Crowdsourcing: Looking for a Pattern

Maria Colurcio

Department of Legal, Historical Economic and Social Science, University Magna Græcia of Catanzaro, Italy
mariacolurcio@unicz.it

Stella Carè

Department of Legal, Historical Economic and Social Science, University Magna Græcia of Catanzaro, Italy
s.care@unicz.it

Angela Caridà

Department of Legal, Historical Economic and Social Science, University Magna Græcia of Catanzaro, Italy
angela.carida@unicz.it

Monia Melia

Department of Legal, Historical Economic and Social Science, University Magna Græcia of Catanzaro, Italy
monia.melia@unicz.it

Abstract
Crowdsourcing is emerging increasingly as a pattern for acquiring resources, mainly creativity, from the crowd. The use of new technologies has changed the way people work, and effected the design and innovation processes of firms even in more traditional sectors.
This paper frames the crowdsourcing in the marketing perspective of the value co-creation by using an abductive and explorative research approach. This study identifies the main typologies of crowdsourcing projects and investigates the most popular cases for each typology; it depicts crowdsourcing according a value co-creation framework and enhances research on resource integration by, a literature review and evidences about the development of crowdsourcing in Italy. The paper provides illustrations of different crowdsourcing alternatives. The contribution to the debate on the topic consists of proposing a managerial practice to draw up a crowdsourcing project.

Keywords: crowdsourcing, resource integration, value co-creation, practice.

JEL classification: M3.

1. Introduction

During last years the relevance of crowdsourcing has increased both among scholars and practitioners: about the 85% of the Best Global Brands developed crowdsourcing projects during last 10 years and the bibliometric indexes on the topic show an increasing trend of publications. Indeed the collaboration and, more specifically, the integration of resources of different actors is as pre-conditions for the definition of the process of value creation which business model have to be addressed to. The crowd is a relevant source of innovation for firms and the collective creativity is a valuable contribution as it matches knowledge and creative potential belonging to several individuals. Collective creativity is a unique and not replicable resource that come from interaction between many different actors. The role of social media for the development of the interaction between business/brands and the crowd is crucial.

However, despite the relevance of crowdsourcing as a way to foster the engagement of the crowd , contributes on the strategic implication of the topic for both practitioners and researches remain on a theoretical level (Prpić et al., 2015). Indeed, studies that deal with crowdsourcing in a practical perspective of the value co-creation are scant so far.

This work aims to trace the developing trends of crowdsourcing practices across different business sectors to put forward their effects on companies' value creation results. Due to the recent nature of the theme under investigation (e.g the term crowdsourcing has been coined by Howe in 2006), this study identifies the main typologies of crowdsourcing projects and investigates the most popular cases for each typology.

This study advances knowledge about crowdsourcing providing both theoretical and managerial fresh insights. First, it contributes to the theoretical debate as depicts crowdsourcing according a value co-creation framework and enhances study on resource integration (which remains conceptual so far) by empirical evidences, a literature review and the analysis of crowdsourcing in Italy. Second, the study outlines a management practice of crowdsourcing which track for innovative business model design. The paper provides illustrations of different crowdsourcing alternatives, as performed by Italian companies and investigates in depth an Italian successful case. The contribution to the debate on the topic consists in proposing a managerial practice to draw up a crowdsourcing project.

The remainder of paper is organized as follows. First we review literature on crowdsourcing and practice theory, then the method is sketched. Sections 5 and 6 present findings and discuss the evidence. Some conclusions and implications close the paper.

2. Crowdsourcing

The term crowdsourcing was used the first time by Jeff Howe to define the phenomenon of outsourcing the tasks of the company by using the collective intelligence. According to Howe (2006), crowdsourcing is "the act of a company or institution taking a function once performed by employees and outsourcing it to an undefined (and generally large) network of people in the form of an open call." (Howe, 2006: Digout et al., 2013; Erickson et al., 2012; Geiger et al., 2011). Over time crowdsourcing has been addressed both in scientific and practical literature (Erkinheimo and Dombowsky, 2013; Gatautis and Vitkauskaite, 2014) according different perspectives and purposes. Then a wide range of definitions of crowdsourcing are available. Some scholars (Estellés-Arolas and González-Ladrón-de-Guevara, 2012), suggested the following definition based on the analysis of about 40 available definitions: "Crowdsourcing is a type of participative online activity in which an individual, an institution, a non-profit organization, or company proposes to a group of individuals of varying knowledge, heterogeneity, and number, via a flexible open call, the voluntary undertaking of a task. The undertaking of the task, of variable complexity and modularity, and in which the crowd should participate bringing their work, money, knowledge and/or experience, always entails mutual benefit. The user will receive the satisfaction of a given type of need, be it economic, social recognition, self-esteem, or the development of individual skills, while the crowdsourcer will obtain and utilize to their advantage that what the user has brought to the venture, whose form will depend on the type of activity undertaken" (p. 9).

Crowdsourcing is a relevant way to open up a company's business model to external partners and particularly the collective intelligence distributed among the crowd (Chanal and Caron-Fasan, 2010; Schenk and Guittard, 2011; Digout et al. 2013; Malone et al. 2010; Djelassi and Decoopman, 2013). The tasks of the crowd vary greatly in relation to the sector. Academic research has identified different kinds of crowdsourcing, such as that of routine (Djelassi and Decoopman, 2013; Erickson et al., 2012), for new product ideas (e.g. design) (Bogers, Afuah, and Bastian, 2010; Schenk and Guittard, 2011; Whitla, 2009), for advertising or solving

complex problems (Albors, Ramos, and Hervas, 2008; Jeppesen and Lakhani, 2010; Boudreau, Lacetera, and Lakhani, 2011; Howe, 2008; Kazman and Chen, 2009).

