A Literature Review of Value Co-Creation Based on Intangible Cultural Heritage Research

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1.Stages of value co-creation development

Value co-creation, as an important value-related research theory, has been widely used and studied in recent years, which refers to the interaction between customers and producers and managers using their strengths to write for each other, co-produce design and production and create a value system that satisfies the interests of all parties through continuous friction. The earliest study in Normann (1993) proposed the relationship between suppliers and consumers in the value chain and designed interaction strategies, and concluded that the source of the way of value co-creation is the interaction between suppliers and customers. Later Prahalad and Ramaswamy (2004) formally proposed the concept about value co-creation, which refers to co-creation between companies and users, specifically by providing an experiential environment for customers through value co-creation, in which customers can have a dialogue with companies and share to build a personalized experience.

Ramirez (1999) proposes value co-production, which clarifies that firms and customers create value. He considers co-creation as the social interaction and adaptability of buyers and sellers to achieve further value, consumers and also participate in the creation of value.

Bendapudi & Leone (2003) argue that mass customization is a form of co-creation of value, and customer participation is an expression of co-creation of value.

Prahalad & Ramaswamy (2003) argue that only when consumers are involved in value co-creation activities does this value become meaningful to consumers and the firm and product become competitive in the marketplace.

Prahalad & Ramaswamy (2004) according to marketing's classification of consumer value, value can be classified as functional, symbolic, and experiential value. Co-creation value in the production field focuses on the rational perceived values such as improved product quality, reduced production costs, and increased customer satisfaction that can be achieved by consumers' participation in value co-creation.

Vargo & Lusch (2004) argue that the idea that consumption is only for production does not get rid of the idea that firms create value for consumers. Instead, in value co-creation, consumers and producers are in a reciprocal relationship, even please the passive participation of consumers, and the position of consumers is more dominant.

Payne (2008) argues that co-creation of value in the consumer sector can have an impact on the management activities of companies, and that companies need to re-examine their management practices from the perspective of co-creation of value.

Zhang & Chen (2008) empirically validated two principles of customer value co-creation and developed an assessment of the structure of value co-creation, exploring the relationship between the value of customer integration and value co-creation and new capabilities to facilitate managers to take a new perspective on new strategies.

Lanier & Hampton (2008), in their study of Easter, define value in co-creation as consumer value. And they divided the value-creating activities involving consumers into three forms: co-choice, co-production, and co-creation.

Mukherjee & Venkatesh (2008) argue that co-creation of value is consumer-focused, with the consumer playing the primary role. Instead, it is an objective value imparted to consumers under the construction, design and control of the firm.

Schau (2009) argues that consumers are more loyal to products (brands) because of the emotional experience value consumers can gain from co-creating value in the consumer domain.

Heinonen (2010) introduces a new perspective on value co-creation between companies and customers by contrasting the customer-driven logic with the supplier-driven logic and examines the creation of service value using the perspective of value, the customer's own environment and the customer's service experience.

Ple (2010) critically reviewed value co-creation and the dominance of service-dominant logical values in the usage process, and introduced the concept of value co-destruction within the S-D logical framework, exploring how interactions between service systems may bring about the negative effects of value co-destruction in addition to value co-creation.

Chen (2010) argues that employees' increased productivity, improved quality of work, ability to better serve customers, and the economic or non-economic rewards that employees receive from co-creation of value are all manifestations of employee value. He also argues that co-creative value has an effect on employees' organizational citizenship behavior because co-creative value in the consumer sector has an impact not only on consumers, but also on the emotions of the employees involved.

Randall (2011) identifies key drivers of relational intimacy in service organizations and proposes a new mediator: emotional attachment, based on the concept of co-creation of a service-dominant logic. This distinguishes important dimensions of service influence on customer relationships and explores the impact of trust and commitment on future intentions of customers in service-intensive organizations.

Kohler (2011) argues that the Internet, information technology, etc. provide external conditions for co-creation of value.

Edvardsson (2011) argues that consumers are involved in value creation in a way that allows them to continually play their role, and that we can draw on this social structure and systems theory to provide an in-depth analysis and explanation of co-creation of value in the consumer domain.

Echevrri (2011) argues that unsuitable value co-creation behaviors have potentially destructive activities, and that deceptive commitment or destruction of participant resources can create value co-destruction problems that run counter to value co-creation.

Gronroos (2011) suggests that suppliers are only value creators and facilitators, but if we focus on the whole process of value creation, we will find that the value of use created by the customer is the real value, and the customer is the creator of value. Suppliers and customers can only create value together through direct interaction in the joint area.

Charfen (2012) argues that companies should recognize the existence of the concept of value co-creation in the consumer space and contribute to its emergence as a major force in value creation, exploiting it to achieve profitability for the company.

Jaakkola (2013) analyzed the development of integrated solutions by participants in network interactions for value co-creation in business networks, expanding the body of research on value co-creation.

Pinho (2014) argues that with the development of the network economy, the subjects of value creation have become more complex, with different subjects such as suppliers, business partners, collaborators and customers all participating in co-creation of value. The scholar also promotes the relevance of thinking about value co-creation from the binary perspective of traditional enterprises and customers to the network system perspective.

Osborne (2016) analyzes co-production and value co-creation in public services, expanding the field of research on value co-creation and providing an updated perspective for public policy formulation and implementation.

Hollebeek (2016) extended the scope of value co-creation research by splitting the customer engagement framework into three dimensions based on a service-led logic: customer resource integration, customer learning, and customer knowledge.

Bettencourt (2002) argues that customer co-creation helps to optimize just-based project solutions and that co-creation can positively increase the value of reporting economics.

Bourdeau (2002) states that co-creation within an organization promotes reciprocity and openness among employees.

