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# Management and Correspondence between Shared Value, Innovation, Clusters, and Value Chain

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## Abstract

*The management of innovation, clusters, and the value chain, according to Porter and Kramer, are actions that generate positive impacts on both society and the business itself. These actions promote shared value, enabling companies to address social and environmental challenges, improve their performance and competitiveness, and contribute to sustainable development and community well-being. In this perspective, the management and relationship between these variables were analyzed to assess their interdependence and their contribution to shared value generation in organizations. The study was conducted using a quantitative, descriptive, and correlational approach, with the participation of 193 companies. Information was collected through a survey that addressed three variables. The results revealed a significant positive correspondence between these variables, as well as a high contribution to Shared Value Generation.*

***Keywords:*** *Innovation, value chain, cluster, shared value.*

## Introduction

Effective management of the value chain, innovation, and clusters offers numerous benefits for organizations and society as a whole (Muñoz-Martín, 2013). These aspects include resource acquisition, impact on society and the environment, seeking opportunities, sustainability, and effective communication about these actions (Atapaucar et al., 2018). By implementing good practices related to mutual benefit between companies and society, organizations gain a competitive advantage by demonstrating their commitment to the social environment and ensuring a minimal negative impact from their value chain (Arévalo, 2020).

To achieve common well-being and a win-win relationship involving companies, academia, and society, it is essential to promote continuous and efficient innovation at each link of the value chain (Aristizábal-Villegas, 2019). This not only benefits the company by increasing its profitability and competitiveness but also creates value for society at large by contributing to sustainability, social welfare, and responsible practices (Monsalve, 2022).

According to Porter and Kramer (2006), the success of an organization is closely linked to the development of a prosperous society. In this sense, it is crucial for companies to maintain their success by recognizing that the well-being of society plays a fundamental

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role in their performance. Therefore, ensuring product safety and working conditions not only attracts customers but also leads to a reduction in internal costs, often as a result of innovation (Schnarch, 2014). Furthermore, another relevant aspect for the productivity and sustainability of companies is the efficient use of natural resources (Porter, 2006). When companies adopt sustainable and environmentally responsible practices, they become more productive and competitive in the long term. Additionally, good governance is essential for business efficiency and innovation (Nova, 2014). Solid regulatory standards protect both consumers and competitive companies from abuse and inequalities (Morales et al., 2013). A growing society generates higher demand for businesses, as more human needs are satisfied and aspirations increase (Max-Neef and Hopenhayn, 1994).

On the other hand, it warns that any company seeking to gain benefits at the expense of the society in which it operates will eventually face negative consequences (García and Taboada, 2012). Success based on exploiting or neglecting society is illusory and ultimately unsustainable (Del Aguila, 2014). Corporate Social Responsibility goes beyond simply being a good corporate citizen and addressing negative impacts of the value chain. Instead, it focuses on creating a select set of initiatives that generate significant and distinctive social and business benefits (Arango et al., 2018).

Based on the context presented, this article analyzes the perception of 193 companies regarding the implementation of actions that impact the economic well-being of organizations as well as society. Additionally, it presents results on the management of innovation, value chain, and clusters, showing significant correlations with Shared Value Generation. It is highlighted that the majority of participants consider that actions have been implemented to address social and environmental impacts, although some participants are undecided or in disagreement.

## Literature Review

The results of the management concerning the value chain, innovation, and clusters The effective management of the value chain, innovation, and clusters involves various interconnected aspects that influence the performance of organizations. These aspects include resource acquisition, impact on both society and the environment, the pursuit of new opportunities, sustainability, and communication about these actions (Benavides, 2019). Thus, the implementation of good practices related to shared value becomes a fundamental tool for organizations, which generates a competitive advantage (Huby and Murguia, 2015). By adopting approaches that seek shared benefits with society and the environment, companies demonstrate that their objectives are not solely focused on gaining profits, but also consider the social and environmental context of their operations, providing benefits beyond their products and ensuring a minimal negative impact throughout their value chain (Diaz et al., 2017).

