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A study on the value co-creation process of cooperatives Focus on the SDL (Service Dominant Logic)

Yoobin Lee
Sanghoon Lee

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- Focus on the SDL(Service Dominant Logic) -

Yoobin Lee(Doctoral Student, Sungkonghoe University)

Sanghoon Lee(Professor, Sungkonghoe University)

1. Introduction

There are many examples of cooperatives emerging as a form of collective organization in times of social crisis, where members of society come together voluntarily to address problems. Cooperatives is an independent organization with its own business model. And cooperatives are inherently social value-driven. Ironically, it almost encompasses what has recently been called CSR(Corporate Social Responsibility), CSV(Creating Shared Value) and ESG. In other words, cooperatives have these characteristics inherent in the organization itself. That is why I think research that can explain the characteristics, advantages and principles of cooperatives is very useful.

The owners of a co-operative are its members and it is essentially run by 'co-operation between members'. But co-operatives don't stop at the act of 'co-operation between members', they also create new results through co-operation. In other words, many individuals work together to co-create new value. Therefore, we believe that research on the process of co-operation between cooperative members is important, and may help to explain not only cooperatives but also other organizations that create new value based on reciprocity in the future.

Therefore, this study aims to explain the co-operation process among members of a co-operative by applying theories related to value co-creation. For this, first, we explored theories that can explain value co-creation, second, we propose a theoretical analysis framework that can explain the process of cooperation between cooperative's members, third, we applied the analysis framework to analyze cooperative cases.

2. Background theory

2.1. cooperatives and 7 principles

The International Co-operative Alliance (ICA) defines a co-operative as "an autonomous organization formed voluntarily by people who wish to meet their common economic, social and cultural needs and desires through a jointly owned and democratically run business enterprise". In 18th century England, the development of capitalism brought with it a range of social problems, and it was during this time that co-operatives began as a movement to protect the marginalised and economically disadvantaged and to achieve common socioeconomic goals. Co-

operatives are therefore inherently both for-profit and not-for-profit, and clearly differ from for-profit private enterprise(Puusa et al., 2013; Somerville, 2007).

A distinctive cooperative identity is based on cooperative principles. Laidlaw (1980) emphasised the importance of identity in sustaining the viability of cooperatives, and the International Co-operative Alliance (ICA), based on the Laidlaw report and revised three times (1937, 1966, 1995), declares seven principles of co-operatives. The seven co-operative principles are [table1].

[Table1. 7 principle of cooperatives]

1. Open and voluntary membership	Membership in a cooperative is open to all people who can reasonably use its services and stand willing to accept the responsibilities of membership, regardless of race, religion, gender, or economic circumstances.
2. Democratic member control	Cooperatives are democratic organizations controlled by their members, who actively participate in setting policies and making decisions. Representatives (directors/trustees) are elected among the membership and are accountable to them. In primary cooperatives, members have equal voting rights (one member, one vote); cooperatives at other levels are organized in a democratic manner.
3. Member's economic participation	Members contribute equitably to, and democratically control, the capital of their cooperative. At least part of that capital remains the common property of the cooperative. Members allocate surpluses for any or all of the following purposes: developing the cooperative; setting up reserves; benefiting members in proportion to their transactions with the cooperative; and supporting other activities approved by the membership.
4. Autonomy and independence	Cooperatives are autonomous, self-help organizations controlled by their members. If they enter into agreements with other organizations, including governments, or raise capital from external sources, they do so on terms that ensure democratic control as well as their unique identity.
5. Education, training and information	Education and training for members, elected representatives (directors/trustees), CEOs, and employees help them effectively contribute to the development of their cooperatives. Communications about the nature and benefits of cooperatives, particularly with the general public and opinion leaders, help boost cooperative understanding.
6. cooperation among cooperatives	By working together through local, national, regional and international structures, cooperatives improve services, bolster local economies, and deal more effectively with social and community needs.
7. concern for community	Cooperatives work for the sustainable development of their communities through policies supported by the membership.

The seven principles clearly show that the core of a cooperative is its members. Members have a dual identity as both owners and users of the cooperatives and are stakeholders who are directly involved in its operations (principles 2, 3, and 5). Also, cooperatives are independent organizations that are not subject to external interference(Principle 4) and have a democratic governance structure in which members have equal decision-making power through the principle of one person, one vote(Principle 2). In addition, the results generated by the cooperative process based on the voluntary participation of members (Principle 1) lead to activities that contribute to the community as well as to individual benefits. In other words, it begins with cooperation between individuals, is linked to activities between organizations(Principle 6) and contributions to the community(Principle 7), and ultimately extends to contributing to the sustainability of society.

