



Università  
Ca' Foscari  
Venezia

Master's Degree  
in Business Administration

Final Thesis

# **DISCOVERING ORGANIZATIONAL IDENTITY: FROM THEORY TO PRACTICE**

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**Academic Year**

2018 / 2019

## **THANKS**

*I thank my parents, Rodica and Costel  
who have always supported me,  
and Ramona, who besides being a sister,  
she is also my bestfriend.*

*I thank my boyfriend, Federico,  
who has always stayed next to me,  
and with whom I had the pleasure  
to share this step of my life.*

*I thank my friends,  
the best who I could ever desire.*

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## INTRODUCTION

This study begins from a book: "Fare impresa con i valori. Teoria e pratica dell' Identity shaping" (2018), written by a group of philosophers with the purpose of offering an analysis of the business values that should be used to define companies' identity. But what is identity? Before proceeding with the explanation of the values, the whole context in which they become important should be deepened. Therefore, I first tried to define identity and other concepts to which it is interrelated as strategy, mission, culture and image.

In the first part of my thesis, I talk about the concept of strategy and identity. As Ashforth and Mael (1996) stated, identity can serve as a wellspring for strategy. They are reciprocally related such that identity is enacted and expressed via strategy, and inferred, modified, or affirmed from strategy. Identity refers to an organization's central, distinctive, and enduring character, typically anchored to its mission, whereas strategy refers to an organization's goals and the activities intended to achieve them.

While strategy doesn't present doubts, the concept of identity is a little more complex. In fact, scholars are still trying to understand its "nature". Looking at the definition of Albert and Whetten (1985) who consider organizational identity as the "central, distinctive and enduring character of an organization", it seems that its nature is that of being stable. However, looking at other definitions, like the one given by Gioia et al. (2000), its nature is dynamic, unstable and this instability arises from its interrelationships with organizational image.

As a consequence, The Organizational Identity Dynamics Model of Hatch and Schultz (2002) is explained in order to understand the interrelationships between identity, image and culture. The model is built on four processes linking organizational identity to culture and image: two linking identity and image (mirroring and impressing) and two linking identity and culture (reflecting and expressing).

Once all these concepts have been defined, a question can be asked: can identity coincide with corporate mission? Corporate mission, as stated by De Wit and Meyer (2005), is composed by four different elements:

- organizational purpose: why does the company exist?

- organizational beliefs: what are the driving ideas and assumptions?
- organizational values: what is of fundamental importance?
- business definitions (focus): where does the firm operate?

After having linked them to the Jung's cognitive functions, I proposed a new model, considering identity as comprehensive of the corporate mission and strategy on the one hand, and of the corporate culture and image on the other hand.

Subsequently, in the second chapter, I focused on values, deepening the ones discussed by Mordacci and Contesini in their book: respect, responsibility, trust, quality, capital, beauty, transparency, integrity, belonging and beauty. These values are fundamental because they allow defining companies' identities. Mapping the entire spectrum of the ten values gives the possibility to obtain a global representation of companies' identity and their value profile. In order to measure the values, two different steps were done. The first one consisted of a Structured Literature Review (SLR) which allowed to analyze different papers to extract key performance indicators (KPIs). Once extracted and selected, these KPIs were linked to the ten values, creating a matrix. The second step consisted in the creation of a survey, which was sent jointly to the matrix to four different companies in order to define their identities.

So, to recap, the following thesis is divided into two parts: the first one theoretical (chapter 1 and 2) deepening identity with all the linked concepts and values, while the second one practical (chapter 3).

# CHAPTER 1: DISCOVERING ORGANIZATIONAL IDENTITY

## 1.1 STRATEGY DEFINITIONS

The etymology of the term “strategy” derives from the Greek word “strategia” (generalship), which in turn consists of the words “stratos” (army) and “ago” (command). Originally, strategy refers to the military art, in particular, the technique of identifying the final objectives of a war and of elaborating the action lines, by providing the tools to achieve victory or the most favorable results with the least sacrifice possible. The command and control models used in the military art easily moved into business practice with little alteration. There is the possibility to track a parallelism between the military strategy and the business one: “company heads commanded the troops while winning through sheer force (superior resources), because they had an impenetrable fortress (a protected market or monopoly), or via guerilla warfare (going after competitors when they’re not expecting it)” (Oliver, 2001).

The word strategy maintained a narrow geographic connotation until Count Guilbert, a French military thinker, introduced the term “La Strategique” in 1799, in the sense that is understood today (Horwath, 2006).

There is plenty of literature that defines this term:

- Alfred Chandler in his book “*Strategy and Structure*” (1962) defines strategy as “the determination of the basic long-term goals and objectives of the enterprise and the adoption of courses of action and the allocation of resources necessary for carrying out these goals”. Strategy can be considered as the identification of ends and the means to achieve those ends (Nickols, 2016).
- Kenneth R. Andrews in “*The concept of corporate strategy*” (1971), bringing a more organic view of the company, defines strategy as “the pattern of major objectives, purposes, or goals and essential policies and plans for achieving those

goals stated in such a way as to define what business the company is in or is to be in and the kind of company it is or is to be”.

- Michael Porter, a well-known professor thanks to the publication of his book in 1980, *“Competitive Strategy”*, introduces the competitive strategy, defining it as “a broad formula for how a business is going to compete, what its goals should be, and what policies will be needed to carry out those goals.”
- Henry Mintzberg, author of the book *“The Rise and Fall of Strategic Planning”* (1994) declares strategy has several meanings. He indicates the five ‘P’s of strategy: it is a Plan, a Pattern, a Position, a Perspective and a Ploy. It is a process of sensing, analyzing, choosing and acting.

Strategy regards both the future and the past. It is a Plan, “a guide or course of action into the future, a path to get from here to there” but also a Pattern, which means “consistency in behavior over time”. Companies mature plans for their future and they also develop patterns out of their past. Strategy is a Position, the location of particular products in particular markets but it is also a Perspective, the way a company views itself through the eyes of its stakeholders, its management and employees. Finally, strategy is a Ploy, “a specific "maneuver" intended to outwit an opponent or competitor” (Mintzberg, 1994).

How De Wit and Meyer describe in their book *Strategy synthesis: Resolving Strategy Paradoxes to Create Competitive Advantage* (2005), three different dimensions of strategy can be identified: process, content and context.

As regards strategy process, it refers to the how, who and when of strategy: how is/should the strategy made and put in practice; who is involved in it; when should the necessary activities take place? Strategy content refers to the what: what is/should be, the strategy for the company? The third dimension, strategy context, is the set of circumstances under which both the strategy process and the strategy content are determined. It refers to the where of strategy: where are the strategy process and strategy content embedded?

## 1.2 ORGANIZATIONAL IDENTITY

By looking at the questions that strategy addresses, it can be observed that there is a missing unanswered question: "Who are we?", entering in this way in the world of identity. How can identity be defined?

Identity has been investigated at the level of the individual (in the fields of psychology, symbolic interactionism, and psychodynamics), at the level of the group (in particular social identity theory and various perspectives on gender, racial, ethnic, and national identities), and more recently, at the level of the organization (Ashforth and Mael, 1996). Across these levels of conceptualization, many parallelisms can be identified, giving the possibility to transfer the studies on the individual identity to the collective sphere, to organizations.

The word "identity" derives from the Latin word "identitatem" (= sameness) and "idem" (= the same). The term was first adopted in the colloquial language around 1570 AD as an expression of the condition of being the same or of embodying a sense of unity (Van Tonder and Lessing, 2003).

In philosophy, "identity" can be defined as a marker that distinguishes and differentiates one object from another one (Sollberger, 2013). The tradition goes back to the work of Plato, who firstly made the distinction between "is" as a copula and the identifying "is". This 'identity question' can be phrased: 'is X the same as Y'? (Ravasi and Van Rekom, 2003). As Sollberg (2013) stated, throughout the history of philosophy, identity has assumed both a quantitative connotation and a qualitative one. The quantitative connotation is related to "individuality", meaning that we can identify an individual only by pointing at it, him or her. Kant argued that individuals are primarily objects and as such they are bound to space and time. However, in considering individuals as singular entities because of their spatio-temporal localization lays the groundwork for a problem: it would be impossible to recognize individuals as the same individuals at different points in time. This problem is transferred also at the organizational level and, as it will be discussed below, scholars are still trying to find a solution and to understand how to make cohabit two paradoxical aspects of identity: the necessity to maintain its enduring

and central character (staticity) and at the same time to change in order to adapt to the external environment (dynamicity).

Over time, the problem of identity became a problem of substance (qualitative connotation) “What kind of character am I or do I want to be?”, entering in the sphere of social science. “We describe somebody by the particular social roles, which he or she assumes or refuses to assume in his or her action orientation and life praxis, by the ideals and values that matter to him or her, by specific habits, capacities, skills and biographical experiences” (Sollberger, 2013).

The development of an organization’s identity is functionally equivalent to the development of an individual’s personality (Fahrenbach and Kragulj, 2019). Therefore, following the concept of personal identity, the notion of identity within an organizational context can be defined. However, before proceeding, a distinction has to be made. At the organizational level, there are two different concepts of identity: corporate identity (CI) and organizational identity (OI). Rooted in consultancy practice and in the field of marketing, corporate identity refers to how an organization expresses and differentiates itself with respect to its stakeholders. It is the visual manifestation of a desired identity through symbols such as logo, name, slogan (Van Tonder, 2011). On the other hand, organizational identity is a more recent concept developed in the field of organization studies. It refers to how the members of the organization perceive, feel and understand “who we are” and “what we stand for” as an organization (Schultz, Hatch and Holten Larsen, 2000). Identity concepts from these different domains are presented in Table 1.

Personal Identity	Group Identity	Corporate Identity	Organisation Identity
<p>Objective Identity (the fact of identity) which consists of a cognitive gestalt of the individual, emphasising:</p> <ul style="list-style-type: none"> <li>● Personal uniqueness</li> <li>● Continuity over time and place</li> <li>● Inner solidarity, unity, discreteness and consistency of the person</li> </ul>	<p>Objective (fact of) identity which consists of a cognitive gestalt of the group, emphasising</p> <ul style="list-style-type: none"> <li>● The inner solidarity or psychological unity of the group (a sense of “us” or “we”) and its boundaries</li> <li>● The uniqueness of the group</li> <li>● Its special character over time</li> <li>● Group’s control over own activities (autonomy)</li> </ul>	<p>An assembly of visual cues – physical and behavioural – by which an audience can recognise and distinguish the company from others, and which can be used to represent or symbolise the company</p>	<p>An integrative framework or schema of the organisation’s character or personality, which reflect the organisation’s</p> <ul style="list-style-type: none"> <li>● Uniqueness or distinctiveness when compared with other organisations</li> <li>● Central character (the essence of the organisation)</li> <li>● Enduring nature – degree of continuity or sameness over time</li> </ul>
<p>A complex balance of individual and general elements/characteristics, which include:</p> <ul style="list-style-type: none"> <li>● Biographical characteristics</li> <li>● Historical features</li> <li>● Roles</li> <li>● Social positions and relationships</li> <li>● Cultural inputs</li> <li>● Group memberships</li> <li>● Etc.</li> </ul>	<p>The unvarying and permanent combination of group characteristics, including</p> <ul style="list-style-type: none"> <li>● The group’s specific social position within a network of inter-group relations, against a social historical context and timeframe.</li> <li>● Strong environmental focus and relating to reference groups (“place markers”)</li> </ul>	<p>A variety of features/components including at different stages:</p> <ul style="list-style-type: none"> <li>● All the ways a company chooses to present itself</li> <li>● Design, name, logo, relevant symbols</li> <li>● Physical facilities</li> <li>● Corporate mission, philosophy and culture</li> <li>● Unique history, business mix, management style, communication policies, market and competitive distinction of the company, technological capabilities</li> <li>● Personality, distinctive character, spirit, ethos</li> </ul>	<p>Organisational features/characteristics which emphasise the central, distinctive and enduring nature of the organisation, include:</p> <ul style="list-style-type: none"> <li>● Ideology, mission, objectives, values and beliefs</li> <li>● Strategy</li> <li>● Structure</li> <li>● Organisational processes</li> <li>● Leadership, management philosophy, culture, climate</li> <li>● Organisational boundaries</li> <li>● Social role, affiliations</li> <li>● Physical attributes (size, skills, etc.)</li> <li>● Appearance (physical), logos, slogans, symbols, etc.</li> </ul>
<p>Emphasis: Uniqueness, clear character anchored in self-acceptance and self-confidence [suggesting an internal locus of control]</p> <p>Differentiation process between the self and the environment</p>	<p>Emphasis: Distinctive character of the group</p> <p>Clear differentiation from other groups as different and irreplaceable/ one of its kind.</p>	<p>Emphasis: More contrived, constructed and projected as an idealised form rather than reflecting the true inner self of the organisation</p> <p>Externally directed, communicative process with the environment (audiences), with the purpose of differentiating the organisation from other</p>	<p>Emphasis on distinctive character or unique personality</p> <p>Differentiate/distinguish the organisation from other organisations</p>
<p>Nature: Dynamic process</p>	<p>Nature: Dynamic process</p>	<p>Nature: Visual cues/features and a communicative process</p>	<p>Nature: Process</p>
<p>Identity has two components – the first being objective identity (the fact of identity) and the second: the subjective identity (or sense of identity)</p>	<p>Apart from objective identity, also a subjective identity, referring to the group’s sense (or awareness) of its own identity</p>	<p>Claims to depict the distinctive character of the organisation</p> <p>Distinguished from Corporate image and reputation – both of which are specific types of perceptions held by audiences or stakeholders</p>	<p>Differentiates between an objective identity (observable distinctiveness, core and central features, enduring character and experienced unity) and subjective identity: the awareness (sense) of identity.</p>

Table 1: Alignment of identity concepts from different domains  
Source: Van Tonder and Lessling (2003)

Even though corporate identity and organizational identity represent different perspectives or make use of different communication channels, they don’t represent different phenomena (Schultz, Hatch and Holten Larsen, 2000). The understandings offered by all the fields can be merged into a single concept of identity defined at the organizational level.

Albert and Whetten (1985) provided the first theoretical framework supporting the idea that organizations can have an ‘identity’ (van Rekom, Corley and Ravasi, 2008). They defined Organizational Identity as the “central, distinctive and enduring character of an organization”. As Whetten (2006) subsequently stated, this CED definition can be

divided into a functional standard (distinctive) and a structural standard (central and enduring). Distinguishing organizational features specify to whom an organizational actor is similar and to whom it is different. “The distinguishing validity standard stipulates that if specific organizational attributes are not considered essential for distinguishing the focal organization from others, there is no theoretical value in referring to them as identity referents” (Whetten, 2006). The structural standard specifies that “central and enduring organizational attributes are most capable of satisfying an actor’s identity requirement of being readily recognized by all interested parties” (Whetten, 2006). Central attributes are the ones considered essential by the members of the organization, while enduring attributes are the ones that have overcome the test of time.

Collins and Porras (1996) gave a similar definition but instead of talking about identity, they used another term: “core ideology”. Core ideology defines the enduring character of an organization, it defines what the organization stands for and why it exists. It consists of two different components: core values and core purpose. Core values are the fundamental and enduring tenets of an organization. They are those elements that may bring a competitive advantage to the company, but even if they become a competitive disadvantage, it should continue to hold them. The values must overcome the test of time. On the other hand, core purpose is the essential reason for the existence of the organization, it represents its soul. It cannot be fulfilled, and it cannot change, but it should inspire change.

Researchers that were working on organizational identity found these definitions difficult to apply to organizations, giving rise to many debates. Over time, different perspectives have been developed, in particular OI has been defined from functional, social constructionist and postmodernist views (Mujib, 2017).

The functional perspective is the “traditional” one, which considers organizational identity as the “essence” of the organization, which has to be blindly followed by all its members. “Certainly, we can observe that organizational leaders frequently invoke a collective identity as a means of imputing or maintaining the sense of organizational

coherence and cooperativeness” (Gioia 1998, pp. 20, 21). In practice, however, OI is not followed blindly, it rather depends on the meanings assigned to it by the different people within the organization.

The second perspective finds its foundation in the idea that the organization doesn't operate in a vacuum, but its behaviour has an impact on the society, so, it's important to consider also “how others see us”. For this reason, the social constructionist perspective divides organizational identity into two focuses: an internal one represented by the organization's culture, and an external one represented by the organizational image. This idea is taken to the extreme by the postmodernist perspective, which considers identity a chameleon-like imitation of images. “Organizational identity moves from a stable concept toward a copy of images. Identity no longer holds a distinct and persistent core of its own but becomes a reflection of the images of the present moment” (Gioia, Schultz and Corley, 2000).

So, to recap, while some authors consider identity as something that is static and cannot change, as “the center anchor that endures and preserves its distinctiveness” (Gioia, Schultz and Corley, 2000), there are other authors that consider it as a fluid and unstable concept. Organizational identity can change. It can be defined as any modification in purpose or/and philosophy of an organization, as functionally equivalent to personality change in the individual domain. Gioia et al. (2000) noticed that the instability of identity arises from its interrelationships with organizational image because of its degree of fluidity. Being the way organization members believe others view the organization (Dutton and Dukerich, 1991), image (or how it is defined by Dutton and Dukerich “construed external image”) represents a destabilizing force on identity because it frequently requires members to revisit and reconstruct their organizational sense of self (Gioia, Schultz and Corley, 2000). Who we believe we are as an organization is partly based on how others see us, so feedback from external people concerning the impression we are making on them pushes us to look at our own sense of self and to assess the similarity of the two views (see Figure 1).

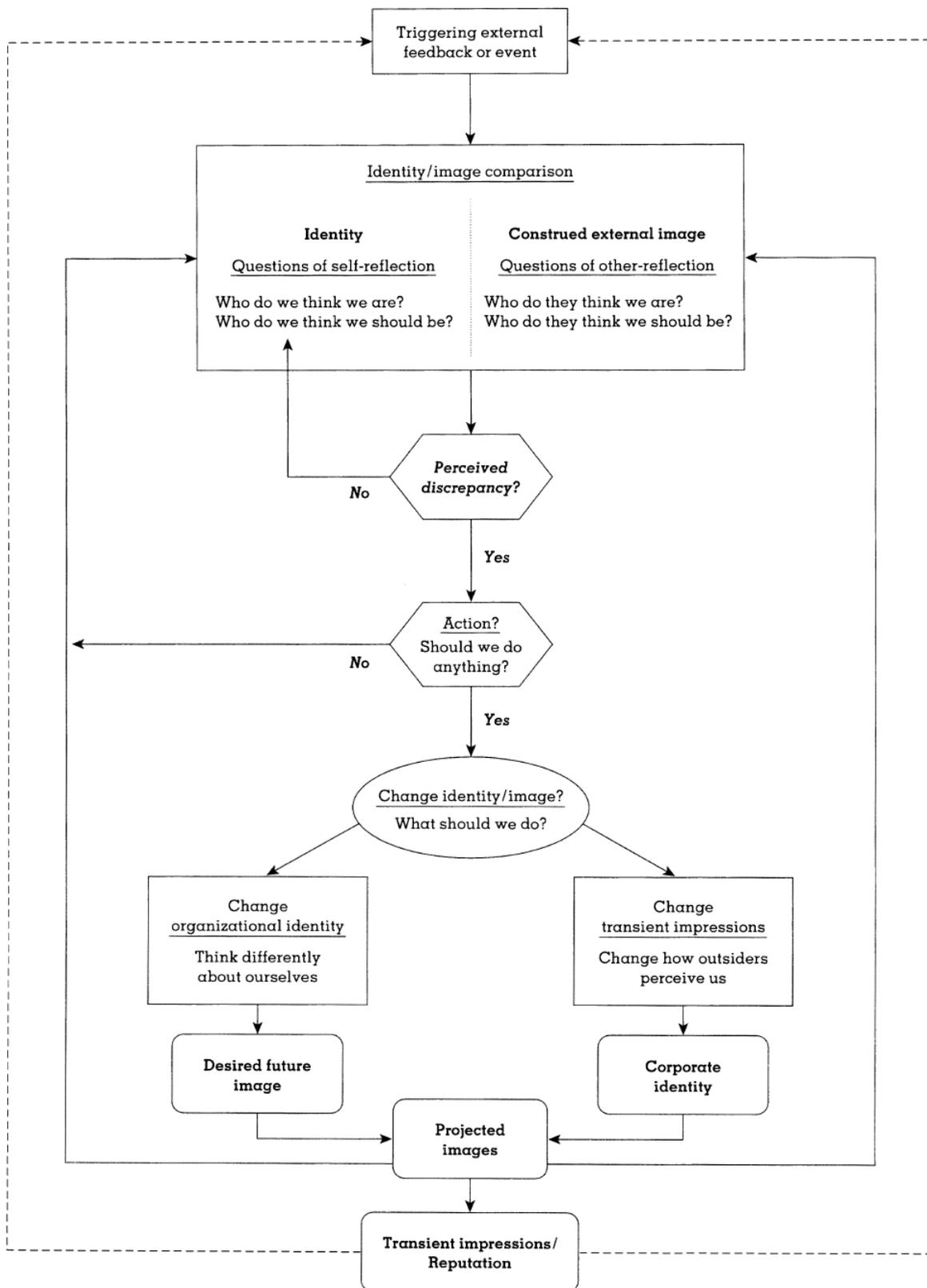


Figure 1: Process Model of Identity-Image Interdependence  
Source: Gioia, Schultz and Corley (2000)

As a consequence of the interrelationships between identity and image, Gioia et al. (2000) introduced the term “adaptive instability”: organizational identity becomes instable, dynamic and mutable. However, this instability is beneficial for the organization because it allows better adaptation to the demands of an environment that is undergoing continuous change.

By looking at all the definitions, it emerges a big paradox: on one side, the long-term success of an organization requires the creation and the maintenance of an enduring identity; on the other side, organizations should be able to adapt quickly to the external dynamic environment in order to survive. So, it is possible to distinguish between an enduring identity and an identity that has continuity. The identity that is enduring remains the same over time, therefore it is characterized by permanency, while the identity with a sense of continuity is one that “shifts in its interpretation and meaning while retaining labels for core beliefs and values that extend over time and context” (Gioia, Schultz and Corley, 2000). This means that identity is characterized by some values, but their interpretations are not fixed and can mean different things to different groups at different times. How to solve this paradox? Gagliardi (1986) argues that organizations, in order to preserve the character of identity, must paradoxically change. Gioia, Schultz and Corley (2000) argue instead that “strategic concern of management is no longer the preservation of a fixed identity but the ability to manage and balance a flexible identity in light of shifting external images. Maintenance of consistency becomes the maintenance of dynamic consistency. Instability fosters adaptability”.

Can we conceptualize identity change as a variation over time of the importance of the same core features?

### **1.3 THE ORGANIZATIONAL IDENTITY DYNAMICS MODEL**

Scholars observed that organizational identity is a difficult concept to be applied to organizations and, over time, they tried to define it from different perspectives ranging from the functionalist and social constructionist to the postmodernist and psychodynamic ones (Mujib, 2017). All of these views made great steps forward in the field; however, they were unable to integrate practice and theory in order to bring a

benefit to the organizations. A huge progress has been made by Hatch and Schultz's work: in fact, their model has the promise of practical implications for organizations (Mujib, 2017).

Before going in depth with the explanation of the Organizational Identity Dynamics Model, a little note should be made. There is often confusion among Identity-Culture-Image because of the inconsistent use that scholars have made of these terms in the past. What should be clarified is that Identity, Image and Culture are three different concepts.

Organizational identity refers to internal members' perceptions. It classifies organizations by specifying "what kind of organization this is" and "how this organization differs" from other comparable ones (Gioia, 1998).

Organizational image or reputation, differently from OI, refers to external stakeholders' perceptions. Gioia, Schultz and Corley (2000) further propose to distinguish between the "transient impressions" of an organization that a specific action or event leave on stakeholders, and the "reputation" of an organization, understood as the "relatively stable, long-term, collective judgements by outsiders". Scholars also use the term "construed external image" to refer to member's beliefs about the perception of external audiences (Dutton, Dukerich & Harquail; 1994). They use the term "intended image" (Brown et al., 2006) or "desired future image" (Gioia & Thomas, 1996) to refer to member's aspirations about how their organization is perceived externally, and the term "projected images" to refer to the content of communicative actions aimed at achieving these aspirations (Rindova, 1997).

As regards organizational culture, it could be an important identity referent meaning that culture could be part of the answer of the "identity question" ("Who are we?"). Corporate culture is "a collection of uniform and enduring beliefs, customs, traditions and practices shared and continued by employees of a corporation. These shared beliefs define an organization's fundamental characteristics and create an attitude that distinguishes it from all others. Corporate culture refers to the unique configuration of norms and behaviors that characterize the manner in which employees combine to accomplish tasks. It also refers to the values held by employees that tend to persist even

when membership changes” (Molenaar *et al.*, 2002). Culture allows members to interpret their organizational reality and define “the correct way to perceive, think, and feel” about this reality.

But which is the interrelationship between identity and culture? Does culture help members make sense of identity or does identity help members make sense of culture? Hatch and Schultz (2000) differentiated identity from culture by looking at three dimensions: textual/contextual, explicit/tacit and instrumental/emergent. According to them, the two concepts are distinguishable by “culture’s being relatively more easily placed in the conceptual domain of the contextual, tacit and emergent than is identity, which, when compared with culture, appears to be more textual, explicit and instrumental” (Hatch and Schultz, 2002).

Identity, Image and Culture are dynamically related, as first observed by Hatch and Schultz (2002). “Organizational identity is the result of the interaction between the destabilizing influence of external images and the stabilizing influence of culture; the former encouraging members to reconsider their identity in the face of their deteriorating or in search of more attractive ones, the latter offering them a cognitive (and, perhaps, affective) anchor to cling to when the organizational identity is threatened or called into question” (Ravasi, 2016). Figure 2 offers a simplified representation of these interrelationships.

## Organizational culture

## Organizational identity

## Organizational images

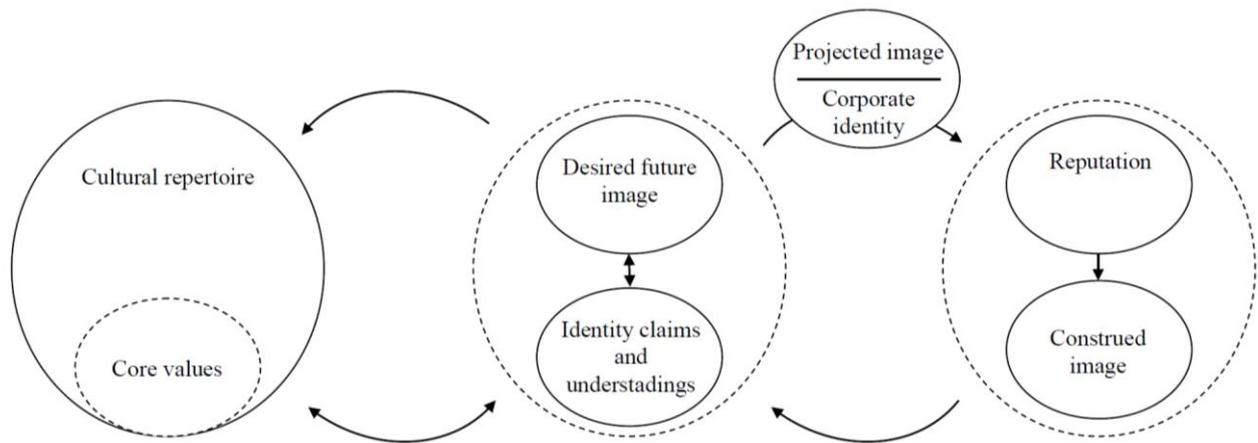


Figure 2: Interrelations between organizational identity, image and culture (a simplified visual representation)  
Source: Ravasi (2016)

Hatch and Schultz (2002) defined organizational identity by reference to Mead's social constructionist framework which considers that identity should be viewed as a social process constructed by two phases: the 'I' and the 'me'. According to Mead (1934), "The 'I' is the response of the organism to the attitudes of the others; the 'me' is the organized set of attitudes of others which one himself assumes. The attitudes of the others constitute the organized 'me', and then one reacts toward that as an 'I'". How do these distinguishable and interdependent phases interact to form organizational identity?

Mead's concept of 'me' is similar to Dutton and Dukerich' definition of organizational image, so "what organizational members believe others see as distinctive about the organization". The organizational 'me' results "when organizational members assume the images that the organization's 'others' (e.g. its external stakeholders) form of the organization" (Hatch and Schultz, 2002).

On the other hand, the organizational 'I' must be "something of which the organization is unaware and something that is not given in the 'me'". In this sense, Mead's 'I' is analogue to organizational culture. Organizational culture is to organizational identity what the 'I' is to individual identity. Culture is more tacit than explicit, it doesn't depend by what others think, but it rather "resides in deep layers of meaning, value, belief and assumption" (Hatch and Schultz, 2002). Acting at the cultural level, given that

“organizational culture provides context for forming identities as well as for taking action”, the organization can be the answer and the proposal simultaneously.

Having said that, to sum up, OI is simultaneously linked with image and culture. These interrelationships are presented by the Organizational Identity Dynamics Model (Figure 3).

