

Value Co-creation Based on Customer Participation in Contributing (Case Study in Ngalup Co-Working Space Company, Malang City)

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Abstract-This research has a purpose to explore customers involvement in terms of value co-creation. Value co-creation is a value determinant of service-dominant logic that emphasizes both service-based and value-based exchange which is created by the actors in the company. This research focused on creating value between actors at Ngalup's Co-working and its customers. Qualitative method with case-study approach issued in this research. Data collection is conducted by observing and interviewing three company's customers. The result of this research showed that customer contributions in determining value based on value co-creation was indicate positive development. The form of customer contributions to co-working space companies in Malang city are divided into three conditions which are on company's daily activities, particular events, or both of them. In service-dominant logic perspective, value co-creation could change customer role.

Keywords-Service-dominant logic, value co-creation, customer engagement, co-working space.

1. INTRODUCTION

Co-working space is a corporation that offers various solutions for modern society to develop their business ventures. It answers the dynamic era in world of work with new model that based on a third wave of work virtualization as a wave of changes in work model [1]. This change consists of three waves. First wave is virtual freelancers as independent worker which utilize the emergence of e-mail in 1980's. The second wave is virtual corporate colleagues. It is like virtual freelancers in first wave but it role of freelancers has increased. They might be more involved in firm's policy and viewed as remote partners. The third wave is virtual co-worker in which the main focus in this wave is new technologies that give workers the feeling of being in a shared environment.

The emergence of this new work model is linear with the appraisal stated by Toffler (1980:199) that "Put the computer in people's homes, and they no longer need to huddle." [. . .] White collar work will not require 100 per cent of the workforce to be concentrated in the workshop"[2]. This statements leads to virtual work model by utilising both computer and internet when worker doing work independently by emphasizing individual creativity. In this third wave of change in work model, virtual workers require the exchange of ideas from other parties since they want to innovate based on new ideas which generated from either a meeting or discussion.

Based on the explanation above, co-working space is a new form of work organization that might become an opportunity to collaborate and encourage a community sense in shared space, gathering workers from various companies or even freelancers with different profiles and goals [1]. It could become solution for virtual workers in which can be viewed as shared workplace. Moreover, co-working place is a shared workplace for independent professionals [3]. Thus, people from various professions are gathering to do their own jobs and they have opportunity to transfer knowledge and collaborate between them.

Co-working space is spaces that present working environment followed with several facilities, such as telephone table, internet access, printer, meeting room, or laboratory which offered for both individual and company customer [4]. Furthermore, it is also community-based, low cost, comfortable, and environmental friendly [1]. The facilities and benefits provided by co-working space companies are very suitable for Startup to develop their business because Startup is human institution which designed to create either new products or services in both extreme and uncertain conditions [5]. These conditions lead to the fluctuation on business readiness in the early stages particularly on finance and management aspects. Thus, this startup situation is in line with the startup business model which has not been improved and startup still looking for iterate and profitable business model [6].It makes startup as a company that has unstable financial condition.

Recently, the development of joint-work initiatives and efforts can be witnessed in various cities around the world, for a self-proclaimed 'work movement' that is now in line with other 'trendy' similar concepts that

have developed in a post-crisis economy, such as 'startup', 'social innovation' or 'economic sharing' [7]. The existence of co-working space helps startups to develop by leasing workplaces together at a more affordable price than the office rental financing itself. Co-workers collaborated to reduce overall operational costs, for example, electricity bills, commodities, office leases, financial crisis situations, lack of funding (i.e. new startups company) or possible budget reductions which is originating from this kind of collaboration [8]. This provides a solution for co-workers in the form of startups to keep developing their business.

Collaboration is prominent aspect in co-working space such as the one the core values of co-working space itself which are cooperation, community, sustainability, openness, and accessibility [9]. Co-working space also acts as an intermediary between individual creativity ("the underground") and the innovative company ("the upper-ground"), present interactions between co-working actors through the articulation of places, spaces, projects and events [8]. Co-working space, as an intermediary, shows that the company also took part in collaborating with co-worker as viewed as a customer.

