The potential of shared value creation: a theoretical analysis

Victor Danciu [1]

The urgent issues economy, environment and society are facing need new approaches which allow a well-balanced sharing of value created by the economy. A step forward is the concept of shared value creation. This paper aims to analyze the main features, the content of strategy of shared value creation and to propose the social innovation as main strategic way of shared value creation. At the beginning, the drivers and challenges of shared value creation are investigated in a systematized manner, in order to better understand why this new way of doing business is needed. Then, the concept and the three levels of shared value creation are investigated as sources of economic, environmental and social benefits that a business creates. These benefits depend on how efficient and diligent the company works. We are advancing the social innovation as main strategy having the greatest potential to create value with economic, environmental and social benefits. Finally, a framework for measurement of shared value creation is included. This framework is aiming at giving a tool for checking up the potential the shared value creation has for solving environmental and social issues.

Keywords: shared value creation, social innovation, product reconceiving, value chain productivity, cluster development, shared value creation measurement

[1] **Victor Danciu,** *Professor Ph D, Academy of Economic Studies Bucharest, Romania, dvictorsambotin@yahoo.com*

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1. Drivers and challenges of shared value creation

The society and the global environment have difficult and urgent issues that cannot be worked out anymore using the actual strategies and methods. Therefore, find and use new strategies and solutions, even revolutionary ones, becomes the greatest challenge for improving the economic and social models. The prevailing topic of scientific debates on this matter is about the mechanisms finding and the well-balanced sharing of value the economy creates. The concept of shared value creation is a landmark in the subject evolution. This concept suggests that the created value must have not only an economic purpose but one environmental and social, too. The shared value creation (SVC) is the concept advanced by Michael E Porter and Mark Kramer (2011) that aims exactly to the need of value creation in a manner that a value for society and environment is created at the same time with economic one.

The first subject of any discussion or analysis on shared value creation is about the identification of its drivers and challenges. The existing opinions are not so many, to various or systematized but they could be found in works of international organizations such as United Nations and European Commission, academic institutions like New York University, various organizations and companies such as KPMG, Cisco, NGOs such as WWF, professionals such as M. Porter of course, J. Schmitt, D. Jonikas, M. Pfitzer, G. Hills, R. Murray, G. Mulgan and others.

With the help of relevant information and the author's contribution, we propose the following groups of drivers and challenges that make pressures for shared value creation: demography trends and issues; climate change and ecosystems decline; resources related issues; markets and customers related issues; sustainability challenges and trends.

Demographic trends and issues. World's population growth pace is the permanently acceleration and by mid-2015 the global population was 3,336 million and is supposed to increase to 8,505 million by 2030 and 9,824 million by 2050. One of the most important trends in world's population is ageing. In 2015, 12 percent of the global population were people aged 60 or over, growing at a rate of 3, 2 percent per year. By 2050, all major areas of the world will have nearly a quarter or more of their populations aged 60 or over. At the same time, more than half of the world's population lives in towns and cities and by 2030 this number will swell to almost 60 percent. Together with poverty and migration, these trends will put strong fiscal, environmental and political pressures that the social and health care systems and environment protection are likely to face in the no-too-distant future (World Population Prospects 2015, Working Paper No. ESA/P/NP/241). They urges the mankind to find new solutions to provide food, house, transport, health and wellbeing, especially in developing countries which have and will have the most world's population like some 83 percent in 2015 and some 86 percent in 2050 (World Population Prospects 2015, Working Paper No. ESA/P/NP/241).

Climate change and ecosystems decline. The climate change is already beginning to transform the life on Earth. Among the most dangerous consequences of climate change are higher temperatures, changing landscapes, wildlife at risk and ecosystems decline. The higher temperatures are to blame for an increase in heat-related death and illness, changing patterns of rain and snow, rising seas and many other consequences. The changing landscapes are forcing trees and plants to move towards cooler areas undermining much of the work of conservation the community has accomplished to date. Other bad consequences of climate change are wildlife at risk, higher seas levels, increasing risk of drought, fire and floods. The ecosystems decline is a directly progressive effect of climate change and human activity. The ecosystems help maintain the availability of oxygen and clean water, variety of species. But the human activity has led to the change of many natural processes faster than ever and to economic, environmental and social losses and damage (www.nature.org, www.nyu.edu). The deforestation, pollution, global climate change are largely contributing to the decline of ecosystems. The climate change could cost between 5 percent and 20 percent of the annual global gross domestic product, if actions are not taken. Globally, more intense hurricanes could cause billions of dollars in damage to prosperity and infrastructure. The higher seas temperatures also threaten the survival of coral reefs. The climate change and ecosystems decline were and will have a significant impact on food availability, food accessibility, food utilization, and food systems stability. They pose a significant risk of increased crop failure, power, food markets and food security (www.panda.org.).

