LEARNING FOR THE GENERATION OF SHARED VALUE: CHALLENGE OF THE MANAGEMENT PROGRAM OF A PUBLIC UNIVERSITY

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ABSTRACT

Companies as organizations focused on the fulfillment of particular objectives direct and maximizing limited resources in the function of satisfying needs in society, however, motivated by profit and rarely conceived of their investors as sufficient, causing neglect and distancing from the commitment to ethical and responsible management of resources, oriented by market orders, under policies more concerned with their profits than with operational practices that, in addition to improving their competitiveness, help to improve social conditions in a reactivation process after the pandemic experienced, contribute to the quality of life in general in the communities involved in their production processes, in other words, the generation of shared value (SV). The results of a study that sought to identify, through the perception delivered by students and graduates of an administration program of a public university, the level of perception of learning that allows contributing to the culture in the generation of shared value in organizations. It is a population that, due to its formation, challenges them with the transfer of knowledge that contributes to the economic reactivation, as well as to the generation of SV in the organizations. The study is based on Porter's and Kramer's ideas on preconceiving a) products and markets, b) redefining productivity in the value chain, and c) building support clusters. The methodology implemented for the analysis was mixed, using the survey as a data collection instrument. The results show that the students and graduates of the program observed show that there is a medium-low environment in the three concepts evaluated, with a medium level of 40%, a low level of 35% and a high level of only 24%.

Keywords: Shared value, social responsibility, social capital

Introduction

In the eagerness for an economic reactivation after a pandemic, such as the one we are experiencing in the world today, it is possible the lack of knowledge and loss of commitment. If it is taken into account that there is evidence of a gap between social responsibility and corporate profits, it is necessary to consider, permanently, the existence of an essential cycle that must benefit organizations and people in a context that allows development hand in hand with economic growth (Martin-Fiorino and Reyes, 2020), thus, the circuit that integrates society is related to the fact that "companies require demand, which requires income, employment and productive work, which, in turn, depends on the performance of the production units" (Ibid. , 2020, p. 710). In the face of results where an interrelation between social and economic progress is not achieved, then the approach to these two important variables must be approached from the principle of value (Gutiérrez and Amador, 2015). Those who organize and make decisions in production processes have awakened to that fact; they are aware that social problems present limitations to their operations as opportunities for growth and

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one way to guide the way is to implement shared value (Prieto and Gómez, 2017).

For Porter and Kramer (2011), SV is a proposal that responds to the business environment in the face of the dynamics resulting from the need for change to manifest itself with innovations in the processes that lead to the benefit of its business without ignoring the surrounding social context with which it keeps interacting for the achievement of corporate objectives. Thus, according to the above-mentioned references, SV has two actors: on the one hand, the one composed of human development accompanied by variables that improve economic development and what this entails for social development, and on the other hand, the business sector that faces challenges corresponding to competitiveness and profits. For Porter and Kramer, a way for companies not to lose sight of the benefits expected by society, as well as the company, is the Generation of Shared Value, from this business strategy the society that is in the environment wins, as well as the company that produces. However, if the decision is given in terms of VC, companies, according to Porter and Kramer, should opt for the culture and practice of three ways of creating SV: (a) Recreate products and markets that in both cases can be new or existing, (b) Define in a different way the productivity of any of the elements of the value chain, making changes that increase productivity or reduce costs and (c) Encourage the development of local clusters, demonstrating that any organization to prosper needs the presence of industries and support infrastructure in the same geographical location where it operates (Rodriguez-Garzon, 2021).

Methodology

The research is conducted without intentionally manipulating variables (Hernández et al., 2014, p. 152), showing that it is non-experimental; the variables identified and proposed for the study are observed and analyzed in their natural state of behavior. It is a cross-sectional study, considering that it is a research that analyzes data collected from a given population sample in a given time, according to Hernández et al. (2014), studies that account for relationships between two or more categories, concepts or variables at a particular time of application of the instrument, not at different times tend to be transectional.

A probabilistic sampling was carried out, which took into account different courses of students who have already completed at least 80% of the credits corresponding to the professional program in Business Administration at a public university in Bogota.

