

# Research Path and Prospect of Brand Value Co-creation under Digital Platform Empowerment

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## Abstract

In today's developing market economy, value Co-creation has become a hot topic of research among scholars, and brand value Co-creation is also based on the basic concept of value Co-creation, which has shifted from enterprise-led logic to customer-led logic, and then stepped into the brand value Co-creation ecosystem. Based on the development of value Co-creation theory and the related concepts of empowerment, this paper investigates how digital platforms, as a new type of empowering organization and a place of practice for value Co-creation, play an important intermediary effect by assigning the three major capabilities of digital empowerment to each subject in the Co-creation ecosystem to promote value Co-creation behavior. Finally, based on the gaps in the previous research field of brand value Co-creation, this paper puts forward some prospects for value Co-creation under the empowerment of platforms in the digital era.

## Keywords

Brand Value Co-creation; Digital Platforms; Empowerment of Platforms.

## 1. Introduction

Brand ability is increasingly becoming the core competitiveness of enterprises in the market game, showing the irreplaceable differentiation ability of an enterprise, and is the source of life of an enterprise, brand value has always been considered an important marketing asset. With the continuous development of China's market economy, the market economy system is becoming more and more mature, and more and more enterprises are moving towards brand development. On June 10, 2016, the General Office of the State Council on the role of brand leadership to promote the upgrading of the supply and demand structure, marking the promotion of local enterprises brand building, the development of brand leadership has risen to the height of national strategy. Nowadays, we have entered the digital era, with the rapid development of Internet technology and the emergence of various social media and virtual community platforms in the context of big data, the traditional brand value creation environment and the connotation and realization path of brand value have changed by leaps and bounds. The concept of brand value has evolved with the development of value Co-creation theory, and has gone through several stages, including focusing on product value, focusing on brand value, focusing on relationship, and focusing on stakeholders [13]. In 2016, the International Journal of Marketing Research introduced the theme of "digital branding" and branding research entered the era of stakeholders. The upgrade of digital capabilities and the change of value creation theory are driving a new qualitative change in the paradigm of brand value Co-creation through the "empowerment response". "Digital empowerment" has become the most characteristic theory of the new era, and new online media and virtual communities have become typical empowerment organizations, enhancing individual empowerment of value Co-creation participants with their new empowerment integration mechanism, which has greatly improved the brand value Co-creation ability of value Co-creation participants and enhanced This enhances the exchange of information inside and outside the company and

changes the organizational structure of marketing, strengthens customer interaction and experience, and strengthens the network of stakeholders, thus contributing to value Co-creation results.

## **2. The Development Line of Brand Value Co-creation Research**

In the evolution of research perspectives on value Co-creation, Zhaoguan Jian et al. (2016) found that the early idea of value Co-creation originated in co-production, was formally formed in customer experience, developed in service-led logic, and was widely used in the service ecosystem perspective stage [1]. In this paper, we focus on the last three perspectives of brand value Co-creation in the context of the present era and the focus of current research scholars, sort out the consumer-led perspective of brand value Co-creation and extend it to the value Co-creation ecosystem formed by relevant stakeholders, and analyze the changing status of brand value Co-creation subjects, the evolution of value Co-creation links and value creation methods under each perspective.

### **2.1. Co-creation of Brand Value based on Consumer Experience Perspective**

The development of Internet technology and communication technology and the reform of the market environment have made customers an important source and fundamental driver for companies to realize brand value and build brand equity (Prahalad & Ramaswamy, 2000) [11], and the personalized experience of customers has become the core of brand value Co-creation, and the multidimensional interaction between companies and customers is the basis for Co-creation of personalized experience (Prahalad & Ramaswamy, 2004) [12]. (Prahalad & Ramaswamy, 2004) [12], which also serves as the basis for brand innovation and value creation. This logic breaks away from the previous corporate-driven value Co-creation model and views consumers as active and participatory leaders in value Co-creation. In the consumer experience perspective, based on the establishment of consumer perception and identity, the experience value based on physical use value becomes the most important component of product value. The provision of situational interactive scenarios and interactive atmosphere of immersion experience is an important support for modern value Co-creation based on consumer experience perspective. At the same time, customers are no longer just satisfied with the experience environment provided by companies, but want their own ability and influence to create personalized interactive experiences with other consumers and industry professionals.

