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Exploring the Extent of Value Co-Creation in Jakarta's Mass Rapid Transit System via a Value-Mapping Scheme

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Abstract

Over the years, Jakarta's MRT system has not only shown development in how it mobilizes commuters, but also significant changes in how state-owned enterprises have adapted to user needs. Moving beyond traditional technocratic approaches, this research explores the extent of value co-creation within MRT Jakarta to understand how public values are generated through interactions between the provider and its users. Utilizing a qualitative approach, the study employs semi-structured interviews with individual passengers, non-governmental organizations, and community representatives, supplemented by a thematic analysis of corporate annual reports from 2022 to 2024. The findings reveal some dissonance between the value propositions of the provider and the realized experiences of the users. While MRT Jakarta emphasizes reliability, safety, and commercial innovation, users often experience "value mismatches," such as exhaustive security protocols that contradict the desired value of seamless, time-efficient travel. Furthermore, while successful co-creation instances exist, notably in wayfinding and signage development with community partners, the organization often remains complacent due to political stability concerns and traditional bureaucratic paradigms. Ultimately, the study utilizes the Grönroos-Voima Value Model to argue that MRT Jakarta currently functions primarily as a value facilitator rather than a true value co-creator. For deeper integration of Service-Dominant (S-D) logic, the organization must transition from a passive feedback loop to a "merged dialogical process" that empowers users as active resource integrators.

Keywords

co-creation; public values; public transportation; MRT Jakarta; service-dominant logic; public engagement; public input; value facilitator; value co-creator

Introduction

In the modern landscape of the public sector, citizen participation and engagement have always been a focus of discussion and a footnote in how to plan, create, and further develop the provisions of public goods and services. The comparison of the extent of difference in how value is understood between public