The Critical Review of Social Sciences Studies

Online ISSN: 3006-7170
Print ISSN: 3006-7162
Volume 3, Number 2, 2025, Pages 2272 – 2282
Journal Home Page
https://thecrsss.com/index.php/Journal/about

Backward to Build Forward: A Critical Review of Public Value Co-Creation's Evolution

Samar Akbar[1] & Yaamina Salman[2]

[1]*Ph.D. Scholar, Institute of Administrative Sciences, University of the Punjab. Lecturer, Department of Public Administration, Government College University Faisalabad, Email: samarakbar42@yahoo.com*
[2]*Professor, Institute of Administrative Sciences, University of the Punjab, Email: Yaamina.ias@pu.edu.pk*

ARTICLE INFO

Article History:

Received:	*April*	*12, 2025*
Revised:	*June*	*05, 2025*
Accepted:	*June*	*08, 2025*
Available Online:	*June*	*15, 2025*

Keywords:

public value, co-creation, public sector, public value co-creation

Corresponding Author:
Samar Akbar
Email:
samarakbar42@yahoo.com

ABSTRACT

As it has become an older concept that government alone can create value for public, the new theory that is getting its roots deeper these days says that public value is co-created by several stakeholders collectively, containing public itself. This study tries to present the existing literature on this emerging topic of Public Value CO-creation in shape of a detailed literature review. This may help the scholars interested in doing research on this topic by giving them a comprehensive recapitulation of the area and it may be helpful for policy makers in gaining insights from the ongoing work in different fields through this concept. As public value co-creation has emerged from the basic Value Co-creation (VCC) concept, which has been explored to a very large extent that in a few years it produced hundreds of studies carrying out this topic in both theory and practice. But focus of this study was specifically "Public Value Co-creation" so studies were selected through detailed screening only containing this very topic and articles excluding only VCC. After selection of database a detailed content analysis was done. There were some frequently used theoretical frameworks used as a background of PVCC. And there were some studies on public sector services. All are presented in this SLR and based on current trends in the area, some future directions are also provided by this study.

Introduction

Public value

There is not any significant subject more important in the domain of Public Administration and Public Policy, than public value (Jorgensen & Bozeman, 2007). The idea of public value serves as a basic scale against which to assess the success of policies and public institutes, make resource

allocation decisions, and pick appropriate delivery mechanisms. The public value framework was originally outlined Mark Moore's original work (1995). The value constituent of public value is being persisted and adopted by others, but Moore himself described that his preliminary objective was to construct a "normative theory of [public] managerial behavior" and his primary focus was the way how public managers should react to the publicly articulated needs of the citizens, (Moore, 1995). Therefore public value incorporated into a strategic triangle within the context of framework which proposed that there are three crucial conditions for an effective public service strategy. Recently there has been a wave of research studies that consider public value as an essential element of public service theory. Such as, Meynhardt found out that Public value is fully connected with public and its experiences, whether in form of 'for', 'from' or 'with'. Benington says that "public value is what is valued by the public and what enhances the public sphere". There are many more studies on the topic of public value.

Public value creation

Mark Moore's 1995 book Creating Public Value (CPV) and 'the strategic triangle framework' have inspired a considerable literature on the idea and practice of public value creation in various countries and circumstances. Public value creation can be viewed as the output of different public services undertaken by public organizations in order to achieve the collective aims that citizens sp in political elections—i.e., that are politically legitimated and maintained (Benington & Moore, 2010; Dahl & Soss, 2014).

Public value co-creation

Public sector alone cannot create public value. As Hayden and Boaz's (2000) work depicts that different actors can jointly work for better achievement of goals. And Benington (2001) also has observed new patterns in "networked community governance and public service", that includes different spheres and levels of both society and government and it involves even service creators and users as well.

