THE ROLE OF VALUE CO-CREATION BASED ON ENGAGEMENT TO DEVELOP BRAND ADVANTAGE

Mulyana D., Rudiana D., Taufiq A.R. [*]

Abstract: The increasing competition in the global market forces companies to differentiate themselves from competitors and gain a competitive advantage to survive and take advantage of current growth opportunities. This study aims to determine the relationship between the value of co-creation with brands on the level of sales. To get a superior brand (brand advantage), interaction with customers is needed to create a value that will become excellence. In creating value, it requires collaboration between consumers and companies (value co-creation) so that the perceived value has a quality that is in line with customer expectations and gives a positive impression of quality (perceived quality). Customer engagement in developing new products or value co-creation places customer behavior and attitudes at the center of marketing strategies. The survey was conducted on 322 respondents or consumers in the Coffee Shop business, aged over 18 years, and had visited more than once, using a questionnaire as a primary data collection tool. The results of the analysis using Structural Equation Modeling (SEM) show that brand engagement influences the value of co-creation or the higher the brand engagement, consumers will be more willing to sacrifice for companies in creating value co-creation. Value co-creation also influences perceived quality which affects brand advantage but is not proven to have a direct effect on brand advantage. Therefore brand advantages can only be formed when the value co-creation that is carried out can create good perceived quality. The originality value of this research is to offer a brand advantage that is adapted from the concept of competitive advantage and relates it to resource advantage theory as a consequence of value co-creation based on engagement.

Key words: brand engagement, value co-creation, perceived quality, brand advantages

Introduction

The increasing force of competition in the global market enforces companies to differentiate themselves from competitors and gain a competitive advantage to survive and take advantage of current growth opportunities. T.W. Zimmerer and Scarborough (2005) state that to win the competition, simply building a competitive advantage is not sufficient, the key to success is to build a sustainable competitive advantage. Teece et. al. (1997) are argued that increasing competitive advantage enables companies to obtain superior performance over a certain period through competitive advantage from the company's strategic resources. Based on the concept of a resource-based approach, companies can

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achieve sustainable competitive advantage and obtain superior advantages by owning and controlling strategic assets, both tangible and intangible. The brand is one of the intangibles resources that the company has, even for some companies; the brand is the most important asset that becomes the basis of competitive advantage and future income for the company. So companies need to have competitive advantages, especially on brands.

To get a superior brand requires interaction with customers to create a value that will become excellence, which is how value is formed at the stage of consumer experience in the process of co-creation with companies (Prahalad and Ramaswamy, 2004). High-quality interactions that enable individual customers to jointly create unique experiences with companies are the key to opening new sources of competitive advantage. The building of quality interactions is dialogue, access, risk-benefits, and transparency. Dialogue and access emphasize involvement, while risk-benefits and transparency emphasize organizational self-disclosure to its stakeholders (Hatch and Schultz, 2010). Over the last decade, the concept of value co-creation has become an important topic that is often researched especially in the field of marketing (Wong and Lai, 2019; Frempong et al., 2019). Value co-creation can be used as a strategic approach that can be used to create value from a brand even though no one studies the direct relationship to brand performance, especially on brand advantage because the concept of brand advantage is still not much researched.

In addition to creating value together with customers to get the benefits of a brand, it also requires an impression of quality (Perceived Quality) of what the company has to offer. Perceived quality can be defined as the customer's perception of the overall quality or excellence of a product or service in connection with the intended purpose(Aaker, 2009). Therefore, if what is expected by consumers is met by getting good quality with a positive perceived quality, it will build excellence for a brand or product. The traditional view to create value is only done in the company (Kotler, 2009). In contrast to Fuller (2011) explained that the traditional view of Kotler cannot be implemented into the modern business world, where customers are the most important influencers in brand development. Therefore, creating value requires collaboration between consumers and companies (value co-creation), so that the perceived value of customers has the quality that is in line with customer expectations and leads to a positive perceived quality.

Every company strives to gain a competitive advantage through creativity and innovation, especially at the global level. However, being creative and providing innovative products to differentiate their offerings from competitors require a development of new business opportunities and perspectives. A perspective consists of customer engagement and making customers active partners in the creation of value and innovation processes (Mane and Diop, 2017). Customer engagement in developing new products or value co-creation places customer behavior and attitudes at the center of marketing strategies.