In the last decade, the World Wide Web has evolved into a powerful tool for active collaboration among people worldwide (Geiger et al., 2011, Quero et al.,2013). The Web allows each user to express freely and decide whether to disclose, publish, search or exchange information. On the Internet, millions of information are transmitted, circulated and then connected to each other. This development has generated a new type of consumer (Cova, 2008) which does not hesitate to use his creativity to deliver innovations, improvements in products or services, to live their passion and not only to satisfy an economic interest. Consumers exercise their influence in every part of the business system and represent an opportunity that businesses must learn how to use in interacting with them and to co create value (Cova, 2008, Fabris, 2003). Armed with new tools and dissatisfied with available choices, consumers want to interact with firms and thereby "co-create" value (Prahalad and Ramaswamy, 2004). The changing nature of the consumer-company interaction as the locus of co-creation (and co-extraction) of value redefines the meaning of value and the process of value creation (Normann and Ramirez, 1993, 65-67; Prahalad and Ramaswamy, 2000:6).

According to the resource-based theory (Penrose, 1959; Barney, 1991) the competitive advantage of the firm is based on customer's ability in co-creating value offerings and on the possibility that the customer can become itself a strategic resource. In the Service Dominant Logic (SDL) point of view, in particular, the value is perceived and co-produced by customers, and doesn't originate directly from the product itself, but also from its use, transformation and consumption (use value) (Vargo et al., 2008; Gummesson and Polese, 2009, 337-340), so that it allows a mutual satisfaction (producers and users) that generates itself from the co-creation process (Vargo and Akaka, 2009). The Internet facilitates the participation of all of the agents involved in value creation. The new trends toward creative communities and collaborative work, according to Anderson et al. (2012) are the third industrial revolution. The empowerment of people, these new active sharing processes overtakes proactive consumerism (Fleischmann, 2015). Collaboration and shared value generation by web challenges the traditional concepts such as production, value chain, the outsourcing and globalization (Maselli et al., 2016).

3. Practice theory

In the "practice theory", each phenomenon is view as the constellation of the actions (Reckwitz, 2002). The practices can be defined as ''more or less routinized actions, which are orchestrated by tools, know-how, images, physical space and a subject who is carrying out the practice" (Korkman et al, 2006:27). In the recent literature, however, the concept of practice was extended and it expands from action to the system of the actions and the integration of resources (Dourish, 2001; Korkman et al, 2006; Kjellberg et al., 2006; Schatzki, 2002; Schau et al., 2009; Reckwitz, 2009; Feldman et al., 2011; Holt, 1995).

Many authors stressed the importance of the integrations of resources (McColl-Kennedy et al., 2012; , Holt, 1995). The resource integration occurs in practices and it is fundamental unit of value creations and in this new prospectives the customers are not to be viewed as passive recipients of value created by the firm but as to 'active players' (Prahalad and Ramaswamy, 2000; Storbacka, 2012; Grönroos, 2011).

This approach recognizes in the practice of the integration of resources the fundamental elements for the co-creation value. In the 'collaborative practice', the recent studies (Colurcio et al., 2016; Caridà et al., 2014) have identified the characteristics and dynamics, highlighting the role of the interactive technologies as the facilitators of the exchange and the integration of the resources (Colurcio and Laudonio, 2016).The framework proposed identifies three elements in the development of a 'collaborative practice' for the value co-creation: i. network

(the network of the actors involved in the collaborative process); ii. the activity and the resources for creating value; iii. different types of the value that came out of the collaborative process.

4. Method

To fulfill the aim, we adopted an abductive and explorative research approach (Dubois and Gadde, 2002) characterized by an iterative process of systematic combinations and inferences between theory and empirical contextualizations (Dubois and Gadde, 2002), such as crow-contest examples, that allow theory to be informed by reality. The research process has been developed in two phases. The first phase related to the research planning and the literature review, whereas, the second phase related to the selection and the analysis of the empirical contextualization to better illustrate the effects of crowdsourcing on marketing in practice. We limited our analysis to the practice of the crowdsourcing initiatives implemented during last five years in Italy focusing on the main typologies of projects.

To address the iterative process of systematic combinations and inferences between theory and empirical contextualization (Dubois and Gadde, 2002), we analised six examples of Italian crowdsourcing platforms. The examples selection process has been conducted according to two main criteria: i) reducing the risk of the examples redundancy; and ii) availability of compagnie to collaborate. We analysed in depth the cases we selected to understand the goals companies reached and the effects on the companies marketing strategies. The analysis was qualitative in nature and involved both secondary data (companies reports, press releases, etc.) and primary data coming from the observation of the crowd contest platforms, as well as, from the codification of the crowd comments, of the contest rules, etc. Consistently with the research theoretical construct, the empirical analysis focused on three main unit of analysis: 1) the network of the actors; 2) the activity and the resources involved, and 3) the type of the value that emerges through crowdsourcing.

5. Findings

We identified five type of crowdsourcing platforms in Italy (Table 1).

	DESCRIPTION
Cloud Labor	It applies the idea of cloud computing to human workforce. An interface platform connects labor demand and supply.
Distributed knowledge	To develop, aggregate, and share knowledge and information through open Q&A, user-generated knowledge systems, news, citizen journalism, and forecasting.
Open innovation	The cooperation between companies and its stakeholders in the innovation process. It aims to stimulate customer involvement in the innovation process.
Crowd creativity	To acquire creative contributions (photography, advertising, film, video production, graphic design, apparel, consumer goods, and branding concepts).
Trusted reports	Crowdsourcing is aimed to gather and share social/health information.

