

CREATING SHARED VALUE IN ORGANIZATIONS – A CASE STUDY OF A CORPORATE INCUBATOR

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Purpose: Description and analysis of the role of a corporate incubator as a factor determining the creation of shared value in an organization.

Design/methodology/approach: A case study, preceded by a comparative analysis of the assumptions of the concept of creating common value with the idea and principles of pre-incubation and business incubation.

Findings: A corporate incubator can be an effective tool for achieving strategic goals, sustainable development and innovation. Pre-incubation programs can contribute to the creation of shared value by promoting the development of entrepreneurship. By providing resources, knowledge and support, the pre-incubation program can contribute to the company's competitiveness and promote cooperation with the academic community and the local community. As a result, companies can implement their sustainability strategy more effectively and create value both for themselves and for society.

Research limitations/implications: The research is based on a single case study, which may not always be applicable to other contexts or organizations. The repeatability of the study within this case is relatively limited. The interpretation by researchers is somewhat subjective due to their personal involvement in the development and implementation of the Program, which also lends credibility to the observed processes. The case study was defined within the framework of the Program and narrowed down to one completed edition within the organization. Therefore, the authors are aware of the limited ability to draw broad conclusions based on the collected empirical material.

Practical implications: A corporate incubator, by providing resources, knowledge and support, can contribute to increasing the company's competitiveness while promoting cooperation with external stakeholders. A pre-incubation program can help companies solve specific business challenges that align with their mission and values. In practice, the company should focus on developing entrepreneurial skills, promoting a culture of innovation and implementing the CSV concept. All this will contribute to creating value for both the company and society.

Originality/value: The article introduces a new perspective on the role of corporate incubators in creating shared value. It presents a unique combination of the CSV concept with the pre-incubation and incubation process. The article provides practical guidance for business and academic organizations interested in creating shared value. The article is addressed to scientists, business practitioners, managers of corporate incubators, and students.

Keywords: Creating of Shared Value, pre-incubation, corporate incubator, sustainable development.

Category of the paper: Case study.

1. Introduction

The practical implementation of the Creating Shared Value (CSV) strategy in business illustrates the feasibility of concurrently attaining economic and social objectives, which serves as a foundation for the sustainable development of organizations and holds potential for further growth (Reindl, 2024). In recent years, the CSV concept has emerged as a significant component of the discourse on corporate social responsibility (CSR) and sustainable organizational management (Yang, Yan, 2020; Bitencourt et al., 2024).

In the literature, there is a noted necessity for promoting the CSV strategy as an effective tool for managing sustainable development (Li et al., 2023). Furthermore, there is recognition of the potential link between the adoption of open innovation approaches and corporate sustainability. This relationship translates into the breakdown of traditional silos within organizations and fosters collaboration with external stakeholders to jointly develop innovations and products (Camilleri et al., 2023). Emphasis is also placed on building effective relationships with various stakeholders and providing empirical evidence from different industries and sectors. This approach aims to reinforce the dissemination of best practices in generating social impact, as well as to analyze future trends and perspectives in this field (Bachnik et al., 2024).

Against this backdrop, intriguing studies have emerged concerning the evaluation of the potential of corporate social responsibility within entities such as business incubators to stimulate social innovation in dominant ecosystems using the CSV strategy (Bhat, 2023). Research indicates that a focus on sustainable development within business incubators can play a pivotal role in supporting the creation of new products and services (Lamperti et al., 2023). Furthermore, innovation ecosystems are capable of generating shared value through complex, multi-level interactions among diverse stakeholders. This process necessitates not only collaboration and resource exchange but also flexibility and adaptive capabilities to respond to changing market and social conditions (Arena et al., 2022).

