



Journal of Innovation, Business and Entrepreneurship

Online Journal - Bachelor of Entrepreneurship
School of Business and Management - ITB
E-ISSN: 2549-4295

ANALYSIS OF EXPECTED BENEFIT IN MII CO-CREATION

Dikal Radian Maulana and Amilia Wulansari
School of Business and Management
Institut Teknologi Bandung, Indonesia
dikal.radian@sbm-itb.ac.id

Abstract. Fashion industry is included in the top three industry which contribute to national domestic product (GDP) and become the highest contributor in export sector that means fashion industry have high productivity in Indonesia. Throughout the years, the way how the companies perceive their customers has changed, shifting the role of customers from passive to active in the innovation process. Consumer role during the innovation process leads to “co-creation”. Co-creation is the interactions between companies and consumers in order to co-create value. To invite customers for joining the co-creation activity, a company need to know what customers expected benefit from this activity. Mii is a fashion company that want to put co-creation with their customers in their business process as a value proposition and they need to know what is benefit expected by the customers so they can provide their expectation. This research using qualitative method with semi-structured questions to know what benefit expected by Mii’s customers from co-creation activity. The result of this research is the benefit expected by Mii’s customers that can be provided by Mi and put it in Mii’s value proposition. From the co-creation activity Mii’s customers want to learn about Indonesia culture or phenomenon, learn to make a story, make a moodbard, make product together, learn about tenun fabric, learn about fashion material, collaborate with Mii and other customers, gain network and link, showing their capabilities, and their name mention in the story of the product.

Keywords: business process, co-creation, customer co-creation, expected benefit, value proposition

Introduction

Creative Economy is one of the sectors that is expected to be new national economic power in the future, along with the increasingly degradation of natural resources every year. According to Bekraf’s report in 2017, from sixteen sub-sectors in Indonesia’s creative economy, the top three of them which contribute to national gross domestic product (GDP) are culinary (41,69%), fashion (18,15%), and craft (15,70%) as shown on figure 1.1.

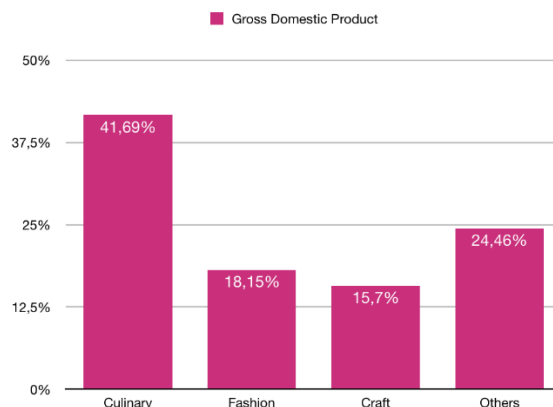


Figure 1 Gross Domestic Product (GDP)

Minister of Industry Indonesia, Hartarto (2017) said that the fashion industry contributes greatly to the country's foreign exchange, national gross domestic product and employment. According to statistical data and survey result of creative economy from Badan Ekonomi Kreatif (Bekraf) and Badan Pusat Statistik (2017) as shown on figure 1.2, fashion sector is the highest contributor in export sector (56%).

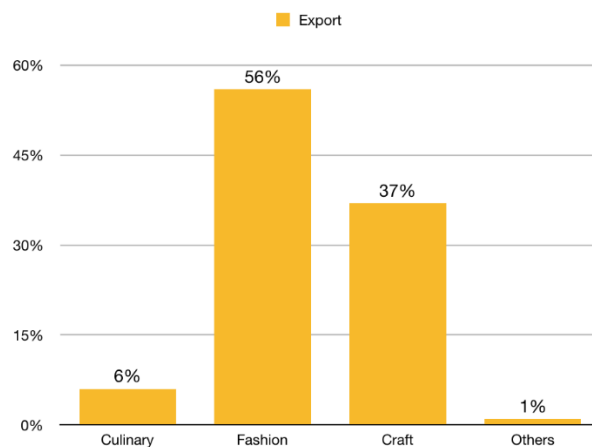


Figure 2 Export Sectors in Creative Economy

Fashion industry is included in the top three industry which contribute to national domestic product (GDP) and become the highest contributor in export sector that means fashion industry have high productivity in Indonesia because GDP is measuring the total output of goods of a state during a certain period time (Tjukanov, 2011) and have potency in global market outside the country's economic territory.