### **2.2. Co-creation of Brand Value based on Service-led Logic**

Vargo and Lusch argue that all economies are service economies, in which customers can participate in the whole process of product design and development to final exchange, and value is created by customers in the use of products, using their own knowledge, skills, interaction ability and other operable resources. Customers are no longer passive recipients of resources and participants in value Co-creation, but resource integrators and value creators, and the position of customers in value Co-creation is increasingly prominent [14]. Ranjan & Read (2016) emphasize the position of customer value creation and classify the co-production dimensions of value Co-creation as knowledge sharing, equal status (empowerment), and interaction, and divides the use value dimension of value Co-creation into experience, personalization, and relationship, which is a more authoritative view in the field [16].

In brand value creation, companies provide consumers with the environment and value proposition to create brand value, and producers and consumers create value in the brand community by using market resources to reproduce and experience the service process. The value Co-creation under the service-led logic is a new brand value creation logic, and Grönroos expands on the service-led logic by proposing a service logic that introduces suppliers into the value Co-creation of enterprises and customers, emphasizing that customers are value creators

and suppliers are value facilitators, and only in the overlapping area of customers and suppliers can they interact together to co-creating brand value [17].

### **2.3. Value Co-creation based on the Service Ecosystem Perspective**

Vargo and Lusch propose the concept of value Co-creation in service ecosystems based on a service-led logic, arguing that "all social and economic actors are resource integrators", extending the study of brand value Co-creation from a simple binary relationship between a company and a customer to a dynamic network system that includes stakeholders. They point out that value Co-creation in service ecosystem is a process in which different social and economic participants provide a high level of interaction space for co-production, service provision and value creation through system, technology and value proposition based on their common social environment and institutional norms as well as their own spontaneous cognitive responses. In a later study, Vargo and Lusch further pointed out that the model of value Co-creation in service ecosystems is a generalized interaction through dynamic, network and system-oriented resource integration and service exchange. The brand value characteristics in this perspective place more emphasis on situational value and expand to social situational and cultural situational value.

### **2.4. Value Co-creation in the Context of Digital Empowerment Era**

In recent years, with the development of digital information technology on the Internet and the emergence of various forms of social media, virtual communities and other digital platforms, the generalized and embedded intelligent network environment and social media scenarios have deeply changed the interactive behavior and resource integration among value subjects. Brand value Co-creation research has begun to take note of the new features that have emerged in the context of the digital era. The digital age has not only changed the way customers interact with brands, but also enhanced the ability of customers and companies to interact and create on their own initiative. The upgrade of digital capabilities and the change of value creation theory are driving a new qualitative change in the paradigm of brand value Co-creation through the "empowerment response". Digital platforms such as new online media and virtual communities have become typical empowerment organizations, empowering value Co-creation participants individually with their new empowerment and integration mechanisms, greatly enhancing the brand integration ability and degree of integration of value Co-creation participants, facilitating the exchange of information inside and outside the company and the transformation of the marketing organization, strengthening customer interaction and experience, and consolidating the network of stakeholders, thus contributing to value Co-creation results. This strengthens customer interaction and experience, and reinforces the network of stakeholders, thus contributing to value Co-creation. In the digital information era, brand value Co-creation is still based on interaction and experience, but with digital empowerment, branding has entered a new era where unique and interactive brand experience design has become the basis for brand value Co-creation, and the low cost and multi-dimensional interaction opportunities brought by the Internet have also enhanced the Co-creation experience. In terms of empowerment and integration, Internet technology enhances the individual empowerment of stakeholders, and stakeholders achieve multi-path integration of brand value Co-creation through cognition, emotion and behavior; in terms of the relationship of relevant stakeholders, each stakeholder forms a complex relationship network on the brand-centered virtual digital platform with the help of interactive behaviors (Li, Huajun and Zhang, 2019) [2].

