



Digital Value Orchestration and Tourism Value Co-Creation: The Role of Social-Digital Resonance

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ABSTRACT

This study addresses the novel concept of social-digital resonance (S-DR) as a mediator in the relationship between digital value orchestration (DVO) and value co-creation (VCC) within the tourism industry. Using a quantitative approach, we analyzed data from 238 tourists in Indonesia, through partial least squares structural equation modeling (PLS-SEM). The findings reveal that DVO significantly enhances VCC, both directly and through S-DR, highlighting the importance of digital engagement and social interaction in the co-creation process. Furthermore, the study identifies that poor management of digital co-creation can lead to value co-destruction, addressing the issue of ineffective digital strategies that hinder optimal value creation in the tourism sector post-pandemic, underscoring the need for robust digital strategies to optimize value creation in post-pandemic tourism.

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INTRODUCTION

Despite the growing reliance on digital platforms, the effective orchestration of digital value creation remains a critical challenge in the tourism sector. While digital technologies have the potential to enhance the co-creation process, poor integration of these technologies can lead to value co-destruction, where efforts to enhance experiences result in negative outcomes for stakeholders. Moreover, the role of social-digital resonance (S-DR) as a mediator in the relationship between digital value orchestration (DVO) and value co-creation (VCC) remains underexplored, which limits the ability to leverage digital interactions effectively in a post-pandemic context. This occurs when attempts to create value have negative consequences, harming all involved and damaging the reputation of tourist destinations (Makkonen and Olkkonen, 2017; Nie and Tang, 2022). Technological disparities among stakeholders further complicate matters, causing inconsistent service quality and varied tourist experiences, which hinder joint value creation efforts (Freire and Veríssimo, 2021). Additionally, negative attitudes from local residents toward tourists obstruct active participation in co-creation activities (Lin et al., 2017). The COVID-19 pandemic has underscored the reliance on digital technology, though adapting to this technology remains a significant challenge (Thees et al., 2021). Therefore, addressing these issues is crucial to finding sustainable solutions.

Research underscores the role of digital platforms in empowering local accommodation providers. For example, platforms like Airbnb enhance services through continuous feedback, fostering innovation (Casais et al., 2020). Similarly, social interactions on platforms like Couchsurfing promote co-creation, benefiting both tourists and hosts (Medina-Hernandez et al., 2021). Additionally, a study in Jamaica shows that DVO can align stakeholders' interests, contributing to sustainable destination management (Johnson and Neuhofer, 2017). Scaraboto and Figueiredo (2022) also highlight how combining social and technological innovations enables local accommodation providers to co-create value, enhancing the effectiveness of sharing economy platforms. This study aims to explore how DVO can be optimized by local accommodation providers to create sustainable value.

The service-dominant logic (S-DL) approach offers an appropriate framework for understanding how value is collaboratively created among accommodation owners, tourists, and other stakeholders at tourist destinations. The S-DL perspective emphasizes that value is not solely created by service providers but also by consumers through dynamic interactions, which is particularly relevant to the challenges of increasingly digital and connected tourism marketing. For example, Karahasanović and Culén (2023) demonstrate that S-DL helps in understanding how value is created through dynamic interactions within service ecosystems. Furthermore, Gallarza et al. (2023) highlight the importance of customer interaction in value co-creation, aligning with S-DL principles. Additionally, Pedersen et al. (2023) show that S-DL strengthens sustainable value within business networks, which is crucial for long-term success. Therefore, S-DL provides a comprehensive framework for maximizing co-creation in the digitalized tourism ecosystem.

DVO plays a crucial role in supporting co-creation through digital technology, particularly in a smart tourism service (STS) platform, but its operation within a broader ecosystem, especially under public service logic (PSL), remains limited. Troisi et al. (2019) demonstrate that information and communication technology can integrate elements within a smart service ecosystem, supporting sustainable value creation. Rösler et al. (2021) add that barriers to value co-creation in the public sector can be overcome with appropriate organizational capabilities, particularly during digital transformation. However, the role of public entities in strengthening the relationship between DVO and co-creation, especially in a long-term and broader ecosystemic context, is not well understood. To address this gap, this study introduces the novel concept of social-digital resonance (S-DR) as a mediator. S-DR, defined as the synergistic effect of digital engagement and social interaction on digital platforms, strengthens the relationship between DVO and value co-creation. This study's novelty lies in exploring dynamic interactions among stakeholders within the digital ecosystem, addressing the limitations of previous research that focused on static interactions. Previous studies by Garanti (2023) and Bhuiyan et al. (2022) emphasize the role of information and communication technology in integrating smart tourism ecosystem elements, driving sustainable value creation, and enhancing co-creation through personalized, technology-driven experiences. Based on these issues, this study poses two research questions:

RQ1. How can DVO be optimized by local accommodation owners to create sustainable value in the tourism industry?

RQ2. What is the mediating role of S-DR in strengthening the relationship between DVO and value co-creation?