As such, the nature of cooperatives can be explained by seven principles. On the other hand, however, cooperatives can also be described as a process of value co-creation, in which individual members work together to create new value. Therefore, this study attempts to explain the process of co-operation between cooperative members as a process of value co-creation.

2.2. value co-creation and consumer-centric value co-creation

Value co-creation is gaining attention as a way to achieve sustainability, including innovation, solving social problems, and securing competitive advantage. In the past, co-creation studies have generally been understood as a collaboration between companies and consumers to create new products or services, such as new product development based on customer participation(Hoyer et al., 2010; Hoffman et al., 2010; Lee et al., 2012). However, the concept of co-creation is interpreted slightly differently depending on who is at the centre of value creation. For example, in a co-creation concept where consumers participate in the production of a company's products/services, the company is the centre of value creation(Auh et al., 2007; Lemke et al., 2011; Prahalad & Ramaswamy, 2004). Corporate-centric co-creation aims to create new value through consumer engagement and interaction with consumers for corporate sustainability(Prahalad & Ramaswamy, 2004; Hoyer et al., 2010; Hong et al., 2014). Therefore, enterprise-centric co-creation is closer to the concept of co-production.

However, in the co-creation concept based on the consumer's experience, the consumer become a center of value creation(Grönroos, 2006; Moeller, 2008; Vargo & Lusch, 2004; Gummerus & Pihlström, 2011). Consumer-centric co-creation can be seen as a form of co-operation in which consumers are at the centre and companies are further involved, so the purpose is to address the needs and desires of consumers themselves(McColl-Kennedy et al., 2012; Vernetta & Hamdi-Kidar, 2013; Lee et al., 2017). Therefore, it can be seen consumer-centric value co-creation is not a co-creation process between company and consumer but a co-creation process between stakeholders.

This study focuses on theories that explain co-operatives as voluntary organizations that are established and operated by members based on their needs and desires.

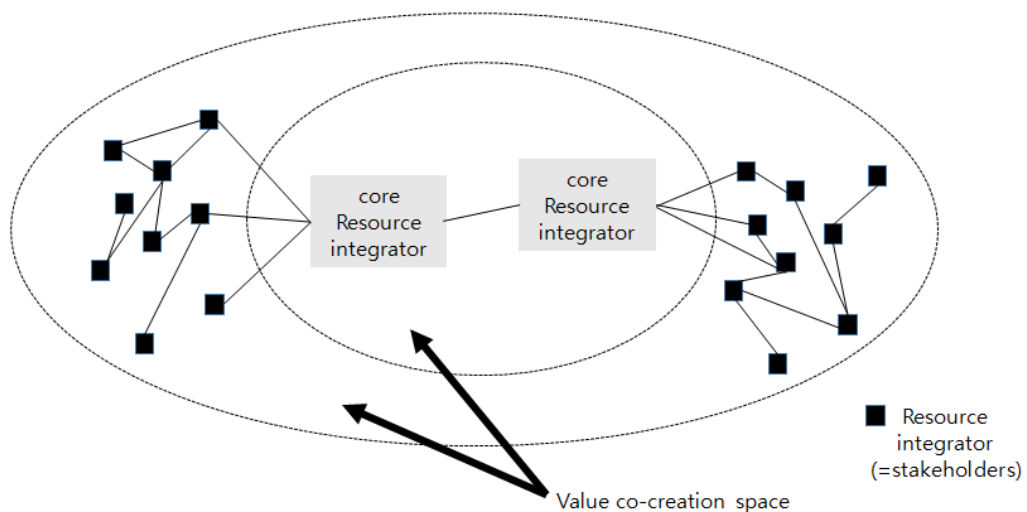
Therefore, I think that the consumer-centric value co-creation in which emphasises the collaborative process between stakeholders is more appropriate in this study.

Consumers can be described in terms of their role as buyers in the market where products or services are exchanged, but they can also be described as all members of society who have the ability to consume. Therefore, in this paper, consumers are regard as 'stakeholders' as members of society who have the will to solve their own needs and desires. And the term was used by modifying consumer-centric value co-creation to stakeholder-centric value co-creation. A cooperative is an organization established and operated by voluntary association of direct stakeholders called members. Therefore, members are direct stakeholders, and the business operation and performance of a co-operative can be seen as a stakeholder-centric value co-creation process. In other words, co-operatives can be seen as a representative business model of stakeholder-centric value co-creation, and we chose service-dominant logic as a theoretical perspective that can explain it well.

