Anecdotal and empirical accounts of crowds delivering high-value solutions to problems are now legendary (e.g., Brabham, 2010; Jeppesen & Lakhani, 2010; Marjanovic et al, 2012). These high-value solutions are tantamount to value created during crowdsourcing. (Value is *created* when the benefits offered to customers exceed the cost of offering the benefits (Lepak, Smith & Taylor, 2007).) Understandably, a lot of crowdsourcing research has paid little attention to value capture, choosing instead to focus attention on when, how, and why crowds can deliver such high-value solutions—can create superior value. (Value is *captured* when the price paid by customers exceeds the cost of offering the benefits (Lepak, Smith & Taylor, 2007).) For those management scholars who see strategy research as rooted in understanding performance differences and, therefore, as being about value creation *and* capture, the lack of attention to value capture is troubling (e.g., Bloodgood, 2013).

My focus in this paper is on how seekers capture the value created through crowdsourcing. In particular, I present a framework for exploring those characteristics of a seeker and its environment that enable it to capture the value created by crowds of solvers. I draw on the resource-based view of the firm (RBV) (e.g., Barney, 1991), product market-position (PMP) view (Porter, 1980, 1996), and management of technology literature (e.g., Teece, 1986, 2006) to derive the relevant constructs and the causal logic that links them.
References