Co-creation is a newer term that is more incorporating (Brandson & Honingh, 2018). Defined as A method wherein a multiplicity of public and private players are involved - preferably on equal grounds - in a joint venture to recognise common challenges and design and execute new, better, and attainable, public remedies (Ansell & Torfing, 2021; Torfing et al., 2019). Many researchers have discussed the possible paybacks of co-creation and co-production such as (Brudney, 1984; Verschuere, Brandsen, & Pestoff, 2012. However many researchers agree to the fact that a comprehensive research on the topic is still missing, (Brandsen et al., 2018; Loeffler & Bovaird, 2018b).

Galvagno & Dalli, (2014) defined Co-creation as the mutual, cooperative, simultaneous, peer-like process that produces new value, both substantially and metaphorically. Public value Co-creation extends over effective governmental service delivery to include the participation of other key players (citizens and the commercial sector), as well as people's fulfilment. These services ought to be viable, beneficial, and efficient; and ultimately, they ought to meet people's prospects. (Ofoma & Adeiza, 2023)

Co-production and co-creation are commonly used reciprocally, which leads to confusion. However, co-production usually implies a lower emphasis on the creation of value (Torfing et al., 2019, Voorberg et al., 2015).

Public value co-creation is turning into an increasingly significant subject for designing and delivering public services, with a primary goal of providing meaningful outcomes to citizens,

(Moore, 1995; Ansell & Torfing, 2021; Sorensen et al., 2021). This is now frequently considered in co-creating work involving governmental officials and participants in the private as well as the public sector, (Bryson et al., 2017; Sancino et al., 2018). This commotion is imperative as it contemplates not only what is valuable for society but also the requirements of the people (Sorensen et al., 2021). An emphasis on value creation can also be observed at the level of service delivery where public service logic offers a node of co-creation between the service providers and service users, (Osborne, 2018; Petrescu, 2019).

A large amount of literature already exist on the topic of value co-creation from the private sector, yet the literature inspecting value co-creation from public sector, is scant. Most of the previous work sees the public as end-user in a production chain, (Voorberg, W. H., Bekkers, V. J. J. M. & Tummers, L. G. 2015). So there is a dire need to explore this area at large for being helpful for both academic and practical experts.

Table 1: Public Value Co-creation and its Closely Related Constructs

Public Value	**Value Co-Creation**	**Value Co-Production**	**Public Value Creation**	**Public value Co-Creation**
The term 'public value' denotes what citizens consume socially and represents an acceptable agreement of privileges values, advantages, and rights that may be assigned to governments and citizens'. (Bozeman, 2007)	VCC is an collaborative procedure where the engrossed actors work together for creating value for each other. (Grönroos, 2008)	The procedure in which persons who are not "in" the same entity provide resources utilised to produce a good or service. (Ostrom, 1972)	Public value creation can be viewed as the output of different public services undertaken by public organizations in order to achieve the collective aims that citizens sp in political elections—i.e., that are politically legitimated and maintained. (Benington & Moore, 2010)	a process in which a combination of entities, both private and public, try to address a shared challenge, obstacle, or objective through a productive exchanging of diverse forms of knowledge, resources, skills, and ideas that promote creation of public value. (Torfing, et al. 2019)
Public value is a framework that helps us unite with what we consider as valuable and needs public	A method wherein a multiplicity of public and private players are involved -	The providing of services through interactions between specialized	Public value creation might be visualized as an open framework wherein resources are	It attempts to offer public managers the expertise along with instruments to mobilise resources and share leadership roles with external stakeholders.

resources, with enhanced ways to understand what public values and how we are linked to them. (Moore, 1995)	preferably on equal grounds - in a joint venture to recognise common challenges and design and execute new, better, and attainable, public remedies. (Ansell & Torfing, 2021	providers of services (in any sector) and service customers or other stakeholders of society, where all sides make significant resource inputs. (Bovaird, 2007)	transformed, into outputs and results, with the active support of co-producers and collaborators. (Benington 2009).	(Ansell and HYPERLINK "https://www.sciencedirect.com/science/article/pii/S0264837723002302"Torfing HYPERLINK "https://www.sciencedirect.com/science/article/pii/S0264837723002302", 2021)