As a contributor in creative economy, fashion companies need to take their creativity as their advantage. With being creative a company can grow its revenue, gain market share and have a better competitive leadership and thereby involves their customers to achieve their goals (Forrester, 2014). From a study made in 2016, 90% of CEOs put customers and clients as their top priorities while implementing a strategy and 27% of these CEOs believe that their customers are looking for a relationship with organizations that address wider stakeholders needs. This figure has been presumed to be 44%, in the next five years (PricewaterhouseCoopers, 2016).

Throughout the years, the way how the companies perceive their customers has changed, shifting the role of customers from passive to active in the innovation process (Prahalad and Ramaswamy, 2004). Consumer role during the innovation process leads us to "co-creation", Prahalad & Ramaswamy (2004) defined it as the interactions between companies and consumers in order to co-create value. According to Hoyer et al., (2010), the successful co-creation process can give positive outcomes for customers and companies allowing the company to gain a competitive advantage. The firm's efficiency can increase and gained productivity, while improving its effectiveness towards the customers as the co-created products should fit their expectation. Co-creation allows the company to enhance the relationship with its customers by providing them satisfaction (Hoyer et al., 2010). Consumer co-creation represents an attractive approach for companies for a variety of reasons. In particular, ideas generated through co-creation will more closely mirror consumer needs. (Hauser, Tellis, and Griffin 2006).

To invite customers for joining the co-creation activity, a company need to know what customers expected benefit from this activity, according to Blau's (2004) social exchange theory holds that people who put more effort into an activity - such as co-creating customers - are motivated by the expected returns, based on Verleye (2014) expected co-creation returns or benefit by the customers divided into six (6) categories.

The output from customer co-creation is value. In Business Model Canvas (BMC) by Osterwalder & Pigneur (2010), from nine blocks that show how company work to make money, there is one particular block that describes the value offered by the company, that is Value Proposition. In Osterwalder et al's (2014) book, value proposition describes the benefits customers can expect from the product or service offered by the company,

Mii has only been running for two (2) years now and has been launched two (2) collections. Mii first collection was released in December 2016. In first collection, Mii release three (3) articles products is

using full tenun fabric as its material. The first collection was sold out in June 2017, the amount produced in first collection is thirty-six (36) pieces. We can tell that each month on average the products sold five (5) pieces. Mii second collection was released in December 2017 and also release three (3) articles. The second collection is not sold out yet but until June 2018 it was already sold for fifty (50) pieces. We can tell that each month Mii can sell eight (7) pieces. It was sold more than the first collection each month.

Table 1 Mii's Product Sold

	1 ST COLLECTION	2 ND COLLECTION
TIME (month)	7	7
SOLD (pieces)	36	50
AVERAGE (per month)	5	7
REVENUE (x1000)	14.400	16.980

The reasons why Mii want to do co-creation with their customers is because they experienced that occurrence in sales report when they listen to their customer opinions about the first collection and then in the second collection Mii is implementing what their customers recommended them to do. That is to use less tenun fabric on their products so the customers can wear them without worried more about the tenun fabric in their clothes damaged.