2.3. Service Dominant Logic(SDL)

Service-dominant logic(SDL) is a theoretical perspective that describes the stakeholder-centric value co-creation process and was first proposed in the marketing domain by Vargo & Lusch(2004). The various stakeholders in the value chain become participants in the creation of value in the service dominant logic. And each participant's experience, skills, knowledge, etc. become unique and differentiated resources. Value chain participants voluntarily share and combine resources and information out of necessity. The new value created through this process is ultimately has a differentiated and unique value because not just a combination of material resources.

In the service dominant logic, the process of co-creating value through the participation and cooperation of stakeholders is expressed as an ecosystem itself. Therefore, in this paper, we have used the modified term 'value chain ecosystem'. As shown in [Figure 1], stakeholders are resource integrators in the value chain ecosystem, sharing and combining the resources they have.



[Figure 1. value chain ecosystem(Lee & Lee, 2022)]

The value chain ecosystem of the service dominant logic can be described by three key elements: operant resources, voluntary participation, and horizontal governance(Lee & Lee, 2022). Stakeholders in a service dominant logic value chain ecosystem play the role of resource integrators who integrate the resources they possess, and a type of the main resources that are integrated are the experience, skills, and capabilities ect. of them. The form of these intangible resources like that is defined as 'operant resources' in the service dominant logic. Operant resources are the unique and distinctive resources that people have, such as knowledge, culture, and experience, which are intangible and dynamic in nature(Vargo & Lusch, 2004a; 2004b; 2008; Akaka et al., 2013).

Stakeholders who are resource integrators voluntarily share and combine their resources to meet their needs and wants. This behavior is initiated by their own volition, Lee & Lee (2022) refer to this as 'voluntary participation', considering the proactivity of making decisions and acting on their own volition. Voluntary participation means that the willingness of an actor to perform meaningful actions on his or her own behalf, based on particular motivations or personal beliefs, beyond those required to satisfy needs and desires(Lee & Lee, 2022).

Finally, in order for value co-creation to lead to positive outcomes in the value chain ecosystem, it is very important that resources are well combined between stakeholders. If stakeholders' voluntary participation is encouraged more, the combination of their operant resources will be much better, leading to positive value co-creation outcomes. Previous studies of collaboration and networks have shown that mutual checks and balances and cooperation between collaborating parties or network members lead to higher levels of performance(Eun & Oh, 2009; Lee et al., 2009; Ahn, 2013; Park & Lim, 2018; Lee et al., 2019). The service dominant logic assumes that stakeholders as resource integrators have an equal relationship with each other. Therefore, in this study, we refer to the environmental conditions that facilitate collaboration between stakeholders in the service dominant logic as 'horizontal governance'.

This study considers cooperatives as a representative organization of stakeholder-centric value co-creation and proposes an analytical framework based on the three characteristics of service dominant logic.

3. method

3.1. case study

This study applied the case study method of qualitative research. Case study have been recognized as a research methodological perspective since the 1980s by Yin (1984), Merriam (1988), and others, and have been conducted in a variety of academic disciplines and for a variety of purposes(Merriam, 2009). Case studies are categorized into intrinsic and instrumental, depending on where the researcher's

focusing lies(Stake, 1995; 2008). An intrinsic case study is when the researcher has an intrinsic interest in the specific case itself, and an instrumental case study is when the case study is conducted to gain insight or access to generalizations about a problem or issue. This study is an instrumental case study and applies a theoretical analysis framework based on service dominant logic to analyze the case of a cooperative.

3.2. analysis case

Analysis case is total 3 cooperatives(table 2).

[Table 2. Analysis cases]

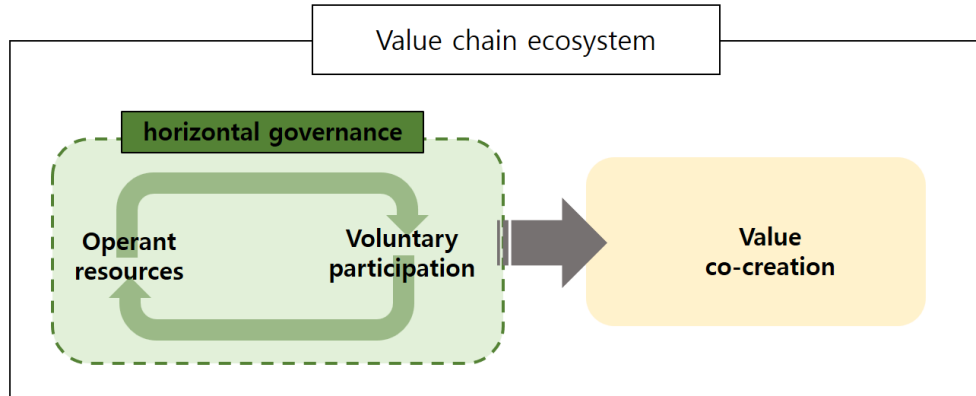
Type	Name of cooperative	member	Purpose
Workers' cooperative (general type)	Dea-gu taxi cooperative	Taxi driver	Improvement of rights & interest for taxi driver
Business cooperative (general type)	Hi-cleaning cooperative	Small size laundry shop owner	Co-business
School cooperative (social type)	Docksan-nuri social cooperative	Teacher, parents, student of Docksan high school	Running cafeteria in high school