In service-dominant logic perspective, collaboration between companies with their customer, at the same time, could become determinant value to co-working space through value co-creation. Service-Dominant Logic (SDL) is marketing development in both theoretical and practices that views exchange in business as a service. This view was first emerged by Vargo and Lusch in 2004 who argued that there was a new approach using economics exchange mindset and value creation [10]. It shows the different perspective from Goods-Dominant Logic (GDL) to Service-Dominant Logic (SDL). In GDL views, economics exchange is that goods are outputs offered by the companies to their customer. This view focuses on tangible resources, embedded value in a product, exchange transactional. Compared to GDL, Service-Dominant Logic (SDL) emphasize on economic exchange that focuses on intangible resources, shared-value creation, and relationships between the companies and its customers.

The service-based exchange, in the explanation above, is not a service product in terms of marketing, but it could be viewed as service exchange between the company and the customer. It based on the differential meaning of "service" word in plural and singular forms which is used in Service-Dominant Logic (SDL) [11]. Marketing perspective in SDL view uses the term "service" in a singular form to reflect the process of using one's resources for the benefit of other entities [11] while the Logic Goods-Dominant (GDL) defines the meaning of "services" in plural form that means producing goods as a value-added

product and types of intangible products offered as services [12].

The resources referred in the Service-Dominant Logic (SDL) perspective are different if it compared with Good-Dominant Logic view. In SDL perspective, the resources are classified into two types. First is operand resources, resources in this type is tangible which has a role as objects of action, operation, and performance. The second type is operant resources, it is an intangible resource which has function to generate other resources and the characteristics are invisible, intangible, dynamic, and infinity [13]. Traditional perspective considers that physically exchange based on operand resources while modern perspective views that service exchange from special human abilities are based on operant resources.

The exchange of operant resources between companies and customers in the Dominant Logic (SDL) service is used in the process of creating shared value or Value Co-creation. Customers are important parties in determining value. Service-Dominant Logic (SDL) regards customers as operant resources [12]. These resources are considered as contributive resources that support other resources as collaborative partners to create shared value with the company [10].

Value co-creation refers to the creation of customer value in service use or value-in-use where it is explained that co-creation is an interaction function [14]. The activity as a percentage of value creation is carried out by customers that results in the consumed product by customer. It also becomes a consumption experience for customers [15]. Based on some of these explanations, Value Co-creation leads to the shared value that carried out between the company and the customer through an interaction or relationship.

Customers has pivotal role in the Value Co-creation process. They could improve company performance by providing word-of-mouth about products, services, and/or brands to others in which involves new things in product or service development, creates experience, and value co-creation [16]. The role of the customer in value co-creation can be seen from the involvement or participation of the customer in creating a service.

The key factors that explain the customer's condition to contribute in the process of co-creation are Expertise, Control, Consumer Capital, Experiential Benefits, Economic Benefits, and Time [17]. Customer participation that depends on expertise leads to coordination of skills, efficiency, and developing experience. Engagement of controlling leads customers as individuals who use services and, at the same time, control those services. Consumer capital factor is an involvement that occurs when customers have cultural or physical capital requirements. The Experiential Benefits factor is customer participation in gaining the experience benefit that emerges new activities. Economic Benefits lead to economic

advantages which are perceived as a key role in the co-creation process. Time is a factor that determines customers to have discretionary time to be involved in co-creation.

Based on the explanation above, this research is conducted to determine the value co-creation in the co-working space company which based on six determines factors of customer participation. The customer's participation becomes collaboration between the company and the co-working space customer which is determined as value. This form of co-creation, in terms of customer participation, is carried out by sharing customer's ideas and experiences in the collaborative process which has purpose to develop future products and services on the market [18]. This research was conducted in Ngalup Co-working Space Company in Malang City due to company's existence which is more than a year, and this company also applies general co-working space business concept.