Table 1: Different type of crowdsourcing
Source: our elaboration on crowdosurcing.org and Novatech, 2012.

Crowdsourcing has been used primarily for advertising; creativity outsourcing is mostly limited to food initiatives aimed at brand awareness and to gain consumer engagement and, more

generally, of the members of the community (Garcia-Haro et al., 2015).Advertising has always relied on creativity as the most important resource for inspiration (Howkins, 2001, 2001; Roth and Kimani, 2013). Crowd Creativity (crowd advertising) allows the companies to get content in a very fast and cost-effective way compared to the traditional process handled by agencies. Crowdsourcing has lowers costs and allows to get numerous proposals and ideas from a variety of actors (Whitla, 2009; Roth and Kimani, 2013). However the trend toward new type of crowdsourcing project with wider and social purpose (e.g. trusted reports, cloud labor, distributed knowledge) is growing up and shows interesting developments. We investigated a platform for each typology of crowdsourcing (Table 2).

	THE CASES
CO-CONTEST Cloud labour	The platform has been founded in 2012 to create a marketplace for architects worldwide. It connects people with designers through the contests which people can launch for their own need.The company has managed in a short time to find the first investors and to participate at the Luiss Enlabs' programme. The team has been able to throw the platform test and in less than one year the community has increased from few members to thousands of professionals of the worldwide. In the platform, the contest mode to allow the selection of the project is based on the creativity and meritocracy. CoContest, at the present, has participated in 500 StartUps, top business incubator in Silicon Valley and it has launched about 400 contests.
"Nelmulinoche vorrei" Cloud creativity Open innovation	It is designed by *Mulino Bianco*, a bakery products company and was launched in 2009 to collect, analyse and ge ideas, consistently with the values of the Brand. The taim of the project is to improve the loyalty and relationship of customers. The platform is one of the most important examples of the brand community and the participation of the crowd is voluntary. The community, today, has 10.137 ideas, 426.550 comments, 2.831.414 voting (Available to: http://www.nelmulinochevorrei.it/ as at 13/06/2016).
ZOOPPA Cloud creativity	It is the global social network for creative talent to create engaging videos, graphics & prints, innovative concept to generate awareness, sales, traffic and leads. It is a community of more than 360,000 filmmakers and designers worldwide (Available to: http://www.zooppa.com/). Zooppa is born in2007 and today produces digital content for major brands and AD agencies.
BARILLA FACTORY Cloud creativity	Barilla Factory is a creative space to exchange point of views on topics, products and relations. It's a way to participate and to co-create content connecting different countries and culture and engaging creative people, filmmakers and new talents. Every project is related to a region that the Brand can explore through the community. Barilla offers a place where creative people can dialogue and create together new sceneries and new stories; the Barilla Factory serves as an ideas hub where filmmakers share skills and ideas. The aim is to create new languages to communicate 3 main values to improve the Brand position: . diversity, uniqueness and inclusion (Available to: https://www.barillafactory.com/it/call/love-life-love-pasta-in-your-own-way/394/brief#brief).
STARBYTES Cloud labour Crowd creativity	It connects Italian community freelance and professionals with all business for creative works or programming and development services. The platform offers the possibility to propose creative, computer, multimedia works by using the specific instruments and within the limits and conditions of Rules. The projects cover several categories: graphics, web design, programming and development services and money award are provided. There are two main types of projects: contest (it is suitable for graphic services and creativity) and job (to work online with the freelance). "job" is useful to: i) the development of website; ii) software development of any technology; iii) advice of web marketing (SEO, Adwords, links building); iv) translations; v) development of apps for the web (Available to: https://www.starbytes.it/starbytes/home.action); "contest is a perfect solution for obtain a name of the product, a slogan, graphic for the website.

| PAZIENTI.IT

Distributed knowledge | It provides healthy information for people. The platform born in 2010 in Milano. It is a community where people can consult a lot of the current follow-up, information, answers by doctors, on-camera interviews and detailed study on medicines. On the platform is possible to find a lot of specialized doctors in every city, to schedule a follow-up, to buy the check-up at a discount and to send health questions (Available to: http://www.pazienti.it/). |

Table 2: The cases
Source: our elaboration

Table 3 shows findings about all the actors involved in the process (the network) and table 4 describes activities and resources that actors integrate in the crowdsourcing process. Table 5 shows the main evidence about the type of value that actors co-create through the different crowdsourcing projects.

