

Determinants of value co-destruction in multi-stakeholder networks: when stakeholders fail to create sustainability-based value in the Amazon forest

Gabriela Nobre Dias

University of São Paulo and University of Antwerp

ANNOUK LIEVENS

University of Antwerp - Faculty of Business and Economics

Kavita Hamza

University of São Paulo

Ingrid Moons

University of Antwerp

Acknowledgements:

This work was supported by the Sasakawa Young Leaders Fellowship Fund (Sylff) Program and the Brazilian Agency CAPES (Coordenação de Aperfeiçoamento de Pessoal de Nível Superior- Code 001) for their granting support.

Cite as:

Nobre Dias Gabriela, LIEVENS ANNOUK, Hamza Kavita, Moons Ingrid (2026), Determinants of value co-destruction in multi-stakeholder networks: when stakeholders fail to create sustainability-based value in the Amazon forest. *Proceedings of the European Marketing Academy*, 55th, (133496)

Paper from the 55th Annual EMAC Conference, Bath, United Kingdom, June 2-5, 2026



Determinants of value co-destruction in multi-stakeholder networks: when stakeholders fail to create sustainability-based value in the Amazon forest

Abstract

This study examines factors that lead to the co-destruction of sustainability-based value in multi-stakeholder networks in the Amazon, where collaboration seeks to balance social, environmental, and economic goals. Although value co-creation is well explored, less is known about how interactions may instead co-destroy value. Using an abductive approach combining literature review, 47 interviews, and participant observation, the study shows that interactions can simultaneously generate co-creation and co-destruction depending on resource use and collaborative dynamics. Heterogeneous stakeholders are affected differently, shaped by their organizational logics and roles. The study clarifies determinants of co-destruction and shows that the same determinant may produce divergent outcomes. Managerial implications stress adaptive governance and transparent collaboration.

Track: Social Responsibility & Ethics