2. MATERIAL AND METHOD

The method in this study is qualitative with a case-study approach. Qualitative research is methods for exploring and understanding meaning that is ascribed from social or humanitarian problems [19]. This research explores relation of customer participation in Ngalup's co-working space. The case study approach was chosen because it fits with co-working space company context which engaged in services. Data collection is based on four types of basic information and the data collection approaches in terms of qualitative research [19]. Several approaches are chosen according to the problems and objectives of the study which are observations, interviews, documents, and audio-visual materials. Observations are made by observing various daily activities and the events held by Ngalup's co-working space. Interviews were conducted with three customers who had been company's customers for more than one year. Data collection related to documents leads to various information that explain the development of co-working space and related research support.

Furthermore, the data in this study is analysed using Spiral Data Analysis [19]. The analysis runs in five stages, namely organizing data, reading and memo, describing, clarifying, and interpreting data into codes and themes, interpreting data, and presenting and visualizing data. Based on the data analysis that has been done, conclusions can be drawn in this research.

3. RESULT AND DISCUSSION

3.1. Data Presentation: Customers' Contribution on Ngalup's Co-Working Space

Customer contributions to the company occur based on the services offered by co-working space companies and are responded to by customers. The service is actualized in various conditions, namely daily co-working space and during the event. Conditions are important in this consideration because it could determine the contribution made by customers based on six factors in the value co-creation process [17]. The following paragraph will explain customer participation based on these six factors.

3.1.1. Expertise

Expertise can be seen on the coordination of skills, efficiency, and experience sustainability, and the importance of computer-based skills [17]. Co-worker as a customer in Ngalup's co-working space, will contribute differently in which based on their job. Customer contributions related to their expertise can be known from the first, second, and third Informants who state in these following statements:

“Once in my life, i was appointed to be speaker about Information Technology (IT) developer world which the event held by Ngalup Company.” [First Informant, Customer]

“From my view, simple example of it is when i had demo to the people, i met them in their cafe or just simply directed to Ngalup. It make people had more trust in the product i sold as well as it showed that in Malang city Ngalup had a work office. At the same time, i told the people about this co-working space company due to many people still asking to me about it such as “ what is Ngalup?, where the Ngalup office?, what is the meaning co-working space?”. At this point, i explained to them that this is co-working space and several startup located in this place. I think it was one of my contributions.” [Second informant, Customer]

“On my personal view, i never do this but i have a friend that appointed to be guest speaker in an event. He is a Senior UX Designer. As a CTO, we create an event in which the main purpose is knowledge sharing about the Bot, thus beside the demo, we also educate them about creating the Bot.” [Third Informant, Customer]

Based on the customers statement, it is known that the customer's contribution to the company about the expertise between one customer and the others is different. It depends on the ability and the way customers contribute. Some of the contributions made by customers to the company are the speakers ability according to their expertise during the event and marketing Ngalup's co-working space company to the wider community by utilizing the place as a meeting place and providing a startup event.

3.1.2. Control

Control has a function as a controller for the service facilities used by customers [17]. Ngalup's co-working space company has created services to satisfy customers but customer participation on controlling facilities is also important. It could be determinant factor that could affect on the comfort and smoothness of the system for using the facilities along with the controls. Explanation about the contribution of control is explained by the first, second, and third Informants which stated as follows:

“From the usage point of view, we depend on our personality. It is like water, we do not waste it. Things like that is come from individual personality, if they have been accustomed like that, they will not wasting water in here. Ngalup did not regulate it, but it depends on our consciousness.” [First Informant, Customer].

“Using room or other facilities is based on our control. Ngalup’s employees never regulate it. Thus, it comes from our limitation.” [Second Informant, Customer]

“Actually it has 2 facilities. The first one is work table, we are free to choose where the table to be placed as long as it has been booked first. Meeting room is the second facilities; it is shared room that sometimes it used for event. We must book it first whatever it is used by Ngalup management or not. If it free, we can use it whatever we like. So, controlling function come from both of us.” [Third Informant, Customer].