Corporate incubators, academic incubators, and the less frequently analyzed and mentioned pre-incubators, also known as entrepreneurship incubators and pre-incubators, play a crucial role in fostering innovative ecosystems by promoting the development of new ideas, projects, and enterprises within existing organizations (Bist, 2023). They are also significant contributors to economic growth and innovation development (Royo-Vela, Lizama, 2022). Their operations are supported by programs carried out in collaboration with the business environment, which are diverse and encompass skills development, the creation of new companies,

and the achievement of the goals of the organizations sponsoring these programs (Bielicki, 2023). An example of applying the principles of incubation is the establishment of a corporate incubator with a student pre-incubation program implemented by the Amica Group in collaboration with the Foundation for Creating Shared Value by Students (Sustainable Development Report, 2023). This program, one of the first of its kind in Poland, engaged teams of students from various universities who collaborated on solving real business problems while simultaneously developing their entrepreneurial skills (Banaś et al., 2023).

The aim of this article is to describe and analyze the role of a corporate incubator as a determinant in creating shared value within an organization. The research method employed is a case study, preceded by a comparative analysis of the principles of the CSV concept with the ideas and operational principles of incubators. The first part of the article outlines the development of the shared value concept in the literature. The second part includes a theoretical framework that connects the CSV concept with the pre-incubation and incubation process within the context of creating a shared value strategy. This is followed by a case study based on systematic and purposeful observations conducted by a research team that participated in the program as experts, as well as on proprietary materials, official press releases, and previous publications on the topic, which combine both secondary and primary sources (Bielicki, Weinert, 2021; Banaś et al., 2023).

2. Theoretical foundations of the Shared Value Creation concept and its development in the literature

In the literature, the term "Shared Value" is widely used but defined in various ways depending on the researchers' approach (Manouar, Hilali, 2020). For example, See (2009) defines value in a relatively simple manner as "a mutual benefit for both the corporation and society". Porter and Kramer (2011) offer a broader definition, describing it as "policies and operational practices that enhance a company's competitiveness while simultaneously advancing the economic and social conditions in the communities in which it operates". Conversely, Corner and Pavlovich (2016) emphasize a focus on social and environmental needs rather than financial benefits, reflecting an expanded approach to an organization's strategic goals. Alternatively, the creation of shared value is perceived as strengthening a company's competitiveness by fulfilling social and environmental responsibilities (Li et al., 2023) and integrating social and environmental values into its business model (Bitencourt et al., 2024).

The introduction of the CSV concept among scholars is marked by the publication of an article by Michael E. Porter and Mark R. Kramer in the Harvard Business Review in 2011. In this article, the authors defined CSV as a strategy that enables companies to create economic value in a way that also produces social benefits. According to the authors, this concept was

intended to replace the traditional approach of Corporate Social Responsibility (CSR), which had often been criticized for its lack of coherence, generality, and insufficient integration with the organization's core business strategy. Thus, CSV is presented as a response to the shortcomings of CSR, emphasizing that companies can simultaneously create economic and social value (Porter, Kramer, 2015).

A critical review of the literature indicates that the CSV concept has gained significant popularity, though not without controversy within academic and business circles. Some researchers have questioned the originality and practicality of CSV, arguing that it is merely a rebranding of existing CSR practices. Despite its popularity, the CSV concept is not free from criticism. Critics argue that CSV does not address the fundamental "tensions" between social and economic goals. Some scholars also point out that CSV may be an immature concept, both in theory and practice. Others debate whether CSV is truly a new management theory, a management fad, or merely a trendy marketing slogan (Urbanowska-Sojkin, Weinert, 2016).

Based on theoretical considerations, after 2015, the literature highlights the significant impact of the CSV concept on corporate social responsibility activities (Carroll, 2015). A further review of the literature (post-2020) provides a range of new analyses in this area, focusing on exploring connections with various management areas, approaches, and trends, as well as examples of CSV strategy implementation in organizations across different parts of the world and various sectors (Dionisio, de Vargas, 2020; Arena et al., 2022; Grimbert et al., 2024). For instance, Menghwar and Daood (2021) present a systematic review of the literature on the CSV concept, introducing a new integrative perspective. They describe CSV as a strategic process through which corporations can transform social issues into business opportunities. This concept, closely related to stakeholder theory and CSR, has been extensively criticized and examined in academic literature. The authors provide a comprehensive analysis of the CSV concept, emphasizing its significance and potential in integrating business goals with social objectives. Despite the criticism, CSV remains a vital tool in corporate strategies, enabling companies to contribute to social development while enhancing their competitiveness (Menghwar, Daood, 2021).