	NETWORK – THE ACTORS AND THE ROLES
CO-CONTEST	There are two types of customers: business and private. The private customers ask for restyling of houses, office and the retail outlets. Business customers, such as estate agencies, can use CoContest to offer high-quality service making the fastest sale. The community is composed of 25000 architects, engineers and interior design from 90 countries. The designer uses the platform as a "showcase" completing their account with the curriculum vitae and project outside of CoContest.
Nelmulino che vorrei	The "*Nel Mulino che Vorrei*" collects ideas from those who want to get involved. All ideas are analyzed to confirm their consistency and feasibility, whereas, at the crowd are asked to vote and to comment those considered as interesting. The participation is open to the adults registered on the website. The platform involves both the experts for the analysis of the ideas and two types of crowd, the consumers and not consumers.
ZOOPPA	Zooppa is a digital marketplace where different players may acquire resources. Zooppa involves over 400 global brands including Nilever, Adidas, Fiat, Alfa Romeo, Jeep, Procter&Gamble, Google, Samsung, Telecom Italia, Siemens, Warner Bros and agencies like BBDO, AKQA, GroupM, Leo Burnett e Ogilvy. Zooppa's partner are network of film schools, universities, and other industry affiliates. The level of involvements is entirely customizable. The community - comprised of 360,000+ filmmakers and designers worldwide - is called to realize creative content for the companies (Available to: http://www.zooppa.com/).
BARILLA FACTOR	Barilla Factory is a platform connecting different countries and cultures. People are invited to imagine stories and concepts, not only related to Barilla's reality, but also to their own world view, new habits and ways of life. The platform Barilla Factory is open to filmmakers and lovers a good food. The crowd is invited to interpret the value to be a good sauce for a short film (Available to: https://www.barillafactory.com/it as at 07/06/2016).
STARBYTES	Starbytes has created a customizable space for big firms, associations and business incubator that want to take advantages of crowdsourcing (for example: starbytes.lastampa.it). Starbyter can access into space and to participate to a project to the Club. Sartbytes is a community of over 50000 Starbyter that including expert creativities, web designers, copywriters, as well as the ICT world professionals and digital technologies. The Starbyter are the thousands of Italian freelances and may refer to any or more categories membership of a recognized professional Starbytes.it., that are: logo designer, graphic designers, programmers, illustrators, copywriters, app developers, web marketing consultants, video maker / animation designers, translators, consultants, product designer, creative / art director.
PAZIENTI.IT	The platform born as a space for patients' voice, satisfied or dissatisfied. Pazienti.it addresses two types of users: patients (or potential patients) and health workers. The platform is a support tool for the choice of healthcare facilities and to book a visit avoiding the inconveniences. On the platform are registered many health care specialists with a personal profile, and in this moment are registered 3000 professionals that answer questions (Available to: http://www.pazienti.it/about as to 16/06/2016).

Table 3: The network
Source: our elaboration

	ACTIVITY – RESOURCE EXCHANGED/INTEGRATE WITHIN THE NETWORK
CO-CONTEST	The customer registers and pays for service: he estabilishes the brief, deadlines, the arrangements for participation and the reward. On the website, there are different proposals to obtain the best results from creatives: concept, project and advanced. In concept and project, the reward has been studied to obtain the maximum participation from designer and keeping the costs lower than off-line similar services. The advanced offers have been studied for the advanced ideas. By 14 days the user can receive many projects with the different perspective and the platform offers: i) the description project and the planimetry for highlight the allocation of the spaces; ii) 3D image to appreciate the solution, the colours and the decors; iii) recommended decors, color scheme and accessories for the dream house; iv) the detailed floor plans of the house; v) the section for understand the vertical distribution and vi) the preliminary cost forecast of each individual project. The platform allows interacting with designers by a chat. The last step of the contest is the communication of the winner. The registration for interior designers is free and the users can access from open contests. Furthermore, CoContest carriers on the activity of the information distribution with the month and annual's classification the top 50 designers.
Nelmulinoche vorrei	*Mulino Bianco* invites to participate through the website or the App. The website offers two sections for the interaction and one for information. The section for the interaction are the "*La Bacheca delle Idee*" and the "*Percorso delle Idee*". In the "*Bacheca delle Idee*", the community posts ideas for new products, for development and for social commitment. In the "*Percorso delle idee*" ideas are organized in three main categories: i) the "*Buone idee*" (the best ideas) are selected every three months, and evalued for originality and feasibility. The selected best ideas become ii) the "*Idee in realizzazione*" by six weeks that is ideas in development for new products. iii) The "*Idee realizzate*" is a list of the best ideas that have been developed up to now (Available to: http://www.nelmulinochevorrei.it/ as at 13/06/2016).
ZOOPPA	Zooppa offers a platform through the site www.zooppa.com (the "Site') to sponsor, post and promote projects (Projects) with specifications provided in a creative brief (Creative Brief) and members to submit work (Work) for a project received by the sponsor. Registration is free and users can choose between open contests, consulting of materials provided by brands. The crowd agrees to refrain from using 3D models, iMovie/Final Cut pro pre-animated video templates or any other similar video template or any media content available online through video channels (i.e. video). Most of the members upload within the last 24-48 hours of a project closing and can upload more videos. Companies can choose different 3 solutions: 1)Super (Includes 1-3 Videos Owned; 30-50 Videos Submitted; 1 Campaign Manager; Organic Social Media); 2)Superb (Includes 7-10 Videos Owned; 50-80 Videos Submitted; 1 Campaign Manager; Social Media Push) and 3)Supreme (Includes 10-20 Videos Owned; 60-120 Videos Submitted; Dedicated Management Team; Hyper Targeting) (Available to: http://www.zooppa.com/en-us). The activities are organized as follows: i) definition of assets & brief - 1 week - Zooppa works with the Brand to develop the brief and make it appealing for our community; ii) production period - 4-8 weeks - creatives produce content and upload to Zooppa.com; iii) selection phase - 1 week - the team organises the content and supports the brand during the selection phase. Finalists are selected; iv) revision & delivery - 1-2 weeks - content is revised (if needed) and Brand receives full rights to use the content. Creatives are awarded.
BARILLA FACTORY	The first race was "Lovelife, love pasta: in your own way!" and in this contest required a video for explain in pictures and images original story that make the people unique and different. The videos were focused on the original life mode and to sit at the table the Italian people (Available to: https://www.barillafactory.com/it/call/love-life-love-pasta-in-your-own-way/394/brief). Barilla Factory is creative space, where the crowd can see and comment on videos and the magazine's articles. All the short films will be visible on videofactory.barilla.com, Barilla's Facebook pages and www.youtube.com/barilla. The moderators will read the comments and remove the offensive and inappropriate ones links. The prize for the winners is a monetary reward and for the final competition the rewards are: 1° content: 15.000 euros; 2° content: 10.000 euros; 3° content: 3.000 euros and for 4°-15° content: 1.000 euros.
Starbytes	Starbytes is a platform that to allows to take advantages of potential crowdsourcing. The customers for published a campaign must define the aim, the content, the brief and the deadlines, to deposit the budget at Starmaster (team of Starbytes) and to pay the Fee fees of 20% of the budget. The Starbyter and Social Starbyter - in total autonomy - can join in the campaign, but they can participate only once in the contest (Available to: https://www.starbytes.it/s/come-funziona-starbytes/). In contest mode, it is possible to receive hundreds of proposals to choose the best and the aim is to choose the perfect solution. The job mode allows receiving the technical and economic offers to find the best professional freelance. The customer can evaluate and vote. The place where the client can communicate with the creative is the creative's gallery. In this place is possible to communicate with the finalist creative and to ask for changes or improvements of the proposal. Furthermore, creative's gallery is useful for have a complete view of individual creative works.