The limited discussion regarding the brand advantage and the role of value co-creation in its formation is a gap to research the interaction of the two. Therefore, the purpose of this study is to analyze the interaction of value co-creation based on brand engagement in forming brand advantages through perceived quality.

Literature Review

Customer engagement is a marketing approach that allows customers and brand prospects to participate and be involved (stronger commitments) in defining company marketing, which aims to create, stimulate and influence customer behavior (Mane and Diop, 2017). Customer brand engagement is a perspective of consumer involvement towards certain brands (Hollebeek, 2011). Customer brand engagement focuses on consumer involvement as a subject that is directly related to brand activity as an object (Solem and Pedersen, 2016). Customer Brand Engagement has three dimensions, namely 1) cognitive which is defined as a condition that is marked by consumer interest to engage in an object or brand; 2) emotional which is defined as a condition that is characterized by the level of inspiration and pride of consumers towards the brand; and 3) behavioral that is defined as a condition that is marked by the effort or time customers spend in interacting with a certain brand (Hollebeek, 2011).

Customer engagement is a manifestation of value co-creation in product development (Verleye, 2015). The higher the engagement of a consumer with a brand, the more they will be willing and proud to involve in the value cretaion process. Consumers feel happy when they have a role and get recognition from companies that consider themselves as partners. This became the basis that their involvement gave pride to the company and the brand that they used to use. The higher the engagement on a brand, the higher the motivation of consumers to get involved and provide the best for the company, especially in the value creation process. Therefore, the better the brand engagement is, the stronger the motivation in value co-creation will be.

Co-creation is an active, creative and social process, based on collaboration between producers and users, that is initiated by the firm to generate value for customers (Coates, 2009). Co-creation is likened to stairs where the higher the level of co-creation, the more valuable the results of co-creation that created together. The first step is consumer involvement in the context of rating, reviewing, and discussing the company's products. Furthermore, a higher level of co-creation is in the form of the creation of ideas, advertisements, brands, and products. Of the four levels, product creation is the highest level of co-creation (Smith and Zook, 2011). Co-creation is also a general concept that includes specific theories and empirical events in which companies and customers generate value through interaction (Vargo and Lusch, 2008). Therefore, value co-creation can be defined as the process of creating shared value by customers and companies. Dimensions used in measuring value co-creation include dialogue, access, risk assessment, and transparency, abbreviated as The DART (Prahalad and Ramaswamy, 2004).

The co-creation has a positive influence on the sensory, affective, cognitive, behavioral and relational dimensions to achieve perceived quality through brand experience (Nysveen and Pedersen, 2014). Then the value co-creation has a positive causality relationship with customer satisfaction that can be a variable forming the perceived quality (Vega-Vazquez et al., 2013). When value co-creation is carried out by a company, it will provide positive feedback from consumers which will be shown by the high perceived quality. This is because the value formed can truly meet the expectations of each consumer. So that the higher involvement of consumers in value co-creation will increase perceived quality. While Mostafa argues that value co-creation has a significant effect on competitive advantages, where the competitive advantages obtained will be directly attached to the company's brand (Mostafa, 2016). Value co-creation that is done and begins with a high brand engagement will provide great benefits for the creation of brand advantages. This is also supported by Prahalad and Ramaswamy's research that to build sustainable competitive advantages where a brand is a supporting tool to identify and differentiate products from competitors, a co-creation experience is needed (Prahalad and Ramaswamy, 2004). Therefore, the higher the value of co-creation, the higher the brand advantages.

Perceived quality is the consumer's assessment of the overall superiority of the product. Positive perceived quality will drive purchasing decisions and create loyalty towards the product because the perceived quality is a consumer's perception that can be predicted. If the perceived quality of the customer is negative, the product will not be liked and will not last long in the market. Conversely, if the perceived quality customer is positive, the product will be liked (Tjiptono, 2012).

Perceived quality is also one of the bases of market evaluation activities regarding consumption experience. In the definition of perceived quality, the conception of expected quality that perceived quality comes from consumers' oneself or others experience related to enterprise, marketing information, and its form is not dependent on the use or inspection of the product (Mitra and Golder, 2006). Perceived quality is simply the overall customer assessment of the standard process of receiving customer services (Hellier et al., 2003). Kirmani and Baumgartner put forward perceived quality as all the advantages of evaluation of the brand consumers that use internal and external clues (Kirmani and Baumgartner, 2000). Therefore, the better-perceived quality will increase the advantages possessed by a brand. Ranjbarian et al. (2012) also states that there is an influence of perceived quality on competitive advantage. The brand is the main tool to identify and differentiate a product when it has a competitive advantage. Flynn stated that there is an influence of TQM (Perceived Quality) on competitive advantages which is a form of brand advantages (Flynn et al., 1995).

