches to analyze the factors influencing the specific types of university industry collaborations that predominate in the literature, concentrating on the actors involved within particular types of UICs and the elements influencing the simultaneous interactions processes between these networked actors would provide an interactional framework approach to university industry studies.

3.1. An Overview of the Majority of the Research on Elements Affecting UICs

Various forms of industrial-university collaborations (IUCs) have been highlighted in the literature. These range from common forms like internships and publications to more complex types including collaborative industry projects and research consultancies. According to the literature studies, it has been noted that university industry collaborations typically include several interconnected aspects like technology transfer, research based on collaborations, research support, and further knowledge-sharing initiatives, while it also has been indicated that university industry collaborations vary and embrace consulting, cooperative research, contract research, and other forms of knowledge exchange (Adegbile, Sarpong and Cao, 2023). University-industry collaboration (UIC), which is associated with the transfer of knowledge and technology to help industries become more competitive, includes engaged research, contract inquiry, provided publications, intellectual property licensing, advisory services, educational opportunities for students, and industrial deployments (Pujotomo, Hassan, Ma'aram and Sutopo, 2023). A substantial volume of study addressing the motives, benefits and success factors of the collaborations between university and industry, in addition to the types of collaborations, has been developed by the literature. Some of these literature studies indicate that the several elements are critical to the success of university-industry collaborations: resources, communication, dedication, trust, culture, distance from the institution, support, university spinoffs, social assets, quality, and knowledge and technology transfer while market influence, human capital development, and business/economic development and even political leveraging constitute benefits associated with university-industry collaborations. The motivations for collaborations are another topic of focus for IUC research. These motivations can include monetary gain, non-financial benefits like access to technology, knowledge, materials, or data for research projects, or academic objectives like expertise on application-oriented issues, resolving issues, and developing new products and processes (Adegbile, Sarpong and Cao, 2023).

Research emphasizing the causes of collaboration failure have also been carried out a lot. Technoparks, as an instance of collaboration between academia and industry, have not succeeded for several reasons, some of which have been noted by Cabukoglu (2015). These reasons include structural issues that arise from the relationship between the university and financial institutions, issues that stem from industry and the public, and cultural issues. Cabukoglu (2015) revealed that problems like the issues arising from public and institutional structure; the fact that university laboratories and other infrastructure facilities lag behind industry; the lack of communication and promotion between industry and technopark/ university; the deficiencies in financing and risk capital institutions; the fact that industrialists are not able to access the content and advantages of technoparks, concerns like not being well-known enough by the general public, not receiving enough investment support from businesses to help them transition from research and development to products, the impact of laws and legal procedures, an excessive amount of bureaucracy, and the differences in corporate culture and values between academics and industrialists are the major causes of university industry

collaborations' failure. The findings of another study on medium-sized businesses operating in technoparks show that the main barriers to successful university-industry cooperation are communication between the parties involved, trust, mutual expectations, institutional cultural differences, harmony of common goals, and a desire for cooperation (Varol, 2018). Another study that was carried out to assess the situation of university-industry cooperations revealed that the expectations of universities and industries toward collaborations differ. Findings revealed that the administrative expectations of universities and the production-related expectations of industrialists were prominent. There is a growing expectation that both sides value preserving process confidentiality. While industry participants' expectations are unaffected by the length of the enterprise's activity, their position within it, or their level of education, university participants' expectations vary based on title and age, as well as their expectations regarding the process in terms of finances and other related factors (Akman, 2019). Studies investigating the outcomes of these collaborations shows that university- industry collaborations have a positive effect on firm absorptive capacity (Gül and Çakır, 2014) and innovation (Yavuz, 2019). Further more in some studies it is also demonstrated that technoparks' strategic collaborative approach how positive effects on innovation and firm performance (Can, Gerşil and Özdil, 2021). On the other hand, a systematic evaluation of the literature on UIC was offered in the studies that looked at how the research trend evolved over time in relation to UIC in the process of technological development and commercialization. The research trend analysis showed that the focus of this subject transformed from the knowledge-driven economy theme (2010-2013) to industry advancement (2014-2015), commercializing technological advances (2016-2017), and open innovation (2018-2019) (Pujotomo, Hassan, Ma'aram and Sutopo, 2023).