	Pazienti.it is a community that provides information for the healthcare services. The platform offers an information space organized in three sections: 1)diseases (the list of hundreds of physical conditions), 2)drugs (updated list of drugs and the package leaflet) and 3)therapies (traditional therapies, alternative therapies and natural therapies). Furthermore, on Pazienti.it there is a dedicated a space for the news from blogs on well-being, fitness and food. The user can find health specialists in every city, talk with them, consult the videos and see performances, descriptions and prices. The platform counts about 10.000 contents and answers. To access the services is required to log-in (free). In the marketplace space section is possible to find the health boxes at a promotional price.

Table 4: Activities and resources
Source: our elaboration

	VALUE
CO-CONTEST	CoContest offers the advantages of lower costs and time respect the traditional market. The contest mode improves the value for customers by proposing an unique offers. The private customers users one-off the platform by restyling the residential apartment but CoContest has already registered different cases the loyalty (the satisfied customers launched the second contest). For designers value depends on the visibility and the possibility to have a wider market (customers).
Nelm ulino	The co-creation process is activated by the continuous interaction with the users. *Mulino Bianco* keeps the relationship with consumers and turning in activity participants for improve the Brand through the ideas, experiences, the needs and discussion.
ZOOPPA	Creative resources generated by the crowd are more attainable through to interaction with filmmakers and designs worldwide. The Global Brands look for innovative ideas and the variety is the real additional value. The direct interaction represents an opportunity and allows of co-create a product (videos) and to increase their competitive advantage. Furthermore, the value for brands is increased by reduction costs compared to the traditional costs for the agencies. Community members can consult different sections of the site, for example, news on competitions, opportunities for creative (training courses of Graphic Design, Picture and Digital Marketing with discounts for Zooppa's community), tips to create and information materials to enter the competitions. Members of the community have the opportunity to display the work in the member's personal professional portfolio, just like a real curriculum vitae. The prize for the winners is a monetary reward. The monetary prize is not the only factor driving of the contest, but the main motivation is personal satisfaction for co-creating the success of brands.
BARILLA FACTORY	The process of co-creation value for Barilla Factory emphasizes that Barilla uses online projects to create new products for intensify the open dialogue with the crowd. Barilla seeks to involve the sustainability policy between the crowd for establish a contact and to obtain suggestions and indications for improve the aim of the brand that alone can not reach (Bujor et al, 2014; Bujor et al., 2016). The Brand uses the crowd for improve the market position and the image brand through young talents, such as design, graphics, photo-video. According to Susani (Director Brand Development Barilla), this relations system with professional, filmmakers and lovers will allow Barilla to explore new languages, to receive original contributions and to open at different creativity. Gianni (Director Digital Marketing) asserts that Barilla Factory allows to actively engage people and to overcome geographical barriers worldwide (Barilla, 2012).
Starbytes	The value co-creation in Starbytes is double. The customers can obtain the best proposal - opting between contests and job - with a lower budget compared to a typical contract and in less time. The customer who chooses the job mode can co-create the product together with the chosen freelance the right product for your needs. In Starbytes, the value co-creation process is large and is enabled by the interaction between the customers and the freelances. Furthermore, the value depends on the matching between the job offer and the job application.

Pazienti.it	The value, generated through the platform concern the all community and not only the patients. Many people are frustrated because unable to enforce their voice for the deficiency of the services. The platform allows patients to be heard and to interact with competent staff in the cases of breakdown which emotionally undermine the patients. Pazienti.it is a space where the traditional buzz is reconsidered in technologies keys to achieve as a specific question of social concern and to create the "collective intelligence". Furthermore, the platform is a tool for the customer satisfaction, an information structure and feedback model which facilitates the communication of the value.

Table 5: The value co-creation
Source: our elaboration

6. Discussion

The examples above showed that crowdsourcing platforms, although through different ways and intensity, are place where different actors can meet and share different types of interest (entertainment, business, social, learning) and resources (information, skills, competences, knowledge creativity); they work as a *connection place* and may enable different process of value co-creation depending on the specific aim of the actors. They are open systems (Edvarsson, Tronvoll, 2013; Vargo, Lusch, 2011) which favorite the interaction between the different actors (the crowd and crowdsourcer) and then, the resources integration process (Lusch, Nambisan, 2015), that is a condition for the co-creation of value.

