

KREM, 2025, 1(1007): 127–146
ISSN 1898-6447
e-ISSN 2545-3238
<https://doi.org/10.15678/krem.18619>

Do Consumers Want to Create Shared Values? Building Trust in Times of Whitewashing

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Suggested citation: Lemańczyk, J., & Stefańska, M. (2025). Do Consumers Want to Create Shared Values? Building Trust in Times of Whitewashing. *Krakow Review of Economics and Management / Zeszyty Naukowe Uniwersytetu Ekonomicznego w Krakowie*, 1(1007), 127–146. <https://doi.org/10.15678/krem.18619>

ABSTRACT

Objective: This article looks at consumer behaviour in the fast-moving consumer goods (FMCG) market in response to actions undertaken by organisations to create shared value. The main objectives of the paper are twofold: to explore the concept of creating shared value (CSV), and explain the forces at work on the demand side that encourage willingness to participate in support activities. The study also identifies stimuli and inhibitors that act as motivators and constraints in the creation of shared value.

Research Design & Methods: A qualitative research approach is adopted to accomplish the research objectives. Drawing on individual deep interviews (IDI), the authors identify the understanding, perception and expectations of potential customers toward the concept of CSV. The research group was selected in terms of people who are or were economically active and provided their households with daily (fast-moving products) shopping. Age was a criterion for dividing the participants of the focus group.

Findings: The concept of CSV is not widely recognised. While the creation of shared value is often referred to by different names and partially overlaps with tools from the field of socially

responsible marketing (such as cause-related marketing – CRM), a deeper examination of CSV reveals key differences, particularly in its much broader consideration of the role of shared value creation across the organisation, rather than being confined to a single functional area. Additionally, CSV is generally looked upon in a positive light. The primary motivating factor for consumers' involvement is the selection of the target group of beneficiaries. The request for a detailed report on aid provided, demonstrating the organiser's credibility (supply side), remains unaddressed. Moreover, there is a suggested "fair mark-up" of 10–20% on the product's base price linked to the amount donated. Additionally, identified inhibitors act as constraints in the creation of CSV. As the key inhibitor factor seems to be lack of trust resulting from organisations' greenwashing or whitewashing practices, which implicates a tool-based approach to CSV rather than a strategic one.

Implications/Recommendations: The selected research method (IDI) allows the authors to explore the issue and identify the factors that prevent respondents from undertaking business initiatives toward creating shared value. Furthermore, the tool-based approach to CSV is important for increasing the organisation's visibility. Therefore, it is necessary for future research to validate these findings through quantitative studies, considering both the corporate and functional levels of organisational management.

Contribution: The article sheds light on the perception of CSV on the demand side and the factors influencing consumer willingness to participate in its creation. Additionally, our examination of the literature reveals that the flexible structure of CSV allows for extensive interpretative freedom in understanding the concept. This paper contributes to the discussion on CSVs, pointing out definitional similarities with CRM and highlighting factors that increase consumers' willingness to engage with organisations or discourage them from doing so. In particular, we find that respondents emphasised one factor in particular – the type of beneficiary. In addition, trust in the organisation and its brand mitigates any potential doubts. The article emphasises the potential to build trust in organisations by actively involving stakeholders in their CSV development processes.

Article type: original article.

Keywords: creating shared value (CSV), cause-related marketing (CRM), CSV inhibitors, CSV stimuli, IDI.

JEL Classification: M14, M31, L14, D91, Q56.