This study has an objective to:

1. To know what are expected benefit by the customers that can be implemented in Mii's value proposition

Theoretical Foundation

The connection between the company and the customers is seen as an exchange of knowledge and skills as well as services in which a value is co-created (Vargo and Lusch, 2004). Co-creation is about joint creation of value by the company and the customer and a joint problem definition and problem solving (Prahalad & Ramaswamy, 2004). According to Prahalad & Ramaswamy (2004), co-creation is a joint creation of value by the company and the consumers also allowing consumers to co-construct the experience to suit their context and this is could incorporate a joint problem definition and solving as well as an active dialogue and co-construct personalized experiences. Piller et al., (2010) connect the customer co-creation to the overall process by explaining that the "customer co- creation denotes an active, creative and social collaboration process between producers (retailers) and customers (users), facilitated by the company " producing a co-created value (Prahalad & Ramaswamy, 2004). It seeks to create more innovative ideas than the small-scale of customers interviewed with traditional market research techniques (Witell et al., 2011) and to distinguish good ideas from bad ideas (Filiari, 2013). According to Verleye (2004) customers expect different benefits in return for co-creation. Nambisan and Baron (2009) argue that customers who involve in virtual co-creating activity expect hedonic benefits (i.e. pleasurable experiences); cognitive benefits (i.e. knowledge about products, services, and technologies); social benefits (i.e. relational ties among participants); and personal benefits (i.e. status and self-efficacy). Based on a review of the virtual co-creation literature, Fuller (2010) confirms there are several expectations from customers, there are intrinsic playful tasks (cf. hedonic benefits), opportunities to keep up with new ideas and develop skills (cf. cognitive benefits), opportunities to connect with like-minded people (cf. social benefits), and self-efficacy and recognition (cf. personal benefits). In her review, Verleye (2004) adds the importance of pragmatic benefits in the form of solutions better meeting personal needs and economic benefits in the form of monetary rewards as the fifth and the sixth benefits.

Remarkable is that the expected co-creation benefits were identified in not only research on virtual co-creation but also research on co-creation in general (Etgar, 2008; Hoyer et al., 2010). Etgar (2008) identified three broad categories of expected co-creation benefits. The first category refers to economic benefits, including reduction of risks associated with receiving not suitable products or services (cf. pragmatic benefits) and a compensation for the effort that have been made (cf. economic benefits). The

second category refers to social benefits, including opportunities for social contact (cf. social benefits) and better status and social esteem (cf. personal benefits). The third category refers to psychological benefits, including enjoyment, fun, and excitement (cf. hedonic benefits) and learning and mastering new skills and techniques (cf. cognitive benefits). Verleye (2004) conclude in her paper that there are six (6) expected co-creation benefits (table 2).

Table 2 Expected Co-creation Benefit

Scale	Benefit	Experience	Adapted
Hedonic Benefit	Having pleasureable experiences	It was a nice experience It was fun I enjoyed it	Adapted from self-regulation questionnaire – intrinsic motivation scale (Ryan and Connell, 1989)
Cognitive Benefit	Acquiring new knowledge/skills	It allowed me to keep up with new ideas and innovations It enabled me to come up with new ideas I could test my capabilities I improved my skills I gained a sense of accomplishment I gained new knowledge/expertise	Adapted from intrinsic innovation interest scale (Füller, 2010) Adapted from gain knowledge scale (Füller, 2010) Adapted from achievement-challenge self-efficacy scale (Füller, 2006) Adapted from knowledge acquisition scale (Füller, 2006)
Social Benefit	Being able to connect with other people	I met others with whom I share similar interests I am able to connect with other people The interaction was pleasant	Adapted from make friends scale (Füller, 2006) Adapted from customer relational value scale (Chan et al., 2010)
Personal Benefit	Gaining a better status and recognition	It raised ideas that I can introduce to others I could make others aware of my knowledge and ideas I made a good impression on other people	Adapted from show idea scale (Füller, 2010) Adapted from recognition–visibility scale (Füller, 2006) Adapted from consumer perceived social value scale (Sweeney and Soutar, 2001)
Pragmatic Benefit	Solutions better meeting personal needs	I had control over the quality The quality was in my hands I had an impact on the degree to which my preferences were met The risk of failure was limited	Adapted from customer economic value scale (Chan et al., 2010)
Economic Benefit	Compensation in line with effort made	I got a compensation in line with the effort made I got an appropriate reward in return for my input I got a fair return	Adapted from compensation-monetary reward scale (Füller, 2010)

