



## Hierarchical Concept to Build Value Co-Creation Gibson Guitar Community in Indonesia

Mario Saskara Pasamalangi<sup>1\*</sup>, Mas Wahyu Wibowo<sup>2</sup>  
Universitas Mercu Buana

**Corresponding Author:** Mario Saskara Pasamalangi [mariosaskara@gmail.com](mailto:mariosaskara@gmail.com)

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### ABSTRACT

This research connects the Consumer Culture Theory (CCT) perspective with the Service-Dominant Logic (S-D Logic) theory to show how to deeply understand brands through the eyes of consumers and the co-creation of brand culture to create value. The research method used is qualitative with ethnographic research design and in-depth interviews with key informants and the data analysis process using NVIVO 12 Plus to get comprehensive results. The final result of this study found the right model concept in implementing value co-creation hierarchically to support the sustainable growth of the Gibson Guitar brand.

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## **INTRODUCTION**

Through 2022, the musical instrument industry market is experiencing strong growth driven by a surge in interest in music and more people taking up musical hobbies. This has resulted in a substantial increase in sales across a wide range of musical instruments including guitars, pianos, keyboards, drums, as well as wind instruments. The overall revenue generated by the Musical Instruments industry market in 2022 stands at USD 38.20 million, marking a significant 10.7% surge compared to the previous year's revenue of USD 34.50 million. The Musical Instrument industry market has a wide array of players ranging from well-known brands such as Gibson, Fender, Yamaha, Roland, and Steinway & Sons to smaller boutique manufacturers specializing in High-End and Custom Instruments. Each segment of the industry caters to a unique customer base and caters to everyone from professional musicians and artists to enthusiasts and beginners.

The development of technology and information is currently moving very quickly and has a significant effect on every aspect of business, without exception in the music industry business, especially Musical Instrument. As a result, the music industry must develop sophisticated methods to use fandom as a marketing tool (Gamble et al., 2019) along with the spread of transmedia storytelling (Scolari, 2009; Zeiser, 2015). User communities for music fans have gradually emerged over time and are now manifesting as user-driven marketing strategies (Gamble et al., 2019). Brand communities (Muñiz and O'Guinn, 2001; Schau et al., 2009) can be both brand-created communities and independent fan-based communities (Bagozzi and Dholakia, 2002). Guschwan (2012) uses the term 'brandom' to describe brand-controlled fan communities. There is a wealth of literature on fans, fandoms and consumer fandoms (Duffett, 2013; Hills, 2002; Hao, 2020), but there is still a lack of knowledge on the perspectives and motivations of music fans to take part and co-create in the highly commercialized and strategic music market especially in brand communities (Baym, 2012).

Co-creation indirectly increases customer engagement, customer loyalty and customer interaction with the company, which provides long-term positive consequences beyond the co-creation results created in the near future (Syaukat, 2012). Prahalad and Ramaswamy (2004) state that customer innovation experiences can be generated from the value co-creation process by accommodating a heterogeneous group of consumers, both active and passive, accommodating consumer community involvement and involving customers emotionally and intellectually. In this research, the author examines value co-creation from the community elements of the guitar brand from Nashville, United States, namely Gibson Guitar to be able to understand the characteristics of the community elements of the guitar brand music industry and the relationship between community elements in Indonesia. There are 3 reasons for choosing Gibson Guitar as the object of research, namely first, Gibson Guitar is a world-renowned guitar brand that has existed for more than 127 years and has become a guitar brand benchmark for musicians, especially guitarists around the world. Second, Gibson Guitar experienced bankruptcy in 2018 and then rose and reaffirmed the Gibson brand image by creating a new fan community through

social media channels (Youtube, Instagram, Website) which quickly grew and included fans from all over the world without exception in Indonesia. Thirdly, this case provides a rich empirical context as the company uses social media freely to communicate with its fans and fans are active in their relationships both with the company, the artist and among themselves, as recommended by Hine (2015).

This research connects the Consumer Culture Theory (CCT) perspective of the Gibson Guitar brand community elements in Indonesia with the Service-Dominant Logic (S-D Logic) theory to show how to deeply understand the brand through the eyes of consumers and the co-creation of brand culture so as to create value. Founded in 1894, this guitar brand from Nashville, Tennessee has accompanied many professional musicians over the years thanks to the evolution of its products. In this research, the author conducts in-depth research and analysis on how the elements of the Gibson Guitar brand community in Indonesia hierarchically can build value co-creation and how the roles between the elements of the Gibson Guitar brand community in Indonesia hierarchically interact and facilitate each other in building value co-creation of Gibson Guitar, which is one of the legendary guitar icons around the world.