The study allowed to draw a practice of crowdsourcing that, favoring the encounter and interaction between an actor (the crowdsourcer) and a multitude of different parties together to the background, skills, resource baggage (the crowd) offers enabling conditions to share resources and to co-create value through the recombination of the same resources. The technology, as has been observed in the literature (Maglio, Spohrer 2008), plays a critical role in the creation of value as it is an activator of the same resources, and it can increase the value in use (Storbacka et al., 2012); information technology, and Internet-based technology, in particular, allow the actors to access additional resources (Vargo, Lusch, 2011) and represent a privileged channel to activate and convey interactive relationships.

We argue a practice of crowdsourcing which focus on the process of value co-creation as the result of interaction between the crowd and the crowdsourcer (Figure 1).
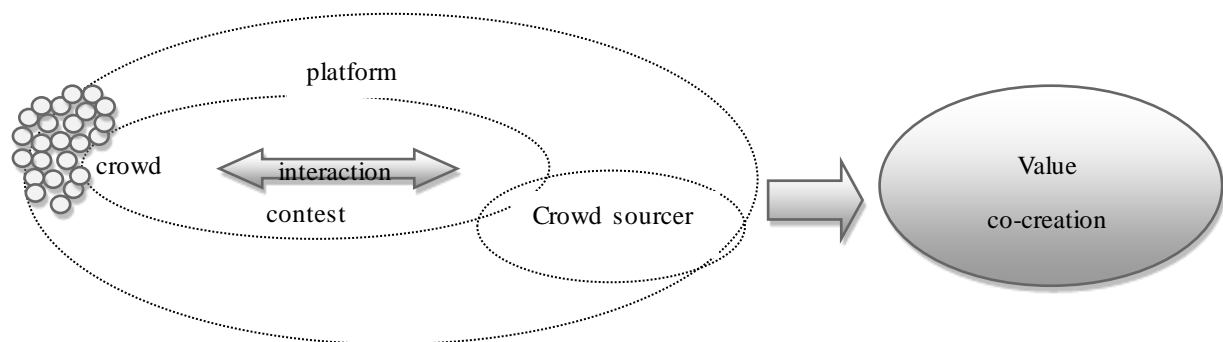

Figure 1. A crowdsourcing value co-creation oriented practice
Source: adapted by Colurcio (2016)

The platform is the infrastructure element of the practice and the contest constitutes the mechanism of the technical operation; interaction is the main process of the practice.

The platform identifies the digital space and sets the context for the meeting of the different players making available applications and tools that encourage and nurture the development of relations, the collection and management of information, as well as the transparency of the relationships. The platform is a set of functional attributes that define the marketplace in which

the crowd and crowdsourcer meet. The platform offers many possibilities: from simple opportunity to look around and / or to gain visibility to the development of effective business relationships. The platform provides the necessary space for the orientation of the crowd and crowdsourcer and for the development of the relationship, but does not in itself guarantee the relationship. The interaction and, therefore, the triggering of value creation process, is allowed by the contest. The contest is the feed mechanism of the practice: lays down the timing, terms, requirements and rewards of the relationship. The process of interaction is the heart of the practice of crowdsourcing as it allows the development of the fundamental condition for the co-creation of value (Vargo, Lusch, 2009). The interaction consists of dialogue or effective collaboration between different actors, enables the creation of value not only for all those involved, but also for visitors to the platform or that are marginal users. The value is co-created by crowdsourcer and crowds and can be distinguished in i)value for crowdsourcer, ii) value for the platform, iii)value for users of the platform (not participating in the contest) which takes on different meanings and values depending on the specific recipients.

7. Conclusions

The crowdsourcing platform allows the development of new business models by opening outsourcing possibilities, which allow for higher margins and at the same time, offer opportunities for development and learning. Compared to the traditional outsourcing of an asset or a service, indeed the crowdsourcing digital platform allows the interaction with a multiplicity of actors in a very short time (the duration of the contest) and, therefore, the activation of the knowledge spiral knowledge. Such a process generates learning and increases the value of the available resources of the subjects involved in the interaction. However, crowdsourcing hatchs non-negligible risks in terms of sustainability of the business model. On the one hand, the value generated through the platform can be easy capture by actors who have not participated in the process impoverishing the actors who contribute to the process with their own resources to obtain a higher value, but fail to capture (value destruction). Crowdsourcing is still in an embryonic state that, apart from some success stories, is transformed in most cases in a promotional experiment aimed at increasing visibility of companies and professionals at least in Italy.

To assess the impact and the effects, in terms of business performance, further research are called for. First, a longitudinal analysis, should to verify the sustainability of the initiatives in the medium term (at least three years after the launch of the platform).The study is exploratory and has been developed through a qualitative methodology that made possible to analyze in depth a new and scant understood phenomenon. Further research should be directed to a detailed survey of the phenomenon and its analysis for different business sectors in order to highlight any contextual variables and objective variables.

References

ALBORS J., RAMOS J. C. and HERVAS J. L., 2008. New learning network paradigms: Communities of objectives, crowdsourcing, wikis and open source. *International Journal of Information Management*, 28/3, 194-202.

ANDERSON J. C., HÅKANSSON H. and JOHANSON J., 1994. Dyadic business relationships within a business network context. *The Journal of Marketing*, 1-15.

BARILLA, 2012. Nasce Barilla Video Factory Amanti della buona tavola e del video making da tutto il mondo raccontano perché "mi piace essere un sugo Barilla". Available to: *http://www.barillagroup.com/sites/default/files/CS_ita_Barilla-Video-Factor_20121122.pdf*

BARNEY J., 1991. Firm resources and sustained competitive advantage. *Journal of management*, 17/1, 99-120.

BOGERS M., AFUAH A. and BASTIAN B., 2010. Users as innovators: a review, critique, and future research directions. *Journal of management*.