Some researchers have focused on the direct relationship between DVO and VCC (Ji et al., 2023; Perks et al., 2017; Pesce et al., 2019), while research on the mediating role of S-DR remains limited. The primary objectives of this study are to examine how DVO can be optimized by local accommodation providers to create sustainable value in the tourism industry and to investigate the mediating role of S-DR (Social-Digital Resonance) in strengthening the relationship between DVO and VCC.

Furthermore, this article is organized as follows: The first section discusses the theoretical context and relevant literature on DVO and S-DL. The second section explains the research methodology, including the research design, population, sample, and analytical techniques. The third section presents the research findings, followed by an in-depth discussion of the main findings, practical and theoretical implications. The article concludes with a summary that includes research limitations and suggestions for future research.

LITERATURE REVIEW

A Perspective Service-Dominant Logic

In the S-DL perspective, value co-creation is central to the collaborative creation of value between stakeholders. This process is mediated by social-digital resonance (S-DR), which enhances the quality of interactions within a digital ecosystem. Value co-creation in tourism is a dynamic process where consumers (tourists) actively participate in the creation of value, alongside service providers (e.g., accommodation owners, tour guides) and other stakeholders. The role of digital value orchestration (DVO) is critical in facilitating this process, particularly through the integration of technological tools and social interactions that enable more efficient and personalized experiences for all stakeholders involved. Zhang et al. (2021) highlight that integrating information technology with social innovation through DVO helps align stakeholder interests, thus preventing value co-destruction by leveraging operant resources like knowledge, skills, and technology (Vargo and Lusch, 2004). This research extends Lund et al. (2020) by exploring how coordinated DVO strategies can mitigate risks, particularly in sustainable tourism, addressing gaps in destination management and strengthening value co-creation.

Co-creation and Its Role in Tourism

Co-creation is a concept emphasized within the S-DL framework, referring to the joint creation of value between tourists and service providers. Recent studies (Casais et al., 2020; Medina-Hernandez et al., 2021) show that platforms like Airbnb and Couchsurfing enable service innovation by facilitating continuous interaction and feedback loops among hosts, guests, and managers, enhancing the tourism experience. From the S-DL perspective, DVO serves as a key enabler of collaborative value creation, crucial for ensuring sustainability in tourism practices (Melis et al., 2023; Stephen and Robert, 2008). The interplay between DVO, social interactions, and technology strengthens the co-creation process by fostering trust, mutual understanding, and engagement among stakeholders. However, as Järvi et al. (2020) point out, poorly managed mechanisms in the co-creation process can lead to value co-destruction, emphasizing the need for optimal management of DVO in tourism ecosystems.

Digital Value Orchestration

DVO is defined as the alignment and integration of technological tools with social and cultural interactions to enhance stakeholder coordination and improve the overall tourism experience. It is crucial for value co-creation, as it fosters interaction among stakeholders and facilitates the innovation of services (Casais et al., 2020). According to the S-DL framework, DVO is central to collaborative value creation as it integrates social and technological innovation (Vargo and Lusch, 2004). DVO also facilitates the alignment of stakeholder interests, which is essential for preventing value co-destruction in tourism management in tourism (Linde et al., 2021; Pesce et al., 2019). While existing literature emphasizes the importance of DVO in enabling co-creation, there remains a gap in understanding how DVO interacts with human actors and the complex digital platforms that

mediate the co-creation process. This study aims to address this gap by exploring how DVO can optimize technological interactions to enhance value creation in tourism ecosystems.

Social-Digital Resonance

The concept of S-DR within S-DL is pivotal in how digital platforms orchestrate social interactions to create shared value (Peltier et al., 2020). The concept of S-DR highlights the role of digital platforms in orchestrating social interactions that lead to shared value creation. For instance, platforms like Airbnb generate shared value through social interactions between hosts and guests, leading to enhanced trust and community building (Johnson and Neuhofer, 2017). Similarly, platforms that incorporate social media analytics can provide insights into user preferences and behaviors, optimizing the co-creation process (Suseno et al., 2018). Peltier et al. (2020) find that integrating digital communication enhances stakeholder collaboration, leading to value co-creation. S-DR plays a pivotal role in linking technology with sustainable value creation in tourism, as it enables continuous engagement and fosters a sense of community among tourists and service providers (Polese et al., 2018).

Value Co-creation

Value co-creation in tourism refers to the collaborative efforts of tourists and service providers in generating mutual benefits. Studies highlight that big data and smart tourism initiatives can significantly enhance personalized experiences and interactions between tourists and service providers (Font et al., 2021; Garanti, 2023). This user-driven innovation is central to sustainable tourism business models, where information and communication technology (ICT) supports dynamic interactions essential for value co-creation (Pohjola et al., 2020). However, as Neuhofer (2016) notes, technological integration can also lead to value co-destruction if misaligned interactions or technological gaps occur. This review highlights the need to further investigate technology's role in optimizing value co-creation processes, as digital tools play a crucial role in facilitating the dynamic interactions necessary for sustainable tourism.