Research Methodology

This study is a based on a Systematic Literature Riview (SLR). It is a methodology that has its origins in medical science literature (Shukla and Jharkharia, 2013). This is a process of amalgamating the literature in a systematic and translucent way, (Tranfield et al., 2003). The tenacity behind a literature review is to compile the existing body of knowledge to recognize the abstract themes or ideas prevailing in a purview explicitly and systematically, (Meredith, 1993; Fink, 1998; Harland et al., 2006).

A systematic literature review was used for the purpose of this study. As it is a challenge to deal with such a large number of literatures in any domain growing every day. A delimiting criterion is ideal to be used in order to limitize the number of studies being considered and manage them well. This study also used some delimiting options to manage the database.

Articles were selected after 2000 till date. Preference was given to the articles published in reputable journals. As value co-creation has attained quite a broad spectrum of attention of researchers all over the globe, in order to not lose the articles including public value co-creation, (in title, abstract and or key words) were selected. The term was searched by changing the word order as well in order to not miss any related work i.e.,

Public value co-creation

Co-creating public value

A database of around 70 articles was selected initially based on a combination of the key words, public value and value co-creation. But after screening of the articles some articles were excluded from database because they didn't meet the criteria of our study. As this study aims at developing a literature review of the topic public value co-creation, it was made sure that all the articles included are right on the topic because there are some other concepts closely related to this and they have a huge database already. So each and every article was carefully checked before final inclusion. And in order to remain focused on the topic the database gone through a careful

screening of the title, abstracts and keywords and the number of articles reduced to 47. It was made sure that the topic of concern is available in the article fulfilling the requirement of the research.

Process of selecting final database

After the final selection of the articles, the data were analyzed using the content analysis. Each article was thoroughly studied many times from abstract till conclusion, in order to get complete and accurate insights of the study. Codes were developed very carefully and a descriptive keyword was given to each code.

Findings

Categorization of research articles

- **Based on countries**

Categorizing the articles based on countries made us understand that how widely public value co-creation is being accepted and studied around the world. To our surprise this increasingly growing concept is studied in a few countries only. Its closely related concept value co-creation's spectrum is broader than this. United Kingdom tops the list as maximum 14 studies on the topic were carried on here, Italy stands on number second with 8 studies, USA is at third with 6 studies, Sweden, Denmark and Norway have 5 studies each, Germany and Netherland have 4 studies each, France and Finland each have 3 studies. Then there were some countries with 1 or 2 studies including Switzerland, China, Canada, Belgium, Australia, Spain, UAE, Nigeria, Estonia, Slovenia, Hungary and Pakistan. This categorizing helped us understand that which countries are leading the world in accepting and promoting this important concept and which ones lag behind yet. It was found out that mostly European and developed countries have their focus on exploring this area and some from America. While this concept needs to be studied and explored in developing and underdeveloped countries of Asia and Africa, as it may be helpful in improving management affairs of the countries and ultimately bringing value to the lives of public there.

Table 2: Country-wise distribution of research papers

Country	Number of publications
USA	6
UK	14
Italy	8
Germany	4
Sweden	5
Norway	5
Denmark	5
Switzerland	2
China	2
Netherlands	4
France	3
Canada	2
Belgium	2
Australia	2
Finland	3
Hungary	1
Spain	2

Estonia	1
Pakistan	1
Slovenia	1
UAE	2
Nigeria	1

- **Based on time period:**

As the concept being studied is not very old in nature there was no time period being specified. All the studies being published after the emergence of the concept in early 2000's were added. So it was seen that most of the studies fall between the years 2016 to 2024, 46 studies. And only 2 studies were found in year 2009 and 1 in 2025. It shows that the topic of concern is getting attention gradually and is on its way to flourish in coming times.

