

# Orchestrating Boundary-Spanning Resources for the Co-creation of Value

Evidence from an agricultural service context

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## Abstract

This research attempts to address the question of how resources across organizational boundaries are orchestrated in a value co-creation context. The quest for value co-creation has attracted increased attention from not only practitioners (Gouillart & Billings, 2013; Ramaswamy & Gouillart, 2010), but also academics (Kohtamäki & Rajala, 2016; Storbacka, Brodie, Böhmman, Maglio, & Nenonen, 2016; Vargo & Lusch, 2008, 2016), emerging as an important area of research. The value co-creation efforts, particularly through the mechanism of resource integration between operant and operand resources taking place within and beyond dyadic and interactive relationships (Vargo & Lusch, 2008, 2016, 2017), underpin the provision of service, create the beneficiary's value-in-context (Edvardsson, Tronvoll, & Gruber, 2011), and result in the emergence of a service ecosystem (Frow, McColl-Kennedy, & Payne, 2016; Jaakkola & Alexander, 2015). Despite the heuristic work grounded in the service-dominant logic, few is reported with regard to the process of resource orchestration through which value is co-created. Just as a firm's resources need to be adequately orchestrated by managers to create competitive advantage (Chadwick, Super, & Kwon, 2015; Sirmon, Hitt, Ireland, & Gilbert, 2011), the boundary-spanning resources that contribute to the co-creation of value in an service system are also required to orchestrated by certain actor(s), such as the hub-firm or orchestrator (Dhanaraj & Parkhe, 2006; Nambisan & Sawhney, 2011). Put it differently, the resources scattered across organizational boundaries would not automatically come into the value-creating integration process, unless they are attracted or guided by orchestration efforts. To address the research question, the developmental process of an agricultural enterprise (the focal actor) concentrating on its cooperation with numerous farmers and other stakeholders to grow its service-based business was chosen as the case for empirical investigation (Halinen, Medlin, & Törnroos, 2012; Myers, 2009). The case enabled us to study how these key stakeholders were influenced and

attracted by the focal actor, so as to contribute their resources in aligned actions for value co-creation. We uncovered that value proposition, relational resources (e.g. established relationships) and non-human actors (e.g. materials) played key roles in resource orchestration. The findings further permitted us to develop theoretical and managerial implications.

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