Therefore, the stronger the perceived quality, the higher the brand advantage. The concept of brand advantages itself is adapted from the research of Wang et. al. (2018) which explains the concept of brand equity using the basic approach

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of resource advantage theory of competition (R-A theory) (Hunt, 1999; Hunt and Morgan, 1996). The brand advantage using brand awareness, the ability to command premium prices, and the level of channel cooperation received (Porcu et al., 2019). This becomes a strong basis when consumers have a good level of perceived quality that will have an impact on awareness, prices, and channels.

Research Method

Sampling Procedure

Indonesia is a chosen and appropriate place for research to discuss issues of marketing performance (Pearce et al., 2015; Hendrayati and Gaffar, 2016). The many races and cultures in Indonesia make the results of this study more comprehensive because every behavior possessed by each race has differences. This is the main attraction for scientific development in the field of marketing. This research is survey research conducted on Coffee Shop consumers in Indonesia to determine whether the effect of Brand Engagement on Value Co-Creation will have an impact on Brand Advantages by involving Perceived Quality.

The population in this study is Coffee Shop consumers in several major cities in West Java, Indonesia. Over 18-year old custumers were chosen due to the consideration of decision making independency and the frequency of visit which is more than once. The sampling method used in this study is nonprobability sampling, judgmental (purposive) sampling. The time duration of this reserach for teh data collection process was during March-2019 to Sep. 2019.

This study uses the Structural Equation Modeling (SEM) analysis tool. However, when using this analysis, the determination of the sample size has to meet the assumptions of SEM Analysis. Hair, et al. (2010) said that the rule of thumb minimum sample size rule of thumb required by the maximum likelihood estimation method was 200 observations. Considering the considerable number of parameters estimated, the researcher determined the sample size in this study to be more than the minimum observation size limit.

Research Instruments and Measures

Survey measurements through the distribution of questionnaires was conducted for each variable of this research, namely brand engagement, value co-creation, perceived quality, and the brand advantage. These are used as bipolar adjective technique that is included in the semantic differential scale with a rating of 1-10. This scale was chosen because it is considered more suitable when applied in Indonesia which is accustomed to using assessments with that scale.

The determination of brand engagement measurement items is adapted from the dimensions proposed by Hollebeek (2011) which include cognitive, emotional, and behavioral. These dimensions are used in measuring value co-creation include dialogue, access, risk assessment, and transparency (Prahalad and Ramaswamy, 2004). Regarding the perceived quality, the measurement items - performance, endurance, reliability, product characteristics, conformance, and serviceability -

proposed by Garvin (1988) are used. For the last measurement, Porcu et al. (2019) reflects brand advantage using brand awareness, the ability to command premium prices, and the level of channel cooperation received. SEM as the analytical tool and Maximum Likelhood Estimation (MLE) as the estimation method are utilized to analyze the interactions among the research variables).

Result and Discussion

The data obtained were 322 Coffee Shop consumers who are over 18 years old and have visited more than 1 time. The respondents' identities are grouped based on the gender, age, education level, occupation, monthly income, and fruquency of coffee shop visit amd delivery orders.

The results of data collection on the characteristics of respondents by gender in millennial generation in this study can quantitatively be seen that men and women have almost the same proportion of the total selected respondents, namely 44% men and 56% women. Profile of respondents regarding age was quantitatively dominated by respondents aged from 22 to 26 years which reached 60.8%, with an education level of S1 or more which reached 82.4%, who had a job as a private employee which reached 45.3 %, with monthly income of less than 5 million reaching 82.57%, and the frequency of visits or purchases between 5-10 times a purchase every month.

Description of the research variables was conducted to explain the results of the acquisition scores from the questionnaire used to assess the meaning of the research variables in terms of the involved respondents' responses. The calculation used in obtaining the extent of respondents' responses to the research variables is used interval values. Interval value calculation results show that each research variable, brand engagement (2968), value co-creation (3092), perceived value (5113) and brand advantage (2471) are in good classification. In other words, consumers respond well to each proposed research variable instrument.