Many definitions of value proposition that have been made and it's widely used. According to Buttle (2009) a value proposition is an explicit promise made by a company to its customers that it will deliver

particular bundle of value creating benefits. Fifield (2007) defines value proposition as a written statement focusing all the organization’s market activities onto customer critical elements that create a significant differential within the customer’s decision process, to prefer and/or purchase the organization’s offering over a competitor’s. In other words, value proposition is an entire set of experiences, including value for money that an organization brings to customers. Customers may perceive this set or combination of experiences to be “superior, equal or inferior to alternatives” (Lanning, 1998) . Osterwalder et al. (2014) defines value proposition as a concept that describes the benefits customers can expect from the company’s products or services.

Conceptual Framework

In doing this research the steps are we asking the customers about their benefit expected from co-creation after they told about what co-creation is and how is co-creation can be done with customers. The co-creation zone explained to customers is Mii’s business process. The co-creation will only have do in operation division from making story until final product. The expected benefit by customers from co-creation activity will be insert in Mii’s value proposition as the advantage joining co-creation with Mii (figure 3).

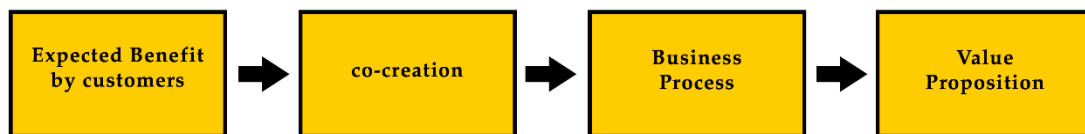


Figure 3 Conceptual Framework

Methods

Data Collecting Method

For data collection researcher using qualitative method because researcher want to understand the respondents’ lives and their own perspectives with their own words (Kvale, 1996). The researchers would conduct structured interviews, which are defined as standardized with similar questions for all the participants. They would be used when the researchers want to have results allowing to create a generalization over the population (Bryman & Bell, 2011). In another hand, when the researchers want to understand the perspectives of the participants, they will use unstructured interviews (Bryman & Bell, 2011) which can be referred to semi-structured interviews. By using a semi-structured interviews technique, we want to let to the interviewee a certain freedom during the interviews. The semi-structured interview is in some ways structured as it displays a list of questions or/and themes that the researchers want to cover with an interview guide (Kvale, 1996).(table 3)

Table 3 Interview Guideline

Expected co-creation benefit	Code	Questions	Purpose
Hedonic benefit	HB	<i>Bagaimana perasaan anda jika diajak Mii untuk melakukan co-creation?</i>	Know what pleasurable experience expected by the customers
Cognitive benefit	CB 1	<i>Dari bisnis proses Mii itu yang paling menarik yang mana?</i>	Know what the most interesting phase in Mii’s business process for the customers
	CB 2	<i>Apa pelajaran/ilmu/skill yang kamu harap dapatkan dari aktivitas co-creation ini?</i>	Know what knowledge or skill customers expected to get in co-creation activity
Social benefit	SB	<i>Apa yang kamu harapkan dari adanya customer lain di dalam co-creation ini?</i>	Know what customers expected to get from connecting with other people

Personal benefit	PB	<i>Apa yang kamu harap dapat tunjukkan kepada customer lain saat melakukan co-creation ini?</i>	Know if customers need to gaining a better status and recognition from this co-creation activity or not
Pragmatic Benefit	MB	<i>Apa yang kamu harapkan dari produk yang nanti dihasilkan?</i>	Know what customers expected from the final product produce by the co-creation activity
Economic benefit	EB	<i>Apa imbalan yang kamu harap dapatkan dari Mii karena sudah mengikuti kegiatan co-creation ini?</i>	Know what customers expected to get as a compensation for what they have done

