STUDY OF VALUE CO-CREATION WITH THE DART MODEL IN THE DEVELOPMENT OF MSME

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Abstract: One effective digital marketing strategy today is through co-creation marketing. Co-creation places consumers as parties who actively share to create value or products. This study aims to determine the form of value co-creation in the Keripik Tempe Rohani MSME business with the DART model (Dialogue, Access, Risk Assessment, Transparency) as a strategy in product innovation and development while evaluating value co-creation at Keripik Tempe Rohani with the DART model. The results showed that Keripik Tempe Rohani builds an image towards customers by prioritizing customer service and satisfaction. Keripik Tempe Rohani makes good use of social media, one of which is in the context of openness to customers and potential customers. Keripik Tempe Rohani has been good at applying the DART concept in order to create image and value. Although some things can be maximized again, each model makes a positive contribution and is believed to be able to contribute to strengthening the business.

Keywords: Value Creation, Strategy, DART

INTRODUCTION

One of the products of digitalization is social media. All information, activities and interactions around the world can be traced with just one media through various platforms. In addition, the media is also used as a business driving medium for entrepreneurs, especially as a marketing medium. Through marketing communication media, potential consumers can find out about product descriptions, product benefits, how to get them, and other relevant information, in a more effective and efficient way. This marketing method is better known as digital marketing. An effective digital marketing communication strategy is needed so that it can answer every challenge, change and to maintain products or services in competition in the digital marketing world that priorities communication between producers and consumers (Ardiyanto Wiguna et al., 2021). In this context, development is needed so that the company can run by being supported by digital technology and involving collaboration with all elements of society and stakeholders. One of the effective digital marketing strategies today is through co-creation marketing strategies. Co-creation places consumers as parties who actively share to create value or products (Ardiyanto Wiguna et al., 2021). Ginting (2018) states that companies must become continuous learning organizations, which must build closer relationships with consumers and communicate more intensely in the form of dialogue. The service dominant logic perspective believes that consumers, who have been passive, can now become active players who together with companies can create co-creation value (Ginting, 2018). Galvagno & Dalli’s (2014) research found "co-creation is an important paradigm in which a common body of theoretical statements has been developed and applied to a diverse set of empirical contexts. Set of empirical contexts." (Galvagno & Dalli, 2014). According to the technology innovation and management perspective, interactions between
customers and companies, often mediated by technology platforms, lead to innovation, customer participation, and better customer service. From a marketing and consumer research perspective, this happens if consumers are adequately considered, and their expectations are met in terms of their involvement, engagement, and empowerment. These perspectives rarely make an issue of co-creation, but it is taken for granted and considered an important element that helps companies produce better results in terms of innovation and customer satisfaction. According to Prahalad and Ramaswamy in Anwar (2015), the indicators used to measure value co-creation are called The DART concept, which are as follows:

1. Dialogue
   Dialogue means interactive and deep involvement and a tendency to act on both sides, in this case between entrepreneurs and customers.

2. Access
   Access started with the advent of information and devices which can be the internet. Today, the consumer's goal is access to the experience they want, not always about owning the product.

3. Risk Assessment
   Freedom to exchange information, both to estimate and share risks. When consumers and companies become co-creators of value, the demand for information about potential risks will increase, they can also better predict future risks.

4. Transparency
   Transparency is created to build trust between consumers and companies. So that information about products or services and business systems is more easily accessible and increases customer confidence.

Not many researchers have applied and evaluated the DART model. An expanded search revealed four studies related to the use and evaluation of the DART model. Anwar (2015) used the DART model in assessing the co-creation of product development with Zocha Garut and found that KUB Zocha had shortcomings in providing access using information technology to the general public to introduce products from KUB Zocha (Anwar, 2015). Solakis, Vinces and Bonilla (2017) used the DART model in measuring the customer perspective of the hospitality industry in Greece. Their findings show that the use of the DART model can reveal the strengths and weaknesses of the methods used for active interaction with their clients, especially since this model is focused on the customer's perspective (Solakis et al., 2017).