The value chain can be considered a fundamental tool in managing a company, as it allows for the understanding, analysis, and innovation of all movements that occur throughout the chain (Flórez and Prato, 2022). This chain covers from the acquisition of raw materials to the delivery of the final product to the customer (Balanzategui-García, 2022). By breaking down the processes and activities involved in it, a detailed vision of how value is created and added at each stage is obtained (Tarziján, 2023). This facilitates the identification of competitive advantages, opportunities for improvement, and the implementation of innovations that optimize resources, costs, and quality, ultimately generating common well-being between the company and society (Porter, 1991). Therefore, the value chain identifies opportunities for internal optimization to reduce costs, improve processes, and use innovative technologies, generating greater value, profitability, and competitiveness (Scott, 2014).

In the pursuit of common well-being and the development of a win-win relationship involving companies, the state, academia, and society, it is essential to consider actions that promote continuous and efficient innovation at each link of the value chain (Olmedo et al., 2023). In this way, actions related to innovation allow for optimizing the internal processes of the company, reducing costs, and harnessing transformative technologies that generate greater value for both the company and society at large (Icard, 2022). Internal optimization through innovation can lead to higher profitability for the company, as improving processes and reducing costs can result in higher profit margins (Rodríguez and Quintero, 2022). Additionally, the implementation of innovative technologies can increase the company's competitiveness in the market by offering differentiated products or services that meet customers' needs more efficiently and effectively (Ordoñez-Gutiérrez et al., 2023).

Thus, the importance of fostering innovation consistently at each stage of the value chain lies in the fact that these actions can generate benefits both in the short and long term. On one hand, process optimization and cost reduction contribute to a more efficient and profitable business management, resulting in a competitive advantage. On the other hand, the use of innovative technologies can lead to the creation of cutting-edge products or services that meet the ever-changing demands of the market, thereby solidifying the company's position in the business landscape. Furthermore, innovation in the value chain not only benefits the company but also society as a whole. By improving efficiency and reducing negative impacts on the environment, it contributes to sustainability and social welfare. The implementation of more responsible and sustainable practices can generate environmental, social, and economic benefits for society as a whole (Rodríguez, 2022).

In line with Porter and Kramer's concept (2011) of policies and practices that improve the competitive capacity of organizations and, at the same time, contribute to improving the economic and social conditions of local communities where they operate, the importance of management based on participation in clusters and collaboration networks is highlighted. This variable is crucial to promoting a framework that leads to common well-being and establishes mutually beneficial relationships among diverse actors, such as companies, the state, academia, and society (Parra, 2022).

These collaborations allow for the pooling of efforts, knowledge, and resources to address social, economic, and environmental challenges more effectively and efficiently, fostering synergy and the exchange of expertise and good practices (Alonso, 2022). By joining forces, opportunities for the development of innovative solutions and the implementation of joint projects that benefit all involved parties are generated (Murillo et al., 2022). Moreover, these collaborations promote the creation of shared value (Méndez and Gómez, 2017), seeking to create benefits for both organizations and society as a whole (Dueñas-Peña et al., 2022). By working collaboratively, opportunities for business benefits that also contribute to social and environmental development can be identified and leveraged (McCormick, 2005).

Innovation systems and clusters are defined as geographic concentrations of companies and institutions within an industrial sector or multiple interconnected sectors that operate in a particular field (Porter, 1998). In the last two decades, these phenomena have captured the attention and interest of researchers and experts from various scientific communities (López, 2023; Franco et al., 2022), as these clusters include providers of critical inputs such as components, machinery, and services, which are essential for the functioning and development of the companies within the group (Bao, 2014).

The importance of management concerning the value chain, innovation, and clusters for achieving competitive advantages and sustainable development is highlighted. It is emphasized that actions and practices implemented in the value chain, such as resource acquisition, impact on society and the environment, seeking opportunities, sustainability, and effective communication, are essential to promote shared value in organizations

(Armijos, 2017). It underlines how proper management of the value chain allows for identifying opportunities for internal optimization, leading to cost reduction and improved quality, ultimately generating greater value and competitiveness for the company. Likewise, innovation in the value chain benefits not only the company but also society by contributing to sustainability and social welfare (Astudillo, 2020).

As a first conclusion of the literature review, it is found that effective management of the value chain, the promotion of innovation, and participation in clusters and collaboration networks are fundamental to achieving competitive advantages, sustainable development, and the generation of shared value in organizations.