Data Analysis Process and Procedure

In this research the researcher is using coding method for the analysis process. According to Saldana (2013), a code is a word, phrase, or sentence that represents aspect of a data or captures the essence or feature of a data and coding can be defined as technique that can be used to analyze or interpret data. Creswell (2009) recommended a six-step process: (a) organize and prepare the data; (b) read entire data set; (c) begin a detailed coding process; (d) generate categories, people, and observations; (e) demonstrate how descriptions and observations will be presented in the study report; and (f) interpret the data. The researcher's coding construct allowed him to interpreted meaning to each individual fact for later purposes of pattern detection, categorization, theory building and other analytic processes (Saldana, 2013).

Data analysis involved transcribing the interviews and reading each interview several times to understand the meaning of each interview. The researcher then (a) arranged the data, (b) classified the data, (c) developed themes, (d) interpreted the data, and then (e) finalized the theme set. From this analysis sequence, a comprehensive description of findings was formulated and revealed within Chapter 5.

Result and Discussion

Expected Hedonic Benefit

According to customer's responses when they asked how is their feeling if they ask to join co-creation with Mii they said excited because they have a chance to work in a fashion brand, they can directly involve in the process of Mii making the product and they feel proud and special because from many customers they have chosen by Mii to join them to do co-creation. Also there is a customer who feel a little bit anxious because he doubts whether he will be accepted or not by other customers.

Expected Cognitive Benefit

According to customer's responses, the most interesting steps in Mii's business process are story, moodboard, and prototyping. They choose story because they will know many kinds of Indonesian phenomenon and culture. Mood board is also interesting because they can choose the color, the shape, and the texture that will be used for making the product and in mood board section they can translate the story into visual. They also choose prototype because they can choose the material and realize the product.

What knowledge or skill customers expect to get from Mii's co-creation activity are how is Mii's work process and how is Mii business works, how to choose the theme, find the important thing about a culture or a phenomenon, learning to collaborate with new people and matching ideas, concepting ideas, how to bring up unique ideas, knowledge about Indonesia background (story), choosing colors, shapes, and texture in moodboard, learn to drawing or sketching and designing, knowledge about tenun fabric, how to tell a good stitch is, how to choose a good material, how to choose a good quality product and also there is a customer that didn't expect to getting any skill but rather to get knowledge and sense of belonging in the product that he made. He rather to get knowledge about fabric types, how to tell fake stuff, and how to tell a good dye.

Expected Social Benefit

Social benefit is being able to connect with other people or have opportunities to get social contact. In the interview customers were asked what they are expect from other customers in co-creation activity and this are their answers: getting more insight and perspective, collaborate with them, sharing about Indonesia culture, sharing about their journey experience, honest and not shy about their ideas, giving feedback, gaining network and link, sharing new knowledge, elevate each other style, tolerance each other, and the diversity.

Expected Personal Benefit

Personal benefit is gaining a better status, social-esteem, self-efficacy and recognition. In the interview the customers were asked what they expect to show to other customers and this are their answers: Showing their characteristic, Show their contribution in the co-creation by their ideas being chosen, Showing their capabilities (like sketching), and Sharing about their knowledge.

Expected Pragmatic Benefit

Pragmatic benefit is solutions better meeting personal needs or reduction of risks associated with receiving not suitable products or services. In interview the customers were asked what they expect from the product of co-creation activity and this are their answers: Still have Mii's characteristic, Different from Mii's earlier collection, Like Mii's product earlier, Unique and good design because there is customer's characteristics in the final product, Limited edition, It's all from customer's decision and everyones are satisfied, Customable, and Attach with them.