### 3. Evolution of the Concept of Digital Platform Empowerment

#### 3.1. Connotations and Dimensions of Empowerment Theory

The concept of empowerment first appeared in the field of human resource management with the theory of "empowerment by delegation", which emphasizes the distribution of power within the organization. From a management perspective, Conger and Kanungo (1988) argue that empowerment is the process of achieving goals by increasing the self-efficacy of organizational members, and the key is to address the powerlessness of people in the organization through internal and external factors in the work process, where the internal and external factors are mainly related to the ability of individuals or organizations to control the objective environment and conditions [5]. Shanlin Pan and Lili Cui (2016) consider empowerment as a result of the consumerization and transformational effects of digitally driven business innovation and social innovation [3]. Luo Zhongwei et al. (2017) consider empowerment as the process of creating the necessary and appropriate organizational environment and designing the corresponding organizational structure and coordination mechanism around the overall improvement of members' capabilities in the context of the information technology revolution [4].

Currently, the existing literature on the dimensions of empowerment is mainly described from the following aspects: Hur (2006) classifies empowerment from the perspective of different empowerment agents: individual-based empowerment and organization-based empowerment. Individual-based empowerment is the ability of organization members to make autonomous decisions through internal power distribution; organization-based empowerment is the redesign of the organization's structure and mechanisms to make the organization more flexible and responsive to market changes and challenges. In terms of research content, existing empowerment research focuses on employee empowerment and customer empowerment. Mainiero (1986) argues that employee empowerment emphasizes the relationship within the company or organization, and empowers employees to take initiative by supporting them. Customer empowerment emphasizes that customers will gain more proactive capabilities to be able to participate in the R&D design and marketing activities of the company (Yukse 2016). Leong et al. (2015) classified empowerment as resource empowerment, psychological empowerment, leadership empowerment and structural empowerment based on the process perspective of empowerment. Psychological empowerment emphasizes improving subjective psychological feelings and enhancing endogenous motivation Zimmerman (1995). Resource empowerment emphasizes the ability to acquire, control, and manage resources Jacques (1995). Leadership empowerment emphasizes the process of empowerment growth given to employees by leaders Malone (1997) [5].

#### 3.2. The Concept and Basic Capabilities of Digital Empowerment

With the development of cloud technology, big data, Internet of Things, Internet and artificial intelligence, digital technology is driving the change of the times in all industries, and the business operation model and marketing model are undergoing huge changes by leaps and bounds. Digital capabilities have increased the speed of product and service innovation, promoted front-end personalized demand mining and back-end personalized demand realization, and changed the realization path of brand value Co-creation. Digital drives business innovation and social innovation, empowering e-commerce platforms to benefit employees and consumers, as well as facilitating the improvement of corporate performance and brand equity. A large number of scholars have begun to focus on the impact of digital technology on the business sector, and "empowerment" has become more and more characteristic of the digital era, and the theory of "digital empowerment" has emerged. Digital empowerment refers to the fact that with the support of digital technology, the new online media has become a typical

empowering organization and a place of practice for co-creating value and playing a mediating role. The Internet has reformed the traditional organizational governance with its new mode of communication, and empowered the subjects of social production, especially the people as the subjects of production, with more ability and power to create value.

Lenka S. et al (2017) conducted a multidimensional analysis of digital capabilities and classified digital capabilities into connectivity capabilities, intelligent capabilities and analytical capabilities [18]. Among them, connectivity capability represents the ability to connect with digital products through wireless networks; smart capability represents the configuration of smart hardware to minimize human intervention in information perception and capture, which can be expressed as the ability to upgrade hardware configuration using smart subcomponents, collect information on product status and customer product usage, and smart capability can be divided into 3 dimensions: user behavior awareness, dynamic resource allocation and flexible hierarchical services; and Analytical capability is the ability to analyze and share the collected big data and convert it into valuable information and insights for the company.

