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Marketing of crowdsourcing platforms developing open innovations

Marketing platform crowdsourcingowych rozwijających otwarte innowacje

Abstract

Crowdsourcing platform (CP) enables online generation of open innovations, including new products, by prosumers as crowd (the Internet community) members for its clients (companies, non-profit organizations, individuals). The following goals are defined in the paper: (1) creating CP marketing concept for CPs developing open innovations, that combines characteristics of: the marketing orientation, collaborators, marketing research and marketing mix of the platforms; (2) verifying the possibilities of applying the proposed components of marketing mix in business practice, which are the core of the presented marketing concept for CPs. The article includes relevant literature studies as well as the analysis of marketing mix application in business practice by selected platforms and taking into account the research results that was carried out for 69 CPs in 2023. The final conclusion is as follows: the formulated research problem – How to apply marketing also with the use of marketing mix in activities of CPs developing open innovations? – has been solved and defined goals have been achieved in the paper.

Keywords

crowdsourcing platform, marketing orientation, prosumer, marketing mix, marketing research

Streszczenie

Platforma crowdsourcingowa umożliwia tworzenie online otwartych innowacji, także nowych produktów, przez prosumentów jako przedstawicieli społeczności internetowej dla jej klientów (przedsiębiorstw, organizacji non-profit, ludzi). W artykule zdefiniowano następujące cele: (1) opracowanie koncepcji marketingu dla platform crowdsourcingowych rozwijających otwarte innowacje, która obejmuje charakterystykę: orientacji marketingowej, współpracowników, badań marketingowych i marketingu mix platform; (2) weryfikację możliwości zastosowania w praktyce gospodarczej zaproponowanych składowych marketingu mix, który jest rdzeniem przedstawionej koncepcji marketingu dla platform. W artykule przeprowadzono odpowiednie studia literaturowe, a także analizę zastosowania marketingu mix w praktyce gospodarczej przez wybrane platformy oraz na podstawie wyników badań przeprowadzonych online dla 69 platform crowdsourcingowych w 2023 r. Końcowy wniosek jest następujący: sformułowany problem badawczy „Jak stosować marketing z wykorzystaniem marketingu mix w działalności platform crowdsourcingowych rozwijających otwarte innowacje?” został rozwiązany w artykule, a zdefiniowane cele zostały osiągnięte.

Słowa kluczowe

platforma crowdsourcingowa, orientacja marketingowa, prosument, marketing mix, badania marketingowe

JEL: M31, O35

Introduction

The growing need to compete in innovation market and opportunities of the Internet application in social and economic interactions have led to greater globalization in open innovation sourcing, particularly through crowdsourcing platforms (CPs) (Bakici, 2020, p. 1). CP is a form of IT-enabled generation of open innovations by a crowd (the Internet's community)

members (as prosumers also voluntary workers) for the platform clients (companies, non-profit organizations, individuals) (Dolińska, 2019; 2024). Currently crowdsourcing is associated with a similar term – "customer made". Crowdsourcing enables a practical application of value creation in marketing on the platform where prosumers can create and/or co-create innovative solutions also new products through their online work (Yuksel et al., 2019, p. 5). Marketers understand benefits of

using crowdsourcing to innovate in a manner that stimulates market learning (Gruner & Power, 2017, p. 1060).

The author's research to date was the basis for distinguishing the following types of CPs developing open innovations on the Internet (Dolińska, 2019, p. 359):

- CPs are independent companies that operate as intermediaries between open innovation clients and crowd members (external CP);
- Crowdsourcing activities are developed inside organizations also companies (internal CP), that are clients and owners of open innovations which are developed by crowd members.

Gatautisa and Vitkauskaite (2014) explored crowdsourcing deployment in the following company's marketing activities: product management, pricing, distribution, communication management, marketing planning and research. The authors presented examples of practical usage of these activities by chosen companies.

The relevant literature review shows that marketing concept for all CPs developing open innovations and using the appropriate marketing mix that is the core of this concept – has not been studied by researchers until now and this concept development may be a research gap. Therefore, the following research problem is formulated to be solved in this paper: "How to apply marketing also with the use of marketing mix in activities of CPs developing open innovations?"