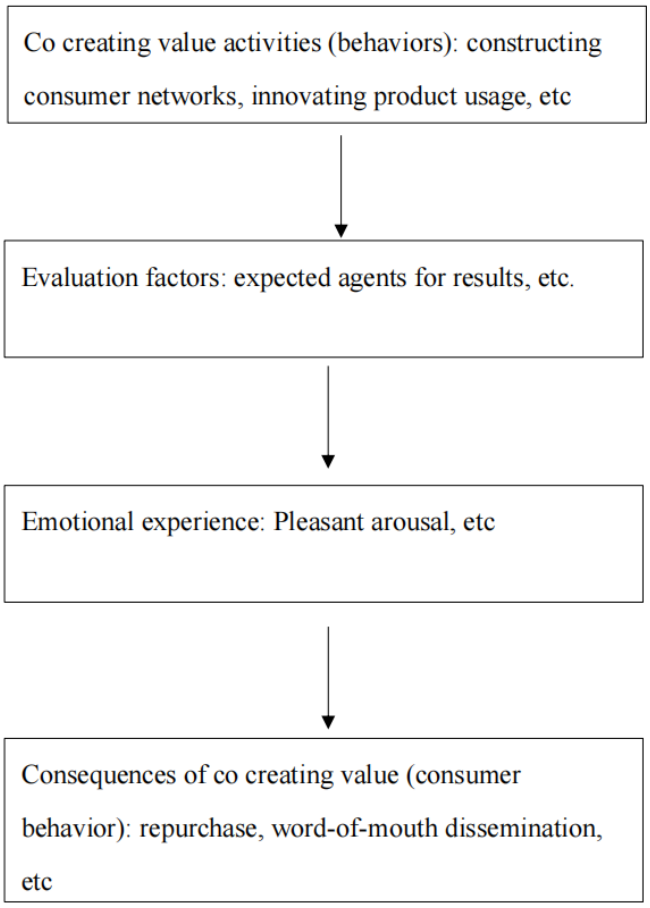


Figure 2-3 Mechanism of co-creative value formation under cognitive appraisal theory (Wan, W.H. & Wang, X.X., 2010)

Value co-creation is one of the more popular research areas in management disciplines and has re-

ceived attention from many academic organizations. For example, one of the major research directions for 2010-2012, officially announced by the Marketing Science Institute (MSI), is value co-creation. This is the most cutting-edge and popular issue that they have collected from the world's best marketing scholars. However, a review of the academic data shows that there are still some shortcomings in the existing research. For example, there are still relatively few quantitative studies on value co-creation, and the main studies use qualitative research. As a result, most of the studies are duplicative and do not provide data on whether value co-creation is meaningful in market validation. Secondly, most of the research on value co-creation focuses on the relationship between companies and customers, with a bias toward market-oriented development, but there is little exploration of value co-creation in some culture-related fields. In particular, the research on Intangible Cultural Heritage and value-related research is still a relatively blank area, although some scholars have started to try and explore it.

2.Dimensions of Value Co-creation

2.1Consumer Experience

Value co-creation is the value of customer experience that is co-created through cooperative exchange between firms and customers. Sfandla and Bjork (2013), supported by the core of customer giving, concluded that value exists in experience, experience is the composition of participation in value co-creation, and experience sharing creates benefit value giving for others through the sharing of their own relevant experiences. Prahalad & Ramaswamy (2000 & 2004) reveal the transformation of business calendar and business model in the new environment caused by the change of roles of business and consumers from the perspective of business competition, and argue that co-creation of value between business and consumers is a new strategic orientation for business to build new strategic capital and shape new core competencies. They argue that the core of value co-creation is the co-creation of consumer experiences between consumers and companies, and the basic realization is the interaction between members of the value network. In their study, consumer interaction is considered as an important component of consumer experience in value co-creation, and interaction exists in various forms in all aspects of value creation or experience formation, i.e., including interaction between enterprises and consumers, interaction between consumers, and interaction between enterprises and other member enterprises of the value network to create an experience context for consumers.

Thorne (1963) argued that peak experiences would be subjectively perceived as one of the high points of life, one of the most exciting, enriching, and fulfilling experiences a person has ever experienced.

Maslow (1964) considered peak experiences as experiences in which individuals transcend ordinary reality and perceive existence or ultimate reality, which are short in duration and accompanied by positive effects.

Csikszentmihalyi (1990) believes that immersion is the best experience to keep a person motivated. This sensation involves great effort and expands one's capacity to make new discoveries. Immersion is an effortless but highly focused state of consciousness, and its description varies little across cultures, genders, and ages.

Denzin (1992) argues that epic experiences break the conventions of life and trigger radical redefinition of the self. In moments of epiphany, people re-examine themselves. Epiphanies are associated with the experience of turning points.

Amonuld & Price (1993) considered Fevan experiences to be those with high emotional intensity.

Schmitt (1999) argues that experience is a very personal matter, which is not generated independent-

ly by the individual, but is formed in a stepped context.

Pine & Gilmore (1998) argue that consumer experience is a state of mind that occurs when a company deliberately uses its products to engage customers in a way that creates memorable events.

Schmitt (1999) considers consumer experience as a feeling based on sensory, emotional, relational, action and cognitive responses triggered by interaction with stimuli.

Lewis & Chambers (2000) argue that experience is the total result obtained from the combination of environment, goods, and services.

Berry et al. (2002) consider experience as how to arrange all the cues that consumers find in shopping.

Bluedom (2002) argues that experience has temporal significance, with a beginning and an end

Wang & Cui (2003) consider consumer experience as the wonderful and profound sensations that consumers experience as an integral part of the whole consumption event and process in the consumption scenario provided by the company, as they participate in the design, help drive and immerse themselves in the whole consumption process

Liang (2003) argues that consumer experience is something that is intrinsically personalized by the consumer, and he would involve emotional factors such as feelings, emotions, and sentiments, and would also include rational factors such as knowledge, intelligence, and thinking, and could also include some activities of the body.