- **Based on Research Methodology:**

The analysis showed that among the selected studies, mostly were based on a qualitative methodology, either case studies or conceptual frameworks, theoretical frameworks, literature reviews and editorial reviews. Only a few studies were quantitative. It shows an inclination of the topic towards qualitative methodology. It may be because most of the scholars consider it an area that needs in depth exploration for more clarity and authenticity or it may be the ongoing trend as well. In a total of 49 articles selected, 43 used qualitative methodology, 5 used quantitative and only 1 used mixed method.

Table 3. Division of Articles Based on Methodology

Methodology	Qualitative	Quantitative	Mixed Methods
Number of studies	43	5	1

- **Based on Area of study**

As this study did an in depth analysis of all the articles included in the study, it made us able to identify the areas in which this topic is gaining its roots and the scholars have more interest. The analysis showed that most of the work on the topic is done in public sector and theory building of the topic. In public sector it is in different areas including public services, public leadership, governance, sustainability, digitalization, collaborative governance, open knowledge and land development. But it has been observed that most of the studies in this topic are directly or indirectly dealing with public sector especially public services, large interest was seen in digital transformation of different service areas and technology in public sector is being focused a lot as well. It is been considered that public sector can improve the quality of its services for public by using technology and may ultimately co-create the value for public. Then there was a good amount of articles that based on theoretical side of the topic they discussed and tried to elaborate and verify the theory related to the public value co-creation. Most of the studies included the public service logic, public service ecosystem and public value theory.

Discussion and Conclusion

This study is an SLR that tried to cover the potential studies available on the subject of Public Value Co-creation. A total of 47 articles were selected built on the selection criteria, as value co-creation is the new trend in public administration and management it has attained a lot of attention

in recent years and therefore there are many studies available on the subject. Value co-creation has attained a lot of intellectual interest in area of public services (Bryson et al. 2017). So we focused only on the 'public value co-creation' specifically, articles were carefully chosen that studied the co-creation of public value especially in public sector. It was observed that most of the studies were focusing on theoretical side of the subject, as it is an emerging concept that has gained importance in last 2 decades scholars are still curious about exploring the roots and emergence of this concept and the concepts that are closely related to it and helped it flourish and reach its current phase. It was observed that while talking about the theoretical background of public value co-creation, some theories were considered as the top most important including Moore's public value theory, as Bryson, (2017) mentioned that the book Creating Public Value (CPV) written by Mark Moore in 1995 and the "strategic triangle framework" developed by him inspired a significant literature in the area of public value creation around the world in various contexts. It is well said somehow because the idea of public value is the base of public value co-creation. Then there is the Service Dominant logic (S-D) that is considered the base of value creation and co-creation concepts. "The S-D logic is the foundational theory based on which the concept of VCC has been conceptualized" (Vargo and Lusch, 2008). The central scheme of the S-D logic says that value is always 'co-created' by the organization and its users and that value could be apprehended on the time customers consume the service (Hughes et al., 2018). This concept get attention after the notion that conventional management theories, especially NPM and NPG have been futile in assimilating public services into public management constructs in an effective linkage among the public service delivery, co-creation and value-in-use, (Vertanen & Jalonen, 2024). Then there is Public Service Logic taken as a background theory of public value co-creation. Osborne (2020) is its huge supporter; he identified that public services create service ecosystems that links different service providers to enrich public value and value-in-use for the service users.