To solve this problem the following purposes are defined for all (defined above) types of CPs developing open innovations:

- 1) to present the author's proposal of the marketing concept for CPs developing open innovations, that combines characteristics of: CPs marketing orientation, users i.e. prosumers as providers of innovative solutions and clients (seekers) of them and other participants of open innovations that are generated on CPs, as well as marketing mix and marketing research for the platforms;
- 2) to analyse possibilities of practical application of CPs marketing mix on the example of selected and researched CPs; marketing mix connects the proposed components: people, open innovation process, price politics, distribution and marketing communication.

The literature studies cover characteristics of CP activities and its innovative offer, the role of prosumers and clients in crowdsourcing, as well as market orientation and marketing research that can be applied on CPs developing open innovations. The idea of marketing for CPs developing open innovations is proposed and opportunities of marketing mix components' application in the platforms' activities are analysed in the paper.

Possibilities of marketing mix application on CPs are described using examples of the appropriate activities of the selected platforms as well as the results of online research that was carried out for 69 CPs on the Internet in 2023. CPs developing open innovations were selected for the research in a non-random and purposeful manner. Secondary research and observations of the examined platforms' websites and also used by them social media were conducted in this study.

Characteristics of crowdsourcing platform (CP) activities and its offer

CPs have the ability to deliver value to clients in a more effective way, because crowd members can solve innovative problems faster, cheaper and even better than traditional companies are able to do it themselves (Blohm et al., 2018; Kohler, 2018). The value of the crowdsourcing innovation is that not only experts from the relevant domain but also hobbyists who may have fresh ideas how to generate new solutions are engaged in innovative challenge solving (Acar, 2019, p. 1).

The common elements identifying crowdsourcing are the crowd (providers of innovative solutions), the crowdsourcer (clients who order solving innovative problems), the crowdsourcing tasks to be performed on CP, and the platform using software through which crowdsourcing is managed (Juarez-Varon & Monreal, 2025, p. 2). Various CP activities include the use of social networks that allow users to communicate and share tasks as well as the organization of ideation activities that include individual and groups of solvers (Daradkeh & Atalla, 2022, p. 634).

CP managers provide the relevant services targeted at the following users: crowd members as prosumers and also crowdsourcing workers, clients ordering open innovations, other external collaborators of the platforms (experts, consultants, patent owners, trainers of crowd members, facilitators of software, employees of specialized firms) as well as other users who follow information on the platform's website and its social media about CP activities, achievements on the online market, innovative offer for clients, tasks for crowd members and innovative challenges solved by them.

In crowdsourcing, customers can exchange thoughts and co-create values with the companies to pave the way for the companies' future development (Sun et al., 2023). Many firms use crowdsourcing to increase customer participation to generate more successful innovations. For example, the Muji brand reports that products created with customer input result in sales five

times higher than those created through internal R&D (Gruner & Power, 2017, p. 1060).

The choice between establishing an internal CP and using an external intermediary is a crucial decision in crowdsourcing. Over recent decades, the market for intermediaries has grown significantly. Some well-known examples of this kind CPs include InnoCentive, NineSigma, IdeaConnection and Yet2 (Zuchowski et al., 2016; Karachiwalla & Pinkow, 2021).

The role of prosumers and clients in crowdsourcing

Marketers are increasingly turning away from traditional customer participation towards online methods to innovate as crowdsourcing that stimulates market learning (Chang & Taylor, 2016, p. 49). Crowdsourcing can be also characterized as a spectacle deploying working consumers' and consuming producers' look and feel to revamp traditional consumer and producer roles (Bauer & Gegenhuber, 2015, p. 663). It is based on outsourcing participative and creative activities to the crowd of current and potential product users to leverage the collective intelligence of customers during solving innovative challenges (Gruner & Power, 2017, p. 1061), and also enable them to generate new ideas, products that can take into account orders, expectations of CP clients as well as unusual market needs.

The value creation process on CPs is focused on consumer participation in production (consumer work) and social behaviours among consumers (Ford et al., 2015; Yuksel et al., 2019). Crowdsourced customer participation has shifted towards a more encompassing meaning that includes manifold online data collection methods intended to discover valuable needs, expectations of consumers in the idea, new product generation processes (Gruner & Power, 2017, p. 1069). In this way crowdsourcing can be an example of using marketing research and creating new market values for CP clients.

