

## Implementing Value Co-Creation by Developing Service Dominant Logic Through Telkom Marketing Content Innovation Program

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### ABSTRACT

The objective of this study is to examine the digital innovation and marketing strategies employed by PT Telkom Indonesia in order to gain a competitive advantage within the telecommunications industry. The research method is descriptive qualitative, with data collected through interviews, observation, and content analysis. The research demonstrates that PT Telkom Indonesia has effectively developed a digital marketing program that enhances customer productivity and innovation. However, there are still some areas that require improvement, such as social media content planning. The implementation of Value Co-Creation (VCC) and Service Dominant Logic (SDL) strategies has been shown to be effective in increasing customer loyalty and strengthening the company's position in a competitive market. This research offers a significant contribution to the understanding of effective marketing strategies in the telecommunications industry. Based on the results of this study, practical recommendations for the optimization of PT Telkom Indonesia's digital marketing can be considered.

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## Introduction

The telecommunications industry is currently at the forefront of a global digital transformation that presents new opportunities and challenges. The telecommunications industry also plays a vital role in the digital era, where the development of digital technology



has made it easier for businesses to promote and market their products through social media, significantly expanding their market reach. This is supported by data from [1] which shows that the development of digital technology makes it easier for businesses to promote their products through social media, significantly expanding market reach. The telecommunications industry is one sector that is constantly required to develop and adapt to the times. Currently, there are several telecommunication companies in Indonesia, for example, PT Telkom Tbk (Telkom), PT Indosat Tbk (Indosat Ooredoo), and PT XL Axiata Tbk (XL). Telecommunication industry players need a systematic approach to respond to customer expectations while considering the fierce competition in the mobile telecommunications market [2]. President Director & CEO of XL Axiata, said that competition among the telecommunications industry in Indonesia is still at a reasonable level, rational and there is no price war so that current operators can develop well [3].

Technological advances allow consumers to switch telecommunications service providers. The number of competing internet providers is competing to provide the best quality products. Telecommunication companies need to implement various effective strategies to survive and excel, such as product and service differentiation, offering competitive prices to customers, expanding network coverage and infrastructure to reach more customers, targeting potential new market segments and conducting promotions. Telkom has several market segmentations in the government sector and customers. Telkom always develops quality, products, innovations, etc. among its competitors and market segments. Telkom's functional strategy, as a Leader is to increase focus on innovation and development of products and services that can meet the evolving needs of the market. With increasing competition, telecommunications companies must continue to innovate to meet the needs of increasingly dynamic customers. Promotion and innovation are the main keys in maintaining and increasing market share. Promotion in the telecommunications industry not only serves to increase sales, but also to create awareness and influence positive responses from target markets. Promotion in the telecommunications sector plays an



important role in creating brand awareness and influencing consumer purchasing decisions. According to Etuk [4], the right promotion can increase the positive response from the target market. One very crucial aspect in this industry is an effective marketing strategy, which is not only able to increase sales volume but also maintain customer loyalty.

The study of the relationship between marketing mix and customer satisfaction in the context of the telecommunications industry yielded findings indicating a significant positive relationship between customer satisfaction and the following factors: Product variety, promotion, people, and process. It is recommended that telecommunications companies provide a variety of products and services from which customers can choose in order to enable them to subscribe to product offerings that are able to meet their unique needs. Telecommunications companies should increase the use of promotional campaigns, such as advertising and sales promotions, to inform and attract customers to purchase products and services that meet their needs. Telecom companies can utilize communication platforms, such as television commercials, social media, and digital marketing campaigns, to foster connections with their customers and ensure that their services and products are noticed in this dynamic market. Telecommunication companies endeavor to streamline the process of accessing and purchasing products and services, ensuring that it is straightforward and consumer-friendly. This enables customers to obtain services that align with their needs with greater ease. In the context of the rapidly evolving telecommunications industry, promotional activities represent a crucial strategy for maintaining and expanding market share. It has been demonstrated that marketing strategies on social media can result in a notable increase in sales volume. Efforts to maintain customer loyalty represent a crucial step in maintaining a competitive advantage in a dynamic market. The implementation of social media marketing can effectively foster brand loyalty, thereby attracting prospective customers and ultimately driving sales [5].

Telecommunication companies are taking a new approach by changing business strategies from innovations that focus on tangible physical assets to innovations that are more



oriented towards intangible assets [6]. Innovation can be an effective strategy for companies seeking to enhance their performance, achieve sustainable growth, and differentiate their business in a dynamic market. By offering customers value and satisfaction, companies can build a reputation and loyal customer base. Companies can demonstrate their commitment to meeting evolving market demands and maintain their leading position in the ever-changing digital age. The goal is to achieve significant added value for customers and generate superior performance. Value innovation in telecommunications companies can be more responsive to customer needs, increase customer loyalty, and strengthen its position in a competitive market.

PT Telkom Indonesia has a vision of becoming the digital telecommunications company of first choice, with the objective of advancing society. Telkom Indonesia's mission is to facilitate the advancement of intelligent digital infrastructure and platforms that are sustainable, cost-effective, and accessible to the entire community. Additionally, the company aims to cultivate superior digital talent that contributes to the enhancement of the nation's digital capabilities and digital adoption rates. Furthermore, Telkom Indonesia endeavors to establish digital ecosystems that offer optimal customer experiences. Telkom is committed to digital transformation by providing a variety of products and services that suit the needs of society in the modern era. The presence of connectivity, platforms, and superior digital services from Telkom is expected to support community activities, which are expected to help people in their activities, so that economic growth and the welfare of the Indonesian people will improve in the future, said Telkom Indonesia [7]

Division of Business Service (DBS) is a marketing program that is responsible for the provision of information and communication technology solutions tailored to customer needs. This division focuses on marketing services and products from Telkom Witel Yogyakarta, to support productivity and innovation for customers such as internet services and data networks. There is a digital marketing program that is less than optimal, namely social media content planning that is less structured by not determining the category of



content segments to be produced. For example, the efficient use of calendar content helps in planning and organizing marketing or social media content more regularly. The solution is to use a content calendar to easily view the planned content schedule, identify content types, and avoid overlaps in post scheduling. The goal is to work more structured, improve consistency, and save time in online content management.