### **3.3. The Basic Connotation of Digital Platform Empowerment**

Jinlei He and Meng Yin (2018) defined empowerment based on the platform ecosystem cognitive perspective as an organization or platform of a certain scale that effectively integrates and optimizes the use of resources in the platform ecosystem, mentions interactive contextual design, and empowers a wide range of participants in the platform system to innovate through paths such as opening organizational boundaries and providing technical support [6]. Cao Yangfeng (2018) believes that the key to platform ecological empowerment is to take the best customer experience as the center, rely on technological innovation to create the connected contact points of the ecosystem, open the platform boundaries in all aspects and build a complementary alliance of resources based on symbiotic mechanism, and finally form a new ecological system in which enterprises, users and resources create and win together, whose main characteristics are the whole cycle, the whole process and the whole ecology [7]. In this paper, we believe that digital platform empowerment means that enterprise organizations or platforms use their own resources, information and technology advantages, rely on the scenarios created by digital platforms and the practice sites built, and continuously empower each value-creating subject in the platform ecosystem with an energizing process to form higher-order capabilities for optimizing operation models and creating value-added values. In order to interact and cooperate with users better, platform enterprises and non-platform enterprises using the platform can use data empowerment to transform customer value propositions under the premise of deepening their knowledge of customers. Only by understanding user preferences more deeply and using data to analyze the information state with the lowest cost, highest revenue and best satisfaction for both enterprises and customers can enterprises achieve a win-win situation for both sides.

## **4. Research on the Co-creation Behavior of Brand Value Co-creators under the Empowerment of Digital Platform**

As a new research proposition, the discussion of digital platform empowerment is still focused on the description of the phenomenon. Traditional research mostly studies the empowerment of employees and customers, and treats employee empowerment, customer empowerment, and platform empowerment as isolated dimensions, without linking the empowerment status of platform empowerment and value Co-creation participants to study the mechanism of their roles. In recent years, some scholars have begun to study the relationship between digital empowerment and value Co-creation, which is unique to the Internet era, but only descriptively demonstrated what capabilities digital platform empowerment has and how it can enhance individual empowerment, promote value Co-creation, and bring positive effects to corporate



performance. However, few studies have examined how digital platform empowerment applies the three capabilities of digital empowerment to individual brand value Co-creators, how to enhance individual empowerment of value Co-creators with a new empowerment integration mechanism, and the results and performance of individual empowerment of value Co-creators after being empowered by the platform. This paper interprets these unexplored aspects based on a study of previous literature on platform empowerment case studies.

#### **4.1. Digital Platform Empowerment for Enterprises Empowerment**

##### **4.1.1. Digital Platform Empowerment of Connectivity to Enterprises**

Regardless of the leading logic of brand value Co-creation, interaction and experience are the foundation. The interaction of value Co-creation in the digital era emphasizes multi-dimensionality, multi-level and high efficiency; the experience also relies more on unique situational design experience. To achieve such interaction and experience, it is necessary to integrate the brand into the platform and create more opportunities and spaces for brand stakeholders to meet. For enterprises, it is especially important to optimize and upgrade the interface of the enterprise platform, improve the design of the service contact process, and develop the window of the enterprise's external connection. The connectivity capability of digital platform makes this enterprise's ability in these three aspects greatly enhanced. First of all, the connection ability of platform empowerment makes the connection entrance of enterprise platform and external value Co-creation participants present a multi-channel, convertible and efficient mode. Customers can not only enter the interface through the enterprise's own platform, but also have access to information at any time due to the connection capability of platform empowerment and the interconnection and cooperation of different platforms to capture customer traffic. And a corporate brand not only has its own official website platform, but also additional platforms such as the small program, public number and virtual community of the corporate brand become the external window of the corporate brand, and these external connection windows penetrate every place in life, so that the opportunity of interaction and experience is interspersed in the life of customers. With the digital platform empowerment, there is room for "fission" of the enterprise brand value, which greatly attracts customer traffic and improves customer retention rate, so that there are more coupling opportunities and space for interaction and experience of value Co-creation.