1. Introduction

As is so often the case with concepts that are complex, multidimensional and difficult to measure or clearly define, there is an ongoing and lively debate in the literature on how to approach creating shared value (CSV). Many studies on CSV have focused on conceptualising the term (Leandro & Neffa, 2012; Dembek, Singh & Bhakoo, 2016), developing methodologies to study it (Porter *et al.*, 2011; Cuevas Lizama & Royo-Vela, 2023; Wadesango, 2023), examining the benefits for those who use it (Trujillo, 2018), and exploring the tools used in the CSV process (Jones

& Wright, 2018; Karwowska, 2021). Other research has challenged the arguments put forth by the progenitors of CSV (Crane, *et al.*, 2014; Beschorner & Hajduk, 2017). However, these studies do not provide clear answers to critical questions, such as what would motivate stakeholders to engage more deeply and for longer periods; which areas of collaboration would be most attractive; and what factors particularly discourage key stakeholders – especially consumers – from engaging and sharing their resources (e.g., time, material goods, knowledge, money). Several issues remain unresolved, including determining the degree of stakeholder involvement, selecting areas of interest, and addressing objections to maximising participation and shared benefits.

The creation of shared value is ever more often explored in the literature. The discussion initiated by Porter and Kramer (2011) on combining economic and social value (and supported by Freeman's (2010) stakeholder theory, which posits that organisations must consider the needs of various stakeholder groups in their activities) encourages further exploration of this issue. This discussion is especially pertinent given the growing demand for concepts that promote social well-being and quality of life amidst the climate crisis and war. According to Porter and Kramer, all participants in the value chain are connected to different stakeholders and have the opportunity to contribute to the creation of shared value (Porter & Kramer, 2006, 2011). This value, depending on where it is created and which stakeholders are involved, can include the sharing of knowledge and experience, the co-creation of technology, process, product or marketing innovations, or the combination of tangible and intangible resources to create value that can become a new resource or competence for the collaborating organisations (Bachnik *et al.*, 2024). Under the concept of social value, shared value goes beyond the organisation and is created for the common good (a benefit to the community or society). This value aims to improve the quality of life and increase individual well-being. To summarise, the creation of shared value requires the participation of different actors – donors, beneficiaries and intermediaries – who redistribute the value created, be it financial, tangible or intangible.

The present article discusses CSV and its meaning in relations with stakeholders. It is organised as follows: We first provide an overview of research on CSV published in academic journals. The summary includes the research questions. This is followed by a presentation of the methodology of the study and the results of the study. Limitations and further research directions are outlined in the conclusion.

2. Creating Shared Value (CSV) – Theoretical Foundations

Organisations have extensive experience in creating shared value through cause-related marketing (CRM), a tool derived from corporate social responsibility

(CSR) and responsible marketing. CRM activities typically result in the creation of shared value, often financial, generated from consumer purchases. This value is then amplified by the organisation's resources and transferred to beneficiaries (Paliouras & Siakas, 2017; Shukla & Pattnaik, 2019). However, CRM differs from CSV in several key respects. CRM is usually targeted at consumers, encouraging them to participate in short-term initiatives that are closely tied to marketing or CSR strategy. In contrast, CSV transcends these limitations; it is neither piecemeal nor merely operational or tactical from an organisational perspective. CSV is integrated into the overall strategy of the organisation and involves both strategic and investment-related processes. It addresses social issues that are directly related to the company's core business and, unlike CSR, treats these issues as opportunities that can potentially benefit the company (Wójcik, 2016).

Like CRM, CSV also includes fundamental collaborative elements that define the process of creating shared value. These elements include:

- enriching the brand (organisation) with additional, usually universal values,
- gaining resources (values) for the beneficiaries specified in the proposed activities,
- resources come from both consumers and the organisation,
- donors commit financial resources, as well as, potentially, time and material goods,
- an organisation, usually an NGO, assists in redistributing the funds raised,
- there is information on the product or in advertisement about purposes of the fundraising,
- activities targeted at beneficiaries may be short term, although they may be part of an overall long-term value-creation strategy,
- communicating the results (value created) to donors.

At the same time, a few important features of CSV differentiate it from CRM:

- the integration of CSV into the organisation's strategy and business model,
- the long-term cooperation with stakeholders,
- the organisation's investment approach to creating shared value,
- the involvement of various stakeholders in the collaboration,
- the establishment of networks for collaboration and to boost the impact of CSV.