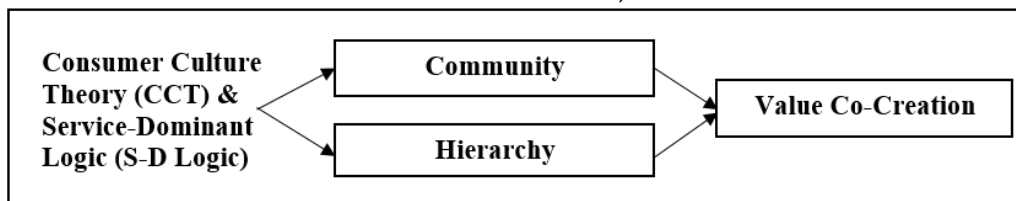
<b>ELECTRIC GUITARS<sup>2</sup></b>		
<b>2017</b>	<b>1,123,000</b>	<b>5.0%</b>
2016	1,070,000	6.5%
2015	1,005,000	-11.2%
2014	1,132,250	2.0%
2013	1,109,800	-4.6%
2012	1,162,890	-3.2%
2011	1,200,831	2.1%
2010	1,176,479	1.1%
2009	1,163,000	-19.9%
2008	1,452,100	-4.5%

Source : <https://www.digitalmusicnews.com, 2023>.

Figure 1. Gibson Electric Guitar Sales Have Fallen Since 2008

## THEORETICAL REVIEW

To facilitate the flow of the explanation of this theoretical basis, the researcher draws a scheme to facilitate the flow, which is as follows :



Source : Data processed by researchers, 2023.

Figure 2. Theoretical Foundation Scheme

### **Consumer Culture Theory / CCT**

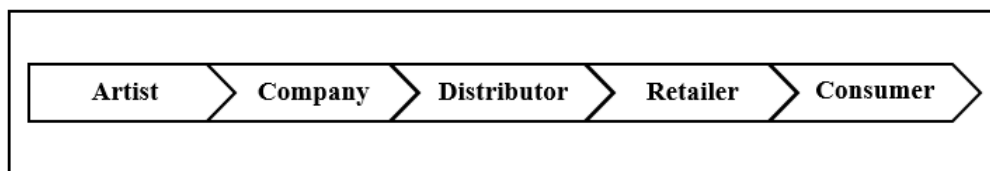
According to Arnould (2018) Consumer Culture Theory (CCT) is the scientific study of consumer choice and behavior from a social and cultural perspective, as opposed to psychological and economic. CCT refers to a set of theoretical perspectives that address the dynamic relationship between consumer behavior, markets, and cultural significance. Consumer culture is considered as "the social order in which the relationship between cultural and social resources, between symbolic resources and the material and meaningful ways of life on which they depend, is mediated by the market". And consumers are part of an interconnected system of commercially produced product images that they use to construct their identities and guide their relationships with others. Consumer Culture Theory (CCT) is an investigative field that seeks to explore the complexities of consumer culture. Instead of treating culture as a fairly homogeneous system with common meanings, ways of life and values shared by members of society, CCT explores significant heterogeneity and overlapping distributions. Substantial cultural groups exist within broader historical and social frameworks through globalization and market capitalism.

### **Service-Dominant Logic (S-D Logic)**

The emergence of Service-Dominant Logic is a new way of looking at the marketing concept. This new marketing model changes the concept from Goods-Dominant Logic (G-D Logic) to Service Dominant Logic (S-D Logic). The main elements of Goods-Dominant Logic (G-D Logic) are physical output and discrete transactions. While Service-Dominant Logic (S-D Logic) emphasizes intangibility, exchange processes and relationships (Tjiptono & Chandra, 2011) as key factors. Activities in Service-Dominant Logic (S-D Logic) are customer-oriented where customers play a role as part of value co-creation.

### **Community**

A community is a component of society that shares information on a particular topic. Its formation is horizontal because it is carried out by individuals who occupy an equal position. The unifying force of a community lies primarily in the common interest in meeting the needs of social life, often based on similarities in cultural, ideological, and socio-economic contexts. Communities today are becoming increasingly important in the world of marketing. The emotional bond between influential community members is crucial for a brand.



Source : Gary Graham dan Bernard Burnes (2004)

