

Value co-destruction: A typology of resource misintegration manifestations

Abstract

Purpose – Actors who participate in co-created service experiences typically assume that they will experience improved well-being. However, a growing body of literature demonstrates that the reverse is also likely to be true, with one or more actors experiencing value co-destruction (VCD), rather than value co-creation, in the service system. Building on the notion of resource misintegration as a trigger of the VCD process, this article aims to offer a typology of resource misintegration manifestations and to present a dynamic conceptualization of the VCD process.

Design/methodology/approach – A systematic, iterative VCD literature review was conducted with *a priori* aims to uncover the manifestations of resource misintegration and illustrate its connection to VCD for an actor or actors.

Findings – Ten distinct manifestations of resource misintegration are identified that provide evidence or an early warning sign of the potential for negative well-being for one or more actors in the service system. Furthermore, a dynamic framework illustrates how an affected actor uses proactive and reactive coping and support resources to prevent VCD or restore well-being.

Originality/value – The study presents a typology of manifestations of resource misintegration that signal or warn of the potential for VCD, thus, providing an opportunity to prevent or curtail the VCD process.

Keywords Resource misintegration, Value co-destruction, Well-being domains, Coping mechanisms

Paper type Research paper

1. Introduction

Consumers' ability to make use of their own resources and those of other customers or firms, to improve their own welfare and that of others through resource integration processes, is a fundamental tenet of value co-creation (VCC) (Vargo and Lusch, 2016). However, an emerging stream of value co-destruction (VCD) research (e.g., Plé and Chumpitaz Cáceres, 2010; Echeverri and Skålén, 2011; Smith, 2013; Cabiddu *et al.*, 2019) demonstrates that resource integration processes do not always lead to increased well-being for all service systems, be they individual or organizational (Laamanen and Skålén, 2015). Indeed, adopting a VCD perspective offers a useful vantage point to better understand how resource integration may manifest among service systems.

Plé and Chumpitaz Cáceres (2010, p. 431) define VCD as “an interactional process between service systems that results in a decline in at least one of the systems' well-being”. Here, a service system is interpreted as an arrangement of resources connected with other systems by value propositions (Spohrer *et al.*, 2007). Despite the widespread adoption of this VCD definition, interpretations and operationalizations of the VCD process are varied, obscuring understanding and posing challenges for further development of the concept (see web appendix 1 for an overview of VCD process research). This lack of clarity has been documented by scholars (e.g., Lintula *et al.*, 2017), leading Plé (2017) to call for further research on VCD.

As a way forward, Plé (2016) and Caridà *et al.* (2018) explicitly connect the VCC process with resource integration, whereby actors combine and use resources to co-create intended value (Vargo *et al.*, 2008). Resource integration, as a concept, provides knowledge of different processes and forms of collaboration (Kleinaltenkamp *et al.*, 2012). It represents a socio-cultural process that enables actors to become members of a service system,

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3 accessing, adapting and applying their available resources (e.g., people, technology,
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5 knowledge) to create intended or unintended and expected or unexpected well-being
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7 outcomes (Peters *et al.*, 2014; Caridà *et al.*, 2018). In other words, resource integration is not
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9 merely a juxtaposition of resources but an embedded process central to VCC (Caridà *et al.*,
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11 2018). Thus, “effective resource integration is characterised by the ‘configurational fit’ of
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13 resources, activities and processes that see matching (of resources) in terms of internal
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15 configuration within an actor – and external configuration for the whole network or a sub
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17 group within it” (Gummesson and Mele, 2010, p. 193). Although resource integration is
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19 fundamental to VCC, the ways it can lead to VCD have largely been ignored. This gap may
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21 be a function of the difficulty in directly observing or recognizing the causes of
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23 misintegration of resources by one or more actors, especially when the process is accidental.
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25 It highlights the need to delineate the symptoms or expressions of misintegration and their
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27 potential for VCD (Baron and Warnaby, 2011; Edvardsson *et al.*, 2012; Kleinaltenkamp *et al.*
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29 2012; Plé, 2016; Caridà *et al.*, 2018).
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36 Thus, a key aim of this article is to explore the range of potential manifestations of
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38 resource misintegration derived from the systematization and summarization of existing VCD
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40 research. This step is important because manifestations provide evidence or an early warning
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42 sign of the potential reduced well-being for one or more focal actors in the service system. As
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44 a result of this review, the aim is to present a dynamic conceptualization of the VCD process,
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46 whereby one or more human actors may experience reduced well-being across multiple life
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48 domains. In doing so, this study makes the following contributions to the VCD literature.
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50 First, the typology of the manifestations of resource misintegration draws out distinct patterns
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52 of causality and thus signals potential ways to prevent or manage the VCD process. Second,
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54 the conceptual framework, which explicitly links resource misintegration to the VCD
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56 process, reinforces that VCC and VCD are recursive value processes and may alternate or
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3 even co-exist for one or more actors in a system (Plé, 2016). Finally, the conceptual
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5 framework also illustrates the potential coping strategies and support resources that an actor
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7 can draw on to circumvent the VCD process following resource misintegration or restore
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9 well-being to an equilibrium state following VCD.
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13 The remainder of this article proceeds as follows: First a review of the link between
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15 VCD and resource misintegration in the literature is established and then a resource
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17 misintegration manifestation typology, including suggested causes, is developed. This
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19 typology is then linked to the role of reduced well-being across actor's life domains and
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21 restoration mechanisms. Next, we offer a conceptual framework that describes the VCD
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23 process in practice. We conclude by delineating contributions to research and practice on
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25 VCD and discuss areas requiring further research.
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31 **2. VCD process and its relationship to resource misintegration**

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35 The link between integration of resources and VCC is well established in the service
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37 dominant logic of marketing (Vargo and Lusch, 2004). For example, Vargo *et al.* (2008)
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39 argue that value is co-created through the beneficial efforts of actors' applications of operand
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41 resources and sometimes through the use of operand resources, such as goods. McColl-
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43 Kennedy *et al.* (2012, p. 370) further define customer value co-creation as "benefit realized
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45 from integration of resources through activities and interactions with collaborators in the
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47 customer's service network". This optimistic view of resource application and integration is
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49 questioned by scholars such as Echeverri and Skålén (2011, p. 355), who note that "the main
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51 impression we get from the literature is that engaging in interactive value formation processes
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53 is conceived as unproblematic for the parties involved," which is unrealistic.
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3 Web appendix 1 offers a comprehensive overview of VCD process literature within
4 marketing. It illustrates the different VCD perspectives, their core theoretical frameworks and
5 key causes. A majority of studies build on Plé and Chumpitaz Cáceres's (2010)
6 conceptualization of VCD that suggests intentional and unintentional misuse of resources as
7 triggers activating the process. Further, only one step in the process of resource integration,
8 such as accessing, adapting and integrating resources (Akaka *et al.*, 2012), needs to be sub-
9 optimal for VCD to occur. These studies adopt service-dominant logic as an overarching
10 paradigm with a few also including other enabling theories such as the conservation of
11 resources (Smith *et al.*, 2013), justice theory (Xu *et al.*, 2014), strategic action field theory
12 (Laamen and Skålén, 2015), consumer culture theory (Carù and Cova, 2015) , social resource
13 theory (Quanch and Thaichon, 2017) and object boundary theory (Uppström and Lönn,
14 2017), to name a few.

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32 Broadly, the existing VCD studies can be divided into four types. First, there are studies
33 that adopt a resource misuse perspective to describe the VCD process. For instance,
34 Robertson *et al.* (2014) highlight the misuse of knowledge resources by platform users in an
35 online health context as a trigger for VCD. Second there are studies that focus on identifying
36 antecedents of resource misuse such as Vafeas *et al.* (2016), who demonstrate the client's
37 absence of trust, inadequate communication, the agency's inadequate human capital and
38 power imbalance as some of the main reasons for resource misuse, leading to sub-optimal
39 value for involved parties.