##### **4.1.2. Digital Platform Empowerment of Intelligent Capabilities to Enterprises**

Brand value Co-creation in the digital era focuses on building a dynamic contextualized model to provide customized personalized services, which in turn realizes value Co-creation among customers, companies, and brand value stakeholders. Domestic scholars Zhou Wenhui et al. (2017) found that strategic entrepreneurship is an empowerment-based value Co-creation process from the perspective of empowerment and value Co-creation integration [8]. In which empowerment facilitates the value Co-creation process by creating and optimizing the interaction scenario between value subjects, which enables companies to gain market opportunities and innovation advantages. The intelligent ability of digital platform empowerment provides scenes of empowerment for a series of links with corporate brand design and construction, value creation and communication, benefit transformation, and innovation development, creating a sense of social presence and making each link of value Co-creation supported by atmosphere, technical support, and social support, thus inspiring customers' participation and providing them with social scenes of Co-creation and personalized interaction and In the end, we can efficiently cultivate customers' consumption habits and market attachment, thus enhancing the brand equity and value of the company.

The intelligent capability of the digital platform also empowers enterprises in the intelligent mining and intelligent sensing and intelligent matching of big data and traffic. For enterprises, customers' consumption behavior trajectories and behavior patterns on the platform can

converge into big data, which describe the information flow process of customers and brand value stakeholders and its scale. With the platform's analysis capability, the intelligent platform can sense the trajectory of customer participation behavior and the consumption habits behind it, and then intelligently push product content and service content in line with customer consumption habits, which not only allows flexible grading of products and services according to the classification of customer preference and consumption ability, but also helps enterprises integrate resources to develop new customer group needs.

Enterprises rely on the platform intelligent system to collect massive customer data and feedback on the effect of scenario-based application experience, and do long-term in-depth analysis and operation of the collected data, enabling them to understand the changing needs of customers and customize personalized service experience for them. The enterprise carries out resource integration and service optimization through the intelligent capability of the digital platform, effectively promoting the heterogeneous interaction between the platform and customers, realizing the Co-creation of value, and carrying out product optimization strategies to develop the market and enhance revenue.

#### **4.1.3. Digital Platform-enabled Analytic to Enterprise**

Analytics capability is the ability to digitize the results of massive amounts of data generated by smart products and networks, and to transform useful data into valuable insights and actionable instructions for the company. The analytic capability of the digital platform is mainly reflected in the data collection capability, data analysis capability, and data sharing capability. The biggest advantage of the digital platform is that it solves the lack of traffic monitoring capability, collects and records the massive amount of data in an orderly manner, and can record the changes of each data and make effective analysis and prediction from time to time. Through the digital platform, enterprises can easily collect data such as customers' browsing records on the platform, places with high click rates, pages where customers stay longer, and links with the highest conversion rates to clarify customers' preferences and needs, and capture customers' focus to prepare for the next product mix solution, optimize customers' needs, and make adjustments to corporate strategies.

The key to the empowerment of platform analysis capability lies in data processing, "data processing capability" is more advanced than simple data collection and categorization in the exploration stage, categorizing, organizing, analyzing, comparing and predicting the collected data is the key for enterprises to analyze the key indicators of customers and optimize customer demand. Through the multi-dimensional data comparison in the background, enterprises can clarify the situation of products and services, brand activities at each stage, analyze and calculate the customer retention rate, customer conversion rate, customer activity, customer purchase rate, customer repurchase rate, etc. Enterprises will match and compare the data results analyzed by the platform with their own resources, thus helping them to integrate resources and adjust their brand strategies according to the current situation. The platform helps companies to integrate resources and adjust their brand strategies according to the current situation. Based on the deep excavation of enterprise and user-side application data, data analysis is continuously used to identify the different needs, preferences, consumption habits and consumer psychology of each customer, so that enterprises can provide personalized services and develop common needs for different customers, explore potential needs, and further expand market space to provide full-cycle services for customers.

