Knowledge Sharing and Crowdsourcing as an Enterprise Opportunity

Lucia Aiello
Universitas Mercatorum, Italy

Claudia Cacia
University of Salerno, Italy

INTRODUCTION

The company is an institute with economic and social functions as the economic production of goods and services, that has as ultimate goal the wealth creation and of value. Value Based Management (VBM) is an approach to business management that has the objective of pursuing the maximization of the value of production consisted, as well as to define the best methods for its prediction, measurement and explanation. The company is an institute with economic and social functions as the economic production of goods and services, that has as ultimate goal the wealth creation and of value. VBM is an approach to business management that has the objective of pursuing the maximization of the value of production, as well as by to define the best methods for prediction, measurement and explanation of the value. The traditional doctrine considers the creation of value is design and implementation of responses to the needs expressed by the market, through an appropriate use of resources. In this overview, the value is evaluated through indicators derived from accounting, such as ROE, ROA, ROI, others (Rappaport, 1986; Guatri, 1991). Subsequently, the intervention of the intangible components and the emergence of new risk profiles, showed evidence of the limits of traditional models generating the need to rethink the valuation methodologies, adopting new ones, such as total shareholder value (TRS), the Market Value Added (MVA), the Economic Value Added (EVA) (Stern-Shiely, 2001). On the other hand, recently, the social and economic changes, including globalization, have led businesses to new model of capitalism and then towards new paradigms of value creation. Under these conditions the profit for the period cannot be considered representative of the long-term capacity of enterprises to create value.

Under these conditions the profit for the period cannot be considered representative of the long-term capacity of enterprises to create value. Enterprises must overcome the utilitarian vision and market fundamentals, placing greater attention to external variables, such as the institutional framework, the context and the collective benefits (Caselli, 2005).

Limit the evaluation to only one dimension of the market is not enough to provide a true and fair view of the quality of management can respond to the information needs of different stakeholders. A firm that maximizes its shareholder value, does not creates value. To understand the mechanisms of firm value creation, it is necessary to consider the relationship with clients, funders, and community managers (Freeman, 2005); it means that firm have to meet the needs of all stakeholders. In this perspective, the value creation ensures the development and survival of the enterprise in long-lasting, making it possible to meet the needs of the stakeholders who for various reasons add important resources for business management. Therefore, it is a long-term goal that should orient all business activities. In a short term perspective, the company may deteriorate milestones of its success over time. The short-term objective could generate behavior contrary to the principles of corporate governance or fraudulent actions on the balance sheet that will certainly generate the loss of social consensus for company, the destruction of strategic assets such as consumer confidence, market, workers and communities, the know-how and innovative capacity, natural capital, and so on. As a result, the firm creates value when it directs its management towards the goal of sustainability over time, or when pursuing a development that reconciles

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economic, social and environmental. Therefore, economic and competitive success, social legitimacy and efficient use of resources are interconnected according to a conception of teleology and synergetic and circular business. By pursuing contemporarily social and environmental objectives, the company enhances its intangibles as knowledge and confidence with stakeholders (shareholders, employees, customers, public administration, community, others) that support the processes of value creation. The wealth thus generated (stakeholder value) is used to remunerate different social partners, who contribute with resources. Sustainability becomes a strategic objective related to both socio-economic systems and businesses, to achieve sustainable economic development. This idea of creating value is in line with the other two concepts: the crowd computing and Shared Value (SV). In the next paragraphs the authors propose a definition of e-crowdsourcing into new perspective of SV.

BACKGROUND

1. Shared Value

The crisis currently affecting the firms, joined to the technological development and intense global competition have transformed the current competitive environment for most firms. The firm's competitive advantage depends increasingly on knowledge development and stakeholders enhancement. Additionally, the competitiveness of a company and the health of the communities around it are closely intertwined. These circumstances generate a new type of business entity that has recently emerged, commonly referred to as social enterprises (Mair&Martí, 2006). Social enterprises, as an innovative means of solving social problems and social inequalities, calls for a broader definition of business success which includes customer engagement methods and shift the central goal of companies into creating Shared Value (SV). Porter and Kramer (2006) first wrote about SV in their seminal article, in which they have proposed the SV principle as a way chosen by the for-profit companies engaging in strategic CSR to implement new hybrid business models (Michelini & Fiorentino, 2011). SV describes the creation of both economic and social value when attempting to solve social problems, which is equivalent to increasing total economic and social value (Porter & Kramer, 2011). The notion of creating social value explains a deeper relationship between business and society and provides great impetus to developing social enterprises (Yang et al., 2014; Alter, 2007; Kramer, 2005). Wood & Leighton (2010) defined social value as referring to the wider non-financial impacts of programs, organizations and interventions, including the wellbeing of individuals and communities, promotion of social capital and protection of the surrounding environment.

Other authors analyze the concept of SV (Christiansen, 2008; Ashley, 2009; Barton, 2011). Even Porter & Kramer expanded the idea in an article in which they stressed this concept in relation to that of social responsibility. This in a time when companies' responses to the CSR concept have been thoroughly tested and sometimes were found severely inadequate. Porter & Kramer suggest the idea that SV ensures that what is good for business is also good for others. The concept of SV "focuses on the connection between societal and economic progress - has the power to unleash the next wave of global growth" (Porter & Kramer, 2011, p. 5). They define SV as "policies and operating practice that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates" (2011, p. 6). It can be considered as a principle applicable to both profit and non- profit firms as well as to others type of organizations. The social purpose of SV, represents an higher form of capitalism able to create a positive cycle of prosperity.

As Porter and Kramer (2011) explain in their work companies can pursue SV opportunities on three levels: reconceiving products and markets, redefining productivity in the value chain and enabling cluster development. The first one represent a company way to meet social needs by serving existing markets/developing innovative products. Redefining productivity in the value chain, instead, represents the way by which firms can improve the quality, the quantity, the cost, and reliability of inputs production-distribution processes. Thus acting simultaneously in the economic and social development. The last one is the way by which companies operate in non-isolation from context. To compete and thrive, firms need a strong competitive context that includes reliable suppliers, functioning infrastructure, access to talent and an effective and predictable legal system (WorldBank, 2012). The SV opportunities at each level will differ by industry, com-