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51 Third, as an alternative perspective to identifying antecedents of VCD, Echeverri and
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53 actors' deviation from routinized procedures, understandings and engagements. These
54 authors argue that these deviations are manifested through misaligned or incongruent
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3 elements of practice. Studies such as Cova and Paranque (2012), Xu *et al.* (2014) and
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5 Camilleri and Neuhofer (2017) build on this approach. For example, Camilleri and Neuhofer
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7 (2017) illustrate elements of VCD practices in the context of Airbnb such as unclear
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9 communication between host and guests, host unable to solve problems etc. Although this
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11 approach is not inconsistent with resource misintegration, as misaligned processes or
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13 incongruent practices can be associated with resource misuse (e.g., Echeverri and Skålén
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15 2011), it is limited; i.e. some actors will routinely adopt practices they know will destroy
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17 value for another or other actors while creating value for another or others. Furthermore,
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19 taking a resource integration perspective offers the advantage of increasing the transparency
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21 of the nature of resource deficiencies or restrictions sometimes put on actors by the contexts
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23 in which they are embedded.
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30 Last, there are studies (e.g., Laamanen and Skalen, 2015, Lintula *et al.*, 2017, Zhang *et*
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32 *al.*, 2018) that focus on both causes of resource misuse (e.g., disparate goals and power
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34 inequality) and expressions of misuse (e.g., warning other customers using firm resources) to
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36 explain VCD occurrences in different contexts.
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40 Few VCD process studies refer to the outcomes of the process in the form of decline in
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42 well-being. For example, Geer (2015) suggests obstruction of co-creation of value is a direct
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44 outcome of defection of co-creation, and Kashif and Zarkada (2015) argue customer
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46 misbehavior is a VCD manifestation that leads to damages in preconception of service
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48 quality, harms organisations' brand image, reduces morale of frontline employees and
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50 increase financial cost. Further, only a handful of studies (e.g., Smith, 2013; Hill *et al.*, 2016)
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52 acknowledge the significance of mitigators to alleviate VCD outcomes. Hill *et al.* (2016) for
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54 instance, demonstrate how prisoners cope with anti-service beliefs by taking service quality
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56 in their hands, developing an alternate economy within a prison environment.
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3 In conclusion, there is a plethora of VCD process knowledge within the literature.
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5 However, there have been limited attempts to present a comprehensive overview of resource
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7 mis-integration manifestations and their likely impact on the VCD process and associated
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9 actors' well-being, or the types of interventions that may potentially thwart or curtail such
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11 processes.
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15 Thus, a typology is well justified to parsimoniously represent the full gamut of negative
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17 resource-based activities. Some typologies have been developed with respect to VCD, but
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19 these are often context specific, such as that of Robertson *et al.* (2014) exploring online self-
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21 diagnosis in health, or Greer (2015), who focuses on dysfunctional behavior in professional
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23 services. Thus, our aim is to offer a generalizable typology, identifying the manifestations or
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25 expressions of resource misintegration through a systematic literature review.
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30 In forming the typology, it is recognized that VCD occurs over time and can be
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32 construed in terms of a series of steps. Akaka *et al.* (2012) argue for three steps in the value
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34 co-creation process. First, an actor must access specific kinds of resources through
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36 interactions so resources must be available through the network; second, as access to
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38 resources is not sufficient to co-create value, the actor needs to adapt or customize the
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40 resources to fit with other resources, so that the set of resources is the appropriate mix for the
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42 interaction (Plé, 2016); and third, the focal actor needs to combine and apply the resources to
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44 co-create value, with this step representing true resource integration (Akaka *et al.*, 2012; Plé,
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46 2016). Accordingly, resource deficiency or misuse at any step along the process may lead to
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48 VCD, because all three are necessary for VCC.
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53 Scholars have adopted various descriptors for negative resource-based activities such as
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55 the misalignment of processes (Lefebvre and Plé 2011), misintegration and non-integration
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57 (Plé, 2016), lack of integration (Xu *et al.*, 2014) and loss of resources (Lintula *et al.*, 2017).
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Further, multiple terms have been introduced to replace the VCD process, including ‘destruction of common value’ (Jokubauskiene *et al.*, 2014), ‘value destruction’ (Leo and Zainuddin, 2017), ‘value co-contamination’ (Williams *et al.*, 2016), ‘subsidence of value’ (Dey *et al.*, 2016), ‘value diminution’ (Vafeas *et al.*, 2016) and ‘value no creation’ (Makkonen and Olkkonen 2017). This study adopts Plé’s (2016) higher-order label of resource ‘misintegration’ rather than ‘misuse’, ‘loss’ or ‘failure’ because it is more inclusive of the stages of the resource integration process of access, adaptation or customization. Further, the term misintegration does not hint at actor motivation, which can be accidental or deliberate. Moreover, VCD is used as the preferred term to describe the process that leads to reduced well-being for one or more focal actors because of its wide adoption in the literature and the lack of compelling reason to introduce yet another term.

3. Methodology

3.1 Identification of relevant literature

To delineate diverse manifestations of resource misintegration, a systematic review of the VCD literature in April 2019 was undertaken. To ensure a systematic and transparent process (Cook *et al.*, 1997), the procedures of Tranfield *et al.* (2003) were adapted. The authorial team participated in the process of classifying the set of articles, holding extensive discussions about how to delimit the subject area and sources. Consequently, the following words and phrases in the title, abstract or keywords were identified: ‘value co-destruction’, ‘value destruction’, ‘co-destruction of value’ and ‘co-destruct’ plus ‘value’. Scopus, ProQuest and Science Direct were the databases used to search for academic articles within business or economics. Although an exhaustive study would include unpublished research, the search was limited to published, peer-reviewed research, as the aim was not a meta-analytic generalization of quantitative findings. For delimiting, the search was limited to journals

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3 ranked B or above in the Australian Business Dean Council's 2013 ranking system. However,
4 a collection of conference papers and book chapters that were either referenced in the articles
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ranked B or above in the Australian Business Dean Council's 2013 ranking system. However, a collection of conference papers and book chapters that were either referenced in the articles reviewed or presented at major service research conferences (i.e., SERVSIG, QUIS and Frontiers in Service) were added. This initial pool included 47 works, consisting of 35 journal articles, nine conference papers and three book chapters.

Next, some articles were discarded given the criterion that they must deal substantively with the topic instead of making only passing reference (Tranfield *et al.*, 2003). Specifically, two authors determined whether an article substantively addressed the topic. To minimize error and bias, a data extraction file consisting of publication details was created. This file was then circulated among the authorial team for perusal (Tranfield *et al.*, 2003). This process also ensured face validity, as no published study known to the authorial team appeared to be missing in the list generated. Overall, six articles were excluded, resulting in a final set of 45 VCD articles as shown in web appendix 1.

3.2 Development of resource misintegration manifestations

Literature was synthesized to identify categories of expressions of resource misintegration through an iterative approach. Resource misintegration reflects how actors fail to access, adapt, combine or apply resources in ways contrary to their intended use as perceived by them or another or other actors. Each author examined a sample of the articles to identify examples of potential resource misintegration to develop categories of manifestations. The entire authorial team then reviewed and discussed these categories by following the constant comparative method (Lincoln and Guba, 1985). Accordingly, a match-or-contrast approach generated categories representing resource integration manifestations that served as unique descriptors and corresponding definitions. This approach was repeated with a second set of articles, to further expand on and refine the categories and definitions.

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3 A double-data extraction process helped extract the necessary information from each
4 article (Tranfield *et al.*, 2003). Specifically, the authorial team, which was split into three
5 pairs, examined a subset of the articles such that all members reviewed the entire list of
6 articles generated. The information collected included: (1) the definition of VCD (or
7 synonyms) used; (2) the definition of resource misintegration (or synonyms) used, if at all;
8 and (3) the potential descriptive examples of symptoms or signs of resource misintegration
9 cited. Each team member independently categorized the examples using the schema
10 developed by the team. Next, each pair swapped sets of articles and repeated the
11 categorization process independently. The inter-rater reliability (Perreault and Leigh, 1989)
12 averaged 84% and ranged from 71% to 98% across the three author pairs. The differences
13 across pairs were relatively small, and resolution on differences was readily reached.
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30 **4. Typology of resource misintegration manifestations**

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33 The co-creation of value suggests several assumptions for the mutual benefit of all actors
34 involved in the exchange. These may include equal status and, consequently, equal power of
35 the interacting actors; voluntary resource integration without coercion; and, for all actors, full
36 disclosure (i.e., adequate knowledge of the costs of resource integration and exchange
37 alternatives). Such conditions for the equitable betterment of all interacting actors rarely exist
38 however. Instead, actors may fail to co-create value for themselves or others through the
39 process of resource misintegration, which we recognize as distinct manifestations. A
40 manifestation is not a cause (e.g. poor communication, absence of trust, insufficient human
41 capital or power imbalances, see Vafeas *et al.*, 2016), but a visible display, demonstration, or
42 sign or expression that resource misintegration has occurred. We identify 10 distinct
43 manifestations along the resource integration process of access, adapt, and combine and
44 apply.
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3 The first three categories suggest that the resources of at least one interacting actor
4 were not integrated for VCC and refer to the *access* stage of resource integration. These
5 include (1) lack of resources to integrate, (2) blocked access to integrate resources, and (3)
6 unwillingness to integrate resources. The next four categories refer to the *adapt* stage of
7 resource integration and include (4) misunderstanding of how to integrate resources, (5)
8 disagreement on how to integrate resources, (6) deceptive integration of resources, and (7)
9 negligent integration of resources. The final three categories refer to the *combine* and *apply*
10 stage of resource integration and include (8) incapacity to integrate resources, (9) excessive
11 integration of resources, and (10) coercive integration of resources.
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25 While the analysis attempted to distill discrete manifestations, it is acknowledged that
26 they are not mutually exclusive and that there are likely to be spillover effects and inter-
27 relationships between the categories. This acknowledgement also suggests there may be
28 situations in which a combination of these manifestations occurs within a single resource
29 misintegration process. In the following section, each resource misintegration manifestations
30 is described sequentially across resource integration process of access, adapt, combine and
31 apply.
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42 *4.1 Resource integration process of access*

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45 *Lack of resources to integrate* denotes the unavailability of resources or the belief of such by
46 at least one interacting actor. Time is a common and scarce resource that falls into this
47 category, but a lack of resources can also include personnel, technology, facilities, equipment
48 and finances. In these situations, some interacting actors assume that the resources are
49 available for integration, which may not be the case. In addition, some actors do not possess
50 the necessary mental (Paredes *et al.*, 2014) or physical capabilities to integrate, or they
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3 possess them but lack the self-confidence or belief to do so. An example is government
4 agencies assuming that the elderly can register their needs through online applications.
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9 *Blocked access to integrate resources* denotes the deliberate restriction or prevention of
10 resource integration by at least one interacting actor (e.g., children prevented from accessing
11 social media by their parents). This prevention is independent of whether an interacting actor
12 possesses resources for integration or is qualified. Blocked access or obstruction is often
13 exemplified by one or more actors eliminating the opportunities for other actors to integrate
14 resources (Camilleri and Neuhofer, 2017), such as by tying up channels of distribution or not
15 granting authority. Such actions can be due to biases, stereotypes and prejudices. For
16 example, government officials may use race, ethnicity, sexuality, wealth or religion to
17 determine access to information, employment, housing, visas and other valuable services
18 (Williams *et al.*, 2016). Another example is spectators at a football match being prevented
19 from actively supporting their team by intensely loyal fans during a silent protest game
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37 *Unwillingness to integrate resources* denotes the deliberate withholding or withdrawing
38 of resources by at least one interacting actor. This type of resource misintegration may be due
39 to an actor's voluntary deprivation or simplification, defiance, protection or sabotage, or it
40 may simply be a means for the actor to regain perceived control. Examples include channel
41 members who refuse to work with another (Skalen, 2011), a customer who fails to show up
42 for an appointment or refuses to provide identification or disclose financial information, a
43 cancer patient who forgoes chemotherapy, or a kidney disease patient who rejects dialysis, a
44 student who refuses to engage at school, or parents who refrain from cooperating with the
45 police to protect their child. This manifestation may also be expressed by a frontline
46 employee who withholds or dramatically slows down service for a rude customer as an act of
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3 revenge, or by firms that refrain from serving certain markets because of their remoteness or
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5 lack of financial feasibility (Dey *et al.*, 2016).
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8 9 4.2 Resource integration process of adapt 10