Recent trends in open innovation emphasize the potential of crowd members as prosumers to create, deliver, evaluate, select innovative ideas also generate new product, and participate in their promotion and/or sale. Crowd members create innovative solutions individually and/or in teams, within networks, also during collaboration with CP clients and others external partners.

Prosumption (the nexus of production and consumption) is used in crowdsourcing because prosumers create value for themselves, others and the marketer (Darmody et al., 2017, p. 1093). Crowd members as prosumers may be experts,

researchers, specialists, representatives of commercial entities, universities or amateurs who decide on work and submitting innovative solutions to specific problems to be solved on CPs (Dolińska, 2024; 2019). Additionally, crowdsourcing blurs the roles of consumers and producers by hiring consumers to use their time, effort, knowledge and becoming a consumer-supplier (Witek & Hall, 2016, p. 216).

The successful example of crowdsourcing is Wikipedia that have attracted millions of people around the world to collaboratively write, organize and modify almost any content involved in the wiki pages. Individuals often participate and contribute to wiki communities through mutual cooperation, by sharing own expertise and knowledge (Shen et al., 2014, p. 145). They can be creators and also readers of Wikipedia studies.

Benefits of crowdsourcing are the increase of market acceptance of innovative solutions also new products created on CPs for clients, and the improvement of the individual or institutional consumer's perception of novelty (Devece et al., 2017). For instance, Threadless CP relies solely on customers to create and share their product designs.

Market orientation of CP

Market orientation is the foundation for achieving competitive advantages that are difficult for competitors to copy and which can lead to increased positive results or long-term business and market success of the company (Alqahtani et al., 2023; Juarez-Varon & Monreal, 2025). Adopting a market orientation contributes to the process of capturing, interpreting, disseminating, and using market information regarding customers, competitors, distributors, and suppliers (Devece et al., 2017, p. 1128) and also concerns crowd members, clients, managers and other external collaborators of CPs.

In line with market orientation, CPs should identify and serve the best markets for themselves taking into consideration orders, expectations of clients, as well as research and analyse the changes in target market, predict its trends, adapt crowdsourcing activities to tasks and preferences of current and potential prosumers, influence their commitment in performing work, and promote its effects. CPs try to create effective exchange of information and knowledge with clients, crowd members as well as between them to build mutual beneficial interactions and relations with them. CP managers focus on delivering clients innovative solutions of the highest values and motivating crowdsourcing

workers to effective work. CPs propose clients and prosumers satisfactory, high-quality services as well as try to organize collaboration with them that will bring them the expected benefits as well as synergy effects to the platform in serving the online market, and also building trust in CP activities.

Research of Devece et al. (2017) confirms that market orientation is synonymous of innovation and better perceived quality of products and services that meets consumers' needs, also new processes, ways of better organizing the work and the improvement in the firm image and customers' loyalty.

Market orientation of organizations consists of customer orientation (detecting and attempting to satisfy consumer needs) and competitor orientation (taking into consideration the strengths and weaknesses of competitors' offer) (Juarez-Varon & Monreal, 2025). Customer's orientation of CP concerns its cooperation with prosumers and clients as well as creating competitive innovative solutions for CP clients. Generating new values during development of open innovations that are competitive on the market bring benefits to crowd members as workers, also potential consumers, as well as CP clients.

A key role for marketing on digital business platforms is to increase the quality of interactions among users and also reduce costs of transaction and production. These interactions are key enablers of value creation and should be carefully coordinated (Rangaswamy et al. 2020, p. 72). Companies are increasingly implementing crowdsourcing also due to the high level of interactions achieved between them and customers (Juarez-Varon & Monreal, 2025, p. 4).

Market orientation of CPs is closely related to using communication technologies which enable mutual flow of information, knowledge, innovative solutions with prosumers and clients during open innovation development. The above studies confirm, that market orientation of CPs includes prosumer orientation connected with understanding clients' needs and current competitors' skills as a basis for creating open innovations on the platforms and launching new solutions also products in the market.

Marketing research and the concept of CP marketing

Kannan and Li (2017, p. 23) proposed the digital marketing definition as an adaptive, IT-enabled process by which organizations collaborate with customers and partners to jointly

create, communicate, deliver, and sustain value for all stakeholders.

