


CREATION OF SHARED VALUE AND ITS MULTIPLIER EFFECT IN QUALITY MANAGEMENT: A BIBLIOMETRIC REVIEW

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 09 October 2023</p> <p>Accepted 25 January 2024</p>	<p>Purpose: The aim of this study is to examine how the Creation of Shared Value (CSV) drives innovation, growth, and competitiveness in the business arena, and its role as a catalyst in enriching and consolidating an organizational culture focused on quality and committed to social, environmental, and economic responsibility. It seeks to understand the relationship between CSV and quality management practices in businesses.</p>
<p>Keywords:</p> <p>Bibliometric Analysis; Creation of Shared Value (CVC); Business Innovation; Quality Management; Social Responsibility.</p>	<p>Theoretical Framework: Though CSV is recognized for its influence on social, environmental, and economic responsibility, there is a notable lack of studies that explicitly link CSV with corporate quality management. This work aims to fill this crucial gap in the existing literature.</p> <p>Design/Methodology/Approach: To achieve this, a detailed bibliometric analysis was conducted on the intersection between CSV and quality management practices in the business system. Advanced literature review techniques were employed using the Scopus database, identifying and evaluating key scientific publications in the field using tools like Vosviewer and Rstudio.</p>
	<p>Findings: The results of the research reveal a growing trend in CSV studies, focusing particularly on its influence on social, environmental, and economic responsibility. However, there is a noticeable scarcity of studies that explicitly link CSV with corporate quality management, indicating an important yet unexplored area of research.</p> <p>Research, Practical & Social Implications: This study fills a crucial gap in the existing literature and suggests new directions for future research on the analyzed topics. It highlights the importance of CSV in consolidating an organizational culture focused on quality and corporate responsibility, proposing a promising area of study for the future.</p> <p>Originality/Value: The value of the study lies in its identification of a growing trend in CSV research and its potential impact on quality management in corporations, highlighting an important area of future study.</p> <p>Doi: https://doi.org/10.26668/businessreview/2024.v9i1.4288</p>

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CRIAÇÃO DE VALOR COMPARTILHADO E SEU EFEITO MULTIPLICADOR NA GESTÃO DA QUALIDADE: UMA REVISÃO BIBLIOMÉTRICA

RESUMO

Objetivo: O objetivo deste estudo é examinar como a Criação de Valor Compartilhado (CSV) impulsiona a inovação, o crescimento e a competitividade na arena empresarial, e seu papel como catalisador no enriquecimento e consolidação de uma cultura organizacional focada na qualidade e comprometida com a responsabilidade social, ambiental e econômica. Procura compreender a relação entre CSV e práticas de gestão de qualidade nas empresas.

Estrutura Teórica: Embora o CSV seja reconhecido por sua influência na responsabilidade social, ambiental e econômica, há uma notável falta de estudos que vinculam explicitamente o CSV com a gestão de qualidade corporativa. Este trabalho visa preencher esta lacuna crucial na literatura existente.

Design/Metodologia/Abordagem: Para isso, foi realizada uma análise bibliométrica detalhada sobre a interseção entre CSV e práticas de gestão de qualidade no sistema empresarial. Técnicas avançadas de revisão da literatura foram empregadas usando a base de dados Scopus, identificando e avaliando publicações científicas fundamentais no campo usando ferramentas como o Vosviewer e o Rstudio.

Constatações: Os resultados da pesquisa revelam uma tendência crescente nos estudos de CSV, focando particularmente em sua influência na responsabilidade social, ambiental e econômica. No entanto, há uma notável escassez de estudos que ligam explicitamente CSV com gestão de qualidade corporativa, indicando uma importante ainda inexplorada área de pesquisa.

Pesquisa, Implicações Práticas & Sociais: Este estudo preenche uma lacuna crucial na literatura existente e sugere novas direções para a futura pesquisa sobre os tópicos analisados. Destaca a importância do CSV na consolidação de uma cultura organizacional focada na qualidade e responsabilidade corporativa, propondo uma área de estudo promissora para o futuro.

Originalidade/Valor: O valor do estudo está na identificação de uma tendência crescente na pesquisa de CSV e seu impacto potencial na gestão da qualidade nas corporações, destacando uma importante área de estudo futuro.

Palavras-chave: Análise Bibliométrica, Criação de Valor Compartilhado (CVC), Inovação Empresarial, Gestão da Qualidade, Responsabilidade Social.

CREACIÓN DE VALOR COMPARTIDO Y SU EFECTO MULTIPLICADOR EN LA GESTIÓN DE LA CALIDAD: UNA REVISIÓN BIBLIOMÉTRICA

RESUMEN

Objetivo: El objetivo de este estudio es examinar cómo la Creación de Valor Compartido (CVS) impulsa la innovación, el crecimiento y la competitividad en el ámbito empresarial, y su papel como catalizador en el enriquecimiento y consolidación de una cultura organizacional centrada en la calidad y comprometida con la responsabilidad social, ambiental y económica. Se busca comprender la relación entre el CSV y las prácticas de gestión de calidad en las empresas.