Hypothesis Development

Co-creation, Social-Digital Resonance, and Value Co-creation

Co-creation (CC) significantly enhances S-DR. Within the S-DL framework, CC has been crucial for value creation through active collaboration between users and service providers in digital ecosystems. This process, involving active participation, trust, and deep engagement, strengthens S-DR by building stronger social bonds among participants. These interactions create a more integrated and harmonious digital environment, enhancing user engagement and overall experience (Ramaswamy and Ozcan, 2018).

Moreover, CC has been pivotal in VCC by involving users in the development of products or services. This approach enables organizations to more effectively meet user needs and expectations, resulting in higher and more relevant value. In this context, S-DR not only amplifies the effect of CC on VCC but also mediates the interaction between users and companies. Research indicates that the value generated through CC becomes more effective when supported by strong S-DR, which enhances user participation and engagement in the value creation process (Ge et al., 2019; Xu, 2023). Thus, S-DR plays a key role in optimizing the impact of CC on value creation within digital ecosystems. The following hypotheses are proposed:

H1: CC has a significant positive influence on S-DR.

H2: CC has a significant positive influence on VCC.

H6: S-DR has a significant positive influence on VCC.

Digital Value Orchestration, Co-creation and Social-Digital Resonance

DVO plays a crucial role in driving Co-creation (CC) by aligning digital experiences with consumer values and preferences. Key elements such as user-friendly technology, content personalization, and interactive platforms enhance user engagement and foster collaboration in the co-creation process (Sui and Guan, 2023; Yang et al., 2022). DVO's ability to tailor digital services to user preferences results in more engaging experiences, motivating active participation in co-creation.

On the other hand, DVO also significantly influences Social-Digital Resonance (S-DR) by improving social interactions and building communities on digital platforms. Elements like socially resonant content and

features that promote community engagement strengthen S-DR by fostering social bonds and a sense of community (Zollo et al., 2021). In this context, Co-creation (CC) serves as a mediating variable linking DVO to S-DR. In other words, the collaborative processes driven by DVO enhance social connections and engagement, thereby amplifying S-DR (Ramaswamy and Ozcan, 2018; Zhang et al., 2017). DVO creates better digital experiences that facilitate CC, which in turn strengthens social relationships between users, increasing social resonance, and enhancing S-DR. Thus, the relationship between DVO and S-DR through CC as a mediator becomes very important. Therefore, the following hypotheses are proposed:

H3: DVO has a significant positive influence on CC.

H4: DVO has a significant positive influence on S-DR.

H7: DVO influences S-DR positively through CC.

Digital Value Orchestration, Co-creation, Social-Digital Resonance, and Value Co-creation

DVO significantly influences VCC through key elements such as digital content personalization, user-friendly interfaces, and real-time adaptability. Personalization enables digital platforms to meet individual user preferences, directly enhancing user engagement. An intuitive interface facilitates interaction and encourages users to engage more deeply in the value creation process. Real-time adaptability allows digital services to respond quickly to user feedback, creating a dynamic environment crucial for enhancing VCC (Buhalis and Sinarta, 2019).

Moreover, the impact of DVO on VCC is further strengthened through CC and S-DR. Content aligned with users' social values, the platform's ability to facilitate meaningful social interactions, and digital community features are DVO elements that drive CC and S-DR. Socially resonant content enhances user participation in co-creation, while social interactions facilitated by digital platforms strengthen community and trust among users (Taheri et al., 2023). These factors, in turn, reinforce the relationship between DVO and VCC by enhancing user engagement and satisfaction through richer, community-oriented experiences (Ramaswamy and Ozcan, 2018). The relationship between DVO, CC, S-DR, and VCC shows that CC and S-DR serve as mediators that strengthen the positive impact of DVO on VCC. In other words, Co-creation enhances VCC by facilitating user engagement and building social connections that enhance the shared value experience. S-DR (Social-Digital Resonance) also plays a key role in linking DVO to VCC, especially by strengthening social interactions that build community on digital platforms. Consequently, the following hypothesis is proposed:

H5: DVO has a significant positive influence on VCC.

H8: DVO influences VCC positively through CC.

H10: DVO influences VCC positively through S-DR.

Co-creation and Value Co-creation

CC can negatively impact VCC through S-DR by amplifying negative customer interactions, particularly when complaints are spread via social media or customer-to-customer (C2C) communication. Such complaints can create negative social resonance, reducing engagement and participation in the value-creation process (Awan et al., 2022). The impact is further exacerbated by slow or inadequate company responses, which can diminish trust and customer loyalty, thereby disrupting S-DR and negatively affecting VCC (Grace et al., 2020). This underscores the importance of effective complaint management to maintain a positive co-creation process. The following hypothesis is proposed:

H9: CC influences VCC negatively through S-DR.

Based on the explanations provided, this research includes ten main hypotheses, all of which are illustrated in Figure 1 below.