Smith & Zook in Ardiyanto Wiguna et al. (2021) describe co-creation as a ladder, where the higher the level of co-creation, the more valuable the co-creation results created together. The first rung is described as customer involvement in rating products and/or services, reviewing products and/or services and discussion activities about the company's products and/or services. Then, higher levels include the creation of ideas, products, brands, and advertisements. The highest level of co-creation is product co-creation. With this strategy, it is expected to increase customer loyalty and establish active cooperation with customers so that it has a positive impact on the sustainability of business ventures. Rohani Tempe Chips Household Industry is one of the MSMEs that has started to apply digital marketing as one of the methods used in marketing activities, especially since the Covid-19 Pandemic which caused the paralysis of the tourism industry. Keripik Tempe Rohani sells and produces its own tempeh chips in Malang. Mr M. Rochani and Mrs Lilik started the Rohani Tempe Chips Home Industry in June 1988. During a quiet local market, tempeh chips
entrepreneurs focus on producing export quality tempeh chips. The target market for Rohani Tempe Chips includes Asian countries and has expanded to Germany, Japan and South Korea. Keripik Tempe Rohani has a shop that is used as a marketing place for its products located on Jl. Tumenggung Suryo No. 90, Malang. Having a production site that is different from the place of sale makes the Rohani Tempe Chips Home Industry accommodate a production capacity of up to 2.5 tonnes in one month.

Prahalad in Anwar (2015) states that value co-creation is a form of collaborative creativity, initiated by companies and customers to enable innovation, not just to satisfy their customers (Anwar, 2015). Value co-creation can be created through a process that prioritises co-creation. This study aims to determine the form of value co-creation in Keripik Tempe Rohani with the DART (Dialogue, Access, Risk Assessment, Transparency) model as a strategy in product innovation and development while evaluating value co-creation in Keripik Tempe Rohani with the DART model.

METHOD

To achieve the research objectives, a qualitative approach through in-depth interviews was conducted with the owner of Keripik Tempe Rohani who has a role as a strategy setter and decision maker. To determine the right resource person, a purposive method was used where the researcher deliberately chose key informants who had experienced the phenomenon under study. In this research, the researcher has a role in being a tool in research (key instrument), collecting data purposively, analysing and describing. In addition, data were also collected through documentation studies on Keripik Tempe Rohani's social media. Data were analysed using inductive techniques, where researchers let problems emerge from the data or left open for interpretation. Data was collected with careful observation, including descriptions in a detailed context with notes from in-depth interviews, as well as descriptive analysis results (Rizal et al., 2018). Data analysis was carried out using a qualitative descriptive method with the DART model (Dialogue, Access, Risk Assessment, Transparency) to explore in more detail the strategy of Keripik Tempe Rohani in creating co-creation to its customers.

RESULT AND DISCUSSION

The development carried out by the researcher starts from looking at the condition of value co-creation in Keripik Tempe Rohani. The concept of co-creation is to develop unique ideas with consumers directly involved to produce certain products and services using indicators of dialogue, access, risk assessment and transparency. Each DART model reflects the marketing effectiveness of Keripik Tempe Rohani in establishing value co-creation, especially with customers. In general, it can be studied if Keripik Tempe Rohani builds an image towards customers by prioritising customer service and satisfaction. In terms of communication, all service communication methods have been maximised to attract potential customers. However, a platform is needed in the form of activities to establish better communication with customers and business partners.

Furthermore, Keripik Tempe Rohani uses various social media facilities in order to improve its existence and expand its marketing reach. The social media used are Tiktok and Instagram. In addition, Keripik Tempe Rohani establishes cooperation and synergy with various communities, corporations and agencies within the scope of tourism and trade in order to create synergy and in order to publicise quality and competitive tempeh chips products. Keripik Tempe Rohani makes
good use of social media, one of which is in the context of openness to customers and potential customers. All products and company activities are informed on social media.