Caru & Cova (2003) argue that experience encompasses the individual's cognitive and affective processes, while being a means of constructing reality.

Mossberg (2007) argues that experience encompasses many elements, such as consumer emotions, consumer behavior, and the consumer's mind and spirit.

Calder & Malthouse (2008) argue that experience is uncountable, it encompasses both conscious and conceptual levels, and it can be described as the thoughts and feelings that arise in people's minds when they do something.

Walls et al. (2009) argue that experiences can be either positive or negative.

Yao (2009) argues that consumer experience is concerned not only with the process of consumption, but also with the collection of points where companies and customers communicate sensory stimuli, information and emotions.

Zarantonello & Schmitt (2010) consider consumer experience as subjective, internal consumer responses and behavioral responses elicited by brand-related stimuli.

Roto et al. (2011) argued that experiences can be classified as transient, staged, and cumulative experiences.

Sun (2011) argues that consumer experience is a comprehensive reflection of customer consumption of a product or service, which usually manifests itself in varying degrees of customer satisfaction or dissatisfaction, and ultimately has a serious impact on organizational performance by affecting customer loyalty.

Iglesias (2011) considers consumer experience as a long-term impression that is formed in the consumer's mind as a result of encountering an object in its entirety.

Rose et al. (2012) argue that consumer experience is a holistic, subjective response that results from consumer contact with a retailer and may involve different levels of consumer engagement.

Liao & Liu (2013) consider experiences as very private and personal events that occur in response to a stimulus and involve the entire existence that arises as a result of observing or participating in an event.

He & Zhou (2013) argue that consumer experience is a multidimensional and personal internal psy-

chological state.

Nysveen et al. (2013) consider consumer experience as a response to the interaction between consumers and some parts of the organization.

Zhang (2015) argues that consumer experience is the psychological state in which consumers participate in the process of value co-creation.

Schmitt et al. (2015) argue that consumer experience is related to object

Zhao (2015) argues that consumer experience is the process by which consumers perceive and interact with a website and will develop an attachment to the merchant or brand.

Lemon & Verhoef (2016) argue that the consumer experience is a multidimensional structure based on cognitive, emotional, behavioral, sensory, and social responses to the product throughout the purchase process.

Cammy & Chris (2016) argue that experience is a memorable, emotionally intense, ambiguous, yet diverse phenomenon that is the result of a combination of environmental, emotional, and internal responses.

Pan (2016) argues that tourism experience is an experiential platform where industry managers create a multifunctional leisure activity for consumers that includes entertainment and learning, and this experience leads to deep memories.

Hou (2017) argues that experience is a consumer psychological feeling triggered by a company's marketing activities, and is a combination of rational and emotional in pursuit of a pleasant experience.

Xu & Li (2017) found that product and service quality significantly affect the quality of consumer experience, and in their study on theme park consumer experience, they categorized product factors as motivational stimuli (experience items) and service factors as foundational stimuli (service processes, service scenarios), etc.

Yang & Zhu (2017) argued that the bad behavior of peer consumers also affects my consumer experience and it interacts with face perception on consumer experience.

Huang (2018) argues that the intensity of consumer engagement weakens the consumer experience, but this weakness is diminished if the relationship value of the consumer is demonstrated or perceived competence is satisfied during re-engagement.

Wang & Wu (2018) found through their study of consumer experience of online tourism services in ethnic areas that consumer experience in this scenario is formed by a combination of factors such as mobile Internet channel quality, app quality, service quality during mobile online shopping for ethnic tourism products and mobile online after-sales service quality for ethnic tourism products, which include both products and services .

Guo (2018) The shopping environment also affects the consumer experience. Differences in store layout can have different effects on the formation of consumer experience in different countries, and product placement, display decoration and economy interact with consumers' daily buying habits to influence consumer experience.

Feng (2019) advocates that brick-and-mortar businesses proactively engage in service innovation to enhance the consumer experience.

Dong (2020) argues that consumer experience is an overall evaluation of the shopping process that is influenced by a variety of factors including the fact that consumers shop in different channels of the company.

Ma (2021) argues that experience is the result of people's interaction with their environment as a whole.

From a marketing and economics perspective, research on consumer experience began in the 1980s. The as-

sumption of the rational consumer was challenged by scholars, who made a conceptual distinction between consumer behavior based on utilitarian values and consumer behavior based on hedonic values, and proposed a new research framework. By analyzing the definitions of different disciplines of experience, some similarities and differences in the definitions can be found. The first is that as soon as possible scholars from different disciplines have given different names to experience, but it is still generally agreed that experience is an event that occurs outside of everyday life. The second is that scholars generally consider experiences to be positive experiences, although negative experiences also exist (Cammy & Chris, 2016). Experiences are often described as memorable, emotionally intense, vague yet diverse in form, and they are often the result of a combination of environmental, emotional, and internal responses.Walls et al. (2009) noted that physically uncoordinated and unprofessional employees can lead to negative consumer experiences, suggesting that experiences can be both positive and negative, but interestingly, few scholars have studied negative experiences. Third, experiences are subject to continuous change, as individuals transition from experiencing everyday life to unexpected events. Finally, experiences influence all aspects of consumer behavior, including consumers' emotions, behaviors, and minds (Mossberg, 2007). Most scholars agree with this view that experiences engage consumers through cognitive and emotional means. Therefore, by analyzing and summarizing the research on the mechanism of consumer experience formation, the following conclusions can be drawn. First, the formation of consumer experience is the result of the joint action of multiple factors. According to the existing research, both the products, environment and peers that consumers have access to, the community environment that consumers do not have access to, and even the consumers themselves may have a positive or negative impact on the formation of consumer experience. This influence may be obvious to the consumer or may be outside of the consumer's awareness. Second, since most of the existing studies focus on the experience brought to consumers by services, it can be seen that the current research on consumer experience still treats consumer experience as a response to marketing elements, ignoring the interaction between products and consumers, which is very important to the formation of consumer experience and should have an importance that cannot be ignored in future research on consumer experience.

