

Orchestrating Value Co-Creation Through Digital Transformation: A Strategic Framework

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Introdução

Digital Transformation (DT) is reshaping industries by redefining how organizations create, deliver, and capture value. In this context, Value Co-Creation (VCC) has emerged as a central paradigm, emphasizing collaborative processes among multiple stakeholders to generate mutual value. Despite their growing relevance, academic literature remains fragmented, often exploring DT and VCC separately and offering limited insights into how DT can systematically foster co-creation. This highlights the need for integrative frameworks.

Problema de Pesquisa e Objetivo

The central challenge lies in aligning the technological capabilities of digital transformation with the organization's strategic outcomes. Academic literature remains fragmented regarding how DT can be systematically leveraged to foster value co-creation. This study addresses this gap by proposing a strategic framework that articulates how digital transformation enables and sustains value co-creation within ecosystems.

Fundamentação Teórica

The proposed framework is grounded in the Service-Dominant Logic (SDL), which posits that value is co-created through collaborative interactions among multiple actors, and in Event System Theory (EST), which analyzes how organizational events trigger value co-creation cycles. Dynamic Capabilities describe the organizational ability to sense, seize, and reconfigure resources in volatile environments. These capabilities are essential for the effectiveness of DT in promoting co-creation. Digital ecosystems show that co-creation happens in interorganizational settings via digital platforms.

Metodologia

This study adopts the Design Science Research (DSR) approach to develop and refine the proposed framework. The research design followed three stages: (i) Conceptual Synthesis - a literature review on Digital Transformation (DT), Service-Dominant Logic (SDL), Event System Theory (EST), and Value Co-Creation (VCC); (ii) Thematic Analysis of Industry Cases - a systematic search and analysis of five case studies (Alibaba, Faurecia, SAP, BMW, and McKinsey); and (iii) Iterative Validation - framework refinement by aligning conceptual findings with real-world practices and validating with executives.

Análise dos Resultados

The study integrated conceptual, empirical, and practical foundations. The literature identified five pillars linking Digital Transformation (DT) and Value Co-Creation (VCC): systemic co-creation, DT as strategic reorientation, dynamic capabilities, ecosystem orientation, and human centrality. Case studies (Alibaba, Faurecia, SAP, BMW, McKinsey) showed how firms use digital tools for engagement and innovation, highlighting enablers like real-time data and orchestration, and barriers such as skill gaps.

Conclusão

This study developed and validated a strategic framework that articulates how digital transformation can enable value co-creation in organizational ecosystems. Its main contribution lies in the construction of a theoretical-practical model that systematically integrates the factors, enablers, constraints, and implementation vectors necessary for VCC in digital environments. The proposed framework broadens the understanding of DT by positioning it not merely as a technological phenomenon, but as a relational, contingent, and collaboration-oriented mechanism for value generation.

Contribuição / Impacto

Theoretically, the article contributes by integrating SDL, EST, and Dynamic Capabilities from an ecosystemic perspective, offering a solid base for future research. Managerially, the framework guides organizations in aligning strategy, culture, and technology in digital transformation. It helps diagnose gaps, prioritize investments, and monitor results through key indicators such as digital ROI, operational efficiency, and customer experience.

Referências Bibliográficas

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