In Korea, cooperatives are divided into two types based on the Basic Act on Cooperatives; 'general cooperatives' and 'social cooperatives'. A general type can conduct for-profit business and distribute profits to its members(producers' cooperative, workers' cooperative, business cooperative, ect.). However, social cooperatives can only engage in business for the purpose of providing social services, and the profits generated from the business are prohibited from being distributed to members, too. The analysis cases in this study are two general cooperatives and one social cooperative.

3.3 framework for case analysis

The analytical framework consists of operant resources, voluntary participation, and horizontal governance, which are the core factors that explain the service dominant logic. Depending on how the operant resources of the members are combined, the performance can be positive or not. In other words, it is very important that operant resources are combined well. For this, the voluntary participation of the members who own and manage the operant resources is essential. And horizontal governance environment promote to voluntary participation and generates cooperation between members. Co-created value based on collaboration between members directly affects the organization's performance and ultimately enhances its sustainability. On

the other hand, an organization's performance will never be positive if it has difficulty cooperation between members. This study analyzed cooperative cases of positive value co-creation through collaboration between members, and the analysis framework is as follows [Figure 2].



[figure 2. framework for case analysis]

4. Case analysis

4.1. Dea-gu taxi cooperative

It is a workers' co-operative made up of taxi workers in Dae-gu, South Korea. It was founded in 2015 and started operating taxis in 2016. When the co-operative was founded, there were only 9 members and 27 taxis, but it has grown to 243 members and 247 taxis (December 2021). Since its inception, sales have been steadily increasing every year, and even during the COVID-19 pandemic, when the tourism and transport industries were hit hard, the company remained in the black, proving its stable management and ability to overcome crises, making it a model for cooperatives.

There were many problems in the early days of the organization when there was a lack of learning and understanding of cooperatives. Inexperience and lack of transparency in cooperative management and communication amplified mistrust and conflict, which led to a vote of no confidence in the board and officers. However, the process of changing the chairman served as an opportunity for members to actively express their opinions and participate in discussions to solve problems. Since then, members have become more aware of the importance of participating in organization activities and have always been interested in everything in the company. This led to voluntary participation in general meetings and club meetings, and frequent participation activities laid the foundation for smooth communication and trust between members.

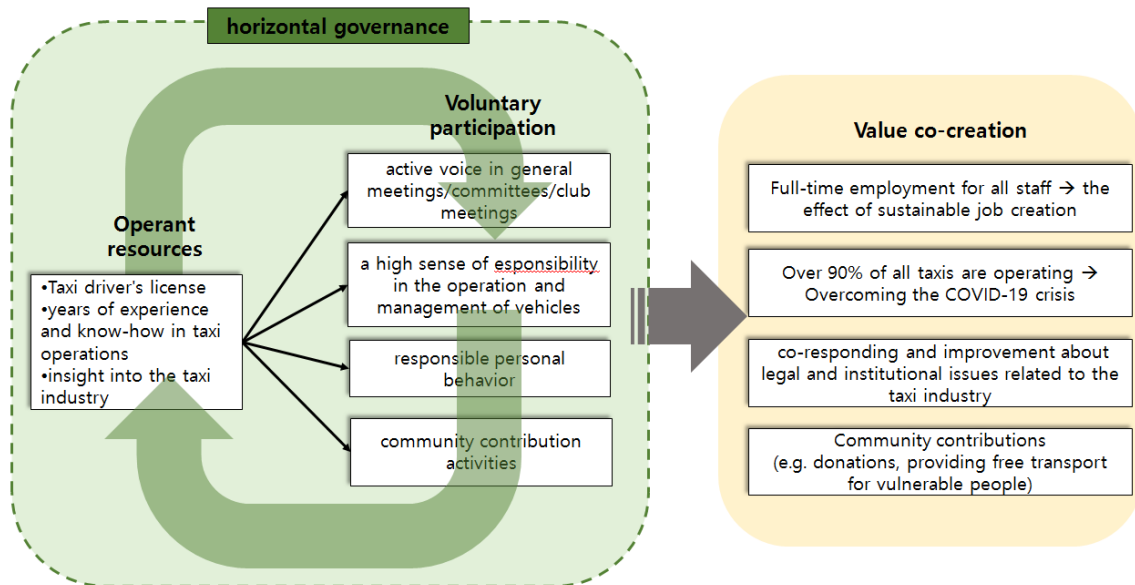
Meanwhile, the management of commercial taxis was delegated to the members. Each member managed and operated the taxis provided to them to the best of their ability. Also, to reduce the burden on individuals, a joint and several liability system has been introduced for losses caused by taxi accidents. As a result, the

cooperative's revenues continued to grow, and member benefits such as dividends and welfare services increased.