## Methodology

A quantitative study with a combination of descriptive and correlational elements is presented. Through this approach, precise numerical data is collected and statistically analyzed, ensuring objectivity and rigor in the results of the goal development process (Flores, 2023). For our case, the objective is to analyze the management and relationship between shared value, innovation, clusters, and value chain. As mentioned by Hernández et al. (2014), the quantitative approach with descriptive and correlational elements ensures the rigor and validity of the results, providing a solid foundation for interpretation and informed decision-making.

The descriptive elements helped to adequately characterize the variables, offering a clear overview of the characteristics and behaviors of the studied phenomenon (Maldonado, 2018). Descriptive research, as indicated by Ferrer (2016), allows analyzing specific aspects at a particular moment, without basing the procedure on the search for cause-and-effect relationships.

On the other hand, the correlational analysis allowed examining the relationships between the variables, revealing patterns, trends, or mutual influences. This combination of elements provided the opportunity to obtain a holistic and detailed view of the study topic (Carlessi and Meza, 2015).

In this study, 193 companies were surveyed using a structured questionnaire with three main variables: innovation management, value chain management, and cluster management. Each variable was evaluated through five specific questions, based on their relevance to understand how companies addressed innovation, value chain, and clusters. In the validation of the instrument, the Cronbach's Alpha coefficient was 0.883, indicating high reliability in the participants' responses. The applied questionnaire was structured in a Likert-type format with five response options. It consists of a total of 18 items, of which 3 are for the characterization of the companies.

The research process included a comprehensive review of existing literature from different databases, which allowed for the knowledge on the topic to be grounded in these sources and design the survey. The established methodological phases were followed, including keyword selection, literature search, and collection of relevant data from the selected studies.

Next, the collected data were systematized and analyzed using the statistical package SPSS, and finally, reports were prepared. Through this process, a solid foundation of theoretical knowledge and empirical evidence related to the research topic was obtained, supporting and adequately underpinning the study on actions for analysis from innovation, clusters, value chain, and shared value (VC) in organizations.

## Development

Management from the Value Chain Perspective

The descriptive analysis of the survey results on activities within the value chain in the organizations under study is presented. From this perspective, it can be observed that the majority of participants perceive that the organization has implemented actions to address social and environmental impacts in its value chain. Additionally, it is highlighted that the organization promotes collaboration with suppliers to adopt sustainable practices, establishes clear selection criteria, conducts regular audits and assessments, fosters transparency and open dialogue, and seeks to reward responsible behavior. Likewise, areas of strength are indicated, but also areas for improvement, which can be crucial in achieving a more sustainable and responsible management throughout the value chain of the studied organizations.

a. Responses regarding whether collaboration with suppliers and business partners is promoted to foster sustainable and socially responsible practices in the value chain showed that 2,6% of participants strongly disagreed, 7,8% disagreed, while 26,6% fell into the "Neither Agree nor Disagree" category with this statement. On the other hand, it was found that at least 62,7% agreed, and within this large percentage, on average, 55% strongly agreed with promoting sustainable and socially responsible practices in the value chain through collaboration with suppliers and business partners. The results indicate that collaboration with suppliers for sustainable practices in the value chain is promoted. However, there are participants who are undecided or in disagreement. This suggests the need to strengthen collaboration and communication to adopt more sustainable practices in the value chain and make it known among the organization's collaborators.

b. Regarding whether the organization promotes transparency and disclosure of information regarding the social and environmental practices of its suppliers and business partners, it can be observed that 5,2% and 24,4% of the participants disagree or are undecided, respectively, with the statement. On the other hand, 32,6% and 37,8% agree or totally agree. In conclusion, the majority of respondents consider that the organization promotes transparency and disclosure of information about social and environmental practices of suppliers. However, there is a significant group with some respondents who are unsure or disagree, indicating the need for strengthening their knowledge of the organization's practices, enabling them to understand how the issue of accountability and sustainable practices in the supply chain is addressed.