In turn, Li, Zhu, and Wang (2023) analyze the impact of shared value creation strategies on corporate sustainability. The work focuses on the theoretical analysis and empirical examination of the positive effects of CSV strategies on corporate social, environmental and financial performance, from a resource perspective. This article provides solid evidence that a shared value strategy is beneficial to corporate sustainability. By integrating social and environmental needs into business activities, companies can improve their financial performance while contributing to social development and environmental protection. These conclusions have important implications for business practice and public policy, pointing to an increased need to promote CSV strategies as an effective sustainability management tool (Li et al., 2023).

Other researchers, including Camilleri and his team (2023), focus on the relationship between open innovation approaches and corporate sustainability. Their work demonstrates how open innovations can contribute to creating shared value and explores the associated opportunities and challenges for businesses. Open innovations have the potential to generate shared value by engaging various stakeholders and integrating with sustainable corporate practices. However, to effectively implement open innovations, companies must develop an organizational culture based on extensive trust and collaboration (Camilleri et al., 2023). The researchers also outline the necessary steps to create shared value through IT, which is a critical connection between the concept and its operationalization in today's digital business environment (Manouar, Hilali, 2020).

Today, CSV is a widely described and applied concept within the broader field of sustainable organizational management. Analyzing recent literature (primarily post-2020), there is a growing number of works in which authors present specific case studies. For several years, the practical application of CSV can be observed in the activities of many global corporations such as Nestlé, Coca-Cola, Danone, and Intel. These companies have already implemented the CSV strategy, which includes the development of new products and markets, improvement of productivity in the value chain, and development of local clusters. These examples, though prominent, demonstrate that the CSV concept can contribute to increased revenues, improved product quality, and the resolution of selected social issues such as improving health and education. Nestlé has introduced "Creating Shared Value" reports that detail the company's impact on its surroundings, while Coca-Cola and Danone, although not explicitly naming their strategies as such, have been developing environmentally friendly products and undertaking numerous initiatives to improve living conditions in local communities for years (Nittapaipapon, Atchattabhan, 2016). International corporations like Intel and Unilever invest in local clusters, supporting education and infrastructure development in their surrounding areas (Iglesias et al., 2023).

An interesting practical example is the Creating Shared Value strategy implemented by MYbank, supported by Ant Group. Founded in 2014, MYbank focuses on serving small and medium-sized enterprises (SMEs) and farmers who were previously underserved by traditional financial institutions. The bank aims for financial inclusivity, targeting customers who previously lacked access to formal financial services. The bank's strategy includes delivering economic, social, and environmental value through innovative financial products (Wang, Bhattacharya, 2023).

In another case study, Bitencourt and his team demonstrated how social innovations in enterprises contribute to creating shared value. Their research focuses on a Brazilian company that underwent significant transformation by redefining its goals and integrating social and environmental values into its business model. The study conducted a multi-level analysis, encompassing values created for users, the organization, the ecosystem, and society. Data were collected through semi-structured interviews and document analysis (Bitencourt et al., 2024).

3. Corporate incubator as a tool for Creating Shared Value in organizations

The primary goal of a corporate incubator is to support entrepreneurship and innovation by providing resources, knowledge, and the creation of clusters, thereby enhancing innovative capabilities (Gonthier, Chirita, 2019). Corporate incubators can take various forms, from internal programs aimed at employees to open initiatives that engage external stakeholders. These incubators function as "schools of entrepreneurship for tomorrow", offering a space where learning about, in, and for entrepreneurship takes place. Academic incubators help students create new companies, but barriers such as limited technology, management, and leadership skills hinder their development (Bist, 2023). Incubators and accelerators are crucial tools supporting the growth of startups and young companies, facilitating the use of best practices in open innovation by engaging human, social, and organizational capital (Leitão et al., 2022). It is worth noting that even in earlier years, European business incubators that employed sustainable selection practices had higher tenant survival rates, suggesting that focusing on market characteristics and management team attributes can improve outcomes. The first programs of this type were established as early as 1997, and since then, their role has significantly evolved, encompassing not only preparation for incubation but also becoming an integral part of academic studies (Bielicki, 2023). Corporate incubators differ significantly from traditional business incubators, offering unique features and functions that support innovation within existing companies (Kötting, 2019).