2.2 Service led logic

Service Dominance Logic is a famous theory proposed by Vargo and Lusch in 2004. The theory had caused a great impact in the field of management as well as marketing. Value co-creation is centered on service dominance, which includes three major factors: service dominance, knowledge and skill exchange, and co-creation (Guillermo, 2009).Becker G S (1965) in his article "A theory of the allocation of time" has compiled ten hypotheses of service dominance logic (Table 2-1).

Table 2-1 Basic assumptions of the service-dominant logic (by Becker G S)

Assumptions	Basic content	Explanatory notes
1	Services are the fundamental basis of all economic exchange	Manipulative resources (such as knowledge and skills) are widely used, and services are the basis for all exchanges, with services exchanged for services.
2	Introduction exchange obscures the fundamental basis of exchange	Products, currencies and systems obscure the essential properties of "service for service"

3	The product is a distribution mechanism for the provision of services	Products (both durable and non-durable) drive value creation through the services they provide
4	Manipulative resources are a fundamental source of competitive advantage	Relative ability to drive competition leading to changes in expectations
5	All economies are service economies	The level of specialization and outsourcing is increasing, and services are becoming increasingly important
6	Consumers are the co-creators of value	Value creation is interactive
7	Producers cannot deliver value, but can only make value claims	After their value proposition is recognized, producers proceed to provide available resources for value creation and take a collaborative approach to value creation, but cannot create and deliver value independently
8	A service-centric view is one that is consumer-oriented and focused on the importance of relationships	Services are determined and co-created by consumers
9	All economic and social actors are resource integrators	Implies that the context of value creation is a link between multiple value networks formed by different resource integrators
10	Value is always determined by the unique phenomenological approach of the beneficiary	Values are unique, experiential and context-dependent, and also carry meaning

According to the 10 basic propositions of service dominant logic, Li Lei and other scholars in 2013 summarized them into four categories, one is operational resource and competitive advantage, the second is market transaction mechanism, the third is value co-creation model, and the fourth is service ecosystem. And also proposed that service ecosystem is the ultimate destination of service dominant logic.

Vergo & Lusch (2008) summarized a chart of value creation perspectives based on service led logic (SDL) and goods led logic (GDL) as shown in Table 2-2:

Table 2-2 Implications of value creation in different logical perspectives

	Service Led Logic (SDL)	Commodity Driven Logic (GDL)
Drivers of value	Use Value	Exchange Value
Value creator	Co-creation by companies and consumers	Business-led value creation

Value creation scenarios	Consumer-business interaction or consumption process	Product production process
Value creation process	Generate value through market supply, and consumers continue the value creation process in the process of use	Value is contained in the product, adding value by adding core content
The purpose of value	Enjoying value from knowledge and skills	Increased and enhanced corporate wealth
Measurement of value	The actual value or social value generated in the course of use	Nominal value obtained, total price
The Role of Business	Value enabler or creator of value collaboration	Value creator
Customer's Role	Value creator	Value Consumers

The service-led logic is a new perspective corresponding to the commodity-led logic, which originates from the trend of transformation of industrial economy to service economy and integration of manufacturing and service industries (Vargo and Lusch, 2004). Based on the essence of exchange and value creation, producers incorporate customers into the value co-creation process and reconstruct the value creation path from three aspects with customer orientation: First, the change of value creation subjects and methods. Enterprises carry out production and management activities from the perspective of customer needs, tap customer value with the help of big data and cloud computing technologies, involve customers in appropriate digital marketing and social media activities, increase the contact points for co-creating value with customers, improve market penetration and scalability potential, and deliver and resonate value propositions to customers. Under the service-led logic, the value co-creation subject expands from a binary subject of firm and customer to multiple participants (Vargo and Lusch, 2015). Second, the value co-creation process is determined by the reciprocity system. The traditional value creation theory considers value creation as a one-way linear process from producers to consumers. In contrast, the service-dominant logic argues that value creation is a networked, interactive, and progressive process in which all participants essentially assume the homogeneous functions of resource integration and service exchange, meaning that no one participant can complete the value creation process without interacting with other participants (Vargo and Lusch, 2015). A common value proposition promotes interdependence and reciprocal exchange among participants to achieve value co-creation through resource complementarity and capacity integration (Williams and Aitken, 2011). The participants remain relatively independent subjects, but their self-interest maximization orientation makes conflicts inevitable. A necessary condition for the sustainability of value co-creation is that all participants gain from the process, and this requires the core companies to promote the design of coordination mechanisms and institutional arrangements for interdependence among participants (Lusch and Nambisan, 2015). Third, value co-creation is a dynamic process that incorporates specific contexts and continues to evolve. The commodity-driven logic suggests that value is completed in the customer's purchase, while the service-driven logic suggests that value is embedded in specific contexts. The complex and dynamic value co-creation process needs to be analyzed in the specific context of customer use (Liu, Linqing et al., 2010) and evolves dynamically in culturally based multi-level and phased contexts (Akaka et al., 2013). Values such as experiences received by different consumers show heterogeneity, and the role played by the same beneficiaries in value co-creation is constantly changing. The service dominant logic perspective helps to explain