Besides theoretical aspect there were some articles that were based on practical side of the subject area. They discussed the ongoing trends and areas in which the idea of public value co-creation focuses currently. An increased attention towards digitalization in different public sector services was observed. As technology and digitalization is an increasing trend in all around the globe, it also has entered in public sector services and co-creation of public value is expected to be increased with the use of technology in different shapes such as artificial intelligence (AI) and open data and e-government. Artificial Intelligence (AI) can be considered as a game changer in public sector. Potentials of AI include use of machines that possess intelligence to encompass all the activities that are performed by humans with more efficiency and effectiveness and as a result public value is being created, (Schiff, Schiff, & Pierson, 2021). A nomenclature of public sector values and relations to digital government initiatives was proposed by Bannister & Connolly, 2014. Then there is a focus of scholars on collaborative governance, collaboration of governance with different stakeholders to bring more innovation and effectiveness in public service delivery ultimately causing co-creation of value for public. One practical concern for practice and research is to set the analysis in investigating the (co-)creation of public value transferences from the single organization toward the 'arenas' where multiple stakeholders take a determinant role for the co-creation of public value, (Bryson et al., 2017). Public value co-creation is an accepted approach to explore collaborative problem-solving and innovation in the public sector (Ansell and Torfing, 2021). Land development is also given importance in the studies of public value co-creation, especially in countries like China, with mass population are considering different ways to make land development a successful service area that is giving value to public in spite of being highly dense with population conflicts may be diminished with use of effective management of land.

Table 4: Developing trends and future directions

Trends and future directions
Artificial Intelligence (AI) technologies
Land development, Urban development
KIBS (Knowledge Intensive Business Services). Open knowledge Knowledge-Based Policy Influence Organizations (KBPIOs)
Collaborative innovation. Public innovation, collaborative governance Multilevel governance, innovation Innovation Cross culture collaboration
Public leadership
Ecosystem approach Service ecosystem
Open data
Public value theory Conceptual framework

References

1. Acar, L., Steen, T., & Verschuere, B. (2022). Co-producing and co-creating public value? A systematic literature review. In *Workshop on'Longterm Sustainability of Co-Production and Co-Creation'*.
2. Acar, L., Steen, T., & Verschuere, B. (2023). Public values? A systematic literature review into the outcomes of public service co-creation. *Public Management Review*, 1-33.
3. Alharmoodi, A. A., Khan, M., Mertzanis, C., Gupta, S., Mikalef, P., & Parida, V. (2024). Co-creation and critical factors for the development of an efficient public e-tourism system. *Journal of Business Research*, *174*, 114519.
4. Andriessen, J., Baker, M., Cordasco, G., De Donato, R., Malandrino, D., Palmieri, G., ... & Vicidomini, L. (2017, April). Increasing public value through co-creation of open knowledge. In *2017 Fourth International Conference on eDemocracy & eGovernment (ICEDEG)* (pp. 47-54). IEEE.
5. Benington, J. (2009). Creating the public in order to create public value?. *Intl Journal of Public Administration*, *32*(3-4), 232-249.
6. Benmohamed, N., Shen, J., & Vlahu-Gjorgievska, E. (2024). Public value creation through the use of open government data in Australian public sector: A quantitative study from employees' perspective. *Government Information Quarterly*, *41*(2), 101930.
7. Bryson, J., Sancino, A., Benington, J., & Sørensen, E. (2017). Towards a multi-actor theory of public value co-creation. *Public management review*, *19*(5), 640-654.
8. Callinan, C., Scott, M., Ojo, A., & Whelan, E. (2018, April). How to create public value through open data driven co-creation: a survey of the literature. In *Proceedings of the 11th International Conference on Theory and Practice of Electronic Governance* (pp. 363-370).
9. Candel, M., & Paulsson, J. (2023). Enhancing public value with co-creation in public land development: The role of municipalities. *Land use policy*, *132*, 106764.
10. Chohan, S. R., & Hu, G. (2020). Success factors influencing citizens' adoption of IoT service orchestration for public value creation in smart government. *Ieee Access*, *8*, 208427-208448.