A structured survey was used. This was applied between the first and the thirtieth of September 2021. To achieve the 345 surveys, it was necessary to request teachers from the 8th, 9th and 10th semesters.

The reliability and internal consistency test of the variables considered as dependent variables for this study are presented below, taking into account the 345 instruments applied for this purpose.

Table 1. Reliability statistics of the total number of items considered in the variables: Cluster, Innovation and Value Chain.

Statistical data		
Cronbach's alpha	Cronbach's alpha is based on standardized items	N of elements
0,948	0,949	21

Source: Own elaboration (2021), based on SPSS statistics.

Considering the need for an instrument with an internal consistency that gives credibility in the measurement of the variables to be studied, it is submitted to the method based on the "Cronbach's alpha", thus seeking to estimate its reliability. The results of the applied process show that the

instrument used in a pilot sample of 345 informants; students in their last semesters and graduates belonging to the Administration Program of a public University yields a Cronbach's alpha of .949, whose interpretation, according to the recommendations of George and Mallery (2003) is an excellent and very reliable coefficient. It is important to remember that of the 21 items that make up the instrument (see Table 8), from the results, it can be inferred that Cronbach's alpha coefficient supports that it is an instrument that guarantees that the items that compose it correlate with each other, in other words, there is a very high degree of internal consistency.

Referents

References have been presented that show the importance and orientation regarding the topic of shared value, with which it is intended to have a nuance from elements that should be immersed in a culture for the creation of SV, meaning that for this study, it is considered relevant what is proposed by Sanz (2020) where he illustrates the culture as the set of learning results caused by the survival with traditions and lifestyles of the members of a particular society, including repetitive actions of thinking, feeling and acting. Likewise, since the present article wants to give a context of the challenges that the administrative program has in front of the proposal with its students to propitiate the culture of the SV, it is considered to glimpse the meaning of challenge. On the one hand, from the definition of its synonym, it is a challenge, which, according to the dictionary of the Spanish language, is approached as "an objective or undertaking that is difficult to carry out, and which therefore constitutes a stimulus and a challenge for the one who faces it" which, from its understanding as an infinitive verb, defy, represents "To face difficulties with the

decision". Meanwhile, Lazarus and Folkman (1984) approach it as the deployment of strategies to resist and confront situations that may be unfavorable or even of opportunity and empowerment, especially, since the challenge is around a sense of control of the individual over the environment that provokes it, which connotes difficult but possible to achieve.

For Porter and Kramer (2011), the productive processes that respond to the needs of society are seen as a significant cause of social, environmental and economic problems, marking in society the perception of the existence of an inverse relationship between the prosperity of companies vis-à-vis the community involved in their processes. In this regard, the cited references point out that "In recent years, companies have been increasingly seen as an important cause of social, environmental and economic problems, with a widespread perception that companies prosper at the expense of the rest of the community" (Ibid., 2011, p. 3). The criticism presented above is based on generating information so that companies can immerse themselves in policies guiding practices that, while improving their competitiveness, improve the economic and social conditions in the communities where they have influence, which they consider SV, since there are reciprocal benefits through the organization's operating process, on the one hand, the company obtains value in the convenient production about its interests and on the other hand the community to its interests.

Based on Porter and Kramer (2011), the main exponents of the topic under study, there are three ways of generating VC in organizations. The following table relates Porter and Kramer's statements.

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Table 2. Ways to create Shared Value in companies

| How to generate SV	Concept
Preconceive products and markets	"finding opportunities, by identifying the needs, benefits, and ills of society that are or could be associated with firms' products, for the creation of new products, repowering existing markets, and enabling access to new markets" (Porter & Kramer, 2011, p. 8).
Redefining value chain productivity	"firms can improve the quality, quantity, cost, and reliability of inputs, production processes, and distribution systems; while acting as stewards of essential natural resources, and driving economic, and social development" (Scott and Vaidyanathan, 2012, p.110).
Building support clusters	"businesses do not operate in isolation from their environment, to compete and thrive they need a strong competitive context that includes reliable local suppliers, functioning road and telecommunications infrastructure, and an effective and predictable legal and regulatory framework" (Scott and Vaidyanathan, 2012, p.110).