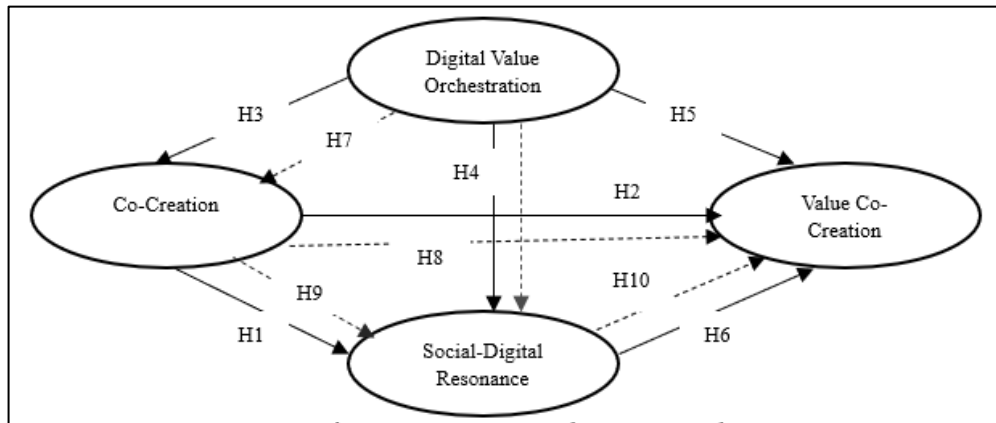


Figure 1 Conceptual framework

RESEARCH METHODOLOGY

Data Collection, Sample, and Technique

Data collection employed a combination of online and in-person surveys using purposive sampling to ensure that respondents had prior interaction with digital tourism services at selected destinations in Central Java. Respondents included both domestic and international tourists, enabling comparison of experiences across cultural contexts. The sample size of 238 respondents was determined through statistical power analysis to meet the minimum requirements for PLS-SEM analysis. The selected destinations in Central Java were chosen for their cultural and natural uniqueness, providing a representative view of underexplored Indonesian destinations beyond major tourism centres such as Bali or Jakarta. To minimize sampling bias, questionnaires were distributed through Google Forms and post-visit evaluations, supported by local travel agents and accommodation partners, while ensuring voluntary and anonymous participation.

The data analysis technique employed Partial Least Squares - Structural Equation Modeling (PLS-SEM) using SmartPLS 4.0 software, which is suitable for predictive modeling and exploratory studies with complex relationships among constructs. This approach was chosen because it accommodates small to medium sample sizes and does not require normal data distribution. Model evaluation followed the criteria of Joe et al. (2017), including assessment of reliability, validity, R^2 , f^2 , and Q^2 values to ensure analytical robustness.

Research Instruments and Measurements

The study examined four key variables: co-creation, DVO, S-DR, and value co-creation. Co-creation, defined as tourists actively participating in personalized travel experiences with service providers, was measured using three indicators: user collaboration, customer participation in production, and emotional engagement (Apenes, 2016; Cossío-Silva et al., 2016; Iglesias et al., 2020). DVO is defined as the use of digital technology to enhance customer experiences; it was measured by big data integration, digital customer relationship management, and relevant digital content (Del Vecchio et al., 2020; Kitchens et al., 2018; Terho et al., 2022). S-DR is understood to be the quality of the relationship between tourists and destinations through digital interactions; it was assessed by four indicators: social media engagement, perception of social benefits, frequency of online interactions, and trust in digital information (Dedeoğlu et al., 2020; Huerta-Álvarez et al., 2020; Munar and Jacobsen, 2013). Value co-creation is defined as the value generated from collaboration between tourists and service providers; it was measured by customer satisfaction, loyalty, strengthened brand relationships, and emotional value in interactions (Hidayanti et al., 2018; Luo et al., 2015; Woratschek et al., 2020). The complete measurement items are presented in Appendix A1.

All constructs in this study—Co-creation (CC), Digital Value Orchestration (DVO), Social-Digital Resonance (S-DR), and Value Co-Creation (VCC) were modelled as first-order reflective constructs, not as multidimensional or second-order reflective–formative constructs. Each set of indicators was designed to reflect the underlying latent variable, rather than form it. For example, indicators such as big data integration, digital customer relationship management, and relevant digital content reflect the concept of DVO, while social media

engagement and trust in digital information reflect S-DR. Thus, each construct is conceptualized as unidimensional and reflective in nature.

The decision not to employ a second-order reflective–formative measurement model is theoretically and statistically justified. From a theoretical standpoint, this study adopts the Service-Dominant Logic (S-DL) framework, where changes in the latent construct (S-DR) are expected to cause consistent changes across all indicators—an essential characteristic of reflective models (Peltier et al., 2020; Stephen and Robert, 2008). Statistically, results from convergent and discriminant validity (Table 2 and Table 3) show that all constructs meet the criteria of outer loading > 0.7, AVE > 0.5, and CR > 0.8, confirming their unidimensional reflective nature. Following the guidelines of Joe et al. (2017), no additional measurement model for second-order constructs is required, as all constructs demonstrated internal consistency and reliability within a first-order reflective structure.