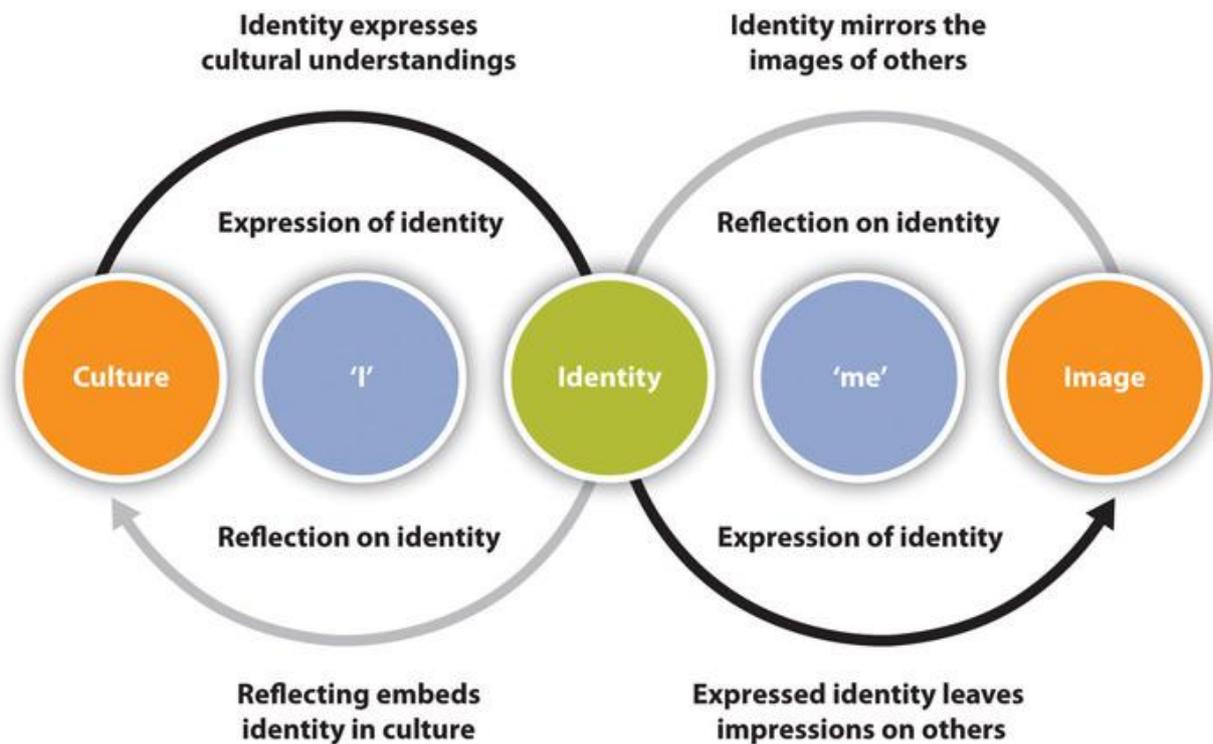


Figure 3: The Organizational Identity Dynamics Model

Hatch and Schultz (2002) modelled four processes that link identity, culture and image:

1. Mirroring is the process through which the opinions and reactions of others affect identity. If there is a discrepancy between how organizational members see themselves and how they believe that others see them, this will push them to change either their image or their identity. Identity is not just about reflection, but it is also about self-examination. “Image often acts as a destabilizing force on identity, frequently requiring members to revisit and reconstruct their organizational sense of self” (Gioia, Schultz and Corley, 2000).

2. Reflecting is the process by which identity is embedded in cultural understandings. Identity is developed not only in relation to what others say about the organization, but also in relation to who it feels to be. So, once images are mirrored in identity, they will be interpreted on the basis of the organization's deep cultural values and assumptions, of existing organizational self-definitions.
3. Expressing is the process by which culture makes itself known through identity claims. The identity claims allow organizational members to speak to others about themselves as an organization. This is possible through artefacts. "Artifacts become symbols by virtue of the meanings that are given to them. Thus, even though its meaning will be re-interpreted by those that receive it, when a symbol moves beyond the culture that created it, some of its original meaning is still embedded in and carried by the artifact" (Hatch and Schultz, 2002).
4. Impressing is the process through which expressions of identity leave impressions on others. Projection of organizational identity can be official, through press conferences, logos, but it can also be unintentional, communicated through everyday behaviour, attitude.

Identity is the result of the interchange between internal and external stakeholders' definitions. So, organizations need to create a balance between their internal focus and their external one (Mujib, 2017). "The greater the discrepancy between the ways an organization views itself and the way outsiders view it ..., the more the 'health' of the organization will be impaired" (Albert and Whetten, 1985).

## **1.4 CORPORATE MISSION**

The discussion about the mission statement can start from a question: is identity stackable to the mission? In order to try to answer this question, corporate mission has to be defined.

Going back to its etymological roots, mission comes from the latin word "mittere", which means "to send". A mission is "some task, duty or purpose that sends someone on their

way, a motive or driver propelling someone in a certain direction” (De Wit and Meyer, 2005). Basically, corporate mission consists of the fundamental principles that send the firm in a particular direction by influencing its strategy. As stated by De Wit and Meyer (2005), it is composed by four different elements: organizational purpose, organizational beliefs, organizational values and business definitions.

Organizational purpose answers the question “Why does the company exist?”. It is the most profound reason for which an organization exists.

Organizational beliefs answer the question “What are the driving ideas and assumptions?”. They include important assumptions about the nature of the environment and what the firms needs to do to be successful in their business. The stronger the set of beliefs shared to by all organizational members, the easier communication and decision-making will become, and the more confident and driven the group will be.

Organizational values answer the question “What is of fundamental importance?”. They are the drivers that guide organizational thinking and actions and that contribute to a clear sense of organizational identity.

Finally, business definitions or focus answer the question “Where does the firm operate?”. They address the scope of activity the firm seeks to maintain with stakeholder groups. Most often associated with customers, they include market and technological boundaries set by the firm (Leuthesser and Kohli, 1997). They are related to the choice of the industry in which the organization wants to be in.

These four elements are represented in Figure 4.

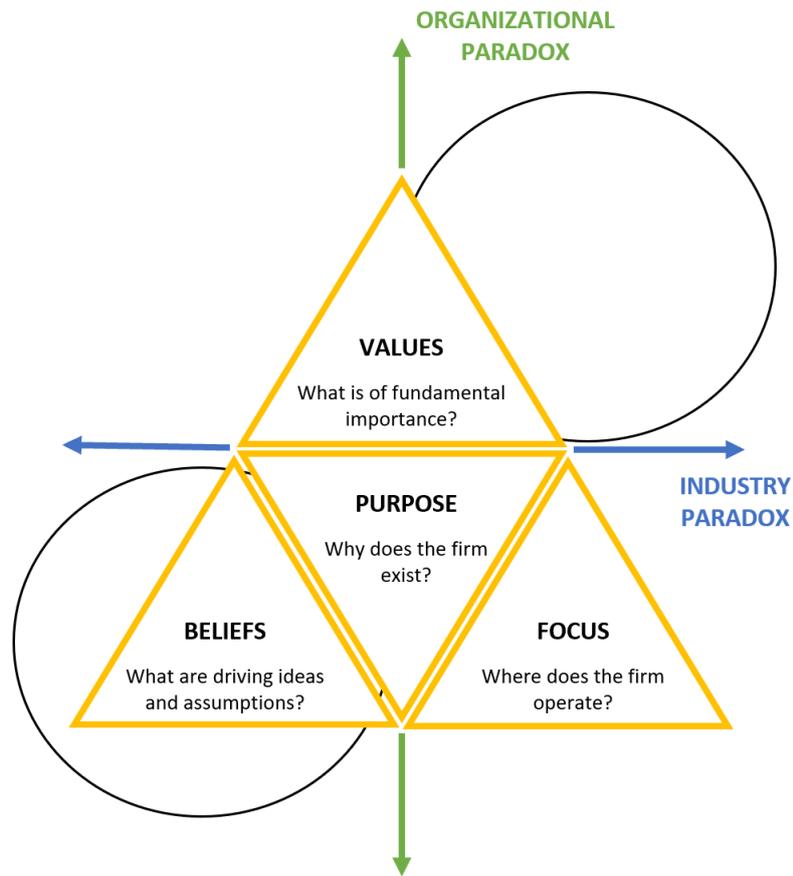


Figure 4: Corporate Mission; Personal elaboration from Bagnoli (2018)

Reading the image vertically, it can be observed that Purpose and Values identify an "organizational paradox", a paradox typical of the company.

Horizontally, on the other hand, Beliefs and Focus define an "industry paradox", a paradox which regards all the players within the industry, dictated by variables which are external to the company.

If the mission is able to solve these two paradoxes, it means that it is successful.

#### 1.4.1 CORPORATE MISSION AND JUNG'S COGNITIVE FUNCTIONS

Going further, another reasoning can be done. The four components of the corporate mission can be associated to the four Jung's functions of consciousness. The cognitive functions refer to the different ways in which the conscious mind can apprehend reality.

In his book *Psychological Types* (1921), Carl Gustav Jung distinguishes two personality attitudes - introversion and extraversion - and four functions - Thinking, Sensation, Intuition and Feeling - each of which may operate in an introverted or extraverted way (obtaining eight psychological types).

Introversion, as stated by Jung, "is normally characterized by a hesitant, reflective, retiring nature that keeps itself to itself, shrinks from objects [and] is always slightly on the defensive". On the contrary, extraversion "is normally characterized by an outgoing, candid, and accommodating nature that adapts easily to a given situation, quickly forms attachments, and, setting aside any possible misgivings, will often venture forth with careless confidence into unknown situations". In the extraverted attitude, the predominant motivating force for judgments, perceptions, feelings, affects and actions is represented by the external factors. Differently, in the introverted attitude, it is represented by internal or subjective factors.

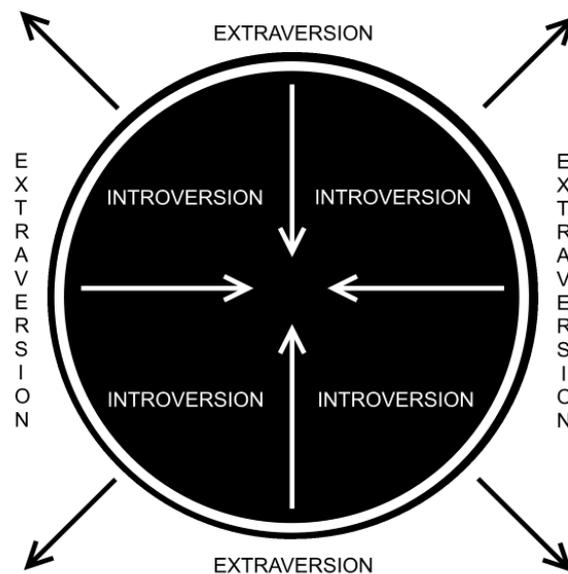


Figure 5: The attitudes of consciousness  
Source: <http://watchwordtest.com/watchword/types>

Turning to the cognitive functions, "all four functions should contribute equally: Thinking should facilitate cognition and judgment, Feeling should tell us how and to what extent a thing is important or unimportant for us, Sensation should convey concrete reality to us through seeing, hearing, tasting, etc., and Intuition should enable us to divine the

hidden possibilities in the background, since these too belong to the complete picture of a given situation”.

Jung organizes these four functions into two pairs of opposites, creating a quaternity. He puts vertically the two judging (rational) functions of Thinking and Feeling, while horizontally the two perceiving (irrational) functions of Sensation and Intuition. Thinking and Feeling are called rational because they are both based on a reflective, linear process that consolidates into a particular judgment. Sensation and Intuition are called irrational (perceiving) because the former perceives what is in the external world, the latter perceives what is in the inner world.

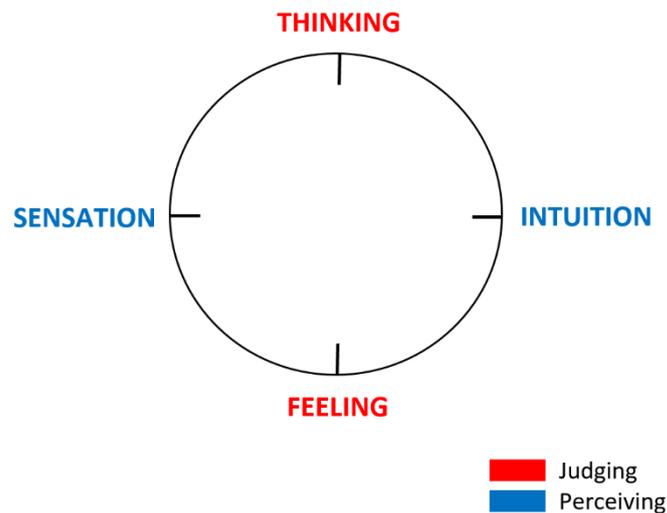


Figure 6: Quaternity of Jung's functions; Source: Jung (1921)

Once the functions of consciousness have been defined, they can be associated to the four elements of the corporate mission.

1. Values can be associated to Feeling.

What should be paid attention on is the fact that feeling is a rational function. The term refers to the way in which we evaluate what is worth to us. It's not something coloured by emotion. By judging what is important or not, we define the values. If values are generally accepted and recognized by the social context in which we live, we can speak of Extraverted Feeling. "The extraverted feeling

type will praise something as "beautiful" or "good" not because of a subjective evaluation, but because it is proper to do so according to the social situation" (Sharp, 1987).

If values are detached, wholly or in part, from what the social context of reference recognized as an integral part of its own identity, we can speak of Introverted Feeling.

2. The purpose can be associated to the second rational function which is Thinking. While Feeling allows to judge the values of things and to understand what is important and what not, Thinking enables to recognize their meaning, to go on their essence. It is based on their intellectual comprehension. In this sense, Thinking allows to understand why the organization exists.

3. Beliefs can be associated to Sensation

Sensation is principally focused on objective reality. Being a way of perceiving through the physical senses, the sensation function is naturally dependent on objects. It refers to our immediate experience of the objective world, a process that takes place without any kind of evaluation of the experience. Sensation perceives objects as they are, realistically and concretely. It doesn't consider context, implications, meanings or alternative interpretations, but instead it tries to represent the information that is available to the senses. This can be associated to the beliefs because they follow the same process: they grow from what we see, hear, experience, read and think about.

4. Focus can be associated to Intuition.

Intuition's primary purpose is to perceive aspects of the world that are not captured by the other functions. Intuition is like a sixth sense that "sees" something not actually there. How Jung states, "the intuitive function is represented in consciousness by an attitude of expectancy, by vision and penetration". It refers to a deeper perception of inherent possibilities. Intuition

ignores the details and focuses instead upon the general context or atmosphere. It perceives the direction in which things are going, the subtle inner relationships and underlying processes involved, or the latent potentialities of a situation. It can be associated to the focus because in the organization, the entrepreneur should use his intuition in order to go after what already exists, find the market where to be in, to add meaning to a situation which is not immediately understandable by a purely objective observer.

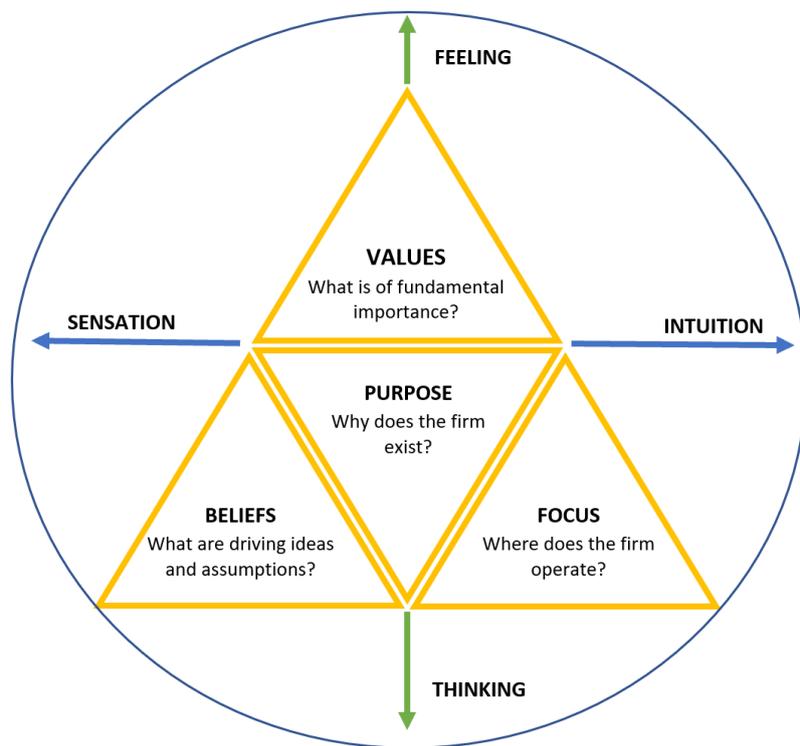


Figure 7: Corporate mission and Jung's cognitive functions; Personal elaboration

## 1.5 IDENTITY VS CORPORATE MISSION

Once identity, strategy and mission have been clarified, it's possible to go back to the starting question "Is identity stackable to corporate mission?". In my opinion, identity is a wider concept comprehensive at the same time of corporate mission and strategy.

On the one hand, corporate mission, being composed by four elements (values, purpose, beliefs, focus) which remain more or less constant during time, represents the enduring and distinctive character of identity. It tells you why you are "climbing the mountain",

why you are in business, and this “why”, being the most profound reason of existence, doesn’t change.

On the other hand, strategy is a dynamic set of practices, which lead to successive adjustments between an organization and its environment. It represents the dynamic character of an organization, allowing it to adapt quickly to the external environment. It answers the question “how”. It is a unique approach of how to use the mission to achieve the vision. Vision reflects the specific mountain you are currently trying to climb. A vision is a picture of what the organization will look like in the future. It serves as a unifying focal point for everyone in the organization like a North Star. It delineates the future focus and where the organization is going.

These two elements are like Yin and Yang, opposed and complementary at the same time. Opposed because one represents staticity and the other one dynamicity, but complementary because together they make up a whole: identity. You preserve those elements on which the organization is based while strategies and goals change and flex with the market. It is a rotational symmetry, whose movement is given by the vision. It defines where you want to arrive, it is the mountain to be climbed and once you have reached its summit, you will move on to other mountains. It never stops.



Figure 8: Identity as a unity of Corporate mission and Strategy; Personal elaboration

At the same time, another reasoning can be done. Identity can be considered as the combination of culture and image.

Corporate culture is composed by the set of values, beliefs, and behavior patterns that form the core identity of an organization (Denison, 1984). By looking at the definition, it can be noticed that it represents again the enduring character of identity, the element that is the foundation of the organization.

Image, on the other side, can be defined as “the total impression an entity (organization) makes on the minds of people” (Hatch and Schultz, 1997). For this reason, given that it continuously changes, represents dynamicity.

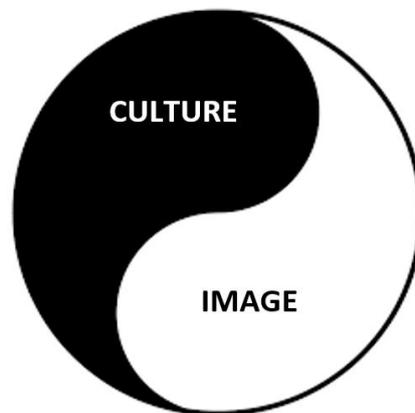


Figure 9: Identity as a unity of Culture and Image;  
Personal elaboration

By joining the two ideas, it's possible to overlap mission to culture and strategy to image, the former representing staticity, the latter representing dynamicity.

Strategy, being modelled on the market, can be connected to image, meaning that, in addition to the changing environment, it continuously adapts also to the external images, to how others see the organization.

On the other hand, culture can be overlapped to the mission. Culture, being defined as the beliefs, values and behaviors that are consistent among all members of the corporation (Molenaar *et al.*, 2002), can be considered as the element that is the foundation of the mission. In fact, corporate culture supports corporate values that are consistent with the purpose of the company and aligned with the personal values of organizational members. Corporate mission, in its turn, supports culture because it

expresses values, beliefs, and it aligns the behaviors of the members within the organization. Culture, in some sense, answers the question “who we are” and “why we exist”, which, in turn, are answered also by corporate mission.

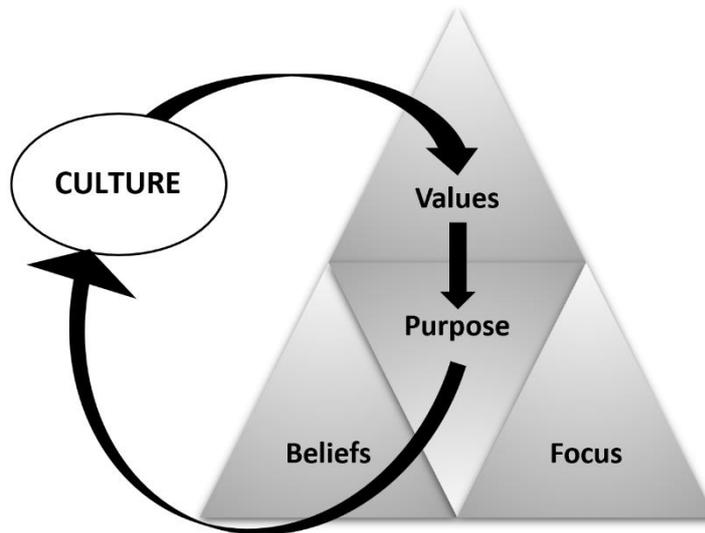


Figure 10: Interrelationship Culture - Mission; Personal elaboration

All these concepts, once they are put together, give birth to identity. There must be coherence between mission and culture on one side and between strategy and image on the other side. If these elements fit each other, then organizational identity will be strong, bringing to the organization a competitive advantage.

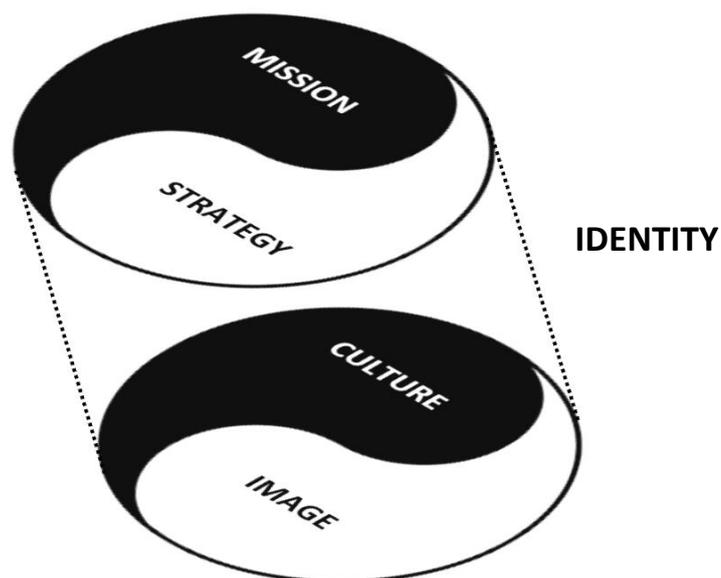


Figure 11: Identity; Personal elaboration



# CHAPTER 2: DOING BUSINESS WITH VALUES

## 2.1 ORGANIZATIONAL VALUES

In this chapter, one fundamental component of the corporate mission will be explained in depth: values. Values can be defined as enduring beliefs which guide actions and judgments across specific situations and beyond immediate goals to more ultimate end-states of existence (Rokeach, 1973). They are so deep-seated that cannot be “seen” as such. What can be seen are the ways through which values manifest themselves (e.g., in opinions, attitudes, preferences, desires, fears, etc.) (Posner, 2010). Values can be distinguished in:

- Personal: they are beliefs which concern behaviors or desirable ends, guide the choice or assessment of behaviour and follow an order of importance (Karacaer *et al.*, 2009). They are fundamental determinants of perceptions, attitudes, and behaviour;
- Professional: the values relating to one's professional conduct that are commonly shared by the members of a particular profession (Singhapakdi and Vitell, 1993);
- Organizational: they represent the guiding tenets of a company. They are timeless, enduring and they are fundamental in supporting the company's vision and shaping the culture. In a company, values provide a sense of identity to its members and guide managers' attention to important issues, facilitating their decisions (Duh, Belak and Milfelner, 2010).

Although they are interrelated, the influence among them varies. “It is the personal values of organizational leaders that play the dominant role in creating and maintaining climates regarding ethics. Any manager who does not take values into account – both his own and other people's – will be a bad manager and presumably the same would apply on an organizational level” (Posner, 2010)

Organizational values have been positioned as central to both culture and organizational identity and closely linked to strategy (Bourne, Jenkins and Parry, 2017). They provide the foundation for the purpose and goals of an enterprise. They quietly give direction to the hundreds of decisions made at all levels of the organization every day.

Their process of formation follows some steps:

- the founders express their own values on the basis of their psychological and social needs;
- these initial values are sustained by organizational members;
- they become embedded and reinforced through organizational structures and practices and modified from time to time in response to external or internal change.

Perceptions of an organization's values may vary across hierarchical levels, functional departments and geographic locations. However, organizational members should perceive values in the same way in order to obtain a more cohesive culture. The fit between personal and organizational values improves goal alignment which, in turn, may positively impact company's performance (Khazanchi, Lewis and Boyer, 2007). Furtherly, it has been associated with job satisfaction, organizational commitment, turnover, trust and readiness to change (Posner, 2010).

## **2.2 FROM CORPORATE SOCIAL RESPONSIBILITY TO CORPORATE SOCIAL INNOVATION**

What does it mean "doing business with values"? Doing business means to put in practice a profitable effort for a purpose. At the beginning, this purpose was merely economic (i.e. profit): "There is one and only one social responsibility of business – to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception or fraud" (Friedman, 1970). Given that market conditions proved to be far from being open and correct, in the last years the need to broaden the concept of social responsibility has become more and more pressing, with the desire to include

other principles and other subjects as possible beneficiaries. This is how the Corporate Social Responsibility (CSR) which focuses on concepts like responsibility and sustainability was born.

As regards responsibility, companies have not only an economic function but also a social one. Given that they act in contexts in which there are various categories of subjects (stakeholders), each one with specific interests, companies must consider aspects that are not merely economic when they define their own goals and strategies. On the other hand, the notion of sustainability requires companies to “meet the needs of the present without compromising the ability of future generations to meet their own needs” (Brundtland Report). Sustainability is based on the Triple Bottom Line (TBL): an accounting framework that comprehends three dimensions of performance: social, environmental and financial. It is different from traditional reporting frameworks as it includes ecological and social measures to which it is difficult to assign appropriate means of measurement. The TBL dimensions are also commonly called the three Ps: people, planet and profits (Slaper, 2011). Basically, companies, in doing business, have to pursue an economic, social and environmental sustainability.

In the last years, many steps forward have been made by companies, business associations, national and supranational institutions to make the CSR model more attractive and achievable. However, it was not easy because the ethical-social value is considered an addition, as something to be pursued only when business flourishes and market conditions allow it. So, despite the progress made, it seems that the way companies think about themselves and their own ends are not free from the influence of the liberalist conception, which sees profit as the only real goal.

Given that CSR seems to not bring any real benefits, a new model of social responsibility, therefore, is proposed. This is the model described by Michael E. Porter and Mark R. Kramer named “Creating Shared Value”. The core of their proposal consists in stressing the need for a close and intrinsic connection between strategy and social objectives, between business and the solution to public problems. It is precisely by doing business that it is possible to solve some latent social problems. Companies must take action to create economic value in order to generate value for the society simultaneously,

responding at the same time to its own objectives and to social and territorial needs, implementing a win-win strategy. The social objective becomes a full-fledged integral part of corporate culture. It is about implementing strategies that integrate sustainability issues in all the strategic plans and processes of the company. Companies that have done this are, for example, Danone and Nestlé which have repositioned themselves in the market as companies that deal with nutrition and health; or again Nissan and Toyota, which have realized low-emission vehicles on a global scale.

So, there is a transition from Corporate Social Responsibility (CSR) to Corporate Social Innovation (CSI). The company can become an actor, promoter and driver of social innovation and give rise to new businesses characterized by high social and environmental value, innovative products and processes.

Nowadays, the cultural and political framework at national and international level seems to be favorable to welcome and to promote some important changes in this direction. The most important event is represented by the approval of the United Nations in September 2015 of the Global Agenda for Sustainable Development and of the related 17 Sustainable Development Goals (SDGs) to be reached by 2030.

This is a global strategy which involves heads of state and government in achieving challenging goals ranging from the fight against poverty to the promotion of human rights, to the protection of natural resources. It is reiterated and enhanced the need to adopt an integrated perspective that can finally act on the different aspects of sustainability: in addition to the environmental one, also social and economic ones.

So, doing business means to create value. If the company is considered as a creator of value, then its identity will depend on what value, or better values, it realizes with its own activity.

Mordacci and Contesini (2018) identified three different value areas: Productive, Financial and Ethical-Social.

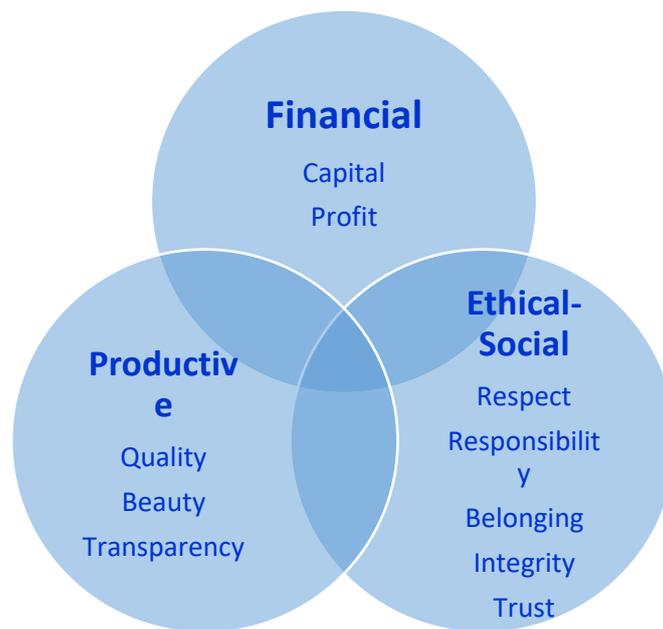


Figure 12: Value areas; Source: Mordacci & Contesini (2018)

These three dimensions have their own autonomy: in fact, a certain portion of each sphere is independent from the other two. However, only in the space in which all the three spheres overlap, there is the full realization of the business value, and therefore organizational identity takes shape. A company gives itself an identity when its earnings express at the same time its productive capacity, its own economic potential and its social relevance. The identity of a company is the result of the respective balance between all the values expressed within the organization. The harmonious composition of the three spheres and their respective values give rise to the organizational identity. It's from the internal and intrinsic interplay of all three spheres that value creation and corporate identity come alive.