Marco Teórico: Aunque el CSV es reconocido por su influencia en la responsabilidad social, ambiental y económica, hay una notable falta de estudios que vinculen explícitamente el CSV con la gestión de la calidad corporativa. Este trabajo pretende llenar este vacío crucial en la literatura existente.

Diseño/Metodología/Enfoque: Para lograrlo se realizó un análisis bibliométrico detallado sobre la intersección entre el CSV y las prácticas de gestión de la calidad en el sistema empresarial. Se emplearon técnicas de revisión bibliográfica avanzada utilizando la base de datos Scopus, identificando y evaluando publicaciones científicas clave en el campo utilizando herramientas como Vosviewer y Rstudio.

Hallazgos: Los resultados de la investigación revelan una tendencia creciente en los estudios CSV, centrándose particularmente en su influencia en la responsabilidad social, ambiental y económica. Sin embargo, existe una notable escasez de estudios que vinculen explícitamente el CVS con la gestión de calidad corporativa, lo que indica un área de investigación importante pero inexplorada.

Investigación, Implicaciones Prácticas y Sociales: Este estudio llena un vacío crucial en la literatura existente y sugiere nuevas direcciones para futuras investigaciones sobre los temas analizados. Se resalta la importancia de la CVS en la consolidación de una cultura organizacional centrada en la calidad y la responsabilidad empresarial, proponiendo un área de estudio prometedora para el futuro.

Originalidad/Valor: El valor del estudio radica en su identificación de una tendencia creciente en la investigación CSV y su potencial impacto en la gestión de la calidad en las empresas, destacando un área importante de estudio futuro.

Palabras clave: Análisis Bibliométrico, Creación de Valor Compartido (CVC), Innovación Empresarial, Gestión de la Calidad, Responsabilidad Social.

INTRODUCTION

In the contemporary business environment, organizations face the imperative to adopt practices that promote comprehensive sustainable development, addressing environmental, social and economic dimensions for the benefit of both their shareholders and the community in general (Díaz, 2015). This approach leads us to the concept of "Shared Value", an emerging form of management that encourages companies to transform social and environmental challenges into opportunities for innovation and sustainable growth (Bravo, 2019).

The concept of providing value to both companies and the community has been studied mainly through the critical prism of Corporate Social Responsibility (CSR hereinafter), which is often perceived as an initiative more linked to philanthropy than to effective results. However, since 2011, attention has shifted to the development of the (CVC). This most recent approach seeks to amalgamate economic impact with social well-being, offering a more coherent model adapted to contemporary realities than its predecessor, CSR (Castaño et al., 2021).

Throughout history, CSR has faced various criticisms that question its effectiveness in creating a significant social impact (Reverte et al., 2016). Traditionally, it has been perceived as a simple extension of companies' philanthropic practices, rather than a comprehensive strategy for generating sustainable value. However, since 2011, the concept of (CVC) has emerged as a more advanced and effective evolution of CSR. This new approach offers a more complete framework for companies to generate value in a way that benefits both society and their own economic interests (Bos-De et al. 2015; Gutiérrez & Amador, 2015; Melamed et al., 2018; Cifuentes et al. 2021). The CVC proposes that value creation does not have to be a zero-sum game, but that companies can find business opportunities that also address social and environmental challenges (Bocken et al., 2015).

This approach, according to Visser et al., (2015), goes beyond CSR by involving a more strategic management of the interests of the parties involved, strengthening business alliances and optimizing the value chain. In fact, Moreno et al. (2018) and Daza et al. (2028) highlight that CVC provides greater coherence and guidance than CSR, especially in terms of mutual benefits and linkage with financial management.

Creating Shared Value (CVC) and Corporate Social Responsibility (CSR) are, undoubtedly, related tools for any organization, given their intrinsic connection with the social impact that both can generate in their environment. However, despite their apparent similarities, there are fundamental differences between them. According to Martínez et al. (2017) and

Moreno et al. (2018), these differences lie mainly in its structure and in the comprehensive guidance that the CVC provides. Unlike CSR, CVC not only generates benefits for the environment, but also promotes the well-being and development of the organization itself, thus strengthening the link between the company and society. Furthermore, CVC integrates financial management as a crucial dimension, distinguishing it from CSR, which is, for this reason, frequently confused with organizational philanthropy (Burke et al., 2019). This multidimensional approach to CVC allows the realization of a value that is genuinely shared, establishing a balance between business profitability and social progress.

According to Porter & Kramer (2011) and Forero (2016), CVC represents a unique opportunity to mobilize resources and capabilities, acting as a differentiator that promotes long-term organizational sustainability. In the same sense, Moore (2014) and Bednárík (2019) see CVC as a natural extension of CSR, but more aligned with business strategy, favoring a more effective synergy with clients and the community, while considering it as (Aguilera & Puerto, 2012) a Deep reflection that arises from CSR that gains positioning in strategic management, and that is aligned with its business purposes and goals to guarantee synergy with clients and the community in general.