Based on the explanation above, it is known that customers agree to contribute in terms of controlling facility services. It shows that the control is carried out by both customer and the Ngalup co-working space company. This contribution is made by the customer based on self-awareness without the company limiting policies.

3.1.3. Consumer Capital

Personal capital can be seen from the possessed physical abilities and the embedded culture in that person [17]. Profession is differentials factor to measure customer’s capital between one to another. Ngalup’s co-working space require to comprehend customer's capital contribution which used to determine value co-creation. Customer capital contribution can be seen from the customer's explanation, which stated as follows:

“Sometimes we participate in Ngalup’s event, and also receive information from group that an event has been held. We will come if we can and i think, it was one of our contributions. Sometimes, we also enliven when they hold activity such as futsal although it is not an event.” [First Informant, Customer]

“Since i am already enjoying as well as i am typically easy going on work, so i feel comfortable in here. I do like the work culture in this company and my partners, actually, also easy going type.” [Second Informant, Customer]

“When praying time comes, we have culture to ask the others to pray together in mosque. For physical capital, i think we have some experts in here such as UA UX senior engineers. So, when Ngalup create an event and needs a guest speaker, we can invite them. That is our contribution i think.” [Third Informant, Customer]

Based on customer statements above, customer's capital contribution could be done both physically and culturally. It based on the first informant’s statement that leads to the physical by following various events held by Ngalup co-working space. The second informant's statement that leads to a relaxed work culture and the third informant's statement that leads to the physical that is willing to be a speaker and a culture of togetherness in the corporate environment. This differences show that customers have different professions and backgrounds.

3.1.4. Experiential Benefits

This benefit depends on the customer’s time span at Ngalup’s co-working space. The longer the time they staid, the more experience they obtain. However, there would be a huge different of experiential benefits among customers. It depends on their job demands in

creating new activities. Here are some following statements delivered by customers regarding experiential benefits:

“I probably gained experience through Ngalup’s events. Since their programs performed about IT, business, marketing or even how to organize an event, there are a lot of new experience that I obtained. That’s way I could learn about something new here as well as find new networking.” [First Informant, customer]

“I might get a lot of experiences here, yet it is not from the events but from the Ngalup’s manager. He told me about many things. Mostly about his carrier journey, how he reached this level of a general manager. Everything he told me was very valuable. Currently I realize that what it will take for me to become a manager in the future, and of course it is a good lesson for me. Previously, I merely gathered with other university students, yet, now, i could meet and speak to other experienced people here. From them I understood the steps needed in order to start my own business. Sharing with them allows me to gain many new insights that changed my perspective.” [Second Informant, Customer]

“At Ngalup, we discuss with some startups here. We discussed about various things. Questions like “what do you do?”, or “where did you work?” were the most common questions for us. Even though it was more like casual conversation, I could find many new friends and clients. It would be different in other companies, where there might be only same clients every day. In this firm, I could discuss with many like-minded people that brings me many new experiences and insights.” [Third Informant, Customer]

To conclude, experiential benefits gained by customers could take form in new ideas, insights as well as networking. Those things could be generated during discussion session with co-working space management, or sharing with other customers during the events. The core of those benefits is, knowledge sharing between customers, so that something new could be taken by customers.

3.1.5. Economic Benefits

This contribution refers to financial condition of customers, and it can determine how far the customer’s economic condition affects Ngalup’s co-

working space. Following arguments are some customers’ statements as first, second, and third informant related to economic benefits that customers had:

“In this firm, I could meet many new like-minded people where I am allowed to collaborate with them in designing website or doing another jobs, for example. However, for the Ngalup employees itself, I could say that it is hardly ever to work hand in hand with them. It is merely another outside customer who I worked with. We meet at some events and finally work together.” [First Informant, customer]

“so far, I could not see the economic benefits from collaboration. Yet, I have met a lot of developers so far who gave me suggestion in doing my jobs. I think that if I could really do what they said, there would be a lot of advantages I generated, even though it just an idea.” [Second Informant, Customer]