Each area comprehends different values:

- Productive area: it includes quality, beauty, trust;
- Financial area: it includes capital, profit;
- Ethical-Social area: it includes respect, responsibility, belonging, integrity, trust.

These ten values are fundamental because they allow companies to draw their profile, their identities. The general thesis of the model is that each value, if pursued with the right measure and with appropriate forms, strengthens and consolidates each other. For each value, in the next pages, it will be highlighted this reciprocal link between the values and their “sub-values”.

### **2.2.1 Capital**

Capital is a financial value which encloses a set of material and immaterial resources used by the organization to increase its economic value.

In considering the material resources, the word "capital" can be distinguished in:

- financial capital, which essentially consists of money and other forms of paper that have the same function;
- real or physical capital, which consists in productive equipment. More generally, it comprehends all the assets, finished or intermediate, and the structures (plants and machineries) used in production processes.

In considering the immaterial resources, capital can be distinguished in:

- human capital: all the knowledge, experiences and skills that an individual acquires and can offer to the market in exchange for remuneration. It can be developed both internally within the company through training programs, job rotation, and externally in the cases of special skills that don't need formalization or skills acquired in non-commercial contexts.

From a business point of view, human capital represents all the qualified human resources that participate in the production processes and that have to be managed by the company through appropriate instruments (i.e. knowledge management).

- social capital: set of relationships enjoyed by an individual or a group of individuals which are used to create economic value.

At the organizational level, social capital includes all the networks and relations both of the organization itself, and of its individual members, who can not only contribute to the efficiency of its processes, but also generate economic value, exploiting the social heritage.

Capital is fundamental for the achievement of the economic objectives of an organization. The enhancement of an organization's capital can have significant impacts both in terms of earnings, and in terms of effectiveness and efficiency of processes. Last but not least, the valorization of capital contributes to the definition of the identity of an organization, with a significant impact in terms of reputation.

To capital, different values and sub-values can be linked:

CAPITAL	
VALUES	<ul style="list-style-type: none"> <li>- <b>Profit:</b> an adequate capital management can have a significant impact in terms of increase in profit. At the same time, the greater the profits, the more these can be reinvested to increase capital.</li> <li>- <b>Belonging:</b> the enhancement of immaterial capital can contribute to creating and strengthening both the sense of belonging of collaborators within the organization (internal dimension), and the sense of belonging of the organization to the territory in which it is inserted (external dimension).</li> <li>- <b>Trust:</b> good capital management can contribute to creating trust both within the organization and outside, promoting and consolidating the trust of citizens, of the territory and, more generally of all stakeholders, towards the organization.</li> <li>- <b>Integrity:</b> it allows to increase the value of the company, both from an economic point of view, and from the point of view of human capital and reputation.</li> <li>- <b>Quality:</b> capital can have significant impacts in terms of increasing product quality, processes and relations.</li> </ul>

<b>SUB-VALUES</b>	<ul style="list-style-type: none"> <li>- <b>Well-being:</b> capital can contribute to the improvement of well-being both in the workplace and from the point of view of satisfaction and personal fulfillment.</li> <li>- <b>Competence/knowledge:</b> capital involves an increase of technical knowledge and soft skills.</li> <li>- <b>Reputation:</b> a good capital management has a very significant impact in terms of reputation; at the same time a good reputation can increase capital, since it can translate in trust of citizens, increase of equity, etc.</li> </ul>
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Table 2: Values and sub-values of Capital; Source: Mordacci & Contesini (2018)

### 2.1.2 Profit

Profit is the gain obtained from a given commercial, productive or financial activity. In economic terms, it is the difference between total revenues and total costs of production. Therefore, a company generates profits if the revenues for the goods sold exceed the costs of production inputs. What is important to remember is that profit is not an independent variable: it cannot be detached by the other values.

PROFIT	
<b>VALUES</b>	<ul style="list-style-type: none"> <li>- <b>Capital:</b> the link between profit and capital is obvious. However, the mere profit doesn't necessarily lead to the enhancement of capital, when the increase of profit is detached from the other values.</li> <li>- <b>Quality:</b> there are different ways in which quality is relevant to profit. For example: the quality of the product, the quality of the working conditions in the company and the quality of the image that a company offers outside can increase profit.</li> <li>- <b>Trust:</b> consumer's trust towards the company is relevant to the profit. For example, not maintaining quality standards, not respecting the ethical constraints or taking unreasonable risks in the management of the company can irreparably compromise profit.</li> </ul>

	- <b>Responsibility:</b> a company is responsible towards customers for the quality of its own products. For this reason, if a product does not satisfy them, all the company is affected, resulting in a collapse of profit.
<b>SUB-VALUES</b>	<ul style="list-style-type: none"> <li>- <b>Foresight:</b> to ensure the survival and strengthening of the company, and therefore of its profits, it is essential to cast a glance at the future, to anticipate trends.</li> <li>- <b>Prudence:</b> short-term profit should not be at the expense of the company strength, so the company should be prudent when it makes investments and strategic choices.</li> <li>- <b>Competitiveness:</b> in order to have durable profits, a product must be competitive and continue to be so over time.</li> </ul>

Table 3: Values and sub-values of Profit; Source: Mordacci & Contesini (2018)

### 2.1.3 Beauty

The term "beauty", in the common understanding, refers to the aesthetic field. It indicates the analysis of the ways in which beauty can be perceived, identified and justified. By looking at the company level, beauty regards both the product and the process. However, in this context, we are not just talking about esthetic pleasantness. Beauty refers also to the full functionality and easy usability of the product itself.

"Beautiful" is something "perfect", both in its shape and in its use. It is all that allows to break free of the mechanical, serial, equalizing conception concerning both products and processes. In the case of products, beauty means to avoid the product to be perceived as a copy of a homogeneous, repetitive, equal series. In the case of processes, beauty means to avoid an analogous repetition of the same actions. This, not only is not beautiful, but, in the long run, it is also ineffective and inefficient.

BEAUTY	
<b>VALUES</b>	- <b>Capital</b> (as reputation): beauty certainly helps to increase the reputation of the company.

	<ul style="list-style-type: none"> <li>- <b>Quality:</b> beauty intended as functional is a mark of the quality of a product or of a process.</li> <li>- <b>Respect:</b> beauty inspires respect. The higher the perception of beauty, the greater the respect.</li> </ul>
<b>SUB-VALUES</b>	<ul style="list-style-type: none"> <li>- <b>Wellness:</b> if "beauty" means also functionality, it can increase well-being.</li> <li>- <b>Decorum:</b> if "beauty" is a balance between different parts of a structure, it can also guarantee the maintenance of decorum within an organization.</li> </ul>

Table 4: Values and sub-values of Beauty; Source: Mordacci & Contesini (2018)

### 2.1.4 Quality

Quality regards both the production processes and the product itself. By looking at the processes, it concerns business efficiency and therefore the ability to maximize the cost/benefit ratio. It is related to the technological optimization, to the choice of materials, to the working conditions of the staff and so on. By looking at the product, In the second sense, quality is essentially linked to the market segment in which the company intends to place itself.

QUALITY	
<b>VALUES</b>	<ul style="list-style-type: none"> <li>- <b>Profit:</b> quality is a prerequisite for good financial status.</li> <li>- <b>Trust:</b> the higher the quality, the higher consumers' confidence towards the company.</li> <li>- <b>Transparency:</b> transparency of the company towards consumers has become increasingly important as a guarantee of the quality of its products.</li> <li>- <b>Beauty:</b> in some fields (such as those of the luxury goods, of fashion or furnishing) the beauty of a product is an important component of its quality.</li> </ul>

<b>SUB-VALUES</b>	<ul style="list-style-type: none"> <li>- <b>Competitiveness:</b> the quality of processes and of products is a central element in the competition with competitors.</li> <li>- <b>Efficiency:</b> the quality of production processes is closely linked to efficiency.</li> <li>- <b>Customer satisfaction:</b> customer satisfaction must guide the research. The higher the quality, the higher the customer satisfaction.</li> <li>- <b>Innovation:</b> one of the central elements of product quality is its innovativeness.</li> <li>- <b>Motivation:</b> the quality of the product can offer a strong motivation both to employees feeling proud to be part of the company and to customers, improving loyalty.</li> </ul>
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Table 5: Values and sub-values of Quality; Source: Mordacci & Contesini (2018)

### 2.1.5 Transparency

Transparency makes information accessible, promotes participation and compliance with the rules. At the same time, it is functional to control and surveillance. Therefore, it is an ambivalent value: from one side it is a promoter of freedom of action, from the other side it is a control and regulation device. Transparency, in the organizations, pursues the objective of making actions, documents, choices, products visible, controllable and shared in order to strengthen and monitor relationships, processes, results. More concretely, the value of transparency in organizational practices refers to multiple actors, both internal and external to the organization.

- Employees and collaborators: transparency consists in the possibility of having access to relevant information concerning the organization and necessary for the exercise of its own role. Generally speaking, it translates into the possibility for everyone to have access to the opportunities that the organization offers, so that everyone can compete depending on its own skills, availability and interests.

- Customers: it consists in making accessible information on the quality of products and services (ingredients, materials, manufacturing processes), on compliance with rules and standards, on the adoption of company policies meeting sustainability parameters.
- Institutions: it regards the respect of the rules and regulations (anti-corruption, anti-pollution, free competition, etc.).
- Competing companies: it regards the compliance with the rules to protect competition against monopolies and abuses of dominant position.

TRANSPARENCY	
VALUES	<ul style="list-style-type: none"> <li>- <b>Trust:</b> transparency strengthens trust, thanks to the possibility of forecasting behaviors with more reliability, having a more precise picture of the information and relying on third parties who can make respect the agreements.</li> <li>- <b>Integrity:</b> the two values are frequently considered coupled, considering transparency as a synonym of correct and honest behavior.</li> <li>- <b>Responsibility:</b> being able to clearly identify processes, roles, tasks and in general having all the necessary information to exercise its own role, transparency promotes responsible behavior.</li> <li>- <b>Quality:</b> transparency provides greater guarantees of quality control of products, services and processes.</li> <li>- <b>Profit:</b> transparency strengthens customers' trust and creates an atmosphere of collaboration that improves employees' well-being and productivity. This can be translated in higher profits.</li> </ul>
SUB-VALUES	<ul style="list-style-type: none"> <li>- <b>Impartiality:</b> transparency stands as a barrier against discretionary and arbitrary decisions.</li> <li>- <b>Fairness, Honesty, Loyalty, Legality:</b> behaviors can be exhibited publicly as they comply with moral standards and with legality.</li> </ul>

	- <b>Accessibility, Inclusion, Opening, Participation:</b> transparency is an opportunity to share information, knowledge, processes, objectives.
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Table 6: Values and sub-values of Transparency; Source: Mordacci & Contesini (2018)

### 2.1.6 Trust

Trust means to believe that there are some energies that will be able to achieve the purpose or to make the expected event happen. There are three declinations of trust:

1. Self-confidence: trust is believing that you can achieve good things.
2. Trust in others: it depends on the conviction that the other will keep the agreement, but also on the conviction that someone will punish violations.
3. Trust in the future: if our actions belong to a historical tissue that systematically belies our choices and values, then trust sooner or later collapses.

At the organizational level, it's possible to distinguish between an internal trust and an external one. The internal trust can be enhanced by making information circulate and by creating spaces and moments of confrontation and exchange, even informal. The external trust, on the other side, can be enhanced through external communication tools aimed at the reputation and the enhancement of the brand, and through close relationships with stakeholders, partners and in general with the territory.

TRUST	
<b>VALUES</b>	<ul style="list-style-type: none"> <li>- <b>Responsibility:</b> assuming responsibility requires an act of trust from those who entrust you with that role or task.</li> <li>- <b>Belonging:</b> trust creates a sense of belonging.</li> <li>- <b>Transparency:</b> to be transparent means to show others can trust us.</li> <li>- <b>Integrity:</b> the lack of integrity undermines the possibility of trust.</li> <li>- <b>Quality:</b> quality generates trust and consolidates reputation.</li> </ul>
<b>SUB-VALUES</b>	<ul style="list-style-type: none"> <li>- <b>Reliability:</b> a trustworthy company is above all a reliable company.</li> <li>- <b>Sincerity:</b> sincerity is an enabling condition for trust.</li> </ul>

	- <b>Tenacity:</b> tenacity is essential to maintaining trust. In fact, who discourages too soon is not reliable.
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Table 7: Values and sub-values of Trust; Source: Mordacci & Contesini (2018)

### 2.1.7 Responsibility

Responsibility is the commitment to respond to the others and to themselves, about the own actions, speeches and consequences that derive from them.

Responsibility refers to two issues: temporality and ownership. With regard to temporality, it is possible to speak primarily of retrospective responsibility, referring to the "already done". People must be able to recognize in their actions and even in their own omissions, the origin of certain consequences on others. Recognizing consequences, it also means to be willing to act in order to repair errors.

With regard to the issue of ownership, a distinction can be made between individual responsibility and collective responsibility.

If the subject of responsibility is the company, then we can talk about Corporate Social Responsibility. Being responsible in this respect means to pay attention to the consequences that organizational actions have on the internal and external environment. The audience to which the company must respond includes not only shareholders but also employees, customers, suppliers, local administrations and territories.

RESPONSIBILITY	
<b>VALUES</b>	<ul style="list-style-type: none"> <li>- <b>Respect:</b> "responding to" means to take in consideration the other's request, not to be indifferent to it.</li> <li>- <b>Belonging:</b> responsibility finds fertile ground when people feel linked to the other members of the group or community.</li> <li>- <b>Trust:</b> giving responsibility, delegating tasks and objectives means trusting that the recipient will be able to accomplish them.</li> </ul>

<b>SUB-VALUES</b>	<ul style="list-style-type: none"> <li>- <b>Autonomy:</b> possibility to take initiatives, disagree, evaluate without being subjected to rigid mechanisms of control.</li> <li>- <b>Consistency:</b> alignment between what is said and what is done.</li> <li>- <b>Diligence:</b> to be understood as commitment, accuracy.</li> </ul>
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Table 8: Values and sub-values of Responsibility; Source: Mordacci & Contesini (2018)

### 2.1.8 Respect

Respect has two fundamental meanings: a hierarchical one or asymmetric, called differential respect and an egalitarian one or symmetric called equal respect. The differential respect can be translated into the recognition of a moral or social superiority manifested through its own attitude or behavior. Respect arises from the recognition of a higher value which can be the one of the institutional authority (laws, public institutions), of the organizational one (roles, power), or the one of the moral integrity (recognizing the heroism or virtues of someone).

The equal respect is the disposition to refrain from offensive or harmful acts, implicit in the recognition of a right. What is worthy of respect is the human nature: what makes me worthy of respect, so the ability to decide for myself is also present in others.

Respect, as a moral principle, has different declinations:

- Respect for oneself: it is the main dimension because it's impossible to have respect for others if you don't respect yourself.
- Respect for others: it consists in recognizing that every person as such is free, has autonomy and decision-making capacity and for this reason its choices are legitimate as long as they do not violate the freedom of others.
- Respect for human artefacts: it depends on two elements. In the case of artistic artifacts, respect means the recognition of their artistic value and therefore of the human creativity that they incorporate. In the case of products, it means the recognition of the work value they have required.
- Respect for the living beings: it means the recognition of the intrinsic value of living beings (e.g. animals).

- Respect for nature: it means the recognition of the intrinsic value of the elements of the landscape and of the territory.

Within the organization, self-respect is the quality of being independent and responsible agents and not merely blind executors. The respect for others is expressed in the recognition of the freedom and independence of every person, no matter its role. Respect for the living beings and for the nature has to do with sustainability and responsibility towards territory.

RESPECT	
<b>VALUES</b>	<ul style="list-style-type: none"> <li>- <b>Integrity:</b> it derives from self-respect and it is a sign of active respect for the others.</li> <li>- <b>Transparency:</b> a transparent practice is the demonstration that all the people/living beings have been respected.</li> <li>- <b>Quality:</b> it is a form of respect not only for the customers, but also for the human ability to do things well.</li> <li>- <b>Trust:</b> lack of respect is the main obstacle to trust.</li> <li>- <b>Belonging:</b> there is mutual care and active respect in organizations in which there is a strong sense of belonging.</li> </ul>
<b>SUB-VALUES</b>	<ul style="list-style-type: none"> <li>- <b>Authority:</b> it is generated from the recognition of a value that enables the exercise of power.</li> <li>- <b>Kindness:</b> the basis of kindness is the recognition of the others' dignity.</li> </ul>

Table 9: Values and sub-values of Respect; Source: Mordacci & Contesini (2018)

### 2.1.9 Integrity

Being integrous means being entire, intact, and not having suffered damages or injuries, such as to make the own nature fragmented. Being integrous also means being incorrupted or incorruptible, honest, sincere: in this sense, therefore, integrity indicates first of all the respect for legality, moral rectitude, fairness, equity.

It means to be authentic, be able to act in accordance with those principles, ideals, values, etc., which express who we are, what is our nature.

Also integrity, as the other values, has different declinations:

- Integrity of the self: it indicates the capacity to form one's self, to avoid the risk of fragmentation and/or dispersion of the self.
- Integrity of its own behavior: it indicates the coherence between who we are and what we do.
- Integrity as legality: it indicates honesty, respect for the law, fairness.
- Integrity as authenticity: it expresses the awareness of one's identity and the recognition of one's nature.

INTEGRITY	
VALUES	<ul style="list-style-type: none"> <li>- <b>Belonging</b>: integrity stimulates belonging, since it allows to connect the parts in a whole.</li> <li>- <b>Capital</b>: integrity allows to increase the value of the company, both from an economic point of view, both in terms of human capital.</li> <li>- <b>Trust</b>: integrity strengthens trust as it helps create valuable ties and to convey a positive image.</li> <li>- <b>Profit</b>: integrity can be a competitive factor for the company and therefore, have a positive impact in terms of reputation and consequent profit increase.</li> <li>- <b>Responsibility</b>: integrity generates responsibility for one's actions. At the same time, responsibility increases the sense of equity, fundamental for the promotion of respect and integrity.</li> <li>- <b>Respect</b>: respect is a condition which facilitates integrity, since it creates the conditions for inclusion.</li> <li>- <b>Transparency</b>: integrity entails the transparency of processes and actions and, at the same time, transparency is a condition which enables integrity.</li> </ul>

<b>SUB-VALUES</b>	<ul style="list-style-type: none"> <li>- <b>Consistency:</b> integrity implies coherence between who we want to be and who we are, between one's identity and one's behavior.</li> <li>- <b>Equity:</b> integrity implies the ability to guarantee equal respect to everybody.</li> <li>- <b>Identity:</b> integrity is a constitutive element of identity as it tells the way in which the different parts make something or someone a whole.</li> <li>- <b>Inclusion:</b> integrity implies the ability to include everyone.</li> <li>- <b>Legality:</b> integrity implies respect for rules, fight against corruption and illegality, fair competition.</li> <li>- <b>Honesty:</b> integrity implies honest, fair, transparent behavior.</li> <li>- <b>Reputation:</b> integrity contributes to the good reputation of an organization because it increases its immaterial value and positively affects its image.</li> </ul>
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Table 10: Values and sub-values of Integrity; Source: Mordacci & Contesini (2018)

### 2.1.10 Belonging

The term "belonging" indicates the fact of "taking part", or "being part" of a larger dimension. It is an identity value: it indicates the way in which an individual's identity is constituted, developed and maintained. A subject acquires a specific identity (among the many that it can take) even to the extent in which it belongs to a group or community. More precisely, individual identity and the identity of the group intertwine and strengthen each other.

BELONGING	
<b>VALUES</b>	<ul style="list-style-type: none"> <li>- <b>Quality:</b> quality of the processes increases with the increase of cohesion within the company.</li> <li>- <b>Responsibility:</b> the higher the sense of belonging to a group, the higher the sense of responsibility of those who are part of it.</li> </ul>

	<p>- <b>Trust</b>: only in a context in which belonging is explicit and evident the sense of trust between the different components of an organization can arise.</p>
<b>SUB-VALUES</b>	<p>- <b>Identity</b>: the identity of an organization depends on the perception of belonging towards it.</p> <p>- <b>Solidarity, greater commitment and cooperation, improvement of efficiency, development of equal opportunities</b>: they derive from the value of belonging.</p> <p>- <b>Wellness</b>: the sense of belonging increases workers' happiness.</p>

Table 11: Values and sub-values of Belonging; Source: Mordacci & Contesini (2018)



# CHAPTER 3: CASE STUDIES

## 3.1 INTRODUCTION

The objective of the research team is to identify a model which allows mapping values within different companies in order to define their identities. In this way, there is the possibility to check if there is coherence between what emerges from the internal speakers and the real values of the company. In this research, the focus is on social and governmental performances, which until now have always been subordinated to the financial and environmental ones for different reasons. First of all, the financial performance is fundamental from an economic point of view and it allows to analyze the health and the trend of companies. If a company doesn't perform well in this area, it is intended to die. Secondly, in the last years, it has been acquired more and more awareness about climate change, so an increasing number of investors and customers started to pay attention to the ecological issue. Thirdly, these two performances are more easily observable and measurable; in fact, objective parameters (e.g. revenues or gas emissions) can be used.

However, nowadays, social and governmental performances have become more significant. Issues like gender equality and security in the workplace are the order of the day. The complication of these types of performances arises from the absence of shared measures worldwide in order to make possible comparisons between firms.

This research intends to be a first step for the creation of a list of social and governmental KPIs and a model that allows assessing companies' performances in these areas.

## 3.2 METHODOLOGY

The study begins from a book: "Fare impresa con i valori. Teoria e pratica dell' Identity shaping", written by a group of philosophers with the aim of offering an analysis of the business values that should be used to define companies' identity. In light of the

contents of the book, the purpose of the research is, in the first phase, to select and analyze the existing literature linked to the theme of sustainability. In particular, KPIs have been extrapolated in order to identify performance values and to map them on the basis of the values emerged from the book. In the second phase, the objective is to evaluate the KPIs that emerged in the previous step by testing them directly on a sample of companies selected in order to recognize which of the selected KPIs are mostly used by firms and which average measures emerge.

The methodology used is that of research-intervention (or Action Research) which allows scholars to understand, corroborate and improve the results of the research by actively entering into action in the company.

The first step of the Action Research entailed a Structured Literature Review (SLR). This approach enabled the research team to identify which Key Performance Indicators are relevant from an academic point of view. “An SLR is a method for examining a corpus of scholarly literature, to develop insights, critical reflections, future research paths and research questions. [...] SLRs provide an approach that can help academics to discover underinvestigated topics and methods, nurturing, therefore, the development of new knowledge areas and research approaches” (Massaro, Dumay and Guthrie, 2016).

To do the Structured Literature Review, academic papers were selected to choose relevant academic journals, the research team adopted the International ABS journals ranking list which classifies journals into four categories (1 to 4) plus a Journal of Distinction category, which recognizes the quality of those journals ranked as a ‘top’ class journal in at least three out of five international listings consulted.

A query string was entered in Scopus<sup>1</sup> to select and extract the relevant articles using the keywords: “Performance” “Sustainability” and “Indicator” (APPENDIX A). The articles selected were listed in an Excel table, downloaded and saved in PDF in a folder. By deleting duplicates and integrating with few more papers, the total resulting articles were 72. The PDF papers were then imported in Mendeley, a free reference manager

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<sup>1</sup> <https://www.scopus.com/results/results.uri?sort=plf-f&src=s&sid=8efd55a49294aaf42472bf28c4006779&sot=a&sdt=a&sessionSearchId=8efd55a49294aaf42472bf28c4006779&origin=searchadvanced&editSaveSearch=&txGid=8169d5dac6279d38547bf6bb497f6e69>

and academic social network that can help to organize the research and facilitate citations and references, and NVivo. NVivo is a software that gives a place to organize, store and retrieve data in order to work more efficiently, save time and rigorously back up findings with evidence. Before starting to code all the papers in NVivo, a codebook was created (APPENDIX B). By analyzing some of the journal articles, the most important themes were identified and combined into groups. The results were presented as a node for each broad idea, with child nodes for each theme within that group. For example, “Type of document” is the parent node and this can be unrolled into “Journal articles”, “Consultancy reports”, “Blog-CSRWire”, etc. which are the child nodes. The children can be in turn unrolled into “nephew” nodes and so on. The codebook comprehended all the elements useful for the analysis of the documents selected: from the type of the document and the sector to the KPIs and their impact on the Business Model.

Once the codebook was created, the relevant content of each paper was coded to the respective theme node.

NVivo has been useful not only for the Structured Literature Review, but it also allowed the research team to make the text analysis on a high pool of interviews in order to find the best practices for each KPI.

The second step started with the creation of an Excel table in which all the KPIs identified from the literature review were listed and classified into Environmental, Social, Governmental (ESG)<sup>2</sup> and Financial. This first phase resulted in a list of 1091 KPIs. Given

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<sup>2</sup> “According to United Nations Environment Programme (UNEP) Inquiry and the United Nation Backed Principles for Responsible Investment (UNPRI), ESG factors are broadly defined as follows:

- i) Environmental (E) issues relate to the quality and functioning of the natural environment and natural systems;
  - ii) Social (S) issues relate to the rights, well-being and interests of people and communities;
  - iii) Governance (G) issues relate to the governance of companies and other investee entities”.
- Environmental (E): - climate change - greenhouse gas (GHG) emissions - resource depletion, including water - waste and pollution - deforestation - biodiversity loss - changes in land use - ocean acidification - changes to the nitrogen and phosphorus cycles.
  - Social (S): - human rights - working conditions, including slavery and child labour - freedom of association and freedom of expression - local communities - conflict areas - health and safety - employee relations and diversity - consumer protection.
  - Governance (G): - executive pay - bribery and corruption - political lobbying and donations - board diversity and structure - shareholder rights - stakeholder interaction - tax strategy.

(European Commission, 2018, “Commission Staff. Working Document Impact Assessment”, p. 10)

that the focus was on Social and Governmental indicators, only those were selected for the next steps of the process. For each Key Performance Indicator, the team defined the articles from which they were extracted, and if present, the industries they were related to, their definitions and measures.

Because some indicators were too specific (e.g. "Authorized urban developments") to be generalized, another skimming has been done, reducing them from 393 to 292. The remaining 292 KPIs were then connected to the ten values described by Mordacci R. and Contesini S. in their book "Fare impresa con i valori. Teoria e pratica dell' Identity Shaping" (2018). The ten values illustrated were beauty, quality, trust, transparency, respect, responsibility, belonging, integrity, capital and profit. After reading the book, these values have been discussed by the research team in order to be sure about the comprehension and sharing of the content of the text. Subsequently, given that "quality" has two different meanings, it was split bringing out a new value: innovation. The result was the creation of a matrix in which all these data were crossed.

Reviewing the matrix, it emerged that some of the 292 KPIs were similar. To avoid duplicates, the team of researchers decided to delete those KPIs that, while repeating, were not adding any additional information. The remaining ones were grouped in different clusters (e.g. discrimination, employee retention, etc.). By looking at these categories, the research team noticed again common ground, so they were combined, ending up with 18 macro-clusters. For each cluster, it was selected a maximum of 3 KPIs and for each KPI, if not already present from the Literature Review, the team tried to find a ratio (numerator and denominator) (APPENDIX C). Given that these KPIs would have been sent to a sample of companies, this step was necessary to facilitate their measurement.

The results derived from the Literature Review have been discussed by the research team and a group of practitioners in order to make the matrix fit better with the needs of the companies. As a consequence, some changes were carried out. For example, given its importance, a financial cluster with the classical economic KPIs such as ROE, ROI, EBIT

was included. The majority of these indicators were picked out from AIDA<sup>3</sup>, a comprehensive company database specialized in the analysis and processing of financial data of all the Italian companies. Moreover, other clusters were integrated such as the one dealing with the Management by Objectives (MBO) with respect to the sustainability theme or risk management area, ending up with 20 macro-clusters. In these categories, some KPIs were added, some were deleted, and some were modified to make the matrix more easily understandable and nearer to the business world (APPENDIX D). This was important because these indicators were then included in the final survey that was submitted to different interlocutors within the companies.

Once this structure was obtained, the team performed a content analysis. Thus, from the interviews previously loaded on NVivo, for each cluster, best practices were searched, looking also for real companies that were applying them. This research was conducted by trial and error, by selecting from time to time some keywords to be inserted in NVivo (APPENDIX E).

In addition to the matrix, companies would have been asked to answer also to a survey created by practitioners (APPENDIX F).

Before entering companies, a procedure was followed. Firstly, the contact persons were identified and secondly, the team defined the sample to be interviewed. This was important because, on the basis of the speaker, the survey was different. Once the surveys have been completed, data have been collected and analyzed through Blue Sky Statistics, a software environment for statistical computing and graphics.