BOUDREAU K. J., LACETERA N. and LAKHANI K. R., 2011. Incentives and problem uncertainty in innovation contests: An empirical analysis. *Management Science*, 57/5, 843-863.

BUJOR A. and AVASILCAI S., 2014. Co-creation innovation in consumer goods industry: The case of Barilla Group (A). *Annals of The Oradea University, Fascicle of Management and Technological Engineering*, ISSN, 1583-0691.

BUJOR A. and AVASILCĂI S., 2015. Creativity and innovation by empowering the customer: The case of Mulino Bianco. Part II: The digital customer value added. In: *IOP Conference Series: Materials Science and Engineering*, Vol. 95, No. 1, p. 012147. IOP Publishing.

BUJOR A., RUSU G. and AVASILCAI S., 2016. Engaging customers inco-creation of value consumer goods industry: a comparative analysis. In: *Managing Innovation and Diversity in Knowledge Society Through Turbolent Time. Timisoara, Romania* (25-27 May).

CARIDA A., COLURCIO M., and MELIA M., 2014. Rethinking and improving the health care service through interactive web technologies. *In: Managing Consumer Services* (pp. 191-210). Springer International Publishing.

CARIDÀ A., COLURCIO M., and MELIA M., 2016. Designing a collaborative business model for SMEs. *Sinergie Italian Journal of Management*.

CARIDÀ A., MELIA M., and COLURCIO M., 2014. Interactive Technologies to Enhance Collaborative Practice for Innovation. *Advances in The Human Side of Service Engineering*, 1, 247.

CHANAL V. and CARON-FASAN M. L., 2010. The difficulties involved in developing business models open to innovation communities: the case of a crowdsourcing platform. *M@ n@ gement*, 13/4, 318-340.

COLURCIO M., LAUDONIO A., (Eds), 2016. *La folla e l'impresa. Un dialogo sulle dinamiche di co-creazione di valore e strumenti di finanziamento dell'impresa*. Cacucci Editore, Bari

COVA B., 2008. Marketing tribale e altre vie non convenzionali: quali ricadute per la ricerca di mercato?. *Micro & Macro Marketing*, 17/3: 437-448.

DIGOUT J., AZOURI M., DECAUDIN J. M. and ROCHARD S., 2013. Crowdsourcing, Outsourcing to Obtain a Creativity Group. *Arab Economic and Business Journal*, 8/1, 6-15.

DJELASSI S. and DECOOPMAN I., 2013. Customers' participation in product development through crowdsourcing: Issues and implications. *Industrial Marketing Management*, 42/5, 683-692.

DOURISH P., 2001. Seeking a foundation for context-aware computing. *Human–Computer Interaction*, 16(2-4), 229-241.

DUBOIS A., GADDE L. E., 2002. Systematic combining: an abductive approach to case research. Journal of business research, 2002, 55.7: 553-560.

EDVARDSSON B. and TRONVOLL B., 2013. A new conceptualization of service innovation grounded in SD logic and service systems. International Journal of Quality and Service Sciences, 5(1), 19-31.

ERICKSON, L., PETRICK, I. and TRAUTH, E., 2012. *Hanging with the right crowd: Matching crowdsourcing need to crowd characteristics.*

ERKINHEIMO P. and DOMBOWSKY P., 2013. *Crowdsourcing and Open Innovation for Enterprises.*

ESTELLES-AROLAS E. and GONZALEZ-LADRON-DE-GUEVARA F., 2012. Towards an integrated crowdsourcing definition. *Journal of Information Science*, April 2012 vol. 38 no. 2 189-200

FABRIS G., (2003). *Il nuovo consumatore: verso il postmoderno* (Vol. 39). FrancoAngeli.

FELDMAN M. S., and ORLIKOWSKI W. J., 2011. Theorizing practice and practicing theory. *Organization science*, 22/5, 1240-1253.

FLEISCHMANN K., 2015. Democratisation of design and design learning-How do we educate the next-generation designer. In: *International Journal of Art and Sciences (IJAS) Conference*, June (pp. 23-26).

GARCIA-HARO M.A., MARTINEZ-RUIZ M.P. and CANAS R. M., 2015. Value Co-Creation, Social Media, and Marketing 3.0: Towards the Search for Competitive. *Handbook of Research on Integrating Social Media into Strategic Marketing, 99.*

GATAUTIS R. and VITKAUSKAITE E., 2014. Crowdsourcing application in marketing activities. *Procedia-Social and Behavioral Sciences*, 110, 1243-1250.

GEIGER D., SEEDORF S., SCHULZE T. NICKERSON R. C. and SCHADER M., 2012, Managing the Crowd: Towards a Taxonomy of Crowdsourcing Processes. *AMCIS 2011 Proceedings* - All Submissions. Paper 430.

GRÖNROOS C., 2011. Value co-creation in service logic: A critical analysis. *Marketing theory*, 11/3, 279-301.

GUMMESSON E. and POLESE F., 2009. B2B is not an island!. *Journal of Business & Industrial Marketing*, 24(5/6), 337-350.

HOLT D. B., 1995. How consumers consume: A typology of consumption practices. *Journal of consumer research*, 22/1, 1-16.

HOWE J., 2006. *The rise of crowdsourcing*. Wired magazine, 14/6, 1-4.

HOWE J., 2008. *Crowdsourcing: How the power of the crowd is driving the future of business.* Random House.

HOWKINS J., 2001. *The Creative Economy: How People Make Money From Ideas. London: Penguin.*

JEPPESEN L. B. and LAKHANI K. R., 2010. Marginality and problem-solving effectiveness in broadcast search. *Organization science*, 21(5), 1016-1033.