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12 *Misunderstanding of how to integrate resources* refers to the unintentional failure to
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14 understand how to correctly integrate resources by at least one interacting actor, such as when
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16 a customer is not socialized or sufficiently informed of the service script, resulting in
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18 frustrations, delays and poor experience. Alternatively, when firms' product design and/or
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20 marketing strategies are not sympathetic to the local language, lifestyle and culture of the
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22 intended beneficiary (Dey *et al.*, 2016), unintentional failure may also occur.
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27 *Disagreement on how to integrate resources* denotes the failure to agree on how best
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29 to integrate resources by at least two interacting actors. This type of resource misintegration
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31 may occur when actors are in conflict, believe their process is superior, are reluctant to cede
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33 control or status (Williams *et al.*, 2016) or insist on acting selfishly. Examples include when a
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35 client demands that a service provider implement what the client believes is necessary rather
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37 than listening to expert advice, or when frontline employees begrudgingly supervise self-
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39 service kiosks rather than personally serving customers. Alternatively, such resource
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41 misintegration may simply be due to ineffective sharing of information between actors.
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47 *Deceptive integration of resources* refers to the deliberate concealment or
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49 misrepresentation during resource integration by at least one interacting actor. An example is
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51 when a utility provider promises to repair a cable at a defined time, but continuously fails to
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53 show up, despite multiple follow-ups from the customer (Smith, 2013). Other examples
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55 include a law firm is being not transparent in its billing or when a customer checks into a
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57 hotel only to use the room to carry out illegal activities (e.g., narcotics, prostitution). Fake
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59 news, ad busting, vandalism, theft, posting false or exaggerated negative content on social
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3 media brand pages, or account hacking to exploit a resource are other examples of deceptive
4 integration, which typically involves opportunistic, unethical and unlawful behaviors.
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9 *Negligent integration of resources* is the deliberate inattention and carelessness in the
10 integration of resources by at least one interacting actor. It may be expressed in the form of
11 non-receptivity (Malshe and Friend, 2017), which includes actor apathy, ambivalence or
12 annoyance in having to integrate resources. Examples include a not-for-profit's poor
13 management that leads to volunteers experiencing high role ambiguity, or when customers
14 fail to service their cars until they break down.
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23 *4.3 Resource integration process of combine and apply stage*

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27 *Incapacity to integrate resources* alludes to the disqualification to integrate resources
28 by at least one interacting actor. In contrast with lack of resources in which an actor does not
29 possess the resources for integration, with , an interacting actor believes that he or she has the
30 resources to integrate, but other interacting actors believe otherwise. For example, incapacity
31 may occur in situations in which the actor is disqualified through ineligibility or lack of
32 credentials or experience or is simply perceived as being unfit to integrate resources. Vafeas
33 *et al.* (2016) explain how advertising agencies lament that clients cannot legitimately judge
34 creative work because they lack the training to do so. Similarly, disqualification occurs when
35 consumers engage in self-diagnosis and self-medication based on their interpretation of
36 information gathered on the web because they are unable to critically evaluate the quality and
37 relevance of the information (Robertson *et al.*, 2014). Actors may also be unfit to integrate
38 resources if they are physically or mentally incapacitated (e.g., ill, injured, intoxicated), or
39 ineligible through government policies or law (e.g., lack of a driver's license or work visa,
40 failing a background check to work with children).
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3 *Excessive integration of resources* describes the extreme application of resources by at
4 least one interacting actor. Examples include when clients email their financial planner in
5 excess of five times a day (Greer, 2015), or when a customer obsesses over a brand,
6 dominating online community forums and pestering the firm for dates of new product
7 releases. Similarly, players can become addicted to an online game, which is encouraged by
8 online social pressure. This type of resource misintegration is also exemplified when a firm
9 sends excessive texts or emails to a customer on promotions that the customer views as
10 intrusive and annoying spam. Excessive resource integration may also be expressed as sexual
11 harassment, aggression, rage or cyberbullying.
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25 Finally, *coercive integration of resources* refers to involuntary, forced or constrained
26 resource integration by at least one interacting actor. This expression of resource
27 misintegration can occur in exchange interactions in which an actor lacks control and agency,
28 such as when an actor has little autonomy or ability to control their own resources (Zeitz,
29 1980). These types of situations may arise from resource dependence, whether real or
30 imagined, and are grounded in perceptions of a lack of suitable alternative sources (Scheer *et*
31 *al.*, 2015). The lack of control and agency may also be a result of the imbalanced or
32 inequitable power and authority of one actor, whose dominance can coerce other actors to
33 engage in the resource integration process (Zeitz, 1980), such as when high-value, entitled
34 customers threaten to take their business elsewhere if their special requests are not met
35 (Wetzel *et al.*, 2014). Extreme examples of coercive integration include forced or bonded
36 labor in the context of human trafficking, domestic servitude, forced marriages, sexual
37 services and even unlawful imprisonment (Williams *et al.*, 2016).
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54 Table 1 provides further illustrative examples of the 10 resource misintegration
55 manifestations from the perspective of the affected human actor (e.g., the service provider,
56 frontline employee, customer, other customers) at risk of experiencing VCD. The examples
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3 represent how different actors in a service system can misintegrate resources either
4
5 deliberately or accidentally and trigger VCD for a focal actor. As the table shows, although
6
7 some manifestations of resource misintegration are accidental (e.g., misunderstanding how to
8
9 integrate resources), the majority arise through the intentional actions of at least one
10
11 interacting actor. This is followed by Table 2 which provides suggestive causes for the
12
13 different forms of resource mis-integration manifestations which have been predominantly
14
15 derived from the literature synthesis presented in the web appendix.
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20 [insert Table 1]
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22 [insert Table 2]
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27 **5. Reduced well-being as an integral component of VCD**

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30 The resource misintegration examples in Table 1 illustrate how the VCD process may be
31
32 triggered by one or more actors. Whether VCD and the associated reduced well-being across
33
34 one or more life domains occur depends on the focal actor's coping strategies and resources.
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38 *5.1 Well-being across life domains*

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41 Subjective well-being refers to the quality of a person's life (Lee *et al.*, 2002) and is a highly
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43 desirable outcome of successful service provision. Research has begun connecting VCC with
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45 the outcome of well-being, such as in the context of health (e.g., McColl-Kennedy *et al.*,
46
47 2012; Sweeney *et al.*, 2015). However, though grounded in the definition of VCD, the
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49 connection between VCD and actors' well-being is often ignored.
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54 Similar to value, well-being is actor-defined and therefore is a subjective, individualist
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56 and contextual assessment of the status of one's own life (Ryff and Keyes, 1995; Sirgy and
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58 Lee, 1996; Diener *et al.*, 1999; Lusch and Vargo, 2014). Extant well-being and service
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3 literature captures actors' well-being assessments using the life domain approach (e.g.,
4 Diener *et al.*, 1999). Focusing on domains of well-being rather than well-being holistically
5 offers the advantage of gaining richer insight into the ways a focal actor may experience
6 VCD. Furthermore, it enables delineation of the strategies that a focal actor and other actors
7 in the network, including organizations and governments, can adopt to either mitigate the
8 negative displacement in well-being or hasten its restoration.
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10
11
12 Six key life domains from the well-being literature are adopted to illustrate VCD (e.g.,
13 Lee *et al.*, 2002). First, professional well-being refers to actors' evaluation of their state of
14 career development and workplace experiences (e.g., Maggiori *et al.*, 2013); negative
15 displacement in this domain may be experienced as role ambiguity, burnout or job loss.
16
17 Second, leisure well-being refers to focal actors' evaluation of their leisure activities and
18 involvement (e.g., Sirgy *et al.*, 2017); negative displacement in this domain may be
19 experienced as less time to engage in or less hedonic enjoyment obtained from leisure
20 activities. Third, financial well-being refers to the focal actors' evaluation of their state of
21 financial security and status (e.g., Gerrans *et al.*, 2014); a loss in financial well-being may be
22 experienced as a reduction of lifestyle comfort and security. Fourth, health and safety well-
23 being refers to focal actors' evaluation of their physical health conditions (e.g., Danna and
24 Griffin, 1999); negative displacement may be experienced as poor health and mobility. Fifth,
25 emotional well-being refers to focal actors' evaluation of their emotional state; a reduction
26 can be experienced as negative felt emotions (Fredrickson and Joiner, 2002), such as anger,
27 sadness, anxiety or fear. Last, social well-being refers to focal actors' sense of belongingness
28 and positive relationships with others (e.g., Ryff and Keyes, 1995); a decrease in social well-
29 being can be experienced as isolation, loneliness and/or loss of trust in others.
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3 Actors assess their well-being on the basis of the resources they possess to meet
4 specific challenges or face events (Lee *et al.*, 2002) in various life domains. Thus, the
5 absence or restriction of resources is likely to result in reduced well-being during challenging
6 events. Service scholars (e.g., Sweeney *et al.*, 2015) suggest that actors' well-being derives
7 from the resources they use during activities they undertake, the forms of interactions they
8 engage in with others in a service network, and the roles they adopt in the resource
9 integration process. Given that resource misintegration can potentially trigger the VCD
10 process for an actor, the consequences of this process are diminished well-being across one or
11 more life domains, resulting in a decline in overall well-being (e.g., Lee *et al.*, 2002). Despite
12 the importance of well-being to the VCD process, to our knowledge no service research has
13 attempted to understand the decline in well-being across different life domains. Thus,
14 examining well-being life domains will offer in-depth understanding of the type of well-being
15 reduction focal actors experience and how they can restore well-being.
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34 *5.2 Restoration of well-being*

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37 Although a focal actor's well-being may be reduced through the VCD process, dynamic
38 equilibrium theory proposes that individuals have a normal steady-state pattern of well-being
39 (Headey and Wearing, 1989). Thus, a reduction in well-being is typically temporary, even in
40 severe cases. Suh *et al.* (1996) show that the impact of most life events on subjective well-
41 being diminishes after three months.
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50 Two theoretical strands of literature show how a stable state of equilibrium can be
51 restored by reducing stress. The first strand focuses on coping strategies, or actors' efforts to
52 manage the internal and external demands of situations appraised as stressful (Folkman and
53 Moskowitz, 2004). The second strand pertains to conservation of resources (COR) theory,
54 which argues that people strive to obtain, retain, protect and foster valued resources to
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3 minimize any threats of resource loss (Hobfoll 1989, 2011; Smith, 2013). A central tenet of
4 COR is that people must invest resources to protect against resource loss, recover from loss
5 and gain resources (Hobfoll, 2011). The two theoretical approaches are connected, as COR
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10 posits that after an interaction resulting in resource depletion and loss of well-being, some
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12 individuals engage in coping strategies to restore well-being through the activation of
13
14 resources (Smith, 2013). According to COR, individuals use their existing resources to gain
15
16 new resources. For example, when experiencing loss of resources through job demands, an
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18 employee can gain resources such as a sense of competence and relatedness following
19
20 cooperative interactions with customers. Thus, actors undertaking coping strategies and/or
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22 resource conservation to manage their negative resource loss can adapt to changes in their
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24 expected value and restore well-being to the state of equilibrium (Headey and Wearing,
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1989).

