

# Implementation of a sample measure within the concept of shared values

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**Abstract:** *The corporate social responsibility concept has lately been influenced by the concept of shared values. Even despite criticism, articles have appeared focused on the creation of conceptual frameworks for its implementation. This article brings forward a proposal of a sample measure based on Porter–Kramer’s idea of shared values. It is a programme focused on cutting down on smoking for employees. The value for an employer is represented by a reduction in absence hours, a growth in the labour productivity, a reduction in sick benefit payments, and a growth in the attractiveness of a job for eventual employees. The value for workshop employees is represented by the improvement in their health and physical condition, a reduction in the sickness rate and the satisfaction of getting over often a long-term nicotine addiction. The draft includes a sophisticated process schematic, a set of mutually interconnected success rate indicators, and a calculation of costs and income in two different scenarios. The calculations have been intentionally done for both a significantly optimistic scenario and a pessimistic one to make it possible to find risks related to the different progresses in the programme. The resulting standardised return period is influenced by variables related to the current legal system and thusly it is necessary to take into consideration the models’ situation limitations.*

**Keywords:** shared values, corporate social responsibility, stakeholder, workplace health management

**JEL classification:** M14, M54

## 1 Introduction

The Corporate Social Responsibility or CSR concept is currently rather popular in corporate practice and its forms are variable. It is common for some to confuse philanthropy with CSR and different forms of bluewashing, however, a growing number of enterprises are trying to integrate social responsibility into their strategies and prove its credibility with the help of regular reports. They are also seeking out the most suitable activities to include in their CSR policy. Even despite a thorough stakeholder analysis of influence, strength and engagement, it is not possible to completely remove the natural rivalry among the demands of particular stakeholder groups. Porter and Kramer have defined the creation of an economic value by the social value creation as a basic lead for the CSR design and called their theory Creating Shared Value or CSV.

## 2 Literature research

Porter and Kramer say that research shows that the mutual dependency between corporations and society indicate that corporate decisions and social policies must work on a shared value principle. Such an approach will likely generate more innovations and growth for firms and bring more benefits for the rest of the society. The authors say that companies could create shared value opportunities in three ways.

- a. Reconceiving products and target markets.

Seeking new solutions for currently neglected and untapped markets such as disadvantaged communities and innovating products and procedures to satisfy needs and contribute to solving social problems.

- b. Redefining productivity in the value chain.

Companies can improve the quality, quantity, cost, and reliability of inputs and distribution while they simultaneously acting as a steward for essential natural resources and driving economic and social development.

- c. Enabling local cluster development.

Companies do not operate in isolation from their surroundings. For example, to compete and thrive they need reliable local suppliers, a functioning infrastructure of roads and telecommunications, access to talent, and an effective and predictable legal system. (Porter & Kramer, 2011).

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## 2.1 Corporate Shared Values – Pros and Cons

The above-mentioned ideas have raised a significant response from relevant specialists. Different authors had published similar ideas before the creating a shared value concept was published. The inclusion of social targets in the economic value creation was outlined in the business ethics (Ulrich, 2007), the social responsibility theory (Alford, 2002), (Schwartz & Carroll, 2003), (Garriga & Melé, 2004), (Lamberti & Lettieri, 2009) and in development studies (Blowfield, 2005). The European Commission has enhanced the social responsibility definition by creating shared value (Moczadlo, 2015). According to Gholami, the economic dimension of social responsibility focuses on the obligations of businesses to create wealth and to face consumption requirements. This dimension is important. It is agreed also by Valackiene and Miceviciene because it is the foundation for all other dimensions. Gholami has proposed a new framework including several indicators such as; the personal saving rate, the business saving rate, the inflation rate and the manufacturing lead time to measure the efficiency (Gholami, 2011). According to Lohr, Porter and Kramer have disproved Friedman's thesis on a hypocritical window-dressing through the social responsibility concept (Lohr, 2011). If the social problem solutions were part of the profit orientation of a company, it would be a more sophisticated form of capitalism (Fea, 2011). This is agreed also by Valackiene and Miceviciene (Valackiene & Miceviciene, 2011).