the integration of manufacturing and service industries, and there is some literature to study the innovation transformation of business enterprises, but the research perspective and research content of existing results are still relatively limited. As a service-oriented enterprise, the value creation of commercial enterprises lies in the combination of goods to serve consumers, and the application of digital technology makes it possible to link manufacturers and consumers to create value together. The service-oriented logic is embedded in the consumption scenario, and value co-creation has become a transformation trend for traditional commercial enterprises and has strong applicability to their digital innovation. Most studies have emphasized the value co-creation between customers and enterprises, and less research has been conducted on the involvement of more participants. Some scholars have explored scenario-based value co-creation from a phenomenological perspective, but have focused more on intra-enterprise business enterprises and ignored the systemic impact of inter-enterprise relationships. The application of the service-dominant logic perspective, combined with the repositioning of commercial enterprises under the changing "medium" mechanism, and value co-creation with multiple players need to be further explored. Service dominant logic considers service as the basic unit of market exchange, service and product as the means to achieve service level, and service universality as the basis for value creation. At the same time, consumers, as the main participants in value co-creation, have their own resources as an important prerequisite for realizing value co-creation. Guillermo (2009) proposes value co-creation with service advantage as the core, including three major elements of service dominance, knowledge and skill exchange and co-creation.

Under the service-led logic, the fields of management and marketing have deepened and iterated on this, promoting the development of theories such as service science, service ecosystem, etc., and also enabling the concept of service value co-creation to be proposed. the concept of Service Co-creation is proposed as a new code of action, clarifying that the "co-creation" in service " encompasses both the co-creation of the service planning process (i.e. service design co-creation) and the co-creation of the service delivery process (i.e. service value co-creation). Specifically, the target of service co-creation is multi-role stakeholders and service participants, including service designers, users (customers), service personnel, enterprise managers, shareholders, suppliers, media, etc.; the content of service co-creation is the service "process" and "experience" innovation centered on the stakeholder system; the service co-creation is the service "process" and "The characteristics of "service value co-creation" are related to the ways and means of service production and consumption, such as the personal factors of the participants, the physical environment of service production and consumption, the social atmosphere and even the climate, all of which may affect the service experience. The interaction between the service provider and the customer in the service contact is the most uncertain, and this uncertainty arising from the contingency of interpersonal interaction reflects the heterogeneity of the service, with obvious "experience uncertainty". The types of service value co-creation are divided into participatory co-creation, integration co-creation and other types of co-creation. Participatory co-creation refers to the act of working together to accomplish a task and its process, and is a characteristic of all services with a low level of involvement. Participation is the basis of all co-creation, and refers to the specific behaviors of the user, where the customer and the service provider have the core goal of "providing the service" and "using the service", and the behaviors and processes between them are predictable. Inclusion co-creation refers to the formation of long-term relationships with a high degree of involvement. "Integration" refers to the integration of a complex set of psychological behaviors, such as specific customer or user engagement actions and attitudes toward being involved and satisfaction with the brand or service, that takes time to achieve. The focus of "integration co-creation" is on customer integration behaviors, and the approach and results of such

co-creation can be described from two perspectives: first, integration co-creation has an impact on customer perceptions, attitudes and behaviors, and customers who are successfully integrated are more likely to engage in frequent integration behaviors and to extend them. extension. Other types of co-creation is a concept that lies between the low-involvement participatory co-creation and the high-involvement integration co-creation, because there is a more blurred line between participation and integration, such co-creation behavior is called other types of co-creation.According to Ding (2023), there are many discussions about the dimensions of customer integration behavior, but most of them can be summarized into the following three aspects: cognitive, affective and behavior. The first is the cognitive dimension, which refers to the extent to which all stakeholders involved in the production and consumption of the service, including customers, servers, suppliers, etc., care about and recognize the brand on which they are engaged in co-creation activities. The second is the emotional dimension, which refers to the degree of inspiration and pride that the stakeholders have for the brand. Finally, there is the behavioral dimension, which refers to the effort and specific behaviors that stakeholders put into interacting with each other and with the brand. These behaviors facilitate the interaction between all stakeholders, either actively or passively, explicitly or implicitly, and they are present throughout the service process. Therefore, the decisive factor in judging the effect of service value co-creation can be divided into two aspects: the length of service contact time and the strength of behavioral stimulation or emotional resonance, the sum of which is the effective measure of the overall effect of co-creation.

2.3 Customer-driven logic

Think of the process of value creation as a consumer process for the customer, not as a mere production process for the company. In customer-driven logic, the customer is the producer of value, not the mere production process of the firm. The goal of the company is to make the consumer use its products to achieve the desired effect. Customer-driven logic views the process of value creation as a consumption process for the customer, rather than as a production process for the firm. The customer is the producer of value by combining the products provided by the company with other resources it possesses to produce products to its satisfaction, while the goal of the company is to make the consumer use its products to achieve the desired effect. The value co-creation is customer-centered and allows customers to participate extensively to meet their own needs, thus gaining greater initiative and control in product development and research.

In addition to this, Stastell & Fjeldstad (1998) divided value co-creation into three different models, they are value chains, value clusters, and value networks. The value chain co-creation model is the process of value creation activities carried out by the firms in the chain, and this approach is to create valuable products or services. The value cluster co-creation model is divided into five parts by Stastell & Fjeldstad, the first is problem mining or acquisition, the second is problem solving, the third is solution path selection, the fourth is plan execution, and the fifth is risk control and evaluation. And Allee (2000) considers the value network co-creation model as a process in which multiple partners exchange cooperative value through different operational processes in order to satisfy value creation in a production and operation enterprise.

Scholar Chaohui Li (2013) divides the concept of value co-creation into three different ways of understanding it; the first is that value is co-produced and customers are co-producers. That is, customers contribute actively in the process of communication and interaction, combining their consumption experiences and ideas to co-invent, co-design, co-produce and provide products, services and experiences that are valuable to consumers together with companies. The second is that value is co-creative and customers are usually co-creators of value. This means that customers participate in each part of the value chain and complete the value co-creation in a co-produced and created experience. The third type of value is co-creation, where the company is

usually the value co-creator. This means that the real value of co-creation is no longer just about providing products or goals to customers, but begins to focus on lived value and contextual value, to enable customers to achieve emotional satisfaction using products or services. At the same time, the company, as a value co-creator, also has to obtain demand satisfaction in the process of value creation to be considered a mutual win-win co-production.