This research makes a significant contribution to our understanding of the application of value co-creation (VCC) and service dominant logic (SDL) strategies in the telecommunications industry, with a particular focus on PT Telkom Indonesia. In the context of intensifying competition and the accelerated pace of technological advancement in this industry, it is imperative for companies to pursue continuous innovation to safeguard their market position. While the concepts of value co-creation (VCC) and service-dominant logic (SDL) have been extensively researched, their specific application in the context of large-scale telecommunications companies such as PT Telkom Indonesia remains an area that requires further investigation. By elucidating the manner in which PT Telkom Indonesia operationalizes these concepts, this research aims to proffer strategic recommendations for the company to enhance customer satisfaction and safeguard its competitive advantage in the market. Moreover, the findings of this study address a gap in the extant literature, which remains largely confined to a superficial examination of the implementation of these concepts in the context of large telecommunications companies. In addition, the study contributes to the advancement of scientific and business practices in the domain of digital marketing.

This research examines the digital innovation and marketing strategies implemented by PT Telkom Indonesia in facing competition in the telecommunications industry in Indonesia. The novelty of this research lies in its focus on the implementation of the Value Co-Creation (VCC) strategy with the development of Service Dominant Logic (SDL) applied by Telkom Indonesia to improve performance and customer satisfaction. This research also contributes by identifying digital marketing strategies that are less than optimal



and providing recommendations for improving their effectiveness. The main objective of this research is to identify and analyze the marketing and innovation strategies implemented by PT Telkom Indonesia in maintaining and increasing their market share in the telecommunications industry. This research also aims to provide strategic recommendations for PT Telkom Indonesia to improve customer satisfaction and optimize their digital marketing.

## **Method**

The research methodology employed in this study is descriptive qualitative analysis. Pfeifer and Dolan [8] define the qualitative descriptive method as an approach that entails comprehensive investigation into individual experiences. This research employs a descriptive qualitative approach to gain a comprehensive understanding of customer experiences pertaining to the services provided by PT Telkom Witel Yogyakarta. The data was collected through in-depth interviews with two representatives of PT Telkom Indonesia and the analysis of 22 open-ended responses from questionnaires distributed to randomly selected customers of Telkom home internet service users in the Yogyakarta area. The data analysis was conducted using the thematic analysis method, with the objective of identifying the key themes related to customer perceptions of service quality, the factors that influence purchasing decisions, and the most effective marketing strategies. The validity of the data was enhanced through the triangulation of data from interviews and the analysis of questionnaire content. This research was conducted at PT Telkom Witel Yogyakarta between May and July 2024. While this research has provided an in-depth account of the customer experience, the limited number of samples may limit the generalizability of the research results.

## **Results and Discussion**

PT Telkom Indonesia (Persero) Tbk (hereafter referred to as "PT Telkom") is a state-owned enterprise (SOE) that is engaged in the provision of information and communication



technology (ICT) services and telecommunications networks in Indonesia. The Government of the Republic of Indonesia holds a majority stake in Telkom, representing 52.09% of the company's total share capital. The remaining 47.91% is held by the public. Telkom shares are traded on the Indonesia Stock Exchange (IDX) under the code "TLKM" and on the New York Stock Exchange (NYSE) under the code "TLK" [9].

Segmentation is the process of dividing a large, heterogeneous market into smaller segments that have similar needs, characteristics, or behaviors and can be reached more effectively. Kotler et al. [10] stated that market segmentation allows companies to customize products and services according to the unique needs of each segment. For example, in demographic segmentation, variables such as age, gender, income, and education are used to categorize consumers. Targeting is the process of evaluating the attractiveness of each market segment and selecting one or more segments to serve. Targeting strategies can vary from undifferentiated mass marketing to highly specific micro-marketing. According to Kotler et al. [10], differentiated marketing involves offering different products to each targeted market segment, while concentrated marketing focuses on one large segment or several small segments that have high profit potential. Positioning is the act of designing a company's offerings and image so that it occupies a unique and valuable position in the minds of target consumers. Kotler et al. [10] stated that effective positioning helps companies to create a competitive advantage by differentiating their products from competitors. The purpose of positioning is to ensure that consumers understand the uniqueness and benefits of the product compared to other competing products.

Segmentation or target market in general is the target of selling digital products or services to individual customers who have small and medium businesses in the Yogyakarta area. PT Telkom Witel Yogyakarta uses psychographic segmentation with an individual model that has a business. PT Telkom Witel Yogyakarta is categorized as using psychographic segmentation, because the company tries to meet customer demand and as a solution to customer needs. PT Telkom Witel Yogyakarta is divided into several sub-units



that are responsible for different customer groups, such as Enterprise service (Universities, Banks and several other companies), Government service (Government agencies such as the Education Office, Health Office and Village Office) and Business service (Schools and Micro Small Medium Enterprises). These units have differences related to their respective market segments, therefore there are differences in service achievement targets and customer characteristics that must be considered in product marketing. In accordance with the topic raised by the author, observations and discussions will focus on the segment of individuals who have small and medium businesses using the flagship products, namely Wifi Astinet, Indibiz and Wifi Station as a solution to the needs of customers in the hope of supporting their needs. Indibiz also provides a variety of digital business service solutions that can be used or utilized to create more business opportunities.

According to Kotler et al. [10] The marketing mix is an integrated set of marketing elements designed to attract customers, fulfill customer needs, and build customer relationships. The service marketing mix has marketing tools including 7Ps, namely product (product), price (price), place (place or distribution channel), promotion (promotion), people (people), physical evidence (physical facilities), and process (process). To fulfill the value proposition, companies must first create products that are able to meet market needs. The company needs to determine the selling price of the product (price) and how to provide it to target consumers (place). The company needs to attract attention and communicate the product to target consumers, as well as persuade them of the product's advantages (promotion). The people element shows that service quality is often closely related to the people who provide the service. The process element recognizes that the customer experience of a service usually involves a series of elements that are interconnected and occur throughout the interaction time. Services are intangible, so customers often have difficulty assessing the quality of these services. The physical evidence element refers to the importance of providing tangible evidence as an indicator of service quality in addition to intangible service attributes. Physical evidence can be the physical environment where





services are provided. To achieve a company's marketing objectives, an effective marketing strategy must combine all elements of the marketing mix into an integrated marketing plan

Telkom Witel Yogyakarta's target market is to expand the use of Indibiz service products by individuals who own small and medium-sized businesses, and enable them to get stable and quality internet access to support their activities. Indibiz services are designed to remain affordable for individuals who own small and medium-sized businesses, so as not to increase their operational costs. The use of comprehensive features such as digital business services and sales analytics can help businesses increase visibility, optimize sales processes, and improve customer experience. Additionally, Indibiz offers efficacious digital marketing services, including the formulation of optimal digital marketing strategies, the creation of digital content, the administration of social media accounts, and the implementation of search engine optimization techniques. Informed by this data, Indibiz's digital marketing services can help businesses efficiently reach target customers and increase sales results. Indibiz also offers high digital security solutions, such as cybersecurity threats, data protection, network monitoring, threat detection, and systems that are a top priority for businesses.

