



Moving Towards SDG 12 through Collaboration and Co-creation: Case Study of Garnier & eRecycle

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A B S T R A K

Dari 17 SDG yang dipaparkan pada Peta Jalan SDGs Indonesia Menuju 2030, SDG12 Konsumsi dan Produksi yang Bertanggung Jawab adalah salah satu yang paling tidak menjadi prioritas, dilihat dari minimnya data, tujuan, dan diskusi terkait arah kebijakan. Namun demikian, *brand* dan perusahaan gesit menjawab dorongan untuk mencapai SDG dengan mengambil langkah keberlanjutan di sepanjang proses bisnis dan mengkomunikasikan hal tersebut ke pemangku kepentingan melalui berbagai kanal. Salah satunya adalah Garnier Indonesia, yang melakukan koproduksi layanan pengelolaan sampah terintegrasi dengan eRecycle. Layanan ini gratis dan konsumen dapat memesan penjemputan sampah anorganik bersih dan terpilah. Studi ini bertujuan untuk menganalisis dan memahami peran *brand co-creation* dalam mengkomunikasikan konsumsi berlanjutan terutama dalam pengelolaan sampah. Ini dilakukan menggunakan kerangka konsep *co-production*, *co-creation*, dan komunikasi keberlanjutan. Data dikumpulkan melalui wawancara mendalam dengan orang-orang kunci terkait kolaborasi ini, serta analisis data sekunder yang diterbitkan pada kanal daring Garnier & eRecycle. Studi ini menyimpulkan bahwa kolaborasi antara Garnier dan eRecycle dapat dianalisis dalam dua fase: *co-production* dan *co-creation*. Lebih jauh lagi, proses *co-creation* antara konsumen dengan kedua *brand* terjadi dalam dua faset: dengan Garnier dan/atau eRecycle sebagai sebuah brand, dan dengan eRecycle sebagai sebuah layanan. Faset pertama mendorong ko-kreasi keberlanjutan secara tidak langsung, dan fase kedua menghasilkan ko-kreasi keberlanjutan secara langsung. Hal ini juga menunjukkan bahwa pendekatan ko-kreasi dapat diadopsi sebagai strategi untuk mengkomunikasikan mengenai keberlanjutan kepada masyarakat luas.

INTRODUCTION

The role of communication on sustainability, especially sustainable consumption, is increasingly important in increasing public knowledge about environmental issues and sustainability in

communities (Huang et al., 2019). For Indonesia, which is currently in a 'waste emergency' state, sustainable consumption behavior and reducing domestic waste production are two crucial points in achieving SDG 12 - *Ensuring sustainable consumption and production patterns*.

Communication of these two key points is not only carried out by governments and corporations but also by brands, communities, and green micro-enterprises, who also play important role in achieving this goal.

In the field of marketing, co-creation has proven to be a significant element to foster consumer engagement (France et al., 2018; Hussain et al., 2021) and brand equity (Rubio et al., 2020; Sadyk & Islam, 2022). Recent studies also show the correlation between co-creation and sustainability (Almeida et al., 2021; Palakshappa & Dodds, 2021; Pomeroy, 2017), explaining why more brands are taking an active part toward a more sustainable business – both commercially and environmentally. However, these studies about co-creation and sustainability mostly take part in the western part of the world, except studies from India and China, and only a few take part in Indonesia. Moreover, the domain of the studies is mostly in the marketing field, while the co-creation mechanism always involves communication (both the process and the platform) and can thus fall under what Newig et al. (2013) categorize as communication about sustainability. Therefore, this paper aims to address two things: contribute to the discussion about brand co-creation and sustainability in the context of a developing country, particularly in Indonesia; and argue that the field of sustainability communication can adopt the co-creation approach from the marketing field as part of the strategy to further advance discourses and discussions about sustainability, especially in the context of a developing country, namely Indonesia. This was done through a case study of brand co-creation from Garnier Indonesia and eRecycle explained in later sections. Thus, this paper seeks to answer two questions: 1) how do Garnier and eRecycle's co-produced service work and contribute to sustainability through co-creation? and 2) in what way can co-creation contribute to communication about sustainability?

Nowadays, companies are implementing sustainable practices in all parts of business processes - be they downstream or upstream. It was even stated that 'being on sustainable pathway is the main qualification for staying in business' (Horling in Grubor and Milovanov, 2017). SDG 12 calls for a transformational shift through the value chain, within production

processes, and finally in consumption behavior addresses' (White et al., 2019 in Palakshappa and Dodds, 2020). It means there would need to be a deep systemic change throughout society, the market, and the business itself. Thus, after transforming from a production orientation to market orientation, we see marketing transform into a sustainable market orientation (SMO) (Mitchell et al., 2010). Alongside this transformation, we've also witnessed the transition from goods-dominant logic to service-dominant logic in which the 'value is always co-created, jointly and reciprocally, in interactions among providers and beneficiaries' (Vargo et al., 2008). These two transformations complement each other in bringing about many instances of value and/or brand co-creation for sustainable consumption (Grubor & Milovanov, 2017; Palakshappa & Dodds, 2021; Scandellius & Cohen, 2016).