According to Bielicki and Weinert (2021), a corporate incubator is a unit that conducts the pre-incubation process, enabling companies to achieve goals related to research and development, training talented students and project teams, promoting internal entrepreneurship, and enhancing employer branding. The foundation of the corporate incubator's principles is the concept and process of pre-incubation, which are extensively described in the literature. Pre-incubation is a business concept that allows entrepreneurs to test their innovative ideas in market conditions before fully launching them. In turn, the student pre-incubation program is a specific case of pre-incubation, primarily aimed at students with innovative ideas that require further development and testing (Kalisty, 2023).

Support from a corporate incubator utilizing the idea of pre-incubation in creating shared value can be realized through:

- **Supporting innovation and entrepreneurship:** Corporate incubators are crucial for fostering an innovative culture within companies. They provide employees and external participants with the opportunity to experiment with new ideas that can be transformed into marketable products or services. By providing resources and support, these incubators increase the chances of success for new initiatives (Kruft et al., 2018).

- Development of competencies and human resources: Corporate incubators serve as a tool for developing employee competencies. Participation in incubation programs allows employees to enhance entrepreneurial skills, project management, and teamwork abilities. Additionally, collaboration with universities and the recruitment of talented students provide companies with access to the latest knowledge and technologies (Chakrabarty, 2020).
- Employer branding: Corporate incubators help companies build their image as attractive employers who invest in the development of their employees and support innovation. This, in turn, attracts talented specialists and young entrepreneurs who can contribute to the further growth of the company, including through internal recruitment and promoting entrepreneurial leadership (Gonthier, Chirita, 2019).
- Collaboration with universities and the academic environment: Corporate incubators often collaborate with universities, allowing companies to leverage academic knowledge and resources while bridging the gap between academia and business. Such collaboration leads to the creation of interdisciplinary teams that are better equipped to solve complex problems and implement innovative solutions (Villani et al., 2017).

Creating Shared Value and the concept of pre-incubation are two distinct yet complementary management concepts aimed at enhancing innovation, sustainable development, and competitiveness of enterprises. These approaches contribute to economic, social, and environmental growth for all stakeholders involved (Royo-Vela, Lizama, 2022). Incubators play a significant role in entrepreneurship development by providing networking services, capital support, and training programs, while government regulations also positively impact this relationship (Li et al., 2020).

CSV focuses on integrating economic and social goals, whereas the pre-incubation process concentrates on supporting the early stages of new project and enterprise development. Both approaches aim to increase a company's competitiveness and its positive impact on society, making them valuable tools in modern strategic management (Table 1).

Table 1.
Comparison of CSV and pre-incubation concepts

	CSV	Pre-incubation
Definition	CSV involves creating economic value in a way that also produces social benefits. The goal is to simultaneously enhance the company's competitiveness and support social and economic progress in the communities where the company operates.	The pre-incubation process is a series of actions aimed at supporting and developing new ideas and entrepreneurial projects within an organization. It focuses on the early stage of development, before projects enter formal incubation or reach the market.

Cont. table 1.