Figure 3. Community Elements in the Music Industry

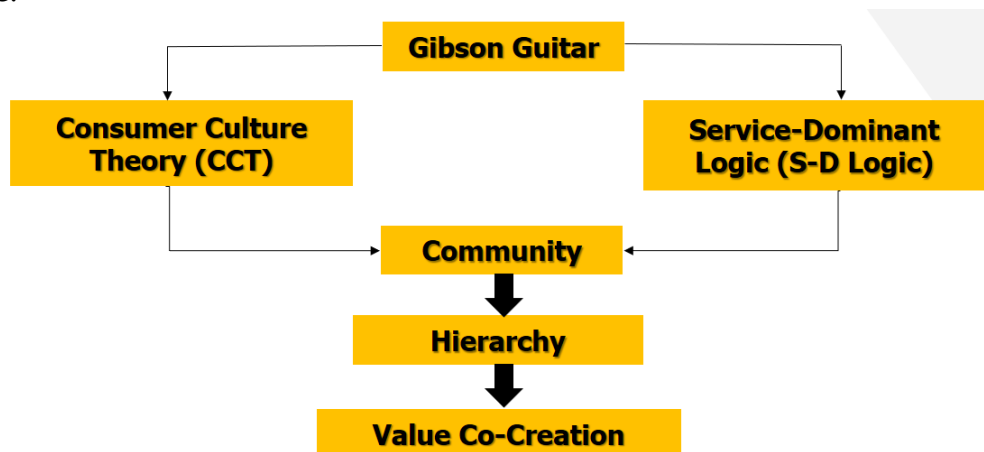
### **Hierarchy**

It can simply be concluded that hierarchy describes a level, level or level of structure in language use. Basically, hierarchy is universal and can be felt by

everyone, not just to talk about political interests. So when living every nook and cranny of life, there is always a hierarchy that becomes the limit. Hierarchy itself is divided into two, namely formal hierarchy and informal hierarchy. The difference between formal and informal hierarchies provides an important background and way in which individuals work within multiple hierarchies simultaneously. In sociological theory, the elements of the social stratification system in society are status and role.

### *Value Co-Creation*

Value co-creation has attracted a lot of academic attention after the papers written by Prahalad and Ramaswamy (2004) and Vargo and Lusch (2004) written in the same year. Prahalad and Ramaswamy (2004) view value co-creation as a social change where customers today are more educated, connected and active due to easy access to information, the influence of globalization, networking and empowerment and their own experiences. Prahalad and Ramaswamy (2004) define value co-creation as a combination of value creation between companies and customers that aims not to please customers by the company, but the elaboration of customers to build service delivery experiences according to their needs. Meanwhile, Vargo and Lusch (2004) view value co-creation as a result of the evolutionary theory of Service-Dominant Logic (S-D Logic) marketing that focuses on customizing customer needs and how companies can provide their services to suit their customers' needs. Service-Dominant Logic (S-D Logic) focuses on operand resources (dynamic resources such as people), which are resources that are able to act with operand resources (static physical resources such as machines and raw materials) or even other operand resources to create value.



Source : Data processed by researchers, 2023.

Figure 4. Conceptual Framework

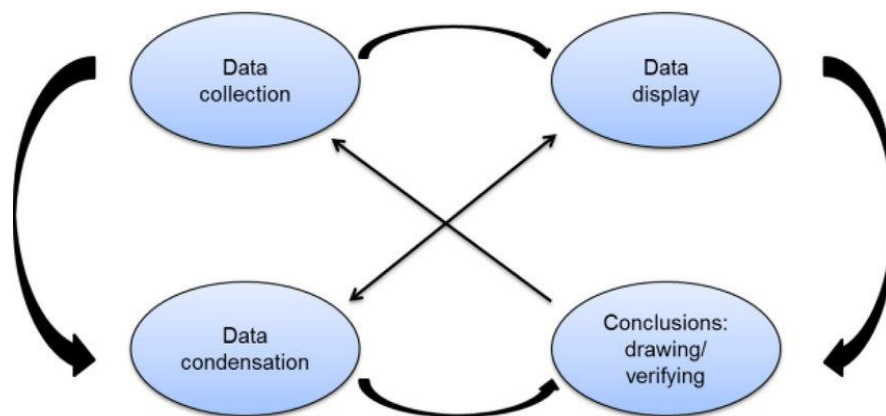
The explanation of the framework above is about how this research was conducted. The framework shows the attachment between one aspect and another in seeing and analyzing how the elements of the Gibson Guitar brand community in Indonesia can hierarchically build value co-creation. The analysis is then continued to see how the roles between the elements of the Gibson Guitar brand community in Indonesia hierarchically interact and facilitate each other in

building value co-creation. The tools used to assist this analysis process are interview protocols and NVivo 12 Plus as one of the most accurate tools for obtaining analysis results from qualitative research.

## METHODOLOGY

To gain an in-depth understanding of how the elements of the Gibson Guitar brand community in Indonesia interact and facilitate each other in building value co-creation, the researcher uses an ethnographic approach. This research uses an ethnographic approach because in examining the community elements of the Gibson Guitar brand in Indonesia, researchers hope to obtain a comprehensive explanation from the informants interviewed and are directly involved in the same social situation so that the information provided is not limited to a certain scope but can cover all interactive activities with relation to the formation of hierarchies and building value co-creation of the Gibson Guitar brand in Indonesia.

Qualitative research, in the early stages of research does not yet have a clear picture of the aspects of the problem under study. Development of the research focus is carried out while collecting data, this process is known as "emergent design". Everything related to data collection and collection takes place continuously until the research is considered over. The analysis technique in this research is also assisted by using a software application, namely NVivo 12 Plus for Windows.