**Table 1.** Analysis of Interview Results

No	Question	Answer
1	Are there any competitors of Telkom Indonesia ?	There are G media, first media, citra net, and others. There are dozens of small and medium-sized internet service providers that generally focus on internet services only. Telkom, as a larger telecommunications company, has a competitive advantage as it can offer a range of digital products in addition to internet services.
2	What are the main pillars of Telkom Indonesia's competitive strategy in maintaining and increasing its market share ?	The Company will endeavor to become more competitive in terms of pricing and solutions offered, and improve the quality of customer service.

- |   |   |  |
|---|---|--|
| 3 | How does Telkom Indonesia utilize digital platforms such as social media, websites, and apps to strengthen brand presence and increase interaction with customers ? | One of Telkom's marketing strategies is to work with popular media, such as radio stations or websites with a significant number of followers, to increase brand visibility.   |
| 4 | How does Telkom Witel Yogyakarta measure the effectiveness of digital marketing strategies in increasing sales of its products and services ?                       | Can be measured using an impression or engagement interaction scale obtained from posts made on social media. If impressions and engagement increase every month. Then it can be ascertained that there is an increase in brand awareness. |

Source: Nurul, 2024

Based on the interview results in table 1 Telkom Indonesia, as a major player, faces competition from various internet service providers, both large and small scale. The company actively strives to offer more competitive prices and more innovative solutions to meet the increasingly diverse needs of customers. Telkom utilizes various digital platforms, such as social media, websites, and applications, to expand market reach and improve interaction with customers. Collaboration with popular media is one of the key strategies to increase brand visibility.

An increase in market power for a company can be achieved through the implementation of a positioning strategy. PT Telkom Indonesia's positioning demonstrates a robust and favorable public perception. This is demonstrated by Telkom's capacity to retain its status as a market leader, effectively garnering public trust through the provision of superior services, maintaining customer loyalty, and consistently prioritizing the quality of its products. Furthermore, Telkom provides assistance to MSMEs with the objective of enhancing productivity and optimizing potential for customers with small and medium businesses through the implementation of digital marketing strategies. Focusing on customer satisfaction is a top priority in maintaining market share and gaining customer trust. PT Telkom currently has products, some of which are included in digital connectivity, digital platforms and digital services. Products available at witel Yogyakarta include Indibiz,

ASTINet, wifi station, OCA (Omni Communication Assistant), netmonk, antarez, pijar school, and pijar advanced.

**Table 2.** SWOT Analysis of Company and Program

Strength	Weakness	Opportunity	Threat
The company's products are growing due to consumer demand	Limited accessibility or quality of services in some locations	Analyze market trends such as customer growth or telecommunication s industry growth.	Analyze competitors that could threaten Telkom's market share
The price set by the company is the same as other competitors, tends to be higher	Telkom has difficulty in targeting the right audience with their digital promotional messages, resulting in low response rates	Social media development can keep up with the times so that it becomes a place for digital promotion	
Identify Telkom products, such as the extensive telecommunications network, fast internet services, and various service packages offered.	Telkom has its limitations, such as sometimes unsatisfactory customer service, or high production costs.		

Source: Nurul, 2024

Table 2 shows the collaboration of Telkom Witel Yogyakarta data and the author's marketing mix analysis. The application of the 7P marketing mix to the company is that the company has an advantage in providing programs that have many benefits for workers in Indonesia. Every service offered by the company to customers and agencies has a price that suits what is needed. The company's social media needs to be improved in order to attract a large audience. Identify weaknesses in distribution, such as limited accessibility or service quality in some locations (Place). Telkom employees have a team of technicians who have undergone intensive training in handling network problems, ensuring high expertise in handling complex situations (people). The use of the My Indibiz application for network



monitoring (process) can be easily accessed by customers and the accuracy of fast service in overcoming network problems (Physical Evidence).

The promotion strategy used by Telkom Witel Yogyakarta is promotion through Personal Selling and Digital Marketing. Personal Selling Strategy that the Business Service division of PT Telkom Witel Yogyakarta assigns an Account Manager (AM) who acts as an intermediary between the company and the customer. The Account Manager (AM) is also responsible for promoting product sales in personal selling by taking an attractive self-approach to convey promotions in an easily accepted manner when offering products and solutions according to customer needs. In personal selling, the interaction between AMs and related customers is individual and involves two-way communication, which allows AMs to directly hear responses from customers regarding the needs and views of customers. Meanwhile, digital marketing is carried out through the expansion of coverage using a direct approach to consumers and the utilization of social media platforms. Digital platforms have been widely optimized across various media to increase brand awareness. Interaction with customers is done through content creation on platforms such as Instagram, TikTok, and YouTube. Video testimonials from customers are recorded twice a month with the objective of developing a relationship-oriented strategy with customers. This is achieved by conducting visits and interviews with customers to ascertain their experiences with Telkom's product and service offerings. These interactions have been demonstrated to contribute positively to social support, which can in turn lead to improvements in the overall sales process. The incorporation of social media features, such as comments and shareable video content, can enhance customer engagement with the brand.

A total of 22 respondents completed a structured questionnaire distributed via Google Form. The data set was subjected to preliminary verification to eliminate any invalid data points that could potentially bias the results of the subsequent data analysis. This research was conducted with the objective of providing insight into the characteristics of the sample population.