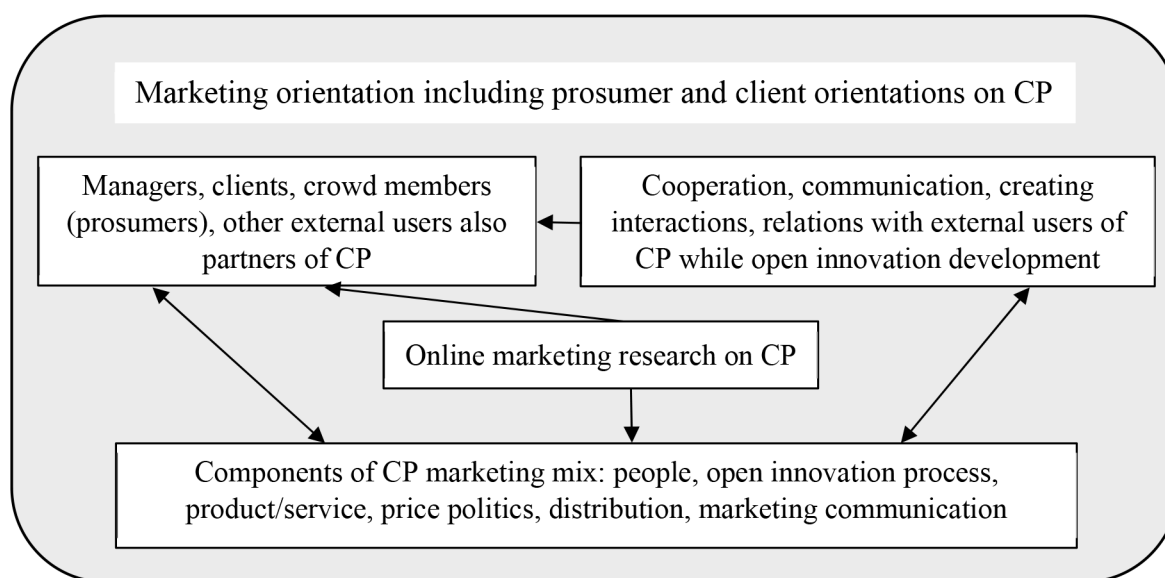
The advantages of crowdsourcing application include conducting marketing research (i.e. testing of new products, presenting current expectations of consumers, their opinions on products, providing access to professionals in certain topics (Juarez-Varon & Monreal, 2025, p. 2). Marketing research is conducted online and on a continuous basis on CP. It connects: learning needs, expectations of clients, as well as possibilities, skills and preferences of crowd members that enable the platform to acquire the best new ideas and solutions from prosumers, also during contests organized for solvers, the aim of which is to submit proposed solutions. CPs also involve crowd members in the evaluation of submitted solutions to choose the best ones as a result of consumers voting and/or discussion on them. This is the market test of submitted solutions by prosumers. Financial and marketing assessment of the best solutions is conducted by clients' experts to decide whether they should be promoted and sold in the relevant markets.

Innovation contests in crowdsourcing are typically used to solve creative problems in the form of an open call to large network of potential contributors. In such contests, crowd members self-select into participating and compete with each other to generate the best solution(s) which are awarded by their clients, typically in the form of monetary awards (Bernier et al., 2023; Blohm et al., 2018). The contests are the marketing research form conducted on CPs.

The purpose of conducting marketing research on the Internet by CP is cooperation with the appropriate clients to know their current expectations as well as crowd members to improve their crowdsourcing work and motivate them to elaborating innovative solutions also new products of high quality. In this way, CPs try to integrate the skills, experience, knowledge of prosumers to improve own market offer that consists of innovative solutions ordered by clients according to their requirements and the relevant services that are proposed CP users. CPs enable prosumers to anticipate evolution of innovation markets served by crowdsourcing clients also define new expectations and preferences of these markets' consumers.

For instance, crowdsourcing is applied in business practice to carry out market-related work, such as Amazon's Mechanical Turk platform, where small tasks are posted for users to work on temporarily for a few days or even minutes (Juarez-Varon & Monreal, 2025, p. 8).

From marketing research perspective crowdsourcing gives opportunity to reach large group of potential consumers but their motivation is

Figure 1. The marketing concept for crowdsourcing platform (CP) developing open innovations

Source: author's own work.

necessary for keeping engagement of crowd members in gathering market information (Gatautisa & Vitkauskaitė, 2014, p. 1247), as well as using expected knowledge in valuable innovative solutions also new products ordered by CPs clients. Information as well as knowledge flow and exchange are performed on CP among their participants during development of open innovations.