Actors do not typically enter into an exchange with the expectation of reduced well-being as the outcome. The proposed typology shows, however, that resource misintegration is often a deliberate action by an interacting actor who opportunistically maximizes benefits to the self. Thus, the ability to avoid VCD and its associated negative well-being displacement depends on context and the degree to which the focal actor is experiencing VCC at that point in time through other exchange interactions. It also depends on whether the affected actor can undertake proactive or reactive coping through the use of his or her support networks; that can help circumvent or restore the impact of VCD.

In proactive coping, an actor predicts future risks, demands, behavioral actions and opportunities. The resource misintegration event is not appraised as harm or a loss of well-being (Schwarzer and Taubert, 2002); rather, the affected actor senses the event as a challenge and uses it constructively to improve life and access resources to ensure progress and quality of functioning. With such preventive actions, the focal actor may effectively

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3 offset any future loss of well-being (Schwarzer and Taubert, 2002) and thus thwart the VCD
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5 process. Even when well-being is negatively displaced, as defined by the VCD process, the
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7 focal actor can prompt reactive coping mechanisms to speed up the restoration of well-being
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9 to its equilibrium state (Schwarzer and Taubert, 2002). For example, during reactive coping,
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11 the focal actor may engage in avoidance strategies, such as mental or behavioral
12
13 disengagement (e.g., switching service providers) (Moring *et al.*, 2011). Regardless of
14
15 whether proactive and/or reactive coping strategies are used, the focal actor can further draw
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17 on contextual support resources in the network to enhance coping. Ultimately, the focal actor
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19 auto-regulates to maintain a stable level of stock (required resources and skills) and flow
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21 (satisfaction or distress), a process known as homeostasis (Cummins, 2010). Three
22
23 contextual support resources are suggested that can assist the focal actor in undertaking
24
25 proactive and reactive coping strategies that may help prevent the initiation of VCD or
26
27 facilitate the homeostasis process: social, commercial and regulatory support.
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34 First, *social support resources*, which derive from close ties such as family and friends,
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36 affect the choice or regularity of the use of coping strategies and, consequently, affect well-
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38 being (Kim *et al.*, 2010). Moreover, social networks can offer support even without
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40 realization by the actor (Taylor, 2011). For example, Kim *et al.* (2010) show that social
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42 support helps cancer patients use more positive reframing and fewer self-blame strategies.
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46 Second, *commercial support resources* refer to the contextual influences of service
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48 providers and employees, competitors and consumer communities that exist in an actors'
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50 network. A service provider or employee can proactively engage in recovery strategies that
51
52 prevent the initiation of VCD for the focal actor. In addition, commercial competition among
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54 service providers offers actors more alternatives and the freedom of choice (Fornell, 1992) to
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56 help them cope with the VCD process and restore diminished well-being. There are also
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3 formal associations or advocacy groups which assist actors in dealing with exploitation
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5 through protests, litigation, campaigning and lobbying (Hilton, 2009).
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9 Third, *regulatory support resources* refer to the contextual influence of industry or
10 government legislation that provides regulatory protection or retribution to actors. For
11 example, governments can offer strong protection to both customers and employees against
12 unfair practices through legislation. Such mechanisms can also act as a safety net to affected
13 actors seeking restitution through protection agencies, enabling the restoration of well-being.
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20 21 5.3 VCD conceptual framework 22

23
24 Figure 1 illustrates the dynamic process by which VCC and VCD may occur
25 concurrently for a focal actor, resulting in a net displacement in well-being that is either
26 enhanced or diminished at a given point in time. In the case of reduced well-being or a
27 negative change in the equilibrium state, actors tend to return to the equilibrium state through
28 mechanisms such as coping and resource conservation. Social, commercial and regulatory
29 support can also be used to compensate for the loss of resources.
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39 [Insert Figure 1]
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42 Using media reports and academic literature on the introduction of social robots in nursing
43 homes we develop this hypothetical example to illustrate the VCD conceptual framework, as
44 it links resource misintegration manifestations to the domains of well-being. It also helps
45 demonstrate the role of coping and support resources for the focal affected actor.
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53 Social robots are becoming prevalent in aged care because they improve the quality of
54 healthcare services and patient health outcomes (Olaronke *et al.*, 2017). Elderly residents
55 often experience VCC in the form of improved *social* well-being as the robots help mitigate
56 their boredom and offer companionship, entertainment and comfort. The management of the
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3 nursing home also benefits by saving money (*financial well-being*) because the robots are not
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6 susceptible to human concerns such as sickness or boredom due to repetition, and they can
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9 readily be programmed to adapt to changing conditions in their environment (Davids, 2017).
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12 However, sometimes the use of robots in aged care may not lead to an ideal outcome
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14 for the intended beneficiary or may result in negative outcomes for others in the value
15
16 network (e.g., Sparrow, 2016). For example, caregivers and nurses do not view the robots as
17
18 a means to enhance their productivity and complement their efforts but rather as a threat to
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20 their livelihood (Ljungblad *et al.*, 2012). Thus, the use of social robots affects their
21
22 *professional well-being* as the nature of their work has changed to a focus on compliance,
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24 monitoring and treatment rather than resident care (*disagreement on how to integrate*
25
26 *resources*). Furthermore, management insists that they work with social robots under the
27
28 threat of being assigned undesirable shifts if they do otherwise (*coercive integration of*
29
30 *resources*). Despite this requirement, some staff members still attempt to sabotage the robots
31
32 by repeatedly asking them confusing questions or making silly requests (*unwillingness to*
33
34 *integrate resources*). Others choose to ignore the robots and try to carry on as before
35
36 (*negligent integration of resources*), hoping that their use is a passing management fad. Still
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38 others vent to their colleagues and in fear of being punished, quickly adapt (*coercive*
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40 *integration of resources*) by viewing the robots as co-workers.
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48 Some of the residents' family members also have low acceptance of the robots and thus
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50 experience a reduction in *health and safety well-being*, as they worry about the chance of
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52 malfunction and the appropriateness of using robots in such a context. They also feel guilty
53
54 that their vulnerable loved ones are being cared for by a non-living entity (reduced *emotional*
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56 *well-being*). Some have noticed a deterioration in their relationship (*social well-being*) over
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58 time, as their loved ones become emotionally attached to or even obsessed with the robot
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3 (*excessive integration of resources*) and display little interest when they come to visit. They
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5 also fear a loss of privacy for their family member (reduced *health and safety well-being*) as
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7 the robots constantly gather data through their sensors (e.g., cameras). Management insist this
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9 data are only used to improve the welfare of the residents, such as the early detection of
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11 accidents (Čaić *et al.*, 2018). While some family members have written to their local council
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13 to act on legislation that will protect the privacy of their loved ones (*regulatory support*
14
15 *resource*), others have joined forces with the local Nursing Association to limit the reliance
16
17 on robots in such settings (*commercial support resource*). Some family members have even
18
19 transferred their loved ones to another aged-care facility (*reactive coping*), while others have
20
21 adjusted and are enjoying the new-found freedom of not having to feel guilty when they do
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23 not visit the aged-care facility regularly (*value co-creation*).
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30 **6. Discussion**