Not only that, more and more companies now implement sustainability programs as part of their CSR and communicate sustainability as part of their communication strategy across various communication channels – both external and internal (Reilly & Larya, 2018). The rise of digital platforms and social media is welcomed and provides valuable platforms where companies and brands can establish direct engagement with their stakeholders and their public – something very difficult to do before the digital era. This direct engagement with the stakeholders through social media, along with the shift to sustainable market orientation, and service-dominant logic, provides a robust ground for brand co-creation.

Brand co-creation itself is a significantly growing body of research – both in numbers and importance. Studies found a positive correlation between brand co-creation and customer loyalty and commitment (France et al., 2018; Rubio et al., 2020). Studies also found that customers nowadays favor brands that have strong sustainability claim or is operating sustainably (Lai, n.d.; White et al., 2019). However, this also results in the attitude-behavior gap (Grubor & Milovanov, 2017; Tölkes, 2020) – something that the author did not discuss in detail. Thus, due to the current trend of 'greener' customers, more brands use the co-creation approach to strengthen their brands, engage deeper with their customers, and contribute to sustainability.

One such brand to take this avenue is Garnier Indonesia, through its collaboration with eRecycle that launched in September 2020. This collaboration resulted in the co-production of eRecycle, an app-based waste collection and management service available for everyone in Jakarta, Depok, and Tangerang area. The service uses a circular economy model – just like in physical waste banks – where customers can earn money from their waste. It is this mobile app, along with the communication that Garnier Indonesia and eRecycle do to promote this service, being the focus of this paper.

This paper is structured as such: first, the author described the background on reasons this research takes place; secondly, previous studies on co-creation, collaboration, co-production, as well as sustainability communication are discussed to place this research in a clear academic context; thirdly, the methodology; and lastly, the author presents the findings and discussion on how the collaboration between Garnier and eRecycle exemplifies a successful brand co-creation and co-production process that supports achieving SDG12 in sustainable consumption in Indonesia. The discussion highlights how the brand co-creation approach could be used in communicating about sustainability could support SDG12 as well.

LITERATURE AND METHODOLOGY

Co-Creation and Co-Production

Co-creation has been a robust area of research across various fields, particularly in marketing and management. Literature on co-creation and sustainability has also grown significantly in the past six years, along with the growth of sustainability as a body of research. Besides that, there has also been a complementary body of research on co-creation through social media that has flourished since 2008.

Literature about co-creation began to flourish following the influential paper from Vargo & Lusch (2008 in Ranjan & Read, 2017) about the shift in the field of marketing, from goods-dominant logic to service-dominant logic. This shift to service-dominant logic naturally prompts the value co-creation in which ‘value results from the beneficial application of operant resources sometimes transmitted through operand resources’ (Vargo and Lusch, 2004 in

Ranjan & Read, 2017), and the customer is a coproducer of service. Firms can only offer a ‘value proposition’, and whether or not that proposition is actually of value to the customers depend on the customers themselves. Therefore, one of the defining aspects of co-creation is the *personalization of experience* (Palakshappa & Dodds, 2021; Prahalad & Ramaswamy, 2004; Ranjan & Read, 2017).

Even though literature about co-creation and co-production is increasingly abundant, there are still arguments about the use of different terms or names to refer to the process of co-creation. Similar terms, such as co-production, co-innovation, and co-creation, are used in various studies; and they are also used in different objects of study, such as co-creation of experience, co-creation of service, etc. (Rubio et al., 2020). Despite the seemingly synonymous terms, they differ in the ‘phase’ and ‘level’ of customer involvement and the environment where the process occurs. However, this paper only explains the concepts of value co-creation and co-production so as not to stray from the main topic.

The first term, value co-creation, is the umbrella term and was brought into academic discourse along with the rise of service-dominant logic (Lusch and Vargo, 2006 in Ranjan & Read, 2017). Co-creation could be defined as the joint co-creation of value by the company and the customers, allowing them to co-construct the service experience to suit their context (Prahalad and Ramaswamy, 2004 in Cheung et al., 2020). However, as the industry shifts, it becomes clear that co-creation is not exclusively reserved for companies and customers but could also be between companies, companies and customers, and other stakeholders. With that regard, another definition of co-creation emerged, that value co-creation describes the way actors behave, interact, interpret, experience, use, and evaluate propositions based on the social construction of which they are a part (Ranjan & Read, 2016). In the second definition, co-creation encompasses a broader range of actions, and the counterpart for the co-creation is not just the customers.

Indeed, studies found that co-creation can happen across different industries, and different phases of business, with different stakeholders. However, most studies find that co-creation indeed has a positive impact on brands. Sadyk &

Islam (2022) studies Instagram users in Almaty City, Kazakhstan, and found that value co-creation behavior impacts continuous usage intention to use social media. Similarly, albeit in a different field, Hussain et al. (2021) note that co-creation experience with the brand positively impacts brand engagement, emotional brand attachment, and customer satisfaction.