Source: Authors from the literature of Porter and Kramer (2011) and Scott and Vaidyanathan. (2012)

Shared value then implies appealing to innovation actions that lead to quality improvement, generation of new products for existing markets that meet social needs, leads to actions that maximize the rational and ethical responsible use of resources, the generation of positive externalities for those involved in the production process and distribution and demand, the cohesion of the sector around the organization, from the creation of common objectives between companies that have in common their operation geographically, which allows the efficient use of available public goods, as well as the generation of local capacities (Acosta and Bocanegra, 2016), in other words, to generate the concentration of companies in the same sector and at the same link of the value chain, which accompanied by appropriate conditions and innovation are a tool that potentiates the benefits of the environment where it operates, maximizing the response to the needs of society and expanding the demand for it (Porter, 2003).

The SV has been working and showing interest as an object of study, as evidenced by the literature review conducted by the authors of the current research. To date, the concept of VC is found in more or less 3,486 indexed publications, of which 2,380 are referenced between 2012 and 2021, the graph illustrates what is related by Scopus as of August 2021.

Figure 1. Participation of countries in the construction of production around the concept of shared value in the Scopus database. Observation window 2013-2021.
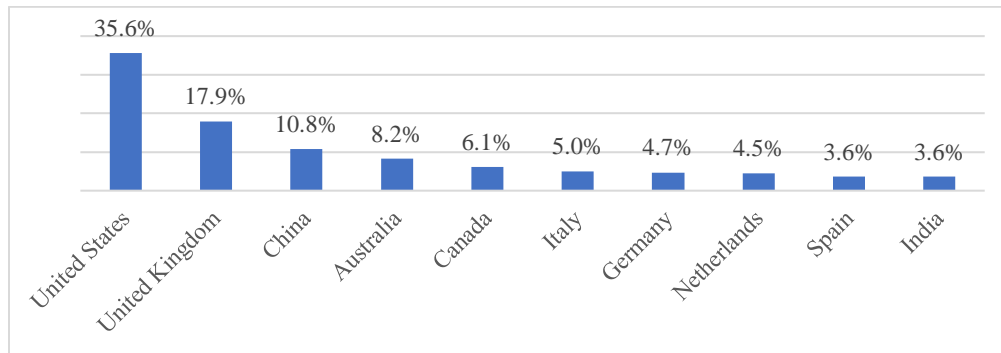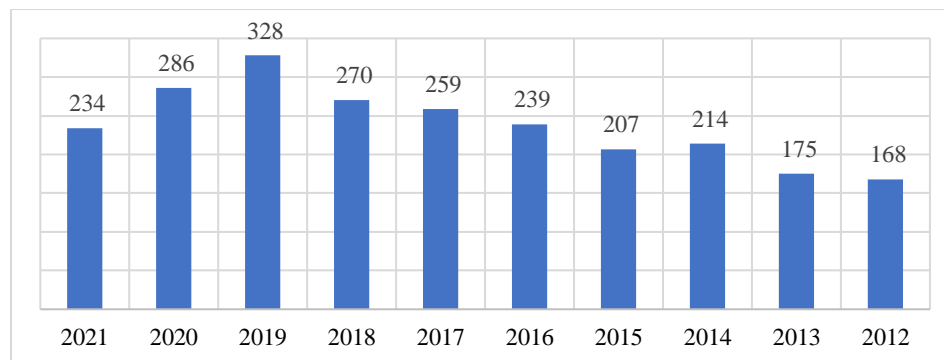

Source: Own elaboration (2021), based on data provided by Scopus

The biometric analysis also allowed to identify, based on the keyword "shared value", that the country that predominates in the publications is the United States, with an average amount of the last 7 countries shown in the graph, followed by the United Kingdom, followed by China in third place.