S-DR in this study refers to tourists perceived quality of digital-mediated interaction with the destination ecosystem, rather than merely interpersonal bonds among tourists. Respondents were purposively selected based on their prior engagement with digital tourism services (e.g., online booking platforms, destination apps, and social media interactions). The selected destinations in Central Java had adopted smart tourism elements such as QR-based ticketing, official tourism websites, and digital promotional media supported by local and regional tourism authorities. These elements indicate that destinations had incorporated digital infrastructure sufficient for supporting online interaction and engagement. Prior to the main survey, a pre-survey involving 45 participants confirmed that more than 85% of tourists had used at least one digital platform related to their travel experience. Therefore, the respondents were deemed competent to evaluate constructs associated with digital value orchestration (DVO) and social-digital resonance (S-DR). Accordingly, S-DR captures tourists’ social and emotional resonance with destinations through digital interfaces, reflecting how digital engagement enhances their sense of connection and co-creation within the tourism ecosystem. The empirical framework of the relationships between constructs is illustrated in Figure 1.

RESULT AND DISCUSSION

Figure 2 presents the full structural model, while Table 1 summarizes the verified demographic profile of the 238 respondents. The table indicated that most respondents were male (53.4%), aged between 25 and 35 years (39.9%), and held a bachelor’s degree (46.2%). Most had established businesses for 5 to 10 years (47.9%) and earned a monthly income between IDR 10 million and 50 million (41.2%). The respondents were generally well-educated, had middle to upper income levels, and were experienced in the business.

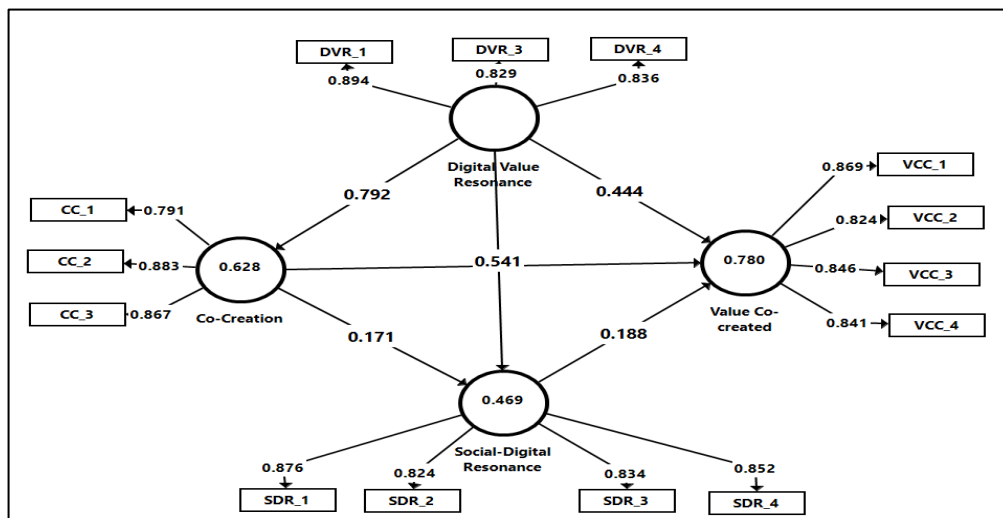


Figure 2 Full structural model – value co-creation

Table 1 Respondent Characteristics

No	Characteristics		Total	%
1	Sex	Male	127	53.4%
		Female	111	46.6%
2	Age	< 25 years old	56	23.5%
		> 25 to 35 years old	95	39.9%
		> 35 years old	87	36.6%
3	Education	Senior High School	43	18.1%
		Bachelor's degree	110	46.2%
		Master's degree	48	20.2%
		Others	37	15.5%
4	Established business	< 3 years	10	4.2%
		> 3 to 5 years	71	29.8%
		> 5 to 10 years	114	47.9%
		> 10 years	43	18.1%
5	Average Income/month	< IDR 10 million	75	31.5%
		>IDR 10 million to 50 million	98	41.2%
		>IDR. 50 million to 100 million	48	20.2%
		> IDR 100 million	17	7.1%

Outer Model

Table 2 shows that the "Big Data Integration" indicator under the DVO (Z1) construct had the highest outer loading (0.894), exceeding the 0.7 threshold (Joe et al., 2017). The S-DR (Z2) construct showed the highest rho_A (0.897) and Composite Reliability (CR) (0.910), both well above the recommended 0.7, indicating strong internal consistency (Joe et al., 2017; Henseler et al., 2014). This construct also had the highest Cronbach's Alpha (0.871), surpassing the acceptable level for internal consistency (Nunnally and Bernstein, 2007). Additionally, the DVO (Z1) construct had the highest Average Variance Extracted (AVE) at 0.728, above the 0.5 threshold, ensuring adequate convergent validity (Fornell and Larcker, 1981). These results demonstrate that the measurement model is robust, reliable, and valid for further analysis.