Investigating from a different angle, Yen et al. (2020) seek to understand how co-creation behavior is influenced by innovativeness through customer engagement in the hospitality industry, namely coffee shops. Another study from the tourism field explores other constructs that also affect co-creation behavior: online interaction and trust (Shen et al., 2020). Another study from Frassetto & Lorenzo-Romero (2019) investigates virtual co-creation behavior in fashion, and further distinguishes co-creation behavior in the context of online fashion retailers in the UK and Spain into customer participation and customer citizenship behavior, further validating the study from Yi & Gong (2013).

In this robust topic of co-creation, scholars came up with various contextual models and frameworks. For example, Li and Found (2017) proposed a value co-creation framework for Product-Service Systems (PSS) that includes the PSS suppliers and providers, the society, and the customers and end-users. Priharsari et al. (2020) proposed a model for value co-creation ecosystem in sponsored online communities that firms can act as both co-creator and facilitator. Finally, Palakshappa and Dodds (2021) proposed a co-creating sustainability framework that describes how sustainability is co-created from the brand's and customer's perspectives.

The second term, co-production, came from Ranjan & Read's (2016) exploration of the value co-creation literature and discovered that studies on the subject of co-creation – from before the year 2000 until 2012 - could be categorized into two dimensions: Co-Production and Value-in-Use. Co-Production consists of coworking with customers or participation in the product or service design (Ranjan & Read, 2017), and it has three sub-dimensions: knowledge, equity, and interaction. Co-Production could be said to be the initial phase of co-creation, where the related stakeholders began to collaborate to find ways to improve the current value proposition of the product or service. The next

phase, Value-in-Use is the process of co-creation that happens after the Co-Production, where the 'locus of co-creation shifts to the customer' (Ranjan & Read, 2017, p.25). This phase also has three sub-dimensions: experience, personalization, and relationship. That said, co-production is a part of the co-creation process during the formation of a new or updated product or service. Following the Co-production is the Value-in-Use that takes place after the co-production of a product or service. In this paper, the collaboration between Garnier and eRecycle are analyzed using this model, from the Co-Production phase to the Value-in-Use phases.

Co-Creation for Sustainability and Communication about Sustainability

As studies on co-creation *and* sustainability in various fields increase, so do studies on co-creation *for* sustainability. In their review of value co-creation and sustainability to establish the implication in the field of sustainable marketing, Almeida et al. (2021) showed that although co-creation is discussed greatly, especially in the marketing and management field, and the studies are mostly related to topics such as sustainable development, innovation in design and services, CSR, and customer engagement. The review also notes that there is room to complement literature regarding co-creation and sustainability in the service industry and B2B relationships.

Many studies in this field explore implementations of co-creation for sustainability in different contexts, such as universities and societal stakeholders (Trencher et al., 2017), social media and innovative services (Moghadamzadeh et al., 2020), CSR (Scandellius & Cohen, 2016), and fashion retail (Palakshappa & Dodds, 2021). These studies show that value co-creation for sustainability can occur not only in different contexts, but also in different phases, such as in the dissemination of knowledge about sustainability, in improving existing solutions to better sustain our livelihoods in the future, or in finding new ways to move toward the goal of greater sustainability in various aspects of life. This, to a certain extent, is closely related to the typology that Newig et al. (2013) proposed for communicating regarding sustainability. The typology differentiates two types of sustainability communication based on the

direction/mode of communication and its function: communication *about* sustainability and communication *of* sustainability. Further, they propose a third type that shifts the emphasis from the direction and function to the normative aspect of sustainable development, namely communication *for* sustainability. This parallel shows how these concepts, albeit from different fields, could be complementary in aiding our understanding of how to achieve greater sustainability, as this requires all stakeholders to actively contribute in.

Combined Model: Six Faces of Co-Creation and Brand Facilitation

After evaluating the existing frameworks and models against the case study of Garnier and eRecycle, the author proposed combining two frameworks to analyze the co-production and co-creation process in the case study. The combined framework would suit the analysis because the collaboration between Garnier and eRecycle has two distinct phases of co-production and co-creation. Integrating the two frameworks may provide a more comprehensive understanding of the process.

The two frameworks used are the *co-creating sustainability framework* (Palakshappa & Dodds, 2021) and the *six faces of value co-creation* (Ranjan & Read, 2017). For the context of this study, these frameworks are deemed the most suitable due to three things: 1) both frameworks outline co-creation from the brand and the customers' perspective; 2) the co-creating sustainability framework has relevant dimensions of brand co-creation and provides a straightforward model that shows the brand's and the customers' engagement in co-creating sustainability, and 3) the six faces of value co-creation provides more apparent separation between the co-production phase and the value-in-use phase in the co-creation process.