Figure 2. Metrics with production around the concept of shared value in the Scopus database. Observation window 2013-2021
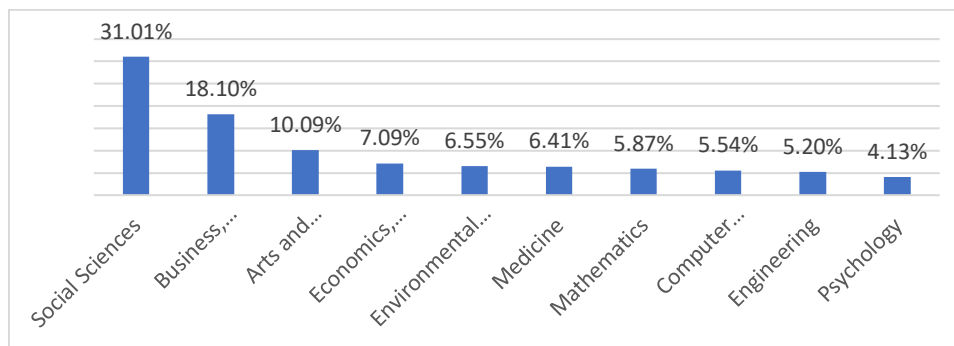

Source: Own elaboration (2021), based on data provided by Scopus.

Meanwhile, as can be seen in Figure 2, Scopus has had a growing reception and publication of production on the topic of Shared Value, at least for the last ten years. From 2012 to 2019 there is a difference, which marks its growth, of 48%. However, it is also shown that the last three years show a drop, based on 2019, of 13% and 18% year by year.

It was also found that 95% of the production is in English. On the other hand, as shown in the graph in Figure 3, the discipline or knowledge sciences that work most on SV are the social sciences, followed by administration and management, the ones that are lagging are psychology, engineering, computer science, basic sciences or mathematics, and medicine. The graph in Figure 3 gives an overview of what was found on the subject in the Scopus database.

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Figure 3. Metrics with thematic areas that have worked around the concept of shared value in the Scopus database. Observation window 2013-2021

Source: Own elaboration (2021), based on data provided by Scopus.

On the other hand, in the academic Google database it has been found that the topic of SV is being worked on, a fact that is evidenced by the production reported with window 2012 -2021 of an average of 27,900 results of publications in books and academic articles of which very few are in specialized databases. For example, in Colombia, there is the academic product written by Grasa et al. (2019), a book where he delivers information on the challenges that post-conflict demands, contextualization of the creation of shared value: origin, characteristics and implications and the commitment of entrepreneurs with the SV around the peace process. Here there is a presentation of cases that are experienced in different sectors of the economy in various regions of the country, to be worked on in three subgroups: cases related to the transformation of agro-industrial products, those developed with public policies and those related to models related to inclusive business in the framework of corporate social responsibility to promote business models in rural areas marked by levels of poverty and affectation caused by the conflict, "with the prevalence of informal and illegal economies, and with the weak presence or scarce institutional offer of the State, in addition to including the populations that have been most affected in this context, such as displaced, disabled and demobilized" (Ibid., 2019, p.161).

In Peru, among others, a study by Soto (2021) was found where he worked on the impact of the practice of knowledge management in terms of detecting collaborators within micro-enterprises in the creation of shared value, studying 62 micro and small enterprises in the province of Trujillo, through the application of questionnaires and interviews. He determined that the management of intrapreneurship and the creation of shared value CVC, show a highly significant correlation. It also concluded that knowledge management influences innovation in product, internal processes and marketing, which in turn contributes positively to the creation of shared value in micro and small enterprises in the province of Trujillo. Meanwhile in Colombia, a similar study conducted by (Castrillón-Castaño, et, al., 2021) presents the actions around CSV, practiced by Colombian business groups from different sectors of the economy, the information was collected through a survey applied to 38 business groups listed on the Colombian stock exchange. The study showed that an important part of the groups observed permanently carry out activities that promote CSV between them and their stakeholders).