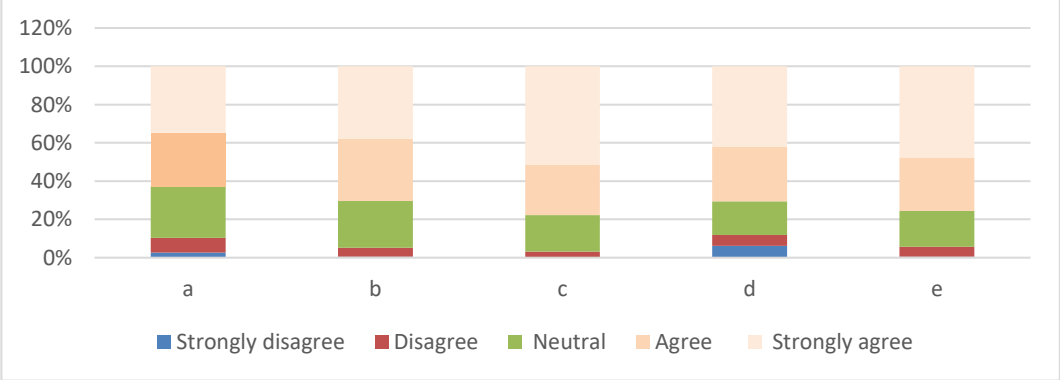


Figure 1. Perception of how actions are being carried out within the value chain.

Note: Data provided by SPSS, based on the supplied survey.

c. It was found that 3,1% and 19,2% of the participants disagree and are undecided, respectively, regarding whether the organization regularly evaluates the social and environmental impact of its suppliers and business partners and takes measures to improve their performance. Meanwhile, 26,4% agree, and 51,3% totally agree. Thus, the

majority of the participants believe that the organization evaluates the social and environmental impact of its suppliers and business partners and takes measures to improve their performance. However, some participants are unsure or disagree, highlighting the need to strengthen the evaluation and performance improvement processes in social and environmental terms.

d. In relation to whether there is an open and continuous dialogue with suppliers and business partners to address social and environmental challenges in the value chain, it is observed that 6,6% of the participants totally disagree, while 5,4% disagree, and 17,4% are in the "Neither-Nor" category. On the other hand, 28,1% agree, and 42,5% totally agree with this statement. Thus, the majority of the participants perceive an open and continuous dialogue with suppliers and business partners to address social and environmental challenges in the value chain, promoting collaboration and joint solutions. However, some participants disagree or are undecided, indicating the need to strengthen communication and collaboration in social and environmental terms with suppliers and business partners.

e. Based on whether the organization seeks to promote and reward responsible behavior in social and environmental terms throughout the value chain, it was found that in response to the statement: if the organization establishes incentives or recognitions for suppliers and business partners who demonstrate good social and environmental practices, 0,5% of the participants totally disagree, 5,2% disagree, and 18,7% are undecided. On the other hand, 28,0% and 47,7% agree and totally agree, respectively, with the statement. This makes it clear that for the sample surveyed, the majority perceive the existence of rewards for those suppliers who comply with sustainability standards, adopt ethical practices, or implement sustainable initiatives. However, it is important to note that a significant percentage of participants do not perceive this or are undecided, considering it represents a third of the total.

Innovation Management

As a result of the analysis of the variable "Innovation Actions," the different perceptions of 193 companies regarding the implementation of innovative initiatives that integrate economic benefits with social and environmental value are presented. Additionally, it addresses the promotion of generating new ideas and fostering an organizational culture that values creativity, innovation, and social entrepreneurship. Furthermore, it explores resource allocation, impact on society and the environment, the pursuit of new opportunities, sustainability, and communication about these actions. Emphasizing the importance of addressing concerns and differences in perception to promote innovative and sustainable practices oriented towards Shared Value within the organization.

The results of the analysis of the "Innovation Actions" variable present the diverse perceptions of 193 companies regarding the implementation of innovative initiatives that integrate economic benefits with social and environmental value. It also addresses the promotion of generating new ideas and fostering an organizational culture that values creativity, innovation, and social entrepreneurship. Additionally, it explores resource allocation, impact on society and the environment, the pursuit of new opportunities, sustainability, and communication about these actions. Emphasizing the importance of addressing concerns and differences in perception to promote innovative and sustainable practices oriented towards Shared Value within the organization.

f. Regarding whether the organization fosters the generation of new ideas and experimentation to address social and environmental challenges, the data shows that 2,1% of the participants strongly disagree with this statement, while 9,8% disagree. On the other hand, 21,2% fall into the undecided category. As for those who agree, 27,5% are in this category, while 39,4% fully agree. Thus, it is suggested that the majority of participants perceive that the organization fosters the generation of new ideas and

experimentation to address social and environmental challenges. However, the percentage of participants who are undecided or disagree is significant.

g. Regarding whether the innovative actions implemented by the organization have had a positive impact on society and the environment, it is evident that 1% of the participants strongly disagree. 3,6% disagree, while a significant 20,7% fall into the undecided category for this statement. On the other hand, 33,2% agree and 41,5% fully agree that the innovative actions have had a positive impact. Based on the above, it can be concluded that the majority of respondents believe that the innovative actions implemented by the organization have had a positive impact on society and the environment. Additionally, it is noteworthy that a significant number of participants remain undecided.