Table 2 Convergent Validity, rho_A and Reliability

Construct	Indicator	Outer Loading	rho_A	CR
Co-creation (X)	User collaboration,	0.791		
	Customer participation in production	0.883		
	AVE = 0.719	Emotional engagement	0.867	0.812
Digital Value Orchestration (Z1)	Big data integration	0.894		
	Digital customer relationship management	0.829		
	AVE = 0.728	Relevant digital content	0.836	0.821
Social-Digital Resonance (Z2)	Social media engagement	0.876		
	Perception of the social benefits	0.824		
	AVE = 0.871	Frequency of online interactions	0.834	
Value Co-creation (Y)	Trust in digital information	0.852	0.897	0.910
	Customer satisfaction	0.869		
	AVE = 0.867	Loyalty	0.824	
AVE = 0.714	Strengthened brand relationships	0.846		
	Emotional value in interactions	0.841	0.876	0.909

Table 3 presents the result of discriminant validity. The diagonal values in Table 3 represent the square roots of the AVE for each construct: CC (0.848), DVO (0.853), S-DR (0.847), and VCC (0.845). These values were higher than their respective inter-construct correlations, confirming adequate discriminant validity. For example, the correlation between CC and DVO was 0.792, which was lower than the square root of the AVE for both CC (0.848) and DVO (0.853). Similarly, other correlations, like between VCC and DVO (0.842), were also lower than their respective AVE square roots. According to Fornell and Larcker (1981), these results indicate that each construct shares more variance with its indicators than with other constructs, confirming that discriminant validity is adequately established.

Table 3 Discriminant Validity Results

Construct	CC	DVO	S-DR	VCC
CC	0.848			
DVO	0.792	0.853		
S-DR	0.600	0.677	0.847	
VCC	0.806	0.842	0.694	0.845

Notes: Description: CC: Co-creation; DVO: Digital Value Orchestration; S-DR: Social-Digital Resonance; VCC: Value Co-creation.

Inner Model

In Joseph et al. (2017), the term "inner model" refers to the part of PLS-SEM that tests the relationships between latent constructs in the model. This result is illustrated in Figure 2 above.

R-square

The results in Table 4 show that the R-squared value for CC was 0.628, indicating that 62.8% of the variance in CC was explained by its predictors, with an adjusted R-squared of 0.626. S-DR had an R-squared value of 0.469, accounting for 46.9% of its variance, with an adjusted R-squared of 0.464. VCC had the highest R-squared at 0.780, explaining 78.0% of its variance, with an adjusted R-squared of 0.777. According to Cohen (2013), these values suggest that the predictive models for CC and VCC are strong, while the model for S-DR has moderate explanatory power.

Table 4 R-Squared Results

Construct	R-Squared	R-Squared Adjustment
CC	0.628	0.626
S-DR	0.469	0.464
VCC	0.780	0.777

Notes: Description: CC: Co-creation; S-DR: Social-Digital Resonance; VCC: Value Co-creation.

Path coefficients

The results of hypothesis testing in Table 5 confirmed most of the proposed relationships. CC significantly impacted S-DR (H1) with a beta of 0.171, a t-statistic of 1.947, and a p-value of 0.026. CC also positively influenced VCC (H2) with a beta of 0.341 and a p-value of 0.000. DVO strongly influenced CC (H3) with a beta of 0.792 and a p-value of 0.000, and significantly impacted both S-DR (H4) and VCC (H5) with beta values of 0.541 and 0.444, respectively. The influence of S-DR on VCC (H6) was significant, with a beta of 0.188 and a p-value of 0.000. The mediation effects of CC between DVO and S-DR (H7) and between DVO and VCC (H8) were supported, but the mediation of S-DR between CC and VCC (H9) was not, due to a non-significant p-value of 0.112. However, S-DR significantly mediated between DVO and VCC (H10) with a beta of 0.102 and a p-value of 0.001. Significance was determined by a p-value threshold of 0.05, as recommended by (Joe et al., 2017).

Table 5 Hypothesis Results

Hypotheses	Relationship	β	T -Statistics	P Values	Supported
H1	CC → S-DR	0.171***	1.947	0.026	Yes
H2	CC → VCC	0.341***	4.899	0.000	Yes
H3	DVO → CC	0.792***	16.712	0.000	Yes
H4	DVO → S-DR	0.541***	7.221	0.000	Yes
H5	DVO → VCC	0.444***	6.864	0.000	Yes
H6	S-DR → VCC	0.188***	3.472	0.000	Yes
H7	DVO → CC → S-DR	0.136***	2.017	0.022	Yes
H8	DVO → CC → VCC	0.271***	4.357	0.000	Yes
H9	CC → S-DR → VCC	0.032	1.219	0.112	No
H10	DVO → S-DR → VCC	0.102***	3.290	0.001	Yes

Note: *** = p-value < 0.005. Description: CC: Co-creation; DVO: Digital Value Orchestration; S-DR: Social-Digital Resonance; VCC: Value Co-creation.