The proposed concept of marketing for CP developing open innovations combines (Figure 1):

- marketing orientation including prosumer (the crowd member) and client orientations;
- facilitating mutual online cooperation, also communication and creating interactions, connections by CP managers with the platform external users on the Internet's market while open innovations' development, i.e. clients as innovative solution seekers and prosumers as their providers, and also between them as well as with other CP external participants also its partners;
- conducting online marketing research that is typical for CP (and presented above);
- CP marketing mix components applying in accordance with principles of CP activities on the online market as well as which are appropriate for the services provided by the platform to its users, especially crowd members and clients while developing open innovations.

The proposed concept (in Figure 1) makes it possible to achieve the first goal formulated in the introduction to the paper.

Opportunities of marketing mix application on CPs

The components of marketing mix on CPs developing open innovations are integrated with each other and can be characterized by: 1) people, 2) open innovation process, 3) product/service, 4) price politics, 5) distribution and 6) marketing communication. These components enable CP to conduct and develop virtual business regarding the online services that are provided on the platform as well as improve and increase the competitiveness of its innovative offer on the Internet market.

The following research goal is presented in the introduction: to analyse possibilities of practical application of marketing mix of CPs developing open innovations, which connects interrelated components proposed above. The relevant research question for this goal is defined as follows: How CPs developing open innovations can use marketing mix in their activities?

Each of marketing mix components (a) is characterized below and its practical application (b) is analysed on the example of (b1) the selected CPs developing open innovations as well as (b2) results of the research carried out in 2023 for operating on the Internet 69 platforms. The research results are analysed using descriptive statistics.

1. People (a) are the main resources of CP developing open innovations and CP market value is growing during mutual collaboration of

the following CP users: managers, and its external participants i.e. crowd members as prosumers, clients, other collaborators, also CP partners (e.g. famous magazines), who build beneficial relationships with the platform and its image, as well as other external users who follow CP activities on websites, social media. Crowd members as crowdsourcing workers and also prosumers participate in generating open innovations ordered by clients and also take part in building CP and its offer market value. For example (b1), on InnoCentive CP various organizations as clients post innovative problems to be solved by crowd members – prosumers (individuals, employees of organizations also consultancy firms). Companies as clients define own orders i.e. innovative challenges for solving and connected with them expectations. Solvers register on InnoCentive website, read the challenge, and send back own innovative solutions, within the determined timeframe (Vignieri, 2021).

Most of the analysed CPs (b2) develop mutual interactions, communication during online cooperation with the following types of open innovations' providers i.e. individuals on 78.26% of CPs and/or teams, networks of crowd members on 65.21% of CPs. Most of the analysed CPs shape positive relationships with users as potential and current clients, consumers, workers and offer them the answering questions on 78.81% of CPs.

2. Open innovation processes of CPs (a) are connected with the online market and are executed during virtual cooperation of their participants (crowd members, clients, other external specialists). They include presenting problems to solve, new ideas, innovation solutions for design, innovative projects to work on. CP also defines the rules of intellectual property protection. Crowd members as prosumers are offered online submitting new ideas, solutions, also rating design ideas, commenting them. The results of these kind of evaluation enable CP managers to choose best open innovations. Additionally, opinions of crowd members provide market test of proposed innovations by solvers. Financial and marketing assessments of the best innovative solutions are carried out by experts of CP clients. Final best also improved innovative solutions are delivered CP clients and sometimes creators are involved by clients in their introduction to the market and commercialization (i.e. online and/or traditional sale, and/or promotion). For example (b1), the platform of Lego Ideas enables consumers to submit own concepts of potential new Lego sets. Solvers use bricks, software to prepare the product concepts before

submitting them to CP. Active consumers are offered various options to comment, discuss on and vote for proposed design ideas. New product concepts are considered by Lego only when reach a 10,000-vote threshold. Additionally, the Lego experts evaluate the winning ideas and choose the best from them for implementation and commercialization (Reffell, n.d.).