11. Cluley, V., & Radnor, Z. (2021). Rethinking co-creation: the fluid and relational process of value co-creation in public service organizations. *Public Money & Management*, *41*(7), 563-572.
12. Cluley, V., Parker, S., & Radnor, Z. (2023). Public value for all? Considering the parameters of public value co-creation. *Public Money & Management*, *43*(1), 1-3.
13. Conteh, C., & Harding, B. (2023). Boundary-spanning in public value co-creation through the lens of multilevel governance. *Public Management Review*, *25*(1), 104-128.
14. Crosby, B. C., 't Hart, P., & Torfing, J. (2017). Public value creation through collaborative innovation. *Public Management Review*, *19*(5), 655-669.
15. Fernando, F., Gupta, V., & Rubalcaba, L. (2024). Value co-creation and external consultancy knowledge for public innovation in Europe. *Journal of Open Innovation: Technology, Market, and Complexity*, *10*(1), 100198.
16. Haug, N., & Mergel, I. (2021). Public value co-creation in living labs—results from three case studies. *Administrative Sciences*, *11*(3), 74.
17. Henson, C. R. (2019). Public value co-creation: A pedagogical approach to preparing future public administrators for collaboration. *Teaching Public Administration*, *37*(3), 327-340.
18. Hofstad, H., Vedeld, T., Agger, A., Hanssen, G. S., Tønnesen, A., & Valencia, S. (2022). Cities as public agents: A typology of co-creational leadership for urban climate transformation. *Earth System Governance*, *13*, 100146.
19. Lee, D., Feiertag, P., & Unger, L. (2024). Co-production, co-creation or co-design of public space? A systematic review. *Cities*, *154*, 105372.
20. Li, X., Lam, J. F. I., Lin, Z., & Song, K. (2025). The value co-creation mechanism of Public Cultural Services ecosystem in China based on" public value" theory. *PloS one*, *20*(1), e0315192.
21. Mason, M. C., Iacuzzi, S., Zamparo, G., & Garlatti, A. (2024). How do stakeholders co-create value in a service ecosystem? Insight from mega-events. *Management Decision*, *62*(13), 398-425.
22. Meynhardt, T. (2009). Public value inside: What is public value creation?. *Intl Journal of Public Administration*, *32*(3-4), 192-219.
23. Ofoma, C. (2024). Digitalization and Public Value Co-Creation in Public Sector Organizations: The Citizens of Co-Creators. *Institutiones Administrationis-J. Admin. Sci.*, *4*, 92.
24. Osborne, S. P. (2018). From public service-dominant logic to public service logic: are public service organizations capable of co-production and value co-creation?. *Public management review*, *20*(2), 225-231.
25. Osborne, S. P., Nasi, G., & Powell, M. (2021). Beyond co-production: Value creation and public services. *Public administration*, *99*(4), 641-657.
26. Osborne, S. P., Powell, M., Cui, T., & Strokosch, K. (2021). New development:'Appreciate–Engage–Facilitate'—The role of public managers in value creation in public service ecosystems. *Public Money & Management*, *41*(8), 668-671.
27. Osborne, S. P., Powell, M., Cui, T., & Strokosch, K. (2022). Value creation in the public service ecosystem: An integrative framework. *Public Administration Review*, *82*(4), 634-645.
28. Osborne, S. P., Radnor, Z., & Strokosch, K. (2016). Co-production and the co-creation of value in public services: a suitable case for treatment?. *Public management review*, *18*(5), 639-653.
29. Panagiotopoulos, P., Klievink, B., & Cordella, A. (2019). Public value creation in digital government. *Government Information Quarterly*, *36*(4), 101421.