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<sup>3</sup> <https://aida.bvdinfo.com/version-201973/Login.serv?Code=InvalidIpAddress&LoginParamsCleared=True&LoginResult=nc&product=aidaneo&RequestPath=home.serv%3fproduct%3daidaNeo>

This procedure can be represented by the following flow chart:

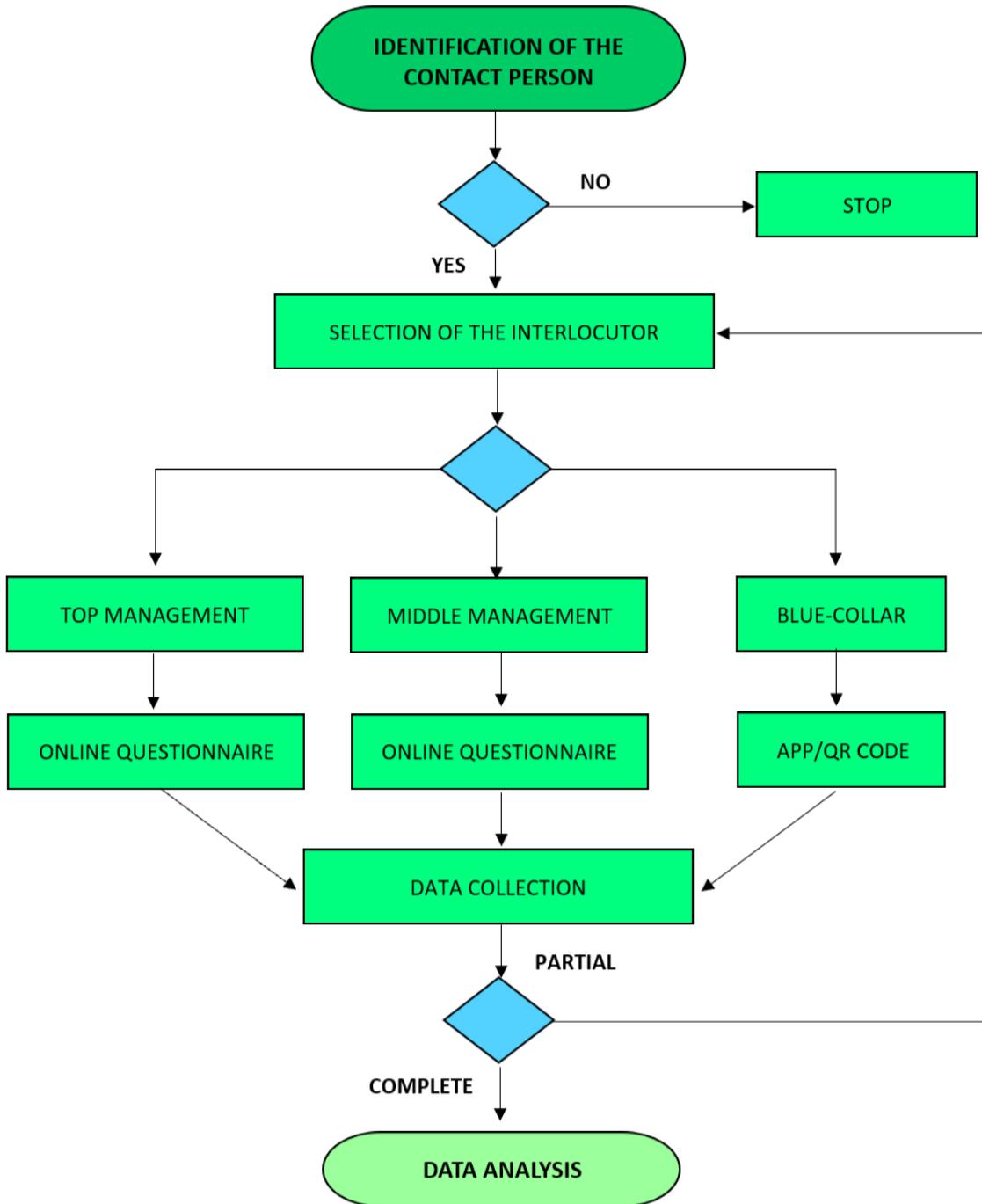


Figure 13: Flow chart

### **3.3 FINDINGS FROM THE LITERATURE REVIEW**

The Structured Literature Review has allowed the team to understand which KPIs are considered by academics by looking also at the sectors they are related to. The sectors are multiple (16) and variegated, ranging from biotechnology to tourism. The literature review, firstly, helped to identify which are the benefits of the indicators analyzed and secondly, it has confirmed the team's expectations. In fact, what is worth noting is that from an academic point of view there is still higher attention on the environmental performance with respect to the other ones. This is highlighted by the fact that on 72 journal articles analyzed, 35 deal with this issue versus the 16 regarding the social sphere or the 5 regarding governance. This can be observed also by looking at the best practices which can be found only in 5 papers and again they deal with the ecological issue.

As regards the International frameworks, 10 different guidelines have been identified, with a predominance of GRI (Global Reporting Initiative) and ISO (International Organization for Standardization). The GRI Standards represent global best practice for reporting publicly on a range of economic, environmental and social impacts. Sustainability reporting based on the Standards provides information about an organization's positive or negative contributions to sustainable development. ISO is an independent, non-governmental international organization with a membership of 164 national standards bodies. Through its members, it brings together experts to share knowledge and develop voluntary, consensus-based, market-relevant International Standards that support innovation and provide solutions to global challenges.

Dealing with the impact of Key Performance Indicators on the Business Model, Organizational Model and Profit Model, the paper analysis has shown no relevant results.

Useful outcomes derive from the interviews' analysis: in fact, a huge number of best practices (107) have been identified for each cluster. For example, volunteering programs seem to be beneficial for employees because they increase job satisfaction, productivity and retention but also for customers because they enhance commitment and loyalty towards the company. As regards discrimination and gender equality, there

are Principles initiatives that offer guidance on how to empower women in the workplace. Many companies have recognized the need to expand economic opportunities for women by fostering entrepreneurship, strengthening financial literacy, and promoting them into management positions.

### 3.4 FINDINGS FROM THE SURVEY

The analysis was "funnel-shaped", starting firstly from aggregated data, and then making the distinction between the various companies of the sample.

#### 3.4.1 AGGREGATED ANALYSIS

SUMMARY ANALYSIS										
	Respect	Resp	Belong	Integr	Trust	Innov	Beauty	Transp	Cap	Prof
<b>Min</b>	1.00	1.44	1.60	1.29	2.00	1.80	2.00	1.00	1.00	1.00
<b>1<sup>st</sup> Quartile</b>	2.50	3.11	2.80	3.14	3.00	2.80	3.00	3.00	2.67	3.00
<b>Median</b>	3.00	3.44	3.20	3.43	3.50	3.20	3.25	3.00	3.00	3.50
<b>Mean</b>	2.86	3.40	3.11	3.37	3.45	3.21	3.33	3.12	3.03	3.26
<b>3<sup>rd</sup> Quartile</b>	3.50	3.67	3.40	3.71	3.75	3.80	3.75	3.50	3.33	4.00
<b>Max</b>	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
<b>StD</b>	0.628	0.392	0.467	0.404	0.457	0.593	0.514	0.615	0.567	0.635

Table 12: Summary analysis

The table "Summary analysis" shows the distribution of the sample for each value. Looking briefly at this table, what can be pointed out is that even if all the values have reached the maximum score (4), not all of them started from the minimum score (1). In fact, 6 values out of 10 started from a higher valuation. In particular, trust and beauty have the greatest minimum (2). Considering the mean, they have been highlighted the lowest and the highest ones, corresponding respectively to respect and trust.

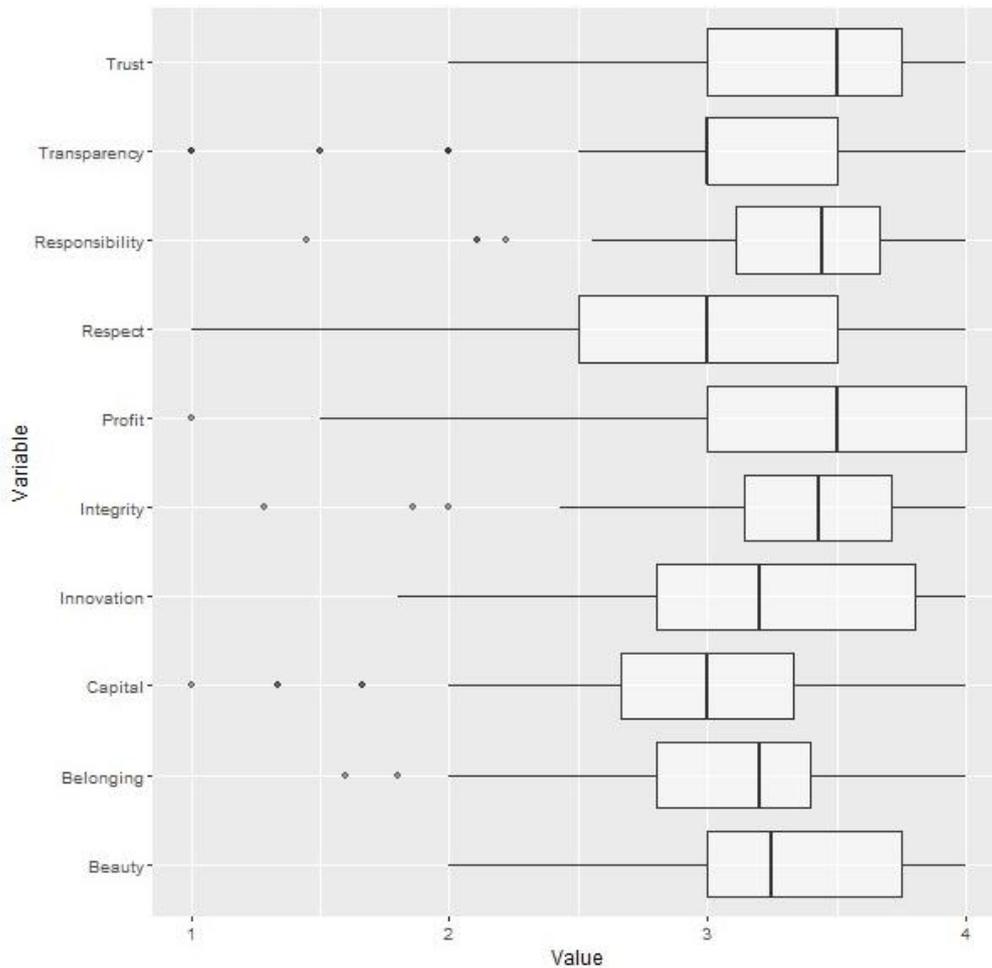


Figure 14: Aggregated boxplot

The figure is the graphic representation of the table “summary analysis”, showing minimum, 1<sup>st</sup> quartile, median, 3<sup>rd</sup> quartile and maximum. Mean and standard deviation are not shown in the chart.

CORRELATION MATRIX										
	Respect	Resp	Belong	Integr	Trust	Innov	Beauty	Transp	Cap	Prof
Respect	1									
Resp	0.548	1								
Belong	0.552	0.612	1							
Integr	0.495	0.863	0.579	1						
Trust	0.438	0.594	0.518	0.535	1					
Innov	0.367	0.526	0.410	0.468	0.704	1				
Beauty	0.447	0.625	0.467	0.500	0.574	0.635	1			
Transp	0.478	0.595	0.575	0.587	0.579	0.469	0.478	1		
Capital	0.548	0.673	0.641	0.602	0.624	0.585	0.624	0.587	1	
Profit	0.361	0.585	0.431	0.571	0.671	0.671	0.425	0.475	0.540	1

Table 13: Correlation matrix

p-value < 0.0001

The table “Correlation matrix” indicates the correlation between all the values. What is worth noting is that profit and respect show the lowest correlation (0.361), while integrity and responsibility show the highest one (0.863). All the values are significant, being the p-value lower than 0.0001.

### **3.4.2 FREQUENCY ANALYSIS**

The research team selected four companies to whom send the survey previously created.

To these companies, fictitious names have been assigned given that the processed data are sensitive. They will be called respectively Alpha, Beta, Gamma, and Delta. They operate in different industries, more precisely: Alpha operates in the medical industry with the production of medical devices, Beta is present in the cork industry; Gamma operates in the banking industry and Delta in the snacks one.

Initially, researchers performed a preliminary study aimed at exploring the valency of the answers provided by the companies and at understanding how the sample is composed. As a result, frequency tables have been performed. The resulting tables show how frequencies are distributed over the following values:

- Gender: it refers to the distinction among males (M) and females (F);
- Age: it refers to the age of the members within the organization;
- Role: it refers to the job position of the respondents;
- Qualification: it refers to the level of education which can range from the high school degree to the master post university;
- Seniority: it refers to the number of years that persons have stayed within the company;
- Area: it refers to the macro-categories which compose a company (e.g. production, financial, etc.)
- Ideal area: it refers to the area in which the respondent recognizes most himself on the basis of his studies;

- Experience abroad: it refers to the number of years people stayed abroad;
- Nationality: it refers to the distinction between Italian and not Italian people.

#### ❖ GENDER

Company Alpha			Company Beta		
Gender	Frequency	%	Gender	Frequency	%
Other	1	2.13	F	19	61.29
F	16	34.04	M	12	38.71
M	30	63.83			

Company Gamma			Company Delta		
Gender	Frequency	%	Gender	Frequency	Percent
F	6	19.35	F	11	14.29
M	25	80.65	M	66	85.71

Table 14: Frequency tables – Gender

#### ❖ AGE

Company Alpha			Company Beta		
Age	Frequency	%	Age	Frequency	%
18 - 24 years	1	2.13	18 - 24 years	1	3.22
25 - 34 years	12	25.53	25 - 34 years	5	16.13
35 - 44 years	17	36.17	35 - 44 years	10	32.26
45 - 54 years	10	21.28	45 - 54 years	13	41.94
55 + years	7	14.89	55+ years	2	6.45

Company Gamma			Company Delta		
Age	Frequency	%	Age	Frequency	%
35 - 44 years	11	35.48	18 - 24 years	2	2.60
45 - 54 years	16	51.62	25 - 34 years	21	27.27
55+ years	4	12.90	35 - 44 years	24	31.17
			45 - 54 years	23	29.87
			55+ years	7	9.10

Table 15: Frequency tables – Age

❖ **ROLE**

Company Alpha			Company Beta		
Role	Frequency	%	Role	Frequency	%
Manager	3	6.38	Manager	2	6.45
Employee	36	76.60	Employee	17	54.84
Worker	4	8.51	Worker	10	32.26
Executive	4	8.51	Executive	2	6.45

Company Gamma			Company Delta		
Role	Frequency	%	Role	Frequency	%
Staff	17	54.84	Managers+Executives	4	5.19
Supervisor	14	45.16	From level 1 to 3 A	16	20.78
			From level 3 to 6	57	74.03

Table 16: Frequency tables – Role

❖ **QUALIFICATION**

Company Alpha			Company Beta		
Qualification	Frequency	%	Qualification	Frequency	%
Other	2	4.26	Other	4	12.90
High school degree	15	31.91	High school degree	21	67.74
Bachelor's degree	8	17.02	Bachelor's degree	1	3.23
Master's degree	18	38.30	Master's degree	4	12.90
Master	4	8.51	Master	1	3.23

Company Gamma			Company Delta		
Qualification	Frequency	%	Qualification	Frequency	%
High school degree	23	74.20	Other	10	12.99
Bachelor's degree	4	12.90	High school degree	48	62.34
Master's degree	4	12.90	Bachelor's degree	5	6.49
			Master's degree	10	12.99
			Master	4	5.19

Table 17: Frequency tables – Qualification

❖ **SENIORITY**

Company Alpha			Company Beta		
Seniority	Frequency	%	Seniority	Frequency	%
0 - 1 year	5	10.64	0 - 1 year	1	3.23
1 - 3 years	9	19.15	1 - 3 years	10	32.26

<b>4 - 8 years</b>	15	31.91
<b>9 - 15 years</b>	8	17.02
<b>15+ years</b>	10	21.28

<b>4 - 8 years</b>	6	19.35
<b>9 - 15 years</b>	8	25.81
<b>15+ years</b>	6	19.35

Company Gamma

Seniority	Frequency	%
<b>4 - 8 years</b>	2	6.45
<b>9 - 15 years</b>	5	16.13
<b>15+ years</b>	24	77.42

Company Delta

Seniority	Frequency	%
<b>0 - 1 year</b>	7	9.09
<b>1 - 3 years</b>	15	19.48
<b>4 - 8 years</b>	15	19.48
<b>9 - 15 years</b>	16	20.78
<b>15+ years</b>	24	31.17

Table 18: Frequency tables – Seniority

❖ AREA

Company Alpha

Area	Frequency	%
<b>Financial</b>	3	6.39
<b>Operation</b>	20	42.55
<b>Sales &amp; Presales</b>	12	25.53
<b>Staff</b>	12	25.53

Company Beta

Area	Frequency	%
<b>Department head</b>	4	12.90
<b>Production</b>	11	35.48
<b>Administrative office and debt recovery</b>	5	16.13
<b>Sales office and graphics</b>	9	29.04
<b>Planning office</b>	2	6.45

Company Gamma

Area	Frequency	%
<b>Administrative / Technical</b>	6	19.35
<b>Commercial</b>	25	80.65

Company Delta

Area	Frequency	%
<b>Administrative/ commercial</b>	17	22.08
<b>Production</b>	46	59.74
<b>R&amp;D</b>	14	18.18

Table 19: Frequency tables – Area

❖ IDEAL AREA

Company Alpha

Ideal area	Frequency	%
<b>Economic-Administrative</b>	11	23.40
<b>Technical-Scientific</b>	29	61.70
<b>Humanistic</b>	7	14.90

Company Beta

Ideal area	Frequency	%
<b>Economic-Administrative</b>	9	29.03
<b>Technical-Scientific</b>	9	29.03
<b>Humanistic</b>	13	41.94

Company Gamma			Company Delta		
Place	Frequency	%	Ideal area	Frequency	%
Headquarter	9	29.03	Economic-Administrative	15	19.48
Subsidiary	15	48.39	Humanistic	19	24.68
Bank teller	7	22.58	Technical-Scientific	43	55.84

Table 20: Frequency tables - Ideal area

## ❖ EXPERIENCE ABROAD

Company Alpha			Company Beta		
Experience abroad	Frequency	%	Experience abroad	Frequency	%
0 - 1 year	15	31.91	0 - 1 year	14	45.16
1 - 3 years	4	8.51	1 - 3 years	4	12.90
4 - 5 years	1	2.13	5+ years	2	6.46
5+ years	4	8.51	No experience	11	35.48
No experience	23	48.94			

Company Gamma			Company Delta		
Experience abroad	Frequency	%	Experience abroad	Frequency	%
0 - 1 year	8	25.81	0 - 1 year	18	23.38
No experience	23	74.19	1 - 3 years	10	12.99
			4 - 5 years	2	2.60
			5+ years	9	11.69
			No experience	38	49.34

Table 21: Frequency tables - Experience abroad

## ❖ NATIONALITY

Company Alpha			Company Beta		
Nationality	Frequency	%	Nationality	Frequency	%
Extra UE	1	2.13	Italian	28	90.32
Italian	46	97.87	UE	1	3.23
			UE 28	2	6.45

Company Gamma			Company Delta		
Nationality	Frequency	%	Nationality	Frequency	%
Italian	31	100	Extra UE	9	11.69
			Italian	61	79.22
			UE 28	7	9.09

Table 22: Frequency tables - Nationality

❖ **ALPHA** (sample of 47 persons)

The sample of Company Alpha is composed by a majority of males and persons with an age between 35 and 44 years. The majority of them has been working within the company for more than 4 years. The most represented role is the one of the employees with a percentage of 76%. The area to which the respondents belong mostly is the one of operation while the ideal area is the technical-scientific one. As regards qualification, high school degree and master's degree are the prevailing ones. Within the company, the majority of people has done an experience abroad. The distinction based on nationality is irrelevant given that there is only one not Italian person.

❖ **BETA** (sample of 31 persons)

Company Beta is characterized by a majority of females and by persons between 35 and 54 years old. Again, employees are the largest group. As regards the area, 35% of respondents work in the production area, followed by the 29% in sales office and graphics. By looking at the ideal area, there is a homogenous distribution among the three categories. The educational level is lower than Alpha, with a net prevalence of the high school degree (68%). Also the time of stay is lower w.r.t. Alpha; in fact, the majority of the persons has been within the company for less than 3 years. As regards the experience abroad, 64.5% of the members have lived abroad. Nationality, again, is irrelevant given that only 3 persons are not Italian.

❖ **GAMMA** (sample of 31 persons)

Company Gamma is made up by a net majority of males (80%) and by people who are older than 45 years old. By looking at the role, the distribution among the two categories is quite similar. With respect to Alpha, there is a lower level of education: in fact, 74% of respondents has a high school degree. Moreover, it can be noticed that the same percentage represents also the persons without experience abroad. The sample is characterized by people who have been inside

the company for more than 15 years, touching the 77%, and there is no one who has entered the company in the last 4 years. As regards the business areas, there is a prevalence of members in the commercial one. Here, nationality is even more irrelevant because there is no one from other nations.

❖ **DELTA** (sample of 77 persons)

Company Delta is characterized by a majority of males (86%) and by people with an age comprised between 25 and 54 years. As regards the role, respondents occupy prevalently a position that goes from level 3 to level 6 A<sup>4</sup>. The frequency table about seniority shows that the half of the sample is inside of the company for more than 9 years. Looking at the qualification, in company Delta there is a huge number of people with the high school degree, representing the 62% of the sample. The most represented area is the production one while the ideal area, so where people recognize most themselves on the basis of their studies, is by far the technical scientific one (56%). As regards the experience abroad, there is a prevalence of people without experience (50%), followed by those who stayed abroad for less than one year.

The last consideration is about nationality. It is most variegated company of the sample. In fact, while in the other companies all the respondents basically are Italian, here there are people both from outside EU (12%) and from EU (9%).

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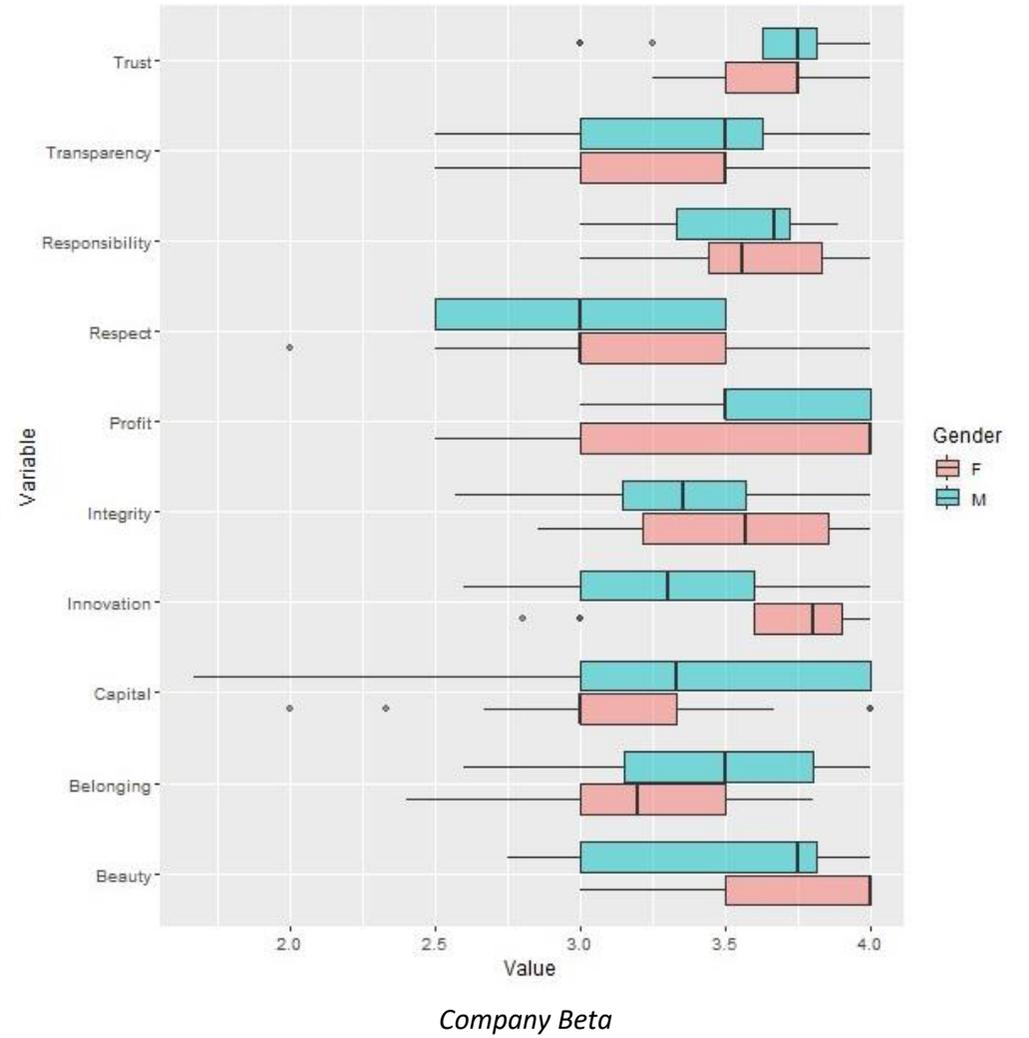
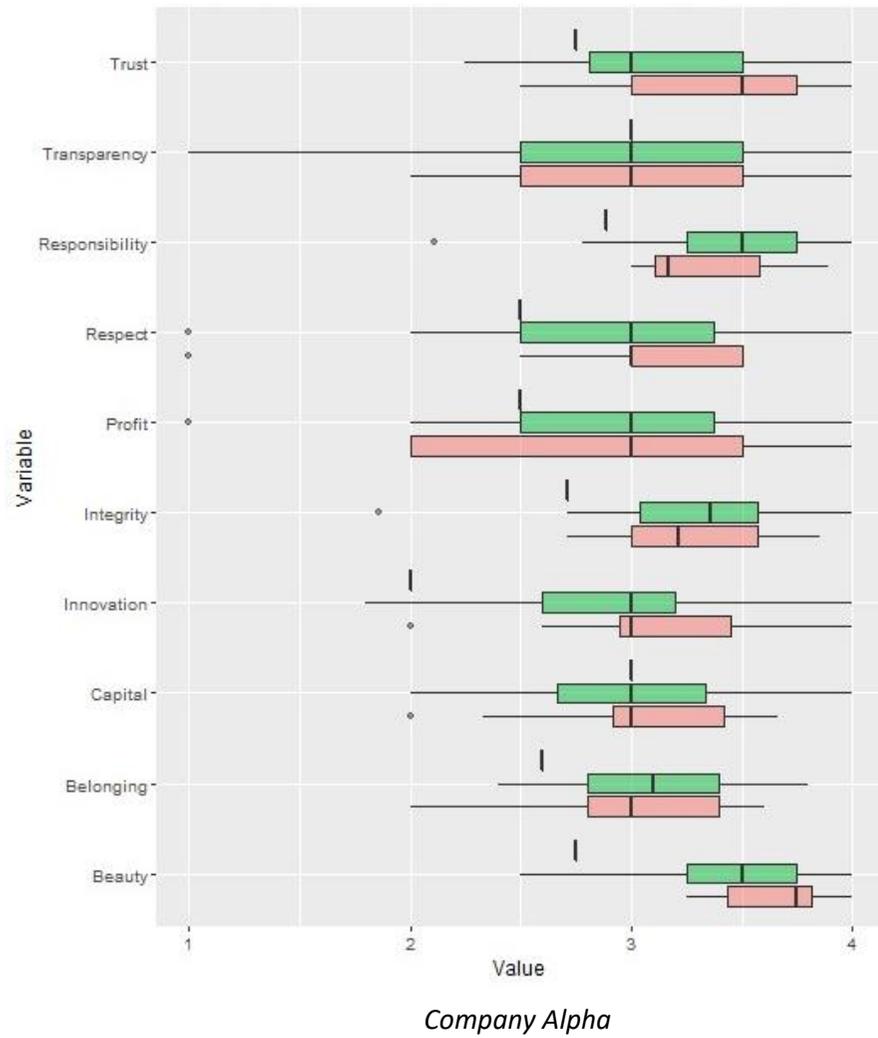
<sup>4</sup> The Italian working system is based on three different levels: there is the largest one (the legal categories), the intermediate one (contractual qualifications) and the last one which identifies the tasks actually performed by the employees (duties).

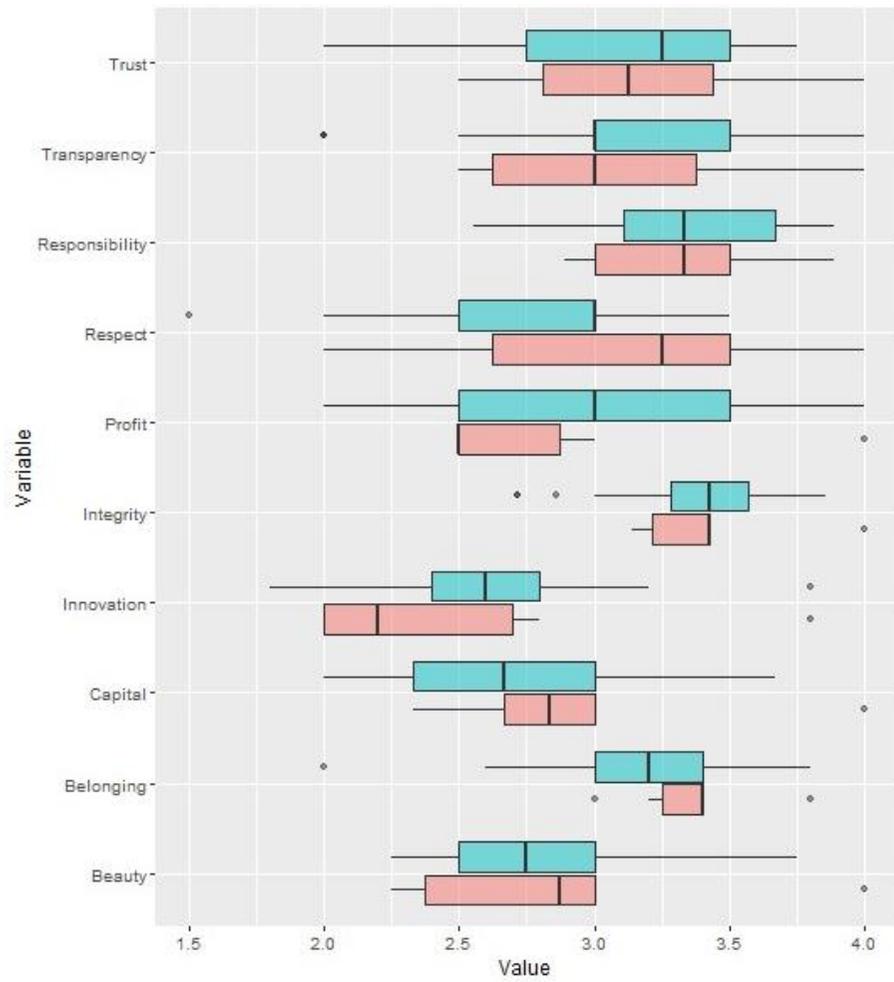
### **3.4.3 BOXPLOTS ANALYSIS**

Once the valency of the answers provided by the companies have been analysed, the research team went further with the boxplots' analysis. This analysis was done using Blue Sky Statistics, a statistical software that made possible the creation of boxplots and the execution of cluster analyses.