From a more comprehensive perspective, quality management could be considered not only as a complement, but as a catalyst for (CVC). Both disciplines focus on stakeholder satisfaction, but while quality management has traditionally been oriented towards efficiency and continuous improvement in organizational performance, CVC introduces an additional dimension by advocating for long-term social and environmental well-being. term (Singh & Misra, 2021). Here lies a significant opportunity to align these two strategic areas, adapting quality practices and metrics to encompass the broader and sustainable objectives of the CVC.

According to Vives (2012), both Shared Value and business management are deliberate, voluntary and functional processes that influence the strategy of organizations. These practices affect companies that constantly and continuously adopt, implement and evaluate their strategic direction, as well as the actions that derive from it, within reasonable time frames. The differentiation between both practices becomes especially relevant in contexts where communication between organizations and interest groups is limited. In such scenarios, the concept of Shared Value can be complicated to apply and there could be an inclination towards initiatives of a more social or philanthropic nature, which do not necessarily provide economic benefits to the company (Becerra et al., 2023).

It is therefore crucial to underline the importance of enabling and strengthening the development of effective management competencies, mitigating the risk of being limited to mere formalities within an organizational structure. In this sense, Garzón et al., (2004) emphasize how continuous advances in technology and information have a significant impact on organizational dynamics and performance. These elements urge leaders and those responsible for organizational processes to respond appropriately to environmental challenges, energizing activities that support adaptability and sustainability, and, therefore, adding value to their commitment to sustainable development.

Recent studies have shown that companies that adopt both CVC and Quality Management practices experience improvements not only in their economic performance, but also in public perception and customer satisfaction (Su et al., 2018; Nguyen et al., 2018). This convergence of goals and methodologies represents a more holistic and sustainable approach for the modern company, suggesting that the integration of CVC in Quality Management could constitute a new frontier in the theory and practice of business administration.

In the contemporary business context, CVC and quality management are presented as interrelated and synergistic concepts, whose integration can catalyze a transformative impact for both companies and the communities they serve. While CVC focuses on generating mutual benefits for the company and society, optimizing processes and addressing social and environmental challenges, quality management focuses on the continuous improvement of products, services and internal processes (Muñoz, 2013). By linking both approaches, companies can not only raise their standards of efficiency and effectiveness, but also build a strong reputation for social responsibility, which translates into sustainable competitive advantages. This intersection between CVC and quality management constitutes the core of this article, and its study will contribute to filling an important gap in the existing literature (Vives, 2012; Flores, & Muñoz, 2020).

This article is structured into four fundamental sections: The first offers an introduction to the background and examines the intersection between CVC principles, their relationship with CSR and quality management. The second section describes in detail the methodology used. The third presents the findings and emerging trends derived from the research. Finally, the last section addresses the discussion and presents the most relevant conclusions of the study.

DATA AND METHODOLOGY

To carry out a comprehensive analysis of the current state of research on the relationship between (CVC) and quality management in organizations, a systematic literature review was carried out using databases such as Scopus, known for its wide international reach and for having 44,737 indexed journals from various disciplines. To further enrich the study, other databases such as Redalyc and Google Scholar were also used, which allowed a more complete vision of the topic in question.

The search strategy used focused on the key phrases "shared value" AND "quality" AND "management", taking into account abstracts, titles and keywords relevant to the research topic. The time period was delimited from 1988 to September 2023, resulting in an initial total of 125 publications that included both academic articles and conference proceedings.

In relation to the management of the collected information, data was extracted from the Scopus database, which were meticulously cataloged according to different parameters, such as the name of the author, title of the article, year of publication, DOI., source and bibliographical references. Subsequently, the information was organized in a Microsoft Excel spreadsheet, thus allowing an effective and accessible layout.

Additionally, impact metrics were applied, specifically the Citations per Document index (SJR), in order to carry out a rigorous evaluation of the relevance of each publication. The documents were meticulously classified considering criteria such as title, impact factor, number of citations received and year of publication. As a result of the exhaustive exploration carried out, the reader will find valuable theoretical and empirical guidelines, which form a solid and essential foundation in the academic and scientific narrative that converges between CVC and quality management.