On the other hand apart from the aforementioned research paradigms, university- industry collaboration has recently started to be conceptualized as a collaborative innovation process where partners' knowledge contributions can generate new and mutual value. Research suggests that a more comprehensive understanding of value co-creation in the context of university- industry collaborations could be achieved by expanding the definition of value as defined by the service dominant logic. This logic is founded on active and multiactor interactions through the integration of resources to establish and provide mutually valued outcomes (Polese, Ciasullo and Montera 2021). Actor-to-actor involvement commitment facilitate value co-creation, which is viewed via a network lens and has its cyclical and non-linear characteristics. Through the prism of the service dominant rationale, this time-based process, which consists of parallel and sequential phases simultaneously (Gummesson and Mele, 2010), would produce significant findings about the underlying processes behind value co-creation in the framework of university-industry collaborations (Mathisen and Jorgensen, 2021).

3.2. Literature Studies on Value Co-Creation in the Framework of UICs

Drawing on the aforementioned discussions, several recently published literature studies have made an effort to examine the value co-creation process in the framework of university industry collaborations from the standpoint of service dominant rationale (Polese, Ciasullo and Montera, 2021; Mathisen and Jorgensen, 2021; Osorno- Hinojosa, Koria and Ramirez-Vazquez, 2022; Hasbullah and Nordin, 2019). In one of these studies, Polese and colleagues (2021) looked at university industry collaboration in the context of digital research projects in order to understand how academic and business participants co-create value. Value co-creation and innovation require knowledge sharing between academic institutions and industry. Based on this, a number of contextual factors that frame knowledge transfers in the context of industry- academic collaborations on digital research are revealed. Polese and colleagues (2021), defined resources, interactions and outcomes as the fundamental component of value co- creation process. Actors exchange and integrate resources within the framework of their reality during U-I interactions.

Thus, value co-creation processes are called essential processes for industry and universities to engage in incorporating resources and transfer and to produce a particular value co-creation outcome for both parties. This viewpoint holds that the individual, organizational, and institutional layers are the contextual layers that surround and influence the core components of the value co-creation process within U-I collaborations. And the results showed that a few drivers provided cyclical and synergistic support for the value co-creation process throughout the contextual levels. Specifically, social capital has emerged as an significant operant resource that impacts the value co-creation process in university- industry collaborations. Framed in the context of value co-creation, familiarity, trust, reciprocity norms, mutual understanding, and a long term commitment to co-creation emerge as additional important and beneficial factors that impact the growth of university-industry collaborations (Polese, Ciasullo and Montera, 2021). Yet, as the study by Mathisen and Jorgensen (2021) shows, value co-creation in the context of university-industry cooperation depends on knowledge availability, which is primarily created by the interplay between temporary physical and intellectual closeness. In particular, Mathisen and Jorgensen's (2021) study emphasizes how a lack of comprehension about the contextual component of knowledge, like implicit insight, hinders the integration of knowledge between academic institutions and industry. Accordingly, value co-creation in university-industry partnerships is thought to require knowledge readiness, which is defined as the capacity to recognize and apply knowledge in new ways as well as to incorporate and utilize knowledge. According to Mathisen and Jorgensen (2021), the combination of intellectual proximity- that is, a common understanding base- and temporary physical nearness, in which partners meet in individual, is particularly important for developing expertise in university-industry collaborations because these types of close connection foster knowledge exchanges. Since implicit comprehension is less accessible than other types of knowledge, it becomes difficult to use when actors in a collaboration come from diverse backgrounds with distinct knowledge types. Hence, it is contended that in order for actors in academic-industry collaborations to realize the knowledge potential concealed in knowledge

interaction processes, they need to understand implicit knowledge and be cognizant of the ways in which they could incorporate novel knowledge and thereby create innovation. In university- industry collaboration, knowledge readiness is thus defined as a subdimension of cognitive closeness that is crucial for value co-creation and consequently, innovation (Mathisen and Jorgensen, 2021).