This study is built primarily on qualitative research methodologies, with a case study approach to enable an understanding of the dynamics in a specific context (Eisenhardt, 1989). This study employs two main methods to collect data: data analysis and in-depth interviews. The primary data are from the analysis of secondary information from both brands' communication platforms, including

websites and social media accounts, to provide information and confirmation about the co-creation of value between the brands and the customers. The in-depth interviews provide information related to the co-production of services between the two brands in the case study, and how both brands strategize the facilitation of sustainability co-creation through multiple platforms.

For the in-depth interview, two people was interviewed, namely the CEO/co-founder of eRecycle, and the Brand Communications Manager of Garnier Indonesia, who handles the collaboration with eRecycle. These two were interviewed because they are the ones who know in-detail about the collaboration from the beginning until now.

The conceptual framework used to analyze this case is a synthesized model from two frameworks from the value co-creation field: the *six-faces of co-creation* framework and the *co-creating sustainability* framework.

The *six-faces of co-creation* framework provides an overview of the co-production of a product or service, followed by the co-creation of value; and the *co-creating sustainability* framework offers more detailed aspects of the value co-creation from the brand's and customer's perspective. The combined framework is below:

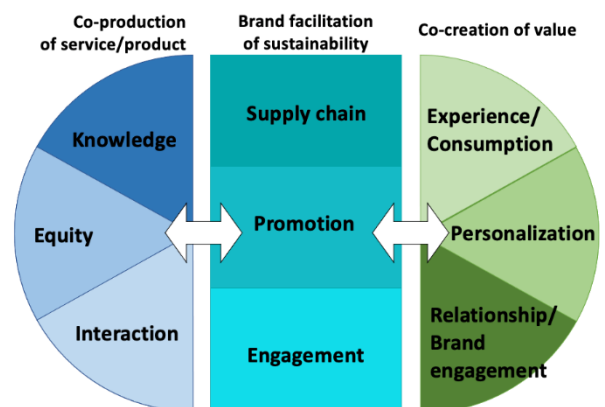


Figure 1 Combined Framework of Co-production and Co-creation, adapted from Ranjan and Read (2017) and Palakshappa and Dodds (2021)

RESULTS AND DISCUSSION

From the analysis, there are several findings and discussion points put forth in this section, and presented in three main arguments: i) how Garnier and eRecycle as two stakeholders co-produced a new service by using their

knowledge, equity, and interaction; ii) how Garnier and eRecycle as brands co-create value with customers to contribute to sustainability *indirectly* by facilitating communication about sustainability; and iii) how Garnier and eRecycle as a service co-create value with customers to contribute to sustainability *directly* by providing waste management and pick up service with a circular economy approach.

Garnier and eRecycle's Co-production of Service

Garnier is one of the 36 brands owned by L'Oreal, with a unique selling proposition in the natural ingredients that its products contain – even before the rise of green marketing. In 2020, Garnier Indonesia furthered its commitment to sustainability by undergoing a radical shift towards a more sustainable business process and launched the motto 'Green Beauty'. This new shift encompasses various aspects of the business: (i) more eco-designed formulas such as vegan & biodegradable tissue masks, (ii) more eco-designed packaging using recycled plastics and smaller size, (iii) more renewable sources to be carbon neutral by Q2 2022, (iv) more actions to fight plastic pollution, and (v) more solidarity sourcing to empower 800 communities by 2025.

The co-production of service between Garnier and eRecycle falls under point (iv) and was launched in September 2020. Through an interview with Garnier (May 20, 2022), the initial discussion took approximately 3 months, during both parties discussed the collaboration rigorously. Garnier chose eRecycle after considering other potential partners, including a more well-known waste management service provider. At that point, eRecycle was still an app-based waste bank finder and not a waste management service provider. But during the selection process, "...eRecycle was very enthusiastic and wanted to rise to the challenge," stated Quincy Meilisa Wongso, Garnier Brand Communications Manager (May 20, 2022).

The challenge from Garnier is to collaborate and co-produce a service that would drive customers to take one step forward to sustainable consumption behavior by separating their inorganic waste. Understanding the current condition of their Indonesian customers, Garnier and eRecycle decided that it's best to make the action as easy as possible. The main goal is to get

people to separate their waste and have it picked up by eRecycle to be managed by their partner waste bank. If customers were to follow the strict categorization of waste (e.g. sorting plastics by different types: PET, HDPE, PVC, LDPE, PP), they know that it would add another barrier to adopting this behavior. So, they decided to accept uncategorized waste, as long as it is clean and inorganic. However, the uncategorized wastes are worth 'less' than the carefully categorized waste. Customers can earn more if they organize the waste based on the more detailed waste category, as shown in the app. This monetization system is another way to add incentive for customers to adopt this behavior and promote a circular economy through waste.

After the waste is collected, eRecycle transports it to their partner waste bank, then separate the waste, and distribute them to different waste management partners. These partners include a glass recycling factory, plastic recycling workshops, pressed paper and cardboard recyclers, eco-bricks workshops, and local communities to upcycle unrecyclable waste, such as sachet-packaging.

Garnier and eRecycle discussed and developed these procedures together, and all partners underwent a detailed social audit from an independent third party to ensure that all aspects of the business and supply chain comply with Garnier and L'Oreal's global policy and regulation and the Indonesian law as well.