Source : Miles dan Huberman, 2014.

Figure 5. Qualitative Research Design

In researching the community elements of the Gibson Guitar brand in Indonesia with a qualitative research design, the data was analyzed in the following way (Miles and Huberman, 2014) :

1. Data reduction, which is an activity of summarizing field notes by sorting out the main things related to research problems. A summary of the various notes in the field is then arranged systematically in order to provide a sharper picture and facilitate tracking if at any time the data is needed again. Researchers use data reduction to facilitate data collection in the field.
2. Presentation (Display) Data. Data presentation activities are useful for seeing the overall picture of the research results, either in the form of a

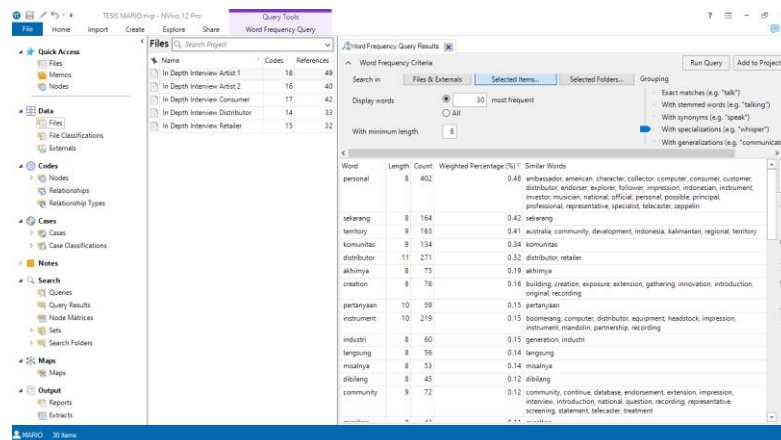
matrix or coding. From the results of data reduction and data presentation, researchers can then draw conclusions to verify the data so that the data becomes meaningful. Researchers use this data presentation to see a picture of the research.

3. Conclusion and Verification. To determine conclusions that are more reasonable and no longer in the form of trial and error conclusions, verification is carried out throughout the research in line with member checks, triangulation and observation of audit activities, thus ensuring the significance or meaningfulness of the research results. Researchers use this method to verify clear and firm conclusions.

## RESULTS

### Word Frequency Query

Researchers conducted data reduction by looking at the most frequently discussed topics from all data that had been imported into NVivo 12 Plus. Based on the search results with the Word Frequency Query feature of NVivo 12 Plus from various data sources that have been imported, the word "personal" is the word with the most frequency, which is 0.48% of all research data sources, followed by the word "now" (0.42%), "territory" (0.41%) "community" (0.34%), "distributor" (0.32%), and from all research resources. The following figure shows the search results of the most frequently discussed words during the interview sessions :

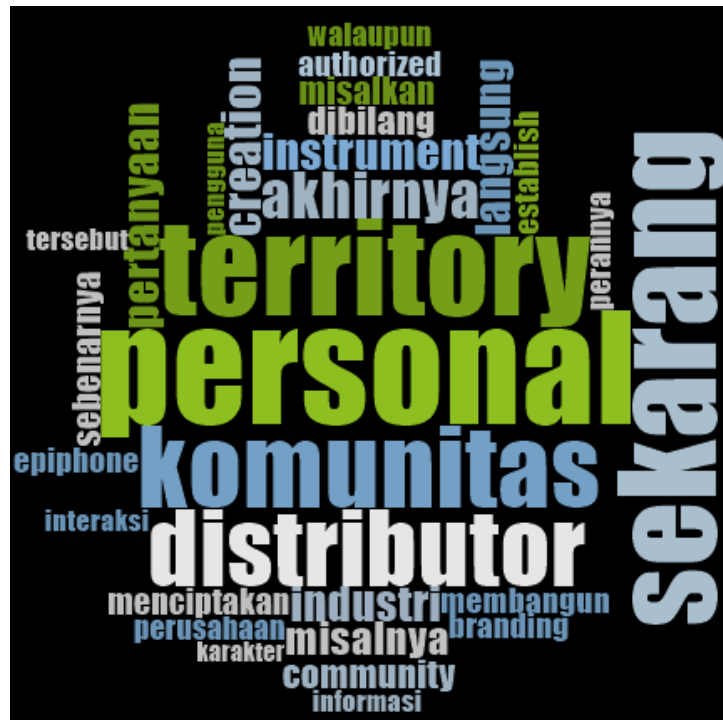


Source : Data processed by researchers using NVivo 12 Plus, 2023.

Figure 6. Summary of Percentage of Most Discussed Words

### Word Cloud

To find out the most frequently discussed words during the interview sessions, the researcher used a Word Cloud to facilitate understanding and get the full picture. The following figure shows the Word Cloud of the 30 dominant words used in this research data source.



Source : Data processed by researchers using NVivo 12 Plus, 2023.