This led to member satisfaction, which encouraged more active member participation, which in turn led to lower accident rates and higher customer satisfaction. The cyclical occurrence of positive outcomes has motivated solidarity activities in the region, and they are now actively involved in various social projects and inter-cooperative solidarity activities. Next [Table 3] and [Figure 3] apply the analysis framework to this case.

[Table 3. analysis of Dea-gu taxi coop(2)]

Key factors	Contents
Operant resources	<ul style="list-style-type: none"> •taxi driver's license •years of experience and know-how in taxi operations •insight into the taxi industry
Voluntary participation	<ul style="list-style-type: none"> •voluntary participation and active voice in general meetings/committees/club meetings •a high sense of responsibility in the operation and management of vehicles •responsible personal behavior and efforts to improve customer service quality to minimise overall losses •community contribution activities
Horizontal governance	<ul style="list-style-type: none"> •organizational decisions based on member's opinion(policies, systems, benefits, etc.) •frequent communication (between officers and members, or members)
Value co-creation (outcome)	<ul style="list-style-type: none"> •revenue growth continues → Full-time employment for all staff → the effect of sustainable job creation •responsible management and driving for taxi → Over 90% of all taxis are operating → Overcoming the COVID-19 crisis •co-responding and improvement about legal and institutional issues related to the taxi industry •community contributions: donations, providing free transport for vulnerable people, boosting the local economy(preferential agreements with local businesses such as car centres)



[figure 3. analysis of Dea-gu taxi coop(2)]

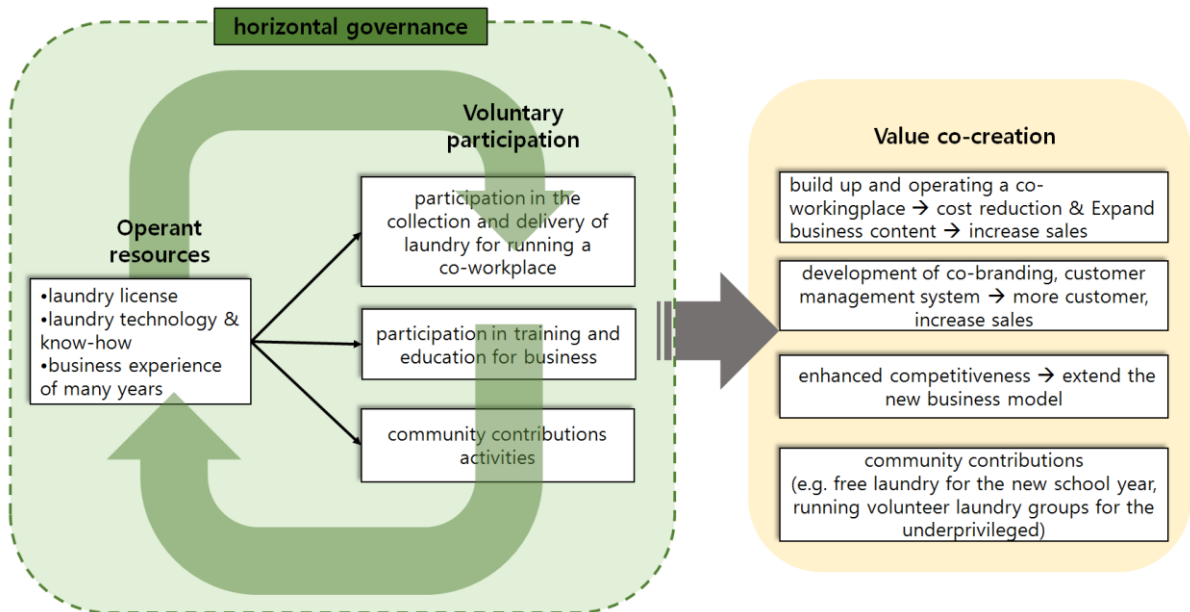
4.2. Hi-cleaning cooperative

It is a business co-operative whose members are small and medium-sized laundry store and was established in 2013. At first, seven members started the business in a small co-working space. Today, there are 15 members (including 5 associate members) and a total of 17 stores in operation (including unmanned stores) (2018), with sales increasing continuously since its inception. In South Korea, many small private laundries are struggling to survive as the large franchise laundries control around 70% of the total market. In this situation, Hi-cleaning cooperative is continuing business by reducing costs and improving service quality through collaboration such as co- workspace operation and co-branding.

