
THE ROLE OF VALUE CO-CREATION IN THE APPLICATION OF SERVICE-DOMINANT LOGIC THEORY IN ODOO INNOVATION MARKETING PROGRAMS

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ABSTRACT

Researchers examined a company engaged in software development, providing several applications or software to help run the company. This study aims to propose a marketing program to evaluate the features contained in the company's products. This study used a descriptive qualitative method with data collection through observation, in-depth interviews, company secondary data, and documentation collection. This research resulted in an analysis of the proposed Odoo Innovation program, namely adding features to the Odoo application. The theory of Service-Dominant Logic assists the proposed program with the concept of Value Creation to assist companies in increasing sales. Service-dominant logic, with the idea of Value Co-Creation, can help the company's marketing develop and become a strength for PT Panemu Solusi Industri.

Keywords: Marketing; Service-Dominant Logic; Software Development; Odoo Innovation; Value Co-Creation

ABSTRAK

Peneliti meneliti sebuah perusahaan yang bergerak pada bidang software development yang juga menyediakan beberapa aplikasi atau software untuk membantu menjalankan perusahaan. Penelitian ini bertujuan untuk mengusulkan program pemasaran sebagai bentuk evaluasi dari fitur yang terdapat pada produk perusahaan. Penelitian ini menggunakan metode kualitatif deskriptif dengan pengumpulan data melalui observasi, wawancara mendalam, data sekunder perusahaan, dan pengumpulan dokumentasi. Penelitian ini menghasilkan analisis tentang pengusulan program Odoo Innovation, yaitu penambahan fitur pada aplikasi Odoo. Usulan program ini dibantu dengan teori Service Dominant Logic dengan konsep Value Co Creation untuk membantu perusahaan dalam meningkatkan penjualan. Diharapkan Service Dominant Logic dengan konsep Value Co Creation dapat membantu pemasaran perusahaan berkembang dan menjadi kekuatan untuk PT Panemu Solusi Industri.

Kata kunci : Pemasaran; Service-Dominant Logic; Software Development; Odoo Innovation; Value Co-Creation

INTRODUCTION

The IT industry is an industry that relies on intensive knowledge capacity. The IT industry is developing quickly; various technological shifts occur yearly, and consumers always need the latest solutions. IT companies collaborate with their suppliers in their business ecosystem, a network of entities. Interconnected, to maintain

current organizational knowledge, when new knowledge becomes available externally in the IT industry, these organizations must face challenges in terms of knowledge (Chulatep Senivongse et al, 2020). Companies that provide IT products and services have used existing technology to the maximum extent possible, and this is because the staff/employees understand how to use current existing technology, but competition in the Information and Technology (IT) industry at this time if The Company's information and technology is lagging behind its competitors. Companies can collaborate or work with companies with information and technology far above their current company.

The reduced market share is caused by intense competition in specific target markets, and the problem may be that marketers need to gain the necessary skills to carry out advertising campaigns. Advertising campaigns are an essential factor in a company's planning success. Any computer program or collection of programs created for sale and intended to be provided to clients as a service is referred to as a "software product" (Michael Kataev, 2020). Product marketing must be carried out by marketers who have the skills to market a particular product and must understand the product being marketed so that, later, the company can carry out advertising campaigns well. PT Panemu Solusi Industri's marketing manager understands the products that will be marketed. During the internship program, I was taught to understand the products that will be marketed so that we, as marketers, can determine the right strategy. Companies that operate in the software development field have the highest risk because companies that provide software cannot create a software program that does not have problems or bugs in their software program. However, companies can minimize consumer complaints by continuing to test the products they will market. PT Panemu Solusi Industri continues to test the products it markets. However, suppose the product has no problems or bugs during testing. In that case, the product will be immediately marketed to the target market, and improvements or improvements by continuing to monitor reviews and complaints from the products it markets.

Digital marketing has also proven accurate in changing everyone's lives by adopting contemporary conditions, which have rapidly strengthened lifestyles. The software development industry has become one of the industries that is needed. Today, IT professionals contribute significantly because of their rational abilities. This research illustrates the critical role IT professionals play in supporting digital marketers who are

being followed up, something that the success factors and inhibiting factors indicate will require much help (Nidhi, 2022). Digital marketing must be done with marketers who already understand the platforms used. People with skills in software programs already understand the current platforms. One of the platforms currently used by PT Panemu Solusi Industri is social media such as TikTok and Instagram; the exchange of information on social media occurs so quickly that companies cannot miss the information on social media because the decisions taken by marketing managers can be more targeted. The social media used by PT Panemu Solusi Industri is Instagram. Instagram is a platform for building a brand's image so that the public can recognize it. Marketing carried out on social media must be planned and carried out with good marketing strategy planning. PT Panemu often uploads videos containing knowledge about its products, which is done to attract the interest of potential consumers. The company also runs digital marketing, namely the company profile website. The PT Panemu Solusi Industri company profile website has provided a place for potential consumers who want to know the products and services offered so that potential consumers do not need to contact the company itself directly, and the information provided on the company profile website is sufficient if a consumer wants to know the products and services offered. The PT Panemu Solusi Industri company profile website has a feature for contacting the company and submitting complaints regarding services or applications at the website itself. Of course, this makes it very easy for companies and consumers who want to contact the company from long distances, and the company gets data in real time. Therefore, IT professionals have an essential role in digital marketing to create convenience in digital marketing.

Organizations operating in the IT services industry face challenges when choosing a marketing plan. Analysis of the Russian IT services market shows the importance of segmentation and positioning techniques when choosing an efficient marketing plan for businesses in the IT services sector. The author defines the peculiarities of the marketing infrastructure used by businesses providing IT services, the standards for measuring the success of marketing plans, and the extent to which businesses achieve corporate sustainability in the IT services market are taken into account. (T. B. Minina, 2021). Selling a product must be done with careful planning, the manager must be able to analyze the existing environment such as the macro

environment and carry out market segmentation, the macro environment is essential before marketing the product, the macro environment is the focus of PT Panemu Solusi Industri and this research is an economic condition that is not evenly distributed in various regions, companies must carry out a strategy by providing different application price options in each region in Indonesia and this must be seen based on Indonesian UMR data, this way the company has an excellent opportunity to increase sales and consumer interest, this also affects segmentation where the company divides into groups with their respective needs, the impact of corporate taxes applied by the government is also always a concern for PT Panemu Solusi Industri because it will affect the calculations in the bookkeeping application offered by the company, therefore the macroeconomic environment will significantly influence The mix marketing strategy or marketing mix that will be implemented will also provide information to the managers of PT Panemu Solusi Industri in determining the strategic decisions that will be taken by the company.