30. Parahoo, S. K., Ayyagari, M., Hakim, A. A., & Singh, A. S. (2020). Leveraging an innovation ecosystem for public value (co)-creation: a case study in UAE. *International Journal of Technology Transfer and Commercialisation*, *17*(4), 337-353.
31. Petrescu, M. (2019). From marketing to public value: towards a theory of public service ecosystems. *Public Management Review*, *21*(11), 1733-1752.
32. Røhnebæk, M. T., François, V., Kiss, N., Peralta, A., Rubalcaba, L., Strokosch, K., & Zhu, E. Y. (2024). Public service logic and the creation of value propositions through framing. *Public Management Review*, *26*(2), 399-420.
33. Rukanova, B., Van Engelenburg, S., Ubacht, J., Tan, Y. H., Geurts, M., Sies, M., ... & Van Dijk, D. (2023). Public value creation through voluntary business to government information sharing enabled by digital infrastructure innovations: a framework for analysis. *Government Information Quarterly*, *40*(2), 101786.
34. Saeed, F., Jabeen, N., & Salman, Y. (2022). Towards Effective Co-creation of Value: Case Study of a Public University of Pakistan. *Journal of Management and Research*, *9*(1).
35. Sancino, A., Rees, J., & Schindele, I. (2018). Cross-sector collaboration for public value co-creation: A critical analysis. In *From austerity to abundance? Creative approaches to coordinating the common good* (pp. 59-73). Emerald Publishing Limited.
36. Schiff, D. S., Schiff, K. J., & Pierson, P. (2022). Assessing public value failure in government adoption of artificial intelligence. *Public Administration*, *100*(3), 653-673.
37. Scognamiglio, F., Sancino, A., Caló, F., Jacklin-Jarvis, C., & Rees, J. (2023). The public sector and co-creation in turbulent times: A systematic literature review on robust governance in the COVID-19 emergency. *Public administration*, *101*(1), 53-70.
38. Scupola, A., & Mergel, I. (2022). Co-production in digital transformation of public administration and public value creation: The case of Denmark. *Government Information Quarterly*, *39*(1), 101650.
39. Skarli, J. B. (2023). Responsibilization and value conflicts in healthcare co-creation: a public service logic perspective. *Public Management Review*, *25*(7), 1238-1259.
40. Sørensen, E., Bryson, J., & Crosby, B. (2021). How public leaders can promote public value through co-creation. *Policy & Politics*, *49*(2), 267-286.
41. Strokosch, K., & Osborne, S. P. (2020). Co-experience, co-production and co-governance: an ecosystem approach to the analysis of value creation. *Policy & Politics*, *48*(3), 425-442.
42. Sun, T. Q., & Medaglia, R. (2019). Mapping the challenges of Artificial Intelligence in the public sector: Evidence from public healthcare. *Government information quarterly*, *36*(2), 368-383.
43. Tommasetti, A., Mussari, R., Maione, G., & Sorrentino, D. (2020). Sustainability accounting and reporting in the public sector: towards public value co-creation?. *Sustainability*, *12*(5), 1909.
44. Torfing, J., Ferlie, E., Jukić, T., & Ongaro, E. (2021). A theoretical framework for studying the co-creation of innovative solutions and public value. *Policy & Politics*, *49*(2), 189-209.
45. Toukola, S., Ahola, T., Ståhle, M., & af Hällström, A. (2023). The co-creation of value by public and private actors in the front end of urban development projects. *International Journal of Project Management*, *41*(8), 102542.
46. Van Noordt, C., & Tangi, L. (2023). The dynamics of AI capability and its influence on public value creation of AI within public administration. *Government Information Quarterly*, *40*(4), 101860.
47. Virtanen, P., & Jalonen, H. (2024). Public value creation mechanisms in the context of public service logic: an integrated conceptual framework. *Public Management Review*, *26*(8), 2331-2354.
48. Wellstead, A., Howlett, M., & Chakrabarty, A. (2022). What is co-creation and how does it create public value?. *International Review of Public Administration*, *27*(4), 367-380.

49. Yu, J., Wen, Y., Jin, J., & Zhang, Y. (2019). Towards a service-dominant platform for public value co-creation in a smart city: Evidence from two metropolitan cities in China. *Technological Forecasting and Social Change*, *142*, 168-182.