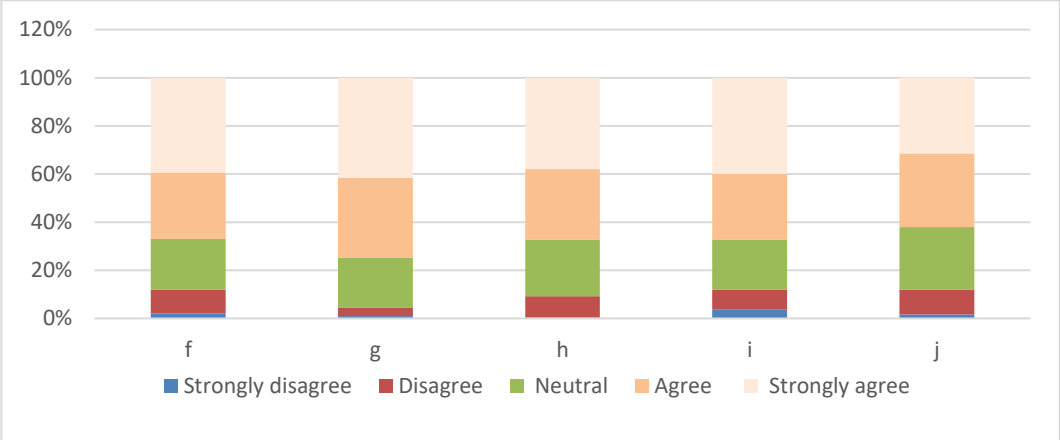


Figure 2. Perception of how innovation actions are being carried out.

Note: Data provided by SPSS, based on the supplied survey.

h. When wanting to know from the respondents within the companies if the organization constantly seeks new opportunities to apply innovation for the benefit of Shared Value, it is observed that, among the participants, 0,5% strongly disagree, 8,8% disagree, and 23,3% fall into the undecided category for this statement. On the other hand, 29,5% and 37,8%, respectively, agree and fully agree with the statement that indicates opportunities for innovation for the benefit of Shared Value. Thus, the majority of participants perceive that the organization actively seeks new opportunities to apply innovation for the benefit of Shared Value. However, it is worth considering that a significant portion of participants remains in the category of neither agreeing nor disagreeing, as well as in disagreement, indicating a lack of knowledge or a clear perception about the organization's actions in this regard.

i. Regarding whether the respondents perceive that the organization's innovative actions are sustainable over time and consider long-term approaches, 0,5% strongly disagree, 8,3% disagree, while 20,7% fall into the undecided category for this assertion. Meanwhile, at least 67,4% agree, and 59% of this total fully agree that the organization's innovative actions are sustainable and consider long-term approaches. Based on the information provided, it is established that the majority of participants perceive that the organization's innovative actions are sustainable over time and focus on the long term. However, a considerable percentage also falls into the categories of neither agreeing nor disagreeing.

j. In regards to whether clear and transparent communication exists about the innovative actions and their contribution to Shared Value within the organization, it is observed that 30,6% agree, and 31,6% fully agree. On the other hand, 1,6% of participants strongly disagree, and 10,4% disagree, while 25,9% fall into the category of neither agreeing nor disagreeing with this statement. Therefore, a significant portion, 37,9%, of participants

consider that communication about the innovative actions and their contribution to Shared Value within the organization is not clear. This implies a lack of information or effective dissemination of these actions.