PT Panemu Solusi Industri is a business entity engaged in software development, IT consulting, and cataloging services. PT Panemu Solusi Industri was founded in 2012 as a Software House and then registered as a legal entity, namely PT Panemu Solusi Industri, in 2017. The company is in Kalisoka, Margosari, Pengasih, Kulon Progo, and Yogyakarta. Panemu means idea in Javanese. The Indonesian meaning of Panemu is committed to providing best practices and technical solutions to organizations through creative ideas. The company's services include website creation, application creation on Android and iOS, software creation for laptops, and design. PT Panemu Solusi Industri has released corporate finance/accounting applications called paccounting and Odoo.

PT Panemu Solusi Industri's position is as a market challenger. As a market challenger, the company must continue developing its products and services to avoid losing out to competitors. PT Panemu Solusi Industri must create a difference between its products and those competitors offer. One of the striking differences between PT Panemu Solusi Industri's products is the difference in terms of price, which is quite different from its competitors. A company's competitors can be called partners because they help produce better goods. This is because businesses compete with each other to produce high-quality goods to differentiate themselves from competitors and ultimately attract consumers to their products. Today's business competition forces companies to

try to ensure that the goods they sell can support customers to increase consumer happiness, to ensure that the goods or services provided have a quality that is genuinely able to compete in the market, various efforts have been made, primarily through developing the products offered.

LITERATURE REVIEW AND STUDY FOCUS

According to Stephen L Vargo, 2020, Service-Dominant Logic (S-D) is a marketing concept that focuses on interactions between producers, consumers, and partners in a supply network as a result of the initial objective need to work with and for others, otherwise known as customer-centric and responsive, service-dominant reasoning developed. According to this reasoning, service is the application of competence through activities, procedures, and performance that benefit both an entity and other entities; by doing so, a company may be better able to fulfill customer desires and achieve the organization's and society's goals. Affirming that a company's services provide a competitive advantage, competitiveness through services is more than just providing value to goods. Effective service competition must be conducted with a perspective and strategy shared by all stakeholders within the company to ensure client happiness. According to the dominant service logic, service providers should increase customer involvement to improve service quality. Creating shared value, the cornerstone of service logic is explained by the active participation of such customers in the co-production of services. Higher profitability, customer happiness, loyalty, and good word of mouth are associated with high service quality. Service quality is an essential factor that must be considered to increase customer satisfaction because it will increase with good service. Customer engagement is included as perceived value in the service dominant logic approach. The gap between service quality and customer happiness is closed. Customer engagement is a psychological state that arises from interactions with an organization, repeated relationships between customers in the process of mutual value creation, and active participation of customers in organizational activities, with particular emphasis on the bond between customers and employees. Information is exchanged between people from different backgrounds, creating shared value.

S-D logic was developed due to an examination of business practices evolving over more than 40 years and groundbreaking research by academics who noticed that

conventional marketing strategies primarily misrepresented services as a class of market offerings without goods-like features. Because services cannot be easily stored, homogenized, or isolated from client procedures, this inaccurate description encourages the idea that services are subordinate to products. The basic philosophy guiding this traditional marketing theory should be referred to as goods dominant (G-D) logic because it sees value embedded in the material output produced and the exchange of this output as the basis for this distribution. The article outlines several trends challenging and reshaping this prevailing viewpoint, mainly within the marketing sub-discipline. Services marketing is one of the essential sub-disciplines that served as the basis for the original concept of S-D logic. Services marketing and other new marketing concepts of the time shared an implicit logic that prioritized connections over transactions, cooperation over competition, and the exchange of intangible resources over material ones.

Applicable services are where the concept of value co-creation originates. Value Co-Creation is the integration of current resources from a service system and the resources of other service systems that are appropriate and beneficial to the welfare of all parties. It is recommended that companies start with market exchange processes rather than goods and concentrate more on operational resources such as knowledge and skills. It is believed that an essential component of service innovation is Value co-creation. Businesses must have a systematic and dynamic perspective when examining the market exchange process and its players. This viewpoint argues that the study of value co-creation is closely related to service-oriented logic. Since service-oriented logic was first proposed in 2004 and has been the subject of follow-up studies by Vargo and Lusch for more than ten years, they have examined shared value creation using this logic (Xiaonan Fan, 2020).

RESEARCH METHODS

Method is a method of work that can be used to obtain something. While the research method can be interpreted as a work procedure in the research process, both in searching for data or disclosing existing phenomena (Zulkarnaen, W., Amin, N. N., 2018:113). This research uses a qualitative descriptive research method. According to Creswell J.W (2018), qualitative descriptive research methods are used to study the surrounding environment, including social problems that exist in society, by presenting

detailed descriptions and providing all information in writing from all available sources. The author will conduct research and write a comprehensive report based on field data that has been analyzed and then described or written in report form.

This research uses two research methods, namely primary and secondary data. According to John Adams (2007), primary data is information that the author collects to formulate and answer research questions. Surveys, questionnaires, interviews, observations, and case studies are examples of initial data. Others collect secondary data and are available in several locations, such as books and the Internet. This data is used as the primary source of research or as a complement to the data collected. This information was also used to validate the samples collected by the authors. This information can be in internal company data, company profiles, government publications, books, websites, and articles/journals. The methods used in collecting data are interviews, observation, and documentation.

According to (Creswell, 2018), interviews are a data collection method that involves developing a plan, asking several questions, and recording responses during the interview. Discussions were documented with handwritten notes, audio and video recordings, and video recordings. Researchers who have audio recordings are still advised to take written notes. Observational data was collected through the author's training and experience. The author also requires observation during the investigation. The observation method requires direct observation or documentation of objects in the company. Demographic information regarding observation time, place, date, and field setting for observation data should also be recorded. Observations and documentation were conducted at the PT Panemu Solusi Industri office, Jl Panemu, Kalisoka, Kunci. Pengasih, Kulon Progo Regency, Special Region of Yogyakarta. The internship was held for five months, from March 2 to July 29.