From this explanation, it is clear that this new service is indeed a co-production of service between the two brands: Garnier and eRecycle, as a result of combining their knowledge, equity, and interaction. Each stakeholder come with their own tacit and explicit knowledge, including indirect information from the customers that they source from social media interaction. This new co-produced service is referred to as eRecycle since this new service is an improved version of the initial one offered by eRecycle. Following the launch, the co-creation process expands to directly involve the customers, as outlined in Figure 2 below:

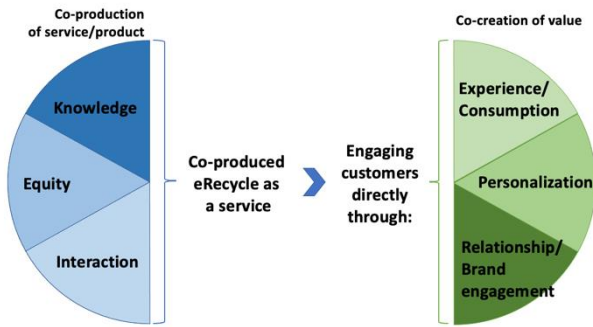


Figure 2 How Co-Production moves to Co-Creation, adapted model from Ranjan and Read (2017)

Garnier as a Brand and the Indirect Facilitation of Sustainability Co-creation

Garnier Indonesia is the biggest Garnier market, seen by the brand's presence across social media channels. Garnier Indonesia (GarnierID - @garnierindonesia) currently has 348K followers on Instagram, even more than Garnier France with its 219K followers. Garnier Indonesia's TikTok has an even higher number, with 542K followers. Although not conclusive, the number of followers could be an indicator of an active social media presence – one of the things that contribute to value co-creation.

An analysis of GarnierID’s social media channels shows that GarnierID is still focusing on product marketing and sales content but is using the Green Beauty campaign as a bio-descriptor across its social media channels. The bio on Facebook, Instagram, and TikTok consistently use 'Green Beauty' as the first thing on the descriptor, and only YouTube doesn't.

Further analysis of the social media interaction shows that even though GarnierID doesn't actively communicate about its sustainability programs on those channels, it is evident that they co-create value with its customers in terms of their *brand experience*. On Facebook, Instagram, and TikTok, customers ask questions, leave comments and likes, and GarnierID always responds timely. Currently,

most contents are product-centered, and only a few contents are about sustainability actions taken by the brand. On YouTube, despite the lack of 'Green Beauty' in the about/bio section, the GarnierID channel featured two playlists on the main page that communicate its sustainability actions: the miniseries *'Tidak Ada Kata Terlambat'* and *'Garnier Green Beauty'*. The miniseries consists of 4 short movies that promote Garnier's sustainable lifestyle approach and co-production with eRecycle. The Garnier Green Beauty playlists consist of 4 advertisements about Garnier's commitment to sustainability. Among the two playlists, the Garnier Green Beauty has significantly more views than the miniseries, with more than 62million views compared to 20,746 views (per May 24, 2022). However, it is important to note that the four videos on the Garnier Green Beauty playlist have a very uneven number of views. The videos on Garnier's commitment to Green Beauty (video #1 and video #2) have more than 62million views in total, and the video on eRecycle (video #4) has only 6,170 views.

Garnier seems to put their sustainability efforts as the champion on its website. The header of the website places Green Beauty on the first page, and the banners inform about the commitment to Green Beauty and the approval from Cruelty Free International. There is a dedicated page about Green Beauty that talks about their various efforts to sustainability, including the co-produced service with eRecycle. The page also highlights key numbers for the eRecycle co-production, such as the number of app downloads and waste collected. The page also features some articles related to the Green Beauty campaign, including the launch of eRecycle app that the Ministry of Environment and Forestry endorsed through its General Directorate of Waste and Toxic Waste Management.

Table 1 Garnier's online platform with sustainability messages (Source: Garnier’s official channels)

Media platform	Number of Followers	Key sustainability messages
Website	n/a	Highlighting its Green Beauty campaign and approval from Cruelty Free International. Informing about various sustainability programs: recycling, waste drop box locations in collaboration with Hero Group, endorsement from KOLs.

Instagram	348K	Promoting commitments to sustainability in detail through its 5 steps towards sustainability, including a video about the importance of a sustainable lifestyle. Highlighting its Green Beauty campaign and approval from Cruelty Free International in the bio. Promoting product benefits. Promoting actions that support sustainability commitment, such as informing about products' packaging made from 100% recycled material and recyclable, and how to recycle Garnier's packaging through eRecycle. Responding to consumers' questions about products and co-creation with eRecycle.
TikTok	452K	Highlighting its Green Beauty campaign and approval from Cruelty Free International in the bio. Promoting product benefits through short videos with multiple approaches: testimonials, interactive videos, etc.
Facebook	16.067M	Highlighting its Green Beauty campaign and approval from Cruelty Free International in the bio. Promoting product benefits. Promoting actions that support sustainability commitment, such as informing about eco-friendly products such as ecopads, how to recycle Garnier's packaging through eRecycle. Responding to consumers' questions about products.
YouTube	62K	Promoting products benefit and stories through videos. Highlighting Green Beauty and the importance of a sustainable lifestyle in two different playlists: Garnier Green Beauty and miniseries 'Tidak Ada Kata Terlambat'; and through one YouTube Shorts video about eRecycle.