Goals	Integration of business goals with social objectives, improvement of community quality of life, enhancement of operational efficiency, and development of new markets and products.	Supporting innovation, developing employee competencies, creating interdisciplinary project teams, and building relationships with universities and academic communities.
Implementation strategies	<p>Redefinition of products and markets: Creating products and services that meet new social and environmental needs.</p> <p>Improving productivity in the value chain: Optimizing operational processes to increase efficiency and reduce negative environmental impact.</p> <p>Development of local clusters: Supporting the development of local communities through investments in infrastructure, education, and public health.</p>	<p>Development of competencies: Providing participants with a wide range of training sessions and workshops that help them acquire the necessary skills to run their own businesses. This can include both technical and business skills, such as financial management, marketing, sales, team management, and many others.</p> <p>Building networks: Assisting in establishing valuable business contacts by organizing networking events, creating opportunities to meet potential investors, business partners, and clients, as well as helping to establish relationships with other entrepreneurs and industry experts.</p> <p>Operational support: Providing participants with the necessary resources to develop their business ideas through access to office space, equipment, software, as well as support in legal, financial, and other aspects of running a business.</p>
Key success indicators	<p>Increasing company revenue: Introducing new, sustainable products to drive revenue growth.</p> <p>Improving operational productivity and reducing costs: Enhancing efficiency in operations and minimizing expenses.</p> <p>Positive impact on local communities: Measured through health, education, and quality of life indicators.</p>	<p>Number of new projects developed within the Program: Tracking the quantity of new initiatives created through the program.</p> <p>Participant satisfaction level: Measuring how satisfied participants are with the program.</p> <p>Number of projects implemented within the enterprise or transformed into new companies: Monitoring how many projects are either integrated into the company's structure or spun off as new companies.</p> <p>Growth in competencies and skills of program Participants: Assessing the improvement in participants' abilities and knowledge.</p> <p>Number of people collaborating with the cluster: Counting the individuals engaged in working with the cluster</p>
Impact on the organization	The integration of business and social goals leads to long-term growth and sustainable development for the company. It enhances the company's reputation and its relationships with stakeholders.	Increasing innovation and creativity within the company. Developing employee competencies and fostering an entrepreneurial culture. Strengthening relationships with universities and the academic community.
Impact on society	Improving the quality of life in local communities through investments in education, health, and infrastructure. Supporting sustainable development and environmental protection.	Promoting entrepreneurial attitudes among young people. Creating new jobs and supporting the development of local innovation ecosystems.

Source: Own study.

4. Case study: The first Corporate Incubator in Poland

4.1. Background to the creation of the corporate incubator

The pre-incubation program was initiated in response to identified business challenges within the Amica Group. The corporation, in collaboration with the Foundation for Creating Shared Value by Students, which served as the program coordinator, undertook the creation of a corporate incubator based on cross-sectoral relationships (business, academia and non-governmental organization). The pre-incubation process within the corporation comprised a series of actions supporting the development of new ideas and projects within the company, particularly by engaging students and young entrepreneurs, among whom innovation and entrepreneurship were promoted.

The analyzed pre-incubation program is likely the first of its kind in Poland based on the concept of a corporate pre-incubator. Its foundations operated on the LAB studio model, developed and implemented in 2012 at the University of Applied Sciences in Oulu, Finland, and currently used in Belgium, Nepal, Austria, and Slovakia, among other countries. The LAB studio model is an interdisciplinary education model aimed at training skilled professionals and self-organizing teams focused on establishing startups in specific economic sectors (Bielicki, Weinert, 2021).

The main goal of the program was to increase the company's openness to change and innovation and improve relationships with internal and external stakeholders while building a positive image of the company as innovative and committed to the development of the academic community through the use of startup ideas. The program also aimed to develop participants' competencies, create interdisciplinary project teams, and build lasting relationships with universities and the local academic community, resulting in numerous press and media releases (Table 2).

Table 2.