Cluster or Collaboration Network Management

The following section presents the results of the study on organizations' participation in clusters or collaboration networks. It considers participants' perceptions regarding their involvement in clusters, development of strategic alliances, exchange of knowledge and resources, promotion of collaboration and sharing of best practices, open and continuous dialogue, establishment of effective governance mechanisms, transparency, and information disclosure, contribution to problem-solving, and recognition of contributions. The existence of opportunities to strengthen communication and collaboration within the cluster to effectively promote Shared Value Generation is identified.

k. Regarding whether it is observed that strategic alliances have been developed with other organizations in the cluster to address common social and environmental challenges, it was found that 1.6% of participants strongly disagree with this statement, while 12.4% disagree. 21.8% fall into the category of neither agreeing nor disagreeing. On the other hand, 32.6% agree, and 31.6% fully agree. Therefore, a significant portion sees strategic alliances in the cluster to address social and environmental challenges, generating a positive impact. However, it is worth noting the proportion of respondents who disagree or are unsure, indicating the need to strengthen and expand collaboration in the cluster to effectively address challenges.

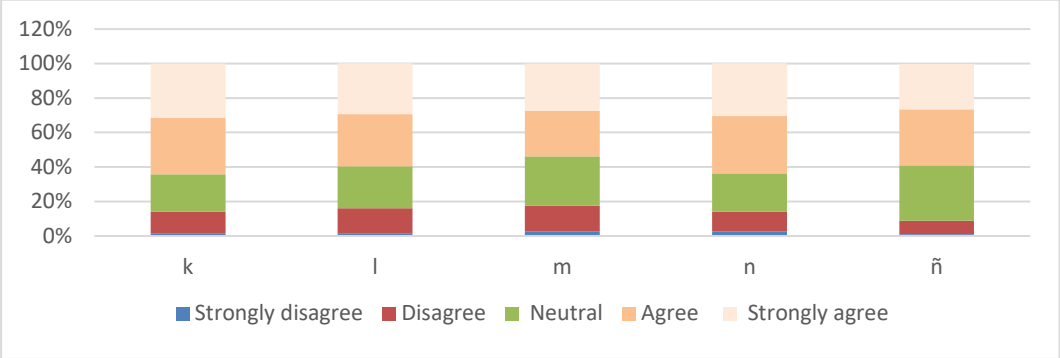


Figure 3. Perception of how cluster management actions are being conducted.

Note: Data provided by SPSS, based on the supplied survey.

l. With respect to whether the organization shares knowledge and resources with other organizations in the cluster to promote sustainable and socially responsible practices, it is observed that among the respondents, 1,6% totally disagree, 14,5% disagree, and 24,4% are undecided with this statement. On the other hand, 30,1% agree, and 29,5% totally agree. The information indicates that a significant percentage perceives that the organization shares knowledge and resources in the cluster to promote sustainable and socially responsible practices. However, there is a significant number of participants who disagree or are unsure, suggesting the need to strengthen communication and collaboration among organizations to drive responsible practices.

m. Regarding the existence of open and continuous dialogue with other organizations in the cluster to identify opportunities for collaboration in Shared Value Generation, it was found that 2,6%, 15%, and 28,5% of participants totally disagree, disagree, or are in the undecided category with this statement, respectively. Meanwhile, 36,4% and 27,5% are in agreement and totally agree, respectively. This suggests that some participants do not perceive open and continuous dialogue for collaborating in Shared Value Generation in the cluster, but a significant proportion agrees. It highlights the suggestion of promoting communication, idea exchange, and collaboration networks among cluster organizations.

n. Concerning whether transparency and disclosure of information about actions and results related to Shared Value Generation in the cluster are promoted within the organization, the data shows that 2,6% of participants totally disagree with this statement, while 11,4% and 22,3% disagree and are in the undecided category, respectively. On the other hand, 33,2% and 30,6% agree and totally agree, respectively. The results indicate that there is a significant percentage of participants who believe that transparency and disclosure of information are promoted, but also a considerable group that does not fully agree. This invites the establishment and strengthening of clear communication mechanisms and fostering a culture of transparency and accountability regarding the matter at hand.

ñ. Regarding whether the company recognizes and values the contributions of organizations in the cluster, the data shows that 1% of participants totally disagree with this statement, while 7,8% disagree, and 32,1% are in the undecided category. On the other hand, 32,6% agree and 26,4% totally agree. The provided data indicates that almost half, considering it is 38,9%, are part of a group showing indecision or disagreement that the company recognizes and values the contributions of organizations in the cluster, indicating the need to strengthen this aspect and make their employees aware of the contributions achieved by organizations in this regard.