31 32 33 34 35 *6.1 Theoretical contributions and managerial implications*

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39 This article responds to recent calls in the literature to better understand the process of
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41 resource (mis)integration (Plé, 2016; Caridà *et al.*, 2018) and its role in triggering VCD
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43 (Grönroos, 2011), by offering a comprehensive typology of resource misintegration
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45 manifestations. The expanded typology helps enhance the understanding of VCD in that
46
47 unlike prior research, which has focused strongly on service failure and customer
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49 misbehavior (resulting from firm and customer actions respectively) as potential determinants
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51 of VCD (refer to web-appendix for details), the typology highlights a more comprehensive
52
53 set of potential causes of VCD. Importantly, some of these triggers include deliberate or
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55 planned actions on the part of firms or service providers, such as active prevention of
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57 resource integration, resource integration under coercive conditions or withdrawal of
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3 resources necessary for integration to take place. Despite the prevalence of such actions in
4
5 business practice, our review indicated that these forms of resource misintegration appear to
6
7 be under-researched, especially relative to the topics of service failure and customer
8
9 misbehavior. Thus, the typology contributes towards the further conceptual development of
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11 the VCD literature stream through *envisioning*, identified by MacInnis (2011) as one
12
13 important way of making a conceptual contribution: Specifically, the study *identifies* new
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15 forms of resource mis-integration, and also help *revise* the way scholars can look at mis-
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17 integration categories more holistically.
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24 Furthermore, the proposed process model of VCD is dynamic and is conceptually
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26 underpinned by the equilibrium theory that illustrates the potential for restoration of well-
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28 being in different life domains. With few exceptions (e.g., Echeverri and Skålén, 2011;
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30 CarùsD and Cova, 2015; Chavi *et al.*, 2017), VCC and VCD have often been portrayed as
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32 distinct occurrences. The study clearly demonstrate that these two processes can occur
33
34 simultaneously depending on the focal actor's perspective, as illustrated by the social robot
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36 case. The process model highlights how the potential impact of resource misintegration can
37
38 be mitigated by proactive coping mechanisms in some cases and how the actor's reactive
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40 coping, supported by social, commercial and regulatory resources, can help speed up the
41
42 return of well-being equilibrium in a specific domain in other cases.
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49 The model proposed herein also has important managerial implications. One of the key
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51 benefits of identifying a comprehensive set of resource misintegration manifestations is that it
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53 enables the root causes of VCD to be established. Firms often address value co-destruction
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55 reactively, after it has occurred. The manifestations and root causes enable a practical
56
57 approach to manage VCD, specifically in preventing VCD from happening in the first place.
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59 For example, when there is potential for a misunderstanding of how to integrate resources
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3 correctly, socialization between actors, and scripts for providers as well as customers can be
4 helpful preventive mechanisms. For instance, some sharing economy platforms provide their
5 customers with scripts or draft email messages that can be customized by the users to
6 communicate with each other, thereby minimizing the *misunderstanding of how to integrate*
7 *resources* correctly.
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16 This research further illustrates how a manager or other stakeholders can anticipate and
17 prevent VCD by actively scanning for the potential causes of resource mis-integration
18 manifestations, with two current examples from industry. The recent airline accidents
19 involving the Boeing 737 Max 8, where the pilots were first unable to respond to a faulty
20 signal, and then had their ability to correct the faulty technology overridden by the software
21 (Shephardson, 2019), demonstrates a number of potential causes of resource misintegration.
22 There was a serious *misunderstanding of how to integrate resources* optimally caused by
23 inadequate pilot training, and *disagreement on how to integrate resources* caused by a lack of
24 pilot control. Although these causes of misintegration were likely unintentional, VCD could
25 have been mitigated by addressing the root causes; specifically, adequate pilot simulation
26 training and changes to decision control during the aircraft's instrument design stage.
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44 Similarly, media has been replete with news about recent bank closures in rural communities
45 in a number of provinces in Canada. These closures have been found to impact access to
46 banking services and lead to inequity (CBC news, 2018). When such rural customers or
47 senior citizens are *blocked access to certain resources* because of lack of technology or lack
48 of a physical distribution channel, VCD is likely impacting their well-being. Such intentional
49 restrictions often arise out of biases, power imbalances, or even due to business norms (as
50 identified in Table 2). Some customers will proactively cope with such limited access, while
51 others will burden the resources of support networks. Yet, others will simply endure their
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3 state of poor well-being indefinitely unless external interventions are applied. While firms
4 may not proactively address such potential causes of resource mis-integration as they are
5 intentional, other stakeholders such as regulatory bodies can indeed detect such
6 manifestations and take proactive measures to mitigate VCD.
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13 14 *6.2 Limitations and further research*

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17 Similar to Plé (2016), this study does not adopt an ecosystems perspective; instead, the
18 analysis remains at the micro-level of human actor-to-actor interactions as this dominated the
19 research, we drew from to construct our typology. Regardless, unlike Plé (2016), this study
20 extends beyond the service employee–customer dyad and consider other actors, including
21 other supply chain members and online communities. As this study offers a restricted view of
22 the VCD process and its impact on collective well-being (Anderson *et al.*, 2013), future
23 research could develop VCD frameworks that capture its impact on organizational,
24 community or system well-being.
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37 The typology of manifestations of resource misintegration and VCD process model
38 offer a useful point of reference for future empirical studies. Specifically, the extensive
39 review indicates that scant research has empirically validated the VCD process. The
40 conceptual model depicts how resource misintegration can potentially lead to VCD and
41 associated reduced well-being, resulting in a negatively displaced equilibrium that can be
42 restored through actors' reaction coping processes supported by social, commercial or
43 regulatory support resources. Thus, longitudinal studies are required to ensure that the
44 temporal extent of the analysis is consistent with the time it takes for the resource
45 misintegration to impact actor well-being (if at all). It is also imperative to test the VCD
46 process model to shed light on the time it takes to restore well-being given contextual factors
47 and the severity of the VCD process experienced. Such studies may also enable the
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3 assessment of whether a particular step in the resource integration process (i.e., access, adapt
4 or apply) (Akaka *et al.*, 2012) is more prone to accidental or deliberate resource
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6 misintegration and whether the type of resource misintegration manifestation is linked to how
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8 difficult or easy it is for the affected actor to learn, adapt or correct it to reach well-being
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10 homeostasis.
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16 The focus in this study was on identifying the manifestations of resource misintegration
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18 and then understanding the mechanisms actors can use to either proactively prevent the VCD
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20 process or reactively revert to a steady state when well-being has been diminished. We did
21
22 not specifically address ways to prevent resource misintegration, though the indicative causes
23
24 behind each type of manifestation infer such strategies. As illustrated through numerous
25
26 examples herein, resource misintegration is not limited to service failure situations and can
27
28 include deliberate actions on the part of an actor, ignorant and systematic actions of a firm,
29
30 and other market-facing, public and private sources. The categories are diverse, as are the
31
32 underlying causes. The prevention or remedial action of such resource misintegration requires
33
34 the active sensing of the service system. Future research needs to focus on these issues if
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36 service exchanges are to lead to mutual betterment which is consistent with recent calls for
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38 “better marketing for a better world” (Moorman, 2018).
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Table 1 Typology of resource misintegration manifestations

Type	Definition	Intentionality and stage of resource integration	Examples
1. Lack of resources to integrate	Unavailability of resources or belief of such by at least one interacting actor	Accidental or deliberate misintegration in terms of accessing resources	<ul style="list-style-type: none"> ● An elderly man living alone fails to receive essential services because he has no confidence in using the Internet to engage in social services. ● A physically handicapped person is unable to use the convenient underground railway service because of a lack of lifts. ● A migrant waitress struggles to convey customer orders accurately because of poor language ability. ● Inadequate numbers of aged-care staff mean nursing home residents are left unattended for extended periods. ● Call-center staff are frustrated by a new CRM system as they have not been trained to capitalize on up-to-date customer information for their interactions. ● A local grocery store does not offer enough choice of stock for customers to want to shop there. ● The Louvre Museum is forced to turn away tourists because of excessive demand on a summer weekend.
2. Blocked access to integrate resources	Deliberate restriction or prevention of resource integration by at least one interacting actor	Deliberate misintegration in terms of accessing resources	<ul style="list-style-type: none"> ● Citizens are denied access to community housing because of their ethnicity. ● An exclusive private club only accepts affluent, well-connected people referred by existing members. ● A large retailer does not provide a regional wine producer with shelf space to service local customers. ● A management consultant is unable implement a performance improvement strategy as requested information from the organization is not forthcoming.
3. Unwillingness to integrate resources	Deliberate withholding or withdrawal of	Deliberate	<ul style="list-style-type: none"> ● A student regularly skips school as an expression of defiance. ● A patient refuses a life-saving blood transfusion because of religious beliefs. ● A couple refuses to give permission for the donation of their son's organs

	resources by at least one interacting actor	misintegration in terms of accessing resources	<p>because of mistrust of health professionals.</p> <ul style="list-style-type: none"> ● A major dental surgery de-markets a segment of consumers deemed to be unprofitable, leaving them with fewer local options.
4. Misunderstanding of how to integrate resources	Failure to understand how to correctly integrate resources by at least one interacting actor	Accidental misintegration in terms of adapting resources	<ul style="list-style-type: none"> ● A service provider and agent jointly misinterpret customer requirements, resulting in customer dissatisfaction. ● Inadequate coordination between allied health services results in a piecemeal approach to treat a patient. ● A client believes she supplied her divorce lawyer with information necessary for a satisfactory settlement but did not declare important pre-marital financial investments as she deems this information irrelevant. ● Following complaints from some spectators, the “Mexican Wave” is banned by a sporting association, denying many fans entertainment and fun.
5. Disagreement on how to integrate resources	Failure to agree on how best to integrate resources by at least two interacting actors	Accidental or deliberate misintegration in terms of adapting resources	<ul style="list-style-type: none"> ● A homeowner argues with a real estate agent about how much to invest in renovating a house in preparation for sale. ● A customer-oriented cashier who enjoys interacting with regular customers is allocated frequent shifts to supervise the self-service registers despite her disapproval. ● A patient feels his doctor has recommended excessive screening tests because he is overly concerned with ‘risk management’. ● A reseller disagrees with a manufacturer on the nature of point-of-purchase promotions and the retail price to be set.
6. Deceptive integration of resources	The deliberate concealment or misrepresentation of resource integration by at least one	Deliberate misintegration in terms of adapting resources	<ul style="list-style-type: none"> ● A customer staying at a 5-star hotel fakes an anniversary for a free bottle of wine, registers a false complaint to obtain compensation and uses the room to conduct illegal business. ● A young, single mother blogs about her fictitious terminal cancer to attract large donations from the public to fund her bogus treatment. ● A business-to-business salesperson misleads a client about the effectiveness of an expensive software application to meet sales targets.