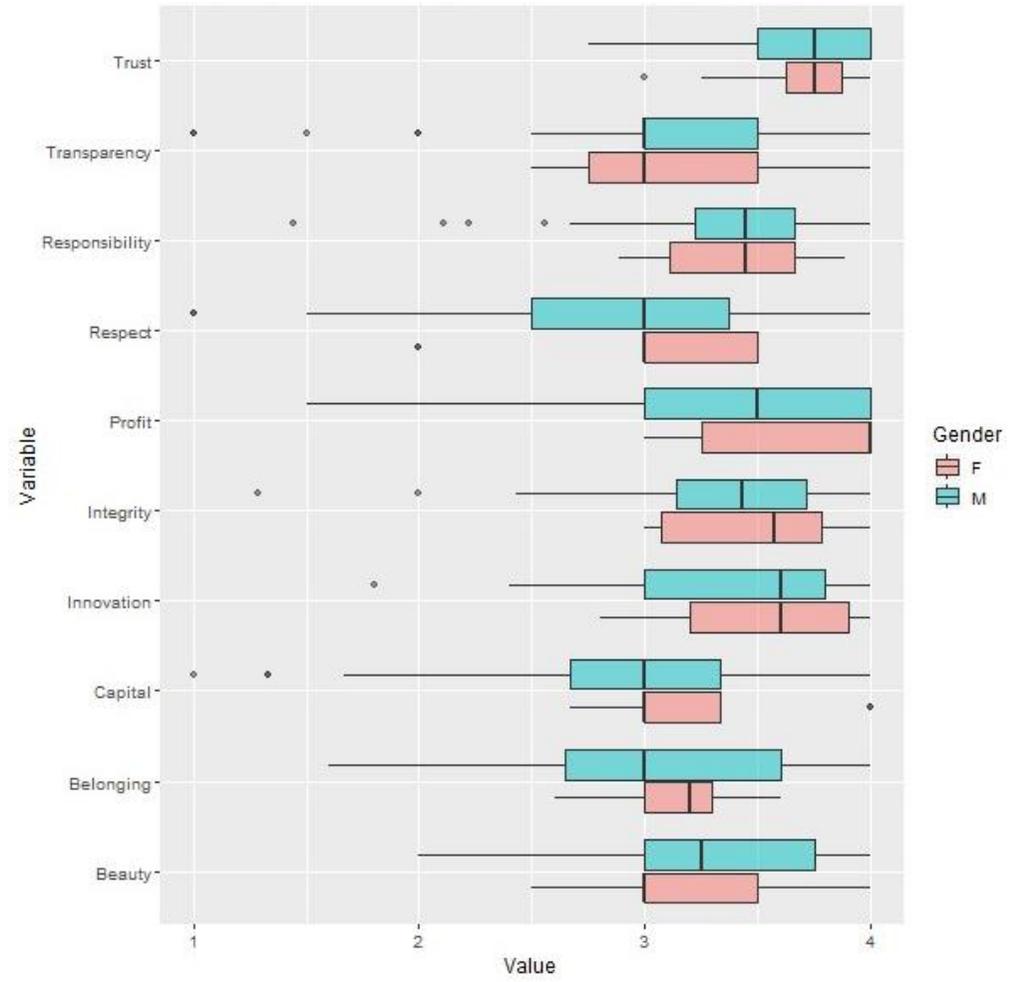
The analysis was done following the distinctions made above (e.g. gender, age, role, etc.), making also comparisons between the different companies.

### 3.4.3.1 Gender





Company Gamma



Company Delta

Figure 15: Boxplots - Gender

The boxplots show how much important the ten values are, making the gender distinction.

In company Alpha, in broad terms, males and females are aligned. However, some differences can be observed, in particular by looking at responsibility, trust and beauty. Responsibility sticks out because it is the value which present the largest valuation gap in favour of males. As regards the other two values, females assigned higher valuations with respect to males. While beauty does not surprise because it is easy to associate it to females, the evaluations for trust may be due to the fact that we are living in a male-dominated world. Therefore, females assigned a higher value because they feel they are under-estimated or males gave a lower value because they take trust for granted.

By looking at the distribution, it can be observed that, in general, males are less aligned (just look at the upper and lower whisker lengths). Going into details, transparency has the highest dispersion both for males and females while the lowest dispersion is represented by responsibility for males and beauty for females.

Considering company Beta, what can be immediately observed is that respondents assigned on average higher evaluations with respect to company Alpha; in fact, the range goes principally from 2.5 to 4 while in Alpha the range goes principally from 2 to 4. Here, males and females are less aligned with respect to company Alpha, showing a higher gender gap. The value in which they are closer is represented by transparency (lower whisker, first quartile, median and upper whisker are in line), while the one in which they are more different is innovation, with a higher evaluation from females. Looking at the dispersion, what stands out is capital where males assign very dissimilar valuations ranging from about 1.5 to 4 and trust in which they are very aligned. As regards females, the greater dispersion is present in three different values: transparency, respect and profit, all ranging from 2.5 to 4. On the other hand, the value in which they are more aligned is innovation.

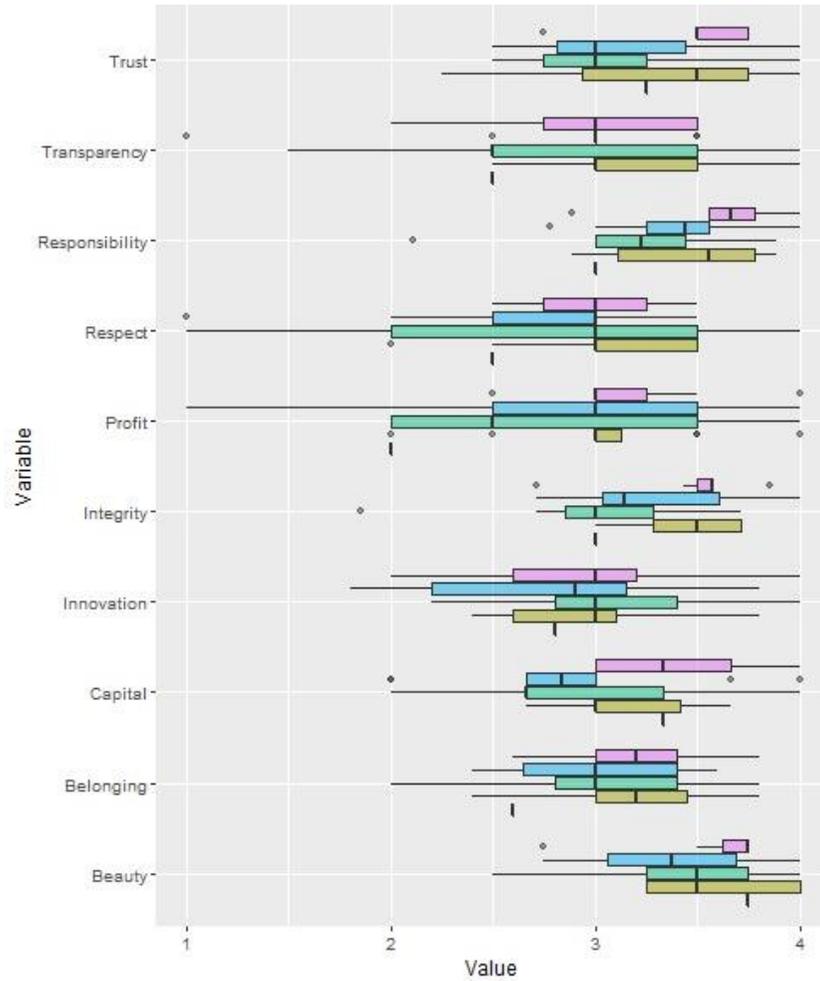
Company Gamma shows in general lower evaluations with respect to the other two companies; in fact, minimums are aligned with company Alpha, while maximums are

lower (only in 5 cases they reach value 4). Here, in almost all the values, males and females are coherent. The one in which there are more dissimilarities is the one of profit, in which males assigned on average higher evaluations. The value with the lowest assessment is represented by innovation both for males and females.

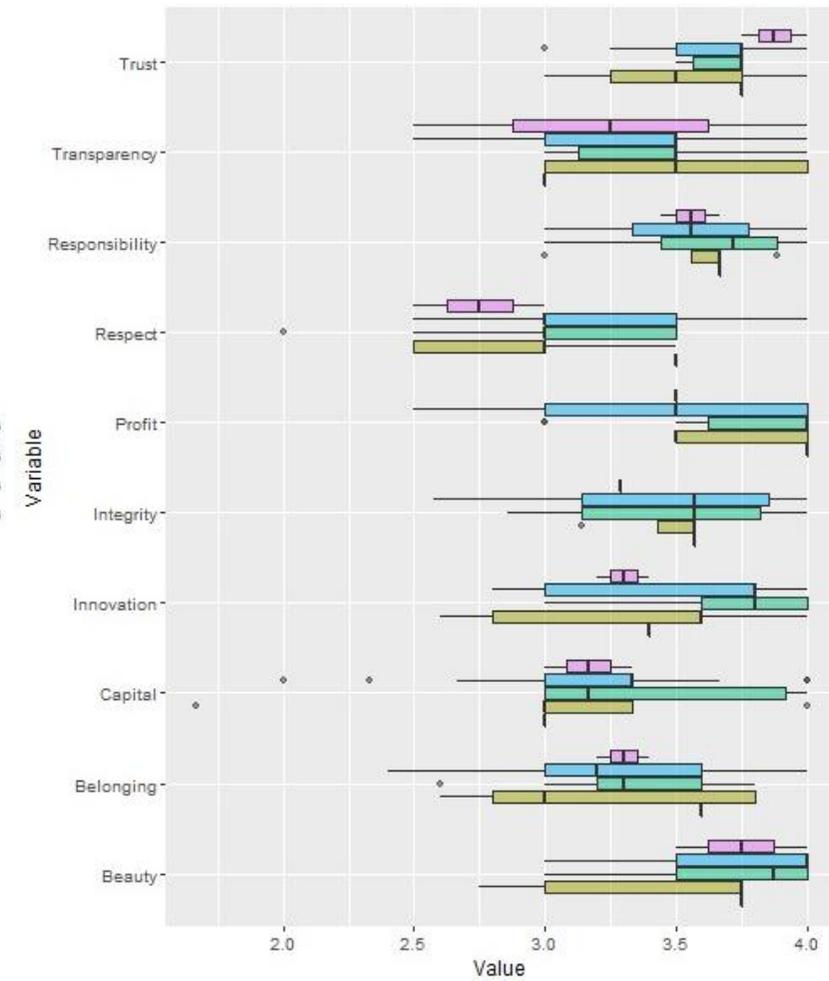
As regards scatter, the values more dispersed are respect for females and profit for males, while the ones closer are belonging for females and integrity for males.

As regards company Delta, it can be seen that there is an alignment between males and females. The only exception is represented by profit in which it can be pointed out higher scores from females. Another aspect that should be highlighted is the scatter which is larger dealing with males. This may be due to the fact that, as said above, the sample is composed by 66 males on the total of 77 respondents. In particular, the values that present this higher dispersion are: respect, profit, capital and belonging. Looking at the females' side, the values in which they are more aligned are trust and capital.

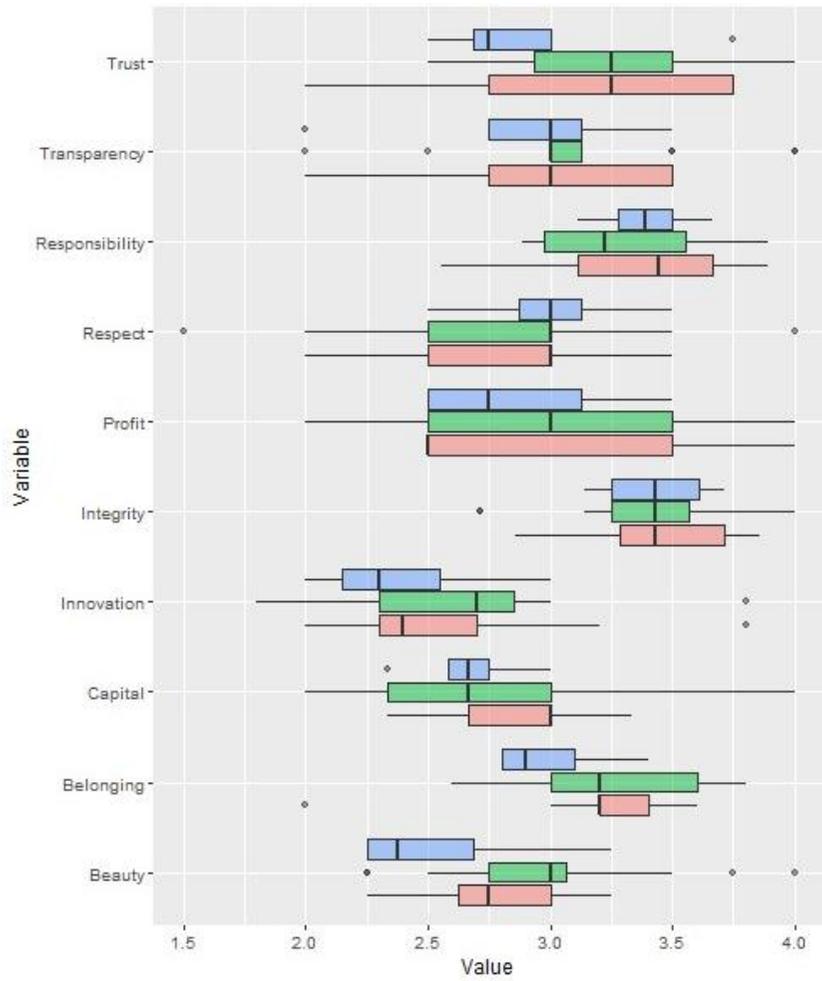
### 3.4.3.2 Age



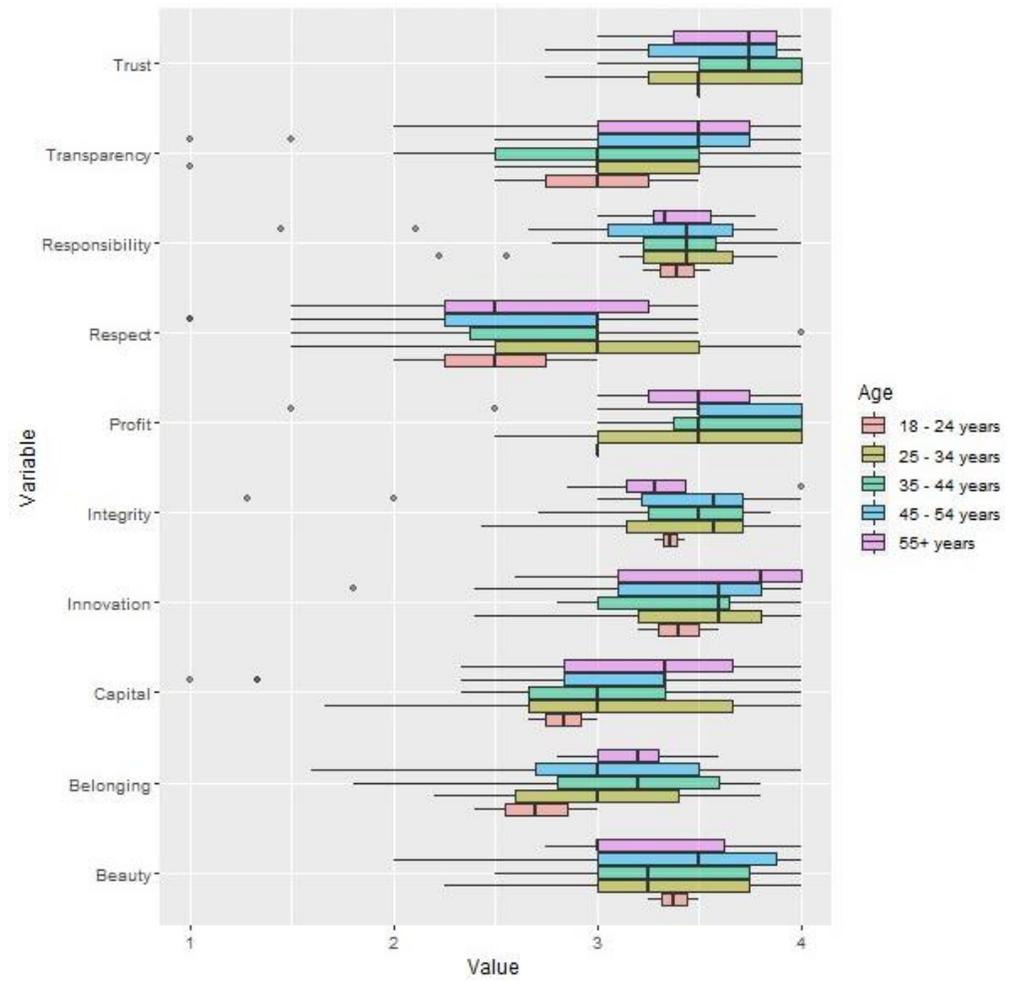
Company Alpha



Company Beta



Company Gamma



Company Delta

Figure 16: Boxplots - Age

The graphs make the distinction based on age. Five groups have been identified: 18 - 24 years, 25 – 34 years, 35 – 44 years, 45 – 54 years and 55+.

As regards company Alpha, the first category (18 – 24 years) is not considered in the analysis because it is represented by only one person, therefore it is irrelevant from a statistical point of view. What can be observed is that the groups 25 – 34 and 55+ gave higher valuations in general while the one that assigned lower valuations is 35 – 44. Looking at the dispersion, on the one hand, the group that results to be the most cohesive is the category 55+ years. In particular, in integrity they assigned almost all the same evaluation. The value in which there is more dispersion is innovation.

On the other hand, the group that presents the most dispersed evaluations is 35 – 44 (the most numerous group), followed closely by 45 – 54 years.

A particular mention should be done for the group 45 – 54 on the value transparency; in fact, lower whisker, first quartile, median, third quartile and upper whisker coincide.

In company Beta, the categories 18 – 24 (one person) and 55+ (2 persons) are not taken in consideration. Looking at the boxplot, it can be seen that the valuations are, in general, higher than the ones in company Alpha. In fact, the minimum is 2.5 w.r.t the minimum in company Alpha which in some cases touch 1.

The groups 35 – 44 and 45 – 54 present the higher evaluations, slightly in favour of the former. Very detached is the younger group, which presents lower results.

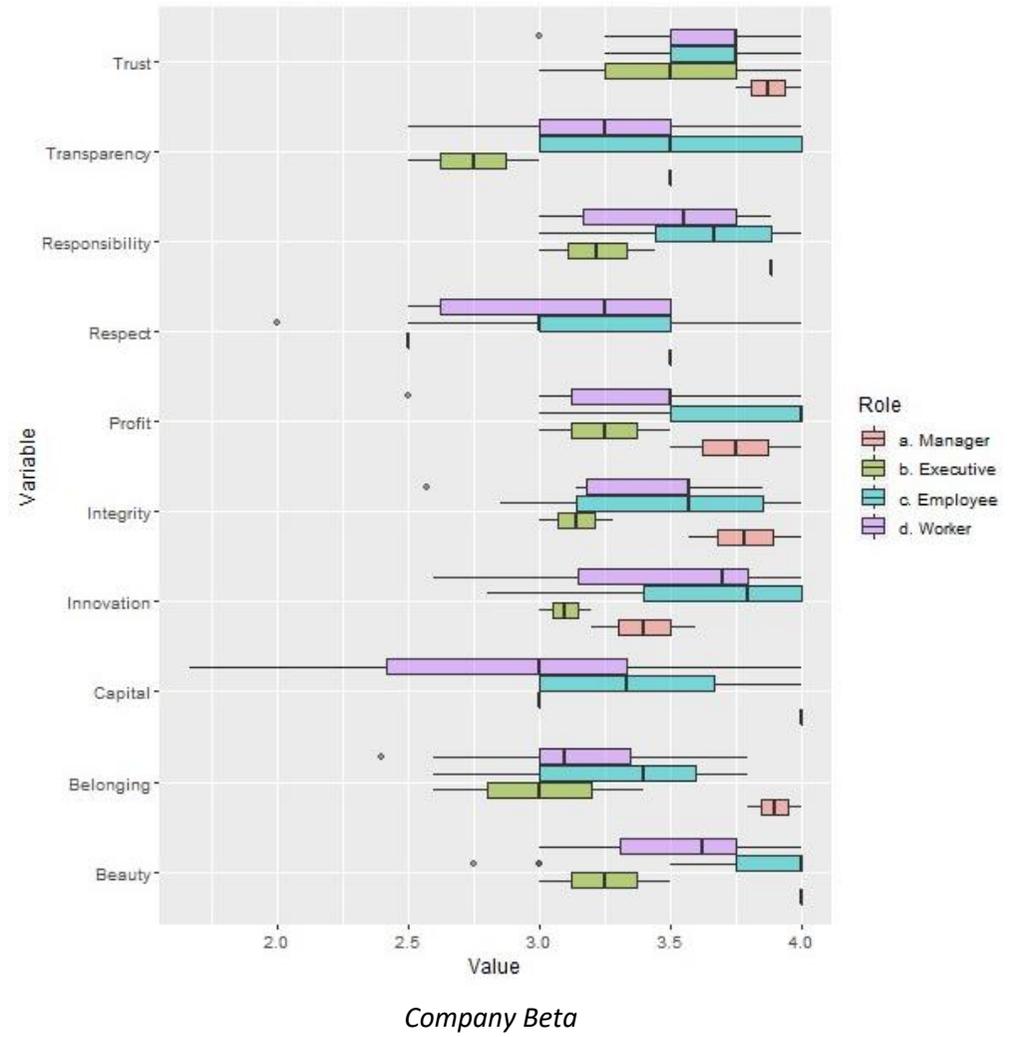
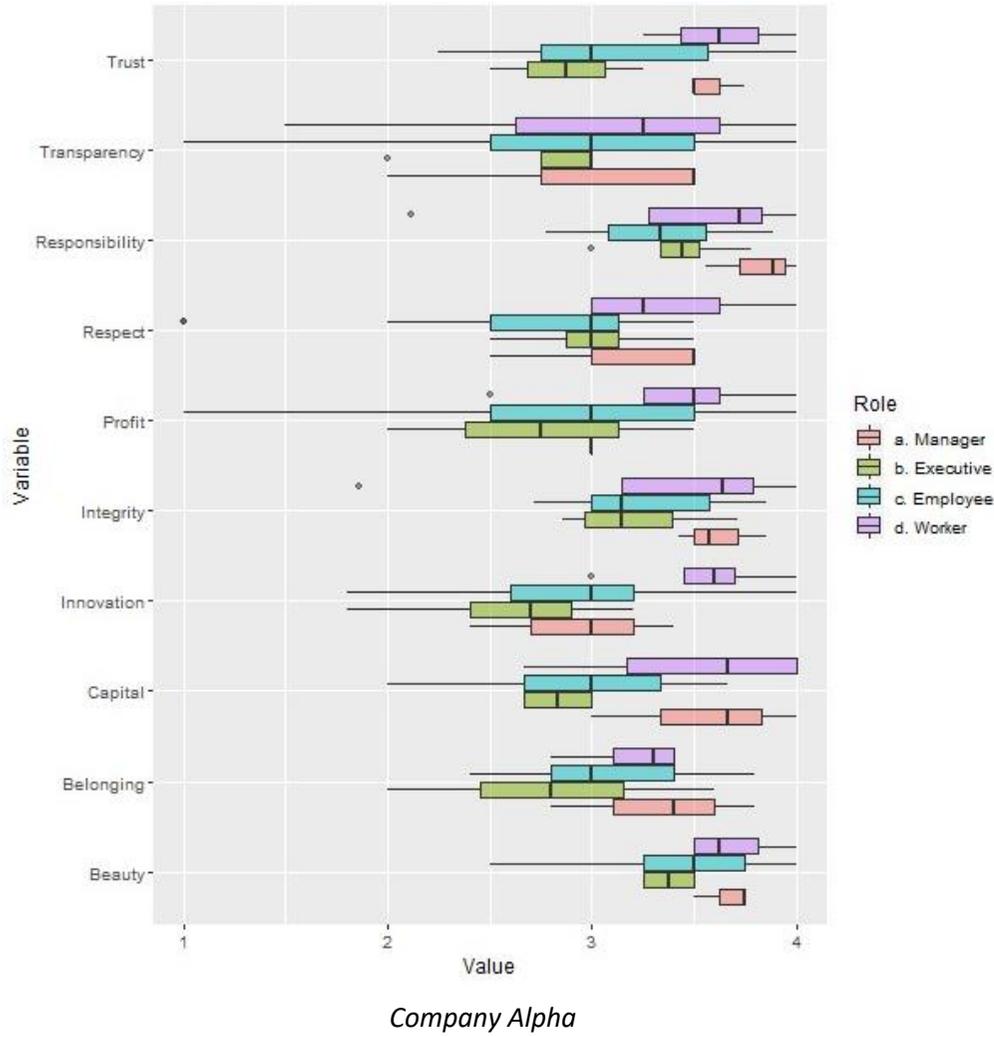
The values in which they seem to be more aligned, both inter and intra group, are trust and responsibility while the one more dissimilar is belonging.

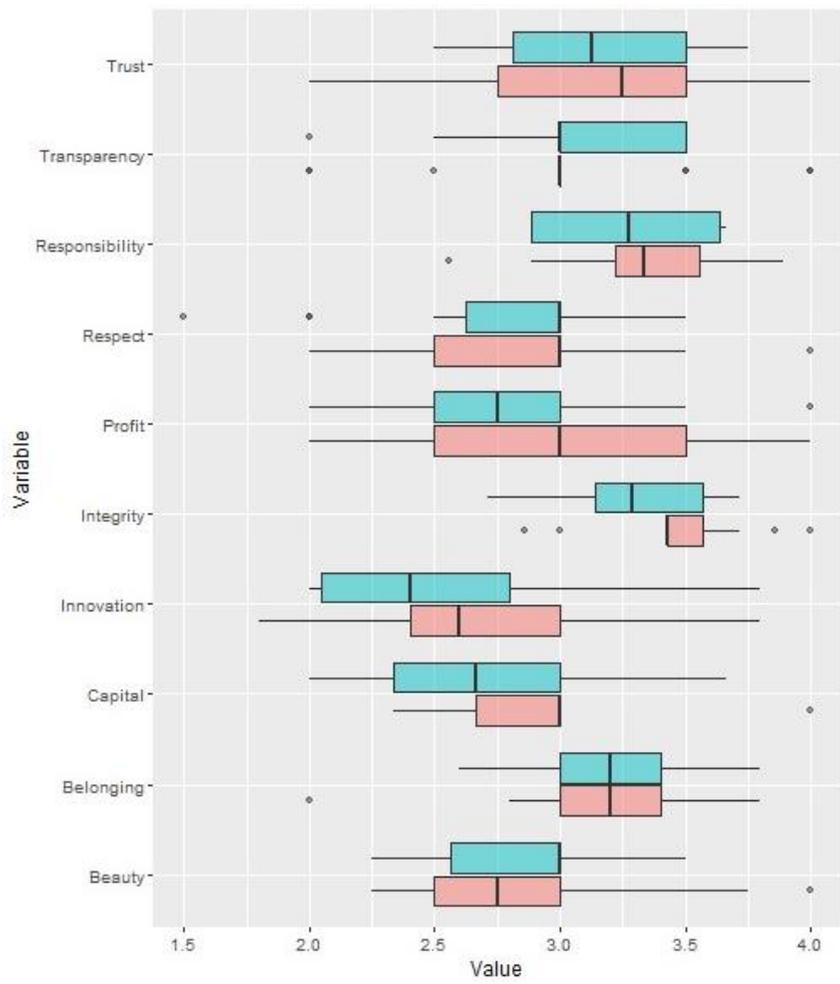
Dealing with company Gamma, looking at the distinction by age, there is a big difference with respect to company Alpha and Beta that can be seen immediately. In fact, in company Gamma there are no young employees. The younger ones are at least 35 years old. Another difference lays in the trend: the general trend indicates that they are more or less aligned, but the group 55+ tends to give lower evaluations.

The value which shows higher differences between the three categories is beauty, while the value in which they are closer is integrity.