Figure 7. Word Cloud 30 Dominant Words

## DISCUSSION

### *Value Co-Creation in Gibson Guitar Brand Community Element*

Value co-creation in the community element of the Gibson Guitar brand in Indonesia has not been implemented thoroughly because business people currently still adhere to traditional views in accordance with the Goods-Dominant Logic (G-D Logic) theory where marketing focuses on operand resources or goods as units of exchange. This is evidenced by the results of the analysis test using the NVivo 12 Plus application where users (artists and consumers) have expressions and issues in the form of discourse or discourse around products from the results of interactions and dialog between users in the Word Tree. In accordance with the theory of marketing collaboration on Service-Dominant Logic (S-D Logic) which views consumers as an operand resource and is considered to be invited to collaborate in value co-creation or as an endogenous influence on the value to be created. The interrelated relationship in building value co-creation can be seen with the communication and interaction carried out by artists and consumers through offline means (direct face-to-face visits) or online through social media with retailers and distributors. This does allow various types of information conveyed by users (artists and consumers) regarding Gibson Guitar brand products to be quickly received by related parties such as retailers and distributors, but in its application, although currently the company can be accessed directly through social media networks such as Instagram, Youtube or the company's official website, the business system run to date is still one-way as in the theory of Goods-Dominant Logic (G-D Logic). What is interesting from the results of the in-depth interview and the results of the analysis test using the NVivo 12 Plus application is that there are new findings in the form of other elements in the Gibson Guitar brand community, namely collectors.



### ***The Role of Each Element of the Gibson Guitar Brand Community in Indonesia in Building Value Co-Creation***

Factors related to efforts in building value co-creation of the Gibson Guitar brand in Indonesia cannot be separated from the role of each element of the community based on the results of in-depth interviews consisting of :

1. Company

Gibson Brands as the principal and brand holder of the Gibson Guitar brand has the main role as the owner of assets in the form of trademarks and also a vital role as a place for production activities to take place so that the products produced can reach consumers.

2. Artist (Public Figure)

The artist referred to in this study is a resource person, namely a guitarist who is a public figure and has been recognized by the general public. Even though they are not the official brand ambassadors of Gibson Guitar, their role in building value co-creation is very important by using the product and being seen by the public so that they can lead opinions and perceptions related to various things about Gibson Guitar.

3. Distributor

Serves as an intermediary or party who buys products directly from producers or is the first hand after producers in a country or region. Distributors are also parties who sell products back to retailers (dealers) or can also sell directly to consumers (end users). In other words, distributors have a role as intermediaries between producers and consumers.

4. Retailer

Connects distributors and consumers, provides information to principals or distributors regarding consumer preferences, market demand, competitor products to market trends and helps promote products and provide education about products to consumers. The most important part of the retailer's role is to facilitate consumer access to Gibson Guitar brand products.

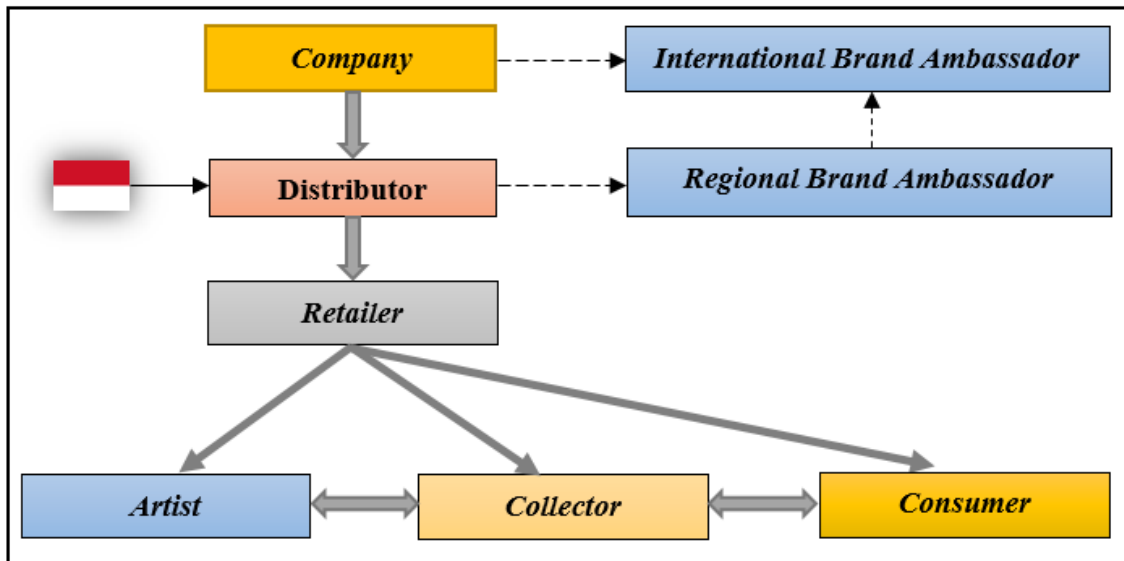
5. Consumer

Acts as a party who uses or consumes Gibson Guitar products and helps preserve the Gibson Guitar brand either directly or indirectly by using the guitar and publicizing it either offline or online through social media.