RESEARCH RESULTS AND DISCUSSION

IT was founded in 2012 but was registered as an official company in 2017 under PT Panemu Solusi Industri. PT Panemu Solusi Industri provides services and sells several products to help run a business, such as Accounting, Team Money, and Odoo. PT Panemu Solusi Industri is a business entity engaged in software development, IT consulting, and cataloging services. Initially, Panemu only provided services. However, as it developed, Panemu also started to create applications to help run the business, such

as accounting, team money, etc. Panemu means dedicated to your company by offering best practices, technology solutions, and innovative ideas. The company provides various services, such as website development, software production for laptops, design creation, and application creation for Android and iOS.

Age segmentation at PT Panemu Solusi Industri ranges from 18 to 50 years. However, in some cases, the older a person is, the bigger the company they run and requires more complete features, so there is still age segmentation. All business actors can run PT Panemu products. However, with the rapid exchange of information, students or other young people can have big businesses, and age is not a determining factor. Initially, this company provided services to large companies such as CSS Impact, the Ministry of Public Works, etc. The existence of relatively cheap accounting products makes PT Panemu's target market wider.

Products from PT Panemu Solusi Industri start from the Odoo application and other applications such as team money, accounting, electronic procurement, and reserve catalog systems. PT Panemu products are designed according to the needs of business actors. PT Panemu provides customization to the application, but product customization cannot change the whole thing but only adds or changes some of the features already offered. Goods produced by PT Panemu Solusi Industri are categorized as services because the product's durability cannot be measured whether it is durable or not. However, if damage or bugs occur, consumers only need to report it to the company. Consumers do not need to make repeat purchases of physical products such as clothing or other finished goods, and the company is fully responsible for defects or bugs in the applications that customers purchase. Pricing is based on subscriptions and not by making repeat purchases.

Table 1. Shows the competitors of PT Panemu Solusi Industri, where the directors of PT Panemu feel they have no competing companies. Competitors can be partners for the company, but the application issued has competitors. The company targets its products to fellow companies or B2B; Enterprise application users come from the middle class. The complaints from the PT Panemu application are reasonable based on the interview results. The company uses a differentiation strategy. PT Panemu Solusi Industri has various brands and applications in the Indonesian IT industry so that consumers have many choices, products that suit their tastes, and a high level of

bargaining. Customers can customize accounting applications and adapt them to customer needs, which cannot be done by all IT companies that provide accounting applications to Panemu Solusi Industri's differentiation strategy.

Table 2. Shows the marketing strategy of PT Panemu Solusi Industri; the company uses digital marketing strategies. PT Panemu Solusi Industri carries out all promotional mix strategies. PT Panemu does much advertising via social media and directly if potential consumers ask to present their products face to face. PT Panemu Solusi Industri also carries out sales promotions by giving discounts if you subscribe to an application for an extended period. The longer the subscription, the greater the value the company provides. Businesses keep pace with changes in market demand, and social developments also result in the constant growth of target markets. Due to the ever-changing market needs, corporations now have various goals and create new inventions to satisfy clients. PT Panemu Solusi Industri's target market itself adjusts its application capabilities. The bigger the company you run, the more features you need.

Table 3. Shows the SWOT analysis of PT Panemu Solusi Industri. Regarding marketing, PT Panemu Solusi Industri needs to improve, namely the need for marketing team members to maximize a marketing program, requiring careful planning and someone to carry out the marketing plan. This can be overcome with digital marketing. Companies in various industries implement digital marketing strategies, including the technology industry, such as PT Panemu Solusi Industri. Digital marketing strategies can overcome this problem. PT Panemu Solusi Industri carries out marketing plans using digital marketing so that marketing plans can be carried out by the company's relatively small marketing team because one of PT Panemu's Odoo Company partners can use all the features that Odoo has, one of which is a feature that is used for shortage problems. The marketing team has a Customer Relationship Management feature, which helps the company because it helps Panemu carry out its marketing strategy. Lack of product marketing content is one of the causes of less-than-optimal sales for companies that implement digital marketing strategies. The author focuses on one of the social media platforms widely used by people in Indonesia, Instagram. PT Panemu's Instagram has a professional and decent profile appearance, but the account's followers and visitors are in the lower category. According to the author, the low number of account followers is caused by the unattractive appearance of the content. The content is actually

of good quality. It will attract attention if accompanied by an attractive cover. The attractiveness of the body of a post will raise people's enthusiasm to start following and visiting Instagram accounts.

Table 4. Shows a graph of the development of the number of users of the PT Panemu Solusi Industri application. The graph shows little growth, but the increase in users occurs every month. Users of the PT Panemu Solusi Industri application are a combination of corporations and individuals. In March, PT Panemu Solusi Industri application users numbered 1,168 people. In April, there was an increase of 40, bringing the Panemu application to 1208 users. The increase in users did not occur significantly, but there was no decrease in PT Panemu Solusi Industri application users in the last four months. This is clear evidence of the success of the company's marketing strategy, but it could be more optimal. Customer loyalty can occur because the company makes improvements and problems to the application without charging a fee. This has become a service provided by PT Panemu Solusi Industri.

Citizens and service users create the performance and value of public services, and PSOs act as facilitators in this process. This is achieved by combining the services provided by a PSO with an individual's unique needs, skills, and life experiences. As a result, PSOs are no longer consumers of services. Instead, PSOs should be seen as value generators. Therefore, PSL examines how public services and PSOs can be created to enable the creation of shared value by service users, not the other way around, starting from the service user as the fundamental unit of analysis (Osborne, 2018). A marketing viewpoint known as service-dominant logic (SDL) emphasizes creating shared value between the business and clients. The value in SDL is produced jointly by all stakeholders, not developed by the company, and then provided to clients. Value is generated at the intersection of interactions, called value co-creation. This connection is interactive and dynamic between the company and the client. Co-creation of value, which highlights the importance of cooperation between companies and consumers in generating value, is a core idea in SDL. Creating shared value can include both business activities and client activities. The marketing strategy represented by SDL emphasizes that value is always generated with customer participation. SDL and shared value creation are generally related ideas emphasizing the importance of interaction and cooperation between businesses and customers in generating value.