From Table 1, we can see that Garnier as a brand facilitates the co-creation of sustainability after the co-production of eRecycle through three aspects of business: supply chain, promotion, and engagement. In the supply chain aspect, Garnier communicates its effort to ensure a more responsible and transparent supply chain. L'Oreal (Garnier's parent company) has a plant in Indonesia and currently, 90% of their skincare products are produced here, thus minimizing carbon footprint. They also try to use more locally sourced ingredients and use 100% recycled packaging. In the promotion aspect, Garnier actively promotes sustainable practices and consumption through their communication platforms and Green Beauty campaign. Their collaboration with eRecycle is also communicated frequently, although the focus of their content is still on their products and product benefits. The author presumed that this is due to the customers' demand who ask for and respond more to content about products. The third aspect, engagement, also receives a lot of focus from Garnier. They engage customers through various platforms, including Instagram, TikTok, Facebook, and e-commerce sites. An analysis of those platforms shows that Garnier responds quickly and well to comments and questions, and actively develops engagement with customers. Although these impressions and interactions seem trivial and contribute little to

value and brand co-creation, from the perspective of co-creation behavior, this still falls under providing feedback for the brand, which is the first dimension of customer brand co-creation behavior (Yi & Gong, 2013).

Moreover, from the perspective of sustainability communication, this interaction could be categorized as communication of sustainability as it is more sender-oriented and functions to transmit information.

eRecycle as a Brand and the Indirect Facilitation of Sustainability Co-creation

eRecycle began in 2019 as a mobile app to help customers locate the nearest waste bank. It then shifted its service to providing inorganic waste pickup service, especially plastic waste, as it also owned a small plastic chopping plant. In September 2020, after the co-production with Garnier, it evolved into an app-based integrated waste-management service. eRecycle is owned by PT. Multi Inti Digital Lestari, a subsidiary of PT. Multi Inti Sarana (MIS Group) whose primary business is in transportation provision.

Before the co-production with Garnier, eRecycle operated mainly in Jakarta and some parts of the Bekasi area. After that, the service now covers Jakarta, Depok, Tangerang, and some parts of the Bekasi area, with a plan to cover all Jabodetabek areas. eRecycle's Co-founder and Head of Business Development, Dicky Wiratama, said that before collaborating

with Garnier, their customers were mostly Gen Y mothers, but after the collaboration, the customers now shift to millennials. Dicky also mentioned that the shift is a good thing because millennials have the advantage of connectivity and social network that would help increase awareness about eRecycle's service and waste separation behavior.

eRecycle currently uses five communication platforms: website, Facebook, Instagram, TikTok, and YouTube. Of the five, Facebook and YouTube were the ones that were not updated regularly, as the Facebook page has no content, and the YouTube account has only five videos from 2 years ago. It seems like Instagram & TikTok are the ones that eRecycle uses as their primary media to connect with their

customers, as both platforms are updated regularly.

Through its online platforms, eRecycle does try to communicate sustainability and sustainable consumption. This effort is particularly prominent on their TikTok, where almost all videos are educational and informative about different types of waste, how to reduce waste and various product alternatives that people can use to reduce plastic usage. Instagram is mainly used to promote its primary services – the mobile app and the waste pickup service – and the various programs that eRecycle has. This program could be an in-app program or other collaboration programs such as waste drop-box in a shopping mall in Jakarta.

Table 2 eRecycle's Online Platform about Sustainability (Source: eRecycle's official channels)

Media platform	Number of Followers	Key sustainability messages
Website	n/a	Informing about what eRecycle is, and the service it provides. Educating customers about how to use the mobile app. Promoting the collaboration with Garnier through web banners and a dedicated page about Garnier Green Beauty and its commitments.
Instagram	7,701	Informing about various programs that eRecycle has, greetings related to national & environment-related days, educating customers about different types of waste.
TikTok	197	Educating customers about ways to reduce waste in different aspects of sustainable consumption, e.g. packaging and wrapping for e-commerce, buying food & beverage, through short videos.
YouTube	59	Informing customers about how to use the mobile app – from registration to ordering a waste pickup, to getting rewards.
Facebook	16	Doesn't have any content except for the profile picture.