Resources related issues. The increase of human population, revenues, the expanding economies, consumerism, the increasing number and size of households are some of the drivers for higher resource consumption. This resource consumption makes pressures and creates issues on providing the needed resources in the future. The resource depletion as water, energy or fossil resources, climate change and social issues like not enough food, wellbeing of population and so on are some of these issues that ask for new strategies.

Markets and consumers. New markets such as ecological markets and fair trade are beginning to gaining ground thanks to goods and services with environmental and social value. From the point of view of competition, the fierce global rivalry asks for new competitive advantages that are to be looking for in different areas from those of today. The business solutions that contain environmental and societal advantages are to become winners in the competitive race. The role of consumers is changing, too. The consumer becomes an active player and doubles as domestic producer becoming "the prosumer" as Alvin Toffler called it (Toffler, 1995; Gerhardt, 2008; 2020 Media Futures.ca). Toffler defines the prosumer as someone who blurs the distinction between the "consumer" and "the producer". More recently, Gerhardt (2008) defines the prosumer as someone who makes little distinction between his or her home and work lives. These prosumers are the business customers which want to be active players as customers, consumers and producers at the same time. Moreover, a fourth wave in sectors such as media sector has exceeded the Toffler's third wave that permits the non-professions to create content. Today, media consumers are writing content for blogs, Twitter, Facebook, shooting and editing their own video-films, creating, recording and producing their own music, shooting their own photographs. Therefore, in order to capture the prosumers and to secure them as customers, the business must propose them solutions that include social value.

Sustainability. The sustainability principle has been developed to face the challenge of discerning how best to balance the challenges and opportunities of growth and decouple the economic growth from environmental and social pressures (Harribey).This principle could be successfully used for value defining. The value created with respect of sustainability must integrate the environment protection and social balances. In other words, the created value should be much better oriented towards environment and society with a more balanced distribution. This idea has been expressed by The UN Secretary General in 1995 who stressed that "the created value in the development process should be redistributed as a matter of social protection" (Boutros Ghali B., L'ONU et la question social, Le Monde, France, 1995). The society and the global environment have difficult and urgent issues that cannot be worked out anymore using the actual strategies and methods. Therefore, find and use new strategies and solutions, even revolutionary ones, becomes the greatest challenge for improving the economic and social models. The prevailing topic of scientific debates on this matter is about the mechanisms finding and the well-balanced sharing of value the economy creates. The concept of shared value creation is a landmark in the subject evolution. This concept suggests that the created value must have not only an economic purpose but one environmental and social, too. The shared value creation (SVC) is the concept advanced by Michael E Porter and Mark Kramer (2011) that aims exactly to the need of value creation in a manner that a value for society and environment is created at the same time with economic one.

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2. Shared value creation, an innovative strategy of business

2.1. Value creation as innovative concept of business

The evolutions and changes of business environment and society and the current relationships the businesses have lead to the drivers and challenges for a new strategic vision. In their capacity as members of society, the businesses may not have the sole objective of maximum profit and ignoring the environmental social problems. The companies find out that they are viewed as a major cause of the social, environmental and economic problems and their legitimacy is fallen to levels not seen before. The case of Transnational Corporations (TNC) shows how the global networks fundamentally change the way companies make products and deliver services, as Mukhisa Kituyi (2014) points out. These networks source inputs, labor and technology from distant locations to produce goods and services in the most cost-effective manner possible. This renders the borders porous while raising new concerns about the welfare of the local communities and the use of natural resources. The TNCs are increasingly viewed as advancing their own interests at the expense of citizens, workers and the environment, hence how these large corporations account for social and environmental impact of their activities. Under such circumstances, a new vision of value creation becomes mandatory for every business.