Payne, Storbacka and Frow (2008) emphasized the idea that value propositions are the collective result of relations among parties as a series of points of contact that involve various departments at different phases of the relationship (Canhoto, Quinton, Jackson and Dibb, 2016). The authors emphasized that while the focus of this notion is business-to-consumer interactions, the perspectives regarding the creation of value propositions are relevant to interactions between actors as well. Then, given that value propositions are realized through interactions between actors, they seek to provide a framework that explains how individual, organizational, and external factors influence the variety of interactions and thus value propositions between actors. Although Canhoto and colleagues (2016) reveal this framework from the focus of the contextual aspects of co-production of value propositions by differentiating the notions between value co-creation and value co-production; their study is important in terms of describing the contextual factors affecting the value proposition. Because as stated by Vargo and Lusch (2008) value co-creation is the process through which a customer takes the company's value proposition and integrates it with their own resources to create an output of which value is assessed by its recipient in a subjective manner. Contextual aspects are significant in this sense because they influence how actors interact and how value propositions form in university-industry collaborations. The individual level (individual participants), the scale of the organization, and the external level (the encompassing marketplace and regulation environment) are thus the three levels into which these contextual factors are classified. Accordingly, highly dedicated individuals with complementary abilities along with comparable attitudes (at the individual level) and important enablers through provision and collaboration (at the external level) are recognized as facilitators of the reciprocal links between the actors and, consequently, value propositions between actors. At the organizational level, however, the process of co-producing value propositions is said to be particularly restricted by organizations that have highly structured and systemized methods toward handling interactions as well as difficulties accessing knowledge generated by universities (Canhoto, Quinton, Jackson and Dibb, 2016).

4. DISCUSSION AND CONCLUSION

The notion of value co-creation has emerged from a number of marketing-based subfields including business marketing, experiential marketing, communication, branding, customer relationship management, and customer engagement (Galvagno and Dalli, 2014), industrial services, services market and industrial marketing (Bonamigo, Dettman, Frech and Werner, 2020). These subfields have raised important questions about how value is co-created through mutual and simultaneous interactions between companies and their customers (Vargo and Lusch, 2004). Furthermore, the service

science perspective has become a rapidly developing interdisciplinary field of study (Ramaswamy and Ozcan, 2017). In that regard, it becomes crucial to broaden the scope of research on the value co-creation concept in the management literature, as it has primarily been studied in marketing-based literature reviews and has only lately begun to be examined in the management literature, particularly in the context of university-industry collaborations. The concept of service science is described as an emerging interdisciplinary field of study that concentrates on implementations that promote innovation and competitiveness by co-creating value through interactions between different participants. Accordingly, management-related theories were included in innovation studies as alternative viewpoints on value co-creation as a result of the inclusion of service dominant logic as an emerging interdisciplinary field of research that explains the dynamics between the participants in value co-creation processes (Galvagno and Dalli, 2014). Based on the literature research on factors impacting different forms of UICs and the dynamics of value co-creation, this study seeks to enhance the conceptual engagement on value co-creation for an interactional framework of UICs.

While a significant corpus of literature has been written about university- industry collaborations, it has not sufficiently addressed the context of these collaborations by incorporating service dominant logic as the core service research concept through value co-creation. Since the great majority of research on UICs focuses on the factors that either facilitate or impede U-I collaborations, a more comprehensive examination of the factors influencing UICs would also be possible if collaborations were viewed as network processes in which multiple actors interact simultaneously. This would offer a rich and interactive perspective for also investigating and exploring the factors impacting various stages of the value co-creation process utilizing a network approach where different actor groups participate in these interactive processes for the U-I collaborations of various forms. As a result of shifting from an inwards to a more resource-integrating and value network paradigm, all social and economic actors have become recognized as resource vendors interacting through concurrent and mutual service provision to co-create value (Nenonen and Storbacka, 2010) and collaborations have become recognized as services that co-create value with innovation outputs (Hasbullah and Nordin, 2019).