(García-Vázquez, 2021) conducted research on the topic of SV in Argentina and studied the implementation of the concept of SV proposed by Porter and Kramer. The author emphasizes exalting the particular characteristics of each company and its environment before setting up strategies in search of SV, since, as Burton et al. (2000) refer, cultural aspects are an important influence on the work and compliance with what the mission says that organizations do

and expect to do in terms of their economic, legal, environmental and ethical actions. Guipado, in his study of an Argentine company, shows that it incorporated in the design and implementation of the initiative the three ways of creating Shared Value proposed by Porter and Kramer; innovating by contributing to the solution of pollution caused by electronic devices, reconfiguring the value chain by directing the costs of responsible disposal of electronic waste to the financing of the initiative, and contributing to the improvement of local ecosystems by training excluded people and providing them with a job in the formal economy (Ibid., 2021).

Another recent study is that of Rodríguez-Garzón (2021) who refers to the shared value created by financial institutions that make disbursements under the microcredit system. The author intended in his research to determine the SV of microfinance institutions dedicated to the placement of financial resources in clients, where he was accompanied by the references exposed by Porter & Kramer. The survey reported on the situation of microcredit in Colombia established by the Banco de la República for the period from 2017 to 2019 was confronted, especially the topic that deals with Risks in Microfinance of the Centro de Estudios de Innovación Financiera, the results of the instrument applied to 37 microentrepreneurs the different metrics and what was expressed by nine experts on the characteristics of microcredit and the perception on SV between financial institutions and clients. The findings showed that the institutions offer a broad portfolio and microentrepreneurs are conscious of seeking the best option. Among the benefits expressed is the achievement of economic sustainability and the improvement of the quality of life of the clients (entrepreneurs), which is reflected in the SV between microcredit users and the institutions that provide their loans.

Méndez and Gómez (2017) present the results of a study, supported by the Bogota Chamber of Commerce and a Higher Education Institution, which sought to know how shared value is applied in Bogota companies. It is a quantitat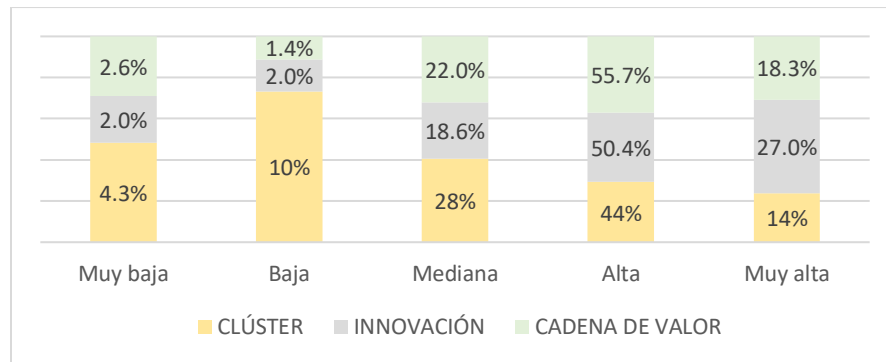ive descriptive study that, based on the identification of factors that make up the shared value ecosystem, developed a theoretical model composed of six components: relationship with the environment, preconceiving products and markets, improvement of the value chain, development of suppliers, measurement of the creation of shared value and motivation to create shared value. Around these are 21 questions focused on the practices identified in the company. The results of the research allowed concluding that "of the 6 factors analyzed environment, preconception of markets and products, value chain, suppliers, motivation and size, it is the motivation that has a definitive impact on organizations creating shared value" (Ibid., 2017, p.10). The authors clarify that this factor is determined by the expansion, positioning and permanence in the market and that, regardless of the type or size, companies in their organizational learning should reflect on the fact that the applicability of shared value does not require significant investments, since it is not a "philanthropic philosophy, but a relationship of mutual benefit; customer-company".

In sum, the results show the various fields that work on the concept of SV, the number of scientific publications related to this topic is considerable, since, in the literature review, 3,486 publications indexed in the Scopus database and 27,900 in Google Scholar are referenced, showing the importance of VC in different countries and especially in Latin America.

Development

The perception of the informants regarding the clarity of the concept of Cluster, Innovation and Value Chain is at least at a high level for 58%, 77.4% and 74% respectively, data that make it easy to think, at first, that the three elements that allow the generation of VC in organizations are largely part of the training provided for those studying in the management career of the public university under study.