Expected Economic Benefit

Economic benefit is compensation in line with effort made. In interview the customers were asked what compensation they expect from Mii by doing co-creation activity and this are their answers: Free product, Mii x Their Names, Royalty depends on how far their contribution, Including their names, 5% percentage, pay for COGS price for the product, Special price, Mention if it's a collaboration project but there is a customer who didn't expect economical reward but more in networking, sharing knowledge, sustainable, and self-attachment and also there is a customer who didn't want her name to be mention but rather to tell this product is a collaboration between the status or profile of the customers.

Conclusion

From this research we already know what are benefit expected by the customer from co-creation activity. In the analysis process we sorting out which expected benefit Mii could provide or not with their current situation. This conclusion is answering the research question mentioned in chapter I. The research question is "What are expected benefit by the customers that can be implemented in Mii's value proposition?". The benefit expected by the customer that Mii could provide are:

- value proposition**
- People feel different and unique wearing our clothes
 - people feel more educated about tenun fabric
 - people feel more educated about the story that brings in Mii latest collection
 - **Co-creation with customer:**
 - get special price (50% discount)
 - name mention on the story of the product
 - make product together
 - show your capabilities
 - gain network and link
 - gain new knowledge
 - collaborate with Mii and other customers
 - Learn about Indonesia culture and phenomenon
 - Learn to make a story
 - Learn to make a moodboard
 - Learn to make a product
 - Learn about tenun fabric
 - Learn about fashion material

Figure 4 Value Proposition with Co-creation

References

- Badan Ekonomi Kreatif. (2017). *Data Statistik dan Hasil Survei Ekonomi Kreatif*. [electronic]. Available at: http://www.bekraf.go.id/downloadable/pdf_file/170475-data-statistik-dan-hasil-survei-ekonomi-kreatif.pdf. [Retrieved July 29, 2018]
- Blau, P.M. (2004), *Exchange & Power in Social Life*, Wiley, New York, NY.
- Bryman, A., & Bell, E. (2011). *Business research methods 3e*. Oxford university press.
- Burns, N. & Grove, S.K, 2003, *Understanding Nursing Research*, 3rd ed., Philadelphia, Saunders Company.
- Buttle, F. (2009). *Customer Relationship Management: Concepts and Technologies. 2nd ed.* Amsterdam: Elsevier.
- Chéron and Pera (2016). *Co-Creation during New Product Development: Downsides and effects of a booming activity*. Umeå: Umeå School of Business and Economics
- Creswell, John W. (2009). *Research Design Qualitative, Quantitative, And Mixed Methods Approaches*. Washington DC: SAGE Publications, Inc.
- Etggar, M. (2008). *A descriptive model of the consumer co-production process*. *Journal of the Academy of Marketing Science*, Vol. 36 No. 1, pp. 97-108.