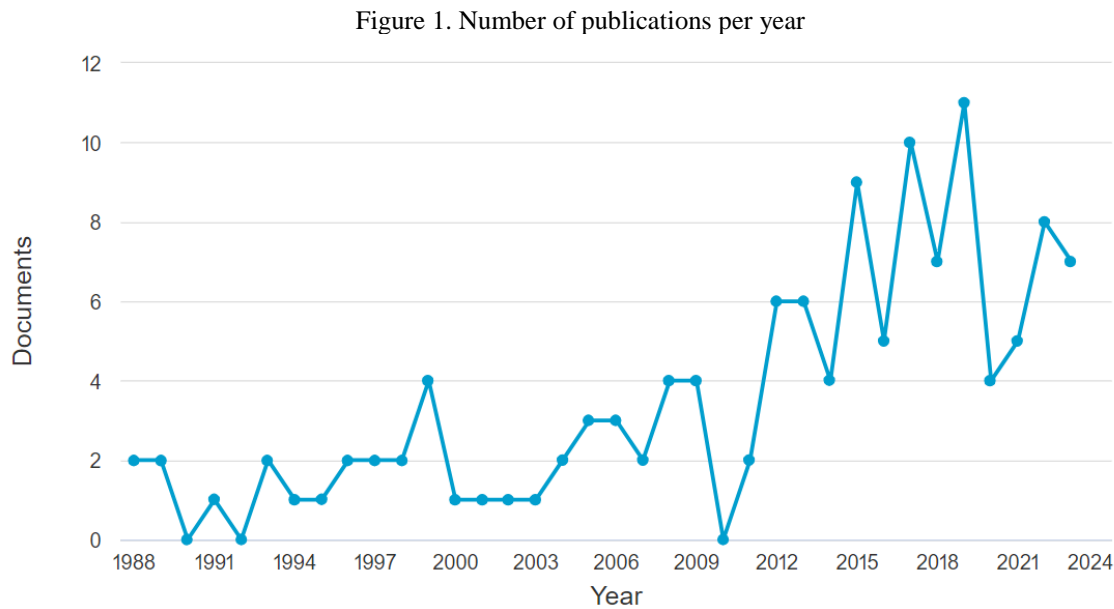
RESULTS AND DISCUSSION

Information regarding the most representative findings of the literature review is presented below:

General Trend of Research on Shared Value and Quality Management

Despite the growing importance of the concept of Shared Value, the academic literature in this area still lacks the desired rigor and depth. In order to offer a general overview of research in this field, the Scopus database was used, given its high relevance in the academic field. By using the keywords "'shared value" AND "quality" AND "management"', and with a period of

time delimited from 1988 to September 2023, a total of 125 publications were identified, as reflected in Figure 1. This number, although significant, suggests that there is room for more extensive and in-depth research at the intersection of these issues.



Note: The figure illustrates the annual distribution of publications in journals indexed in the Scopus database, covering the period between 1988 and September 2023.

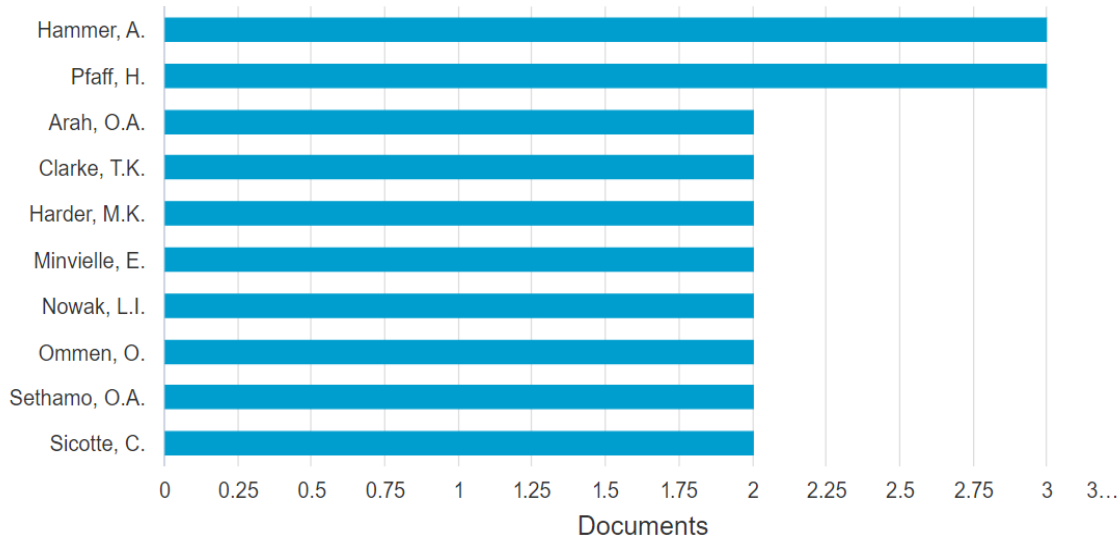
Source: data extracted from the Scopus database and analysis carried out by the authors.

The existing literature exploring the relationship between shared value and quality management is relatively limited. However, the previous figure indicates an upward trend in the number of publications since 2000, with notable peaks in the years 2012, 2015, 2017 and 2019. In contrast, the years 1990, 1992 and 2010 stand out for their scarce number of studies published in this area. It is worth mentioning that the most influential article in this area of research is "Corridors of influence in the dissemination of customer-oriented strategy to customer contact service employees", which has received a total of 500 citations.

The language most used by the authors to publish their research is English in the Scopus database, unlike databases such as Redalyc and Google Scholar where the majority of the studies are in Spanish.