In terms of co-creation, eRecycle as a brand and service also facilitates the process through the supply chain, promotion, and engagement aspects of the business. In the part of the supply chain, eRecycle ensures that its overall supply chain is responsible and transparent. For example, they put information about their waste bank partner. In one of the interactions with a customer, they also share the address of the waste bank because the customer wants to drop the waste directly to the waste bank. In the promotion aspect, eRecycle informs and educates customers about sustainable practices that are related to their core business, such as bring-your-own tumbler, reducing plastic waste when shopping in e-commerce, reducing the use of one-time-use plastic containers, or how to clean used containers and separate them based on their category. In the engagement aspect, eRecycle also tries to

implement co-creation activities online and offline. One example is by providing a temporary waste drop box in the shopping mall to increase awareness and get customers to drop their waste or by providing an in-app promo related to the rewards that customers get when using the app to order waste pickup. However, in terms of online interaction with customers outside the app, eRecycle is still behind Garnier. This is due to a lack of resources within the eRecycle team, so they cannot dedicate many resources to their social media content and interaction.

Customers' Indirect Co-creation of Sustainability with Garnier and eRecycle

Following the co-production or service (eRecycle) and the facilitation of sustainability co-creation by both Garnier and eRecycle, customers' engagement with the brand is also

crucial to the co-creation of sustainability. According to Ranjan and Read (2017) and Palakshappa and Dodds (2021), customers co-create in three ways: consumption or experience, brand engagement or relationship, and personal/ization. In this study, the customers' co-creation of sustainability could be analyzed from two perspectives: customers' co-creation with Garnier and/or eRecycle as a brand that co-produced the eRecycle service, and with

eRecycle as a service that customers can use and co-create value with. These two perspectives are important to analyze since the case study involves two different brands that co-produced a new service that the other brand operates. Following the co-production, Garnier and eRecycle continue running their business, making the co-creation with customers occur with both brands as well, as could be seen in the diagram below:

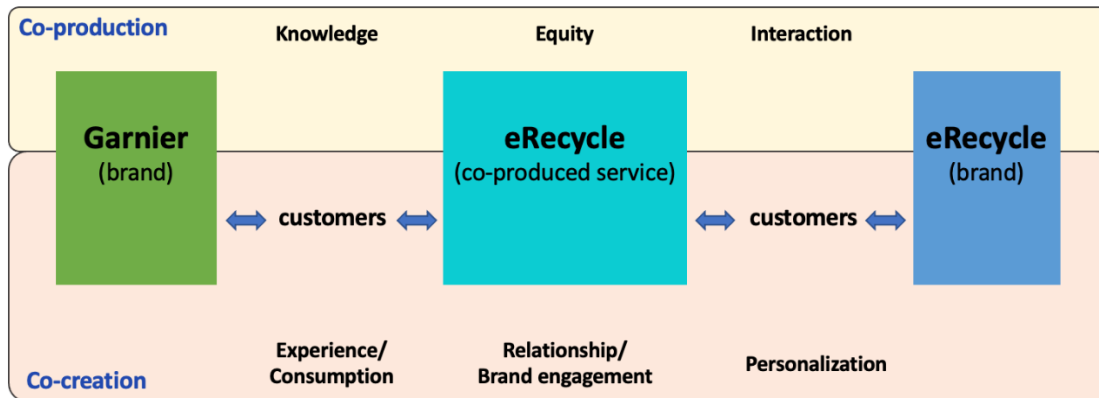


Figure 3 Co-production and Co-creation Processes of eRecycle, adapted from Ranjan and Read (2017) and Palakshappa and Dodds (2021)

Through this co-production and co-creation process, Garnier and eRecycle managed to receive 110,459 downloads for the eRecycle mobile app and gathered 110.373 tonnes of separated inorganic waste in 2021.

The three ways of customer co-creation - consumption/experience, brand engagement/relationship, and personal/ization - should not be viewed as a linear process, but rather as a non-linear one. For example, customers experience or consume Garnier and/or recycle as a brand when they purchase Garnier's product or take part in eRecycle's activity - both online and offline. During that process, they can also engage with the brand by participating in brand interactivity, such as leaving comments, asking questions, and sharing experiences on various platforms. This engagement or relationship with the brand is a reciprocal and iterative process (Ranjan & Read, 2017) that may result in a shift or reiteration of the brand. Related to the experience and the engagement with the brand, customers identify with sustainable values and build their uniqueness of the actual or perceived use. This personal dimension may also be viewed as an

underlying factor that prompts users to want to experience or engage with the brand.

From this perspective, it could be said that customers co-create sustainability 'indirectly', by co-creating with the brand through various aspects of facilitation: supply chain, promotion, and engagement.

Customers' Direct Co-creation of Sustainability with eRecycle as a Service

As a service, eRecycle operates through its mobile app and customers co-create by downloading and using the mobile app. This process of co-creation with eRecycle as a service happens mostly through the mobile app. Customers 'purchase and consume' the service when they download it to their mobile phones, register for the service, and start using the app. Consequently, if they want to request waste pickup, customers must collect, clean, and separate their inorganic waste at home. Afterward, they can have their waste weighed and collected by eRecycle. The actual action of collecting, cleaning, and separating the waste, followed by waste collection, contributes positively to sustainability as a result of the engagement with eRecycle as a service.