The value creation is always the goal of all companies. The value is created through the company's business model which takes inputs from the capitals and transforming them through business activities and interactions to produce outputs and outcomes that, over the short, medium and long-term create or destroy value for organization, its stakeholders, society and the environment (Value Creation Background Paper, July 2013). The concept of value creation has various meanings. The marketing theory views the value creation for customers as the underlying goal. In this respect, the value is the outcome of the process of generating an offer which meets with what the customers need or want that is what they like to achieve. The corporate value is the shareholder value and/or enterprise value while the societal value is the economic, social and environmental value created or reduced for the society in the course of doing business. A new vision of the value creation concept assumes that the business must link its goals to those general like the community's society's and environment's objectives. Different parts of this value are to be found in economic, social or environmental benefits that a business creates. The share of created value for which the business is not directly or fully rewarded in the price of its goods and services is a positive externality while a negative externality is an economic, social or environmental cost that a company inflicts on society for which it does not directly pay a price. The company's externalities can be internalized using a process through which the business is more fully rewarded for the societal benefits it creates and/or pays more for more costs it inflicts on society.

Historically, the businesses have been not fully rewarded for their positive externalities and have also not paid much of the damage they cause through negative externalities such as carbon emissions, pollution or social effects of poor working conditions. The new tendencies of economic, social and environmental mega-forces which become challenges for shared value creation such as population issues, climate change and ecosystems decline, financial crisis, sustainability are transforming the landscape of business and make disappear the disconnect between the corporate and the societal value. The only way forward to a more balanced contribution of the business is a combination of holistic thinking, long term goals and a return to strong and clear values, based on respect. The leaders need to demonstrate their respect by going back to the basic role of business which is the value creation for society as a whole with a long-perspective. By absorbing this new strategic vision into all its effort, the business can increasingly internalize the externalities, bringing new opportunities and new risks with significant implications for the value creation (KPMG, 2014).

2.2. Shared value creation, the strategic approach that connects the business to society.

A more balanced contribution could bring together the business and the society, but for this the companies must take firm actions. Some businesses promote the co-creation value with customers. This may bring more added-value to customers and contribute to easier achieve the profit goal. But the gap between the company's goals and the society's goals is not closed. Therefore, a broader approach is needed, in order to build bridges between the business and the communities worldwide to address challenges. This approach is to be found in the "shared value concept" proposed by M. E. Porter and M. Kramer (2011) which involves creating economic value in a way that also creates value for society by addressing its needs and challenges. The core meaning of shared value is that the creation of economic value can no longer be separate from the creation of value for society as a whole (Mukhisa, 2014). This way, the business success is reconnected with the social progress by sharing the created value.

The shared value creation (SVC) permits businesses to not only secure long-term profitability but also leads to an overall increase in the value created. On the business level, the shared value enhances the productivity of employees and the productivity within the value chain, being a source of creative ideas for creating new products and markets (J. Schmitt, 2014). On the societal level, the needs are large, diverse and growing and their active internationalization and SVC help to better customize the products and services to the needs of customers.

Thus, the concept of shared value recognizes the societal needs not just conventional economic needs define markets. It also recognizes that social harm frequently create internal costs for firms. Addressing the societal harms and constraints does not necessarily raise the costs for businesses, because they can innovate through using new technologies, operating methods, and management approaches and, as a result, increase their productivity and expand their markets.

The businesses have to reconsider their approach on value creation. First of all, they should truly understand what the shared value creation is. The shared value is not philanthropy and not even corporate social responsibility (CSR). The philanthropy means donations to worthy social causes and volunteering while CSR imply the compliance with the community standards, being good corporate citizenship and sustainable initiatives. As Porter (2013) asserts, the shared value creation consists in integrating the social needs and challenges into economic value creation itself. Therefore, the shared value could be judged being composed of social value and economic value. The shared value can be considered a better approach to corporate value creation activities that integrate the wider society in the success of business. The shared value is also closely linked to sustainability issues since it also refers to protect the natural environment (KPMG International, 2014). All these reasons could be better understood if you have knowledge of the three levels of shared value which are in fact the content of it as they are suggested by Porter (Porter, 2013; Porter& Kramer, 2011). The re-conceiving of needs, products and customers implies meeting the societal needs through products and addressing un-served or underserved customers. The redefining of the productivity in the value chain means using resources, energy suppliers, logistics, and employees more productively. Improving the local environment is the level of improving business's skills, supplier base, regulatory environment, and supporting institutions in the communities in which operate.