KAZMAN R. and CHEN H. M., 2009. The metropolis model a new logic for development of crowdsourced systems. *Communications of the ACM*, 52(7), 76-84.

KERN R., 2014. Introduction. In: *Dynamic Quality Management for Cloud Labor Services* (pp. 3-7). Springer International Publishing.

KJELLBERG H. and HELGESSON C. F., 2006. Multiple versions of markets: Multiplicity and performativity in market practice. *Industrial Marketing Management*, 35/7, 839-855.

KLEEMANN F., VOß G. G. and RIEDER K., 2008. Un (der) paid innovators: The commercial utiliza-tion of consumer work through crowdsourcing. *Science, technology & innovation studies*, 4/1, PP-5.

KORKMAN O., 2006. Customer value formation in practice: a practice-theoretical approach. Svenska handelshögskolan.

KORKMAN O., STORBACKA K. and HARALD B., 2010. Practices as markets: Value co-creation in e-invoicing. *Australasian Marketing Journal (AMJ)*, 18/4, 236-247.

LUSCH R. F. and NAMBISAN S., 2015. Service Innovation: A Service-Dominant Logic Perspective. Mis Quarterly, 39(1), 155-175.

MAGLIO P. P and SPOHRER J., 2008. Fundamentals of service science. Journal of the Academy of Marketing Science, 36(1), 18-20.

MALONE T. W., LAUBACHER R. and DELLAROCAS C. N., 2010. The collective intelligence genome, *MIT Sloan Management Review*, Spring, 51/3, 21-31.

MASELLI I., LENAERTS K., and BEBLAVY M., 2016. Five things we need to know about the on-demand economy. CEPS Essay, (21/8).

MCCOLL-KENNEDY J. R., VARGO S. L., DAGGER T. S., SWEENEY J. C. and VAN KASTEREN, Y., 2012. Health care customer value cocreation practice styles. *Journal of Service Research*, 1094670512442806.

NORMANN R. and RAMIREZ R., 1993. From value chain to value constellation. *Harvard business review*, 71/4, 65-77.

PENROSE E. T., 1959. Profit sharing between producing countries and oil companies in the Middle

East. The Economic Journal, 69(274), 238-254.

PENROSE E. T., 1959. The theory of the growth of the firm. Oxford University Press Oxford UK.

PITELIS C. N., 2007. A behavioral resource-based view of the firm: the synergy of Cyert and March (1963) and Penrose (1959). *Organization Science*, 18/3, 478-490.

PRAHALAD C. K. and RAMASWAMY V., 2000. Co-opting customer competence. *Harvard business review*, 78/1, 79-90.

PRAHALAD C. K. and RAMASWAMY V., 2004. Co-creation experiences: The next practice in value creation. *Journal of interactive marketing*, 18/3, 5-14.

PRPIĆ J., SHUKLA P., KIETZMANN J. H. and MCCARTHY I. P., 2015. How to work a crowd: Developing crowd capital through crowdsourcing. *Business Horizons*, 58(1), 77-85.

QUERO M.J., VENTURA R., SANTOJA A., 2013. "The role of balanced centricity in the creative industries adopting a crowd-funding organisational model", In: *The 2013 Naples Forum on Service, Ischia, 18-21 June.*

RECKWITZ A., 2002. Toward a theory of social practices a development in culturalist theorizing. *European journal of social theory*, 5/2, 243-263.

REICHWALD R., and PILLER F., 2006. Interaktive Wertschöpfung. Open Innovation, Individualisierung und neue Formen der Arbeitsteilung. *Wiesbaden*, 22009.

ROTH Y., 2015. *The State of Crowdsourcing in 2015, How the world's biggest brands and companies are opening up to consumer creativity*. Technical Report. eYeka.

ROTH Y., and KIMANI R., 2013. Crowdsourcing in the production of video advertising: The emerging roles of crowdsourcing platforms. *International Perspectives on Business Innovation and Disruption in the Creative Industries: Film, Video and Photography (Edward Elgar Publishing).*

ROTH Y., PETAVY F. and BRAZ DE MATOS M., 2016. *The State of Crowdsourcing in 2016*. Technical Report. eYeka.

SCHATZKI T., 2002. *The site of the social: A philosophical exploration of the constitution of social life and change.*

SCHAU H. J., MUÑIZ JR A. M., and ARNOULD E. J., 2009. How brand community practices create value. *Journal of marketing*, 73/5, 30-51.

SCHENK E. and GUITTARD C., 2011. Towards a characterization of crowdsourcing practices. *Journal of Innovation Economics & Management*, 1, 93-107.

STORBACKA K., FROW P., NENONEN S. and PAYNE A., 2012. Designing business models for value co-creation. *Review of Marketing Research*, 9/2012, 51-78.

VARGO S. L. and AKAKA M. A., 2009. Service-dominant logic as a foundation for service science: clarifications. *Service Science*, 1/1, 32-41.

VARGO S. L. and LUSCH R. F., 2011. It's all B2B… and beyond: Toward a systems perspective of the market. Industrial Marketing Management, 40(2), 181-187.

VARGO S.L. and LUSCH R.F., 2008b. From goods to service(s): Divergences and convergences of logics, *Industrial Marketing Management*.

WHITLA P., 2009. Crowdsourcing and its application in marketing activities. *Contemporary Management Research*, 5/1.

ZWASS V., 2010. Co-Creation: Toward a Taxonomy and an Integrated Research Perspective. *International Journal of Electronic Commerce*, 15/1, 11-48.