Kadeřábková is more critical of the expectations that the shared value concept would bring about a change in thinking and become an engine for the next wave of innovations and growth in the global economy's productivity. "It is too ambitious to think that CSV could be the engine for the transformation of capitalism and its relations with the society" (Kadeřábková, 2015). CSV is also criticised by Denning. He says that Porter was calling for a fix in capitalism. However, he was not consistent in his opinion on what exactly should be fixed. Should only the image be transformed or the entire performance of capitalism? Shared Value could not solve the image problem let alone deeper problems. (Denning, 2011). Other authors go even further in their criticism. They think the concept was not original and it ignored the social responsibility tension itself and was naïve in regards to (not) complying with commitments in business and wrongly based on a shallow interpretation of the role of companies in the society (Crane, Palazzo, Spence, & Matten, 2014).

## 2.2 Corporate Shared Value implementation

Many authors have tried to further develop the CSV concept. Several conceptual frameworks have been created and companies may have tried to transform their current CSR by creating a shared value base in their framework. Awale and Rowlinson have described two kinds of business opportunities generated thanks to CSV. This involves the creation of social values that improve current social problems such as the reduction in water, electricity, and other resource consumption, as well as, a reduction in the number of injuries while improving levels in employee qualifications and new job creation. The second case introduces a growth in the competitiveness and profitability, which is even more desirable, the authors have said. Both ways require following a specific order of particular steps. Firstly, it is necessary to conduct a strategic analysis identifying suitable opportunities for the shared value creation. The option chosen should bring the largest possible effect with the available resources. Particular activities, goals and costs are assigned to a chosen topic in this stage of the strategic formulation. The strategic implementation stage often requires an innovation of the current organisational structure and internal processes to be able to achieve as many benefits from the adopted measure as possible. The final evaluation and check-up includes three independent steps: A) An evaluation of the created value in business and the social value. B) The implementation of gradual indicators to monitor the progress. C) The evaluation of the total shared value (Awale & Rowlinson, 2014).

Jonikas focuses on CSV in many articles. His approach to the creating shared value concept can be described as an improvement of the current CSR with a significant emphasis on the determination of the cost and benefit measurability. The meaning of the "measurability" is to verify that the final value created is not lower than costs related with its realization (Jonikas, 2014). Each implemented measurement must be identified with the help of a particular opportunity for value creation, the size of such a value, and costs related to its establishment. He has proposed a correlation coefficient calculation system making it possible to: (a) predict target values in SCR activities implementation, (b) decide on conducting a particular CSR activity, (c) predict the CSV allocation. (Juscus & Jonikas, 2013) For instance, he recommends verifying the created value in measures improving working conditions with help of surveys among employees and an indicator of the compliance with the introduced standards. Savings in the field of healthcare will likely be measured by the number of injuries and the sickness rate. He is also convinced that the economic benefit of this important stakeholder group (employees) has not been researched yet. Another question is how the benefits from the created value are shared between the organisation itself and its stakeholders.

The process of the transforming of CSR in CSV has been recorded in different case studies, such as Ghasemi and a collection of authors who have focused on the steel industry in the Middle East. Their findings prove that the