The F-squared analysis (Table 6) showed that CC had a very large influence on DVO (1.686), consistent with Cohen (2013) large effect category. Conversely, CC's influence on S-DR was very small (0.021) and moderate on VCC (0.193). DVO had a moderate effect on both S-DR (0.205) and VCC (0.276), indicating significant contributions. However, S-DR's influence on VCC was relatively small (0.086), suggesting a less significant role in the model. These interpretations align with the cut-off values distinguishing small, moderate, and large effects in structural analysis.

Table 6 F-Squared Result

Construct	CC	DVO	S-DR	VCC
CC			0.021	0.193
DVO	1.686		0.205	0.276
S-DR				0.086
VCC				

The results of Q-squared (Q^2) analysis are presented in Table 7. It assesses the model's predictive power for the dependent variables. CC had a Q^2 of 0.422, S-DR had 0.265, and VCC had the highest value at 0.524. According to Joseph et al. (2017), a Q^2 greater than 0 indicates relevant predictive power, with values near or above 0.25 and 0.50 reflecting moderate and high predictive power, respectively. Thus, the model demonstrated moderate to high predictive power for CC (0.422) and VCC (0.524), while S-DR's predictive power was moderate (0.265). However, the model had no predictive power for DVO as its Q^2 value was zero, aligning with the established cut-off values for Q^2 in predictive analysis.

Table 7 Q-Squared Result

Construct	SSO	SSE	Q^2
CC	714.000	412.916	0.422
DVO	714.000	714.000	
S-DR	952.000	700.101	0.265
VCC	952.000	452.779	0.524

Discussion

This study confirms that hypotheses H1, H2, and H6 were accepted, showing that CC positively impacts S-DR and VCC. Active collaboration between users and service providers enhances social-digital resonance and value co-creation. These findings align with Ramaswamy and Ozcan (2018), who suggest that deep engagement in co-creation fosters a harmonious digital environment and improves user experiences. Lin and Roberts (2017) also emphasize the importance of social interaction in digital ecosystems for successful co-creation. However, co-creation can lead to co-destruction, particularly when technological gaps or poor coordination among stakeholders occur, as noted by Makkonen and Olkkonen (2017). This highlights the need for trust and collaboration in maintaining alignment during the co-creation process. Consistent with studies in the UK and Greece, these findings affirm that value is created through dynamic collaboration and continuous interaction, where customers are co-creators, and social-digital interaction is vital (Assiouras et al., 2019; Rihova et al., 2018). This study demonstrates CC's significant influence on S-DR and VCC, with S-DR acting as a mediator. While these findings are supported by the literature (Ge et al., 2019; Xu, 2023), they emphasize that results are context-dependent, varying with social and technological factors, warranting further exploration.

This study confirmed hypotheses H3, H4, and H7, showing that DVO positively influences CC and S-DR, and that DVO affects S-DR through CC. These findings highlight DVO's role in enhancing digital collaboration and social-digital resonance by aligning technology with user preferences. Consistent with Akman et al. (2019), effective DVO improves social interaction, community engagement, and co-creation on digital platforms. However, Lin et al. (2017) noted challenges in the tourism context, particularly technological imbalances that can lead to value co-destruction. In this study, DVO's effectiveness was linked to equitable technological adaptation, fostering harmonious interactions. These results align with S-DL, which suggests that value is created through dynamic interactions in digital ecosystems, with DVO acting as an operant resource to strengthen CC and S-DR through personalization and meaningful interactions (Vargo and Lusch, 2014). Key elements like digital personalization and social interaction build strong S-DR, enhance user relationships, and drive engagement on digital platforms. While these findings can be generalized to similar ecosystems, they may not apply in contexts with significant technological gaps or social disparities. A limitation of this study is the insufficient exploration of co-destruction dynamics in the co-creation process, indicating a need for further research to ensure DVO's effectiveness across different contexts.

This study confirmed hypotheses H5, H8, and H10, demonstrating that DVO significantly impacts VCC both directly and through CC and S-DR. DVO's role in enhancing VCC through digital personalization and social interaction is crucial, aligning with findings by Buhalis and Sinarta (2019), where personalization and user-friendly interfaces increased engagement and facilitated co-creation. Taheri et al. (2023) emphasized that DVO-driven social interactions strengthen community and trust, reinforcing the DVO-VCC relationship. However, Zhang et al. (2021) noted that technological imbalances among stakeholders can lead to value co-destruction, which in this study was mitigated by equitable technological adaptation and harmonious social interactions. These findings support the S-DL perspective, which posits that value is created through dynamic interactions in digital ecosystems, where DVO acts as an operant resource, strengthening CC, S-DR, and VCC through personalization and meaningful interactions (Vargo and Lusch, 2004). DVO is significant in facilitating VCC through the mediation of CC and S-DR, with digital personalization and social interaction enhancing engagement and creating richer community experiences (Sui and Guan, 2023; Yang et al., 2022; Zollo et al.,

2021). However, DVO's success in supporting VCC may vary depending on stakeholders' ability to adopt technology and build effective social interactions, particularly in areas with uneven technological infrastructure (Freire and Veríssimo, 2021). Further research is needed to understand how DVO can be optimally implemented to support co-creation and VCC across various market conditions.