**Table 3.** Questionnaire Frequency Results

Item	Yes	No
Do you often get information about product promotions on social media (Instagram/Tiktok/Facebook/Youtube) ?	14	8
Do Telkom Witel Yogyakarta's promotions attract your attention compared to competitors' promotions ?	17	5
In your opinion, how clear is the information conveyed in the promotion of Telkom products through social media ?	18	4
Does the promotion of Telkom products influence your decision to use the product ?	16	6
Are you satisfied with the quality of the products or services from Telkom that you use ?	14	8
Do you feel that Telkom products fulfill your daily communication and entertainment needs as an internet service provider ?	19	3
Do you experience any difficulties in using Telkom products ?	5	17
Does the price offered by Telkom influence your decision to keep using their services ?	19	3
Do you feel that the price of Telkom products is in line with the benefits you get ?	18	4
Are you satisfied with the service provided by Telkom staff or customer service ?	20	2

Source: Nurul, 2024

As evidenced by the data presented in the table, the majority of respondents (over 50%) report regularly accessing product promotion information through social media. This suggests that social media has become the primary avenue for Telkom Witel Yogyakarta to engage with consumers. Moreover, the survey results indicate that the promotions conducted by Telkom Witel Yogyakarta are perceived as interesting and informative by the majority of respondents. The information provided in the promotional material is deemed sufficient to influence purchasing decisions. This demonstrates that the promotional activities conducted by Telkom have been successful in capturing the attention of consumers. Furthermore, the



level of consumer satisfaction with the quality of Telkom products and services is also high. The majority of respondents indicated that Telkom products meet their daily communication and entertainment needs. This suggests that the quality of Telkom products and services has aligned with consumer expectations. While the majority of respondents expressed satisfaction with the price of Telkom products, a minority indicated that the price did not align with the perceived benefits. Moreover, although the majority of respondents expressed satisfaction with the services provided by Telkom staff or customer service, a subset of respondents reported experiencing challenges in utilizing Telkom products. The implementation of the other 7P marketing mix for the company is that Telkom has limitations, such as customer service that is sometimes less than satisfactory, or high production costs. Having difficulty in targeting the right audience with their digital promotional messages, resulting in a low response rate (Promotion). Limited accessibility or quality of service in some locations (Place).

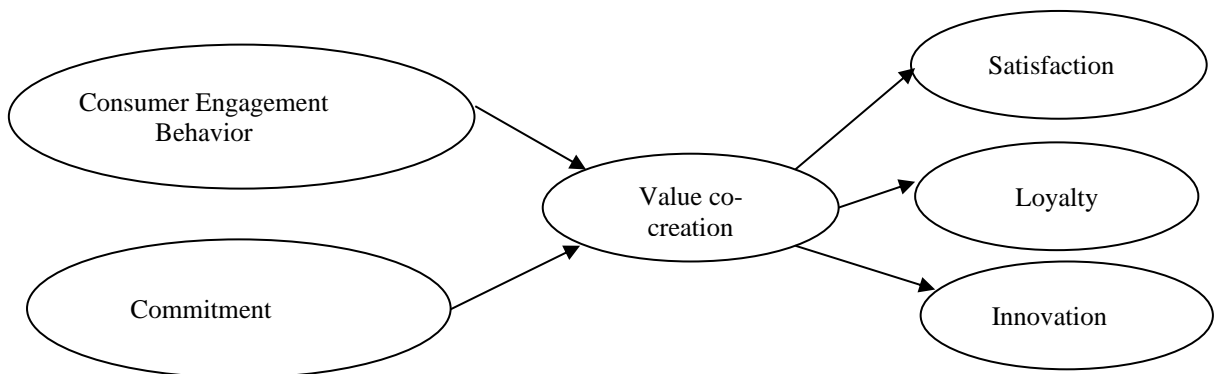
Telkom Marketing Content Innovation program in the marketing field aims to create interesting and innovative content to strengthen relationships with customers. With a creative approach to content creation, Telkom can expand its brand reach, increase interaction with consumers, and improve understanding of its products and services. The program encourages collaboration between various teams within Telkom to produce interesting and relevant content, thus strengthening Telkom's brand image as an innovative and quality service provider. How to implement the Telkom Marketing Content Innovation Program, Telkom can approach by combining creativity and collaboration between teams and establishing structured content planning.

Value co-creation is a process that begins to take shape when customers interact with a company's products, services or brands, and has major implications for the ways in which organizations understand and act on their relationships with customers. The marketing context of co-creation has become increasingly important in recent years, with social media playing an important role in the co-creation process. This approach is facilitated by



platforms, such as social media, that enable interactive and collaborative processes between companies and consumers. Value co-creation is facilitated through collaborative interactions between different parties and business communities. This process can strengthen network effects and encourage collaborative and competitive relationships [11][12]. Collaboration can extend the reach of a new product or service and increase its value to users. The more users involved in the network, the greater the value created. Telkom Indonesia implements collaboration, adaptability and competence. Telkom has launched a corporate culture activation program, where unit leaders act as role models as well as key drivers in the corporate culture activation program.

The relationship between social media use and co-creation found that social media platforms can be used to facilitate the co-creation process, allowing consumers to participate in value creation along with the company [13][14][15]. The importance of social media platforms in facilitating the co-creation process and the need for businesses to effectively utilize these platforms to interact with consumers. This approach has proven effective in promoting brand loyalty and customer engagement. Collaboration with customers on design will lead to better product and service quality. Co-design in value co-creation is a collaborative process where customers actively participate in the design and development of the product or service. Customers can be involved in co-design by sharing their experiences in using the products or services offered by the company. Customers contribute in various forms of input and things that are suggestions or criticism. This engagement can lead to the development of trust and brand loyalty, as well as the formation of brand communities where consumers actively participate in value creation practices.



Source: Botti, 2017 [17]

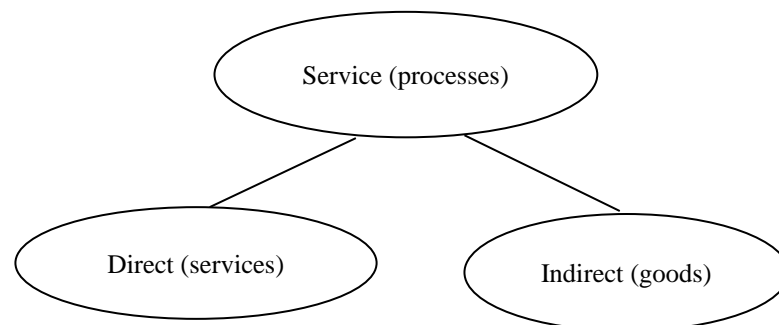
**Figure 1.** Visual Theory of Value Co Creation

Value co-creation is defined as collaboration between customers and suppliers in various activities to develop new products or services. This process transforms customers from passive audiences to active partners who cooperate with the company [16]. Telkom in implementing the concept of value co-creation can be focused on collaboration with customers through interactive digital platforms. Telkom can develop applications and services that allow customers to participate in the development of new products and services, provide feedback, and share their experiences. For example, Telkom can hold online discussion forums, idea competitions, or live feedback sessions supported by AI technology to analyze customer needs and preferences in real-time. By facilitating this interaction, Telkom not only increases customer satisfaction and loyalty but also gains insights for continuous innovation, which can increase overall value for customers and the company.