Customer experience perspective believes that value co-creation is the value of customer experience created jointly between enterprises and customers through cooperation and communication. On the one hand, customer experience is the cornerstone of joint value creation between enterprises and customers, and the experience of co-creation depends largely on the characteristics of individuals, without whose participation, enterprises cannot create value. On the other hand, value co-creation is generated by the heterogeneous interaction between companies and customers, where communication, platform, transparency, risk and benefit are the basis of mutual influence. It is important to focus on the quality of interaction and creating a good interaction environment. sfandla and Bjork (2013) take customer giving as the core and argue that value exists in experience, experience is the process of participating in value co-creation, and experience sharing is the giving that creates certain benefit value for others through the sharing of their own relevant experience.

Dr. Kano of Tokyo University of Science, Japan, divided customer needs into three levels: basic needs, satisfying needs, and attractive needs. First is the basic needs, which are the lowest level of Prof. Kano's needs framework and represent the elements or the cornerstones needed for the survival of the company. Basic needs include answering customer calls or providing another safe and reliable service feedback system. If companies do not meet these needs, they will lose customers. However, this basic need only has a one-sided impact on customer satisfaction, that is, if things are not done well, customers will be dissatisfied and go, but even if they do a very outstanding job, it will not make customer satisfaction reach the peak, and the competition's customers will not give up the original accepted products or services and be attracted. From the enterprise's point of view, the enterprise to create value for customers, must be the satisfaction of basic needs on a priority basis, if the basic needs can not be met, then the original customers will certainly be lost. The second is the satisfaction needs, which are the medium level needs in Professor Kano's framework, but they are the least important for the company. They do not drive customer buying behavior alone, which goes beyond the lowest basic need to put a smile on the customer's face and increase customer satisfaction. However, these needs do not drive customer buying behavior, so when making business improvements, individual satisficing needs are given lower priority than unmet basic needs or appealing needs. However, when aggregated, several satisficing needs may shape the image of a company or brand, enabling the company to achieve real benefits from its investment. From a business perspective, individual fulfillment needs will be the lowest priority when it comes to business improvement. The third point is attractiveness or differentiation, which is the highest level of requirements in Professor Kano's requirements framework. If the expression of these needs is the best in the industry, then there is an opportunity to increase market share by offering differentiated value to customers and attracting customers from competitors. Only attractive demand has the greatest potential to improve business performance, and customers are attracted to the best performing companies. From a company's point of view, once the minimum basic customer needs have been met, the next highest priority is attractiveness. Professor Kano's framework not only helps companies improve their customer value creation priorities, but also identifies which competitor should be used as a measure to compare performance.

Customer value innovation strategy puts customer value at the center of strategic thinking. The essence and connotation of customer value can be seen from the nature of customer value - the difference between the

customer's perceived benefit gain and benefit loss. And each customer's perception of value generally comes from the products or services provided by the company, and possibly the way the company provides such products or services. Therefore, value innovation strategy can be basically divided into two types in customer value innovation model. The first one is customer value innovation based on product function, which includes incremental value innovation and jumping value innovation, and incremental innovation is a common model of value innovation used by enterprises to customers in general. It mainly refers to the value innovation for customers by increasing the functions of products or improving the quality of services while the existing way of business activities remains unchanged. If you can analyze the functional elements of the product to find out the attributes that customers value most and that the company is weak in this area, and improve and enhance them, you can achieve the purpose of customer value innovation. The second type of innovation is leapfrog innovation, which refers to the way of providing new products or services to customers through continuous technological development and product innovation, while the existing business activities remain unchanged, so as to achieve the purpose of customer value innovation. With the rapid improvement of modern technology and the increasingly fierce competition in the market, customers' expectations are getting higher and higher. Therefore, only through continuous customer value innovation and providing customers with valuable new products or services can enterprises promote their rapid growth. It can be said that innovation has become a business function and development norm. If companies cannot keep up with the rhythm of changing customer needs and preferences, they will eventually be eliminated from the market. The third is progressive product innovation. This model means that enterprises can provide strong support for customer value innovation activities by changing existing business activities or adopting new ways of business activities in order to better carry out customer value innovation and to be able to maximize the effect of customer value innovation strategies. For companies, the innovation of product functions means that they need to be carried out continuously, and the way of business activities is stable for a longer period of time, which poses a very serious challenge to the customer value creation ability of companies. However, due to the rapid change of customer needs, the maturity of consumer psychology, and the increasingly fierce competition in the market, the innovation of product functions alone may not be able to ensure that the company obtains and maintains a competitive advantage, which requires the company to innovate in business activities at any time. Only through the innovation of business activities can customers achieve the purpose of purchase more easily and quickly, or reduce the cost of search and purchase, thus increasing the perceived value of customers. The fourth type is leaping product innovation. With the increasingly fierce competition in the market and the changing needs of customers, enterprises should not only continuously innovate in product functions, but also in business activities to meet customers' needs in order to meet the requirements of market competition, especially when customers' psychological expectation and consumption ability are greatly improved. Market competition rules means, establish a new customer-centric market competition rules, in order to promote the survival and development of enterprises.