Based on the results of SEM analysis, it is known that the Critical Ratio value for testing normality both for skewness and kurtosis obtained the largest score limit of 2.16 which does not exceed the Cut of Value of 2.58, and it can be said that the research data has a normal distribution. To assess the dimensionality of the proposed variables scale, a CFA has been conducted. Model testing for measurement of perceived quality variables produces several loading factor values that do not meet the criteria because they are below the minimum value of 0.6. For measurement of brand engagement variables, value co-creation and brand advantages produce a loading factor score more than the cut of value and passed in this test. Therefore, the measurement of variables that do not meet the criteria like endurance indicators is removed from the analysis process.

From Table 1, it can be seen that the remaining loading factor (Lf) for the measurement of each variable is used to measure the validity, reliability, and variance extracted as one of the assumptions that must be met. Lf value is the confirmation value for testing validity.

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Table 1: Measurement of Research Variables

Variable	Indicators	Lf
Brand Engagement	– Cognitive	.919
	– Emotional	.937
	– Behavioral	.908
Value Co-Creation	– Dialogue	.933
	– Access	.895
	– Risk Assessment	.912
	– Transparency	.922
Perceived Quality	– Performance	.905
	– Endurance	.449
	– Reliability	.934
	– Product Characteristic	.866
	– Conformance	.910
	– Serviceability	.919
Brand Advantage	– Awareness	.914
	– Ability to command premium prices	.868
	– level of channel cooperation received	.904

Reliability testing based on the remaining Lf values results in construct reliability and variance extracted values greater than 0.7. Based on SEM analysis results that have been carried out for testing the causality model among research variables, found that the Goodness of Fit Index value obtained was Chi-Square = 284,434, CMIN/DF = 2,776, GFI = 0,853, TLI = 0,954, CFI = 0,964 and RMSEA = 0.089.

While the engagement concept has received considerable attention across various academic disciplines, the concept currently is only emerging in the marketing literature. The engagement concept has been viewed in the discipline as a promising variable that may provide enhanced predictive power of customer loyalty outcomes (Bowden, 2009). As such, it fits within the broader relationship marketing and customer retention literatures (e.g. Gronroos, 2007; Rust et al., 2004) emphasising the importance of retaining value-generating customers. Customer brand engagement is thought to be related to, yet is conceptually distinct from, a number of other marketing constructs (Bowden, 2009; Baron et al., 2006). Flow, although conceptually related to the cognitive and/or emotional dimensions of customer brand engagement, represents either a precursor of peak experiences, which are relatively ephemeral, transient, yet powerful, personally meaningful, and potentially transformative experiences, or may also overlap with these (Schouten et al., 2007).

The SEM analysis that has been carried out for testing the model and the hypothesis of causality relationships among research variables, found that brand engagement proved to be an antecedent of value co-creation with p-value (0,000) less than the sig-α value of 0.05.
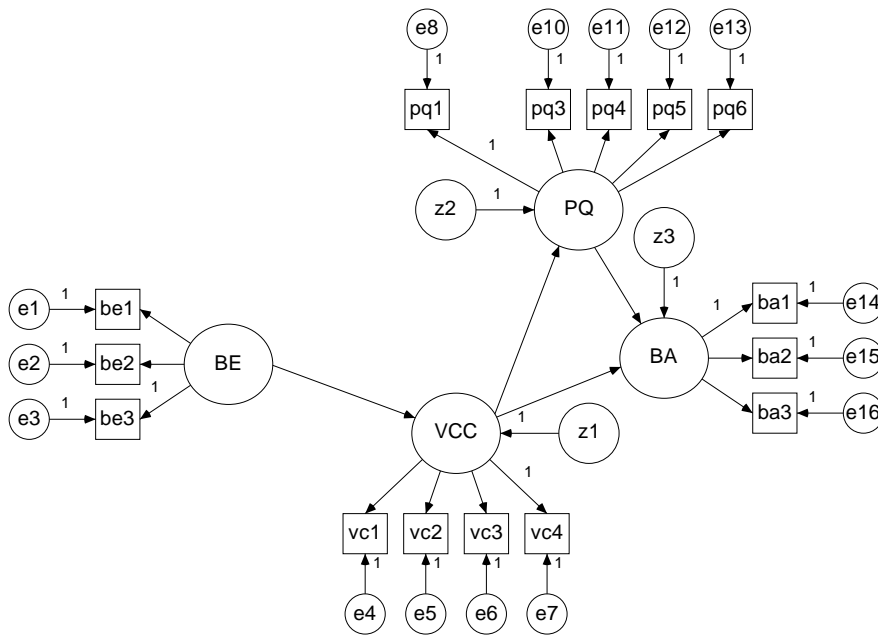
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Figure 1: SEM Analysis Results