All analysed CPs (b2) enable prosumers to submit online new design ideas, innovative solutions and also deliver the best solutions to clients. Fewer, i.e. 47.82% of the analysed CPs ensure crowd members voting on the submitted design idea and rating them to choose the best innovative solution(s). Clients of most, i.e. 78.26% of the analysed CPs conduct financial and marketing analysis of the best solutions to choose the relevant solutions for implementation and/or sale.

3. Products/services of CPs (a) combine their market offer, i.e. innovative solutions also new products elaborated by prosumers for CP clients according to their orders and expectations, presenting new market trends and possible directions of market evolution defined by crowd members. CPs provide the relevant services to participants of innovation processes and other users of the platform, and sometimes the platforms offer specialized software that is used during creating and/or testing innovative solutions proposed by solvers.

For instance (b1), Xiaomi encourages consumers to participate in presenting their own ideas that can be used in its mobile phone operating system. Xiaomi's experts select, evaluate the concepts submitted by users and ideas that are novelty, valuable for Xiaomi and applicable to its operating system update (Liu et al., 2020). Once a t-shirt design is submitted by consumers on Threadless platform, crowd members begin to vote for, score, and comment on the design ideas. Each week, CP presents the assessments' results of design projects, choose around 10 designs from them to manufacture new T-shirts (Gruner & Power, 2017).

The conducted research results (b2) show that crowd members present new needs, preferences of consumers of markets served by clients on 92.75% of the analysed CPs. Prosumers participate in implementation and/or development of best innovative solution(s) according to rules and recommendations of clients on 62.41% of the examined CPs.

4. Price politics of CPs (a) includes: offering CP users free crowdsourcing services, doing voluntary work by crowd members on CP and/or financial motivation of solvers in the form of financial rewards that are offered only creators for the best innovative solutions. Sometimes CP with clients propose creators the

participation in sale of new products that are introduced to the market. Prosumers can also have non-financial benefits of solving innovative challenges as individual and/or team learning, developing own knowledge, improving creative also professional skills.

For instance (b1), solvers of Innocentive are rewarded with a cash prize by seekers. They offer creators the relevant monetary awards for creating innovative solutions that are connected with solving knowledge-intensive R&D tasks (Vignieri, 2021). The best solutions chosen by clients also on the base of prosumers' opinion become part of Lego's market offer and the firm activates their creators in selling new products via online and physical channels. The owner of the best idea receives 1% of the net revenue from the new product sold and opportunities to cooperate with professional Lego designers (Reffell, n.d.).

Most, i.e. 84.06% of the analysed CPs (b2) offer winning creators financial or other prizes only for most profitable and/or cost-effective innovative solutions. Financial motivation of creators to profitably sell the best innovations as well as new products is conducted by clients only on 17.39% of the examined CPs.

5. Distribution via CPs (a) includes: online submitting new ideas, innovative solutions by prosumers; conducting online contests to choose the best solutions from them, facilitating information and knowledge flow along innovation processes, preparing and sending online innovative project by crowd members, as well as delivering clients innovative solutions ordered, sometimes involving creators of the best of innovative solution (also new product) in its distribution (sale via online, physical channels); For example (b1), t-shirts designed on Threadless are available worldwide, through online store, also retail store in Chicago (Gruner & Power, 2017).

Rules of conducting contests (b2) are defined on 55.07% of the examined CPs. Cooperation of clients with solvers during sale of innovative solutions (also new products, services) via online and/or physical channels is developed only on 21.74% of the analysed CPs.

6. Marketing communication (a) consists of: promoting CP activities and its achievements on its website and social media used by the platform, creating its brand on the Internet, promoting innovative solutions, also new products elaborated on CPs, deploying content marketing, proposing CP users a newsletter, offering winning solvers promotion of their best solutions (also new products) via CP community, social media. Marketing communication in crowdsourcing is conducted with using

interactions among CP managers, its prosumers, clients and other participants of the platform.

For instance (b1), IdeaConnections presents interviews with creators of innovative solutions, also proposes users free Innovation newsletter. The platform possess links to social media where offers users participation in discussion on design ideas, innovative solutions and new technologies proposed by solvers (Battistella & Nonino, 2012).