Figure 1. Social media @keripiktemperohani

Figure 2. Website @keripiktemperohani
Source: https://www.keripiktemperohani.com/
Keripik Tempe Rohani is quite competitive by showing that the choice of products that are quite diverse in the Rohani tempeh chips shop has a significant relationship to purchasing decisions. Rohani's SMEs produce more than 15 variants of chips, including original tempeh chips, tempeh chips with sweet and spicy flavours, barbecue, cheese, onion chicken, spicy onion chicken, black pepper chicken, black pepper beef, roast beef, pizza, balado, roasted corn, seaweed, spaghetti and sweet corn, sago tempeh chips, special tempeh chips and chocolate tempeh chips. Apart from selling tempeh chips, Keripik Tempe Rohani also offers other products such as tofu chips, cassava chips, banana chips, apple chips, meatball chips, arema coffee and other snacks. This large selection of products affects purchasing decisions by consumers so as to develop sales. Today's consumers are helped by digital devices that allow consumers to search for the desired products and brands. Consumers often already think about the brand and product they want, but there are also types of buyers who are attracted to the many products offered, opening up the possibility of buying different products at the same time (Powers et.al, 2012).

Furthermore, Keripik Tempe Rohani internally builds a family-based management policy. Keripik Tempe Rohani always ensures product quality and customer satisfaction. In addition, Keripik Tempe Rohani is active in associations, business communities, exhibition activities, events and training and leadership. In the description above, researchers explore the creation of value co-
creation that already exists and then develop the concept of new development value co-creation. Where the development results are presented in the following table,

**Table 1. Development of DART Value Co-Creation Model on Rohani Tempe Chips**

<table>
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<tr>
<th>Variabel</th>
<th>Existing Value Co-Creation</th>
<th>New Development Value Co-creation</th>
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| Dialogue | 1. Keripik Tempe Rohani has focused on communication with local and overseas customers, suppliers and business partners.  
2. Joining an entrepreneur forum as a forum for communication and networking.  
3. Keripik Tempe Rohani has established sustainable cooperation through exhibition activities, study visits and positive customer reviews. | 1. Building public hearings with customers and business partners  
2. Provide a forum for communication in terms of aspirations, suggestions and criticisms between Keripik Tempe Rohani and customers  
3. Establish SOPs and procedures in communication with customers and partners in writing  
4. Managerial parties need to pay more attention to customer service services related to the admin, so that they are more focused on serving consumers so that the utilisation of their services can be maximised. |
| Access   | 1. Keripik Tempe Rohani already has active social media including: Instagram @keripiktemperohani  
Tiktok @ keripiktemperohani  
Website www.keripiktemperohani.com/  
2. Keripik Tempe Rohani has utilised the shopee and Tokopedia marketplaces as a medium for selling online.  
3. Office location information, service description, and contact person can be easily accessed on Google Maps  
4. Keripik Tempe Rohani is active in exhibitions and expos from local to international scope to expand marketing reach and introduce tempe chips products to foreign nationals. | 1. Open access to customer services to convey aspirations, suggestions and criticisms of services that will or have been provided.  
2. The website can be managed optimally, one of which is to expand marketing reach and can support and increase export goals |
Variabel | Existing Value Co-Creation | New Development Value Co-creation
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2. Every service risk both due to internal and external negligence will be handled by Keripik Tempe Rohani by providing material and non-material compensation. The management of Keripik Tempe Rohani is still family-run in a simple manner | 1. The management of Keripik Tempe Rohani holds meetings or discussions and evaluations in reviewing each risk, preferably once a month involving all production lines to marketing.  
2. Keripik Tempe Rohani to create a risk management policy

Transparency | 1. All information related to products and services provided is conveyed through social media.  
2. Collaborate with business partners at all levels.  
3. Pricelist information for each service is conveyed on social media, so that potential customers can easily access and efficiently receive information. | 1. Maintain a customer database to improve efficiency, give customers what they want, increase brand loyalty and increase market share.

CONCLUSION
Each DART model reflects the marketing effectiveness of Keripik Tempe Rohani in establishing value co-creation, especially with customers. In general, it can be studied if Keripik Tempe Rohani builds an image towards customers by prioritising product quality and customer satisfaction. Keripik Tempe Rohani makes good use of social media, one of which is in the context of openness to customers and potential customers. All products, services and company activities are informed on social media. In addition, Keripik Tempe Rohani also collaborates with various business partners in study visits, exhibitions and training events. With this explanation, the development of Value Co-Creation is more emphasised on customer service access and improved risk handling. Keripik Tempe Rohani has been sufficient in applying the DART concept in order to create the image and value of the organisation. Although some things can be maximised again, each model makes a positive contribution and is sustainably believed to be able to contribute to strengthening the business.

REFERENCES
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