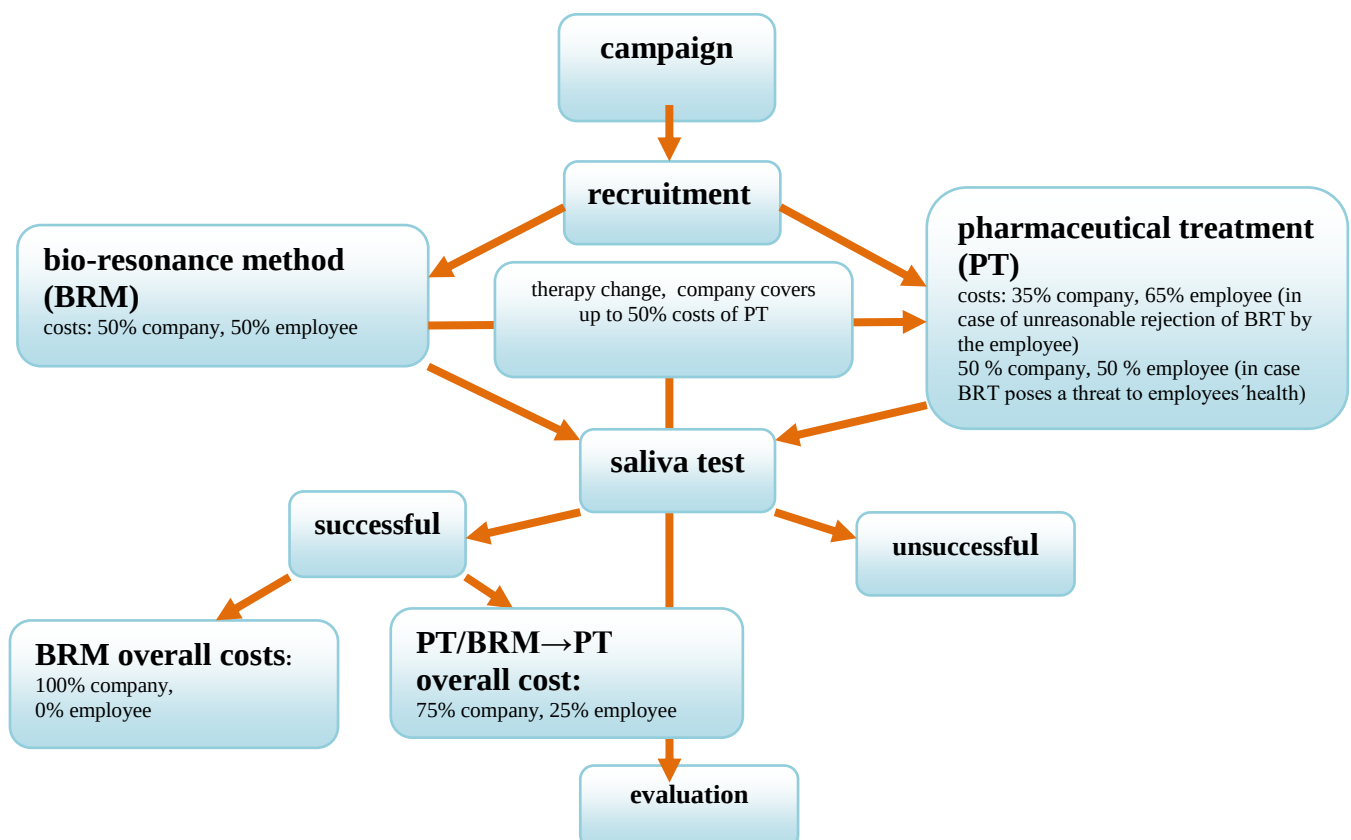
shared value approach is unimaginable without an elaborated procession of metrics. (Ghasemi, Nazemi, & Hajirahimian, 2014).

Contrary to Jonikas, Michelini and Fiorentino think that the creating a shared value concept brings significant changes in the business environment. They assume that the implementation requires the establishment of new hybrid business models. Such models include the social business model and the inclusive business model. The social business model perceives business as a tool to solve social problems, while the inclusive business model is characterised by the inclusion of the social responsibility in the traditional business model, or its core business. However, it is still common that some firms choose the socially responsible behaviour only in some stages of their production chain. For instance, Ikea has chosen it in the production stage, where as Coca-Cola in distribution and sales. (Michelini & Fiorentino, 2012).

### 3 Objectives and methodology: Sample measure description

In terms of procedures proposed by Porter and Kramer, a new definition of productivity in the value chain was chosen (Porter & Kramer, 2011). The company's value chain inevitably influences a large number of social matters and it is also influenced by them. This provides opportunities for the shared value creation, because social problems could raise costs in the company's value chain. A particular health benefit for employees provided in the framework of the so-called workplace health management could be one of the tools. A properly determined health benefit contributes to the reduction of costs related to employee absences. Enterprises have recently strived for the reduction of costs in healthcare for their employees or have tried to eliminate such costs completely. Some firms, however, have found out that an unfavourable health condition of their employees costs them more than the health benefits provision due to absences and the loss of productivity (Reich, Czeglédi, & Fonger, 2015).

Image no.1: Quit smoking programme procession scheme



A comprehensive programme for the support of employees-smokers in cutting down on smoking has been proposed as a monitored measure. The addiction of employees to nicotine is a burden for companies. Non-smoking employees show a lower number of absence hours due to illnesses (Health Canada, 2008). Compared to non-smokers, smokers show an average of 33 hours more in the state of the incapacity to work. Smoking reduces the effectiveness of immune reactions, which leads to a higher risk of infectious diseases. Smokers usually suffer from flu, common cold, and bronchitis more frequently (Králíková, 2006). Apart from a lower number of absence hours, non-smokers are generally more productive because they do not need unofficial breaks for smoking. A company taking care of the health of its employees is able to utilize more of their skills and abilities and build a better reputation and thus win-over new talents (Health Canada, 2008).