A review of the literature reveals that CSV issues continue to attract researcher interest (de los Reyes, Scholz & Smith, 2017; Chen *et al.*, 2020; Crous & van Wyk, 2021; Menghwar & Daood, 2021; Chen, Wang & Li, 2023). According to Dembek, Singh, and Bhakoo (2016), nearly 400 articles have contained the phrase "CSV" in scientific journals in the 21st century. As of August 11, 2024, the phrase "shared value" had appeared in 5,305 documents (all articles on Business, Management, and Accounting) in the Scopus database. Further, in the Web of Science (WoS) database, there were 17,946 documents, with 2,228 of them containing the phrase in

their titles. Authors of those articles used “shared value” in the same meaning as that proposed by Porter and Kramer (2006, 2011). Porter and Kramer (2011, p. 66) defined shared value as “policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates.” They outline three primary methods for creating shared value: reconceiving products and markets, redefining productivity within the value chain, and fostering local cluster development. These activities are fundamental to the business strategy and focus on generating economic value while concurrently addressing social needs and challenges. CSV activities include both an image-building strategy for the company and, in the long run, are beneficial for society (Awale & Rowlinson, 2014). The literature review yielded a wide range of definitions (Table 1).

Table 1. Definition of Shared Values

Authors (Year)	Definition
See (2009)	Choices that benefit both society and corporations that arise out of the “mutual dependence of corporations and society”
Porter & Kramer (2011)	Policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates
Maltz, Thompson & Jones Ringold (2011)	Consider the shared value of multiple stakeholders instead of focusing solely on the firm’s value
Verboven (2011)	Creation of value not only for shareholders but for all stakeholders
Driver (2012)	The ability to simultaneously create economic value and social/societal benefits
Dubois & Dubois (2012)	Creating organisational value while simultaneously adding value to society and to the environment
Fearne, Garcia-Martinez & Dent (2012)	Value that is mutually beneficial to both the value chain and society
Maltz & Schein (2012)	A global commercial organisation’s initiative to simultaneously create value for shareholders and the communities in which the firm operates, beyond the efforts required by law
Pirson (2012)	Balancing the creation of social and financial value
Shrivastava & Kennelly (2013)	The simultaneous creation of economic value for the firm and social and environmental value for the places where it does business
Pavlovich & Corner (2014)	Putting social and community needs before profit
Tempels, Blok & Verweij (2017)	Value as shared responsibility for the common good

Source: the authors, based on Dembek, Singh & Bhakoo (2016).

The definitions in Table 1 underscore the significance of mutual cooperation among stakeholders to create value and expand corporate goals to involve multiple stakeholder groups. This aligns with the concepts of corporate responsibility (Carroll, 1979) and stakeholder theory (Freeman, 2010).

In the realm of shared values, the concept of “common value” requires co-creation, as advocated by Sagawa and Segal (2000), who propose expanding traditional corporate philanthropy as a percentage of revenue. From the customer’s perspective, sharing involves giving up ownership for access to goods. In the sharing economy, the right to use a good is shared, with specific property rights distributed among actors in the network. “Common value” emerges from this right to share (Reuschl *et al.*, 2022). This “common value” can also result from shared value, involving multiple stakeholders, with benefits extending beyond the involved parties to potentially include a third party.

Companies adhering to stakeholder theory and corporate social responsibility, as outlined by Freeman (2010) and Carroll (1979), prioritise stakeholder well-being for the organisation, society, and the environment. In CSV, participation involves customers, employees, and companies, benefiting specific societal or environmental groups. Contributions to shared value (SV) may include financial or material support, driven by intrinsic and extrinsic motives. The anticipated outcomes are intended to meet the needs of beneficiaries or partially address social or ecological issues, though precise results may remain unknown due to gaps in the CSV process. Menghwar and Daood (2021) note the absence of a single universal approach to creating CSV, influenced by multiple external and internal factors shaping a firm’s ability to effectively pursue a CSV strategy. This typically stems from the firm’s initiatives, reflecting a redefined focus on societal or environmental objectives.