### ***Gibson Guitar Brand Community Element Business Hierarchy***

Analyzing the results of the informants' answers in the interview session shows that status and role are the main components of the formation of business hierarchies in the Gibson Guitar brand community elements, so that researchers can conclude more specifically about the order of business hierarchies in the Gibson Guitar brand community elements both globally (worldwide) and in Indonesia. Based on the recapitulation of informants' answers, the majority of answers are obtained which say that the existence of the company and artist guitar hero figures (brand ambassadors) as a very important factor for the progress of the Gibson Guitar brand, then the existence of distributors is considered important as

a party responsible for the distribution of products in the distributor's home country. Furthermore, the existence of retailers is considered as the element that is most likely to be able to interact face-to-face (offline) or online with consumers so that information related to Gibson Guitar brand products will be received more quickly and the publication of the use of these goods gets the most influence through social media posting activities carried out by consumers. Finally, based on the explanation of the answers above, the researcher draws the conclusion that the business hierarchy model of the Gibson Guitar brand community elements globally (worldwide) and in Indonesia can be seen in the following figure :



Source : Data processed by researchers, 2023.

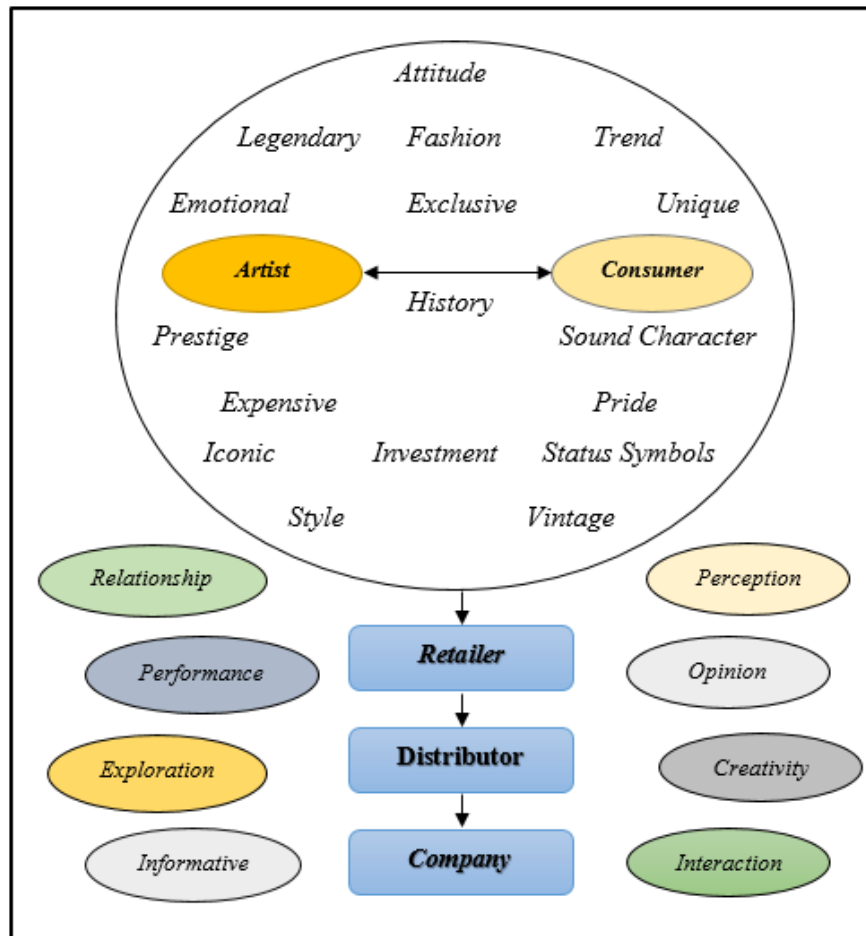
Figure 8. Business Hierarchy in Gibson Guitar Brand Community Elements Globally and in Indonesia

This business hierarchy is an informal hierarchy based on the status and role of each element of the Gibson Guitar brand community taken from the conclusion of interviews with informants, where business stakeholders still adhere to a business perspective in accordance with the Goods-Dominant Logic (G-D Logic) theory, namely marketing focuses on operand resources or goods as units of exchange.