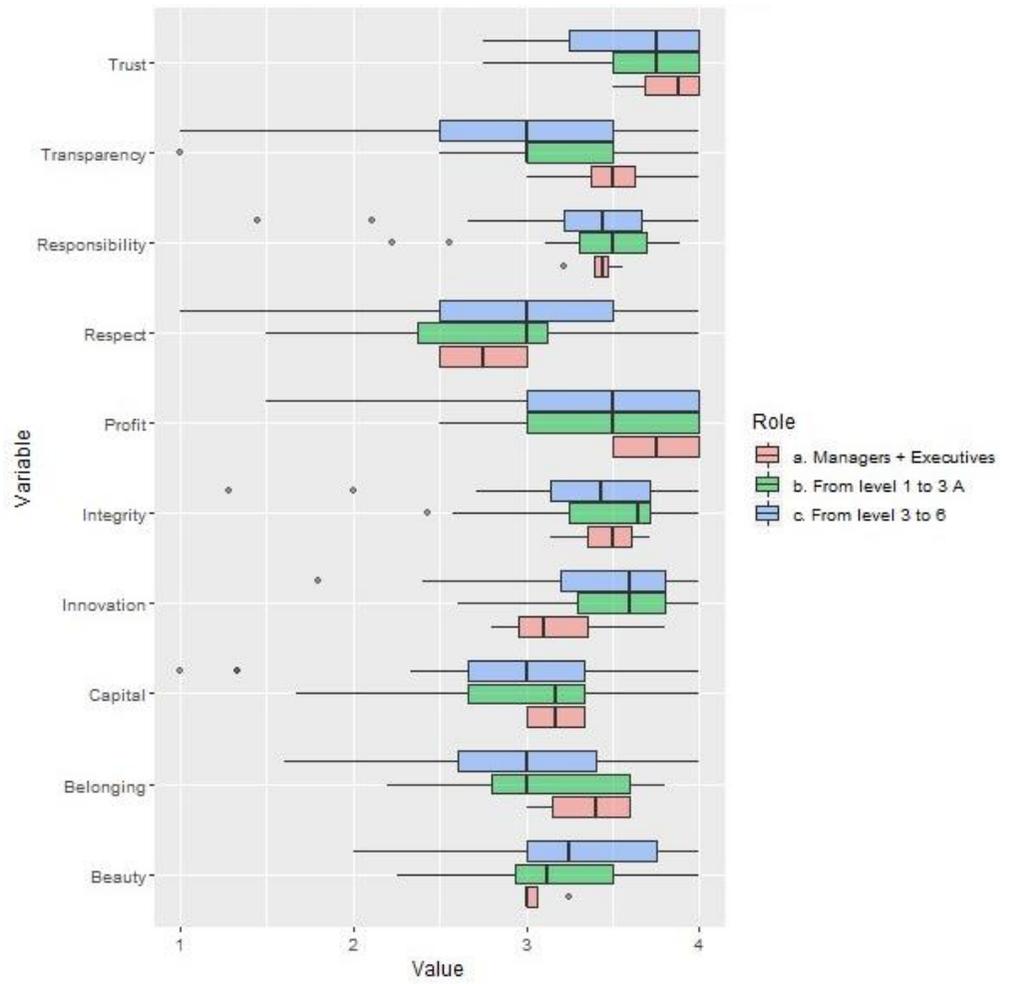
As regards company Delta, the group 18 – 24 years assigned the lowest scores. However, being composed by only 2 persons, it is irrelevant. What can be observed is that there is a good alignment between the 4 groups, with some exceptions. For example, respect and beauty, the group 55+ is the one with the lowest valuations. As regards transparency and capital, the groups go in twos: 45 – 54 and 55+ on one hand and 25 – 34 and 35 – 44 on the other, with the first couple attributing higher marks.

### 3.4.3.3 Role





Company Gamma



Company Delta

Figure 17: Boxplots - Role

The boxplots represent the distinction by role. For the first two companies, there are 4 categories: managers, executives, employees and workers, that is from the persons with higher responsibility and decisional power, to the ones more operative. For the third company, there is the distinction among staff and supervisor, with the latter having more responsibilities.

What can be observed in company Alpha is that managers and workers on one hand and executives and employees on the other hand are aligned in twos with the first couple showing higher results in almost all the values. The discrepancy of values shows that top managers aren't able to communicate to the middle managers company values.

Consequently, being the middle management always in touch with employees, also this category shows lower results. The fact that workers give higher evaluations (in line with the managers) could be due to the presence of a top manager having operative mansions. In this way, being in close contact with workers, he can communicate clearly company values. Looking at the scatter, the values more dispersed are transparency and profit.

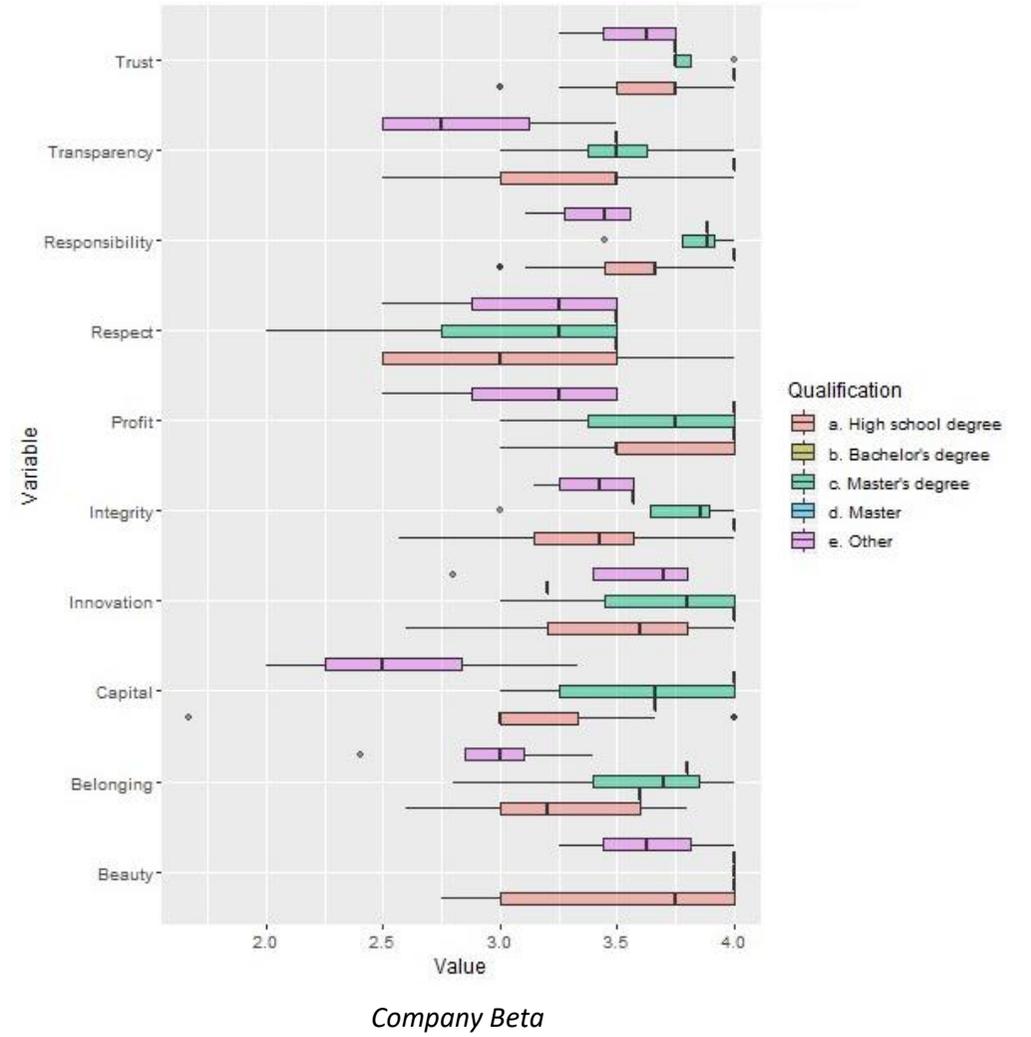
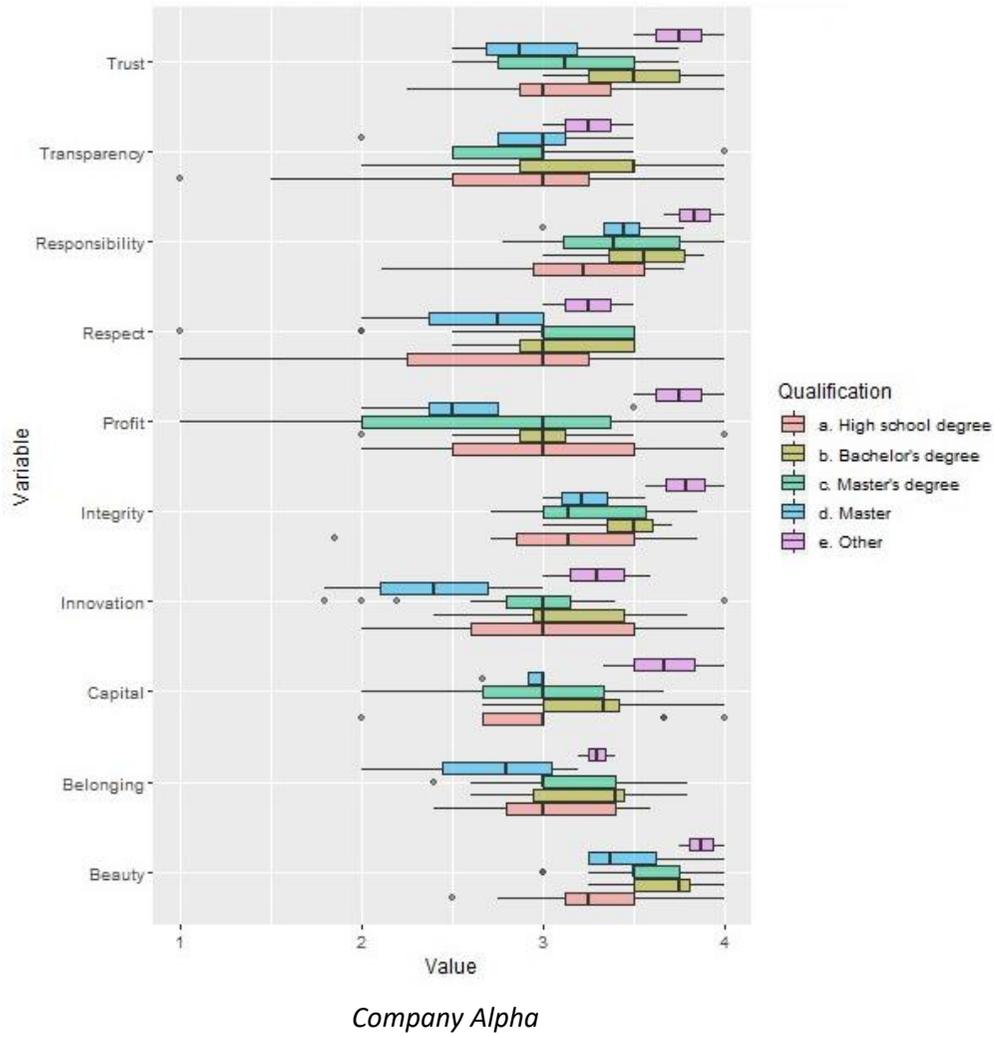
In company Beta, the same reasoning can be done. In fact, also here managers – workers and executives – employees are coupled in twos. As regards dispersion, the largest ranges are capital for workers and respect for employees. Trust is the value with the highest intra group alignment.

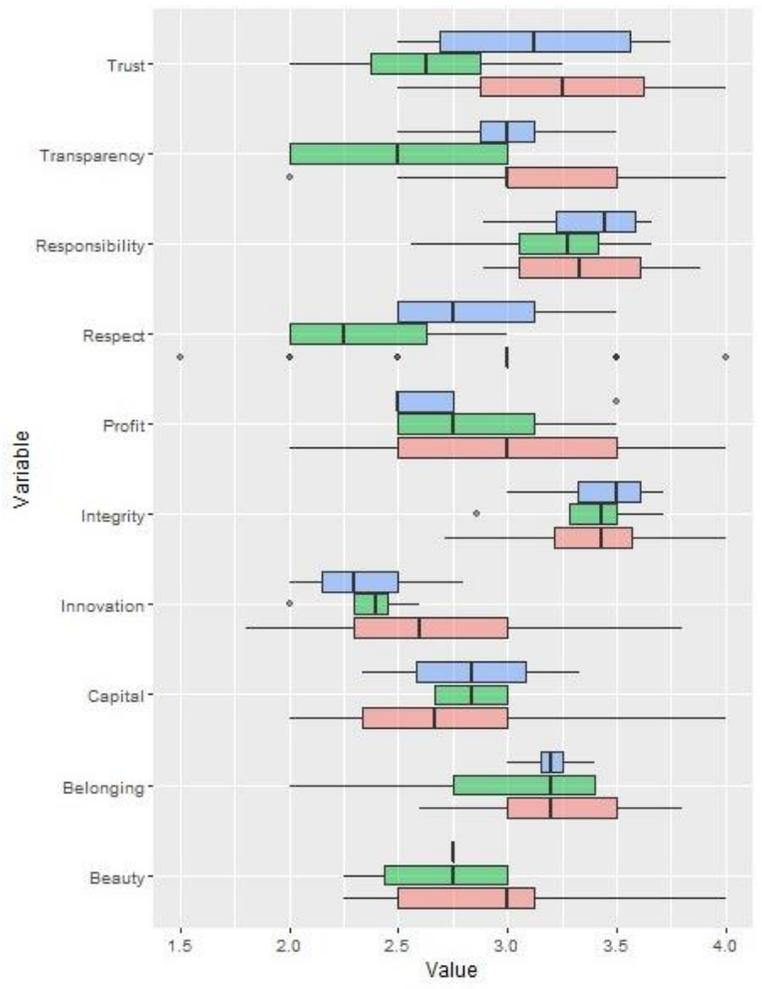
Considering Gamma, the evaluations of the two categories are aligned, with slightly higher results in favour of staff. The only exception is beauty.

What is worth noting is the almost perfect alignment between the two groups as regards belonging, and the cohesion of the staff valuations as regards transparency.

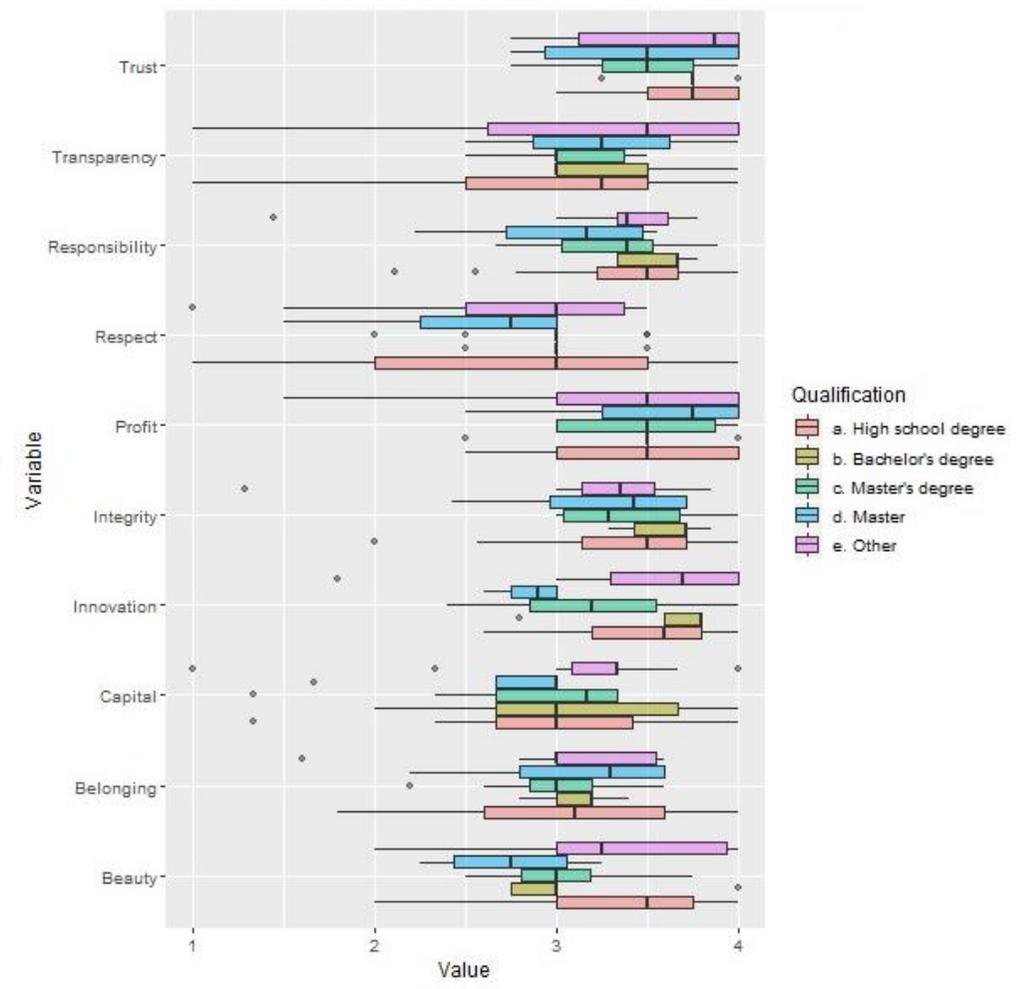
In company Delta, it can be seen that the two categories, from level 1 to 3 and from 3 to 6 are aligned in almost all the values, while the category of managers and executives goes on its own way, assigning higher scores to transparency, profit and belonging and lower scores to respect and innovation.

### 3.4.3.4 Qualification





Company Gamma



Company Delta

Figure 18: Boxplots - Qualification

The distinction on the basis of qualification gives rise to 5 categories: high school degree, bachelor's degree, master's degree, master post university and other.

Looking at Alpha's boxplot, the group "other" presents the highest evaluations. However, being composed by only 2 persons it not relevant.

A general trend can be identified: respondents belonging to the "Master" give the lowest values, while those belonging to "Bachelor's degree" give the highest values. In three cases, the values (with the exclusion of Master), coincides: respect, profit and innovation. Less dispersed values are integrity and beauty, while the most dispersed are profit for master's degree and respect for high school degree.

Also in company Beta some exclusions from the analysis have to be made: bachelor's degree and master because represented by only one person each. The boxplot shows a general pattern: the group master's degree assigns the highest values, while the group other assigns the lowest values, followed by high school degree.

Considering company Gamma, no respondent belongs to the categories other and master with a strong presence of members within the high school degree.

In general, people with a high school degree assigned slightly higher evaluations. There is only a case in which their evaluations are lower with respect to the other two groups: capital.

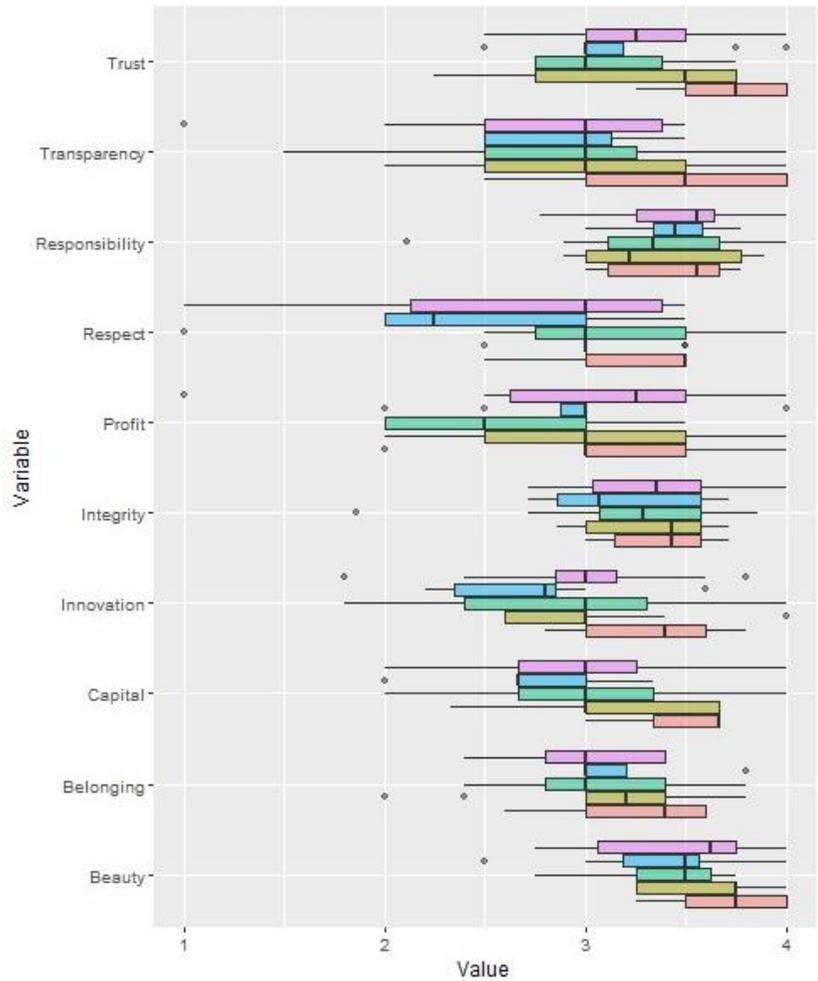
What can be highlighted is respect: it is the value with the lowest score considering the bachelor's degree while looking at the high school degree there is an alignment (the boxplot is reduced to a single line).

In company Delta, it cannot be identified a general trend, being the results different for each value. So, each value will be taken in consideration, making the comparison of a category with respect to the others.

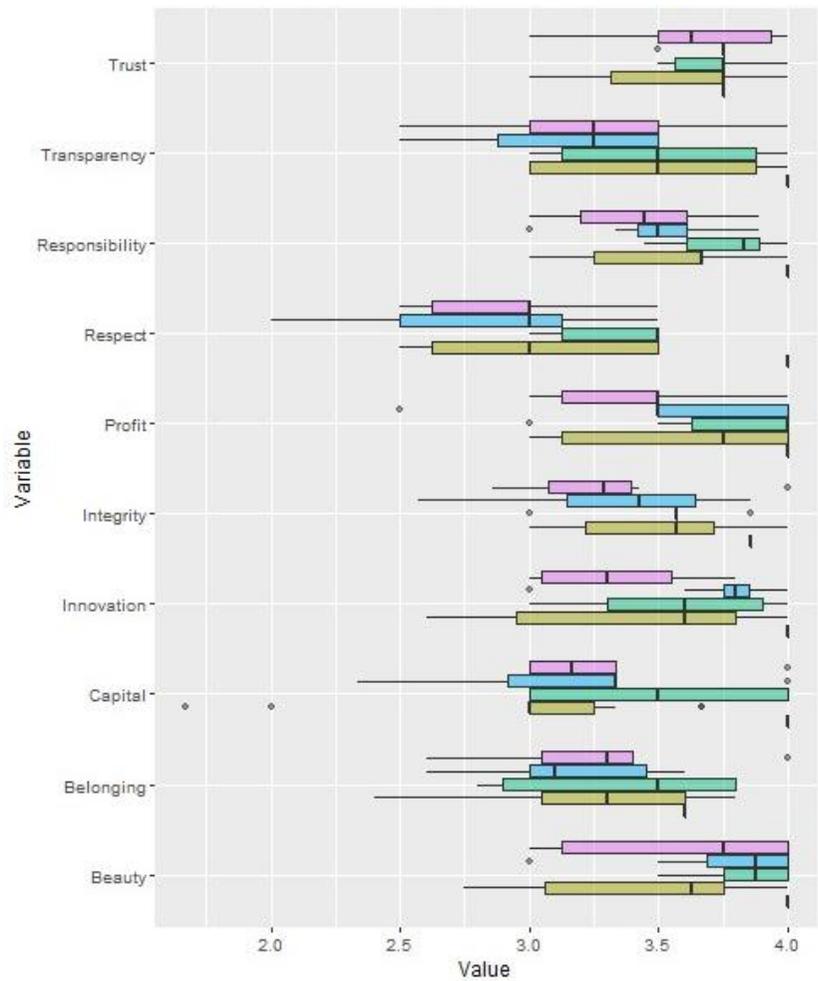
The category high school degree attributed higher valuation only to beauty. Bachelor's degree attributed them to responsibility, integrity and innovation. Master assigned higher scores to belonging and profit while the category "other" to trust, transparency

and capital. Master's degree hasn't the primacy in any value. In two values there is the coincidence of the medians of 4 categories: respect and profit.

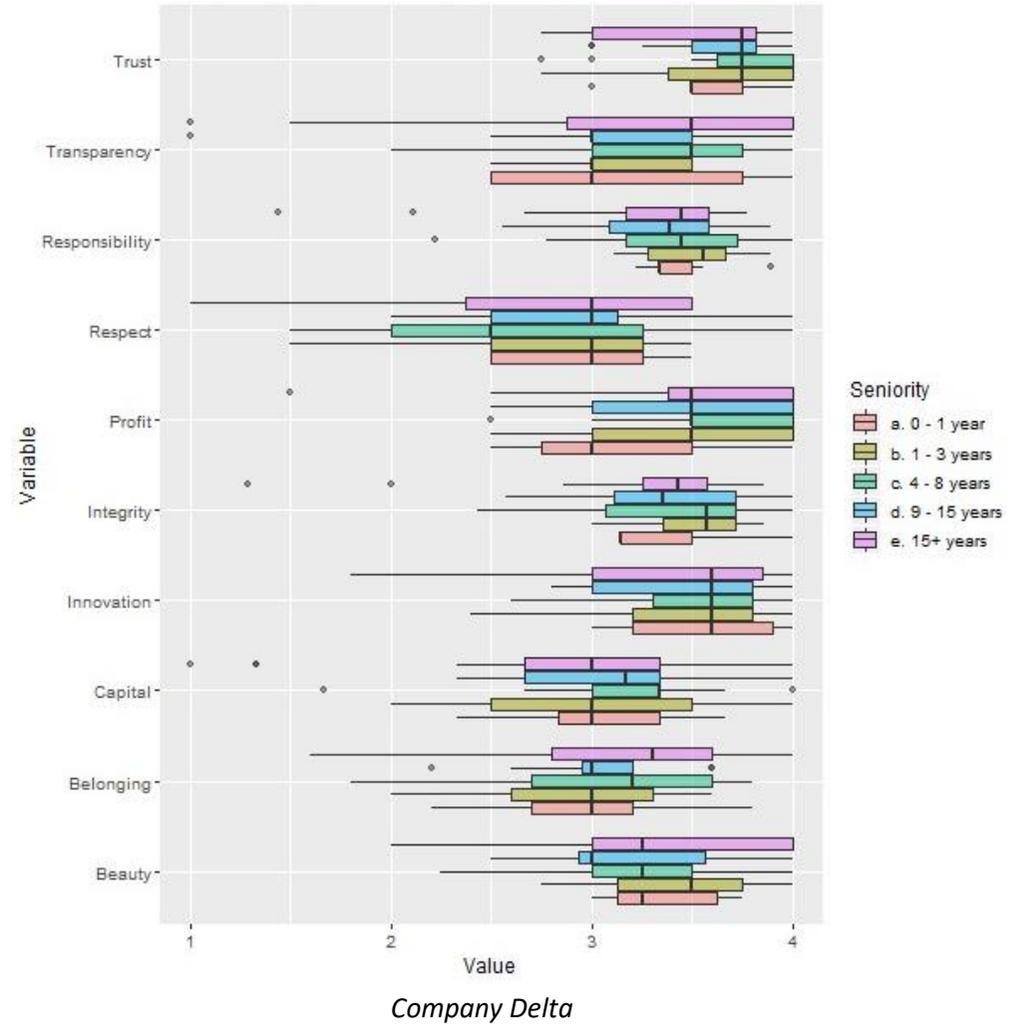
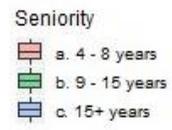
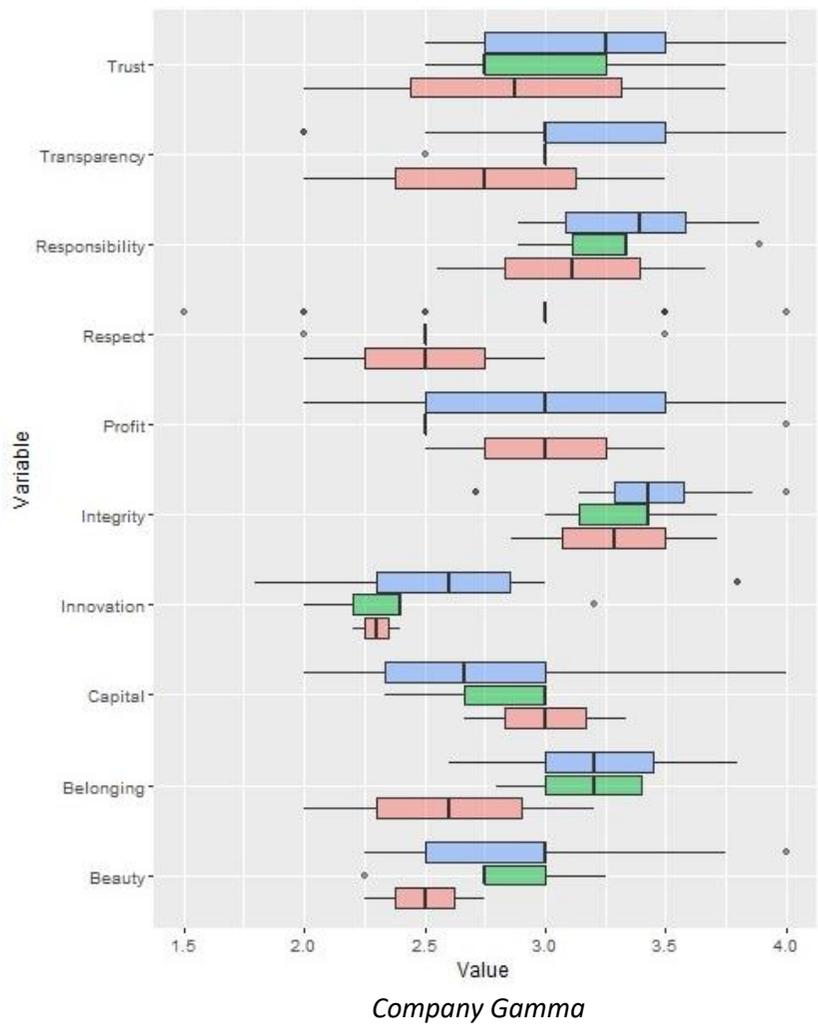
### 3.4.3.5 Seniority



Company Alpha



Company Beta



With the distinction based on the permanency within the organization, 5 categories have been created: less than one year, 1 – 3 years, 4 – 8 years, 9 – 15 years and more than 15 years.