The following stand out as representative authors: Hammer, A. Pfaff, H. Arah, O. Clarke, TK Harder, MK. The most cited article is "*Corridors of influence in the dissemination of customer-oriented strategy to customer contact service employees*" (Hartline et al., 2000) with 500 citations, followed by: Shared values: "*Impact on staff nurse job satisfaction and perceived productivity*" (Kramer and Hafner 1989) with 246 citations.

Figure 2. Most representative authors

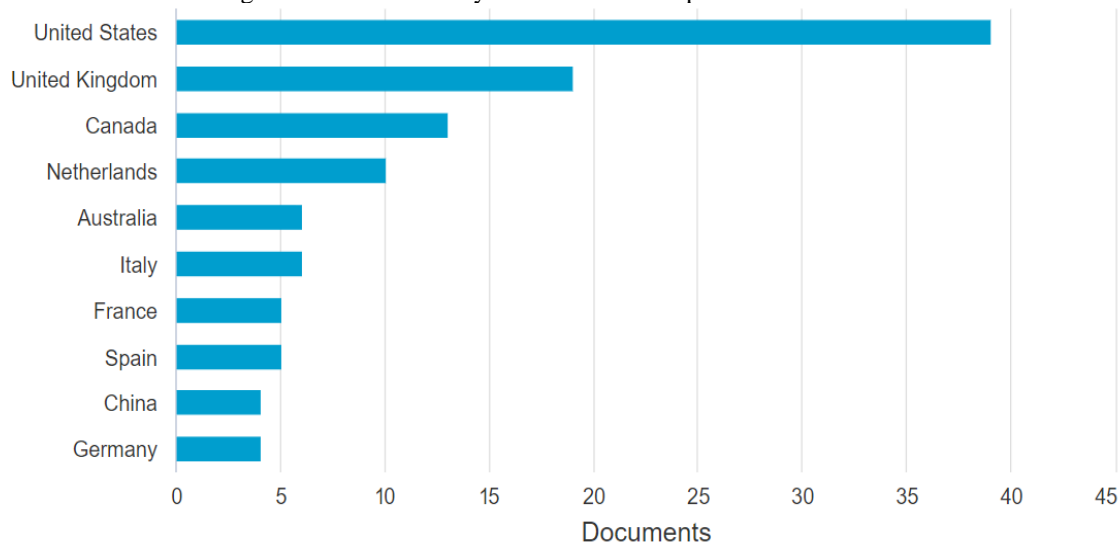


Note: The figure shows the main authors in the Scopus database, covering the period from 1988 to September 2023.

Source: data extracted from the Scopus database and analysis carried out by the authors.

Additionally, it is crucial to identify the countries that lead in the production of publications related to shared value and quality management in organizations. The United States tops the list, followed by the United Kingdom and, in third place, Canada. This geographic pattern could provide clues about the regions where these topics are especially relevant or well funded, which is an aspect that deserves future research, as can be seen in figure 3.

Figure 3. Publications by Countries Most representative authors

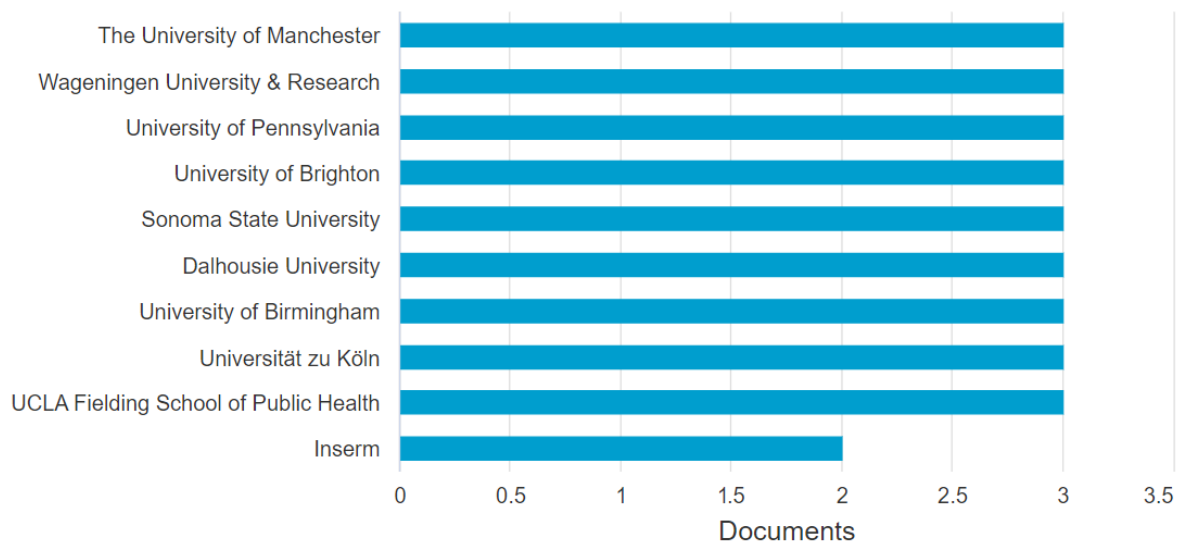


Note: The graph shows the annual frequency of articles published in journals that are part of the Scopus database, within a time frame that goes from 1988 to September 2023.