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Figure 1. shows the implications of using the concept of Service-Dominant Logic. The logic that applies shapes the way an entrepreneur views the world, and this has the power to influence how parties utilize existing resources and their capacity to

identify these resources. We argue that SDL impacts how entrepreneurs perceive new possibilities and how effectuation engages with value-creating actors to allocate resources to create value (Bragge et al., 2009). A marketing theory known as service-dominant logic emphasizes the role of service in the exchange of value between a company and its clients. Service-dominant logic has a broad effect, impacting many parts of a company's marketing strategy. There are several effects of using the theory. Service-dominant logic strongly emphasizes the importance of client demand and shared value creation. This has consequences for the organization's sales function because it must concentrate on building and maintaining solid relationships with clients. This can be achieved by taking new opportunities, maintaining services, the role of the customer, aligning goals, and recombining roles.

Companies find that maintaining collaborative relationships with customers is more helpful in dealing with changing customer expectations (Pervez et al., 2022). PT Panemu Solusi Industri has done several things to maintain a collaborative relationship with customers so that changes related to customer expectations can continue and not be interrupted. The company has data containing collections of information about its customers or who have been its marketing targets, such as telephone numbers or email. Not only does this data, but the company regularly sends emails containing solutions that can be solved with software or applications from the company.

PT Panemu Solusi Industri carries out marketing and continues to monitor applications that have been released or used by the public, not only monitoring but also evaluating their products from consumer comments so that customer participation can be created, and this triggers the creation of mutual value between the company and consumers. Social media significantly increases the voice and power of consumers to influence brand creation, promotion, and consumption as it activates customer participation in brand value creation (Sadyk & Islam, 2022). The creation of shared value will be achieved by companies more easily if companies utilize digital platforms such as websites, Instagram, and others. PT Panemu Solusi Industri itself has done this. The company carries out marketing through digital marketing, and the aim of using digital platforms is to introduce products and provide information about the benefits of using the company's applications.

Empowering technology and information systems helps the running of a company, especially in traditional companies, because company information can be known in real-time by internal and external stakeholders if the company gives that person authority. This makes company management more accessible and more manageable. It can be done anytime and anywhere. Traditional companies use IT empowerment to promote business customer participation in shared value creation and enrich digital empowerment theory (Guo et al., 2021). PT Panemu Solusi Industri relies heavily on empowering information and technology to carry out almost all of the company's operations, such as marketing. One of the salespeople from PT Panemu Solusi Industri is domiciled in Jakarta. However, distance is not an obstacle because the company empowers technology and information systems well and uses digital marketing strategies. For companies to carry out their marketing strategies.

Shared value creation is more accessible to achieve by utilizing currently available technology. A large amount of information has become accessible to organizations' external stakeholders, changing the process of shared value creation (Mačiulienė & Skaržauskienė, 2021). PT Panemu Solusi Industri has a transparent system for employees. There is customer information that can be seen and accessed by almost all employees because this causes flexibility between company divisions so that if there is a complaint or input on the company's products, the software engineer can directly that without having to wait for information and directions from the sales and marketing division, this can cut time and speed up damage repairs, consumers will feel comfortable. The company will prioritize them so that customer trust and loyalty are maintained.

PT Panemu Industrial Solutions utilizes digital marketing to introduce its brand, and the company tries to trigger brand awareness among the public by uploading its products and providing information about the products or services offered by the company. Most purchasing decisions from Panemu products are from their digital marketing strategies. One of them is Instagram. Society relies increasingly on social initiatives and digital communications for daily activities, so a social response incorporating shared value creation is needed (Ratten, 2022). The marketing manager of PT Panemu Solusi Industri carries out many social initiatives by conducting email blasts to trigger communication and the creation of shared value. By paying attention to

current problems, the emails sent to consumers also discuss problems and solutions to deal with these problems carefully—products owned by the company.

Customer psychological empowerment not only directly stimulates customer value creation but also indirectly impacts customer value creation through customer participation (Hu & Li, 2022). PT Panemu Solusi Industri carries out psychological empowerment, and this is done to dig up as much information as possible from the interlocutor or consumer. The marketing manager from PT Panemu Solusi Industri always avoids yes or no questions in every question, and this is done so that the company can find out what its consumers need. , then quickly analyze the information obtained from consumers and recommend what products best suit the consumer's problems. Companies can also find out the problems that exist in the company currently by listening to consumer complaints. They can add features that may be needed by several business actors so that value creation will also occur.

Information technology has become essential for enterprise servitization value creation (Li et al., 2022). Products from PT Panemu Solusi Industri can be used without buying the product, but paying a monthly subscription fee can trigger shared value creation. Sales using a servitization system allows companies to understand better what consumers want so that products can reach what consumers expect and long-term relationships can be created. Sales with a servitization system will encourage companies to innovate and develop new services to complement their products.

Feedback from customers can have the potential to trigger value creation (Gremyr et al., 2022). Value creation can be triggered by several things, one of which is consumer feedback. Good feedback will improve the image of a company, but if the feedback received could be better, it will improve the company's image. The feedback is more than just left to chance by PT Panemu Solusi Industri. However, the company is looking for the root of the problem referred to in the feedback so that, in the future, the company can minimize the complaints received.

Collaborative innovation between enterprises and suppliers, customers, competitive enterprises, governments, research organizations, intermediaries, etc. can improve enterprises' technological innovation capabilities (Shen et al., 2022). Collaborating with competitors can allow companies to develop their products and services. Product innovation is significant for companies so that the company's products

are still relevant in the market. PT Panemu Solusi Industri has done this, but it still needs to be completed. One proof that the company has yet to maximize collaboration with competitors is that there is no QRIS feature in its cashier application or software. Currently, most of the cashier applications in Indonesia already have the feature. Paying with QRIS makes transactions easier.

Designing value creation models and strategic value creation elements in the context of value creation processes can fill gaps and help develop knowledge frontiers in strategic management knowledge, services and education, and Shared value (Harandi et al., n.d.). PT Panemu Solusi Industri strives to minimize knowledge and technology gaps by sharing and discussing the latest information regarding technological advances with its employees. The information obtained immediately becomes a topic of conversation in the office, and the information will continue to be evaluated to see whether it suits the company's products or services. The internship is carried out using Trello, an application managers use to assign tasks to interns. Indirectly, company managers provide information and current technological developments to interns.

PT Panemu Solusi Industri carries out almost all of its operational activities by utilizing digital platforms such as meetings between employees and consumers. After the COVID-19 pandemic ends, the company still implements several systems so that the use of resources and time can be more efficient. Companies that digitize all their operational activities can gain many benefits, such as cutting costs, saving time, and value creation, which can also be easily achieved. Digitalization can be classified as an enabler to improve corporate sustainability regarding resource efficiency and performance (Scholtysik et al., 2021).