Most, i.e. 84.06% of the examined CPs (b2) present news, success stories, also cases studies on implemented innovative solutions. Proposing support of well-known corporate stakeholders, governmental institutions, other innovative partners is visible on 72.43% of the analysed CPs. In this way CPs build trust in their business. Promotion of winning solutions by creators on CP websites, social media are conducted by 74.45% of the analysed CPs.

The analysis conducted on the example of the examined CPs confirms possibilities of using proposed marketing mix components in their activities. These components are interconnected with each other and are an integral part of the entire marketing concept that is proposed in this paper for CPs developing open innovations. Hence, the research goal defined above is achieved and the answer to the research question related to this goal is positive.

Conclusions

The conducted studies of the subject literature as well as research carried out for CPs developing open innovation and operating on the Internet, confirm possibilities of application in the business practice:

- the concept of marketing that is proposed for CPs developing open innovations,
- presented marketing mix that is the core of this concept and which components are tailored to CPs activities that are performed on the Internet market.

Possibilities of practical application of the proposed marketing mix components have been verified using the research results that was carried out for the analysed 69 CPs. CPs offer opportunities to apply market orientation and marketing research in their activities that are tailored to their virtual business during open innovation development by crowd members for clients. Therefore, the research problem that was formulated in this paper has been solved.

Future research could be undertaken in the form of crowd members' survey to find out their opinions on marketing activities conducted on the platforms with whom they have cooperated or are cooperating while developing open innovations.

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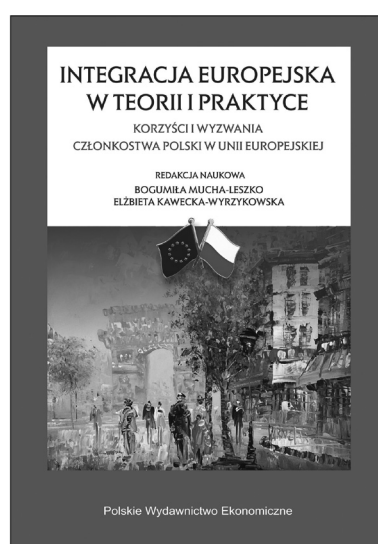
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Professor at the University of Maria Curie-Skłodowska in Lublin (Institute of Management and Quality Sciences), Poland. Her current scientific research and publications focus on open innovations, crowdsourcing, cooperation with customers. She is the author of over 120 publications including three monographs, several dozen papers in Polish and international scientific journals as well as chapters in books. She participated in many domestic and foreign scientific conferences. She was the head and principal researcher of two research projects financed by the Ministry of Science and Higher Education (Poland), and researcher of one EU project.

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ZAPOWIEDŹ



**REDAKCJA NAUKOWA
BOGUMIŁA MUCHA-LESZKO
I ELŻBIETA KAWECKA-WYRZYKOWSKA**

**INTEGRACJA EUROPEJSKA
W TEORII I W PRAKTYCE.
KORZYŚCI I WYZWANIA CZŁONKOSTWA
POLSKI W UNII EUROPEJSKIEJ**

Pomysł wydania jubileuszowej monografii powstał w Katedrze Ekonomii i Zarządzania Akademii Nauk Stosowanych Wincentego Pola w Lublinie, która w 2024 r. obchodziła 25-lecie działalności. Zaczął się on konkretyzować, gdy okazało się, że może zostać stworzony zespół autorów, który podejmie się tak odpowiedzialnego zadania, jakim jest przygotowanie książki tematycznie związanej z dwoma innymi jubileuszami – 75-lecia integracji europejskiej i 20-lecia członkostwa Polski w Unii Europejskiej (UE). Jubileusze przesądziły, że opracowanie powinno składać się z dwóch części: poświęconej integracji europejskiej i zawierającej ocenę wyników gospodarczych Polski w okresie jej członkostwa w Unii Europejskiej. Na treść monografii składa się osiem rozdziałów, trzy w części pierwszej i pięć w części drugiej. Okolicznością sprzyjającą realizacji inicjatywy przygotowania pracy podsumowującej osiągnięcia Europy na wszystkich etapach integracji, ale także wskazującej mechanizmy prowadzące do przejściowych i długookresowych sytuacji kryzysowych jest współpraca prof. dr hab. Elżbiety Kaweckiej-Wyrzykowskiej i prof. dr hab. Bogumiły Muchy-Leszko w Akademii Nauk Stosowanych Wincentego Pola w Lublinie.

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