3. Shared value potential to connect business to society

3.1. Sources of shared value creation potential

The usefulness of the shared value concept is corroborated with the gains of all beneficiaries. The business must integrate the customers, environment and society in the process of shared value creation, if it wants to permit them to really get benefits. *The customers* are among the stakeholders that want an increased value for what they buy and pay. This increased value may be the result of a fair ratio between the product quality and advantages and its price, brand image, company's flexibility or permanent, transparent and quality communication and information. *The environment* needs increased businesses contributions for stopping his deterioration. This goal can be achieved only if the negative externalities which take different forms of environment deterioration as a result of undesirable effects of businesses activities become progressively smaller and the good contribution increases as a result of initiatives and solutions focused on the environment protection. *The society* expects the companies to more contribute to the social development and quality of life improvement. The communities, institutions and governments ask for reduction of negative externalities of the businesses. In their turn, the companies must have to more participate in social projects such as those for environment protection, sustainability, and communities support for social quality increasing. Thus, the businesses provide a greater share of created value to society.

The proportions of shared value are the amount of value created at all three levels of it that are suggested by M. Porter (Porter et al, 2013). At each level, the business must focus on goals and solutions that allow the company to create the biggest economic and social value. Creating shared value from re-conceiving the products and markets focuses on revenue growth, market share, and profitability that arise from the environmental, social or economic developed benefices delivered by a company's goods and services. Creating shared value from redefining productivity in the value chain focuses on improvement in internal operations that improve costs, input access, quality, and productivity achieved through environmental improvements, better resource utilization, investment in employees, supplier capability and other areas. Creating shared value from enabling local cluster development derives from improving the external environment for the company through community investments and strengthening local suppliers, local institutions, and local infrastructure in ways that also enhance the business productivity.

3.2. Potential of shared value creation through social innovation

Creating shared value entails embedding a social mission and channeling resources to the development of innovations that can help solve social problems. The social innovations are defined by Murray et al (2010) as new ideas (products, services and models) that simultaneously meet social needs and create new relationships or collaborations. In other words, they are innovations that are both good for society and enhance society's capacity to act. These characteristics are to be found in the definition of European Commission (2010) that says "the social innovations empower people and create new social relationships and models of collaboration". They are thus innovative in themselves and good for society's capacity to innovate. Saul (2011) defines the social innovation from the company's perspective saying that it is about innovating creative market-based solutions to social problems that result in high growth, profitable business opportunities. A larger definition is that of Franz

Hans-Werner et al (2012) who say the social innovations "consist in new social practices with social ends and social means" while T. Andersen et al (2014) think they are "new solutions to social challenges that have the intent and effect of equality, justice and empowerment". The different definitions of social innovations have in common two characteristics: (1) they represent new responses to pressing social demands which affect the process of social interactions, and (2) they are critically driven by a social mission and the value they create is shared value at once economic and social.

The social innovation has some main features which make it generating shared value (Guide to Social Innovation, European Commission, 2013; Bertini et al, 2012). First, *the social innovation is open rather than closed* when it comes to knowledge sharing and the ownership of knowledge. The open innovation is market oriented and focused on profit while the social innovation is aimed at meeting social needs. The two concepts converge into open social innovation through a collaborative process (T.C.M. Monteiro et al, 2015). This process allows the shared value creation since all those involved in the value creation are beneficiaries of that value. Second, *the social value is demand-led rather than supply-driven*. The design of goods and services and even the price strategy should start from the consumer and user. They should be the source not only the destination of social innovations, as part of new collaboration. The business should focus on relationships that help the customer's decision and are beneficial to both the company and its customers. If it wishes the collaboration to work, the business should use specific methods for information gathering and the diffusion of social innovation in order to sharing the created value. Some methods having this goal are: gathering information from customers and providing cheap or free information to them; using consumer or user groups as innovators and diffusers. These groups create a demand for goods and services, and are a powerful generator and diffuser of social innovation; using promotion and marketing of innovative goods and services to encourage the behavioral change and receive more value. The market research, market segmentation and targeted campaigns are useful; using branding and kite marks for making an awareness of social benefits embodied in the offer; offering financial or other inducements to increase the social value for customers. Third, *the social innovation is tailored rather than mass produced.* This means the businesses create goods and services, solutions for environment protections, health care resource saving and so on tailored to the needs of beneficiaries. Fourth, *the social innovation is multi-disciplinary and more integrated to problem solving.* The social innovations are by nature multi-dimensional and this characteristic derives from the wide scope they covered being related to demographic changes, climate change, ecosystems decline, resource issues, poverty, employment, health care, education. All these call for multi-disciplinary researches and solutions that make the social innovations not one sector's or business' monopoly. At the same time, the social innovations could be absorbed by a sector or business different of the one in which they are created. Answering to social challenges need a multi-disciplinary approach. That means the work must be done in inter- and multidisciplinary groups, teams or workshops for social innovation that use multi-disciplinary techniques and all that make easier the multi-purpose solutions. Fifth, *the social innovation is participative and empowering of citizens and users.* This feature implies a process of social interactions as part of the effort of social innovations. The outcomes could be better if the efforts are co-participative, take the shape of public-private partnerships and include the collaboration between management, employees and other stakeholders. A significant role in social innovations success could play the citizens if they are empowered. The engagement of citizens in social innovations refers to the many ways in which more drivers actors can be brought into the process of development and sustaining new solutions to social challenges. The citizens' participation in shared value creation could be the source of innovative ideas and they could become co-innovators and innovators themselves.