The study analyzes the types of dynamic brand value chains and operational conditions that provide direction to companies in seeking and building sustainable partnerships (Hsiung et al., 2021). A sustainable partnership can occur due to several factors, one of which is providing convenience to consumers. PT Panemu Solusi Industri sells its products and services using a Business to Consumer (B2C) system and a Business Business (B2B) system. Sales marketing from PT Panemu also submits proposals to companies that need products or services from the company itself. The company divides the target consumers of its products from small to medium to medium and large companies. Some of these products have different functions and uses. The

same, but if the features requested are more expensive, consumers have to pay more. One example is the Paccouting and Odoo applications. Most of the features in Paccouting are already in the Odoo application itself.

Value Co-Creation is related to guest enjoyment through two mediators: perceived distributive justice and interactional justice (Assiouras et al., 2023). Consumer enjoyment and comfort are always a concern for PT Panemu Solusi Industri. Sales marketing from PT Panemu Solusi Industri always prioritizes what consumers want and expect before communicating or holding meetings with consumers. Sales marketing from PT Panemu Solusi Industri always digs up as much information as possible regarding potential consumers. Offering the right products that match consumer perceptions will increase the company's chances of getting new consumers.

Other factors, often non-human, also play an explicit role in value creation (Cluley & Radnor, 2021). The value creation process has several components in its implementation. Humans play a role in value creation, and the smooth running of the company's products or applications also plays a role in value creation. An application that runs well will make customers loyal. PT Panemu Solusi Industri will continue to test its products before marketing. This aims to minimize problems or bugs in the company's application or software. Product testing is carried out over one or two months.

The idea of value emerges through interactions while working on customer problems. Once that emerges, sharpening the idea of value becomes a more focused process, focused on forming more precise expectations leading to concrete ways to meet needs (Rustholllkarhu et al., 2020). The idea of value can be created from various things, including getting complaints about problems with the product. Not only fixing problems with the product, the company will also consider solutions installed to overcome these problems. Innovation will also be created as the number of customer complaints is received. Enter the Company.

In the process, joint value creation is not only used to increase the value of the company's current products but also needs to be used for new products that will be created. Research has shown that joint value creation affects new products (Fan & Luo, 2020). PT Panemu Solusi Industri is currently only fixing existing problems with the product and has yet to create a new product, which is basically to overcome the

problems existing in the previous product. The company can continue to grow due to complaints about the product.

Actor involvement can hurt value creation (van Klyton et al., 2022). Actor involvement can negatively influence the value-creation process. PT Panemu Solusi Industri already has sales marketing that understands this. Before the product is marketed or offered, the company's sales marketing will first study the application to convey information and product functions well. Poor delivery of information and functions will hurt the company; this leads to the perception of potential consumers.

This study found that building a culture of delivering value supported by functional governance is critical to effective value-creation practices in asset integrity and project portfolio improvement (Lawson et al., 2022). PT Panemu Solusi Industri has a mission to create a comfortable working environment for its employees. Panemu provides a place to live and eat for its employees, and the company office is opposite where the employees live. This can make the office a second home for employees, and the facilities given are aimed at increasing the performance of employees so that the value-creation process can be achieved more quickly.

Manager involvement is necessary to co-create value and sustainability of service ecosystems (Scarlett et al., 2022). The PT Panemu Solusi Industri manager is always involved in every marketing or company value-creation process because the manager helps process the data received by sales and helps determine the steps that the company's sales must take. This will enable continued use of the application because the steps taken will be discussed first with the marketing manager of PT Panemu Solusi Industri.

Social innovation that leads to positive societal change by providing solutions to social and environmental challenges also requires strategic collaboration by various organizations (Babu et al., 2020). Innovations undertaken by companies are only sometimes profitable. Businesses must refrain from pursuing innovations aimed at the interests of an individual, and companies need to concentrate on developing truly innovative tactics suitable for their particular company and industry. PT Panemu Solusi Industri continues to monitor the obstacles encountered by business actors because by paying attention to this, companies can innovate according to the needs of society and not innovate for personal gain.

PT Panemu Solusi Industri carries out many business transactions using the B2C method, but it is not uncommon for PT Panemu to conduct transactions using the B2B method. The process of joint value creation can also be achieved if companies and customers can engage with each other. The B2C transaction process also highlights the importance of value creation "match" between the level of co-creation expected and experienced by customers (Gligor & Maloni, 2022). According to the consumer-dominant marketing logic, consumers have an active and central part in several traditional marketing activities, such as branding, product creation, and sales. Using the Odoo application helps companies create shared value by adjusting customer desires through consumer complaints.

To succeed, companies must develop organizational capabilities to create and capture shared value within the platform ecosystem (Schreieck et al., 2021). PT Panemu improves the abilities of its employees by conducting training that internal and external companies can attend. This training is provided so that the abilities of the company's employees are no less competitive with those of other companies. This training is essential for creating shared value because if the capabilities of the components owned by the company cannot trigger the creation of shared value, then the company will not be able to achieve success in creating shared value.

Product quality is essential to increase consumer satisfaction and maintain their loyalty so they continue to do business with the organization. It is one of the focuses of PT Panemu Solusi Industri. Customer satisfaction is the basis of Long-term value generation. The value proposition required to attract each desired group of the client base must be clearly stated in the strategy (Menet & Szarucki, 2020). One of the most essential elements for achieving long-term sales growth and profitability is improving product quality to create customer satisfaction. Companies that want to improve the quality of their products must integrate quality practices into daily operations. The development and success of a company are greatly influenced by quality management, which is also the main asset in fighting for client loyalty by aiming to provide experience and value to consumers.

Value is related to the efficiency of service products and the value obtained by service users and society (Rubalcaba et al., 2022). PT Panemu Solusi Industri provides offers that provide value to product or service users, namely price reductions obtained if

potential consumers want to subscribe to software from PT Panemu. Price discounts are aimed at increasing sales and attracting public attention, which can grow customer loyalty in the long term and increase product sales. Companies cannot provide significant discounts, and this is to avoid reducing the value of the company's products or services. Companies can achieve excellent results by selectively utilizing discounts and providing them to prospects at the right time.