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Figure 4. Perception of the level of clarity of the cluster concept, Innovation and Value Chain

Source: Own elaboration (2021), based on data from the instrument applied.

On the other hand, when trying to know through the chi-square test the relationship or degree of association between the three variables that allow the development of SV in the companies, as shown in Table 3, it is found that the significance level is .000, allowing to see that the variables studied are associated and that the degree of error is quite low. Likewise, taking into account that the significance level is less than 0.05 (0.00 < 0.05), it is established that: "There is a positive relationship between Cluster, Value Chain and Innovation, there would be enough elements to ratify it. This allows inferring that if the companies appropriate or are appropriating these practices in their processes they would be generating VC, likewise, a culture of this in the classrooms would make potential this phenomenon so important for society.

Table 3. Chi-square test statistics: Cluster, Value Chain and Innovation.

Chi-square tests			
	Value	gl	Asymptotic sig. (bilateral)
Pearson's Chi-square	170,099[a]	16	0,000
Likelihood ratio	136,449	16	0,000
Linear by linear association	63,078	1	0,000
No. of valid cases	345		

a.   12 boxes (48.0%) have expected a count less than 5. The minimum expected count is .30.
Source: Own elaboration (2021), based on SPSS statistics.

Meanwhile, Gamma for the different crosses between them is 0.00 compared to 0.05 of the Alpha, establishing that there is a significant association of relationship between the Cluster, Value Chain and Innovation variables.

Table 4. Contingency table for the Gamma test: Cluster, Value Chain and Innovation

Symmetrical measurements						
			Value	Error. asymptotic.[a]	T. approximate.[b]	Sig. approximate
Ordinal ordinal	**by**	Gamma	0,647	0,054	9,811	,000
		Spearman correlation	0,505	0,047	10,826	,000[c]
Interval interval	by	Pearson's R	0.488	0.055	10.344	.000[c]
		No. of valid cases	345			

a.   No assumption of the null hypothesis; b. Use of the asymptotic standard error that assumes the null hypothesis; c. Based on normal approximation.
Source: Own elaboration (2021), based on SPSS statistics.

The first findings lead to believe that students and graduates of the public university's Management career have incident factors to face the challenge of Generating Shared Value -GSC- in organizations in a favorable way since from here professionals leave with learning in the three aspects that allow it: Cluster, Value Chain and Innovation.

Figure 5. Correlation of factors affecting the Cluster, Innovation and Value Chain.
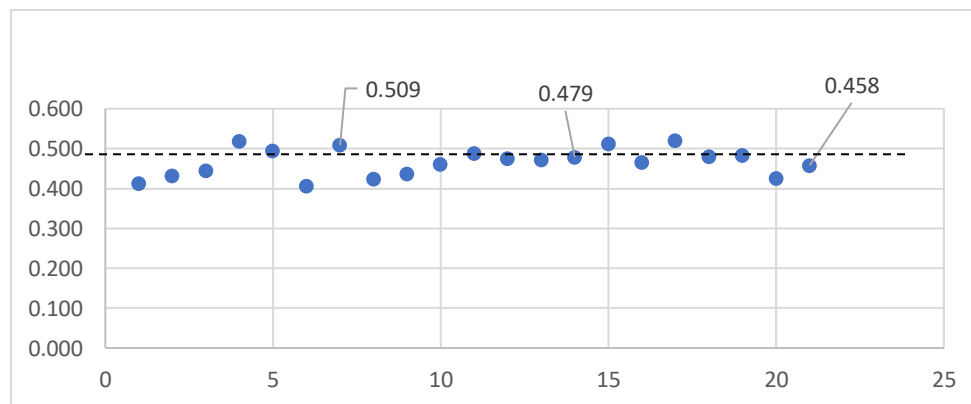
Source: Own elaboration (2021), based on SPSS statistics.

