Exploring the Extent of Value Co-Creation in Jakarta's Mass Rapid Transit System via a Value-Mapping
Scheme
Andiga Wira Nagata, Dr. Yuyun Purbokusumo, M.Si., Ph.D.
Universitas Gadjah Mada, 2026 | Diunduh dari http://etd.repository.ugm.ac.id/

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

Andiga Wira Nagata* • Dr. Yuyun Purbokusumo**

Department of Public Policy and Management, FISIPOL UGM

*andigawiranagata492397@mail.ugm.ac.id **yuyun@ugm.ac.id

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

Exploring the Extent of Value Co-Creation in Jakarta's Mass Rapid Transit System via a Value-Mapping Scheme
Andiga Wira Nagata, Dr. Yuyun Purbokusumo, M.Si., Ph.D.
Universitas Gadjah Mada, 2026 | Diunduh dari http://etd.repository.ugm.ac.id/

and private sectors are well established, such as the distinctions made by Osborne (2018) and Dudau et al. (2019), and how these correlate with broader new public management scheme specifically for service-dominant (S-D) approaches. Said provisions of public goods and services include, in part, the ability for public entities to provide the public service of mobility. The issue of mobility, specifically in mass mobility as a public service can be further dissected into the institutions that serve mass mobility. Current priorities for such institutions in their development of operating mass transit systems within developing countries such as Indonesia tend to still focus on technical aspects in how to better plan, construct, and deliver services in a technocratic and tangible standpoint. However, equally important is the direction in which the governing bodies or operators of these highly advanced technological systems function and fit into the user base of such systems. Thus, the requirements and acknowledgements for further insight towards these intangible functions would not just be a determinant of completion and subsequent availability of the transport system to the wider public, but also of its stability and sustainability for the extent of such a system's integration towards the population.

The concept of "value" within public administration theories and concepts is not new. Classical examples of the term "value," "co-creation," and "co-production" can be analyzed and seen to be implemented in various existing literature such as Prahalad and Ramaswamy (2004)'s research on the further practices of value co-creation. However, little existing literature on value co-development or co-creation is available in mass public transportation systems such as Jakarta's Mass Rapid Transit[1] (MRT) system. The consideration of value as a considering factor in the development of public organizations and service delivery can also be attributed to how developing countries still tend to focus heavily on efficiency and practical function based on the application of new public management theories into its function paradigms and thus further enhances the increasing importance of the topic of value creation in

[1] Further mentions of "Mass Rapid Transit" will be abbreviated as "MRT" in following sections unless otherwise stated.

Exploring the Extent of Value Co-Creation in Jakarta's Mass Rapid Transit System via a Value-Mapping Scheme
Andiga Wira Nagata, Dr. Yuyun Purbokusumo, M.Si., Ph.D.
Universitas Gadjah Mada, 2026 | Diunduh dari http://etd.repository.ugm.ac.id/

public policy and public organizational operations (Samaratunge & Wijewardena, 2009).

Furthermore, the ability to identify and measure value within existing organizational structures remains underdeveloped, with many public organizations, whilst recognizing the term "value" from an organizational and user perspective, still having little basis for measurement of nor map how value is generated and produced with. The research poses two main research questions:

a) What are the value propositions presented by MRT Jakarta as an organization and its user base/customer?
b) What is the extent of value co-creation initiated by MRT Jakarta?

This study aims to identify the extent of "value co-creation" activities within Jakarta's mass rapid transit system by identifying the value propositions given by both parties, MRT Jakarta and its user base, and how these co-creation dynamics are conveyed with a final output of a value-mappings scheme that visualizes the value co-creation process of the two stakeholders.

Value as a Proponent of Market Activity

"Value" is idiosyncratic, experiential, contextual, and meaning-laden (Vargo & Lusch, 2007). The term within public administration and organization theory can be described, communicated, and conveyed in multiple aspects and mediums. To obtain a structure of how value may be perceived, Vargo et al. (2008) describe that value has two major meanings when put into the context of the conveyance of goods and services: the first being "value in-exchange" and the second being "value in-use."

The former term is used as a basis for "goods-dominant" (G-D) logic where values are generated more often than not solely by the firm or producer of goods and services, which are then passed down into the market where value is explicitly produced when it is exchanged with other goods or a certain monetary value. In the G-D perspective, this creates a distinct role between the producer and consumer, and value creation here is perceived to be an action undertaken by the producer itself as to an extent, said party are the ones who may, in theory, place any quantity of value in their products in exchange for other