In summary, the actions in the value chain, innovation, cluster, and Shared Value Generation in organizations yield different perceptions and opinions among employees. The findings presented here suggest the need for better communication, clarity, and understanding in implementing these actions, as well as the importance of addressing concerns and differences in perception to promote innovative and sustainable practices oriented towards shared value.

State of innovation management, value chain, and cluster in organizations.

The following results are presented based on data collected reflecting the current state of innovation management, value chain, cluster, and shared value actions:

Regarding the level or state of innovation within companies due to their intrapreneurial practices, the data shows that companies are categorized as having low innovation at 1,2%. Meanwhile, 43,7% are at a medium level, while 55,1% are at a high level of innovation. Thus, there is positive evidence that the surveyed companies are fostering and promoting innovation within their organizational environment, as they are positioned at a medium or high level of innovation due to their intrapreneurial practices.

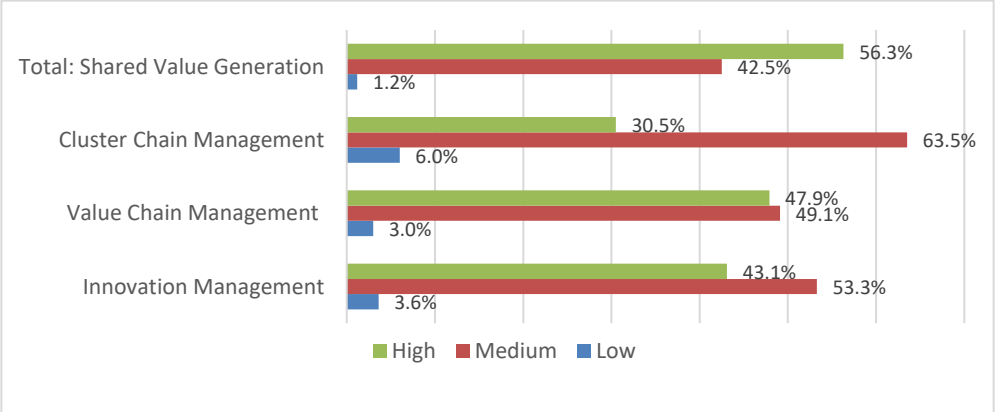


Figure 4. Horizon in the evaluation of innovation, value chain, cluster, and Shared Value Generation.

Note: Data provided by SPSS, based on the supplied survey.

Regarding the level or state of value chain management, the data shows that companies are at a low level in 2,4%. Likewise, at a medium level in 43,7%, and at a high level in

53,9%. Thus, the majority of surveyed companies consider themselves at a medium or high level of value chain management due to their practices.

Concerning the low level of cluster management, it is reported at 6%. On the other hand, the medium level is reported at 58,1%, while the high level is at 35,9%. These results indicate that the majority of surveyed companies consider themselves at a medium level of cluster management due to their practices.

Regarding the state of Shared Value Generation management based on intra-entrepreneurial actions related to innovation, value chain, and cluster, companies show to be at low, medium, and high levels in 0,6%, 43,1%, and 56,3%, respectively. These results indicate that the majority of surveyed companies are at a high level of Shared Value Generation management due to their intra-entrepreneurial practices, indicating an orientation towards sustainability and social responsibility in their operations. However, it should be noted that even companies at a medium and high level of management can continue to seek opportunities to improve and expand their intra-entrepreneurial practices in order to generate greater Shared Value and have an even more significant and sustainable impact on their environment.

As for the relationship between the variables described above, based on the data systematized in the following table, significant correlations are observed among all four variables. In particular, the variables: innovation management practices, value chain management practices, and cluster management practices present a significant positive correlation of 0,724** and 0,638** respectively.

Table 1. Correspondence between innovation management, value chain, cluster in organizations, and Shared Value Generation.

| | | PIM | PVCM | PCM | SVG |
|---|---|---|---|---|---|
| Practices in Innovation Management - PIM - | Pearson Correlation | 1 | ,724** | ,638** | ,735** |
| | Sig. (two-tailed) | | 0,000 | 0,000 | 0,000 |
| Practices in Value Chain Management - PVCM- | Pearson Correlation | ,724** | 1 | ,657** | ,802** |
| | Sig. (two-tailed) | 0,000 | | 0,000 | 0,000 |
| Practices in Cluster Management - PCM - | Pearson Correlation | ,638** | ,657** | 1 | ,633** |
| | Sig. (two-tailed) | 0,000 | 0,000 | | 0,000 |
| Shared Value Generation – SVG- | Pearson Correlation | ,735** | ,802** | ,633** | 1 |
| | Sig. (two-tailed) | 0,000 | 0,000 | 0,000 | |

Note: Data provided by SPSS, based on the supplied survey.