	interacting actor		<ul style="list-style-type: none"> ● A used car salesperson does not share a car’s accident history with a potential buyer to make the sale. ● An online betting service uses customer data to offer vulnerable consumers incentives to gamble. ● A chief of staff to a major bank receives lucrative commissions from approving over-inflated invoices from suppliers.
7. Negligent integration of resources	Deliberate inattention and /or carelessness in the integration of resources by at least one interacting actor	Deliberate misintegration in terms of adapting resources	<ul style="list-style-type: none"> ● A customer does not make the effort to give his tax accountant receipts for charity donations, so he does not receive tax concessions for these. ● A client provides a consultancy with a sloppy brief that excludes information essential for a project. ● A hospitality worker cannot be bothered sharing his management expertise with the struggling café he works, for even though his advice would make a significant difference. ● A financial institution randomly charges customers for financial advice they do not receive as the key account managers are distracted by meeting revenue targets.
8. Incapacity to integrate resources	Disqualification to integrate resources by at least one interacting actor	Deliberate misintegration in terms of combining and applying resources	<ul style="list-style-type: none"> ● A drunk client demands that his lawyer change his will after an argument with his children. ● A mother alters her sick child’s diet from information she has read on the Internet, contrary to advice given by a maternal health nurse. ● A real estate agent continues to practice even though he has recent criminal record. ● A passenger is denied travel by an airline because her emotional-support animal is a peacock.
9. Excessive integration of resources	Extreme application of resources by at least one	Accidental or deliberate misintegration in terms of combining and applying	<ul style="list-style-type: none"> ● An obsessed fan hangs around the football club to attract the attention of a particular player at every training session and game. He makes an enormous effort to speak with the player face-to-face and comments on the player’s performance every day using the club’s Twitter, Instagram and Facebook accounts.

	interacting actor	resources	<ul style="list-style-type: none"> • A customer having a drink in a bar over-shares his troubles with the bartender, expecting social support. • A hotel employee offers overly attentive service and unqualified corporate privileges to a client she strongly favors. • A teenage Australian schoolboy hacks into Apple's secure computer systems on multiple occasions over a year because he is a huge fan of the company.
10. Coercive integration of resources	Involuntary, forced or constrained resource integration of at least one interacting actor	Deliberate misintegration in terms of combining and applying resources	<ul style="list-style-type: none"> • A disadvantaged customer with few financial resources is intimidated into working with a "loan shark" to survive. • A maternal nurse persuades parents to purchase expensive baby formula and vitamins for their children as she receives incentives from the manufacturers for her referrals. • A high-value customer makes unreasonable demands on the service provider on service-level expectations and price. • A young woman is forced into performing commercial sex acts by traffickers operating under the guise of a legitimate modeling agent.

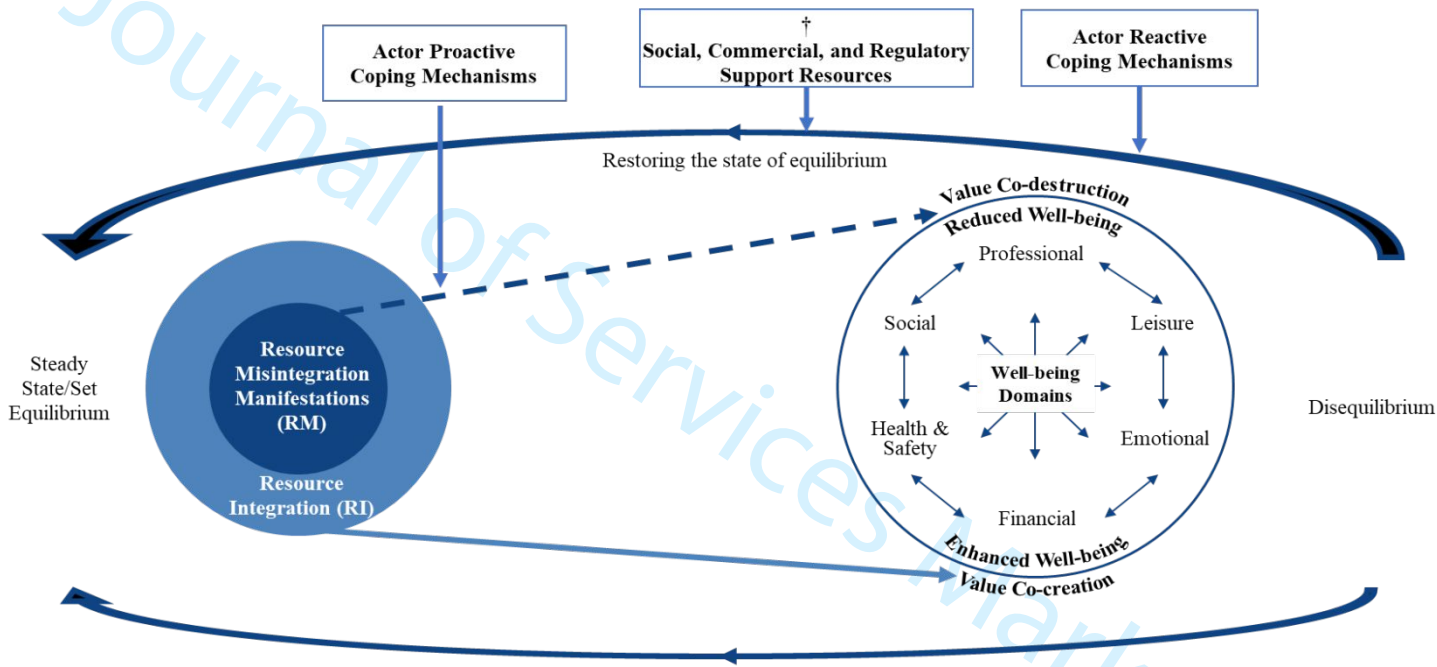
Table 2 Potential causes of resource misintegration manifestations



Resource misintegration manifestations	Potential causes:
1. Lack of resources to integrate	<ul style="list-style-type: none"> • Lack of capability • Low self-efficacy
2. Blocked access to integrate resources	<ul style="list-style-type: none"> • Biases • Stereotyping • Prejudices • Norms • Power
3. Unwillingness to integrate resources	<ul style="list-style-type: none"> • Voluntary deprivation • Defiance • Sabotage • Control • Revenge • No perceived value of interaction
4. Misunderstanding of how to integrate resources	<ul style="list-style-type: none"> • Lack of information, training and/or socialization • Lack of customization • Lack of empathy
5. Disagreement on how to integrate resources	<ul style="list-style-type: none"> • Conflict • Power • Control • Self-serving • Lack of empathy • Dogmatism
6. Deceptive integration of resources	<ul style="list-style-type: none"> • Opportunism • Misbehavior • Sensation-seeking • Dark triad personality traits (Machiavellianism, psychopathy and narcissism)
7. Negligent integration of resources	<ul style="list-style-type: none"> • Ambivalence • Apathy • Low involvement • Laziness
8. Incapacity to integrate resources	<ul style="list-style-type: none"> • Disqualification • Ineligibility • Inexperience

9. Excessive integration of resources	<ul style="list-style-type: none">• Obsession• Fanaticism• Addiction• Anxiety
10. Coercive integration of resources	<ul style="list-style-type: none">• Perceived dependence• Lack of alternatives• Lack of control and agency• Threats and pressure• Power• Dominance

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Figure 1 VCD conceptual framework: linking resource misintegration manifestations with reduced well-being



 RM triggers VCD
 RI triggers VCC

† Actor can draw on support resources to proactively cope with VCD.
 † Actor can draw on support resources to reactively cope and to restore well-being.

Web Appendix I An Overview of Value Co-destruction Process Literature

Source	VCD process or alternative perspective	Core citation(s) used to develop theoretical framework	Conceptual basis	“Causes” ¹ of VCD	VCD outcomes (if applicable)	Mitigators (if applicable)	Paper type
Plé and Chumpitaz Cáceres (2010)	Coined the term ‘co-destruction’ as an antonym of ‘co-creation’; “VCD is an interactional process between service systems that results in a decline in at least one of the systems’ well-being” Pg. 431	<ul style="list-style-type: none"> Lush and Vargo (2006b) Lush <i>et al.</i> (2007) 	Service-dominant logic	<ul style="list-style-type: none"> Accidental and/or intentional misuse of one’s own and others’ service system resources 			Conceptual
Echeverri and Skålén (2011)	Service providers and customers drawing on incongruent elements of practices cause value co-destruction, representing the downside of interactive value formation.	<ul style="list-style-type: none"> Schau <i>et al.</i> (2009) Plé and Chumpitaz Cáceres (2010) 	Service-dominant logic and practice theory	<ul style="list-style-type: none"> Incongruent elements of practices, such as informing, greeting, delivering, charging and helping 			Empirical (Qualitative)
Lefebvre and Plé (2011)	A relational breakdown between focal actors and their networks in the business-to-business context.	<ul style="list-style-type: none"> Plé and Chumpitaz Cáceres (2010) 	Service-dominant logic	<ul style="list-style-type: none"> Accidental and/or intentional misuse of resources and/or misalignment of processes 			Conceptual
Cova and Paranque (2012)	A desire to maximize gains from a brand and increase financial performance can reverse a value creation process and result in a brand value destruction process.	<ul style="list-style-type: none"> Cova and White (2010) 	Service-dominant logic and brand communities	<ul style="list-style-type: none"> Attempt to increase brand valuation through pressure to monetarization or exploitation of consumers is unacceptable and creates resentment. 	<ul style="list-style-type: none"> Decreased brand valuation 		Empirical (Qualitative)
Smith (2013)	Failure of resource integration process to co-create expected value; loss spirals negatively affect well-being and customer attempts to engage in coping strategies.	<ul style="list-style-type: none"> Plé and Chumpitaz Cáceres (2010) 	Service-dominant logic and conservation of resources	<ul style="list-style-type: none"> Organizational failure to fulfill resource offer Customer experiences loss of stored resources Failure in resource integration process 	<ul style="list-style-type: none"> Reduced customer and organizational well-being 		Empirical (Qualitative)
Kashif and Ting (2014)	When actors fail to play their expected roles.	<ul style="list-style-type: none"> Plé and Chumpitaz Cáceres (2010) 	Service quality and service-dominant logic	<ul style="list-style-type: none"> Actor fails to play role 			Empirical (Qualitative)
Paredes <i>et al.</i> (2014)	Combination of firm or customer resources integrated in a negative form leads to value co-destruction.	<ul style="list-style-type: none"> Plé and Chumpitaz Cáceres (2010) 	Service-dominant logic	<ul style="list-style-type: none"> Combination of different resources (firm and customer; positive and negative) can have a negative effect on value perceptions. 			Literature synthesis
Robertson <i>et al.</i> (2014)	When resources are misused in both service processes and service outcomes.	<ul style="list-style-type: none"> Plé and Chumpitaz Cáceres (2010) 	Service-dominant logic and resource theory	<ul style="list-style-type: none"> Misuse of resources due to lack of cooperation, inability to assess credibility of online health information, lack of health literacy, skewed quality of health content in online systems, lack of physical presence and visual feedback, complexity of technology and limited service provider support Misuse of knowledge resources 	<ul style="list-style-type: none"> Detrimental health outcomes Consumer distress Consumer in agony from health problems Escalation of health anxiety 	Service provider offering: <ul style="list-style-type: none"> Quality online health content Improved e-health literacy Increased service provider support 	Conceptual