Value can be generated from interactions between tourism service providers and tourists (Xu et al., 2021). Interaction is needed for optimal shared value creation. PT Panemu Solusi Industri always includes a contact when sending messages using a cold calling strategy, and this is done so that people can directly contact the company and schedule a demo for using the application. Value creation can be done in various ways, including interacting with consumers. Interaction is aimed at creating shared value by exchanging information, and sales and consumers do this, what problems are being faced, and what consumers currently need.

The research results also show that media enforcement is the most crucial variable in the value-creation process (Khajehchian & Ebrahimi, n.d.). PT Panemu Solusi Industri has done media enforcement by uploading videos or explanations about their products and services on social media. This is done to introduce the public to their products, which are expected to raise brand awareness. The company still needs to be more active and routine in uploading content on social media, which must be evaluated to create brand awareness among the public. PT Panemu Solusi Industri's Instagram followers are around 143, and this must be an evaluation of the company.

Research designs better digital services that enable the co-creation of value between service providers and customers (Lumivalo et al., 2023). Digital services concern PT Panemu Solusi Industri because marketing is carried out using digital marketing strategies, and services will be carried out digitally. Good digital service will create comfort for customers. There are several factors to improve digital service, and one is responding to messages quickly so customers do not have to wait a long time to get service from the company.

The very rapid development of technology has made several changes to people's lifestyles and habits Today. One of the changes in lifestyle and habits currently occurring is that the use of cash is starting to decrease when traveling somewhere

because payments can be made using mobile phones or other digital communication tools. , payment is made using the QR code feature. Service-dominant logic (SDL) determines the behavior and consequences of service-based exchanges (Manurung et al., 2023). PT Panemu Solusi Industri has yet to innovate its products based on changes in people's lifestyles. Today, the innovation adds a QR payment feature to its cashier applications.

Figure 2. shows a practice regarding the value co-creation cycle, including virtual co-creation, networking, resource integration, and service sharing. As the first step in the value co-creation cycle, the network captures consumers' desire to collaborate and connect digitally with other customers and hijab providers. Resource integration, the second stage of the value co-creation cycle, emphasizes consumers' readiness to contribute knowledge, technology, and other resources relevant to ongoing product development electronically with other customers and providers. Service exchange, the final step of the value co-creation cycle, highlights consumers' desire to share their knowledge, skills, and competencies digitally with other customers and service providers to generate new value. Shared value creation will then flow back to the value creation network stage that follows. This virtual co-creation practice is used to help discover hijab products (Suryana et al., 2017). Resource integration is seeking, obtaining, and assigning external resources efficiently. This requires combining and using resources to create value, then continuing to service exchange and networking.

Using Service-Dominant Logic (SDL), we assess the impact of digital information flow elements on perceptions and likelihood of use for services (Peltier et al., 2020). The flow of digital information can trigger the use of company services, and PT Panemu Solusi Industri always provides information and solutions regarding problems regarding technology and software development on their website. Someone will automatically enter the company website if the article they seek is on it. This allows the company's products and services to become known to the public, and visitors to the company website can see the services and products offered.

Service-Dominant Logic seeks to offer companies the opportunity to improve their product offerings through customer engagement (Solakis et al., 2022). PT Panemu Solusi Industri provides a feature called freemium. The freemium feature is a strategy carried out by the company so that consumers can first try the software or applications

offered by Panemu. Consumers can directly contact the company to subscribe if they feel that the product suits their needs and costs.

A company implementing the service dominant logic theory consistently prioritizes good customer relationships. The online service will provide ongoing offers and even information about new items. This treatment is expected to increase consumer bonding (Marsasi & Yuanita, 2023). PT Panemu Solusi Industri always prioritizes good relationships with its consumers. When holding a video demo for a product, the company does not do this formally, but consumers will be asked to speak in a relaxed manner so that the Zoom meeting can be very flexible and relaxed. This is also aimed at extracting information about what potential consumers need, which can be analyzed so that the company can recommend products that suit the needs of potential consumers. PT Panemu Solusi Industri also provides bug fixes or problems with its software or applications for free so that it has a long-term relationship with Consumers and can also be well looked after.

Good service will help retail stores build customer relationships (Arfansyah & Marsasi, 2023). Good service helps companies to build relationships with consumers. PT Panemu Solusi Industri continues to strive to improve its services, and the company always tries to reply to messages received by consumers. Good customer service is not just about meeting customer needs, it is also about exceeding their expectations. Companies can build strong relationships with their customers by consistently providing excellent customer service.

The business world is currently experiencing rapid development. In this modern era, one of the businesses growing so fast is the e-commerce sector, thus encouraging entrepreneurs to compete to provide the best service. One good service is distributing products to consumers quickly (Bagaskara & Marsasi, 2023). Service is one of the success factors for a company. PT Panemu Solusi Industri always pays attention to the quality of the company's services by providing recommendations for the required applications. The product distribution system from PT Panemu Solusi Industri adapts to the wishes of their consumers, and distribution can be done quickly according to their wishes so that consumers do not need to wait for the use of the purchased product.

Companies must be able to adapt and know what consumers need. Providing value to consumers is very important for companies to develop in the long term.

Creating shared value can be achieved by innovating the company's products and services. Companies constantly innovate their products and services. If the product develops, the company will retain the competition, considering the intense competition in the technology and software development industry. Customer involvement is the key so that the relationship between customers and companies can be established so that joint value creation between companies and consumers can be achieved.

The cashier's application or software processes payments, provides receipts and monitors the cash register are all the cashier's responsibilities. A cash register is a feature that records receipt and payment activities, adds up incoming and outgoing money, and determines the overall balance. It is essential to understand that there is a difference between users and cashiers in Odoo. In contrast to cashiers, who are strictly responsible for handling cash transactions at the point of sale, users log in to the system and interact according to the permissions permitted by the owner. Odoo offers tools and capabilities to manage cash registers and cash transactions in a retail environment, ensuring accurate recording and monitoring of financial transactions.

Figure 3. shows the purchase flowchart at PT Panemu Solusi Industri. Purchasing consists of several steps, starting with scheduling a demo. Potential consumers schedule by clicking on the link on the website or advertising the company's digital marketing. Then, the company holds meetings with consumers accordingly at the scheduled time. Consumers are asked to explain the problems in the company they are running, then the company's needs and the products they want from the company. After making observations and data required by the company, the company recommends products and negotiates with potential consumers.