This study confirmed hypothesis H9, showing that CC negatively influences VCC through S-DR. This suggests that customer complaints on digital platforms can create negative social resonance, reducing engagement in the VCC process. Additionally, Dolan et al. (2019) reported similar effects in tourism. Additionally, Luo et al. (2019) found that customer complaints significantly affect perceptions of service quality and brand loyalty, where negative interactions can lead to co-destruction. Inadequate responses to complaints exacerbate these effects, leading to value co-destruction, contrary to the principles of S-DL, which advocates for value creation through mutually beneficial interactions. These findings indicate that, while digital technology supports co-creation, poor management of negative interactions can lead to co-destruction, especially in tourism, where social interactions and customer experiences are vital (Luo et al., 2019; Lv et al., 2021; Nangpiire et al., 2022). These results may be applicable to other sectors that rely on digital interactions, though further research is needed to identify factors that can mitigate the negative impact of customer complaints on VCC and to explore whether similar results would occur in other industries.

CONCLUSION

This study concludes that DVO significantly impacts VCC, both directly and through the mediating role of S-DR. The ability to integrate big data is the strongest indicator of enhancing digital engagement and social interaction, which improves the co-creation process. Effective DVO strategies drive social-digital resonance, strengthening relationships between tourists and destinations, and enhancing the overall tourism experience. However, neglecting the management of this process can lead to value destruction. Thus, this study underscores the importance of balancing digital platform use to achieve sustainable tourism outcomes. The introduction of S-DR offers a new perspective on digital ecosystem dynamics, crucial for designing robust strategies for value co-creation and preventing value destruction.

Destination managers should leverage big data to gain insights into tourist preferences, enabling more personalized services. For example, data from social media and reviews can help design tour packages tailored to interests like culinary tours or nature adventures, enhancing customer satisfaction and loyalty. Additionally, building digital platforms that facilitate social interaction among tourists, such as apps or websites for sharing real-time experiences, can strengthen S-DR. Policymakers should support digital technology adoption by offering incentives for integrating advanced technologies like augmented reality or the Internet of Things into tourist destinations. This not only enhances the tourist experience but also fosters sustainable destinations through dynamic social interactions, creating a more connected and responsive ecosystem applicable globally.

Theoretical Implications

This study contributes to the theoretical enrichment of the Service-Dominant Logic (S-DL) framework by integrating the novel concept of Social-Digital Resonance (S-DR) as a mediator between Digital Value Orchestration (DVO) and Value Co-Creation (VCC). By doing so, it expands the understanding of how digital and social elements interact dynamically within tourism ecosystems. This study also provides empirical evidence that reinforces the role of operant resources—such as trust, knowledge, and digital literacy—in sustaining co-creation through DVO and S-DR. Furthermore, the differentiation between co-creation and co-destruction through social resonance deepens the academic discourse on value dynamics in digital tourism, highlighting the dual potential of customer engagement in online platforms.

Practical Implications

For practitioners, the findings highlight the need to strategically manage DVO by aligning digital tools with socially engaging content to foster a positive S-DR. Tourism managers are encouraged to invest in user-centered digital platforms that facilitate real-time interaction, personalization, and feedback loops. Practical tools such as AI-driven recommendations, sentiment analysis of social media content, and user-generated reviews can be utilized to strengthen engagement and improve VCC. Policymakers and destination managers should also focus

on inclusive digital literacy programs to mitigate the risks of value co-destruction, ensuring equitable participation in digital co-creation activities. Finally, businesses must prioritize proactive management of online complaints and negative feedback to prevent reputational damage, preserving the integrity of the co-creation process.

Limitations and Future Research

This study has several limitations. First, it focused solely on tourist destinations in Central Java, which may not fully represent global tourist behaviour. However, since value co-creation is crucial for business excellence universally, the findings may still have broader relevance. Second, the study employed a cross-sectional approach, capturing data at a single point in time, limiting insights into value co-destruction, especially due to technological imbalances among stakeholders. Future research should expand the geographical and demographic scope and consider multigroup analysis to understand differences among diverse tourist groups. Longitudinal studies are recommended to capture changes in tourist behaviour over time. Additionally, a deeper exploration of value co-destruction dynamics using diverse sampling methods is necessary. Developing new constructs like augmented reality and destination authenticity could further enrich the understanding of tourist-technology interactions in digital tourism marketing.

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