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4	Stieler <i>et al.</i> (2014)	The interplay between actors that results in diminished value when compared with at least one service actor's expected enhancement of well-being.	<ul style="list-style-type: none"> • Plé and Chumpitaz Cáceres (2010) • Echeverri and Skålén (2011) 	Service-dominant logic and sport value framework	<ul style="list-style-type: none"> • Atmosphere within the stadium such as fan behavior in the form of negative emotions or negative behaviours. 			Empirical (Qualitative)
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6	Xu <i>et al.</i> (2014)	Co-created service recovery fails in the absence of resources or mismatches in their integration.	<ul style="list-style-type: none"> • Dong <i>et al.</i> (2008) 	Co-creation and justice theory	<ul style="list-style-type: none"> • Lack of resources in integration process or mismatch in integration practice 	<ul style="list-style-type: none"> • Co-created service recovery failure 		Empirical (Quantitative)
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13	Becker <i>et al.</i> (2015)	Value is co-created and co-destroyed through various expressions of approach-avoidance motivation.	<ul style="list-style-type: none"> • Echeverri and Skålén (2011) 	Service-dominant logic and avoidance-approach motivation	<ul style="list-style-type: none"> • Avoidance motivation as a basis for co-destruction Interpretation of negative stimuli increases avoidance motivation 			Empirical (Qualitative)
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19	Caridà <i>et al.</i> (2015)	Value is co-created through actor's resource-integrating efforts in virtual brand communities.	<ul style="list-style-type: none"> • Skålén, Pace and Cova (2015) 	Service-dominant logic and practice theory	<ul style="list-style-type: none"> • Integration of available resources • Operation on available resource • Actor's assessment of value in context 	<ul style="list-style-type: none"> • Emerging value can be positive or negative depending on resource (mis)alignment 		Empirical (Qualitative)
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26	Carù and Cova (2015)	Collective practices between service providers and co-consuming groups can lead to co-creation and co-destruction; these practices are ambivalent in nature and capable of co-creation/co-destruction.	<ul style="list-style-type: none"> • Plé and Chumpitaz Cáceres (2010) • Echeverri and Skålén (2011) 	Service-dominant logic and consumer culture theory	<ul style="list-style-type: none"> • Unmanageability of ambivalent practices of performing, judging, volunteering and queuing 			Empirical (Qualitative)
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32	Geer (2015)	'Defective co-creation' occurs when consumers fail to provide mental, physical and/or emotional inputs of sufficient quality and quantity to facilitate value co-creation.	<ul style="list-style-type: none"> • Dysfunctional consumer behavior 	Service-dominant logic and customer participation	<ul style="list-style-type: none"> • Dysfunction as goods-related misbehavior (e.g., fraud) • Dysfunction as interpersonal misbehavior (e.g., threats) • Dysfunction as relational misbehavior (e.g., refusal to engage) 	<ul style="list-style-type: none"> • Obstruction of co-creation value 		Empirical (Qualitative)
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40	French and Gordon (2015)	Where resources, services or experiences are misused, misappropriated (and citizens disengage) or used in the opposite way intended.	<ul style="list-style-type: none"> • Plé and Cáceres, (2010) • Echeverri and Skålén (2011) 	Value creation	<ul style="list-style-type: none"> • Poor quality standards, training and interpersonal skills from staff, unwelcoming physical environment, lack of or inappropriate resources, or personal issues in people's lives 			Literature review
41								
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47	Kashif and Zarkada (2015)	When actors fail to play their expected roles in script provided by service system.	<ul style="list-style-type: none"> • Plé and Chumpitaz Cáceres (2010) 	Service-dominant logic	<ul style="list-style-type: none"> • Customer misbehavior 	<ul style="list-style-type: none"> • Damages preconception of service quality to other customers • Affects the organization's brand image • Increases direct/indirect financial costs • Reduces morale of frontline employees 	<ul style="list-style-type: none"> • Service provider offers information regarding policies 	Empirical (Qualitative)
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Laamanen and Skålén (2015)	Collective–conflictual value, in which conflictual value is a result of opportunistic behavior or abuse by one or several interacting parties, resulting in incongruent interaction practices.	<ul style="list-style-type: none"> Echeverri and Skålén (2011) 	Service-dominant logic and strategic action field theory	<ul style="list-style-type: none"> Challenges collective identity formed around grievances against incumbents Disparate goals Power inequality Lacking degree of control Withholding/withdrawing resources Resource misuse 	<ul style="list-style-type: none"> (Non)fulfilment of provider's value proposition in customer's value-in-use Dissatisfaction Disloyalty 		Conceptual
Marcos-Cuevas <i>et al.</i> (2015)	Discrepancy and divergence in risk-sharing partnerships create platforms for value co-destruction.	<ul style="list-style-type: none"> Plé and Chumpitaz Cáceres (2010) 	Service-dominant logic	<ul style="list-style-type: none"> Divergent expectations of risk sharing 			Empirical (Qualitative)
Osei-Frimpong <i>et al.</i> (2015)	Knowledge conflict between actors in a service encounter, which can lead to value destruction.	<ul style="list-style-type: none"> Plé and Chumpitaz Cáceres (2010) 	Service-dominant logic	<ul style="list-style-type: none"> Knowledge conflict One party's unexpected behavior 			Empirical (Qualitative)
Dey <i>et al.</i> (2016)	Value can be co-destructed due to contextual limitations, resource constraints (both operant and operand) at the customer end, or producers.	<ul style="list-style-type: none"> Plé and Chumpitaz Cáceres (2010) Smith (2013) 	Service-dominant logic	<ul style="list-style-type: none"> Lack of technology appropriation by users Lack of understanding of marketing dynamics by marketers 			Empirical (Qualitative)
Hill <i>et al.</i> (2016)	An anti-service belief which guides service provider actions toward prisoners, leading to a reduction of well-being.	<ul style="list-style-type: none"> Plé and Chumpitaz Cáceres (2010) 	Participatory action research	<ul style="list-style-type: none"> Reducing humanity in service interactions Exploitation of inmates due to opportunistic behavior from prisons Power imbalance and restriction of service Anti-service oppositional culture Deliberate anti-service 	<ul style="list-style-type: none"> Emotional and behavioral consequences 	<ul style="list-style-type: none"> Prisoner coping by taking service quality into own hands Coping through the development of an alternate economy 	Empirical (Qualitative)
Plé (2016)	When resources whose use should result in value co-creation are used by one actor (here, the employee) in a manner that is not congruent with the way the other actor (here, the customer) expects.	<ul style="list-style-type: none"> Echeverri and Skålén (2011) Plé and Chumpitaz Cáceres (2010) 	Service-dominant logic, focusing on resource integration	<ul style="list-style-type: none"> Accidental and intentional misintegration Non-integration 	<ul style="list-style-type: none"> Co-creation and co-destruction of value 		Conceptual
Popp <i>et al.</i> (2016)	Joint aversion to a brand by a community (also called anti-brand communities), thus undermining the brand's identity value.	<ul style="list-style-type: none"> Stieler <i>et al.</i> (2014) 	Service-dominant logic	<ul style="list-style-type: none"> Rivalry Oppositional brand loyalty Fulfilment of self-defining needs to oppose a specific brand <i>Schadenfreude</i>, a German term denoting pleasure at another's misfortune 			Empirical (Qualitative)
Skourtis <i>et al.</i> (2016)	When a service failure occurs, some forms of consumption value (functional, social, emotional, epistemic and conditional) are co-destroyed.	<ul style="list-style-type: none"> Plé and Chumpitaz Cáceres (2010) 	Service-dominant logic and D.A.R. T model	<ul style="list-style-type: none"> Service failure 		<ul style="list-style-type: none"> Mechanism of value restoration 	Conceptual
Vafes <i>et al.</i> (2016)	Coins term 'value diminution', as opposed to value co-destruction, for instances in which realized value is sub-optimal and less than potential value.	<ul style="list-style-type: none"> Plé and Chumpitaz Cáceres (2010) 	Service-dominant logic	Client-related causes: <ul style="list-style-type: none"> Absence of trust Inadequate communication Inadequate co-ordination 	<ul style="list-style-type: none"> Sub-optimal creative output and potential marketplace performance 		Empirical (Qualitative)

	Value diminution is the perceived sub-optimal value realization that occurs as a consequence of resource deficiencies in, or resource misuse by, one or more interacting actors. Any or all of the actors may be victims of value diminution.			<ul style="list-style-type: none"> • Inadequate human capital Client and agency joint causes: <ul style="list-style-type: none"> • Power/dependence imbalance Agency-related causes: <ul style="list-style-type: none"> • Inadequate human capital and communication • Power/dependence imbalance 	<ul style="list-style-type: none"> • Extended creative process and additional monetary cost • Client and/or agency dissatisfaction with interaction experience 		
Williams <i>et al.</i> (2016)	A process of co-contamination in which public values are negatively impacted as a consequence of activities from both sides of the co-production equation – regular producers and users.	<ul style="list-style-type: none"> • Plé and Chumpitaz Cáceres (2010) 	Service-dominant logic	<ul style="list-style-type: none"> • Misuse of service providers resources • Misuse of service user resources 	<ul style="list-style-type: none"> • Public value is negatively affected 		Empirical (Qualitative)
Lintula <i>et al.</i> (2017)	Three inter-related categories of orientation, resources and perceptions form the dimensions of co-destruction; process is dynamic and shaped from different temporal dimensions of interaction process before, during and after.	<ul style="list-style-type: none"> • Plé and Chumpitaz Cáceres (2010) • Echeverri and Skálén (2011), 	Service-dominant logic	<ul style="list-style-type: none"> • Orientation (goals and intentions) • Resources (lack, misuse, non-integration, loss and attempt to restore) • Perceptions (expectations, incongruence of applied practices, insufficient perceived value and contradictions of value) 			Literature synthesis
Camilleri and Neuhofer (2017)	Practices that lead to negative experiences and negative value formations.	<ul style="list-style-type: none"> • Echeverri and Skálén (2011) 	Service-dominant logic and practice-based theory	Elements of VCD practices <ul style="list-style-type: none"> • Feeling of not being welcomed • Disturbed by neighborhood • Difficulty in getting around • Location shortcomings • Inconvenience and suggestions • Location/accommodation do not meet expectations • Not getting along with other guests • Negative feelings and dissatisfaction • Negative feelings about the country of visit • Host unable to solve problems • Lack of meeting and interaction with the host • Unclear communication between hosts and guests • Unpleasant host • Not recommending a place or host • Host does not recommend local transport options • Host does not recommend guest • Unappreciative guest/hostile host • Host clears misleading reviews 			Empirical (Qualitative)