The members of the Hi-cleaning cooperative are small laundry owners. It is similar to a franchise system, but differs in that all business profits are distributed to members, except for the minimum costs of running the business. Although the size of the cooperative is small, the know-how of the individual members(laundry owners) is much more effective through the various services provided by the cooperative(co-working space, customer management system, etc.). As sales have increased, they have been continuously considering and expanding new business models (unmanned stores, shop in shop, etc.). In addition, various community outreach activities are carried out for example free laundry of school uniforms for the new school year, running volunteer laundry groups for the underprivileged, etc. Next [Table 4] and [Figure 4] apply the analysis framework to this case.

[Table 4. analysis of Hi-cleaning coop(1)]

Key factors	Contents
Operant resources	<ul style="list-style-type: none"> •laundry license •laundry technology & know-how •business experience of many years
Voluntary participation	<ul style="list-style-type: none"> •participation in the collection and delivery of laundry to reduce the cost of running a co-workplace •participation in training and education for business provided by the cooperative •community contributions activities
Horizontal governance	<ul style="list-style-type: none"> •development of a co-brand and customer management system based on members opinions •apply a revenue sharing model •enhancing member benefits (reduced fees, support the health check-ups, etc.)
Value co-creation (outcome)	<ul style="list-style-type: none"> •build up and operating a co-workingplace → Capable of handling both specialist and bulk laundry → Expand business content and increase sales •development of co-branding → increase marketing effectiveness → increase sales •development of customer management system → make customer management easier → improvement of service quality → more customers •enhanced competitiveness → extend the new business model(e.g. shop-in-shop in public institutions, welfare facilities and large shopping mall) •community contributions(e.g. free laundry of school uniforms for the new school year, running volunteer laundry groups for the underprivileged)



[figure 4. analysis of Hi-cleaning coop(2)]

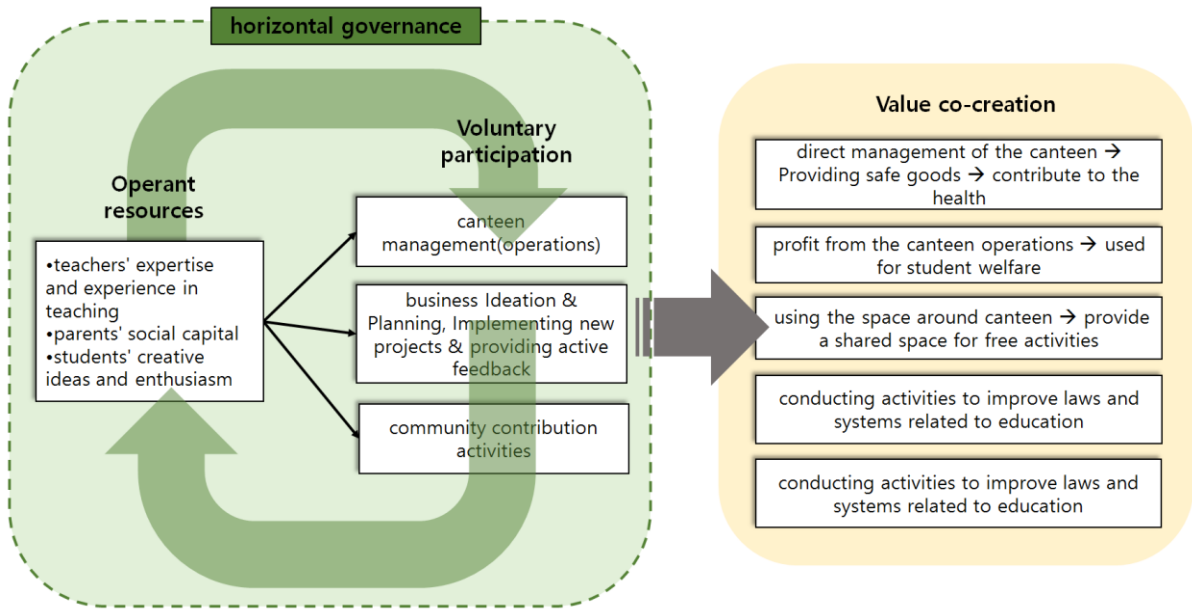
4.3. Docksan-nuri social cooperative

This is the first school cooperative in Korea. It was established in 2013 and its main business is the direct operation of school canteens. The discussion about establishing a cooperative began with the problem that the food in the canteen was not only unsafe, but the profits from the canteen was being used for other purposes. To solve this problem, they decided to run the school canteen themselves and chose a cooperative. The members of the school co-operative consist of teachers, students and parents.