3.3. Potential of shared value creation through productivity redefinition in the value chain

The value chain is the concept M. Porter (1985) developed as representation of company's functions that increase the value of good or service delivered to customers. This concept includes different links of "all activities necessary to bring a product from conception to market" (Jonikas D., 2013). The value chain includes product development, different phases of production, extraction of raw materials, semi- finished materials, component production and assembly, distribution, marketing and even recycling. Each activity in the value chain requires a certain amount of resources. The opportunities to create shared value in every layer arise because the societal problems can create economic costs in the company's value chain. The shared value thinking is transforming the value chain using the procurement that enhances the supplier capabilities and efficiency, improving the energy, water and resources efficiency, maximizing the logistical intensity, improving employees health and safety, enhancing the productivity and management of lower income employees, and recruiting the diversity of customers and the markets where the company operates thinks the Institute for Strategy Competitiveness from Harvard Business School (www.isc.hbs.com). This new value chain involves the demand of customer activity and social and environmental parameters. The value is here created and extracted in a network of relationships and the value can best be understood holistically as a function of the entire network. Therefore, the customers, the environment and the society should become the beneficiaries of the shared value. They benefit of that value only if they are integral parts of the shared value creation system. The sources of shared value creation in the value chain and for its substantial improvement *are a different utilization of resources, energy, suppliers, procurement and employees* think M. Porter and M. Kramer (2015) and S. Mattei (2015).

Resources use. The big companies especially use massive amount of natural resources, like water, oil, and gas. These resources represent a social issue for many communities. A better utilization of resources is thus necessary and will permeate all parts of the value chain.

Energy and logistic, both processes and the transportation, as parts of the value chain, entail substantial use of energy. The shared value approach is about identifying possibilities for reducing the use of energy and re-examining the core processes. The energy use is expensive and avoiding waste can be beneficial both to the business and the environment. The result is better energy utilization through better technology, recycling and other activities that create shared value.

Procurement. The suppliers are part of the value chain. The producers-companies attempt to bring down the prices and they always look for the cheaper suppliers and outsourcing operations in different locations. More and more companies started to understand that marginalize the suppliers cannot remain productive and support a high level of quality. Through the share value approach, the suppliers can gain access to better and greater volumes. This will lead to an increase in productivity and thus to a decrease in prices.

Employees' productivity. The human resource may be considered as the most important driver of the company's success, but it has cost. Many companies sought to bring down this cost by holding down the wages and reducing the expenses relative to health care insurances. But with time, the successful companies recognize that the empowerment of the people who work for the organization leads to an empowerment of the company itself, because of a more present and productive workforce.

3.4. Potential of shared value creation through enabling cluster development

The increased value creation and properly sharing depend also on the capacity of businesses to develop clusters. The companies can actually freely move activities to disparate locations when the labor costs are lower and the efficiency can be greater. But these practices can drive the business miss fundamental opportunities for value creation. Such a challenge could have as solution the clusters development. The clusters are "groups of companies and institutions co-located in a specific geographic region and linked by interdependencies in providing a related group of products and/or services" (Ketels and Memedovich, 2008). The clusters create value as they all represent interconnected elements in the framework in which the company operates. The company may find difficult to increase the positive externalities if it is not connected to the locations in which operates. Creating local or regional clusters make the firms, suppliers, service providers and infrastructure work properly for increasing the business' productivity, innovation and efficiency and the shared value. In this way, the business creates a beneficial link between the company success and the community success and improvement, thus creating economic and social value (Mattei, 2015). Developing clusters able to create increased shared value means to improve the investments for community, help the suppliers, aide the local institutions and improve the local infrastructure, environment, establish collaborative relationships with partners and suppliers.