With the platform empowerment, the data resources held by the Internet have become important strategic assets. The digital platform makes the enterprise not an isolated individual, and the open platform competition strategy makes each enterprise also form a strategic alliance to share data information, to adjust the market positioning to enhance the utilization of

resources, realize the high quality, high efficiency and high guarantee of platform products and services, and enhance the market utility.

## **4.2. Digital Platform Empowerment for Customer Empowerment**

Based on the customer production-consumption perspective, the root of customer participation in brand value Co-creation lies in the inseparability of production and consumption, where customers not only participate in the production and delivery of brand services, but also the performance and quality of brand services are inseparable from customer contributions, and the results of brand services depend to a considerable extent on customer participation and cooperation, and form a "production-consumption" value closed loop under the sharing economy platform (Wang et al., 2016) [9]. The "production-consumption" value closure loop under the sharing economy platform (Wang, Y.G. et al., 2016) [9]. From the customer's perspective, their value Co-creation behavior is a multidimensional and multi-layered energetic practice, including two dimensions of participation behavior and citizenship behavior, and the customer's value Co-creation behavior positively influences brand-oriented, self-oriented, and goal-oriented values. It was found that higher levels of brand integration, brand self-consistency and category involvement also promote customers' Co-creation behaviors, and digital platforms enhance customers' value Co-creation.

### **4.2.1. Digital Platform Empowerment of Connectivity to Customers**

The multi-channel entrance and diversified service contact process design of the digital platform enable customers to easily access the enterprise platform and contact the brand products and services of the enterprise anytime and anywhere. The dialogue between enterprises and customers relies on the brand interface and front-line staff. The interface of digital platform is constantly updated and iterated, and the various product modules and service contact entrances of the interface become more accessible; the interface of new media platform becomes more and more suitable for user psychology as it is upgraded, and the signs and symbols of the interface are more in line with customer language, which makes customers connect more closely with the platform, brand products and brand services and become stickier. Digital platforms also give customers more autonomy in terms of choice and proactive approach. Instead of being passive recipients of information and passive consumers of services, customers take the initiative in creating content and engaging in dialogue within the brand ecosystem. Customers can transform from passive viewers to active partners, thus creating value. Customers can choose the information and products and services they want to access based on their own needs and preferences, and can independently filter unnecessary information and service links. In addition, the digital platform gives users more autonomous controllability and independent learning conditions. There are differences in the value propositions of customers and corporate brands, and whether the two brand value propositions can be harmonized is the focus of brand value Co-creation. Scientific communication is the key to solve the unification of brand value proposition, and the essence of communication is the process of mutual learning and feedback. The digital platform gives customers many opportunities to learn about the company's brand, and gives them new channels to give feedback. Consumers can use the existing data communication tools to communicate with enterprises, express their views and opinions to enterprises, and interact with enterprises to realize value creation.

With the emergence of social media and virtual communities, the connectivity of digital platforms has broken through the connection between enterprises and customers, and realized the close connection between customers and customers, and customers and potential consumer groups. For customers, interaction and experience are not only limited to the interface with enterprises, but they also want to interact with others through their own



influence and affirm their brand value, and digital platforms are providing such connection ability.