A goal of the chosen measure is to reduce the number of absence hours, reduce the amount of wage compensations, use the working hours more efficiently, and improve the prevention of serious illnesses caused by smoking. This will likely contribute in securing an efficient labour force. Besides the maintenance/creation of working abilities, the measure can also contribute to the generation of the willingness of participating employees (stakeholders) to help the company achieve economic goals. It is also a tool for the HR marketing, which will help the company better fulfil its HR needs in the future. The creation of a certain HR brand provides a promise of a value for the eventual employees/stakeholders. It will also be necessary to develop further health benefits for non-smoking employees to secure an equal access to benefits.

### 3.1 Quit smoking programme

There are several quit smoking methods available on the market. The measure is based on the fact that the addiction to tobacco has two parts – a psychic/behavioural/social one and a physical/drug addiction to nicotine (Králíková, 2006). The physical addiction can be eased by the use of pharmaceuticals or with the help of a bio-resonance method. However, the success rate is usually higher after a smoker has determined to quit smoking and can use further advisory services and support. Only a long-term abstinence of 12 months can be evaluated and deemed as a success. It can be biochemically verified, for instance, with help of a saliva test. The proposed programme (see image no.1) is focused on addressing both the physical and psychological addiction.

An educational campaign would be held within the organisation to inform the employees of the risks related to smoking and explain the principles of the quit smoking programme in the first stage. Standard corporate channels such as the intranet, company magazines and information provided by direct superiors would be used to spread information. Besides the conditions of the programme, employees would learn about its schedule and a contact person (HR department). The company would make it possible for an employee to test the bio-resonance method at first. Such a procedure is less financially demanding and current studies say that satisfying results can be achieved thanks to the method (Pihtili, 2014). The company would pay one half of the therapy costs for the employee. If the bio-resonance method failed any time within a period of twelve months from the start therapy, the employee would be able to ask for the coverage of one half of the pharmaceutical treatment. It is appropriate to determine the threshold for the treatment costs compensation due to economic reasons. Each employee would receive the coverage of one half of the price of a half-year dose of a varenicline-based drug as the most expensive and the most efficient version of the pharmaceutical treatment. The company would make it possible for its employees to withdraw a similar sum also for different kinds of pharmaceuticals if the varenicline-based drug was not suitable for them. Employees rejecting the bio-resonance therapy, despite their health condition, would enter the second drug-based stage with a higher financial involvement. They would be able to claim only 35% of treatment costs. The financial participation will have been chosen for two reasons. Besides the risk of spending corporate money, which does not have to prove efficient, the financial involvement by employees is a clear signal of their determination to quit smoking.

Those, who are successful, i.e. do not smoke for twelve months after the treatments commencement, will get a financial reward. Those with the claim for the coverage of one half of total drug-based treatment costs will receive one fourth of the costs back. This means that one half of their costs will be recovered. The entire therapy cost will be paid for those helped by the bio-resonance itself. Participants with a higher financial participation of 65%, who are not smoking after one year, will get 75% of the total cost covered by the firm. It will be the same share as in the case of undergoing the bio-resonance treatment and the drug-based one.

### 3.2 Programme efficiency measurement

The number of employees remaining non-smokers, after one year of the start of treatment, will be the main indicator for the programme success. Programme participants will be considered unsuccessful or “smokers” by the company, if they do not attend a success test within one year from the start of treatment. Other programme success indicators that are monitored involve the absence hours development assessment, the development of sick benefit payments, and an estimation of savings thanks to a lower number of smoking breaks. (see table no.1) While programme costs will be spent over the course of one year, the return on the investment will be longer. The period depends on the success of both kinds of therapy, the number of participants and the related amount of

costs. Sample scenarios indicate the range of 4-12 years. It is appropriate to monitor the above-mentioned indicators during this period.