“I think it helps me a lot since renting co-working space is more affordable than other offices. There would be a lot of things to be taken into account if we use our own office. Internet connection, cleaning, security and maintenance cost would be higher I think. Also, from the events, we are able to meet new people and they can be our new clients or employees. Moreover, as people who work in IT field, finding the right person as new employee would be difficult for us. Lucky, in the programs, there might be a lot of qualified people come, and through those programs we could recruit qualified employees.” [Third Informant, Customer]

Thus, it can be seen that economic benefits has brought about positive impact for the customers. They could work hand in hand with their clients during the events. Moreover, Ngalup’s co-working space would be a good place for them to find startup employees, and those things can be determinant factors for Ngalup’s co-working success performance.

3.1.6. Time

Expertise can Time-related Contribution customers got from corporation is how they can conduct their works. It is known that Ngalup’s co-working open in the daily basis from 09.00 am -21.00 pm. That opening hours are expected to meet the customers demand, so that they can contribute in creating the firm values. Explained bellows are some customers’

statements about time provided by Ngalup’s co-working space:

“To be honest, I was always the last customer who return from the Ngalup’s office every day, and sometimes it makes me feel bad since it should be the time for the office to close. It always happens if I put too much attention on my work that I don’t realize if the time passed quickly to hit 21.00 pm. Even though I know that I couldn’t continue my job and should go home, the Ngalup’s employee said that it is never mind for me to finish my job, and they could wait a little bit longer. Overall, the time has given to me is sufficient.” [First Informant, Customer]

“In my view, 12 hours of working is more than enough as the normal office would work only for 8 hours. Even in holiday such as weekend, for example, they will open the office if I have some forgotten goods inside the office.” [Second informant, Customer]

“For me, the time is sufficient since we need to work from 10.00 am to 17.00 or 18.00 pm. Also, our time is not counted by days, but every point of tasks we did.

Thus, once we have finished our task, then our day is off. In other words, we don’t do our job based on the real time and place. It is merely a formality.” [Third Informant, Customer]

Of all the statements, it can be said that time provided by Ngalup’s co-working space is sufficient for the customers. During that time they could do their jobs such as doing internal startup, meeting with clients, sharing, and even doing collaboration. A part from those jobs, that time basically has exceeded the eight hours of a company’s normal working time.

3.2. Discussion

The implication of this study is that customers’ contribution on Ngalup’s co-working space is running properly, which in turn, can determine value co-creations. This situation can be seen through six-main factors which show customers’ contribution in the process of value co-creation [17]. This following table, e.g. Table 1 informs some explanation regarding customers’ contribution towards Ngalup co-working space as well as it’ value’s determination based on value co-creation.

Table 1. The planning and control components.

Focus (influencing factors)	Informant 1 (customer)	Informant 2 (customer)	Informant 3 (customer)	Keyword
<i>Expertise</i>	Presenter at an event (about IT Developer)	Marketing Ngalup to societies (through meeting with clients at Ngalup’s co-working space)	Presenter at an event (one of the members of UX designer), marketing Ngalup to societies (holding an event for knowledge sharing)	Presenter at an event, marketing Ngalup to societies
<i>Control</i>	Control is done by both corporation and customer.	Control is done by both corporation and customer.	Control is done by both corporation and customer.	Control is done by corporation and customer.
<i>Consumer Capital</i>	Physical (joining various Ngalup’s events)	Organization’s culture (flexible work)	Organization’s culture (togetherness with other customers and firm), physical (willing to be a presenter in the events)	Physical (involved at Ngalup’s various events and willing to be a presenter), also culture (flexible works as well as intimacy with both other customers and firm)
<i>Experiential Benefits</i>	Gaining a lot of benefits as joining different kind of events has created many	Sharing with firm managements that bring about new insight.	Having intercourse with other customers which create new ideas and networking.	Joining a lot of programs and sharing with both other customers and corporation in order to create new idea and networking.