In order to integrate new knowledge and co-create value, actors in university- industry collaborations must recognize the potential for knowledge inherent in processes of knowledge interactions and understand tacit knowledge. This is because value as an innovation is derived from a recognition of the knowledge that is readily accessible and that can be used in these simultaneous points of a relational context through collaborative interactions. However, despite the importance of the interactions that actors form in order to acquire knowledge through the lens of the service dominant rationale, little research has been done on the underlying processes behind value co-creation in university-industry collaborations (Mathisen and Jorgensen, 2021). A more thorough view from the standpoint of S-D reasoning stresses services as an implementation of particular skills for the benefit of oneself or another actor acting as the basis for all interactions, and

innovation as an interaction that takes place among actors within a network. Increased resource volume and utilization of resources are also referred to as the key components of innovation within these interactions (Lusch and Nambisan, 2015). Studies indicate that expanding the definition of value by the service dominant logic-which relies on resource integration and active multiactor interactions to define and generate outcomes that are mutually valued- can lead to a deeper understanding of university-industry collaborations. Thus, from a more comprehensive perspective, it is essential to consider of and analyze how knowledge construction as a value is produced in a manner that separates down the processes and structures into simpler components and to investigate the interactions between each of them. This makes it possible to examine how contextual elements affect the process of co-creating values, as stressed by the social constructionism standpoint, which states that knowledge as a value is constructed through interactions between actors within a social setting (Polese, Ciasullo and Montera, 2021). The framing links between interaction and integration components within multiactor interaction identify the value co-creation processes. Said differently, by framing the relationship between interaction, integration, and their components as the background of nodes and links, value co-creation discovered in a network of actor-to-actor relationships (Gummesson and Mele, 2010). However there is not a comprehensive literature study focusing on the facilitating and inhibiting effects on the relationship between these interaction and integration components within the context of university industry collaborations. Studies have been conducted in an effort to determine the factors that promote and hinder the value co-creation process. In Bonamigo and colleagues' (2020) study, for instance, the facilitators were identified as actor participation, harmony among participants, resource synergies, interpersonal interactions between actors, value harmony, domain expertise, reliability, closeness in distance, communication of knowledge through science and technology, structure setting, and administration. The inhibitors were identified as actor contradictions, actors' lack of prior engagement in the context of value co-creation, the lack of assessment of value co-creation, and opportunistic exchange of data. However these studies based their consideration in business to business context approach from the industrial services viewpoint (Bonamigo, Dettman, Frech and Werner, 2020). Regardless the potential benefits of such perspectives for enhancing university industry collaborations, there is an absence of research addressing the multi actor interactions within the framework of university industry collaborations and concentrating on the drivers and barriers of the different stages of the value co-creation within these collaborations. From this angle, value co-creation is regarded as an essential component of network management, involving an examination of the relationships between various actors and their interdependencies (Mele, 2011). In light of this, studying the topic of managing networked value co-creation from a service ecosystem perspective within the interactional framework of university industry collaborations will provide light on a variety of contextual variables, dynamics, and mechanisms for future research. Thus, university industry collaborations can be strengthened by focusing on the gaps in the U-I literature perspectives on value co-creation and by examining the connections and

interdependencies between various actors in value co-creation processes from the perspective of the service dominant logic.

Statement of Research and Publication Ethics

In all processes of the article, the principles of research and publication ethics of the Manisa Celal Bayar University Journal of Social Sciences were followed.

Contribution Rate of Authors to the Article

The entire manuscript was written by the author.

Declaration of Interest

Author has no conflict of interest with any person or organization.

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