Service Dominant Logic (SDL) is a theoretical framework that emphasizes the importance of service in all exchanges, as it represents the application of knowledge, skills, and competencies for the benefit of the interacting parties. SDL has significant implications for marketing practice, as it shifts the focus from a product-centered strategy to a more service-oriented perspective [18][19]. Social marketing is interpreted as the application of



common marketing methods and resources to influence people's behavior voluntarily with the aim of improving their quality of life. This approach encourages exchanges that interest the target audience and can be identified as various forms of exchange that can be analyzed by behavioral science and integrated with SDL principles. Service Dominant Logic (SDL) can influence customer loyalty by emphasizing the importance of service in value creation. This view suggests that value is co-created through interactions between providers and customers rather than embedded in goods alone. This approach is particularly relevant, where the quality of relationships and trust can be more important than the quality of the product itself [20]. Telkom can implement its SDL strategy by building closer and more collaborative relationships with customers through personalized services and ongoing interaction. Telkom can provide integrated communication solutions tailored to each customer's specific needs, as well as offer ongoing technical support and consultation to ensure optimal use of their services. The concepts of value co-creation and Service-Dominant (S-D) Logic are closely related to content creativity in Telkom's marketing programs. Telkom will create value together with customers through various means, including by creating creative and relevant content. The concepts of value co-creation and S-D Logic are closely related to content creativity in Telkom's marketing programs.

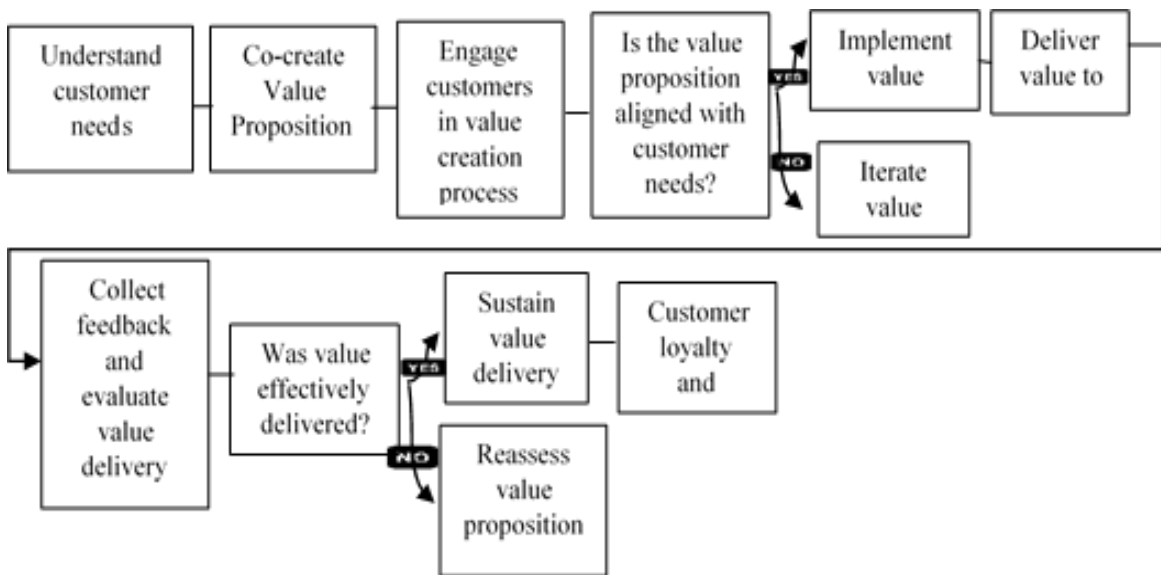


Source: Kowalkowski, C. [21]

**Figure 2.** Visual concept of Service Dominant Logic

Telkom Marketing Content Innovation Program is a strategic innovation that aims to develop and optimize the company's creative content. This program can be done by taking

an approach by combining creativity and collaboration between teams and establishing structured content planning. An important goal of the Telkom Marketing Content Innovation Program is to maximize the use of social media and websites to increase brand and product awareness, as well as the growth of social media accounts and increase the number of engaged customers. The company can conduct evaluation report results every month and analyze social media content that has the highest interaction.



Source: Nurul, 2024

**Figure 3.** Visualization of Telkom Marketing Content Innovation Program Satisfaction Concept from Value Co-Creation Theory

The use of social media platforms represents a cost-effective means for companies to expand their promotional reach and audience network. Digital marketing affords companies the opportunity to interact with customers in a multitude of locations, enhance operational efficiency, and optimize the utilization of resources. The following section presents a selection of innovative solutions that have been developed.

## CONTENT CALENDAR JULI

SENIN	SELASA	RABU	KAMIS	JUMAT	SABTU	MINGGU
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18 Cek khidmat Indibiz Feed	19 Apasih Bedanya Feed	20 Tebak Gambar Feed	21
22 Kenapa Harus Indibiz? Feed	23	24 Jaringan Lelot adalah Maut Feed	25	26 Tebak Kata Feed	27	28
29	30	31				

**CATATAN**

- Konten Hero
- Konten Hub
- Konten Hygiene

Source: Nurul, 2024

Figure 4. Content calendar July

The following is an example of content developed and uploaded to Instagram.



Source: Nurul, 2024

Figure 5. Developed content

Planning relevant and interesting content can certainly bring significant added value to the audience. The target to increase the effectiveness of using the Instagram platform, should use content formats that include image posts, because it can be easy to read an information or message visually to convey to the audience. Supporting content formats can add videos, infographics, website articles, and other interactive content. The goal is to reach and fulfill the diverse preferences and styles of consumers in consuming information.



Source: Nurul, 2024

**Figure 6.** Evidence of Instagram Performance Improvement after Telkom Marketing Content Innovation Program Strategy

The program successfully increased the number of impressions and followers during the period May 2024 - July 2024. Instagram performance evaluation is also an important part of the digital marketing strategy implemented. The indibiz.yogyakarta Instagram account recorded several key metrics, including an increase in the number of followers to 5,071, the number of impressions reaching 35,244, and significant interactions totaling 2,711. During the period, the content produced included 51 posts, consisting of 22 feeds and 29 Instagram reels. This performance analysis not only helped in identifying areas for improvement but



also in maximizing interactions and impressions to support an overall increase in product sales.