Value co-creation can also be proven to influence perceived quality with a p-value of 0,000. Furthermore, perceived quality is also proven to have a significant effect in determining brand advantage with a p-value of 0.035. However, value co-creation has not been proven to influence brand advantage and results in a p-value of 0.451. Therefore, from all the hypotheses proposed in this study, three hypotheses were well received and one hypothesis was rejected. This means that brand advantage can only be influenced by perceived value and cannot be directly influenced by value co-creation.

The existence of a strong engagement between consumers with a brand will be the basis for someone to be motivated to be involved in the value creation process carried out by companies that own the brand. This strong and binding relationship will be felt as pride when consumers are recognized as partner companies to create value from a product. They will voluntarily make sacrifices for the company so that the value they create will represent the fulfillment of their needs and desires. The level of brand engagement will determine how much consumers are willing to spend energy, time and cost to be able to create value together with the company.

Value co-creation has been proven to be a strategic step in marketing, this is supported by the results of research which found that the higher level of consumer involvement in value creation activities is, the better the perceived quality obtained by the company will be. This perceived quality is a form of consumer experience evaluation in terms of quality. When a consumer has the motivation to create value

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co-creation, the company can take advantage of this opportunity as a step to strengthen the perceived inherent in the consumer. Besides, this value co-creation can also be a trigger for the creation of brand advantages that can represent the competitive advantages of a company. The better-perceived quality, the better the brand advantage obtained.

The theoretical implications that can be drawn from the results of this study are the interaction of value co-creation with the antecedents of brand engagement and with consequences that only affect perceived quality. This value co-creation becomes an alternative to the process of forming perceived quality that will have an impact on brand advantage. Perceived quality is a form of consumer response that can be used to evaluate the performance of a brand based on experience. Product performance, reliability, product characteristics, conformance, and serviceability reflect perceived quality based on value co-creation in forming brand advantage. But the endurance aspect cannot be used as a reference for evaluating perceived quality. Also, the interaction of value co-creation cannot directly impact brand advantage and can only signify when through perceived quality.

A discussion of managerial implications from the results of this research is expected to be implemented to improve the marketing performance of a company, especially related to brand strategy. Therefore, we recommend that every manager must always pay attention to brand advantages that can be used as a way to evaluate the company's marketing performance. The high brand advantage will be a guarantee for long-term sustainability. Perceived quality is an important factor in the formation of advantages which must also always be considered. To create good perceived quality, a company can do value co-creation in the product development process so that the creation of value can truly meet the needs and desires of consumers precisely. Another thing that managers must consider is the level of brand engagement because when a consumer has strong engagement with a brand (that is reflected by his cognitive, emotional and behavioral levels), they are willing to give maximum sacrifice when involved in implementing value co-creation. The sacrifice given by consumers can be in the form of high involvement in the form of dialogue, access, risk assessment, and transparency.

Conclusion

A strong engagement consumer with a brand will be the basis for someone to be motivated to be involved in the value creation process carried out by companies that own the brand.They will voluntarily make sacrifices for the company so that the value they create will represent the fulfillment of their needs and desires. The higher the level of consumer involvement in value creation activities is, the better the perceived quality obtained by the company will be.

The value co-creation becomes an alternative to the process of forming perceived quality that will have an impact on brand advantage.Product performance, reliability, product characteristics, conformance, and serviceability reflect perceived quality based on value co-creation in forming brand advantage. Every

manager must always pay attention to brand advantages that can be used as a way to evaluate the company's marketing performance. The high brand advantage will be a guarantee for long-term sustainability.