	new ideas			
<i>Economic Benefits</i>	Ngalup could be a good place which provides good opportunity for knowing and meeting new clients for collaboration.	Ngalup could be a good place which provides good opportunity for knowing and meeting new clients for collaboration.	Ngalup plays critical role as a good place which facilitate us for knowing and meeting new clients for collaboration. Furthermore, startup employees might be able to be obtained through Ngalup, as well as gaining affordable rent for co-working space compared to other companies.	Ngalup plays critical role as a good place which facilitate us for knowing and meeting new clients for collaboration. Furthermore, startup employees might be able to be obtained through Ngalup, as well as gaining affordable rent for co-working space compared to other companies.
<i>Time</i>	Sufficient	Sufficient	Sufficient	Sufficient

Source: Data processed, 2018

Therefore, it can be concluded that the value co-creation process could be done properly as all the customers take a part during the process. These contributions could be taken in many forms. Firstly, during the daily working hours, customers might be able to obey the organization’s culture with flexible jobs. Thus, they could feel the sensation of intimacy with other customers or employees. Moreover, they might admit that they get reasonable price for their rent rather than take leasing at another companies, or customers could declare if they are given sufficient time for doing their own business. Secondly, during the programs, they could act as presenters or look for the new startup employees. During the events and daily working hours, they might also contribute to advertise Ngalup’s co-working space, share togetherness and make company as the place for collaborating with other clients.

Customers engagement not only creates value but also becomes presenters, lessee, or act as a co-worker in co-working space. In this matter, it is company which can determine the range of customers’ involvement in the co-creation process.

The most critical point during the co-creation process is the customers’ engagement, either as service recipients or any form of services that contribute towards company. This leads to the sixth FP explanation of logic-dominant service [20] which states that both customers and firm cooperates each other in order to bring about firm value. Co-creation such as constructive-customers’ involvement in both

and delivering service, needs cooperative contributions [21].

There has been a change in the role of customers as a result of service dominant logic. They are no longer service recipient but co-producer of service [10]. Moreover, customers now are the company

primary resource that has high level of knowledge and skills [10]. This change has brought about benefit for company where it significantly reduced the company’s expense. This reducing can be made once the customers are involved in producing process of value co-creation [21]. Furthermore, there are another ways in order to decrease the cost, with technology and internet for example, both customers and firm are able to communicate indirectly. Therefore, since value co-creation implementation can bring about benefit for company in term of creating value, it is expected that it could be adopted by all of the company’s co-working space.

4. CONCLUSION

Determining firm value based on service-dominant logic perspective is different from the previous perspective. This leads to the determination of values that are not only carried out by the company, but can also be carried out jointly by every actor in the company, one of them is customers. In the other words, examining firm value simultaneously between stakeholders is the value co-creation.

Determining value simultaneously can be observed through customers’ contributions which are affected by six conditions [17]. First, in term of skills, the customers could contribute as presenter or advertise Ngalup co-working space to many people during some events or when meeting clients. Second, regarding company’s facilities controlling, customers might be involved in keeping those facilities and services. Third, capital contributions offered by customers to company, and it can be divided into physical and culture.

Cultural contribution is about a relaxed work culture and the creation of togetherness between customers and companies and customers with customers. Contributing physically is to take part in various Ngalup events, willing to be speakers. Fourth, contributions related to the benefits that are based on customer experience in Ngalup’s co-working space are

to follow various standards and sharing with fellow customers and management thus give raise new mindsets, ideas and networks. Fifth, the contribution of customers regarding economic benefits shows that Ngalup acts as a place to get business partners to collaborate and get startup employees, at a cheaper rental space than office rentals. Last, contribution related to time where they possibly do their job appropriately due to the sufficient time given to them by the company.

Meanwhile, customers' contribution on Co-working space Ngalup divided into three different situations, during working hours, events, and during both events and working hours. Furthermore, in service-dominant logic perspective, value co-creation is able to alter customers' role not only as service recipient but also to get involved in service creation and delivering.

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