## Discussion

Utilizing digital and social media platforms, Telkom will optimize content distribution to increase brand visibility, drive user engagement, and expand its audience reach. Telkom can monitor and analyze content performance by creating reports every month, through data and account impressions obtained from social media platforms to identify trends, measure campaign success, and improve content strategies for the future. In the context of marketing, brand image plays an important role because it reflects consumers' attitudes towards a brand, including their beliefs and preferences. A positive brand image is a significant predictor of consumer purchasing behavior. Consequently, a favorable brand image can enhance consumer confidence in the company, which in turn can stimulate increased sales and customer loyalty [22]. Based on this understanding, companies can work with customers to create relevant value. The involvement of customers in the value creation process is intended to guarantee that the resulting product or service aligns with their expectations and requirements. The value that has been created and implemented or delivered to customers. Feedback from customers is collected to evaluate the effectiveness of value delivery. Evaluation is done to find out if the value is delivered effectively. If not, then the value proposition should be reassessed. If the value is delivered effectively, the next step is to sustain the value delivery. Sustained value delivery will result in customer loyalty and advocacy.

Telkom's social media accounts are also used as digital marketing media. Perceived social media marketing activities have a significant positive influence on both consumer-based brand equity and brand experience [23]. This relationship is influenced by brand experience, which means that social media marketing activities can first bring about a positive brand experience, which further increases consumer-based brand equity. Brand



Equity is a term used in marketing to describe the added value possessed by a brand. This concept states that a strong brand has more value than a generic product or service. Customers are often willing to pay more for products with brands they know and trust. It is for this reason that Telkom's social media accounts are important for companies to illustrate the added value that a brand has. Strong brand equity can provide several benefits for companies, such as increasing competitiveness, strengthening brand loyalty, and increasing profits. Telkom's social media accounts serve as a strategic platform to build and communicate brand equity. Through engaging, informative and interactive content, Telkom can create a positive brand experience for customers. For example, Telkom can use social media to showcase customer testimonials or provide updates on their innovations and services. These interactions not only make customers feel more connected to the brand, but also reinforce positive perceptions of Telkom. In addition, social media allows Telkom to respond quickly and effectively to customer feedback and complaints, demonstrating their commitment to customer satisfaction. Quick responses and satisfactory solutions can increase customer trust and loyalty, which are important components of brand equity. Social media is becoming a key tool in digital marketing strategies to build stronger relationships with customers and increase their brand value. Harnessing the power of social media accounts, properly managed not only serves as a communication channel but also as a tool to create real added value for customers. Through a focused and integrated strategy, Telkom can ensure that they remain the first choice for customers in the telecommunications industry. To increase Telkom's competitiveness in an increasingly competitive market can also strengthen brand loyalty, and increase company profits.

The implementation of value co-creation is an important strategy to improve customer experience. Involving customers in the value creation process, companies can create more meaningful, memorable experiences, and encourage the formation of mutually beneficial long-term relationships [24]. Value co-creation amplifies the positive impact of the online customer experience. It can occur through a variety of ways, such as involving



customers in the development of new products or services or providing opportunities for customers to personalize their experiences. Customers who are involved in value co-creation tend to perceive greater value from a brand. This happens because customers feel that they have contributed to the products or services they use. The process of value co-creation can foster a positive attitude towards the brand. Interaction and collaboration with the company can create feelings of pleasure, pride, and connection with the brand. Shared value creation can improve the quality of the relationship between customers and brands. Through collaboration, trust and stronger emotional attachment can be established. In addition, the active participation of customers in these activities not only enriches their experience but also provides companies with valuable insights into customer preferences and needs. Companies using this strategy, to utilize social media and other digital platforms to create collaborative spaces that enable dynamic and constructive interactions between customers and companies. Telkom can build a shift that focuses not only on delivering quality services but also on empowering customers as partners in product innovation and development.

The main advantage of social media platforms for companies is the increased brand equity for companies to reach a wider audience [25]. Social media provides an opportunity for direct interaction with customers, allowing companies to respond to feedback and questions directly, to increase customer satisfaction and loyalty. Social media features the use of analytics tools to track the performance of marketing campaigns, so that companies can measure the effectiveness of their strategies and make necessary adjustments. Social media is a platform for companies to run marketing campaigns through up-to-date creative content to enhance engagement with the audience and build a strong community for the company. The practice of value co-creation positively influences engagement on social media by encouraging interactions that result in popularity, commitment and virality [26].

Telkom Marketing Content Innovation Program to run effectively, it is important for the marketing team to have an understanding of creativity in the latest trends and be able to tolerate with the products and services being promoted. Achieving such a design can require



analysis and the ability to adapt to rapid changes in consumer trends. Although the digital marketing program is implemented online, it can implement Standard Operational Procedures (SOPs) on how to maintain interaction with the audience on social media in order to maintain an informative and meaningful image. The marketing team can conduct performance monitoring for each campaign implementation on the product or service and implement the goals to be achieved. To ensure the success of Telkom Marketing Content Innovation Program, it is very important to involve all relevant departments in the company. Collaboration between the digital marketing team and the designer team as the one who creates the form of visual content on Instagram.

Value co-creation involves collaboration between customers and suppliers in various activities to develop new products or services. This collaboration has the dual effect of transforming customers from passive audiences to active partners and of producing products or services that are better suited to customer needs and wants. The value co-creation process involves co-design, co-ideation, and co-development of new products and service [27]. The terms co-design, co-ideation and co-development refer to the partnership between consumers and producers in the process of creating new products and services. Co-design, this process actively involves customers in the process of designing new products or services. Co-ideation refers to the collaborative creation of ideas between customers and manufacturers. Co-development involves the joint development and refinement of a new product or service by both parties, the customer and the manufacturer. These activities transform customers from passive recipients of information to active partners, resulting in a customer-centric marketing strategy.