3. Method of Research

The above considerations on CSV gave rise to the formulation of the following research questions:

RQ1: How are shared values understood/interpreted by consumers?

RQ2: Which beneficiaries are most likely to be financially supported by consumers? (Why certain beneficiaries are more willingly supported?).

RQ3: Which factors influence consumers’ willingness to purchase products involved in the CSV campaign, and which discourage them?

RQ4: What would influence consumers’ willingness to buy a product marked as participating in a CSV campaign?

Individual in-depth interviews provided participants with the opportunity to express themselves fully and explore the subject thoroughly. To ensure a diverse perspective, we intentionally selected respondents based on age and gender, recog-

nising that focusing solely on one age group could introduce bias. The decision to maintain a balanced gender representation was made with the emotional context of the subject in mind. For accurate sample definition, an online survey (specifically, a recruitment questionnaire) was crucial. The attached recruitment questionnaire, titled “Willingness to purchase FMCG products participating in CSV, by Polish consumers,” assisted in selecting participants for subsequent in-depth interviews. The author envisions two potential paths based on the questionnaire:

- 1) catching people responsible for grocery shopping in their household,
- 2) eliminating people who are not responsible for providing their family with groceries.

Table 2. The IDIs Samples for Food Buyers in Poland (May 2022)

Respondent	Age (Years)	Sex	Purchase Decision for the Household (Yes/No)	Professional Activity
1	23	male	yes	active
2	25	female	yes	active
3	26	female	yes	active
4	26	male	yes	active
5	27	male	yes	active
6	27	female	yes	active
7	29	female	yes	active
8	31	male	yes	active
9	32	male	yes	active
10	32	female	yes	active
11	40	male	yes	active
12	41	female	yes	active
13	42	male	yes	active
14	49	female	yes	active
15	51	female	yes	active
16	52	male	yes	active
17	52	male	yes	active
18	60	female	yes	active
19	70	female	yes	retiree
20	71	male	yes	retiree
21	75	female	yes	retiree

Source: the authors.

The research, approved by the Research Ethics Committee (no. 15/2022) of the Poznań University of Economics and Business, involved a deliberate selection of respondents based on a pre-survey online questionnaire (Table 2). Subsequently, in-depth interviews were conducted with 21 individuals across various ages and genders, as detailed in Table 2. The sample size is sufficient, particularly if the researcher observes that interviews are failing to bring new views on the issue (Olejnik & Stefańska, 2022).

4. Results of Research

The study looked at CSV, exploring its integration into participants’ perceptions and their readiness to engage in creating shared value. As the term CSV is not widely recognised, questions were designed to address specific aspects of it. To explore respondents’ associations: RQ1: How are shared values understood/interpreted by consumers? (Fig. 1).



Fig. 1. Word Cloud to Keyword “Shared Values”

Source: the authors.

A key issue was to clarify how the term “shared values” is understood. The associations presented lead to the conclusion that shared value has both positive and negative connotations, and it is interpreted in the context of the entity – the organisation and consumers, e.g.: “working together for a common goal,” “producing mutual benefits,” “pursuing a common goal,” “people and business helping those in need,” “drawing attention to important (social) problems,” “common value created by all,” “together we can do more.” Moreover, the analysis highlights the role of two key parties involved in the CSV process – consumers and organisations. The second key insight concerns value (Table 3).

Shared values, even in marketing, can carry negative connotations, often rooted in scepticism regarding the credibility of an organisation's activities. This scepticism arises from a lack of trust stemming from participants in shared value creation not receiving feedback on the outcomes of their involvement (Stefańska & Pilarczyk, 2015). Such scepticism is evidenced by statements such as: “marketing bullshit,” “increasing company profits,” “empty declarations of support,” “ambitious plans, mediocre execution.”