Apart from its ease in transactions, the Indonesian quick response code (QRIS), of course, also has drawbacks, namely having taxes that must be paid. Tax payments are charged to business actors who provide payments using the Indonesian quick response code (QRIS) method. The fee that must be paid by payment providers using this method is 0.7% for each transaction, but this policy does not apply to all businesses. Micro businesses only need to pay 0.3% tax on each transaction.

Table 5. explains the visualization regarding additional features in the Odoo Point Of Sales module. The feature in question is the addition of the Quick Response Code Indonesian Standard (QRIS) feature. Payments using the QR method are already

widely used by the public, including in Indonesia. However, it is essential to note that the geography of the Indonesian archipelago and the dominance of cash transactions in certain areas can challenge the country's efforts to move towards a cashless lifestyle. Customers in distant areas may hesitate to use digital payment methods due to news or information entering those areas. The increasing use of digital payment systems reflects the shift in Indonesian society's demand for faster and safer transactions. QR payments in Indonesia are known as QRIS.

The payment system available at Odoo Point of Sales is complete for some consumers who want to make digital payments. However, for some people, the bank payment method can still be more complicated if we compare it with QRIS payments. Shared value creation can be achieved if the company and consumers actively create this value. Payments via QRIS will increase people's enthusiasm to start using the software or application, indirectly increasing the company's value. Collaboration to create shared value is carried out between the Company and consumers of PT Panemu Solusi Industri by providing complaints about the products being marketed so that the company can continue to develop over time due to complaints and input from users of the software being marketed. Innovation continuously carried out will give rise to many competitors who emerge because they are influenced to create products with the same function. Because of this technology and software development, companies cannot let a product or software sit there without making any updates or changes because it will make the products offered less competitive, and the company's value will decrease. The final point of a company's strategy is marketing. Apart from good products, marketing must also use an equally good strategy. How does the company create brand awareness among the public regarding PT Panemu Solusi Industri's products.

CONCLUSIONS & RECOMMENDATIONS

The Odoo Innovation program is a program that will be proposed to PT Panemu Solusi Industri. The author proposed this program because of changes in people's lifestyles. Today, payment using digital methods has become a necessity for society. Companies need to pay attention to this to create mutual value with customers. This program aims to increase company sales and, of course, to create shared value by providing the services that customers currently need. The QR pay feature could be a consideration for business actors looking for software or applications to run their

cashiers. This program will help people make payments more accessible and help companies create shared value. Service-dominant logic focuses on interactions between producers, consumers, and partners in the supply network; interactions must be triggered by the company so that service-dominant logic can be achieved, which will ultimately create consumer satisfaction and happiness because their needs can be met thanks to the evaluation of interactions with consumers. Information obtained comes from people who have different backgrounds. Marketing managers must be able to take steps so that all the needs of consumers from various groups can be met, one of which is by adding the QR payment feature. Currently, almost all groups carry out their transactions using digital payment methods.

The author's suggestions during this research carried out for five months in the marketing management division of PT Panemu Solusi Industri are as follows: (1) It is hoped that the application of the Service-Dominant Logic theory with the concept of Value co-creation can be implemented well. Companies can pay more attention and implement this program to make joint value creation more effective as support for the Value co-creation program so that companies can increase their value creation for potential customers. The additional system implemented, namely service-dominant logic, will benefit various parties, namely the company and all stakeholders below it. Adding payment features using the QR method will help achieve this. (2) The PT Panemu Solusi Industri application system has a module that can be completed for running various types of companies and industries. However, the marketing carried out still needs to be more structured and routine. Companies must be able to create content to attract people's attention.

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TABLE, PICTURE AND GRAPHIC

Table 1. Interview result

Research Question	Research Result
We already know that PT Panemu is engaged in software development. Who are PT Panemu Solusi Industri's competitors for the Odoo application?	If we ask about Panemu's competitors, it is interesting that we do not feel like we have competitors because now is the era of partnerships. We consider other companies that provide service and software development services as partners. We also often collaborate with other companies. When the studio collaborated with us, there was a play from Palagan.
What are the problems with Odoo marketing itself?	There are many problems; some people still need clarification and feel they need an ERP system, an integrated system, but many still need help understanding the Odoo system. The challenge for us is to provide benefits when companies implement Odoo ERP. Apart from that, most of Panemu's products are also B2B target markets. To find someone whose role is proper for us to discuss implementing Odoo.
If you use Odoo, are most of them from big or small companies?	Most Odoo users can be said to be intermediate

So far, for Odoos products, have there been many complaints?	If it is customary to complain, it is not too much. Because most of it is because the company still needs to understand the program, but that is not a problem because it is part of our service program.
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Source: Heru Tri Julianto (2023)

Table 2. Interview result

Pertanyaan Penelitian	Hasil Penelitian
What is the position of the company PT Panemu Solusi Industri as a competitor, is there a unique strategy to win the market?	As for a specific strategy, we do not have one, and we may place more advertisements on social media, like Instagram or Facebook ads.
How does PT Panemu Solusi Industri carry out market segmentation?	We prefer targeting people who understand technology like our products, so few complain. Because most of the complaints we receive are because customers do not understand how the application works
How does Panemu Solusi Industri carry out market targeting?	As for the target market, we emphasize the application capabilities because each segment has different needs.

Source: Ignatius Prasetyadi (2023)

Table 3. SWOT analysis

Strength	Weakness	Opportunity	Threat
Product prices can compete with competitors	Lack of a Marketing team	The company's products are increasingly developing due to high consumer demand.	Technology is increasingly developing nowadays
Have good product quality	Lack of product marketing content to maximize sales	There are more and more MSME business actors	
Sales promotion using digital	Lack of procurement of product advertising campaigns	Using Facebook ads as a marketing	
Fast company distribution process		Employee training can improve employee skills and values.	
A good website profile and social media accounts give the company a good image in society.		Price cuts can attract consumer attention.	