- Fang, E., Palmatier, R., & Evans, K. (2008). Influence of customer participation on creating and sharing of new product value. *Journal of the Academic Marketing*
- Filieri, R. (2013). *Consumer co-creation and new product development: a case study in the food industry*. *Marketing Intelligence & Planning*, Vol 13 (1), pp. 40-53
- Fifield, P. (2007). *Marketing Strategy Masterclass: Making Marketing Strategy Happen*. Butterworth-Heinemann.
- Forrester. (2014). *The Creative Dividend: How Creativity Impacts Business Results*. [electronic]. Available at: <http://landing.adobe.com/dam/downloads/whitepapers/55563.en.creative-dividends.pdf> [Retrieved July 29, 2018]
- Franke, N. & Piller, F. T. (2004). *Value creation by toolkits for user innovation and design: The case of the watch market*. *J. Prod. Innov. Manage.*, 21(6), pp. 401–415.
- Franke, N., Keinz, P. & Steger, C.J. (2009). *Testing the Value of Customization: When Do Customers Really Prefer Products Tailored to Their Preferences?*. *Journal of Marketing*, 73(September), pp.103–121.
- Fuchs, Christoph., Prandelli, Emanuela., Schreier, Martin., Dahl, Darren W. (2013). *All That Is Users Might Not Be Gold: How Labeling Products as User Designed Backfires in the Context of Luxury Fashion Brands*. *Journal of Marketing*. Sep2013, 77(September), pp.75–91.
- Füller, J. and Matzler, K. (2007). *Virtual product experience and customer participation—A chance for customer-centred, really new products*. *Technovation*, 27(6-7), 378 – 387. doi: 10.1016/j.technovation.2006.09.005
- Füller, J., Mühlbacher H., Matzler, K., & Jaweck, G. (2010). *Consumer Empowerment Through Internet-Based Co-creation*. *Journal of Management Information Systems*
- Füller, J. (2010). *Refining virtual co-creation from a consumer perspective*. *California: Management Review*, Vol. 52 No. 2, pp. 98-122.
- Grisseman, U.S., Stokburger – Sauer, N.E. (2012). *Customer co-creation of travel services: The role of company support and customer satisfaction with the co-creation performance*. *Tourism Management*, 33(6), 1483 – 1492. doi: 10.1016/j.tourman.2012.02.002
- Grönroos, C. (2008). *Service logic revisited: who creates value? And who co-creates?*. *European Business Review*, Vol. 20 Iss 4 pp. 298 - 314
- Hartato, Airlangga. (2017). *Opening of Indonesia Fashion Week (IFW) 2017*. Available at : <http://www.kemenperin.go.id/artikel/16945/Fesyen-Jadi-Ujung-Rantai-Nilai-Tambah-Industri-Tekstil> [Retrieved August 3 2018]
- Harold, W. B., Lindquist, J. D., & Sirgy, M. J. (1997). *Consumer Behaviour*. Chicago R.T.C. Publishing Group.
- Hauser, John, Gerard J. Tellis, and Abbie Griffin (2006), ‘‘Research on Innovation: A Review and Agenda for Marketing Science,’’ *Marketing Science*, 25 (November–December), 686-717.
- Hethorn, Janet. and Connie Ulasewicz. (2008). *Sustainable fashion: Why now: A conversation about issues, practices, and possibilities*. New York: Fairchild Books & Visuals.
- Hoyer, D. W., Chandy, R., Dorotic, M., Krafft, M., & Singh, S. S. (2010). *Consumer Cocreation in New Product Development*. *Journal of Service Research*.