The existing canteen in which was operated by an external company was closed and a new canteen with eco-friendly products was opened. The cooperative canteens sold only safe products and were run by student members alongside parent and teacher members. The name of the shop, how it operates and what it sells were all decided by students, parents and teachers. Being involved in all the decisions and managing the canteen provided another learning experience for the students. Parents donated a variety of talents, and also students came up with creative ideas or planned and implemented various campaigns. Around the canteen was provided as a shared place for school members. In addition, they also conducted community contribution activities such as 'eco-closets' and 'free meals during some vacation'. Students, teachers, and parents who have participated in school co-operatives all say that co-operative activities have helped them become more active members of society. Next [Table 5] and [Figure 5] apply the analysis framework to this case.

[Table 5. analysis of Docksan-nuri social coop(1)]

Key factors	Contents
Operant resources	<ul style="list-style-type: none"> •teachers' expertise and experience in teaching •parents' social capital(community networks, social experience, talents and skills, etc.) •students' creative ideas and enthusiasm
Voluntary participation	<ul style="list-style-type: none"> •canteen management(operations) •business Ideation & Planning, Implementing new projects & providing active feedback •community contribution activities
Horizontal governance	<ul style="list-style-type: none"> •no hierarchy between members(teacher-student, teacher-parent, parent-student)
Value co-creation (outcome)	<ul style="list-style-type: none"> •direct management of the canteen → providing safe goods → contribute to the health of students, teachers •profit from the canteen operations → used for student welfare (scholarships, welfare goods, etc.) •using the space around canteen → provide a shared space for free activities → student-centre activities can be planned and experimented with •conducting activities to improve laws and systems related to education (support for student educational activities, canteen bidding system, etc.) •community contribution(e.g. Free meals for local children during school vacation, school uniform giveaways).

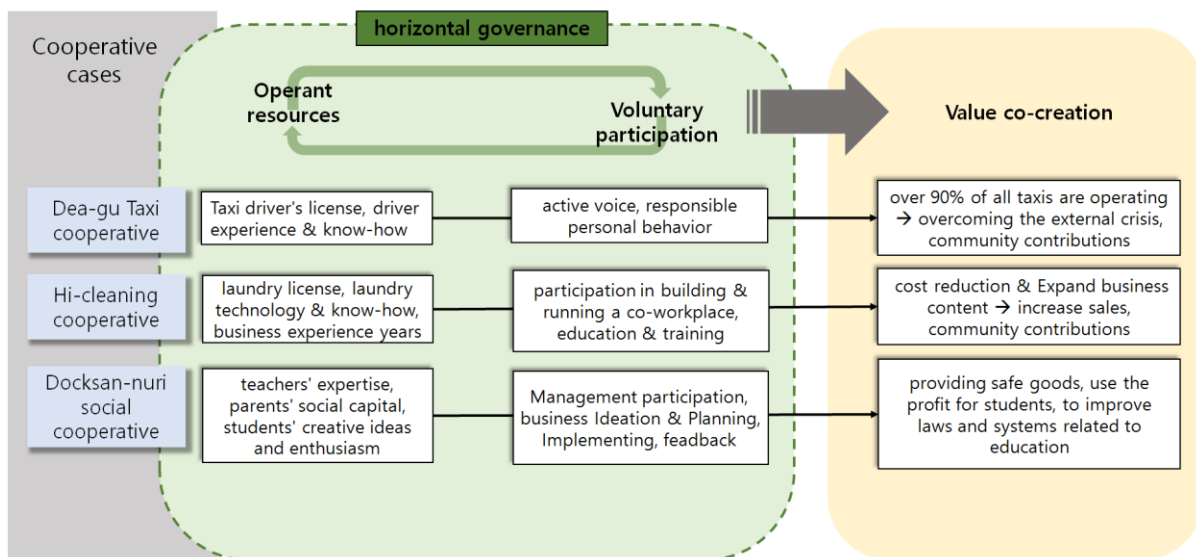


[figure 5. analysis of Docksan-nuri social coop(2)]