At a more specific level, with the responses of the informants, it is found that what was delivered through the applied instrument about learning that verifies what was exposed concerning Cluster, Value Chain and Innovation, in the first place, is that all these learning have a correspondence not dependence among them. As shown in the graph in Figure 5, according to the responses, there is a significant correspondence between the 21 learning acquired in terms of the GSV in the organizations, since there is an average relationship of 0.47%.

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The general level of learning perception of the incident factors in the GSV in the organizations that are part of the Value Chain, Innovation and Cluster exposed by students and alumni of the Management Program shows that there is still the challenge of continuing to work on strengthening this aspect since the average level in the three concepts evaluated is close to 40%, the low level is 35% and the high level is only 24%.

Table 5. Level of perception of learning results from the factors involved in the generation of shared value in organizations.

Learning level	Value chain	Innovation	Cluster
Low	36.7%	37.4%	32.8%
Medium	40.7%	38.3%	41.1%
High	22.6%	24.3%	26.1%

Source: Own elaboration (2021), based on SPSS statistics.

The correspondence between the six lessons learned that feed the possibility of contributing to the value chain category is moderately correlated, as is the case with the lessons learned for innovation and clustering, as shown in Table 6.

Table 6. Matrix of inter-element correlations.

Correlations: determinants of innovation						
	Item 1	Item 2	Item 3	Item 4	Item 5	Item 6
Ítem 1	1	,465**	,461**	,472**	,430**	,490**
Ítem 2	,465**	1	,580**	,519**	,497**	,447**
Ítem 3	,461**	,580**	1	,421**	,501**	,437**
Ítem 4	,472**	,519**	,421**	1	,524**	,481**
Ítem 5	,430**	,497**	,501**	,524**	1	,511**
Ítem 6	,390**	,447**	,437**	,481**	,511**	1
Correlations: value chain determinants						
	Item 8	Item 9	Item 10	Item 11	Item 12	Item 13
Ítem 8	1	,465**	,461**	,472**	,430**	,490**
Ítem 9	,465**	1	,580**	,519**	,497**	,447**
Ítem 10	,461**	,580**	1	,421**	,501**	,437**
Ítem 11	,472**	,519**	,421**	1	,524**	,481**

Ítem 12	,430**	,497**	,501**	,524**	1	,511**
Ítem 13	,390**	,447**	,437**	,481**	,511**	1

Correlations: Cluster determinants

	Item 15	Item 16	Item 17	Item 18	Item 19	Item 20
Ítem 15	1	,689**	,505**	,587**	,612**	,593**
Ítem 16	,689**	1	,531**	,556**	,611**	,564**
Ítem 17	,505**	,531**	1	,476**	,496**	,514**
Ítem 18	,587**	,556**	,476**	1	,666**	,594**
Ítem 19	,612**	,611**	,496**	,666**	1	,677**
Ítem 20	,593**	,564**	,514**	,594**	,677**	1

**. The correlation is significant at the 0.01 level (bilateral) / There is for all cases a Sig. (bilateral) equal to 0.000 which indicates a linear correlation between the variables compared.

Source: Own elaboration (2021), based on SPSS statistics.

Similarly, based on the responses of the informants regarding the clarity of the respective concepts of the value chain, innovation and cluster, which allow the generation of shared value in the organizations, a moderate correspondence between them was found.

Table 7. Matrix of inter-element correlations

	Value chain	Innovation	Cluster
Value chain	1	,530**	,490**
Innovation	,530**	1	,430**
Cluster	,4901**	,480**	1

**. The correlation is significant at the 0.01 level (bilateral) / There is for all cases a Sig. (bilateral) equal to 0.000 which indicates a linear correlation between the variables compared.

Source: Own elaboration (2021), based on SPSS statistics.

Table 8 shows the items used to determine the level of learning of students and graduates of the management program concerning incident factors that can contribute to the generation of shared value in organizations.

Table 8. Items with reagents against incident learning in Value Chain, Innovation and Cluster.