Table 3. Breakdown of Associations for the Keyword “Creating Shared Value”

Subject	Connotations
Organisation	<ul style="list-style-type: none"> – social campaigns – company action for the community – marketing bullshit – increasing company profits through empty pledges of support – ambitious plans, poor execution – marketing campaigns – corporate image building
Consumer	<ul style="list-style-type: none"> – responsible shopping with the support of a target – customer can be with us as we support those in need
Organisation and consumer	<ul style="list-style-type: none"> – business helps make goals a reality – producing mutual benefits for the parties – working towards a common goal – people and business come together to help those in need – participation in a mutually beneficial business, not just one – working together to improve the lives of others
Values	
Communitarianism	<ul style="list-style-type: none"> – creating benefits for society as a whole – shared value created by all – helping other people – society, justice, fair play
Work	<ul style="list-style-type: none"> – working together towards a common goal – working together in solidarity and with integrity
Meaning	<ul style="list-style-type: none"> – drawing attention to important (social) issues – making the product more relevant – together we can do more – let's help together – every little bit helps – helping together by buying
Planet (environment)	<ul style="list-style-type: none"> – joint environmental activities

Source: the authors.

Demand-side participation in co-creation activities for corporate initiatives focuses on clear outcomes and minimising redundant activities. Emphasising this

involvement in CSV, CSR, and aspects of environmental, social, and governance (ESG) aligns with ethical social marketing principles (Domegan *et al.*, 2013).

Another issue discussed was the identification of preferred beneficiaries of shared value. The authors showed the respondents a scattering of slogans. The respondents were also given the opportunity to add their own types of beneficiaries, in order to minimise the chance that the options given were favoured.

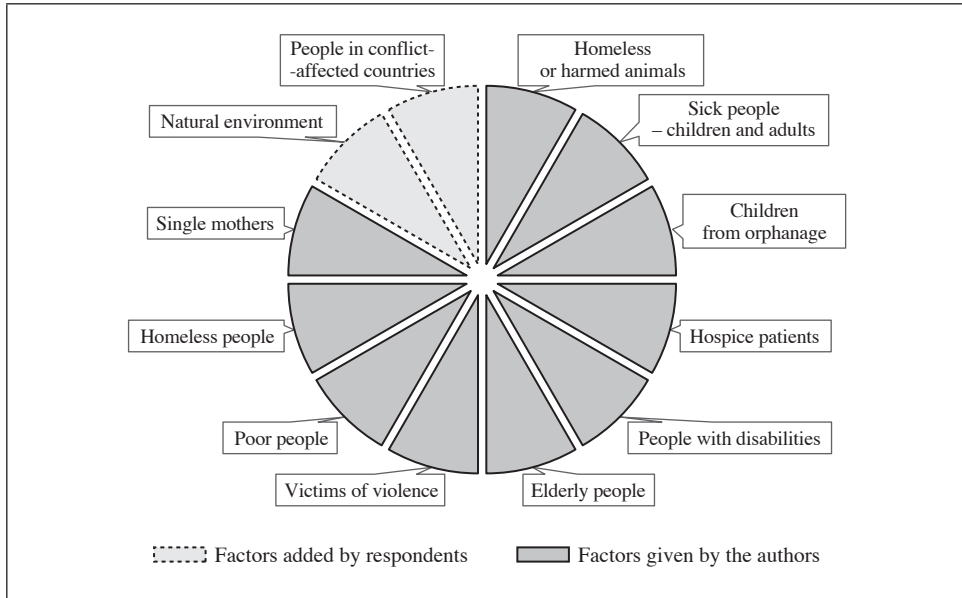


Fig. 2. Selection of the Beneficiaries

Source: the authors.