5. Result of case analysis

Dae-gu Taxi Cooperative is a workers' cooperative that co- owns and co-operates a company with taxi workers as members, and has been solving not only the poor working environment of taxi workers but also how to wisely overcome the economic recession crisis caused by the Covid19. Hi-Cleaning Cooperative is a business cooperative established by a group of laundry small businesses, and in the laundry industry structure dominated by large franchises, they have been sharing their individual laundry technology and know-how accumulated over the years and securing competitiveness through co- workplace and co-brand development. Doksan -nuri Social Cooperative is a cooperative based on the Doksan High School, with teacher & staff, students, and parents at the centre, and the three parties are working together as equal members to solve the problems that need to be solved in the school. In particular, school cooperative have a special significance in that they can provide students with different education not only by operating a canteen that sells safe food for students, but also by designing and implementing various businesses themselves.

Taken together, the case analyses show that in all three cases, members are co-creating new value by voluntarily working together to solve their own problems or meet their own needs, or working together to address social issues that members empathize. In other words, members were willing to share their operant resources (skills, experience, knowledge, etc.) with others, and actively and voluntarily participate in the business operations and activities. In addition, the environment of horizontal governance, where all members are equal, further facilitated collaboration by creating mutual trust between members (Figure 6).



[figure 6. Summary of case analysis]

6. conclusion

This study aimed to explain the process of cooperation between cooperative's members by applying theories related to value co-creation. Previous studies have shown that each researchers have different views on value co-creation(co-produce, co-creation, etc.). Of these, we believe that stakeholder-centric co-creation is the most appropriate to describe cooperatives, and focused on the service dominant logic that explains stakeholder-centric co-creation. After deriving a theoretical framework based on the three core elements of the service-oriented logic (active resources, voluntary participation, and horizontal governance) and analyzing three cooperative cases, the usefulness of the theoretical framework proposed in this study was confirmed. After deriving a theoretical framework based on the three core elements of the service-oriented logic (active resources, voluntary participation, and horizontal governance) and analyzing three co-operative cases, the usefulness of the theoretical framework proposed in this study was confirmed. It was also found that co-operation between members of a co-operative can be explained as stakeholder-centric value co-creation.

The implications of this research are as follows.

First, we confirmed to the co-operatives is a representative model as co-creating of value through mutual cooperation stakeholders. The purpose of a co-operative is for its members, who are both owners and users of the organization, to satisfy their own needs and desires through co-operation. The members of the co-operative are the direct stakeholders, and the collaboration between the members can be seen as the voluntary cooperation of the stakeholders. In addition, the achievements of the co-operative which are created through co-operation among members, can be seen as the achievements of value co-creation.

Second, the service dominant logic is suitable as a theoretical perspective for

explaining the process of collaboration between stakeholders. According to sustainability has become increasingly important to socioeconomic recently, collaboration is become a very important mechanism and collaboration research continues to be active. Nevertheless, there is very little concrete collaborative processes or empirical research about it(Lemke et al., 2011; Kleinaltenkamp et al., 2012). We believe that this study has contributed to the limitations of previous studies by providing a theoretical framework to explain the process of collaboration. In the future, we hope to develop more sophisticated analytical frameworks and measurement indicators to support empirical studies.

Third, this study contributed to a theoretical perspective that can explain cooperatives, especially the process of cooperation between members of cooperatives. This study presents a theoretical analytical framework to explain the co-operating principle of cooperatives based on service dominant logic. Also, confirmed the usefulness of the theoretical framework by applying actual cooperative cases. In our view, this analytical framework can applicable to all social economy organizations with mutual reciprocity basis(social enterprises, NPO, third sector ect.), such as cooperatives.

The limitations of this research are as follows.

First, there are limitations to generalization. This study is instrumental case study. The usefulness of the theoretical framework to explain the collaboration process was confirmed by analyzing three cases, but it needs to be applied to more cases. In addition, since this study was based on cooperatives, it is necessary to study a wider range of organizations. We hope that this study will help to develop indicators to measure collaborative processes in the future, and we look forward to further empirical research on a wider range of organizations.

Second, this study focuses on the positive outcomes of value co-creation. However, the outcomes of value co-creation are not always positive, and the need for research on negative outcomes of value co-creation has been raised recently (Echeverri & Skålén., 2011; Plé & Cáceres, 2010; Woodruff and Flint, 2014). If we can clearly identify the factors that affect the negative performance of value co-creation, i.e., the failure factors of value co-creation, this will provide a basis for more clearly identifying the positive performance factors.

Based on the implications and limitations of this study, we hope that a more sophisticated analytical framework will be developed in the future to explain the process of value co-creation among cooperative members. It is also hoped that this will support empirical research not only on co-operatives but also on various other social economy organizations aimed at realising social value.

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