Items	Reagents

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1	My lessons learned can show that companies should systematically develop new products and/or services based on realities obtained through market research as a strategy for the company's sustainability.
2	My lessons learned can show that companies should systematically introduce innovations and improvements in production processes.
3	My lessons learned can show that companies should systematically introduce innovations and improvements in the supply chain (procurement/distribution) and logistics.
4	My lessons learned can show that companies should systematically introduce innovations and improvements in the areas of marketing and sales.
5	My lessons learned can show that companies should systematically introduce innovations and improvements in the areas of after-sales services and customer support.
6	My lessons learned can help to show that companies must invest regularly in technology (machinery, equipment, computers, etc.) to achieve competitive advantages.
7	My acquired learnings give me clarity with the concept of VALUE CHAIN and the different activities of this that can be developed in a company.
8	My lessons learned can show that companies should be permanently thinking about the design and development of new products (or services) carried out according to the real needs of the market and the company's customers.
9	My lessons learned can show that companies should carry out knowledge management activities within the company to identify the capabilities of each employee.
10	My lessons learned can make me see that companies should encourage the need to be creative and maximize the use of resources in this area.
11	My lessons learned can show that companies should encourage the evaluation of all ideas generated within the company and use them systematically to enhance their development.
12	My lessons learned can show that companies should systematically take advantage of their suppliers' suggestions and knowledge to generate a product or process improvements and innovations.
13	My lessons learned can show that companies should encourage organization, creativity and teamwork.
14	My acquired learnings give me clarity with the concept of INNOVATION and the different types of it that can be developed in a company.
15	My lessons learned can show that companies should promote support among companies, as well as healthy competition.
16	My lessons learned can show that companies should promote cooperation with competitors as a fundamental factor that helps the development of both.
17	My lessons learned can show that companies should promote as a strategy and initiatives for the development of the cluster
18	My lessons learned can show that companies should promote the most direct possible links with competitors, suppliers, consumers, etc., as well as with their suppliers.

19	My lessons learned can show that companies can be more competitive when they have a direct relationship with their competitors
20	My lessons learned can show that companies in the same territory must relate to each other, as well as to the territory.
21	My acquired learnings give me clarity with the concept of CLUSTER and the different factors to work on the implementation of this in a company.

Source: Own elaboration (2021), based on the theoretical references reviewed.

Conclusions

The development of the objective that sought to diagnose the learning of the incident factors in the generation of shared value in organizations, in students and graduates of the program in Administration, achieved that:

The professional training received by the students of the Administration program of the public university Colegio Mayor de Cundinamarca presents an important challenge regarding the formation of a culture that allows the generation of SV in the organizations where the graduates put into practice their knowledge and competencies. Thus, from this point of view, the challenge that training imposes in terms of mitigating the gap between the company and the consumer in terms of unilateral benefit is confronted.

The knowledge that allows supporting the management of the value chain, innovation and cluster is related to management and what is wanted from this, so that from the administration programs students and graduates can be empowered with SV and what this contributes to the economic development of society, will be a special impulse to the solution of needs in a post-pandemic reactivation process where the company wins and society wins.

Likewise, taking into account the findings of the study that There is a positive relationship between Cluster, Value Chain and Innovation, it allows inferring that if the companies appropriate or are adapting these practices in their processes they would be generating SV, likewise, a culture from the classrooms would make potential this phenomenon so important for society.

The students and graduates of the career in Administration of the public university have incident factors to face this challenge in front of the Generation of Shared Value -GSV- in the organizations favorably since from here the professionals leave with learning in the three aspects that allow it: Cluster, Value Chain and Innovation

The general level of perception of learning of the incident factors in the GSV in the organizations that are part of the Value Chain, Innovation and Cluster, exposed by students and graduates of the Management Program show that there is still a challenge to continue working on strengthening this aspect since it presents a medium-low level concerning the three concepts evaluated, which are around the medium level of 40%, low in 35% and high in only 24%.

At a more specific level, with the answers of the informants, it is clear that what was delivered through the instrument applied about the learning that verifies what was exposed with Cluster, Value Chain and Innovation, in the first place, is that all these learning have a correspondence not dependence among them. As shown in the graph in Figure 5, according to the responses, there is a significant correspondence between the 21 learning acquired in terms of the GSC in the organizations, since there is an average relationship of 0.47%.

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