4. Potential confirmation through measurement of shared value strategies

The businesses that succeed to generate shared value need to measure the results of their value strategies. In order to do that, they must identify and track both social and business results that aim to solve a social problem and improve the business performance. M. Porter et al (FSG, 2013) propose a measuring framework by level of shared value that is presented in Table 1.

Table 1

The business and social results by level of shared value

Levels of shared value	Business results	Social results
Re-conceiving products and markets	Increased revenue	Improved patient care
	Increased market share	Reduce carbon footprint
	Increased market growth	Improved nutrition
	Increased profitability	Improved education
Redefining productivity in the value chain	Improved productivity	Reduced energy use
	Reduced logistical and operating costs	Reduced water use
	Secured supply	Reduced raw material use
	Improved quality	Improved jobs skills
	Improved profitability	Improved employees income
Enabling cluster development	Reduced costs	Improved education
	Secured supply	Increased job creation
	Improved distribution infrastructure	Improved health
	Improved workforce access	Improved incomes
	Improved profitability	

Source: M. Porter et al, FSG, 2013, p.3.

The practices of social performance measurement establish a number of procedures for measuring the social impact of businesses value strategies that cover sustainability, social and economic impact, reputation and compliance Porter et al, (2013). Each of these procedures for measurement of shared value creation aims to emphasize the different results of the company's efforts for social value creation as Table 2 shows.

Sustainability can be made evident by using voluntary standards. Global Reporting Initiative (GRI) establishes and uses voluntary sustainability standards to report on businesses environmental, social and governance performance

Table 2

The purpose of social value measurement

Measurement focus	Measurement motive	Measurement goal
Sustainability	Efficiency in use of input factors	Minimize negative externalities
	Improved product and community impact	Augment positive impacts of externalities
		Maintain a license to operate
Impact	The long-term social and economic development impacts of operations and/or philanthropy	Track the progress of social and economic development impact
		Maintain a license to operate
Reputation	How societal impacts contribute to company reputation	Manage reputation
Compliance	Compliance with laws and voluntary policies, standards and codes	Ensure adaptation and compliance
		Maintain a license to operate

Source: M. Porter et al. 2013, p.12.

Impact assessments are the results of studies that are conducted by companies to demonstrate to stakeholders how their operations or philanthropic investments have created positive benefits for communities Such studies focus on social, environmental or economic development impacts. They can contribute to shared value measurement when the demonstrations of impact inform a shared value strategy.

Reputation measurement differs fundamentally from quantitative shared value measurement. Many companies use perception surveys and reputation metrics to consider how their philanthropic and social responsibility efforts improve their reputation and brand.

Compliance measurement indicates how well the companies meet law, standards, and policies throughout the world.

5. Conclusions

The economic, environmental and social trends and changes become challenges that need new solutions differing from the existing ones. The essential issue solving of which brings serious challenges is a balanced sharing of created value. Finding the most appropriate way to solve this issue is difficult since the businesses which create value are disconnected from the society's issues. A significant step forward was made when the concept of shared value creation was proposed by M. Porter. This concept bring forward the new idea of creating value in a manner that makes easier to solve the pressing issues arising from environment pollution, climate change, ecosystems decline, population growth and ageing, poverty, resources scarcity and so on. The products and markets are to be reconceived for more value creation, the productivity in the value chain must be redefined and the development of clusters must be enabled. For validating the potential of shared value could be confirmed, the framework of shared value measurement is a suited tool.

We have analyzed the social innovation as main strategic way for shared value creation. This choice has as motivation the new approach the social innovation bring for solving issues such as corroborating the innovative efforts with social interactions and results, attracting the partners, customers and citizens in collaborative activities for shared value creation that easier work out environmental and social issues. The social innovation finds solutions not only for products re-conceiving but also for improving the productivity in the value chain and clusters development. Thus, the social innovation gives answers to the technological, economic, environmental and social challenges.

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