Furthermore, the SVG shows a strong and similar correlation with the three variables mentioned earlier, with values of 0,735**, 0,802**, and 0,633** respectively. These correlations have excellent statistical significance with a value of 0,000 for all of them. In this way, the following hypotheses can be proposed, as presented in the figure:

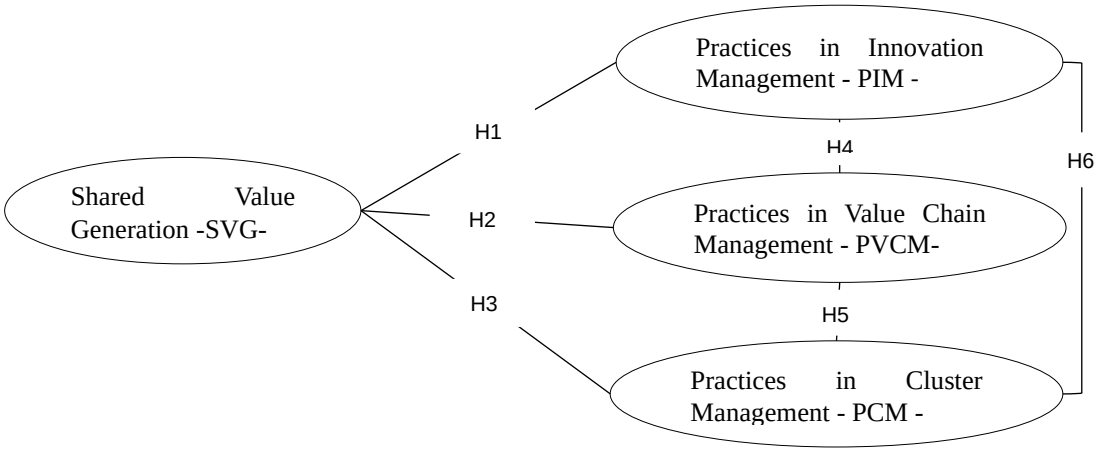

Figure 5. Hypotheses found from the study.

H.1 "SVG and PIM have a positive and significant relationship."; H.2 "SVG and PVCM have a positive and significant relationship."; H.3 "SVG and PIM have a positive and significant relationship."; H.4 "PVCM and PIM have a positive and significant relationship."; H.5 "PVCM and PCM have a positive and significant relationship."; H.6 "PCM and PIM have a positive and significant relationship."

## Conclusion

The purpose of examining and analyzing the management and relationship between innovation, clusters, value chain, and shared value generation in organizations has been achieved, which allowed inferring that organizations with a high level of innovation, value chain, and cluster management achieve greater impact on SVG. This aligns with their ability to establish innovative, collaborative, and sustainable practices that generate social and environmental benefits throughout the value chain. However, there is also a need to further strengthen and improve in these areas.

The management of innovation, value chain, clusters, and shared value are interrelated factors. Based on the Pearson correlation coefficients and bilateral significance values, it can be inferred that the interdependence between the practices of innovation management, value chain management, and cluster management points towards an effective and sustainable SVG within the organization. These results serve as a foundation highlighting the importance of promoting actions and policies that foster innovation, collaboration, and sustainable development within organizations, in line with the concept of shared value.

The results of significant and positive correlations between the studied variables provide a strong basis for promoting actions and policies that encourage innovation, collaboration, and sustainable development in organizations. They also demonstrate the impact and interaction between the practices of innovation management, value chain management, cluster management, and shared value generation. This interrelation and dependence emphasize the importance of focusing on shared value management through innovation, clusters, and value chain actions, as this can maximize economic, social, and environmental benefits, and align business activities with a win-win approach between companies and stakeholders.

Regarding the level at which the studied companies are situated, based on their innovation, clusters, and value chain practices, it can be observed that they are at a medium-high level. This indicates that there is a challenge to improve companies' capacity to collaborate and actively participate in these three variables, leveraging the benefits of cooperation between organizations, as well as the efficiency of the value chain and the impact of innovative actions.

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