- Ind, N., & Coates, N. (2013), The meanings of co-creation. *European Business Review*, 25(1), 86-95.
- Jones, T. O., & Sasser, E. W. (1995). Why Satisfied Customer Defect. *Harvard Business Review*, 73, 88-99.
- Kaulio, M.A. (1998). *Customer, consumer and user involvement in product development: A framework and a review of selected methods*. *Total quality management*, 9(1), 141-149. doi: 10.1080/0954412989333
- Kotler, P., & Keller, K. (2009). *Marketing Management*. New Jersey: Prentice Hall.
- Kvale, S. (1996). *Interviews. An Introduction to Qualitative Research Interviewing*. Thousand Oaks, CA: Sage.
- Lanning, M. (1998). *Delivering Profitable Value: A Revolutionary Framework to Accelerate Growth, Generate Wealth, and Rediscover the Heart of Business*. Basic Books.
- Lee & Chen. (1999). *Study in Relating High-Technology Industrial characteristics, Job Stress, Job satisfaction and Turnover Intention—an Empirical Study for R&D People and Engineers in High-Technology Companies in Taiwan*. *Journal of Human Resource*, 11, 93-116.
- Lee J., Lee Y., & Lee Y-J. (2012). *Do Customization Programs of E-Commerce Companies Lead to Better Relationship with Consumers*. *Electronic Commerce Research and Applications*, 11 (3), pp. 262-274.
- Max-Neef, Maxwell. (1991). *Human Scale Development: Conception, Application and Further Reflections*. New York: Apex Press.
- Merle, Aurélie., Chandon, Jean-Louis., Roux, Elyette., & Alizon, Fabrice. (2010). *Perceived value of the mass customized product and mass customization experience for individual consumers*. *Production and Operations Management*, 19(5), pp.503–514.
- Nambisan, S. and Baron, R.A. (2009), *Virtual customer environments: testing a model of voluntary participation in value co-creation activities*, *Journal of Product Innovation Management*, Vol. 26 No. 4, pp. 388-406.
- Narver, J., Slater, S., & MacLachlan, D. (2004). Responsive and Proactive Market Orientation and New-Product Success. *Journal Product Innovation Management*, pp. 334-347
- O’Hern S. M. & Rindfleisch, A. (2015). Customer Co-Creation. *Review of Marketing Research*.
- Osterwalder, Alexander & Pigneur, Yves. (2010) In Smith, Alan & Movement, The (Eds), *Business Model Generation*. Hoboken, New Jersey: John Wiley & Sons Inc.
- Osterwalder, Alexander., Pigneur, Yves., Bernarda, Gregory., & Smith, Alan. (2014) In Papadoks, Trish (Eds), *Value Proposition Design: How to Create Products and Services Customers Want*. John Wiley & Sons Inc.
- Parahoo, Kader, 1997, *Nursing Research: Principles, Process and Issues*, England, Palgrave Macmillan.
- Payne, Adrian., Storbacka, Kaj., Frow, Pennie., & Knox, Simon. (2009) *Co-creating brands: Diagnosing and designing the relationship experience*. *J Bus Res* 62:379-389
- Piller, F., Ihl, C., & Vossen, A. (2010). A Typology of Customer Co-Creation in The Innovation Process. *Innovation in a Modern Work Environment*, 4, 1-26
- Piller, F., Ihl, C., & Vossen, A. (2010). *A Typology of Customer Co-Creation in The Innovation Process*. *Innovation in a Modern Work Environment*, 4, 1-26
- Prahalad, C. and Ramaswamy, V. (2004). *The future of competition: Co-creating unique value with customers*. Boston, Mass.: Harvard Business School Pub.
- PWC (January, 2016). *19th Annual Global CEO Survey*. [electronic]. Available via: <https://www.pwc.com/gx/en/ceo-survey/2016/landing-page/pwc-19th-annual-global-ceo-survey.pdf> [Retrieved July 29, 2018]
- Ramaswamy, V. (2008). *Co-creating value through customers’ experiences: the Nike case*. *Strategy & Leadership*, 36(5), pp.9–14.
- Saldaña, J. (2013). *The coding manual for qualitative researchers*, 2nd edn. London : Sage.
- Salomo, S., Steinhoff, F. and Trommsdorff, V. (2003). Customer orientation in innovation projects and new product development success - the moderating effect of product innovativeness. *Int. J. Technology Management*, Vol. 26, Nos. 5/6, pp.442- 463.
- Stirling, Jennifer Attride (2001). *Thematic networks: an analytic tool for qualitative research*. London : Sage.

- Tjukanov, Topi., 2011, *Gross Domestic Product as a Modern-day Economic Indicator*. Helsinki, Finland: Metropolia.
- Vega-Vazquez, M., Revilla-Camacho, A.M., & Cossio-Silva, J.F., 2013, *The value co-creation process as a determinant of customer satisfaction*. *Management Decision*, 51(10), 1945-1953.
- Wilson, Elizabeth. 2003. *Adorned in Dreams, Fashion and Modernity*. United Kingdom: Rutgers University Press.
- Wittel, L., Kristensson, P., Gustafsson, A. and Löfgren, M. (2011). *Idea generation: customer cocreation versus traditional market research techniques*. *Journal of Service Management*, Vol 22 Iss 2 pp. 140-159
- Vargo, L.S. & Lusch, F.R. (2004). *Evolving to a New Dominant Logic for Marketing*. *Journal of Marketing*, 68(1), 1-17.
- Verleye, Katrien., 2014, *The co-creation experience from the customer perspective: its measurement and determinants*, USA: Emerald.