Figure 2 displays the chosen beneficiary groups by respondents. The solid-lined groups were the options provided, while the dotted-lined ones were added by participants. However, the figure does not represent the distribution of votes for the most frequently selected beneficiaries. The top three most supported goals by participants were determined from overall scores across all IDI groups. This ranking, based on respondent points, was intended to highlight the most significant objectives for different age groups and present the complete beneficiary ranking from all participants in the focused in-depth interviews. This led to the answer on the research question RQ2: Which beneficiaries are most likely financially supported by Polish FMCG consumers? (Table 4).

The qualitative research was also designed to outline the direction of future considerations. For the group surveyed in the IDI, in the overall ranking (without

age distinction), homeless and disadvantaged animals were the groups most likely to be supported. This was followed by the sick without distinction between children and adults and, third, children in foster care. The literature on the subject shows the difference between many factors determining the choice of charitable purpose. Authors have pointed to characteristics such as gender, age, political leaning and religiosity (Chapman *et al.*, 2024). They note that large divergences were observed between men and women when evaluating political, sport, animal protection, culture and arts, and social service charities. Other studies confirm that women are more likely to support animal charities (Srnska, Grohs & Eckler, 2003; Piper & Schnepf, 2008), while men are more likely to support political charities (Showers *et al.*, 2011; McMahon, Sayers & Alcantara, 2023) and sports charities (Piper & Schnepf, 2008). In the qualitative study carried out (Table 4), these groups’ dependency on others was identified as the main reason people are more willing to support them. These groups are not in a position to take care of their own well-being, and they are unable to change their living conditions themselves.

Table 4. Selection of the Most Frequently Indicated Beneficiaries

Specification	18–29 years	30–49 years	+50 years
1	Sick people – children and adults	Homeless or harmed animals	Sick people – children and adults
2	Children from orphanage	Sick people – children and adults	Children from orphanage
3	Homeless or harmed animals	Hospice patients	Homeless or harmed animals

Source: the authors.

Another issue developed in the research refers to motivation. Participants in the survey repeatedly stressed the issue of the credibility of both the target campaign and its organisers. There is no doubt that any previously documented pro-social activities appealed to them for truthfulness and were a reason for their willingness to get involved in the campaign. PF2: “It all depends on the goal and the company’s image. Feedback would encourage me to be more active, it would be proof that the company is not cheating.” Reporting on the results of the activities carried out is an essential element. However, respondents do not expect a financial report – evidence in the form of a video document or proof of a bank transfer would suffice. PM9: “If I support a company that has promised to help, I check whether it has actually accounted for its declaration (local companies in particular are easy to check). I verify whether the company posted a summary of the actions carried out, shared a photo or video materials or reports.” Even for the technologically excluded, verifying the credibility of an organiser is not a challenge in today’s information-rich

world. Crucially, consumers' willingness to co-create shared value with a company often hinges on the purpose behind the action. This led to the conclusion that the type of beneficiaries may have an impact on decision to engage in CSV, but, surprisingly, the respondents do not expect strong proof to validate the organisation's intention.

The willingness to buy a product involved in a CSV campaign depends on the abovementioned variables related to consumer behaviour as well as popular opinion about the producer. Respondents talked about what the organiser of the campaign should strive to do. It is essential that the campaign indicate not only the product being featured and its contribution to the value of the campaign, but also indicate which is from the regular collection and does not benefit any social group (GF21): "When I go shopping, I often can't tell if a product is involved in an action or not. Signage should be visible enough for the shopper to be in no doubt."

Another issue is that of a "fair mark-up" is a second crucial consideration (PM4): "It is about the relationship between the price of the product and the percentage added for doing good. If the mark-up is reasonable, within the limit of 10%, maximum 20% then if the purpose is close to me, I am happy to support such campaigns." Otherwise, respondents declared that they would not pay additional costs; and that if the cause seemed particularly important to them and the producer set a far too high price, then they would prefer to look for a foundation or a worthy cause themselves (via the Internet or television) and would be willing to make a one-off payment. This led us to the answer on RQ4.