Selected most important press and media information regarding the implementation of the Program

Source	Description/Summary
Amica press office	Amica Group will share its experience in the pre-incubation program. Start of the Program. https://press.amica.pl/releases/704640/grupa-amica-podzieli-sie-doswiadczeniem-w-programie-preinkubacji
Amica press office	Student pre-incubation at the Amica Group is halfway through. https://press.amica.pl/releases/726025/preinkubacja-studencka-w-grupie-amica-na-polmetku
Amica press office	Selection of winning projects. Results: 8 months of design work, 7 student teams, 24 participants from 3 universities in Poznań, 5 series of workshops, 3 stages of verification and countless consultations with tutors and experts. https://press.amica.pl/releases/747911/amica-wylozila-studenckie-projekty-w-korporacyjnym-inkubatorze
LinkedIn company profile	Summary of the Program in the form of a promotional video https://www.linkedin.com/posts/amica-group_amica-wy%C5%82oni%C5%82a-studenckie-projekty-w-korporacyjnym-activity-6939969114027225088-X0Oo/?trk=public_profile_like_view

Cont. table 2.

YouTube channel, BSS without secrets	Corporate INCUBATOR from Poznań with a project for the AMICA Group. Report on the course of the Program and final conclusions.
https://www.youtube.com/watch?v=O92wQj7jzW0&ab_channel=wiktordoktor	
Investor relations, Amica	Including the Program among activities related to the ESG strategy.
https://ir.amica.pl/esg/ludzie	
Employer Branding Summit 2023 conference	Honorable mention for the Program in the Employer Branding competition, EB Innovation category.
https://ue.poznan.pl/aktualnosci/sukces-naszyc-naukowcow-w-konkursie-employer-branding-excellence-awards/	

Source: Own study.

The program was addressed to students from the Poznań University of Technology, the Poznań University of Life Sciences, the Poznań University of Economics and Business, and the Adam Mickiewicz University. Its aim was to support the development of innovative projects and startup thinking, as well as to enable participants to gain practical knowledge in the field of entrepreneurship and test the developed solutions in corporate practice with the support of experts.

4.2. The role of a corporate incubator in creating shared value

The assumptions of the pre-incubation program in a corporate incubator included providing students with appropriate tools, resources and support necessary to develop and test business ideas. This program focused on developing skills such as creativity, innovation, problem-solving and decision-making skills.

The program helped create shared value by developing new products and services that are consistent with the company's mission and values. This included design challenges that focused on solving specific business and social problems that were relevant to the Amica Group. The implemented activities helped create shared value by promoting a culture of innovation and entrepreneurship among students. By participating in the program, students were able to develop skills and competences that are necessary to run effective business ventures. They were also able to develop relationships with other students, mentors and industry experts, which contributed to the creation of a strong innovation community. By implementing the pre-incubation program, an environment was created that was conducive to innovation. The Amica Group and the Foundation provided resources such as capital, mentoring, office space and access to a network of contacts that are necessary for the development of new ideas and projects within the company in the initial phase of development. Consequently, student teams could focus on developing their initiatives instead of worrying about operational or financial aspects.

Table 3.
Selected CSV attributes within the corporate incubator

Attributes*	CSV	Corporate incubator
Value	Economic and social benefits	Social and economic nature of business challenges. Selection of ideas developed by managers based on specific criteria
Type of approach	Creating value for the enterprise jointly with the local community	Involving the academic community (Program participants) in addressing challenges
Role of management	Strong leadership	The decision to implement the pre-incubation program was made at the highest management level, resulting in active involvement of the managerial staff
Approach to action	Internal need to build a strong enterprise	The initiative to implement the pre-incubation program was proposed by members of the Amica Group's Board
Motivation for action	Creating and strengthening the competitiveness of the enterprise	The economic challenges were related to the organization's domain of activity and were mostly connected to the product development strategy
Connection to strategy	Close alignment with the company's mission and strategic goals	The implementation of the pre-incubation program was one of the strategic actions with a positive impact on people and society in 2022
Resource management	Utilizing existing resources and creating new capabilities through R&D	Engaging organizational resources to support student project teams working on challenges
Customer approach	Building good relationships through a better understanding of social needs	Involving young people in the development of future products, of which they will be potential buyers
Stakeholder relationship	Commitment to cooperation and partnership	Close cooperation with the Foundation for Creating Shared Value by Students, the academic community, the startup ecosystem, and experts
Development options	Through creating new products and markets	Developing concepts for new products/services that bring economic and social benefits
Financing	Encompasses the entire comprehensive budget (may involve restructuring the existing budget of the enterprise)	The implementation of the pre-incubation program was a project with a defined budget

* The attributes are based on the classification presented in (Urbanowska-Sojkin, Weinert, 2016).