Collaboration can expand the reach of a new product or service and increase its value to users. The more users involved in the network, the greater the value created. Telkom Indonesia already has co that reflects the concept of Value Co-Creation. First, AKHLAK Core values, Telkom has implemented AKHLAK core values (Amanah, Kompeten, Harmonious, Loyal, Adaptive, and Collaborative) as part of their corporate culture. These





values reflect several aspects of Value Co-Creation, such as collaboration, adaptability, and competence. Corporate Culture Activation Program: Telkom has launched a corporate culture activation program, where unit leaders act as role models as well as key drivers in the corporate culture activation program. This reflects the concept of co-design and co-development, where all employees are involved in the process of internalizing the corporate culture. Sustainable Transformation: Telkom has released their 2023 Sustainability Report which provides data and information on economic and environmental, social, and governance (ESG) performance and sustainable development goals (SDGs). In the steps towards transformation, Telkom carries out its business activities while consistently implementing ESG-based sustainability initiatives to achieve superior performance in the future. Telkom has made a commitment to transform into a leading digital telco in the last three years. Telkom sees this digital potential as a great opportunity to continue to support equality and improve the quality of ongoing digitalization. on customers (customer-centric marketing strategy).

Value co-creation differs from traditional ideation where new ideas only come from the company's internal teams Co-ideation in value co-creation refers to a collaborative process where multiple parties jointly generate and develop new ideas [28]. Multiple parties may refer to: customers and producers (companies), customers and other customers (crowdsourcing), and employees from different departments within the company. The co-ideation process aims to gather diverse perspectives and experiences from the participants, encourage creativity and innovation in the development of new products and services, identify unmet customer needs and wants. Some methods that can be used for co-ideation include brainstorming, workshops, online forums, and idea competitions. Through co-ideation, companies can tap into the collective pool of knowledge and creativity to come up with better and more innovative ideas than if they were working alone. Telkom involves its consumers in co-ideation to implement the company's value co-creation through various methods, both digitally through social media and through direct interaction. Through direct



meetings Telkom can hold Focus Group Discussions (FGDs) involving consumers from various market segments to get input and ideas directly from them regarding new products or services. These FGDs are usually held periodically and facilitated by Telkom's research team. Telkom can also hold workshops that involve customers in the process of brainstorming and co-creation of new products held by Telkom. In this workshop, consumers work together with the Telkom team in developing new concepts and features. Telkom also organizes events or roadshows in various cities to interact directly with customers. At these events, customers are invited to provide ideas and feedback directly to the Telkom team. This is also an opportunity for customers to take a closer look at new products and services that are being developed. Telkom established a consumer advisory board consisting of loyal customers or active users of Telkom. The council meets regularly to provide strategic advice and innovative ideas, assisting Telkom in decision-making regarding new products and services. Through social media, Telkom can hold idea and suggestion contests, Telkom often holds contests on social media platforms such as Instagram, Twitter, and Facebook, where customers are invited to provide innovative ideas related to new products or services. These contests usually offer attractive prizes for the best ideas, which encourages active participation from users. Telkom also builds online communities or open discussion forums on social media or specialized platforms, such as My Telkom Community, where consumers can share ideas, provide feedback, and discuss directly with Telkom's product development team. Telkom collects opinions and ideas from consumers regarding the features or services they want in the future by using polling or survey features on social media, This helps the company to understand customer needs and preferences directly. Telkom holds live Q&A sessions or webinars on platforms such as Instagram Live, YouTube, or Facebook Live. In these sessions, consumers can interact directly with Telkom experts or executives, share ideas, and provide constructive suggestions.

The concept of value co-creation has become increasingly important in the modern business world. This concept emphasizes the importance of collaboration between service



providers and customers in developing products and services that meet customer needs and expectations. Co-development is one of the main strategies to achieve value co-creation. Co-development in value co-creation involves interaction between service providers and customers in developing service concepts. This process is based on knowledge of customers' needs, expectations and past experiences [29]. The goal of co-development is to create value for service customers by ensuring that their needs, aspirations and preferences are met. The co-development process aligns service providers and customers to achieve customer satisfaction and desired outcomes. Telkom Indonesia has implemented the co-development aspect of value co-creation in several ways. For example, in the Broadband Learning Centre program, Telkom involves the Small and Medium Enterprises community in this program. They conducted observations and interviews to obtain data from PT Telkom regarding the strategies they implemented for the Broadband Learning Center program. This is an example of how Telkom works with its customers to develop better services. Another example is Innovillage, Telkom invites students to develop creative ideas, hone innovative skills, and realize their potential in creating solutions that have a positive impact on society.

Shared value creation positively impacts brand loyalty through increased understanding, trust, perceived value, economic benefits, interpersonal interactions, perceived brand image, and emotional and functional experiences [30]. Value co-creation positively affects brand loyalty across industries in various ways. Firstly, it facilitates comprehension and familiarity with the product or service. When customers are actively involved in the value co-creation process, they gain deeper insights into the company and its offerings, which ultimately contributes to brand loyalty. This involvement enhances the brand experience and gives consumers more control, meeting personalized needs and preferences so as to strengthen brand loyalty. Secondly, the establishment of trust and value within the organization may occur as a result of customer participation in the co-creation of value, which may subsequently influence brand loyalty through the formation of brand trust. A high level of brand trust facilitates the acquisition of additional benefits and perceived



value, thereby facilitating the formation of brand loyalty. Third, profit and satisfaction through value co-creation companies can utilize valuable resources brought by consumers which leads to economic return and customer satisfaction which can increase brand loyalty. Fourth, interpersonal interactions and repeat purchases (customer participation behavior), such as comments and interactions in the online shopping environment, can enhance customer perceptions of experience value. This, in turn, can stimulate repeat purchases and recommendations, thereby increasing brand loyalty. Five, active customer participation in shared value creation activities has the potential to enhance perceptions of various elements of the company's brand image, stimulate interest in shared value creation, and influence brand loyalty. This participation encourages good relationships and trust between consumers and brands which can further increase brand loyalty.

In addition to in-person meetings, social media can also be used for value co creation. Social media can strengthen value co-creation by allowing consumers to engage in certain interactive experiences and activities associated with a brand [31]. Value co-creation can increase the effectiveness of social media marketing. Effective social media marketing encourages customers to participate in value co-creation activities, thus creating a customer-centric marketing strategy. This engagement can lead to the development of brand trust and loyalty, as well as the formation of brand communities where consumers actively participate in value creation practices. This engagement is triggered by social media design features. A company's attractive social media design can make consumers interested in finding out more about the company. Social media also facilitates interactions between consumers and consumers with sellers. These interactions positively influence social support, which aims to improve the quality of the relationship between consumers and brands. Social media encourages consumer engagement by involving them in interactive experiences and activities related to a brand [32]. The concept of value co creation exerts a significant influence on brand attachment, particularly in the context of online brand communities. The collaborative nature and quality of the interaction within these communities has been



identified as a key factor in fostering brand attachment. This highlights the importance of fostering strong and interactive online communities through social media platforms as a means of enhancing brand attachment and value creation. Consumer and seller interactions in social media provide meaningful feedback and information related to products and services [33]. These interactions contribute positively to social support, which can improve the overall sales process. Social media features such as comments and videos of content shareable by customers can strengthen their engagement with the brand.