Chavi <i>et al.</i> (2017)	Value co-creation and value co-destruction are contingent in B2B service networks due to the chain of interactions upstream to downstream.	<ul style="list-style-type: none"> Plé and Chumpitaz Cáceres (2010) 	Service-dominant logic	<ul style="list-style-type: none"> Nature of interacting actors, their activities and mobilization of resources in a network 			Empirical (Qualitative)
Daunt and Harris (2017)	Showrooming behavior comprises differing degrees of accumulative value co-destruction and co-creation behavior across online and offline channels.	<ul style="list-style-type: none"> Plé and Chumpitaz Cáceres (2010) 	Service-dominant logic	<ul style="list-style-type: none"> Consumer savviness and trust in online stores is associated with online value co-destruction 		<ul style="list-style-type: none"> Shopping enjoyment 	Empirical (Quantitative)
Farquhar and Robson (2017)	Customers destroy value by misusing/misunderstanding how to integrate operant resources, affecting system value destruction.	<ul style="list-style-type: none"> Plé and Chumpitaz Cáceres (2010) 	Service-dominant logic	<ul style="list-style-type: none"> Operant resource misuse 	<ul style="list-style-type: none"> Customers destroy value beyond the immediate firm impact through the service system at the micro, meso and macro levels 		Conceptual
Leo and Zainuddin (2017)	Systemic processes reduce value for social marketing services, supporting behavioral change.	<ul style="list-style-type: none"> Plé and Chumpitaz Cáceres (2010) 	Value creation	<ul style="list-style-type: none"> Incongruent resource application and misuse of firm resources impeding behavioral change efforts 	<ul style="list-style-type: none"> Reduced use of service Strategic behavioral actions of service users Service termination 		Empirical (Qualitative)
Lintula <i>et al.</i> (2017)	Critical service interactions in augmented reality mobile games can ensue to value co-destruction.	<ul style="list-style-type: none"> Plé and Chumpitaz Cáceres (2010) 	Service-dominant logic	<ul style="list-style-type: none"> Contradictions Expectations Incongruent applied practices Insufficient perceived value Resource loss, misuse or non-integration 	<ul style="list-style-type: none"> Negative value outcomes, such as frustration, humiliation and obsession, occur from co-destroyed value 		Empirical (Qualitative,)
Makkonen and Olkkonen (2017)	Interactive value formation process as an interplay between resource integration and a service system; the interplay features dynamic interchange of value co-creative, non-creative and co-destructive interaction episodes, whose accumulation dictates the relationship outcome of co-creation, non-creation and co-destruction.	<ul style="list-style-type: none"> Plé and Chumpitaz Cáceres (2010) Echeverri and Skálén(2011) Laamanen and Skálén(2015) 	Customer-dominant logic and value in context	<ul style="list-style-type: none"> Interplay between resource integration and multi-level service system (macro-, meso- and micro-level structure) 			Empirical (Qualitative)
Malone <i>et al.</i> (2017)	Incongruent practices give rise to emotions in consumption experience that shape value destruction process.	<ul style="list-style-type: none"> Heinonen <i>et al.</i> (2010) Heinonen <i>et al.</i> (2013) 	Service-dominant logic	<ul style="list-style-type: none"> Emotions as an operant resource shape value destruction process 			Empirical (Qualitative)
Quach and Thaichon (2017)	The way customers use resources during interactions with a brand contributes to customer experiences that lead to value destruction.	<ul style="list-style-type: none"> Plé and Chumpitaz Cáceres (2010) 	Customer-dominant logic and social resource theory	<ul style="list-style-type: none"> Resources such as love, status, information and services when misused 		<ul style="list-style-type: none"> Expectations determine the way people use resources when interacting with a brand 	Empirical (Qualitative)

Uppström and Lönn (2017)	Value is co-created and co-destroyed when IS artifacts are used for collaboration.	<ul style="list-style-type: none"> • Plé and Chumpitaz Cáceres (2010) • Vartiainen and Tuunanen (2014) 	Co-creation and boundary object theory	<ul style="list-style-type: none"> • IS artifacts as boundary objects create loss of expert local knowledge and personal relationships in the switch to digital platforms • Trusting digital information, despite its questionable quality 		<ul style="list-style-type: none"> • Boundary complexity increases risk of co-destructive outcomes 	Empirical (Qualitative)
Zainuddin <i>et al.</i> (2017)	Value dimensions have the potential to be created or destroyed in behavior maintenance.	<ul style="list-style-type: none"> • Plé and Chumpitaz Cáceres (2010) 	Value creation; self-determination theory	<ul style="list-style-type: none"> • Barriers (physical and mental discomfort, time and effort) to behavioral maintenance 	<ul style="list-style-type: none"> • Functional and emotional value have the potential to be destroyed 	<ul style="list-style-type: none"> • Financial incentives and disincentives • Augmented products to support socially desirable behaviors 	Empirical (Qualitative)
Čaić <i>et al.</i> (2018)	A perception of the role of social robots in supporting residents to achieve desired value co-creation or potential value destruction.	<ul style="list-style-type: none"> • Plé and Chumpitaz Cáceres (2010) • Echeverri and Skálén (2011) 	Service-dominant logic	<ul style="list-style-type: none"> • Social robots perceived as intruders, replacements or deactivators 			Empirical
Hardyman (2018)	A discrete event (i.e., a patient having an allergic reaction while undergoing a specific chemotherapy treatment), or an overall process (i.e., the process of being diagnosed) that occurs during cancer-related service use, that is perceived by the recipient as having negative consequences, and which culminates in value co-destruction.	<ul style="list-style-type: none"> • Plé and Chumpitaz Cáceres (2010) • Laamanen and Skálén (2015) 	Service-dominant logic	<ul style="list-style-type: none"> • Poor interpersonal and communication skills of the staff • Resource misuse • Organizational factors (constraints and issues) • Lack of access to resources 			Empirical (Qualitative)
Järvi <i>et al.</i> (2018)	A failed interaction process that results in at least one actor's decrease in well-being and takes place in a specific type of relationship; perceived concept of VCD entails process and outcome.	<ul style="list-style-type: none"> • Plé and Chumpitaz Cáceres (2010) • Makkonen and Olkkonen (2017) 	Service-dominant logic	<ul style="list-style-type: none"> • Customer misbehavior • Absence of information • Insufficient level of trust • Mistakes • Inability to serve or change • Blaming • Absence of clear expectations 	<ul style="list-style-type: none"> • Value co-destruction 		Empirical (Qualitative)
Zhang <i>et al.</i> (2018)	Actors can jointly co-destruct service or experience in an online context.	<ul style="list-style-type: none"> • Plé and Chumpitaz Cáceres (2010) 	Service-dominant logic	<ul style="list-style-type: none"> • Warning other customers • Revenge intentions • Employees rudeness, lack of empathy and negative word of mouth about employer • Organizational structural forces such as indifferent attitude, confrontation, cheating, lack of a complaint outlet and delayed service or recovery during negatively valenced engagement 			Empirical (Qualitative)
Cabiddu <i>et al.</i> (2019)	Social interactions and resource integration practices can cause negative variation in capita property.	<ul style="list-style-type: none"> • Lombardo and Cabiddu (2017) 	Practice theory	<ul style="list-style-type: none"> • Gaining access to and potential to exploitation of capital through use or conversion 	<ul style="list-style-type: none"> • VCD practices destroy different forms of capital: 		Empirical (Qualitative)

					economic, cultural, social and symbolic	
Dolan <i>et al.</i> (2019)	Tourist complaining on social media is theorized as process of value formation that carries the potential for both positive (value co-creation) and negative (value co-destruction) consequences. Thus, not all negative experiences result in co-destruction of value but instead also offer opportunities for value co-creation.	<ul style="list-style-type: none"> • Plé and Chumpitaz Cáceres (2010) • Echeverri and Skálén (2011) 	<ul style="list-style-type: none"> • Service-dominant logic • Practice theory 	<ul style="list-style-type: none"> • Solution-seeking practice results in failure to respond (non-engaging) or an unsuitable/incongruent response from the firm • Social support is not received from others, or the support offered is incongruent with the consumer's expectations. • Incongruent corporate responses lead to the co-destruction of value, as the complaining consumers do not successfully achieve their goals of warning other consumers 		Empirical (Qualitative)
Kim <i>et al.</i> (2019)	Customer to customer value co-destruction is conceptualized as a direct and indirect interactional process among customers that results in the deterioration of at least one party's perceived value.	Plé and Chumpitaz Cáceres (2010)	Service-dominant logic; expectancy violation theory	<ul style="list-style-type: none"> • Customer dysfunctional behavior 	<ul style="list-style-type: none"> • Deterioration of Economic, social, emotional and epistemic value 	Empirical (Quantitative)

¹“Causes” is a generic label used to describe the reasons, triggers and antecedents identified by VCD studies.

² All references not cited are available in the main text.

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