Just like research in general, this study has several limitations from technical and substantial aspects. The technical limitation in this research is the focus too much on consumers in specific industry categories. Consumers in this category tend to be homogeneous in their behavior towards the brand of a product in any coffee shop. The scope of research also does not accommodate the diversity of consumer characteristics that will produce more comprehensive research results. The research data used is limited to the cross-section data where this data cannot detect changes in behavior from the previous time. The method used in this study also only focused on the technical analysis of causality between the concepts of variables included in the modeling that had been proposed by several previous researchers (Hollebeek, 2011; Prahald and Ramaswamy, 2004; Porcu et al., 2019). Therefore, the suggestion for further research is to apply research modeling to different objects or to other industries besides food and beverage with a broader scope of research that is able to accommodate the diversity of consumer characteristics. In addition, further research can also use additional methods by testing each item measuring variables with the second ordered CFA technique, which is synthesized first, especially for measuring variables that have not been much studied, namely brand advantage. The concept of brand advantage will also be an interesting topic for researchers to study further.

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ROLA WSPÓŁPRACY WARTOŚCI OPARTEJ NA ZAANGAŻOWANIU W ROZWÓJ KORZYŚCI DLA MARKI

Streszczenie: Rosnąca konkurencja na rynku globalnym zmusza firmy do odróżnienia się od konkurentów i uzyskania przewagi konkurencyjnej, aby przetrwać i wykorzystać obecne możliwości rozwoju. Niniejsze badanie ma na celu określenie związku między wartością współtworzenia z markami na poziomie sprzedaży. Aby uzyskać lepszą markę (przewagę marki), konieczna jest interakcja z klientami, aby stworzyć wartość, która stanie się doskonałością. W tworzeniu wartości wymaga współpracy między konsumentami

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a firmami (współtworzenie wartości), aby postrzegana wartość miała jakość zgodną z oczekiwaniami klienta i dawała pozytywne wrażenie jakości (postrzegana jakość). Zaangażowanie klientów w opracowywanie nowych produktów lub współtworzenie wartości stawia zachowania i postawy klientów w centrum strategii marketingowych. Ankieta została przeprowadzona na 322 respondentach lub konsumentach w branży kawiarni, w wieku powyżej 18 lat, którzy odwiedzili więcej niż jeden raz, używając kwestionariusza jako głównego narzędzia do gromadzenia danych. Wyniki analizy z wykorzystaniem modelowania równań strukturalnych (SEM) pokazują, że zaangażowanie marki wpływa na wartość współtworzenia lub im większe zaangażowanie marki, konsumenci będą bardziej skłonni poświęcić się firmom w tworzeniu współtworzenia wartości. Współtworzenie wartości wpływa również na postrzeganą jakość, która wpływa na przewagę marki, ale nie udowodniono, że ma bezpośredni wpływ na przewagę marki. Dlatego zalety marki można uzyskać tylko wtedy, gdy przeprowadzone współtworzenie wartości może zapewnić dobrą postrzeganą jakość. Wartość oryginalności tych badań polega na oferowaniu przewagi marki, która jest dostosowana do koncepcji przewagi konkurencyjnej i wiąże ją z teorią przewagi zasobów jako konsekwencją współtworzenia wartości opartego na zaangażowaniu.

Słowa kluczowe: zaangażowanie marki, współtworzenie wartości, postrzegana jakość, zalety marki

基于参与度来创造品牌优势的价值共创的作用

摘要: 全球市场上日益激烈的竞争迫使公司与竞争对手区分开来, 获得竞争优势以生存并利用当前的增长机会。这项研究旨在确定与品牌共同创造的价值与销售水平之间的关系。为了获得卓越的品牌(品牌优势), 需要与客户互动以创造出将成为卓越价值的价值。在创造价值时, 需要消费者与公司之间的合作(价值共创), 以便感知价值具有与客户期望相符的质量, 并给人以积极的质量印象(感知质量)。客户参与开发新产品或共同创造价值, 使客户的行为和态度成为营销策略的中心。该调查是针对322岁以上咖啡店业务中的322名受访者或消费者进行的, 并且使用问卷作为主要数据收集工具进行了不止一次访问。使用结构方程模型(SEM)的分析结果表明, 品牌参与度会影响共同创造的价值, 或者品牌参与度越高, 消费者将更愿意为公司创造价值共同创造做出牺牲。价值共创还影响感知质量, 这影响品牌优势, 但尚未证明对品牌优势有直接影响。因此, 只有在执行的价值共创可以创造良好的感知质量时, 才能形成品牌优势。这项研究的独创性价值是提供一种品牌优势, 该品牌优势是根据竞争优势的概念而改编的, 并将其与资源优势理论联系起来, 这是基于参与的价值共同创造的结果。

关键词: 品牌参与度, 价值共同创造, 感知质量, 品牌优势