This action is personal and is personalized by each customer. Those who identify with sustainable values and are ready to adopt the waste separation behavior may choose to engage with eRecycle and personalize the experience according to their means and conditions. For example, a customer may separate the plastic waste by category, but not the paper waste; others may not separate the waste by category and only by type. Regardless, this personalization also marks an important aspect of customers' co-creation of sustainability with eRecycle as a service.

eRecycle's service is free of charge, and incorporates a circular economy model through economic rewards, is also something that removes barriers to adopting the waste separation behavior. Before eRecycle was established, customers must drop the separated waste at the nearest waste banks – that may not be so nearby. If customers want to have their waste picked up, they can opt to use a waste pickup subscription service, but they have to pay for that service. The monetary and access/distance add another barrier to adopting the behavior, and eRecycle with Garnier addressed that through their business model.

From the five points explained above, we can see that value co-creation is observed and proven to contribute positively to Garnier and eRecycle, as well as to mobilize customer into taking more sustainable lifestyle behavior in waste separation. This is aligned with previous studies on the positive impact of value co-creation for brands and companies (Bange et al., 2020; Cheung et al., 2020; Sadyk & Islam, 2022). Furthermore, co-creation has also been studied to contribute to sustainability (Palakshappa & Dodds, 2021; Trencher et al., 2017). The latter in particular, correlates with the rise of corporate social responsibility (CSR) in environmental issues, particularly in the area of sustainable energy supply.

Since "green" corporate behavior on behalf of enterprises often receives negative media coverage and may result in the paradox of CSR (Weder et al., 2019), the co-creation approach could provide an alternative for brands and companies in contributing to sustainability by engaging multiple stakeholders (Scandellius & Cohen, 2016). Through co-creation with various stakeholders, including customers, brands and

companies have more 'watchdogs' that could hold them accountable throughout the programs. Customers can complain and ask questions and clarifications if they see brands or companies violate their sustainability commitments or simply practice greenwashing.

eRecycle, a co-produced service from Garnier and eRecycle, serves as a tool to mobilize customers towards SDG 12: to ensure sustainable consumption and production patterns, particularly in Indonesia. As stated on the Indonesian SDGs 2030 Roadmap (Kementerian Perencanaan Pembangunan Nasional/BAPPENAS, 2019), the focus of SDG 12 is lower waste production and increase domestic waste management, including plastic. Therefore, this co-produced service contributes directly to achieving this goal. Moreover, monetary issues and access to waste banks that act as a barrier to adopting waste separation behavior can now be overcome and customers can adopt the behavior with fewer barriers.

SUMMARY

From the finding & analysis, we can see that Garnier and eRecycle indeed engage in value co-creation through two steps as outlined in the six-faces of co-creation framework: firstly, in co-production of the waste management service, eRecycle, and secondly in value-in-use step that engages customers directly through digital platforms and by using the waste management service. Furthermore, in engaging the customers, Garnier and eRecycle also contribute to sustainability, especially SDG12, through their supply chain, promotion, and engagement to promote eRecycle waste management service. It is apparent that the co-produced service from Garnier and eRecycle helps mobilize customers to adopt waste separation behavior through co-creation processes. These co-creation processes occur in two facets: between customers and Garnier and eRecycle as a brand; and between customers and eRecycle as a service. The former facet co-creates value and brand equity that facilitates sustainability or indirectly contributes to sustainability; and the latter facet co-creates sustainability 'directly' by providing incentives and 'infrastructure' for customers to implement waste separation with the help of eRecycle's mobile app. Thus, these co-production and co-creation processes from Garnier and eRecycle

indeed contribute to achieving SDG 12 in Indonesia, by managing more than 100 tonnes of inorganic domestic waste in 2021.

This study contributes to the field of co-creation and sustainability communication in practical and academic manner. Practically, this study demonstrates that communication *of* and *about* sustainability can benefit from the value co-creation approach as part of the strategy to disseminate and advance discourse about sustainability. Although more marketing- and brand-centered in nature, value co-creation can indeed be useful in communicating sustainability – in this case about waste reduction and management related to SDG12, particularly in a developing country such as Indonesia, where the majority of the people still have little concern about this problem.

Academically, this study combines two concepts that comes from two different fields, namely value co-creation and sustainability communication, to shed light to more manners on how we could further advance the reach and depth of sustainability discussion and practice.

Furthermore, this study also contributes to the literature by providing an example of multi-brand co-creation for sustainability. Previous literature has focused on the co-creation process within a brand or a product. This paper adds a unique multi-brand dimension since the co-creation processes that occur happen in two facets that involve customers, the two brands, and the co-produced service.

This paper also comes with a few limitations. The first one is from the conceptual elaboration. The literature review for this study focuses mainly on the field of marketing and communication, whereas there is much more literature from the field of management, development, or even IT. The second one is the methodology. The result of this study could be more robust by including customers' perspectives through customer research.

Moving forward, future studies could take a quantitative approach to prove the multi-brand co-creation model or a qualitative approach to explore similar cases in different contexts, such as in the IT industry or another cultural setting.

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