Source: data extracted from the Scopus database and analysis carried out by the authors.

On the other hand, a crucial aspect in the impact of research on shared value and quality management is the institutional affiliation of the authors. Academic and research institutions play a vital role as incubators of ideas and knowledge in this field. Below is a graph that illustrates the distribution of publications according to the institutional affiliation of the authors, which allows identifying which institutions are leading research in these key areas, in this sense The University of Manchester, Wageningen University & Research, University of Pennsylvania, University of Brighton and Sonoma State University

Figure 4. Institutional affiliation of the authors



Note: The figure shows the institutional affiliation of the relevant authors in the study topics in the Scopus database, covering the period between 1988 and September 2023.

Source: data extracted from the Scopus database and analysis carried out by the authors.

Additionally, in our analysis of the existing literature on shared value and quality management, it is relevant to examine the type of documents published to better understand the scope and impact of the body of knowledge in this field. According to our findings, 87 journal articles, 16 conference papers, 10 book chapters, 9 reviews and one note have been published.

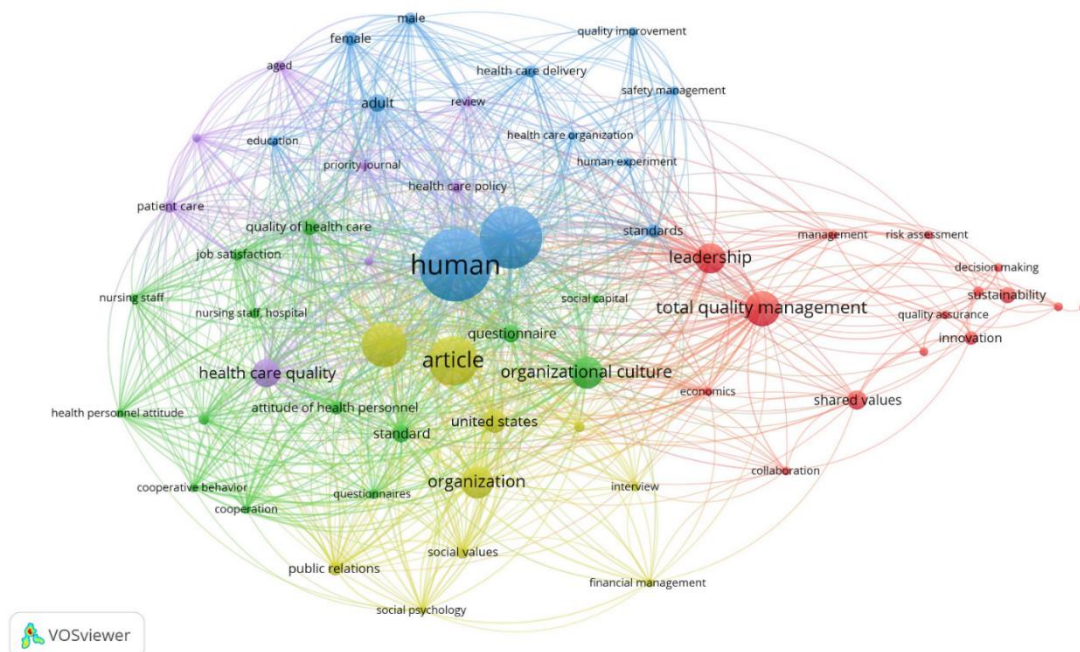
Articles in scientific journals constitute the majority of publications, signaling a strong inclination towards academic validation and peer review on this topic (Smith & Johnson, 2020). This type of documents usually has a greater impact on the academic and professional community, given that they go through a rigorous review process and are published in renowned journals (García et al., 2019). On the other hand, conference presentations indicate a significant level of exchange of ideas in more specialized forums, where recent advances and practical applications are often discussed in a more dynamic environment (Williams, 2021).

Book chapters and reviews provide a deeper and more detailed approach to the topic, allowing for a more nuanced understanding that may not be possible in the shorter format of a journal article. The diversity of document types reflects a rich range of academic and applied approaches in the field of shared value and quality management, strengthening its relevance and impact in both theory and practice.

Key Word Co-Occurrence

In the keyword co-occurrence analysis carried out with VOSviewer, different areas of interest were identified within the field of shared value and quality management. Predominant keywords are presented in different colors to represent their relevance and thematic focus. 'Total Quality Management' appears in red, suggesting that it is a central theme in the existing literature. In green, 'Organizational Culture' highlights the importance of the work environment and its influence on quality. The word 'Human' in blue reflects a focus on the human aspects of management, such as employee well-being and customer satisfaction. In yellow, the word 'Article' highlights the predominance of this type of publication in the database consulted. Finally, 'Health Care Quality' in purple suggests a sectoral approach in the quality literature, especially in the health field as seen in Figure 5.