In company Alpha, it seems that the higher the seniority, the lower the evaluations to the ten values. In fact, in general, the category 0 – 1 attributes the highest marks, while the category 9 – 15 the lowest one. The only exception is the group 15+ which follows an independent trend.

Two things are noteworthy: transparency in which 4 out of 5 groups display the same first quartile and median, and responsibility and integrity which present a strong alignment both intra group and inter group (low dispersion).

Looking at company Beta, the group 0 – 1 year is not considered, being composed by only one person.

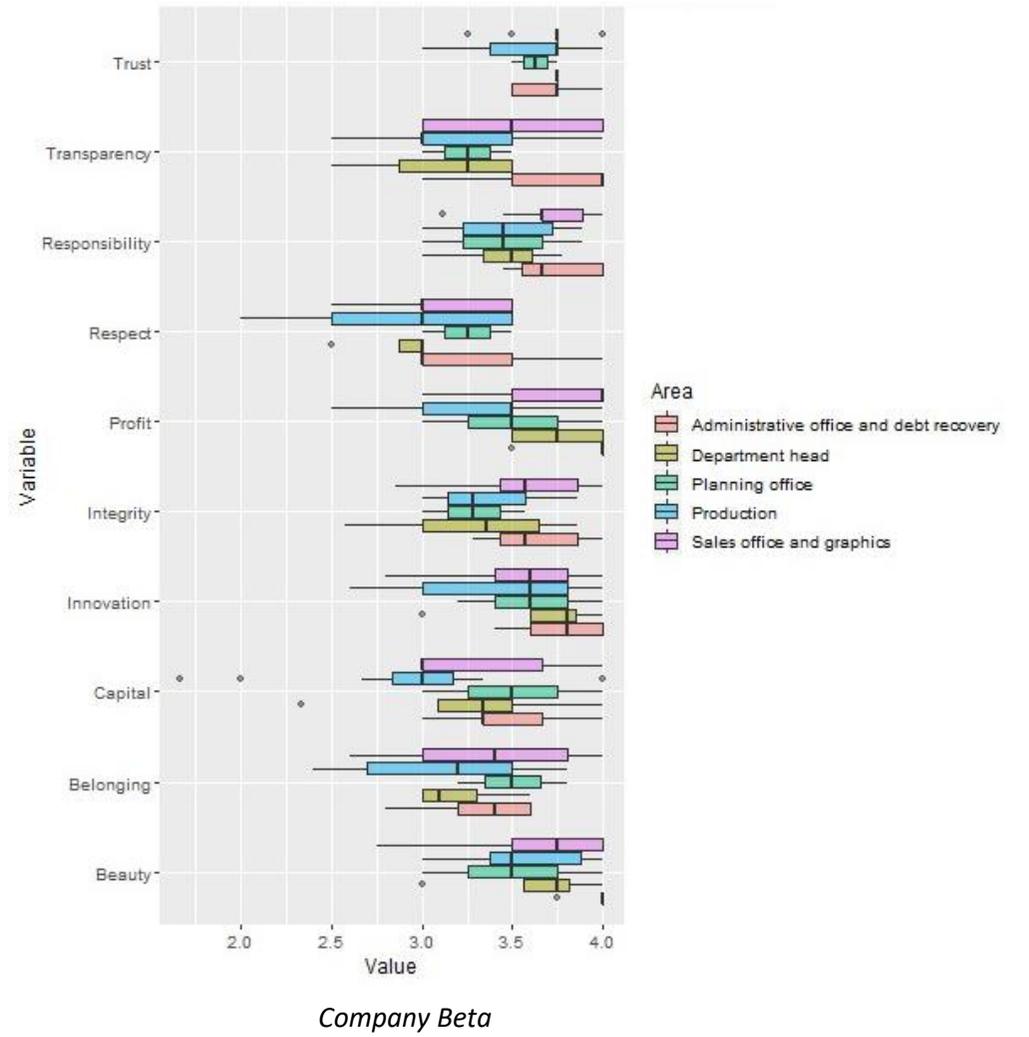
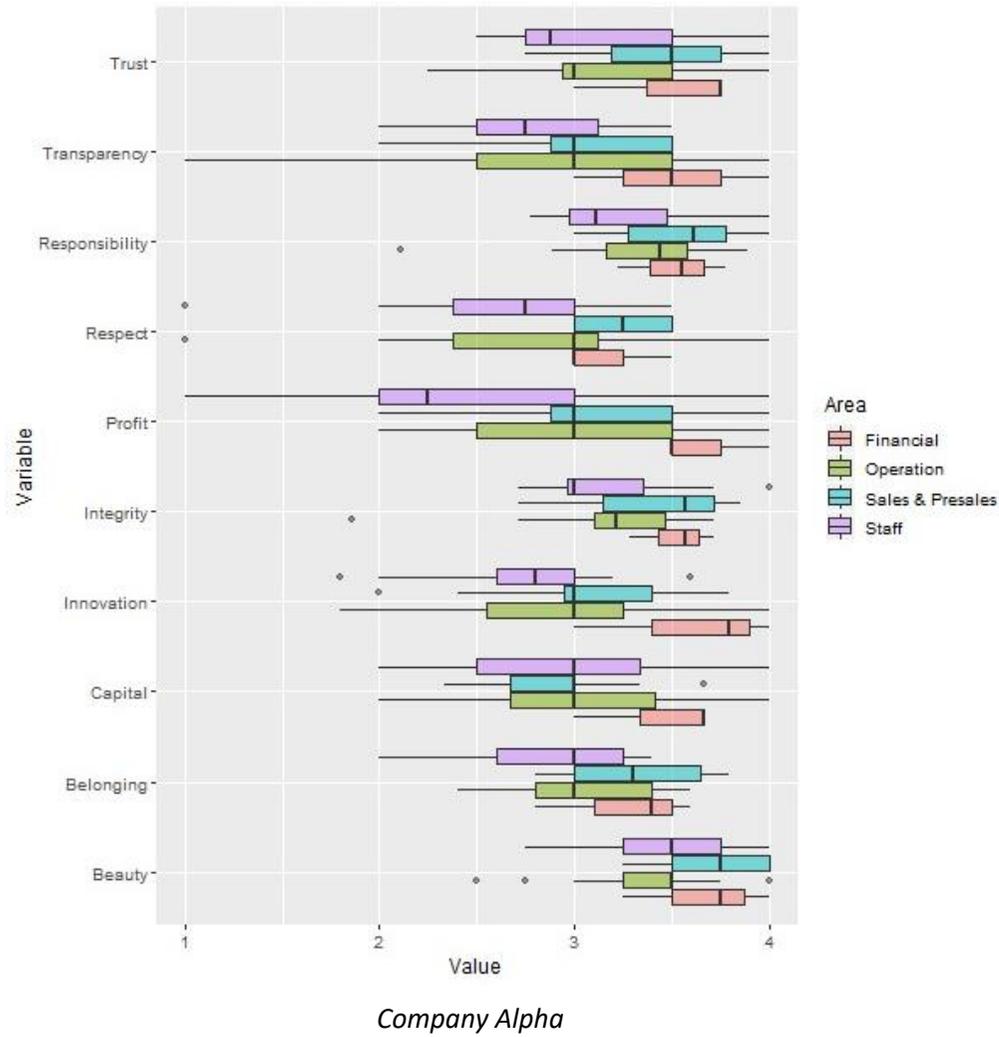
Here, the trend presented in company Alpha cannot be confirmed. The highest scores are assigned by the group 4 – 8 years, while the lowest ones are assigned by the group 15+, followed closely by 1 – 3 years. With respect to company Alpha, there is a larger gap between the different categories. In fact, while in company Alpha the scores of the groups often match, here they are more distant.

In company Gamma, only three categories are represented, and from these, the category 4 – 8 years is excluded because not enough relevant. However, what is worth noting, is that, even though there are only two persons within that group, the boxplots are very large meaning that they gave very different weights to the values. Vice versa, the group 15+ composed by 24 persons show a limited scatter. In particular, looking at respect, it can be seen that there is a strong alignment.

The general pattern is overturned: those who are inside the group 15+ attribute the highest valuations. The only exception is capital, in which the score assigned by the group 9 – 15 is greater.

Considering company Delta, there is huge alignment among all the values. However, it can be observed that people who are inside the company for less time assigned slightly lower scores with respect to the other groups. What is worth noting is that the category 4 – 8 years detached itself attributing lower evaluations to respect. Looking at innovation, it is the only case in which all the medians coincide while looking at responsibility and trust they are the values with the lowest scatter.

### 3.4.3.6 Area



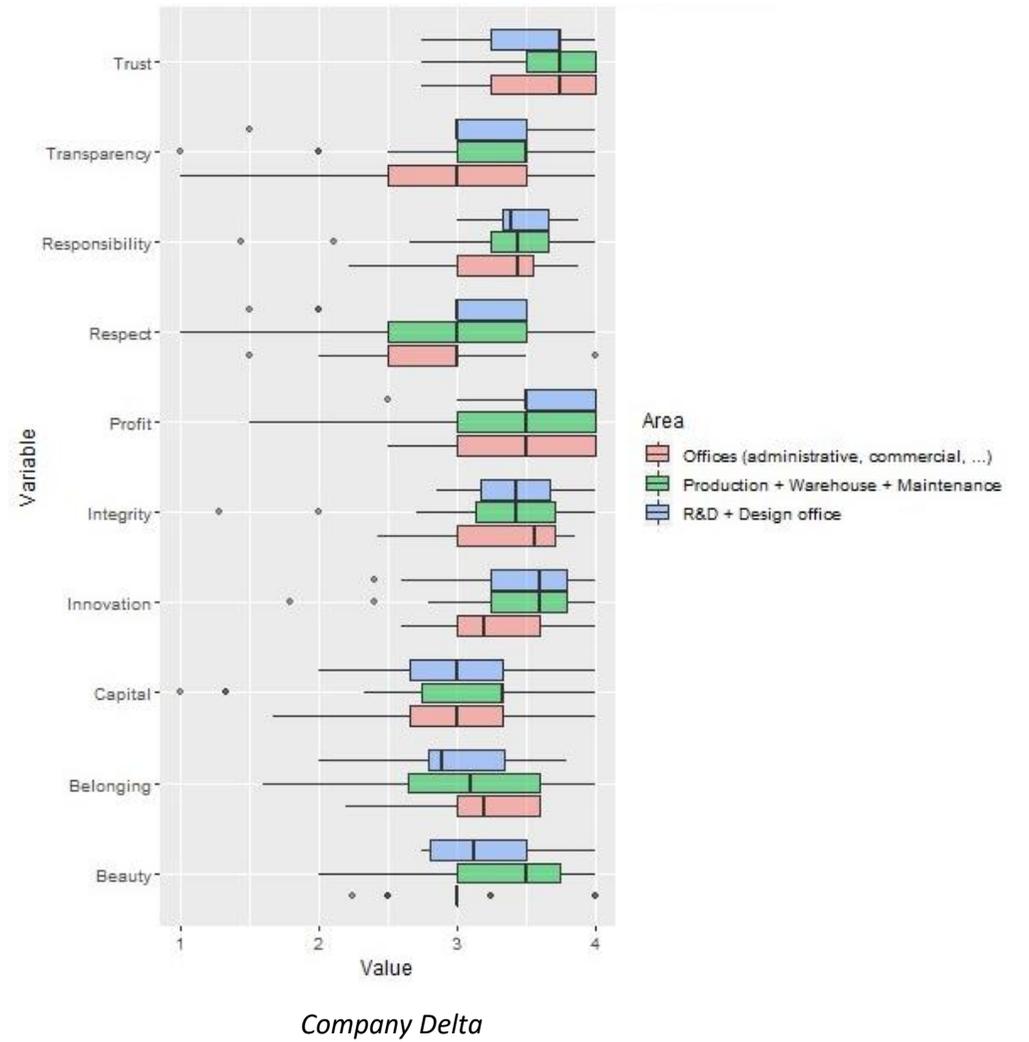
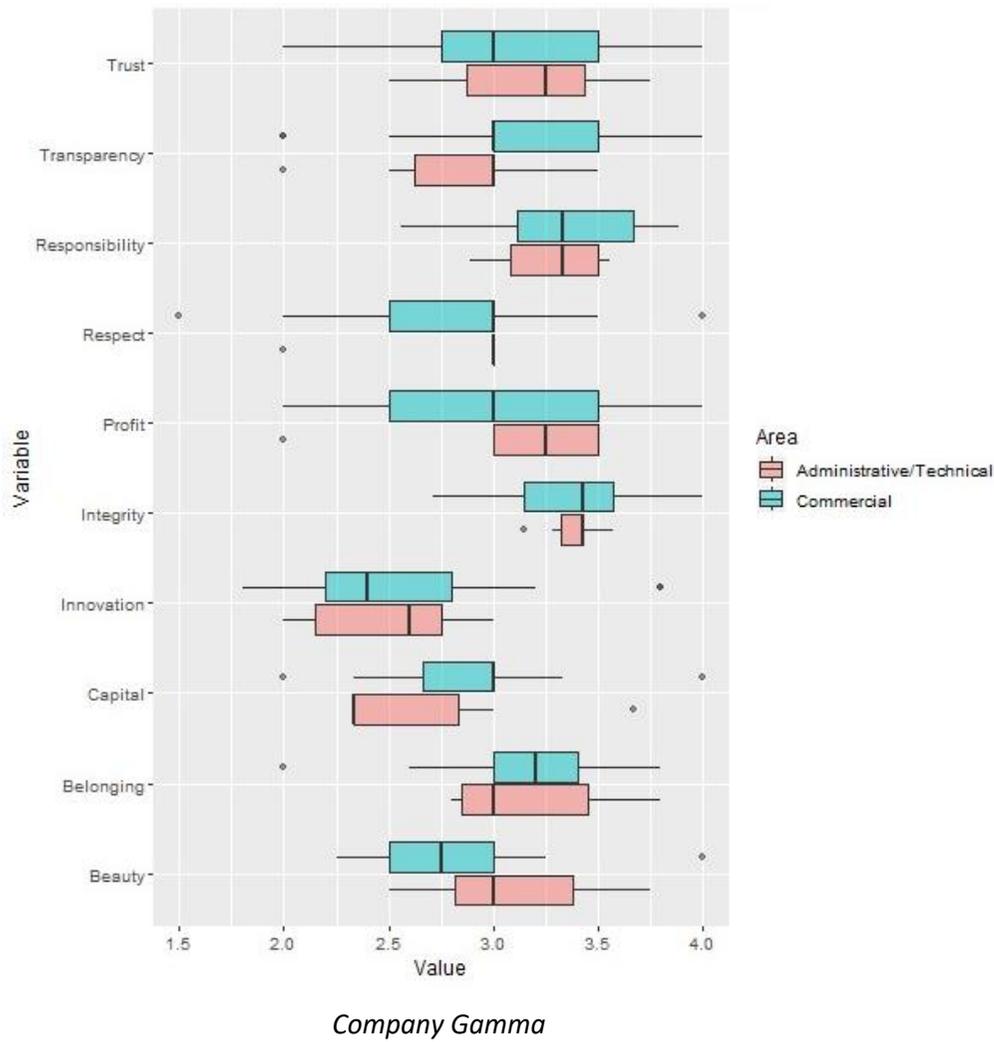


Figure 20: Boxplots - Area

In company Alpha, it can be observed that the financial area assigned, in general, the highest scores, while the staff assigned the lowest ones. As regards operation and sales categories, in 4 values they are aligned, while in the other 6 sales and presales area gives more importance to them. Furtherly, staff shows a large dispersion, highlighting the fact that there have different points of view about these values.

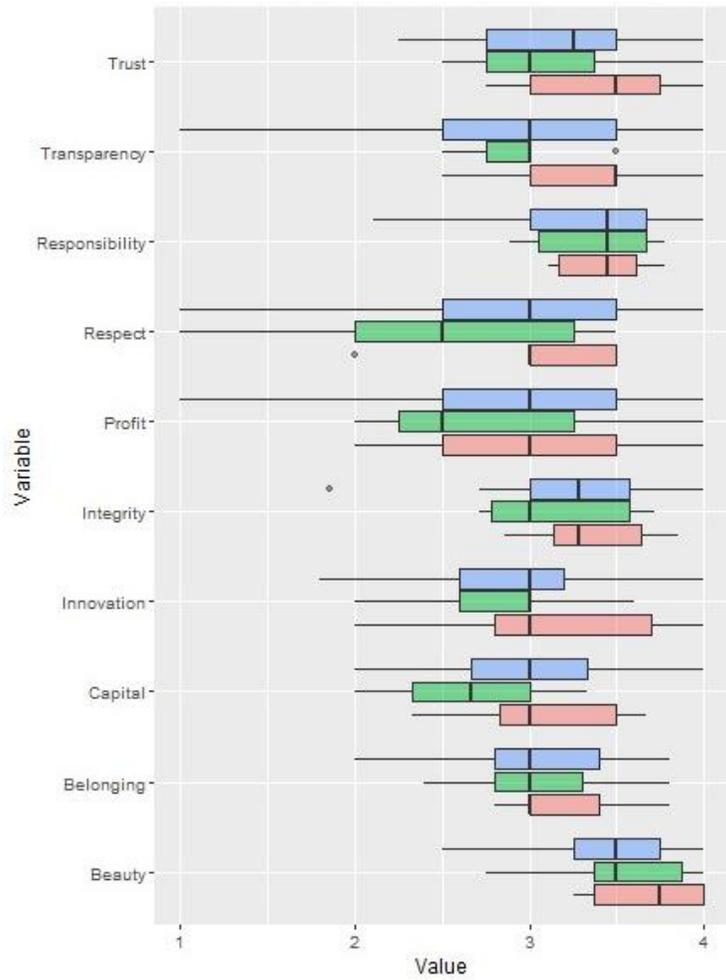
The values in which it seems to be more alignment are responsibility, integrity and beauty. The lowest is the one of the staff area in correspondence of profit.

As regards company Beta, planning office is not considered given that it is represented by only 2 persons. It's possible to note a general trend with higher scores from people of the administrative area, followed by those of sales office. On the other hand, the lowest marks are attributed by the production area.

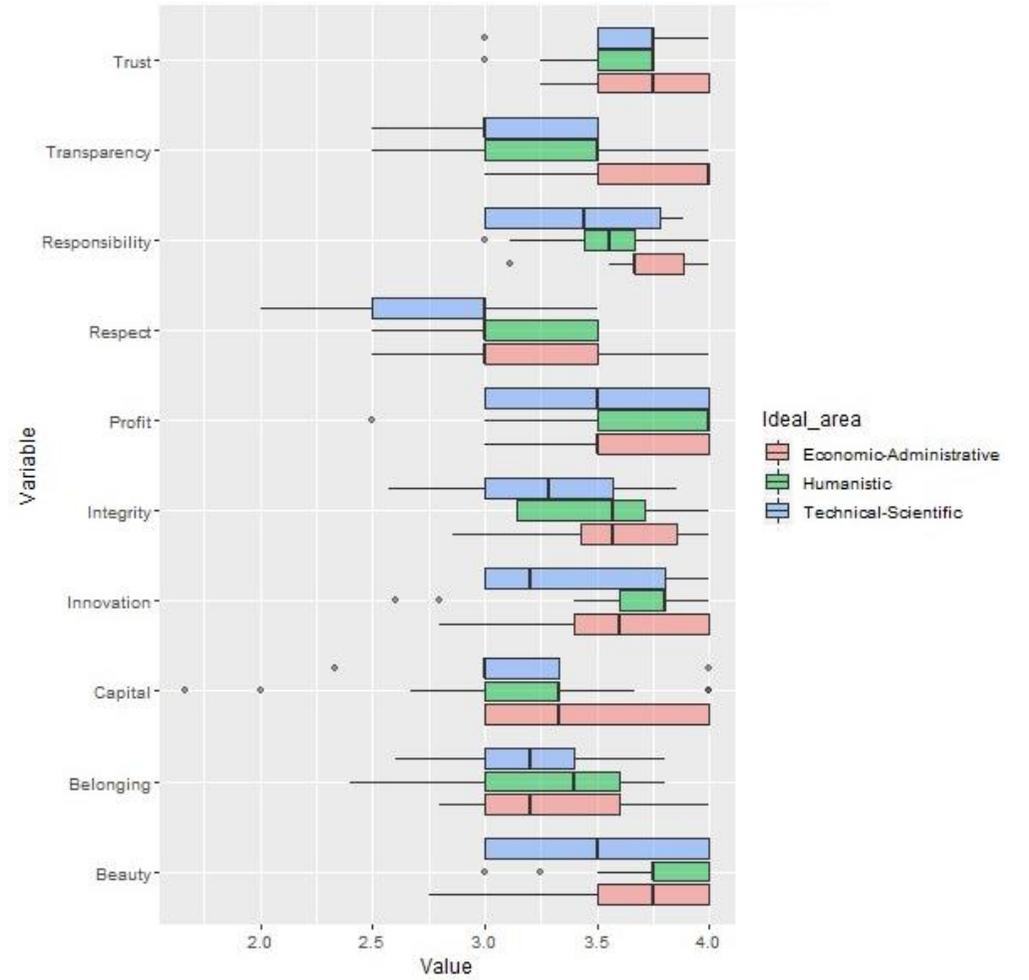
In company Gamma, there are two categories: administrative and commercial. Their scores are aligned with no great differences. The only value which shows a higher gap is capital.

Company Delta, as in the previous distinctions, continues to maintain a great alignment between the different groups. In this case, the group that assigns slightly higher values is the one of production, in particular to beauty, capital and transparency. Beauty stands out because the box is represented by a straight line. As regards production, considering that they are 46, they result to be very aligned with a low dispersion. For example, this can be seen in trust, responsibility, integrity, innovation and transparency.

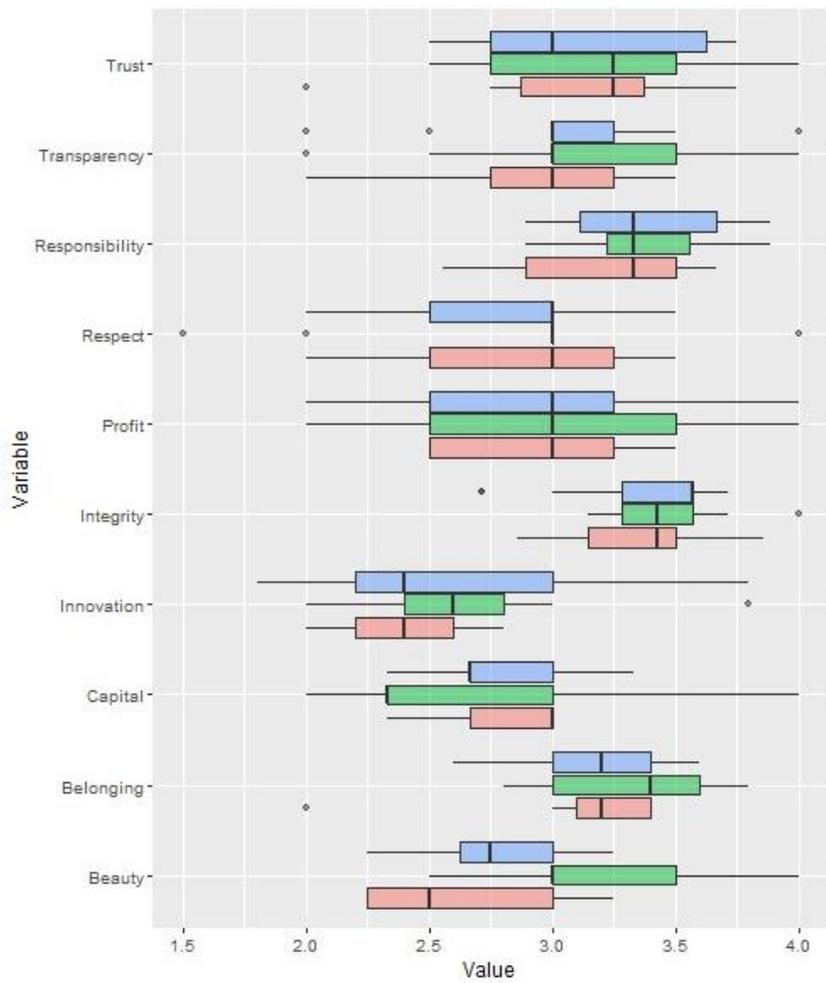
### 3.4.3.7 Ideal Area



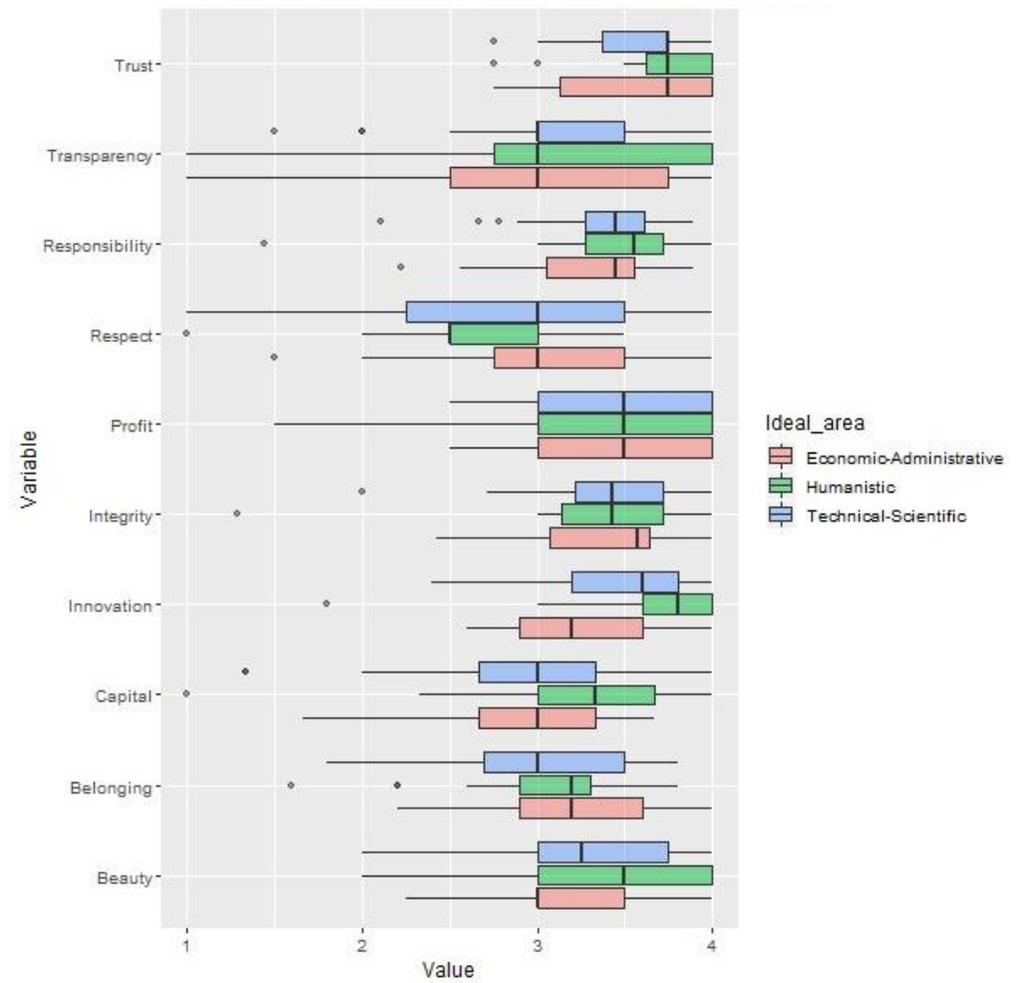
Company Alpha



Company Beta



Company Gamma



Company Delta

Figure 21: Boxplots - Ideal area

The ideal area is the one in which respondents recognize themselves on the basis of their studies. So, three branches can be identified: economic/administrative, humanistic and technical/scientific.