All of the study's respondents agreed that the company involved in the aid should report the effects of the aid. PF15: "I would expect proof from the company that something was happening or that what was assumed, what I was trying to do, was realised. It can be a financial report – or a movie document."

The main source of information is the Internet, which can pose obstacles for the older interlocutors. Moreover, the interviewees expressed their willingness to pay the company that organises help for the beneficiaries (PM8): "The organisers of the campaign and people who care about its success should be rewarded because they are carrying out additional activities. It is good to tell the truth from the beginning as you avoid suspicion of greenwashing and marketing manipulation. When a company plays with an open hand, trust in it grows." Considering the individual components that make up CSV, such as reformulating the product to generate shared value for society or involving several parties in the co-creation process, it is likely that survey participants are willing to buy CSV-branded products.

Their involvement most strongly depends on the purpose of the collection (PM11): "I think that my commitment always depends on the goal of the campaign and the type of products, the quality of which cannot be worse. Taking into account rising inflation, I would make my aid dependent on the final price of the product.

If the product was close to my heart, then I might help. Especially when it comes to a single product.”

5. Discussion of Results

Monetarists, such as Friedman and Friedman (1994), contend that money is the essence of value and purchasing power. Prices, accordingly, determine the value of goods (Economakis & Milios, 2019). In contrast, the Austrian School, led by Ludwig von Mises (Grassl, 2017), challenges this view, shifting the paradigm by tying value to consumers’ psychological needs and satisfaction. Menger’s (Landreth & Colander, 1998) emphasis on consumer satisfaction, not just goods or labour, aligns with this perspective. CSV is intended to establish common value between business and society (Yoon, Gürhan-Canli & Schwarz, 2006; Park, 2020). The involvement of three key parties – companies, clients, and beneficiaries – is crucial for successful shared value creation (Lemańczyk & Szymkowiak, 2023). While CSV may demand significant initial investment and time, it differs from traditional charity actions, emphasising the formulation of a strategic approach (Grzegorzczuk, 2022).

The discussion on CSV in the literature and the explorative research brings another vision of the role of business, its relations with stakeholders and the collaboration among networks of organisations. CSV encourages companies to adopt a reflective approach from the outset, and to be proactive rather than reactive (Rajarajeswari & Srinivasan, 2021). Respondents associated the concept of creating shared value with responsible business by listing their individual associations. Based on this information, a word cloud was created and the most frequently mentioned terms highlighted.

Although respondents did not explicitly differentiate between the concepts, by naming the key elements they considered most important, they suggested that the role of integrated value creation (IVC) is growing. This concept represents a development that bridges the gap between CSV and CSR and extends the approach of creating value for all stakeholders.

In addition, modern marketing focuses on value creation by involving consumers not only in product development, promotion and purchase, but also in shaping shared value through their participation in meaningful initiatives related to product choice.

All this leads to the conclusion that CSV promises a more integrated approach than CRM or responsible marketing. It ultimately yields increased economic value and strategic advantages for both business and society (Park, 2020). Despite the term remaining fairly unknown, its focus is founded upon the creation of common value. Importantly, the research emphasises the tangible evidence of causality in action over the specific nomenclature. The qualitative research echoes this by revealing consumers’ willingness to pay more for “added value,” especially the

opportunity to contribute to shared value. A “fair mark-up” for the sake of charity is also suggested, highlighting the consumers’ focus on perceived value and its connection to a product’s utility.