Figure 5. Keyword co-occurrence

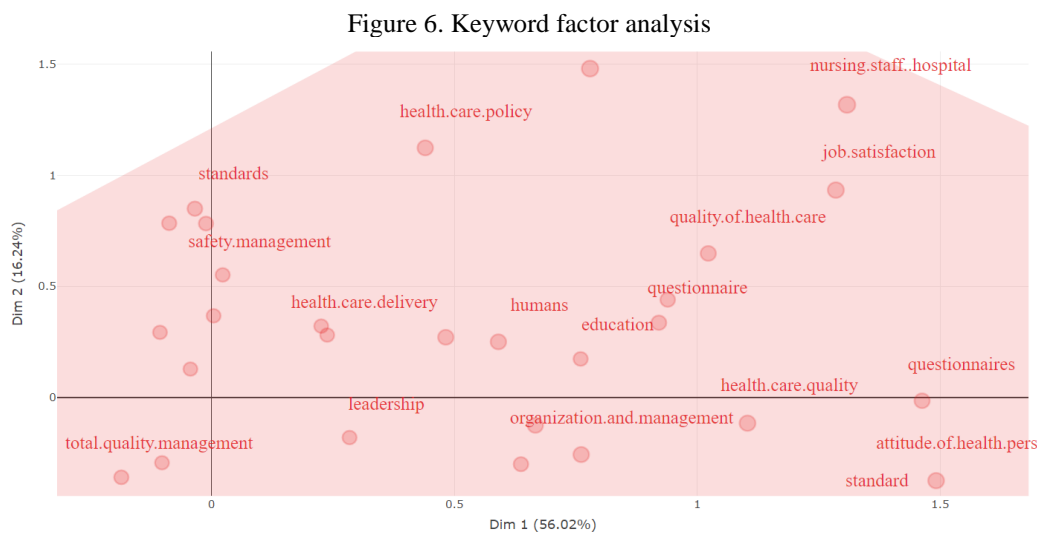


Note: The figure shows the co-occurrence analysis of keywords in the literature on shared value and quality management, carried out with VOSviewer. Each color represents a recurring theme in the publications.

Source: data extracted from the Scopus database and analysis carried out by the authors.

Keyword Factor Analysis

In this study, an exploratory factor analysis of various keywords has been carried out with the aim of identifying possible underlying dimensions and clusters that could reveal insights about their meaning and contextual use. These keywords, selected for their relevance and frequency of appearance, include terms such as 'human', 'organization', and 'leadership', among others. The results of this analysis offer detailed insight into how these keywords are interrelated, providing a solid foundation for future research and practical applications in text analysis.



Note: The figure shows the factor analysis of keywords of the variables under study, carried out with Rstudio.
Source: data extracted from the Scopus database and analysis carried out by the authors.

Most Relevant Scientific Journal

Bibliometric analysis reveals significant diversity in the quality and impact of the journals studied. The journal "Accounting, Auditing and Accountability Journal" stands out with an h-index of 112, ranking in the Q1 quartile, which reflects a high level of citations and a strong academic influence in its field. Furthermore, journals such as "Ecosystem Services", "Total Quality Management and Business Excellence", "TQM Journal", "Nursing Ethics" and "American Journal of Pharmaceutical Education" also show high academic quality and reputation, ranking in the Q1 quartile with h indices that vary between 69 and 97. This analysis suggests a range of quality and significant contribution, providing valuable information about the impact and relevance of these journals in the academic field, which can be seen in table 1.

Table 1. Most relevant magazines

Journal	h_index	Quartile
Ecosystem Services	97	Q1
International Journal Of Quality And Service Sciences	35	Q2
Nursing Ethics	69	Q1
Total Quality Management And Business Excellence	90	Q1
Tqm Journal	74	Q1
Accounting, Auditing, And Accountability Journal	112	Q1
Advances In Health Care Management	17	Q4
American Journal Of Pharmaceutical Education	74	Q1
Annales Francaises De Medecine D'urgence	10	Q4
Asia Pacific Journal Of Marketing And Logistics	57	Q1

Note: The table contains information about the most relevant journals, the h index and the quartile they occupy in the Scopus database.

Source: data extracted from the Scopus database and analysis carried out by the authors.

Hegemonic Documents:

Among the most influential and hegemonic documents in the area of shared value and its relationship with quality management, one particularly stands out: "Shared values: impact on staff nurse job satisfaction and perceived productivity." This work delves into the relationship between shared values and nurses' job satisfaction, as well as the perception of their productivity. Other fundamental documents address diverse perspectives and contexts, each of these documents contributes significantly to the understanding and application of the principles of shared value in quality management, extending their relevance and applicability to various sectors and disciplinary fields.