3.The relationship between value co-creation and Intangible Cultural Heritageculture

The research on value co-creation in tourism is increasing and many scholars have studied value co-creation in tourism service provision, experience value, and tourism product development. In the modern market, scholars refer to the industrial chain formed by the revitalization of Intangible Cultural Heritage and the huge value contribution from this chain (Harrison J S,1993).Grissemann (1982) argues that tourists have

an important position in value co-creation, which is mainly reflected in the fact that the expenditure of the company promotes value co-creation by tourists and value co-creation positively influences tourists' satisfaction, loyalty and willingness to spend on the service company. service companies' satisfaction, loyalty and willingness to spend on services.Sfandla (2013) constructed a tourism experience network to study the interaction of tourists, tourism service providers and other stakeholders into the system, expanding the object of research on value co-creation in tourism.

The revitalization of ICH becomes an important way for ICH to inherit and innovate in combination with the requirements of the times. In the combination with modern market, the revitalization of ICH forms a new industrial chain, and the formation of the new industrial chain is the process of value appreciation, and we must pay attention to the value contribution generated by the industrial chain. How to better realize the value-added of ICH in the revitalization of ICH, so as to promote the creative transformation and innovative development of ICH, becomes an important issue that must be explored and studied in depth (Shi, 2022). The core products of ICH are mainly responsible for the inheritance of the original ICH and realize the economic and social values mainly through their cultural values; while the derivative products of ICH aim to expand the reproduction and cultural dissemination, and integrate ICH into contemporary life, so as to realize the economic and cultural values (Shi,2022). The value creation processes of core and derivative products of ICH are complementary and together constitute the multiple values of ICH in cultural, economic and social aspects (Shi,2022). First is the cultural value, which is the core connotation of Intangible Cultural Heritage revitalization. Intangible Cultural Heritage is characterized by rich cultural forms and profound cultural connotations, and its historical value, spiritual value, aesthetic value, etc. all constitute important cultural resources for contemporary society and promote the preservation of cultural diversity. The diversity of cultural presentation forms of Intangible Cultural Heritage can enrich the overall cultural quality of the nation and enhance the diversified needs of spiritual culture. Therefore, cultural value is the core and important core of Intangible Cultural Heritage. Secondly, economic value is an important driving force for the revitalization of Intangible Cultural Heritage. It enables Intangible Cultural Heritage to enter the modern market and complete the revitalization process, and through innovation, Intangible Cultural Heritage can create new economic values. The reuse and market development of ICH can enrich the modern product market and form a diversified and personalized product system, thus gaining more economic value. Through the creation of cultural and creative products, the economic development of local residents can be driven, employment opportunities can be expanded, and the income problem of non-hereditary inheritors can be improved and solved, and the quality of life can be improved, which is the basis for realizing other values. ICH products contain great economic energy, which drives more enterprises to participate in the industrialization of ICH, which is conducive to the increase in income of ICH practitioners and the dissemination and development of ICH. The third is social value, which is an important purpose of ICH revitalization. The social development of ICH can meet social needs, increase social cohesion, be a positive social facilitator, and help social and cultural exchanges and cooperation among various ethnic groups and regions; the combination of ICH with modernization and globalization can help enhance cultural confidence and cultural innovation, and can have a positive impact on the progress of social culture.

ICH is a cultural resource that can be continuously created and renewed by communities and groups (Ji, 2018), showing a strong dynamic change, and its conservation lies not only in the Intangible Cultural Heritage itself, but also in the interactive transmission process between the culture and its surroundings (Gao,

2016). As the cultural attributes of ICH are closely related to people, all the living heritage activities ultimately come down to individual feelings and experiences (Pierre L, 1984), therefore, the living heritage of ICH needs to be transformed and innovated in the context of modern life, so as to re-energize the self-regeneration ability of ICH. The industrialization, spatial protection and development of ICH can promote the transformation of economic value of ICH and thus maintain the vitality of ICH, which is an effective means to develop the living heritage of ICH (Bob, 2005). Scholars have focused on the ways and means of inheritance, adaptive use, and the interaction between ICH in people and communities, focusing on the presentation and rebirth of ICH in modern society. As ICH are often expressed in the form of life experiences or daily activities, their living heritage must be presented through appropriate carriers, and bearers are indispensable in the living heritage as the most important display carrier. According to some studies, the carrier of the living heritage mainly includes inheritors, students and communities, but also involves the government, teaching teams, consumer markets and other subjects. The community participation and the establishment of a technological platform have expanded the display vector of ICH and made its living heritage play a more practical role in modern society. The participation of various actors in the living heritage practice the concept of harmonious unity between human beings and nature, which can promote the development and improvement of the cultural ecology of non-heritage. Scholars attach importance to the creative transformation of rural ICH, and propose the revitalization paths of using the network platform for living heritage, stimulating intergenerational heritage among young people, and innovating heritage through the market economy to promote the development of rural revitalization.

This is actually one of the weaker aspects of the industrialization of ICH - how to tap into the rich cultural connotation of ICH and add innovative thinking to the process of R&D and design to achieve value-added. Secondly, in the production chain, the value-added space in the production chain is not large because the core skills of ICH products are not suitable for mass production or large-scale production after a long period of historical precipitation, and the high cost and small scale is one of the important obstacles to the revitalization of ICH. The third is to realize value-added in brand marketing by exploring new markets and consumer groups. Marketers need professionals with both marketing-related expertise and understanding of Intangible Cultural Heritage in order to promote this special product. The value-added of ICH revitalization is reflected in each link, but its value-added space is uneven. At present, the production process and creative art of ICH have basically been finalized and matured, but in the process of docking with the modern market, their product design, sales channels and marketing activities are difficult to adapt to the needs of modern consumers and fully realize the economic value. Therefore, the key to the revitalization of ICH is how to build contemporary ICH brands and enhance their economic, cultural and social values through creative design and innovative marketing in response to the needs of modern consumers.