In response to a wide scope of consumers’ motives, entrepreneurs using various marketing techniques when initiating outreach activities may want to reduce the role of guilt, even if it does remain an effective tool in building a positive image (Janeczek, 2010). Guilt leads to whitewashing, whereby companies portray ethical images while hiding unethical practices, encompassing greenwashing and social justice washing (Ho, 2015). Although greenwashing is prevalent in the food and cosmetics industries, whitewashing is used less often, likely due to a stronger focus on environmental concerns driven by global warming (Mazurkiewicz-Pizło & Pizło, 2018). According to Pomeroy and Johnson (2009), greenwashing is deliberately exercising deception to whitewash consumers towards the false or vague green claim involving a product or corporate image. Green- and whitewashing often appear when a company uses individual pro-social or pro-environmental actions to shape its image – while its everyday practices fail to confirm the same commitment (Burchard-Dziubińska, Rzeńca & Drzazga, 2014). Social impact, often linked to promotional charity activities, tends to prioritise image improvement over genuine social welfare efforts (Soroka & Mazurek-Kusiak, 2014).

The fear of trusting organisations that may not deliver on their promises of shared value creation is a significant barrier to consumer engagement. This highlights the need for an integrated approach to CSV – not only through targeted activities but also by embedding shared value into the organisation’s very core, including its strategy (Maltz & Schein, 2012; Menghwar & Daood, 2021), organisational culture, and product brand DNA. These elements are essential in shaping the organisation’s identity and building its reputation. And, although Porter and Kramer (2011) concept of CSV has come in for criticism for multiple reasons – a lack of integrity, its tendency to reduce sustainability to resource efficiency and proposing prosocial solutions just for the benefit of doing so, it still sheds new light on these phenomena. This model continues to generate debate and the need for further exploration.

6. Limitations and Future Research

To more thoroughly examine the issue of shared value creation, a literature analysis was carried out. It helped identify developments and scientific interpretations of CSV. In the absence of strict CSV metrics, there is room for interpretation, and a qualitative study was planned to explore the perspective of the demand side. The research method we chose, IDI, enabled us to diagnose the problem and examine its development. However, quantitative research will be required to verify

the findings. Because the term CSV remains obscure for many, the survey asked about its specific characteristics. This was done so that the lack of familiarity would not lead to a change in respondents' activity. Participants were also asked what they understand CSV to be and whether they have negative or positive associations. The study participants permanently reside in Poland, and are representatives of specific age cohorts. Representative results will be obtained in the future by means of an online survey based on the results of qualitative research.

It is worth adding here that Porter and Kramer's (2011) concept of CSV is clear but has come in for widespread criticism. Their understanding of shared value lacks originality, ignores tensions between social and economic goals, and offers a shallow understanding of the role of business in society as well as challenges of business compliance (Crane *et al.*, 2014). Dembek, Singh and Bhakoo (2016) posited a need to further develop the concept, measure the methods and scope involved, and consider its broader impacts (both in terms of costs and benefits) of shared value and the use of multi-stakeholder data. Therefore, ontological issues remain important, as does consideration of the scope of actors in creating shared value (the types of stakeholders involved) to co-create value with the organisation. We believe that other areas in need of further exploration areas include the motives for participating in CSV and building trust for sustainable collaboration.

7. Conclusions

The qualitative research presented here shows that CSV is not widely known, but people have largely positive associations. Negative associations concern mainly unfair practices and may result in a lack of trust in a campaign's organisers (the supply side). The most important factor that motivates consumers to get involved in a campaign is the choice of beneficiary. The homeless and disadvantaged animals were most frequently indicated as beneficiaries for help, followed by the sick without distinction between children and adults, and children in foster care. The primary reason these groups are supported is that they rely on others for their well-being and lack the means to themselves improve their living conditions. Respondents were willing to engage in creating shared value on the condition of reputable organisers and subsequent public reporting of results. These need not necessarily be financial statements, but any documented proof. Additionally, they indicated that a mark-up of 10% to a maximum of 20% was fair – that is, on par with a good tip for service in a restaurant. This article will serve as a prelude to quantitative research, outlining a path for advancing CSV. Future plans include validating a model determining consumers' willingness to participate in co-creating value support actions.

Authors' Contribution

The authors' individual contribution is as follows: Joanna Lemańczyk 80%, Magdalena Stefańska 20%.

Conflict of Interest

The authors declare no conflict of interest.

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