#### ***Hierarchical Value Co-Creation Model Concept in Gibson Guitar Brand Community Element in Indonesia***

Based on the informants' answers in the interview session, it shows that communication and interaction play an important role as the main elements in efforts to build value co-creation in the community elements of the Gibson Guitar brand in Indonesia and answer research questions regarding how the community elements of the Gibson Guitar brand in Indonesia can hierarchically build value co-creation, so that researchers can conclude more specifically about the concept of a hierarchical value co-creation model in the community elements of the Gibson Guitar brand in Indonesia. Based on the recapitulation of answers from informants, various kinds of discourse or discourse between users (artists and consumers) regarding matters related to the Gibson Guitar brand in Indonesia are

obtained which may be overlooked by parties related to the Gibson Guitar brand business so that value co-creation cannot be applied thoroughly in the community element of the Gibson Guitar brand in Indonesia. The community element is currently still running according to the pre-existing business hierarchy and has not been coordinated as a whole unit and is still moving according to the interests of each party. On that basis, the researcher draws the conclusion that the concept of the value co-creation model of the Gibson Guitar brand community element in Indonesia hierarchically can be seen in the following figure :



Source : Data processed by researchers, 2023.

Figure 9. Hierarchical Value Co-Creation Model Concept on Gibson Guitar Brand Community Elements in Indonesia

Relationships exist everywhere with the process of interaction between two or more parties. However, the quality of the relationship emerges and originates based on the experience of interacting together over time. Marketing communication is the process by which marketing activities and marketing resources are transformed into economic results. Researchers also see dialog as an important basis for pursuing authentic innovation and creativity in the marketplace, within firms and between firms. Dialogue being essentially relational in nature, it is also useful in approaching knowledge development within and

between firms as well as the creation of new and previously unknown knowledge positions.

Engaging in dialogic interaction is not unidirectional, self-serving or achievement by control. Rather, the goal is open-ended, discovery-oriented and value-creating. Researchers emphasize that relationships can provide useful structural support to sustain value creation activities. Service-Dominant Logic (S-D Logic) encourages the sharing of new ideas and new knowledge within the firm as well as with key customers and suppliers. Seen in this way, marketing innovation is a consequence of 'breaking free' from the Goods-Dominant Logic (G-D Logic) mental model that no longer serves the continuous renewal of strategies and competencies.

Service-Dominant Logic (S-D Logic) takes the view that the assessment of customer value is related to the time and place of the service experience. In contrast, Goods-Dominant Logic (G-D Logic) assumes that customer value is appropriately predetermined in the accumulation of various resources and functions used to produce material goods for sale. Furthermore, researchers understand service as a type of social interaction that aims to improve one's situation and thus is a valuable avenue for improvement of the quality of life. In this sense, value is ultimately a social judgment about the desirability of benefits to society and the associated costs and preferential calculus and includes attitudes towards the natural environment and technology. The results of the researcher's analysis are in line with research on Co-Creation Experiences in the Music Business conducted by Harriman Saragih (2018) which states that music consumers can also be seen as partners, as they also contribute to value creation during the ongoing development and commercialization phases. The concept of co-creation has been and therefore can be practiced in various phases of the value chain in the music business i.e. development, promotion, production or distribution.

### *Researcher Perspective*

Related to the research findings on value co-creation in the community element of the Gibson Guitar brand, which is rich in creations and various phenomena have clearly made value co-creation a very important thing for the sustainability of the Gibson Guitar brand, therefore the researcher makes a perspective from 2 sides :

1. Coverage Area Perspective

Table 1  
 Researcher Perspective and Expert Adjustment Coverage Area

DESCRIPTION	RESEARCHER PERSPECTIVE	EXPERT ADJUSTMENT
Coverage Area	Starting from micro dynamics, widely explored values that develop through discourse and discourse within the community elements and become a macro global exposure.	Koesoemadinata (2000) defines exploration as a scientific technical activity to find out an area, region, situation, space that was previously unknown of its existence. Scientific exploration will contribute to the treasures of science. Exploration is not only carried out in an area, it can also be in the depths of the sea that have never been explored, space, even the insight of the mind (exploration of the mind).

Source : Data processed by researchers, 2023.

2. Time Frame Perspective

The time perspective or time frame of the Gibson Guitar brand has three periods, namely the past related to old values, the present related to reality and the future as a new vision.

Table 2  
 Researcher Perspective and Expert Adjustment Time Frame

DESCRIPTION	RESEARCHER PERSPECTIVE	EXPERT ADJUSTMENT
Time Frame	The passage of time must be able to encourage the ability of the Gibson Guitar brand to adapt to changing times so that it can create breakthroughs (improving the present) but still maintain old values and have the ability to determine the direction of change and lead the change itself in the Musical Instrument industry which leads to new values (new vision).	<p>According to Yogi Yogaswara (2015) states that "companies with adaptability have the ability to respond to the external environment, internal customers, and internal customers. adaptability has the ability to be responsive to the external environment, internal customers (employees) and external customers, by translating the demands of the external environment. (employees) and external customers, by translating the demands of the business environment into actions so that the company survives, grows, and develops ". into action so that the company survives, grows, and develops ".</p> <p>According to Imam Santoso (2011) change is the very nature of society, it changes the metaphor of "social life" like social life itself. Social life involves continuous change. The most common notion of change indicates some transition in terms of a particular entity that occurs within a certain time.</p>

Source : Data processed by researchers, 2023.