The relationship between ICH revitalization value and value co-creation is divided into three types by Shi (2022). The first type is value appreciation through the extensive participation of diverse subjects. In the new market, the stakeholders of ICH show a growing trend, and it is no longer just the unilateral value creation of the inheritors, and the value chain shifts from single export to exploitation export. In addition to the inheritors, government workers, tourists, enterprises, communities, experts and scholars, and the media all actively join in the value creation and value-added activities of Intangible Cultural Heritage. Through the participation of such diversified subjects, the concept of cultural preservation and innovation of Intangible Cultural Heritage is made to combine. In the diversified cooperation, inheritors are responsible for cultural

preservation and inheritance, government workers provide the corresponding platform and support, tourists complete the provision of economic value, enterprises participate in the development or secondary construction of Intangible Cultural Heritage culture and innovation, communities organize cultural promotion, experts and scholars provide academic innovation, and media complete social supervision and propaganda development. Everyone is in different positions to provide strength for the co-creation of diversified subjects of Intangible Cultural Heritage. The second one is to realize value-added by integrating the value provision and interest aspirations of each participating subject. The interest aspiration of the inheritors is the basic survival state, on which basis they can improve their personal value; the interest aspiration of the government agencies is to be able to promote the combination of Intangible Cultural Heritage protection and economic development, and to balance the relationship between cultural protection and reasonable development; the basic aspiration of the enterprises is to pursue the maximization of their own economic interests, and to improve their corporate image to obtain higher visibility and recognition, on which basis the enterprises can turn For consumers, their demands are emotional satisfaction and consumption satisfaction, and as the largest component of value co-creation, they are both consumers and necessary parts of production; and experts and scholars can carry out relevant research on Intangible Cultural Heritage to put forward more effective opinions and suggestions for the protection of intangible heritage, and provide data and academic support for the government to designate relevant policies. Their interest is to obtain first-hand information and data to complete academic research; communities are the carriers of local residents' lives, and they can let residents experience a more personal sense of value and maintain local culture, which is the support for the sustainable development of Intangible Cultural Heritage; the media has great significance in the task of promoting intangible heritage, and they can take the responsibility of cultural promotion. The third kind is to realize value-added through subject value co-creation. And the main body cooperation co-creation can be divided into four categories, they are multi-body co-development of derivative products, multi-body development of core products of Intangible Cultural Heritage, single-body development of core products of Intangible Cultural Heritage, and single-body development of derivative products. The premise of multi-subject co-development is to design unique value-added methods according to their special types, and the living of Intangible Cultural Heritage must be unique, not patterned.

It can be seen that although Intangible Cultural Heritage, as a type of cultural protection, is different from enterprises that need to create value as their primary purpose, if value co-creation can be achieved, it will certainly help the future inheritance and development of Intangible Cultural Heritage. Intangible cultural tourism can fully explore its value and allow tourists to co-creation of value on the basis of satisfying their psychological needs. Besides having economic value, living heritage has profound value in the subsequent protection and development of Intangible Cultural Heritage. The sustainable development of Intangible Cultural Heritage tourism is also the concern of many scholars. For example, Kim (131) studied the important role of the attitudinal awareness of Intangible Cultural Heritage tourism practitioners and local residents in Intangible Cultural Heritage tourism, taking Jeju Island, South Korea as an example, and this study plays an important role in the development of Intangible Cultural Heritage tourism and expands the object of Intangible Cultural Heritage tourism research. Standing in the perspective of resource tourism development, Zhang Xiyue et al. (128) made a systematic sorting of resource conditions, display conditions, experience conditions, and tourism development conditions of Intangible Cultural Heritage tourism sites to help scenic spots screen more appropriate development paths for Intangible Cultural Heritage tourism and promote tourism development of scenic spots. Yang Yitong (2022) used the cognitive-emotional-behavioral structure as

a framework to construct a conceptual model for the influence of three major elements on the willingness of value co-creation behaviors: the perceived construction of tourism benefits, the quality of life of residents, and emotional solidarity in the context of Intangible Cultural Heritage tourism destinations, which provided research ideas for enhancing the willingness of value co-creation behaviors of long-time residents of tourism destinations and promoting the sustainable development of Intangible Cultural Heritage tourism.

The protection and inheritance of ICH can help promote rural culture and national spirit, promote sustainable rural development, and enhance cultural influence; effective and sustainable living inheritance of ICH is of great significance to improve the cultural ecology of ICH, and is also an important measure to promote the integration of cultural tourism. In recent years, scholars have paid more and more attention to the transformation, regeneration and comprehensive benefits of rural ICH in the process of tourism, emphasizing the protection, development and inheritance of rural ICH, and helping rural revitalization in this way. Tourism activities can stimulate the inherent vitality of ICH, broaden the living space of ICH, and contribute to the protection and inheritance of ICH. Since ICH in tourism present originality, experience, sustainability and inimitability, tourism revitalization under the concept of value co-creation should be emphasized. The phenomenon of co-creation of value in the living heritage of ICH tourism originates from the boom of ICH inheritors returning to their hometowns, and the vivid Intangible Cultural Heritage and characteristic display and service methods attract tourists. In the process of tourism, tourists will come into contact with local residents, scenic spot personnel, and non-hereditary inheritors in the Intangible Cultural Heritage tourism living heritage experience, and these contacts will inevitably generate interaction among multiple subjects. These contacts will inevitably lead to interactions among multiple subjects. Through the experience and understanding of ICH, each participating subject will gradually form a common understanding and identity, and participate in cultural protection and inheritance together, which will continue the vitality of ICH in the interaction, which also forms a series of value co-creation behaviors. In the process of co-creation, the government generally leads the value export, and enterprises, local residents and non-genetic inheritors participate in the service supply to meet the demand of tourists for non-heritage; at the same time, the experience value and emotional value from tourists are re-integrated into the co-creation process to stimulate a new round of value co-creation of Intangible Cultural Heritage living heritage.

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