#### **4.2.2. Digital Platform Empowerment of Intelligent Capabilities to Customers**

The intelligent ability of digital platform empowerment is reflected in customer empowerment as role empowerment, and customer empowerment technology is used to reconstruct customer identity to enhance individual empowerment and improve self-efficacy and skills. The interactive scenarios built by the digital platform stimulate customers' awareness and ability to participate. Customers are not only simple consumers, but also designers of corporate brands, reproducers of products and services, brand experience officers, promoters and operators of brands and products and services. Digital platform provides customers with more voice, technical conditions for personalized expression and platform opportunities. With the role empowerment, customers split into special consumers who are different from ordinary consumers due to their different self-efficacy and brand interest chasing goals. (Shen, Lei, and He, Jiajing, 2018) divided the production-consumers into three categories: ordinary production-consumers, profitable production-consumers, and original brand-producing production-consumers [10]. Ordinary consumers will share their experiences and recommendations on social media platform or virtual communities after consuming products and services, so that they can influence a group of potential customers to consume or spread their brands. The profitable consumer generators, in addition to the role of ordinary consumers, use their knowledge and talent to market their products and services on the platform, accumulate a certain amount of traffic and popularity, and use their fans to chase and emulate to cooperate with businesses/sponsors to gain benefits. In addition, they can create their own brands and use the fan economy to operate for themselves, and evolve into the role of supply side. The digital platform's intelligent capabilities have led to the evolution and transformation of the role of the consumer.

#### **4.2.3. Digital Platform Empowerment of Analytic to Customers**

The data collection, analysis, processing and sharing capabilities of the digital platform allow companies to accurately capture the needs of various customer groups and push out targeted information, while customers can also learn more about the company's brand based on the information on the company's platform, such as customer reviews, customer purchase transactions, customer repurchase rates, customer views, customer favorites, etc., to assess the value of the company's brand and the consistency with the value of self-brand. The analysis capability of digital platform provides a lot of reliable information to support the brand learning of customers.

### **4.3. Digital Platform Empowerment for Stakeholders Empowerment**

Digital Co-creation platforms bring together many brand stakeholders, and different linear relationships intertwine to form a complex network of relationships. From the perspective of service ecosystem theory, brand value Co-creation is a dynamic process of creating brand usage value through a network of stakeholders and social interaction. As a place of practice for brand value Co-creation, a brand Co-creation platform is a digital interactive collection of stakeholders, products, interfaces and processes.

#### **4.3.1. Digital Platform-enabled Connectivity to Stakeholders**

Integrating platforms to co-create brand relationship experiences requires designing and managing opportunities for chance encounters between stakeholders to enhance the probability of interactive behaviors and the level of platform integration (Li, Huajun, 2019) [2]. The increasing popularity and growth of social media platforms and virtual communities, and their inherently high interaction characteristics, enable stakeholders to rapidly converge and achieve efficient communication and interaction.

#### **4.3.2. Digital Platform Empowerment of Intelligent Capabilities to Stakeholders**

The intelligent components and systems of the digital platform reduce manual intervention and optimize the communication and interaction among stakeholders. The scenario empowerment and role empowerment it provides empowers the brand community to build a richer path to realize value Co-creation and for brand stakeholders to understand each other. In terms of scope, the brand community is shifting from an imaginary or temporary gathering to a real and stable community, which transcends geographical limitations while increasing its initiative and aggregation as individual consumers in various forms of online space, and they can all independently publish brand-related content, making the brand community more mature through continuous sharing, collision and communication.

#### **4.3.3. Digital Platform-enabled Analytic to Stakeholder**

The brand building of enterprises ultimately lies in management, and creating excellent brand management capability is an important guarantee for brands to gain development and vitality. The brand value Co-creation system is a more open and transparent system, which is in an open and competitive market environment, and while pursuing brand assets and brand benefits, risks are also everywhere. Therefore, it is also an important path for brand Co-creation for relevant stakeholders in the brand ecosystem to jointly create brand value, maintain brand interests and avoid brand risks. Under the logic of Co-creation, enterprises must realize that their brand building capacity depends largely on their ability to communicate and dialogue with relevant stakeholder groups, and the internal communication mechanism of enterprises in the brand value Co-creation ecosystem must serve the communication between enterprises and consumers. Learning communication is an important way to communicate internally and externally. It is a process of collecting, applying, and creating organizational knowledge by sharing information, knowledge, and value patterns, which enables companies to transform external information about consumers' perceptions into internal knowledge. Likewise, through learning-based communication, customers transfer the shared brand knowledge, brand awareness, and brand value proposition formed within the customer base to the internal company, forming a good information loop. The digital platform provides the practice and technical support for this learning communication, and the data analysis capability of the platform provides data guarantee for the formation of the information closed loop in the brand value Co-creation system. The platform can scientifically analyze the massive amount of data collected, accurately capture the abnormal data of each link and make integration and prediction, effectively helping value Co-creators to prevent and deal with risks.