Source: Own study.

The student pre-incubation and project challenge program at the Amica Group serves as an example of effectively combining the concept of creating shared value with the pre-incubation process. The program allowed for the development of innovative ideas and entrepreneurial skills among students, contributing to the creation of new value for both the company and the community. In this way, the pre-incubation program not only supported innovation within the organization but also contributed to the realization of the CSV concept, creating shared value for all stakeholders involved.

5. Final remarks

The presented case study describes and explains the feasibility of implementing the program within the Polish economic context, specifically for early-stage ventures—pre-incubation. Knowledge of program management is crucial in an era of dynamic environments, which necessitates continuous pursuit of competitive advantage and the integration of strategic management with project management.

The pre-incubation program has highlighted new opportunities for creating shared value. The establishment of a corporate incubator at the Amica Group illustrates how organizations can leverage both the concept of creating shared value and the pre-incubation process to achieve strategic goals, sustainable development, and innovation. Corporate incubators are a vital element of the innovation ecosystem, supporting the development of enterprises, innovations, and internal competencies. By providing resources, knowledge, and support, they contribute to increasing companies' competitiveness while promoting collaboration with the academic sector and local community. Through these efforts, businesses can more effectively pursue sustainable development strategies and create value for both themselves and society.

The Corporate Incubator at Amica demonstrates how effectively combining the concept of creating shared value with the pre-incubation process can achieve strategic goals, sustainable development, and innovation. Both approaches are complementary and mutually reinforcing, contributing to the company's competitiveness and its positive impact on society. Hierarchically, pre-incubation can serve as a tool to support the implementation of the CSV concept by developing the competencies of its participants, who will undertake the creation of products and services and the optimization of operational processes.

The Amica Group can thus serve as an example for other companies that wish to integrate business goals with social objectives and support the development of innovation within their organizations. By leveraging the synergy between CSV and pre-incubation, businesses can enhance their strategic initiatives, drive sustainable growth, and foster a culture of continuous innovation. This approach not only benefits the company but also contributes to broader social and environmental progress, setting a precedent for corporate responsibility and community engagement.

The functioning of a corporate incubator can be a key determinant in creating shared value within an organization. By developing the entrepreneurial skills of its participants, promoting a culture of innovation and entrepreneurship, and implementing the CSV concept, the program has contributed to creating value for both the company and the community. In the context of the Amica Group, this program helped address specific project challenges that align with the company's mission and values.

Future research should focus on the role of pre-incubation in stimulating innovation at both individual and organizational levels and on evaluating the effectiveness of different pre-incubation program models in the context of creating shared value. Research efforts could also explore the impact of pre-incubation programs on the development of local clusters and the corporate business environment.

6. Note

1. The Amica Group is a leading European manufacturer of household appliances with over 70 years of experience. Its offer includes a full range of intelligent large and small household appliances, distinguished by useful solutions, the latest technology and modern design. The group's portfolio includes the following brands: Amica (Central and Western Europe), Hansa (Eastern Europe), Gram (Scandinavia), CDA (Great Britain) and Fagor (Spain). It employs over 3,000 people around the world, thanks to whom it delivers approximately 5 million devices annually to customers in nearly 70 markets around the world (<https://press.amica.pl/releases/704640/grupa-amica-podzieli-sie-doswiadczeniem-w-programie-preinkubacji>).
2. The Foundation for Creating Shared Value by Students conducts activities supporting economic development and science, including the development of entrepreneurship, dissemination and implementation of new solutions, promoting good practices, standards and project management techniques, as well as planning and implementing social projects, as well as increasing social awareness in terms of creating common value. The Foundation serves its Beneficiaries as a link between the world of science and social activity with business and local governments (<https://csv-student.pl/>).

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