### *The Art of Statement*

Ontologically, the Gibson Guitar brand has existed for more than 127 years and has become a benchmark for guitar brands around the world. Epistemologically, there are elements of goodness from the community elements of the Gibson Guitar brand that are revealed in a broader contextual order, so that it becomes a goodness because the values appear in it. Furthermore, automatically when these values grow and develop, it will automatically exist. In the axiological context, the connection between existence and epistemology is seen with the contribution of customers to the Gibson Guitar brand. "The best contribution is to continuously present", therefore the researcher analyzes that there has been a shift from performance culture to perception culture inherently in the community elements of the Gibson Guitar brand in Indonesia due to the contribution of customers who are dynamized from old values to new vision (old values are manifested into a new vision).

### **CONCLUSIONS AND RECOMMENDATIONS**

Based on research on the Hierarchical Concept to Build Value Co-Creation Gibson Guitar Community in Indonesia, the researcher can draw several conclusions as follows :

1. Value co-creation of the Gibson Guitar brand in Indonesia has not been implemented thoroughly because business people currently still adhere to the old perspective in accordance with the Goods-Dominant Logic (G-D Logic) theory where marketing focuses on operand resources or goods as units of exchange.
2. The interrelated relationship in building value co-creation can be seen with the communication and interaction carried out by artists and consumers through offline means (direct face-to-face visits) or online through social media with retailers and distributors. This does allow various types of information submitted by users (artists and consumers) regarding Gibson Guitar brand products to be quickly received by related parties such as retailers and distributors, but in its application the business system that has been carried out to date is still one-way like the perspective in Goods-Dominant Logic (G-D Logic).
3. The role of each element of the Gibson Guitar brand community in Indonesia hierarchically in an effort to build value co-creation is as follows:
  - a. Artist and Consumer  
Apart from contributing to the purchase and use of goods, artists and consumers also play a role in preserving the Gibson Guitar brand by using, publishing or posting through social networks, discussions and dialogues both directly and online so that it becomes a discourse or discourse which can create new values for the company.
  - b. Artist  
As artists, especially guitarists in the Gibson Guitar brand community element in Indonesia, artists are people who play a role and have the ability to do creativity so that there is an exposure to new values in the Gibson Guitar brand.

- c. Consumer  
Acts as a party who uses or consumes Gibson Guitar products and dynamizes and explores the values of the Gibson Guitar brand in Indonesia.
  - d. Retailer  
The role of establishing connections and being the closest party that participates in interaction and dialogue with artists or consumers as well as being a liaison between artists and consumers to distributors, goods providers and smooth the flow of Gibson Guitar brand business movements in Indonesia.
  - e. Distributor  
Serves as a facilitator and also a conductor or access to the values that drive the Gibson Guitar brand business journey in Indonesia.
  - f. Company  
Is the principal and brand holder of the Gibson Guitar brand which has a role as a place for production activities to take place so that the products produced can reach the audience, consumers and society. In an effort to create value co-creation hierarchically, the company as the leverage point of Gibson Guitar brand business activities must be able to reach everything that becomes a discourse or discourse related to Gibson Guitar brand products to consumers.
4. In the end, the concept of the model formulated from this research explains that the informal business hierarchy between elements of the Gibson Guitar brand community is formed from the recapitulation of informants' answers with the Goods-Dominant Logic (G-D Logic) perspective approach which assumes that customer value has been appropriately predetermined in the accumulation of various resources and functions used to produce material goods that can be sold. Furthermore, the concept of a hierarchical value co-creation model in the community element of the Gibson Guitar brand in Indonesia is formed based on the Service-Dominant Logic (S-D Logic) perspective which takes the view that customer value assessments are related to time and place and service experiences due to interactions and communications originating from users (artists and consumers) either offline (face-to-face) or online through social media.

#### **FURTHER STUDY**

This research contributes to the understanding of co-creation and the values underpinning the relationship dynamics and values developed jointly among the elements of the Gibson Guitar brand community in Indonesia, thereby creating value for the community elements both individually and collectively. Future research can develop the research findings on value co-creation in the music industry with the following details :

1. Future research can conduct elaborate research on whether collectors affect co-creation in the music industry community.

2. Further research can also be carried out by exploring elements of the Gibson Guitar brand community in other major cities in Indonesia besides Jakarta so that the results obtained become more general.
3. Further research on value co-creation and hierarchy in the Gibson Guitar brand community elements can also involve regional representative artists and community elements in the Southeast Asia region to an international scale.
4. Researchers also suggest that future research can further examine other elements in the Gibson Guitar brand community that are possible, such as session players or rehearsal and recording studios that use the Gibson Guitar brand.

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