Source: Afaf (2023)

Table 4. Total Users of the PT Panemu Solusi Industri Application

Bulan	Total User
Maret	1168
April	1208
Mei	1251
Juni	1318

Source: PT Panemu Solusi Industri (2023)

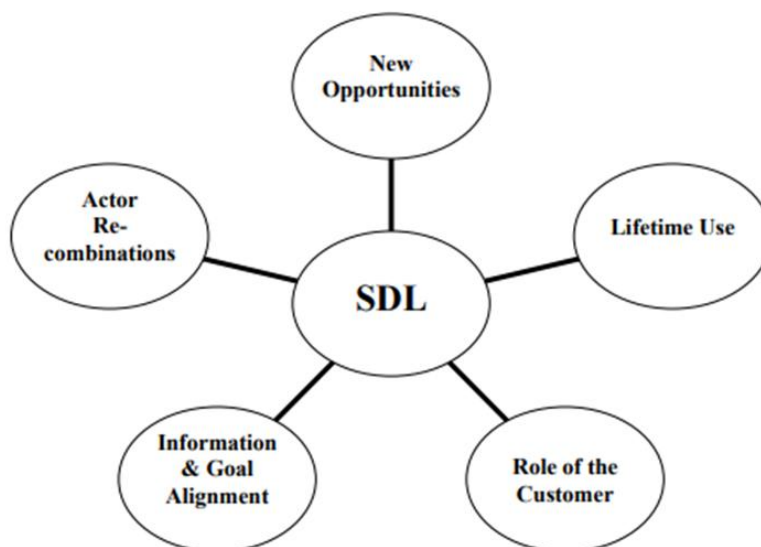


Figure 1. Visualization Implication of Service-Dominant Logic

Source: Bragge et al., (2009)

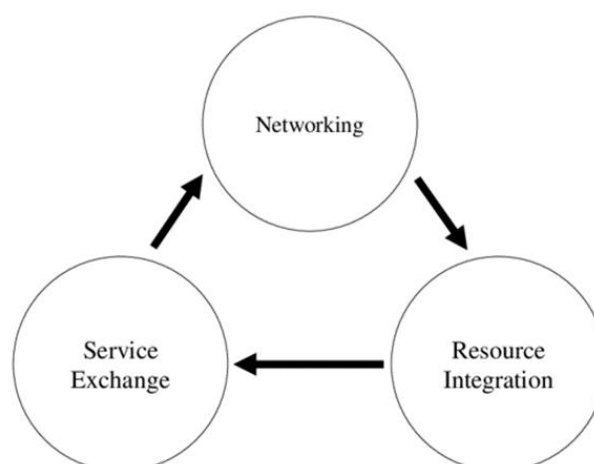


Figure 2. Visualization of the Value Co-Creation Concept

Source: Suryana et al., (2017)

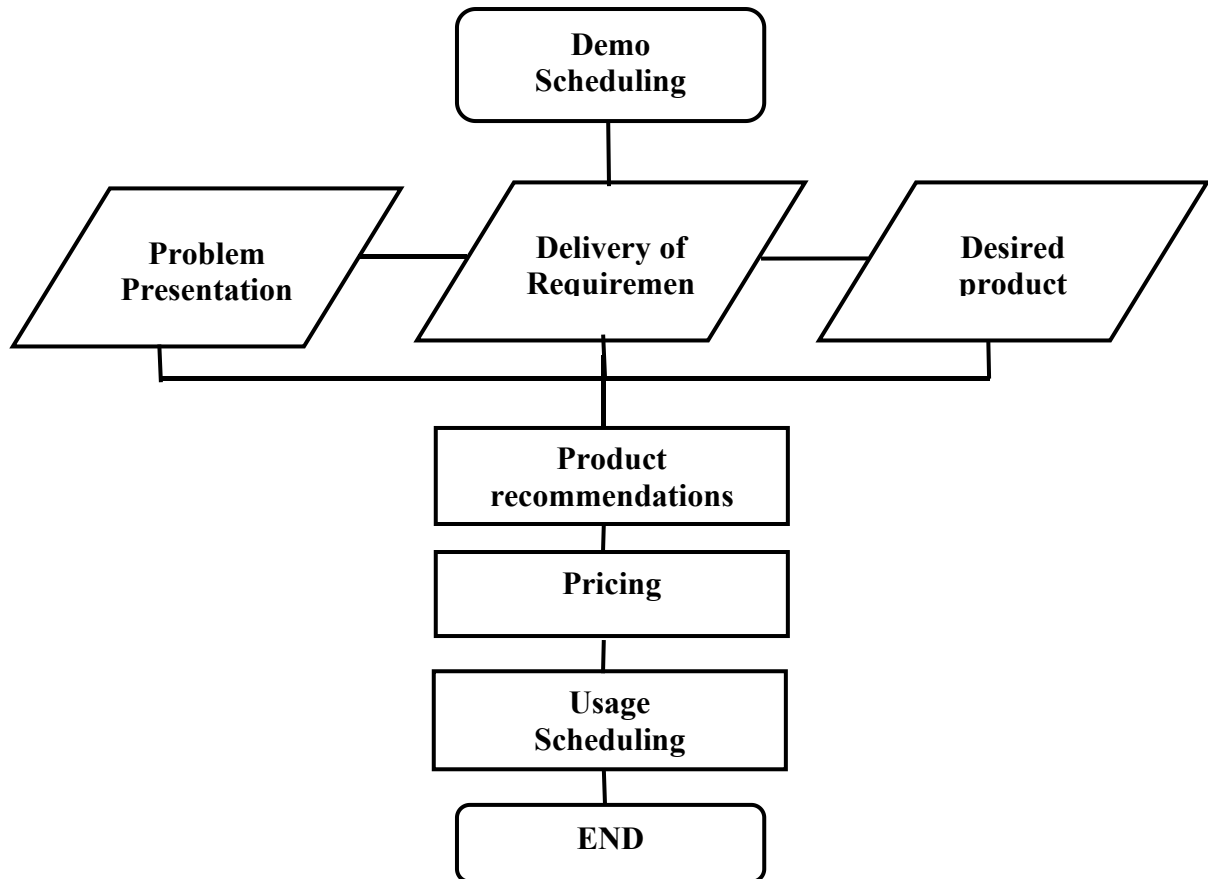


Figure 3. PT Panemu Solusi Industri Purchasing Flowchart
 Source: PT Panemu Solusi Industri (2023)

Table 5. Implementation of the Odoo Innovation Marketing Program

Aspect	Information
Objective	Increasing company value through adding the QR pay feature
Time Period	1. Beginning of the year 2. There is no significant improvement to the product
Person responsible	Marketing management manager and software engineer at PT Panemu Solusi Industri
Activity	1. Adding the QRIS payment method to the Odoo software or application means that Klik UT previously made cashless payments only by debit. 2. Increase marketing by adding marketing content on social media
Target	Companies and consumers
Output	Improving relationships and creating shared value between companies and consumers

Source: Afaf (2023)