Social media is used as a strategic tool to build strong brand awareness and a positive image among consumers. Brand image has an important role in influencing consumer purchasing decisions. When consumers have a positive brand image, they are more likely to choose that product or service [34]. This includes interpersonal interactions with customers, receiving and responding to feedback, and advocating through the promotion of their products and services. Telkom can implement this strategy by developing programs that not only focus on providing innovative telecommunications services, but also contribute to social development. For example, Telkom can create a digital platform called supporting distance learning in remote areas, which not only improves access to education but also expands their service coverage. Through collaboration with communities and customers, Telkom can identify pressing social needs and develop relevant service-based solutions. In addition, Telkom can conduct training and digital skills development programs for local communities, which help improve their ability to use information and communication technology. By involving the government and educational institutions, Telkom can ensure that the solutions developed can meet the needs of the community. This program not only increases customer trust and loyalty, but also strengthens Telkom's image as a company that cares and is committed to sustainable social development. In this way Telkom not only creates economic value but also delivers significant social impact, strengthening their position as a leader in social innovation and services. The implementation of SDL in



Telkom's strategy allows the company to continue to innovate while still focusing on the benefits and value felt by customers and society at large.

Value co-creation theory can be integrated with the concept of Service Dominant Logic (SDL), which emphasizes the collaborative process of creating value through the integration of resources from various service systems. These interactions occur within an evolving service ecosystem, which is comprised of a number of interrelated factors [35]. SDL is a fundamental basic service concept of exchange and value is co-created through interactions between producers, consumers, and partners. This view can motivate companies to apply a systematic and adaptive perspective to the market exchange process that aims to improve service quality and realize value co-creation. The integration between value co-creation theory and SDL can be implemented through the development of a digital ecosystem that enables intensive collaboration between customers, employees and business partners. Telkom can develop an online platform that allows customers to share their feedback, ideas and experiences with the service directly. In addition, it can utilize digital technology,

Service dominant logic (SDL) can emphasize the role of services and the concept of shared value creation in the customer experience. This perspective shifts the emphasis from the product as the primary motivator of exchange to the delivery of services that align with the unique requirements and preferences of customers [36]. SDL's contributions to the customer experience include SDL shifting the focus from products to services, emphasizing that value is created through interaction and meeting customer needs. SDL views the customer experience as a comprehensive whole, which goes beyond the meeting point between the customer and the brand, and involves interactions with various parties in the brand network and community [37]. The process of experience management is often perceived as a challenging and expensive undertaking. Furthermore, SDL underscores the significance of customer experience in the context of interactions. A successful customer experience should possess a personal significance, present a novel aspect, include an element of surprise, offer new insights and opportunities for learning, and actively engage customers.



Telkom can strategize an approach based on the principles of SDL to significantly improve customer experience. By leveraging its digital platforms, such as mobile apps and websites, to provide services that better meet customers' individual needs. For example, Telkom could provide personalization features that allow customers to set their own preferences, such as customized notifications or service recommendations based on their usage history. In addition, it can increase interaction between customers and brands by holding community discussions that facilitate the exchange of information and ideas between customers. Or conduct service surveys to customers as solutions and feedback for the company to improve quality and service. By ensuring the customer experience is personalized, meaningful, and satisfying, the company can strengthen customer attachment to the brand and encourage active participation in value co-creation. Through this approach, Telkom can create a customer-friendly environment that focuses on service and strengthens long-term relationships with customers.

This research uses a descriptive qualitative approach to analyze the digital marketing strategies and innovations implemented by PT Telkom Indonesia, with a particular focus on the application of Value Co-Creation (VCC) and Service Dominant Logic (SDL) strategies. This method proved effective in gaining a comprehensive understanding of the ways in which these strategies enhance customer loyalty and reinforce the company's competitive advantage in a challenging market. However, it should be noted that the qualitative nature of this research may limit the generalizability of the findings to a wider population. It must be acknowledged that the results may not be fully representative of the broader dynamics of the telecommunications industry, given that the data used is limited to PT Telkom Witel Yogyakarta. Furthermore, this research does not fully consider external factors, such as changes in government policies or new technological developments, that may affect the effectiveness of the strategies analyzed. Therefore, it is recommended that future research employ a mixed approach that combines qualitative and quantitative data and conduct comparative studies with other companies in the industry to provide a more comprehensive



understanding. Nevertheless, this research makes an important contribution to understanding effective digital marketing strategies in the telecommunications industry and offers practical recommendations for further optimization.

## **Conclusion**

Telkom Marketing Content Innovation Program is a digital marketing program that aims to create and disseminate unique, interesting, and innovative content. The program is designed to strengthen relationships with customers through a creative approach that focuses on providing relevant, entertaining, and useful information. Prioritizing creativity in every content produced, the program seeks to increase customer engagement and loyalty, while strengthening Telkom's brand image in the community. The short-term goal is to build customer knowledge and consumer trust in the Telkom Witel Yogyakarta brand through active and targeted online marketing activities, while the long-term goal is to increase brand awareness and increase sales of Telkom Witel Yogyakarta products by utilizing effective and integrated online marketing. The party responsible for the Telkom Marketing Content Innovation program is the Digital Marketing Mentor. The program was implemented over a period of 3 months with targeted content on social media arranged in a more structured and clear manner through the application of pillar content in the creation of content briefs prior to the creation of the content. This approach ensures that each post has a specific purpose and is relevant to the intended audience and supports the overall marketing strategy. The objective of this digital marketing program is to enhance the attractiveness and structure of social media accounts. This will be achieved by categorizing content in a clear and structured manner, aligning it with the intended categories and targets. Additionally, a consistent posting schedule will be established, delineating the specific time and date for each content type to be published on social media. The theoretical framework that provides a basis for this approach is the theory of value co-creation with SDL (Service Dominant Logic). This theory highlights the significance of collaboration between organizations and customers in





the generation of shared value. It emphasizes that customers are not merely passive recipients of services but rather active partners in the development of products and services. Companies applying this concept can better understand customer needs and preferences, so they can provide more relevant and high-value solutions.

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