### **5. Prospect of Brand Value Co-creation in the Digital Era**

Brand value Co-creation research is developed based on the marketing management perspective of value Co-creation research. Brand value Co-creation refers to the high level of social and network relationships generated through multi-dimensional interactive experiences between brand-related stakeholders, and the dynamic mechanism of converting customer trust into value and loyalty through relationship exchange. On the basis of value Co-creation research, scholars have reached some a consensus on the concept of brand value Co-creation and developed more core concepts based on some basic research perspectives, out but the conceptual framework of digital brand value has not been clarified, however, the research on value Co-creation paradigm in digital environment is still in the initial stage, and the value Co-creation issues and new achievements based on the brand domain are still lacking of systematic review and The value co-innovation issues and new achievements based on the brand domain are not yet systematically reviewed and sorted out.

This paper firstly composes the development line of value Co-creation research through literature review, composes the development process of value Co-creation theory from three

research perspectives and the main features and core viewpoints of brand value Co-creation under each perspective, and defines brand value Co-creation in the digital era with the background of digital era. Then, starting from the basic connotation and division dimension of empowerment, the concept and basic capabilities of digital empowerment are introduced: connection capability, intelligence capability and analysis capability. This paper analyzes in detail how digital platform empowerment brings these three basic capabilities into play in the process of value Co-creation from the study of Co-creation behaviors. In reality, the study of brand value Co-creation in the digital era is still in its initial stage, and many questions need to be clarified by subsequent research.

### **5.1. Antecedents of the Behavior of Brand Value Co-creators in the Digital Era**

The antecedents of Co-creation by brand value Co-creators include customer's demand motivation, customer's resources and capabilities, corporate marketing support and technical support, and environmental climate support. However, in the digital era, formally because of the emergence of various social media and virtual communities, customers' psychological motivation is influenced by more factors, customers' resources and capabilities are changing, and there are more uncertain interference conditions compared to the traditional antecedents of brand value Co-creation, and the moderating variables of value Co-creation also focus on influencing the willingness and ability of value Co-creation due to the different personalities, self-efficacy, and learning abilities of customers themselves. ability. Therefore, the research on the antecedents of the behavior of value Co-creators in the digital era needs to be further deepened.

### **5.2. Research on the Path and Mechanism of Value Co-creation under the Empowerment of Digitalization Platform**

Although the existing studies have defined the connotation of brand value Co-creation on the platform and conducted preliminary research on the empowerment performance of each subject in the brand value ecosystem under digital empowerment through cases, no research has been conducted on the specific path and mechanism of brand value Co-creation under digital platform empowerment, and there is a lack of a complete dynamic model that can reflect the brand value Co-creation under digital platform empowerment. The existing studies are scattered and do not clarify how the links of value Co-creation are interlocked by each subject.

### **5.3. Study on the Co-destruction of Brand Value in the Digital Era**

While most existing studies focus on brand value Co-creation, a few scholars have noticed the reverse effect of brand value Co-creation-value Co-destruction. In the digital era, the development of information technology, the big data revolution and the group effect may contribute to value Co-creation as well as value Co-destruction. Social media and virtual communities have also become a place of practice and an empowering channel for value Co-creation. In the future, it is also significant to study the Co-destruction of brand value in the digital era in the context of the times.

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