**Table no. 1: Programme indicators**

| indicator                | title of indicator                                                           | method                                                    |
|--------------------------|------------------------------------------------------------------------------|-----------------------------------------------------------|
| <b>Absence</b>           | absence hours by participants in a period before and after the treatment     | paired T-test                                             |
|                          | absence hours with a stable trend                                            | linear regression                                         |
|                          | control absence hours test                                                   | unpaired two-sample T-test                                |
| <b>wage compensation</b> | wage compensation by participants in a period before and after the treatment | paired T-test                                             |
|                          | wage compensation development                                                | linear regression                                         |
| <b>smoking breaks</b>    | smoking breaks number reduction                                              | number of new non-smokers x15 minutes (x observed period) |

source: own

### 3.3 Absence hours assessment

The beginning of the year 2009 will be considered the boundary line for the “before-the-treatment” period. The rule that employees get no wage compensation from the state or their employer in the first three days of their absence caused by illness was introduced in 2009. The company will use a “pair test” to compare the rate of absences in both periods. The goal of the test will be to statistically assess if absence hours recorded by successful programme participants were significantly different in a period before the treatment (2009 – 2016) compared to the period after the treatment. The analysis will be supplemented by a linear regression procedure to evaluate the trend of absences after the programme is completed. The pair test and the trend assessment will be conducted until the pair trend shows significantly lower absences compared to the previous period and the regression line shows a downward slope. A result showing a statistically significant reduction in absence hours with a stable trend and accepting a single fluctuation on a significantly lower level in the monitored period of time will be considered a positive one. It would be also appropriate to use the T-test for the absence hour development analysis to compare the two expected values serving as a support for the pair test and the linear regression. The analysis will likely prove whether smokers show a higher number of absence hours compared to non-smokers or show a comparable number of absence hours and if it is possible to expect that the abstinence of the successful ones could secure a lower number of absence hours and an eventual savings in the form of a lower amount of wage compensations paid in relation to illnesses.

### 3.4 Wage compensation development assessment

It is appropriate to monitor wage compensations based on the assumption that an eventual reduction in absence hours by newly abstaining employees could be reflected in a lower amount of paid wage compensations provided, for instance, in the times of an illness. As well as in the case of the absence hours development assessment, the pair test and the linear regression will serve as statistical analysis related to the wage compensation development assessment. Similarly, a result showing a statistically significant reduction in paid wage compensations with a stable trend and a single event fluctuation on a significantly lower level in the monitored period of time will be considered a positive one. It is possible that the number of absence hours will statistically significantly decrease. However, the amount of paid wage compensations will not fall due to the fact that only shorter absences up to three days would show a significant decrease. There could also be an insignificant difference in the number of absences before and after the programme. However, their nature will change. For instance, the number of shorter absences up to three days could grow and the number of longer absences covered by the employer could decrease. This would mean a saving in the field of wage compensations even in a situation when the change in the number of absences was insignificant.

### 3.5 Smoking breaks number reduction

It is also possible to calculate savings related to the employee’s abstinence from smoking or a better use of working hours based on the assumption that an employee smokes two cigarettes during working hours outside of any official breaks. This might take a total of 15 minutes. This assumption can be considered as under evaluated. This makes it possible to more strictly view the programme investment assessment.

The investment can also bring effects that cannot be calculated. The decision on the amount of financial contribution for pharmaceuticals provided to employees could be theoretically related to results of the first stage of the programme – the bio-resonance therapy.

## 4 Results: Scenarios

Available studies indicate that results of long-term abstinence significantly differ (Health Canada, 2008), (Králíková, 2006), (Pihtili, 2014). The calculation of the adjusted payback period (APP) reflects two different scenarios based on different values of the programme success (see tables 2 and 3).

An employee would get the financial support from the company in their wage and it is necessary to pay them really one half of what they spent on the treatment. The expense would be covered from the net wage and the net wage thus has to grow by this expense on a one-time basis. The amount of the company's costs in contributions paid to employees is slightly overestimated because the calculations are not able to exactly reflect the tax discounts. This causes the cost of corporate contribution paid to employees and the contribution itself to come out slightly higher than they should be in the calculation. It is possible to find out the exact amount of a gross wage paid to a particular employee and a wage cost for the company after particular wages are calculated for programme participants. The table no. 3 mentions amounts of contributions paid by the company and total costs on such contributions. The full compensation is equal to the agreed compensation in the amount of one half of treatment costs including the eventual reward payment. The payments to the social security programme grow for the company after raising the real gross wage. This provides the real cost of the payment of the quit-smoking treatment for employees. Prices of both methods for the nicotine addiction treatment are based on the current situation in the market and calculated at CZK 1,000 for the bio-resonance procedure and CZK 12,000 for the treatment using pharmaceuticals.