Table 2. Hegemonic documents

Qualification	Reference
Shared values: impact on staff nurse job satisfaction and perceived productivity	(Kramer and Hafner, 1989)
Nonpoint sources as external threats to coastal water quality: lessons from park service experience	(Burroughs, 1993)
The quality council: a catalyst for improvement.	(Tackett, 1991)
Values and priorities: their effect on knowledge utilization in public mental health programs	(Scott, 1989)
Quality: reality or myth?	(Titone, 1990)

Note: The table contains information on the hegemonic documents between the relationship of shared value principles and quality management.

Source: data extracted from the Scopus database and analysis carried out by the authors.

DISCUSSION

Den Ouden (2012), Méndez & Gómez (2017), and Park et al. (2019) argue that the domain of creating shared value surpasses organizational operations and highlights the need to strengthen business training curricula with competencies focused on sustainable development models. The authors highlight that shared value does not replace philanthropic actions, but rather proposes a reflection on how companies can simultaneously increase their

environmental, social and economic impact. Organizations, therefore, must see the various actors in their environment as allies in achieving shared goals.

Regarding quality management at the organizational level, Fainshmidt & Frazier (2017) and Sijabat et al. (2020) recognize it as a key factor to obtain a competitive advantage, which can be enhanced through innovation and business creativity. The evolution of quality management has progressively integrated elements of shared value, reflected in models and tools that initially focused solely on customer satisfaction and other stakeholders. However, with the revision of the NTC ISO 9001 standard in 2015, the principle of mutually beneficial relationships was established, emphasizing the importance of a win-win balance between the organization and its environment and the generation of both economic and social value.

According to Esposito et al., (2012), Juscius and Jonikas, (2014) and Palacio (2019), the practices that characterize quality management models have elements in common with the concept of shared value. These include a focus on the satisfaction of various stakeholders such as customers, employees, society, suppliers and shareholders. They also encompass effective relationship management, which is manifested in feedback, participation and communication processes, as well as in the interaction of processes and the search for continuous improvement. All this contributes to the sustainability of the organization. Shared value, then, is presented as a collaborative strategy that seeks a win-win approach between the various actors involved, such as the relationship between company and customer, company and employee, and company and society, with the aim of working together in the challenges and opportunities that affect them.

In light of the discussion presented, it is evident that the principles of quality management and the concept of shared value have important points of convergence. A well-implemented quality culture can drive various aspects of shared value, which could lead to the creation of new markets, products, and a more productive redefinition of the value chain. However, despite the abundance of research in each of these fields in isolation, the literature on their interrelationship is notably limited. There is still no conclusive evidence that clarifies how these two concepts interact and enhance each other. Therefore, a wide spectrum opens up for future lines of research that explore the mutual influence between shared value and quality management, as well as their impact on organizational competitiveness.

CONCLUSION

In this review, it has been possible to demonstrate how the concept of shared value acts as a catalyst for the incorporation of responsible practices in the business, economic and social spheres. This approach is positioned as a differentiating factor and a way to ensure the sustainability of organizations in both national and international contexts. From a management perspective, shared value motivates organizational leaders to revitalize their processes and practices, with the goal of infusing a sense of sustainable quality and value in their products and services that is recognized by all stakeholders. According to Daza et al. (2020), although there is a considerable amount of research exploring how to reconfigure business models to establish win-win relationships, the literature on the specific interaction between shared value and quality management is still limited, and this scenario highlights the need for future research that addresses this crucial intersection.

The concept of shared value and quality management are not isolated terms, but rather interact synergistically to strengthen business objectives. These two dimensions allow the adoption of innovative management models that facilitate the mediation, introduction and dynamization of processes and advances in various areas: organizational, commercial, operational, technological, among others. Once an organization integrates these principles, it benefits from more agile, strategic, collaborative systems and, above all, committed to the needs and expectations of all interest groups. This alignment generates not only profitability but also responsibility and sustainability, consolidating a beneficial relationship for both the company and the community to which it belongs.

The literature on the intersection between shared value and quality management is limited, although growing, predominantly focused on countries such as the United States, the United Kingdom, and Canada. The prominence of academic institutions in these regions suggests an institutional environment that favors and possibly funds research on these topics. The publication of articles in scientific journals points towards a search for academic validation, while the presence in conferences and books shows a field in development and open to debate. These findings highlight the urgency of additional research to achieve a more complete understanding of how shared value and quality management complement and enhance each other.

Finally, it is worth highlighting that the creation of shared value is not only a complement, but an essential component for organizational success. This concept encompasses critical factors such as creativity, investment, profitability, sustainable development and

innovation. Through a focus on continuous improvement and compliance with quality policies, organizations can ensure exceptional customer experiences and subsequent satisfaction. Given the relevance of these elements, it is crucial to explore future lines of research that address Creating Shared Value (CVC) from both a theoretical and methodological perspective. These investigations could include sectoral comparisons between public and private entities in different geographic regions such as Latin America, Europe and Asia. Additionally, it opens the door to expanding bibliometric studies using various databases to obtain a more complete vision of the field.

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