**Table no. 2: Scenarios description**

| 1 <sup>st</sup> scenario                     | 2 <sup>nd</sup> scenario                     |
|----------------------------------------------|----------------------------------------------|
| 100 BRM participants, 40%success             | 100 BRM participants, 5 % success            |
| 60 % continue PT                             | 75% continue PT                              |
| - 10 successful                              | - 19 successful                              |
| - 30 unsuccessful after 1 <sup>st</sup> year | - 56 unsuccessful after 1 <sup>st</sup> year |
| - 20 therapy not concluded                   | - 20 therapy not concluded                   |
| total: 50 non-smokers from 100 smokers       | total: 24 non-smokers from 100 smokers       |

The income on the investment reflects an estimated reduction in the number of breaks and the sickness rate. The calculation is based on an average hourly cost of an employee in the Czech Republic (Eurostat, 2015) and determined wage compensations (MPSV, 2016). The length of the smokers' sicknesses and number of smoking breaks is predicted based on available studies (Králíková, 2006) (Health Canada, 2008). The income on an alternative investment is determined at 7%. Both scenarios deal with 100 participants. Representation of both kinds of treatments differs and the total return on the investment differs as well. The optimistic scenario deals with the APP at four years, while the pessimistic version deals with an APP of up to 12 years.

**Table no. 4: Return calculation for scenarios 1 and 2**

| scenario 1                      | BRM             | PT                          |
|---------------------------------|-----------------|-----------------------------|
| company contribution            | 50 000          | 252 000                     |
| real cost of contribution       | 94 200          | 584 700                     |
| additional company payment      | 20 000          | 48 000                      |
| real cost of additional payment | 37680           | 9 3460                      |
| <b>total company cost</b>       | <b>715 870</b>  |                             |
|                                 | break reduction | wage compensation reduction |
| Income                          | 67 500          | 157 350                     |
| <b>total income per year</b>    | <b>224 850</b>  |                             |
| APP                             | 4 years         |                             |
| scenario 2                      | BRM             | TP                          |
| company contribution            | 50 000          | 315 000                     |
| real cost of contribution       | 94 200          | 613 125                     |
| additional company payment      | 2 500           | 91 200                      |
| real cost of additional payment | 4 710           | 177 631                     |
| <b>total company cost</b>       | <b>889 666</b>  |                             |
|                                 | break reduction | wage compensation reduction |
| Income                          | 35 100          | 81 822                      |
| <b>total income per year</b>    | <b>116 922</b>  |                             |
| APP                             | 12 years        |                             |

#### 4.1 Discussion

The success of the presented sample measure draft is limited by several factors. Firstly, its implementation is rather demanding in terms of administration. It requires the introduction of a new process in the framework of HR development, a new registration of the programme progress and adjustments of wages paid to successful participants. Choosing the method of returning the co-pay costs related to the programme to the employee in the form of extra pay means an increase in costs for employers. The cost of the payment for the treatment price nearly doubles due to the net wage calculation.

The efficiency of the calculation is based on current parameters and pricing on the market of the nicotine addiction treatment, the average hourly cost of labour, the current amount of the tax on income, social and health insurance payments and wage compensations. It also takes into account the conclusions of available studies on the success of different kinds of treatments and the benefits related to abstinence. The model would undoubtedly find different conclusions if the wage structure in the chosen enterprise, wage and wage compensations, or prices for the nicotine addiction treatment would change. The model would also change if a new breakthrough study emerged.

The opportunity to offer a different support programme for the group of non-smoking employees is still available for consideration for companies. It would be appropriate to introduce an alternative activity with a similar goal. For example, to support and promote a healthy lifestyle by contributions paid for sports and healthy activities, nutrition advisory activities, etc.

#### 5 Conclusion

The proposed programme is suitable to implement on a pilot level despite the above-mentioned limitations. Companies striving for the development of the current social responsibility concept could introduce the process and bring on added value thanks to the proposed measurements. Inputs and outputs of such measurements are quantifiable. There are always benefits to the termination of nicotine addiction, which are beyond quantification. Those benefits being the relief and satisfaction of overcoming a strong addiction, as well as, an improvement in overall health and physical condition which will most likely be reflected in work performance. The proposed scheme is an illustrative example of social innovation that we are going to see as a major determinant for companies to remain competitive.

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