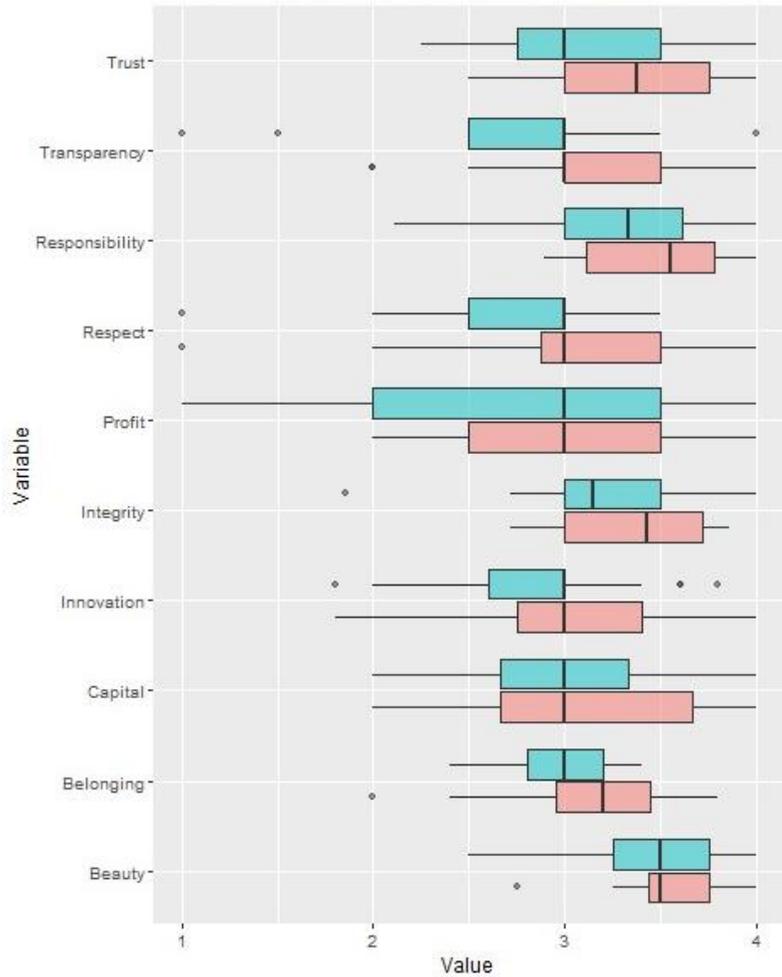
Considering company Alpha, there is a good matching between the three groups. However, when there are discrepancies, the group that assigned lower scores is the humanistic one. It's surprising because those who should be more connected to the values thanks to their studies are also the ones that seem to attribute them less importance. Just look at respect which presents very low scores. Furtherly, what is expected is that the economic area gives much more importance to values as profit and capital, but looking at the graph, there is no difference nor with the marks given to the other values, neither with the evaluations given by the other categories.

In company Beta, there is nothing noteworthy. The only thing that can be said is that people within the technical-scientific category assigned the lowest scores.

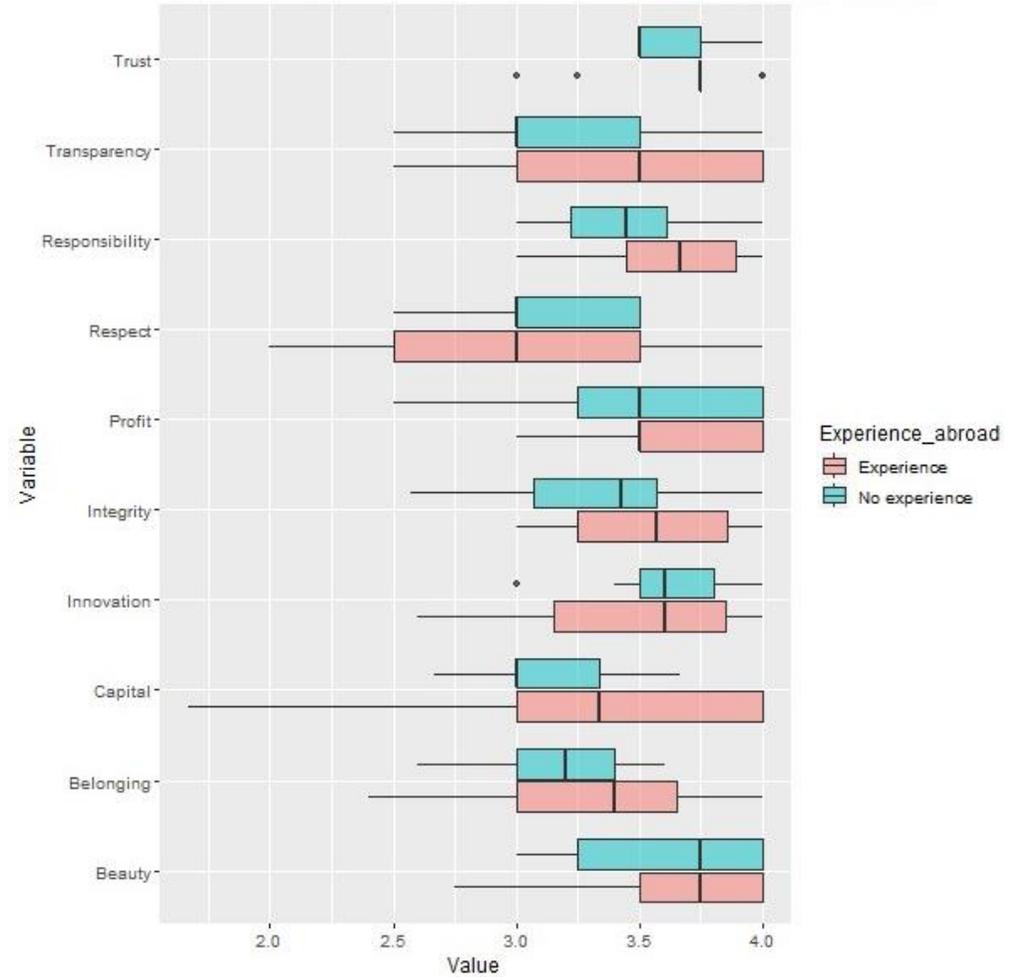
Company Gamma is not discussed because it doesn't deal with the ideal area.

In company Delta, as in company Beta, there is nothing noteworthy. The only substantial differences that can be highlighted are respect, innovation, capital and beauty. In the first one, the humanistic area has assigned lower scores, while in the last three it assigned the higher ones.

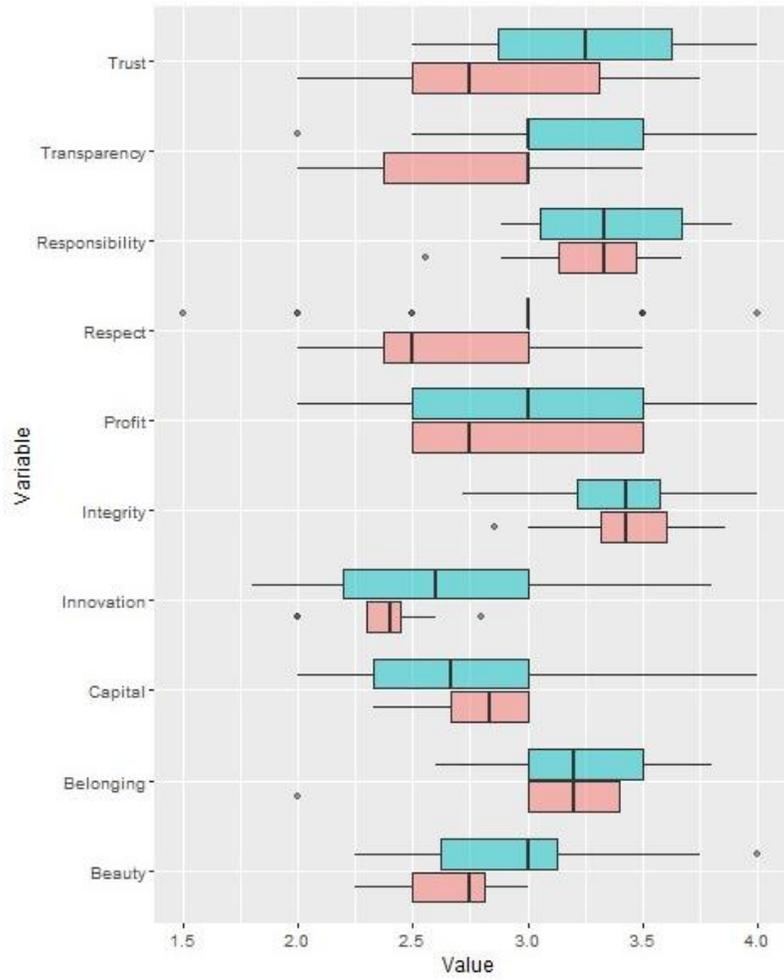
### 3.4.3.8 Experience abroad



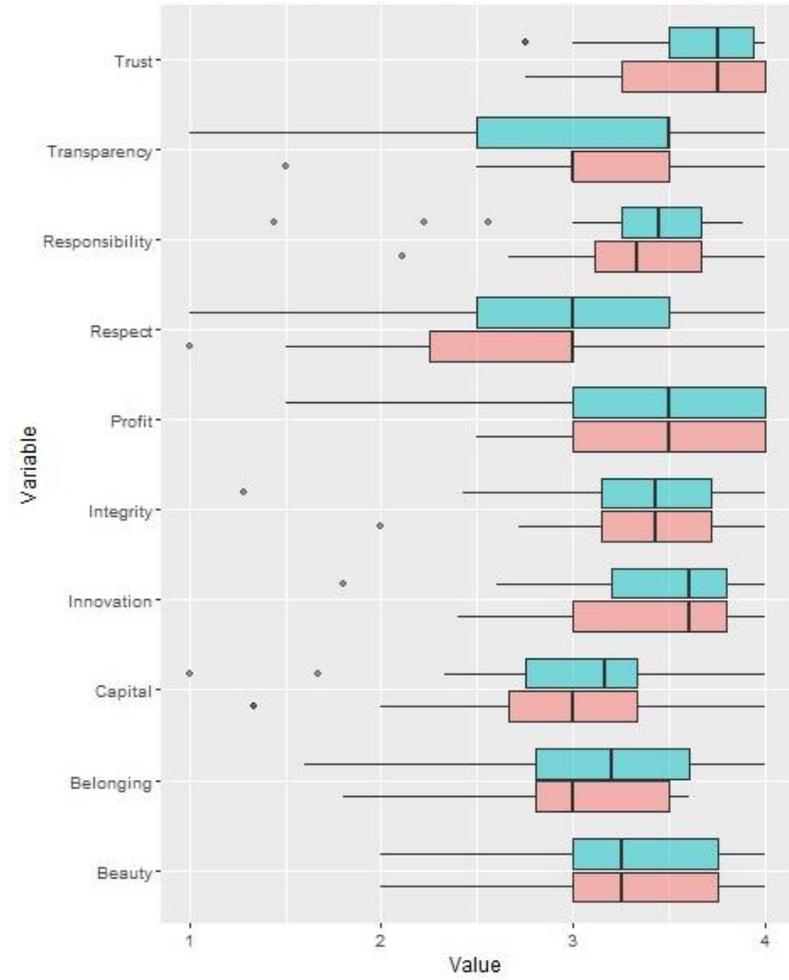
Company Alpha



Company Beta



*Company Gamma*



*Company Delta*

Figure 22: Boxplots - Experience abroad

Interesting aspects can be noticed by making the distinction among those who have done an experience abroad and those who haven't done it at all. Two groups have been created: those without experience and those who stayed abroad.

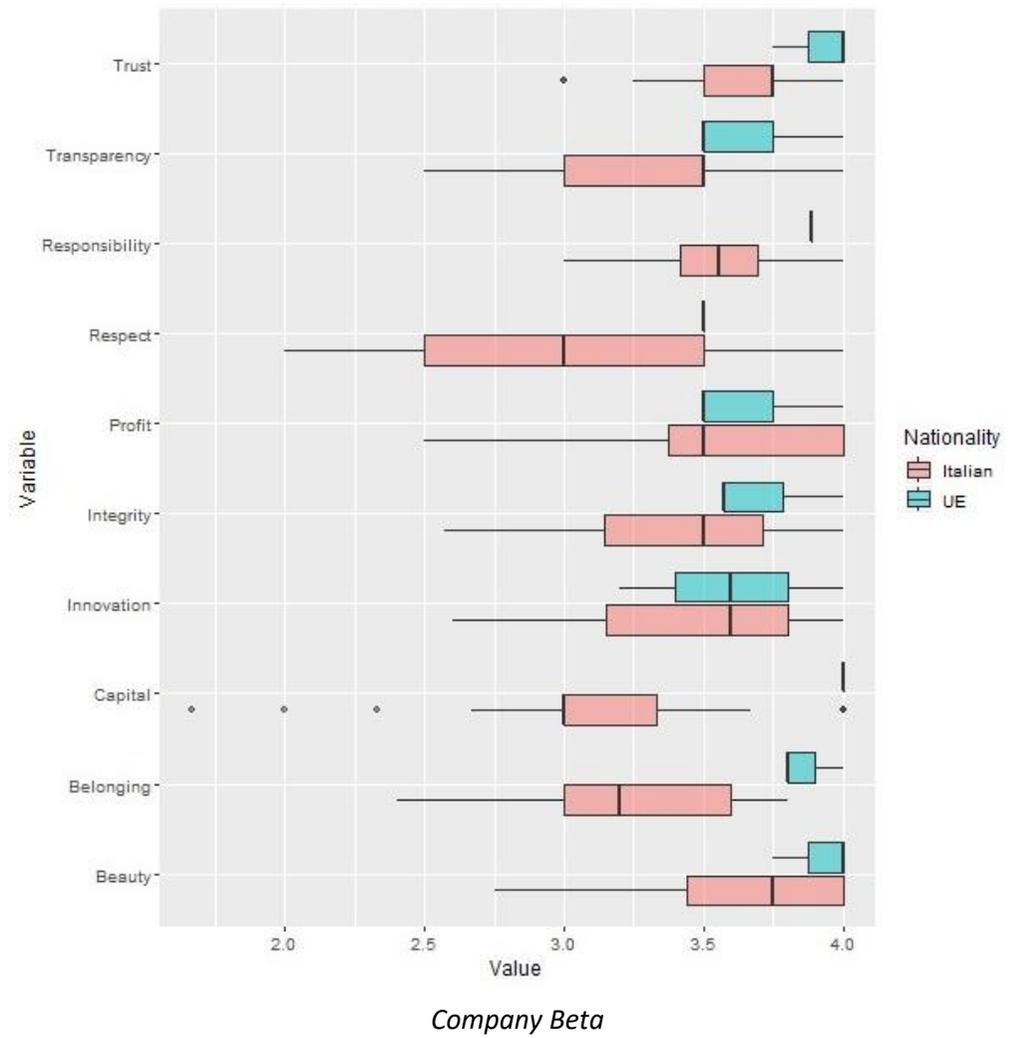
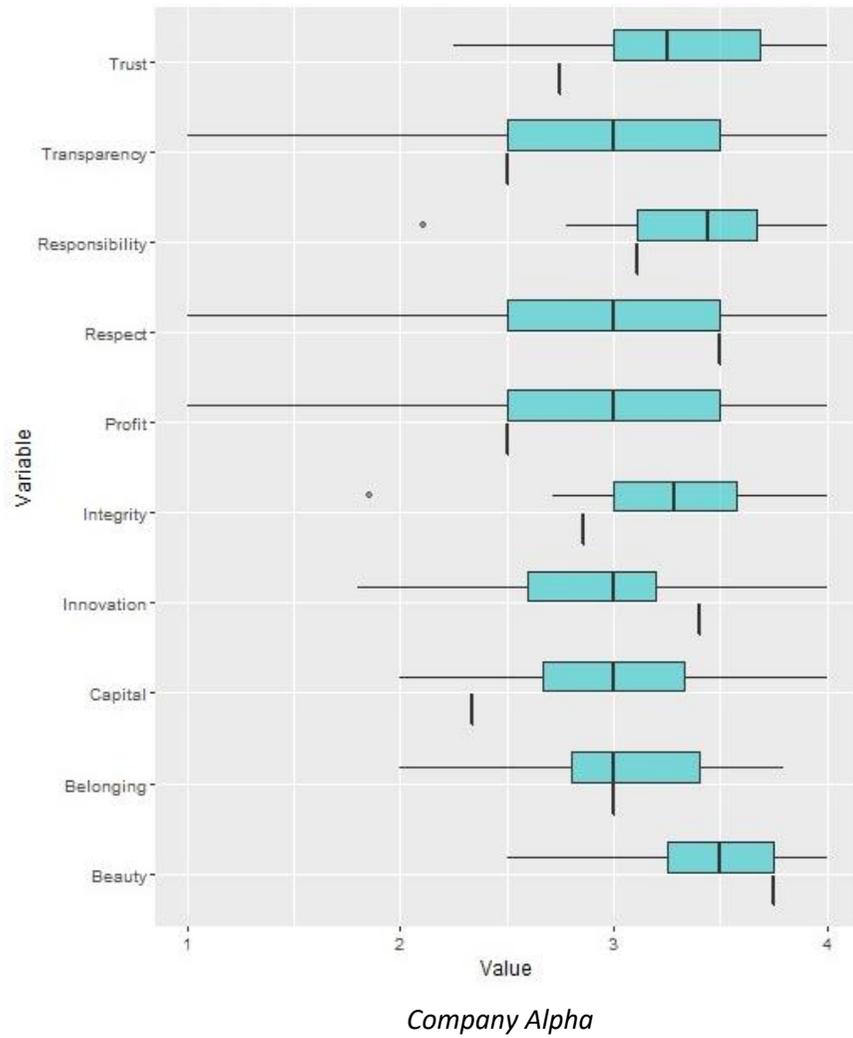
In company Alpha, there is a general trend: those without any experience abroad tend to give lower valuations to the ten values with respect to the others. Profit and capital are the values in which the two categories are the most aligned. Furtherly, profit presents the highest dispersion, looking at the category who has not done an experience abroad.

The results described above can be confirmed also for company Beta. In fact, again those who stayed abroad attribute higher scores with respect to those that didn't stay at all.

As regards Gamma, looking at the frequency tables presented above, it is possible to observe some differences with respect to companies Alpha and Beta. First of all, there is no one that has been outside Italy for more than one year, while in Alpha and Beta there are persons that have been outside also for more than 5 years. Moreover, here persons with experience abroad represent more or less only the 25% of the sample, while in companies Alpha and Beta the percentage touches the 50% and 64% respectively. These could be the reasons why the trend is overturned. In fact, people who went away give lower valuations with respect to those who have always stayed in their country.

Company Delta, looking at the experience abroad, reverses the results seen in companies Alpha and Beta. In fact, it seemed that there was a correlation between those with an experience abroad and higher marks, but here the scores are more or less aligned, with higher valuations from people with no experience.

### 3.4.3.9 Nationality



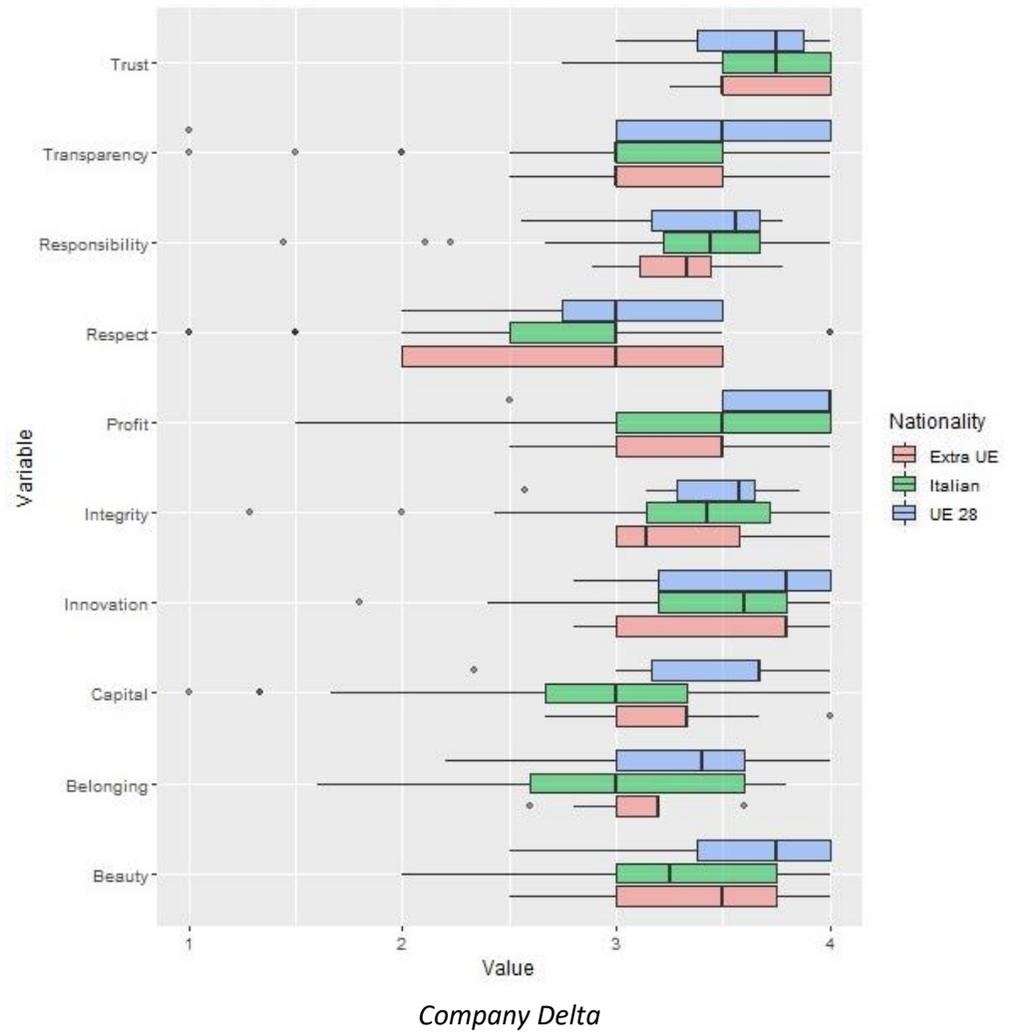
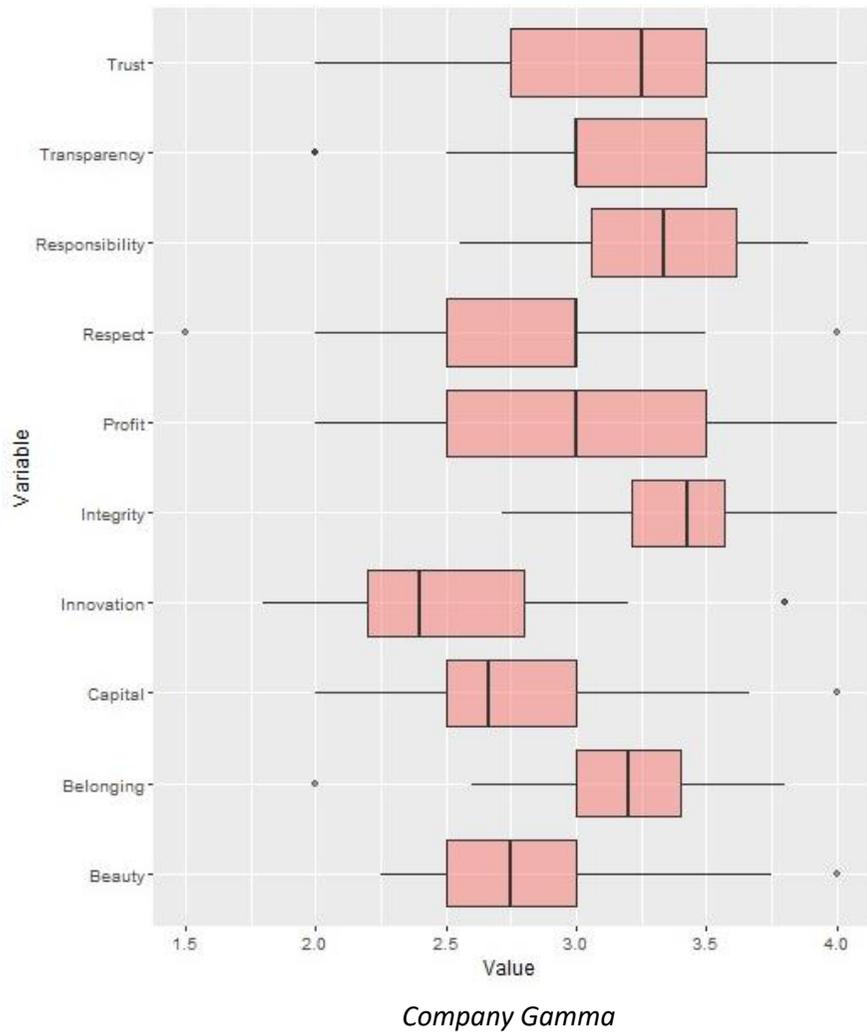


Figure 23: Boxplots - Nationality

The distinction based on nationality has no relevance due to the fact that there are only three foreign persons in total in the three companies (company Alpha 1, company Beta 2 and company Gamma 0).

Company Delta is the only one which differentiates from the others, having 16 persons from outside Italy. What can be observed is that Italian people assigned the lowest scores, followed by those from extra EU.

### 3.4.4 CLUSTER ANALYSIS

In doing the cluster analysis, all the tables with the different distinctions have been performed (APPENDIX G). However, only the most relevant are discussed below for each company in order to obtain a better comprehension.

#### ❖ ALPHA

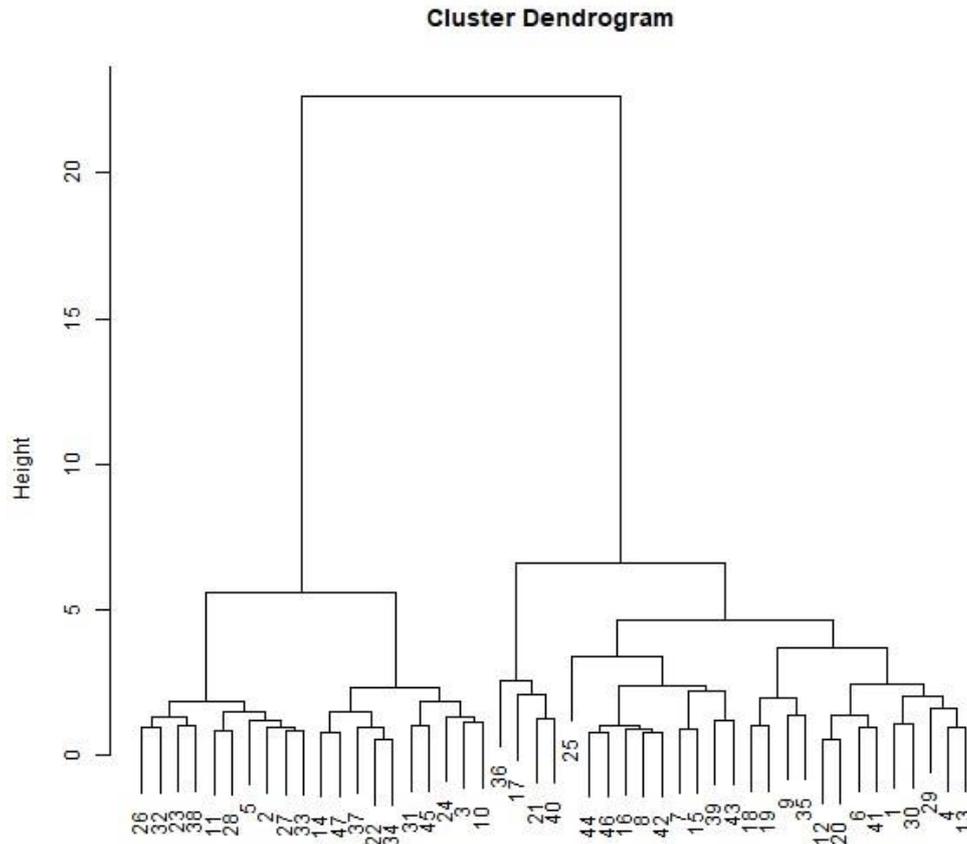


Figure 24: Cluster dendrogram - Alpha

Cluster	Respect	Resp	Belong	Integr	Trust	Innov	Beauty	Transp	Cap	Prof
1	2.611	3.169	2.815	3.032	2.917	2.659	3.296	2.630	2.741	2.519
2	3.225	3.672	3.440	3.593	3.650	3.340	3.775	3.400	3.417	3.400

Table 23: Cluster analysis - Alpha

In the table, it can be observed that cluster 2 has assigned higher valuations to the ten values. The valuations gap ranges from 0.5 to 0.8. So, in order to understand in a deeper way the characteristics of these clusters, further analyses have been conducted.

The first analysis made regards the distinction by age. What can be observed is that both in absolute values and in percentage values, cluster 2 is composed by older people with respect to cluster 1. In fact, in cluster 1 there is a majority of people in the group “35-44 years” (near to 50%), while in cluster 2 this percentage is reached by people with more than 45 years.

The second distinction deals with seniority so how long people have been in the company. Cluster 1 is characterized by people who have entered the firm for many more years (more than 9 years) while in cluster 2 people have entered recently (0 - 3 years). In fact, looking at the numbers, it can be seen that 12 persons that correspond to the 44% of cluster 1 are in the company for more than 9 years against the 6 persons (30%) of cluster 2. As regards the group 0 - 3 years, cluster 2 counts 8 persons (40%) against cluster 1 in which there are only 6 persons (22%).

The last relevant analysis made, regards the experience abroad. It represents the time spent in a country different from the original one. In the table, it can be seen that, creating 2 macro categories respectively “experience” vs “no experience”, the cluster 2 is composed by a majority (60%) of people who have done an experience abroad. In particular, the 15% stayed in another country for more than 5 years. In cluster 1, on the other side, the percentages are overturned; in fact, 56% of persons in this cluster has no experience abroad.

	CLUSTER 1	CLUSTER 2
CHARACTERISTICS OF THE VALUES	Lower scores in all the values - Min: Profit = 2.519 - Max: Beauty = 3.296	Higher scores in all the values - Min: Respect = 3.225 - Max: Beauty = 3.775
MAIN FEATURES	<ul style="list-style-type: none"> <li>- It is composed mainly by people between 35 – 44 years;</li> <li>- Prevalence of people with high school degree and master's degree;</li> <li>- Respondents are inside the company for many more years (more than 9 years);               <ul style="list-style-type: none"> <li>- Net prevalence of Operation area about 50%;</li> <li>- Predominance of persons without experience abroad.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- It is more distributed among all the categories;</li> <li>- Prevalence of master's degree;</li> <li>- Respondents are prevalently within the company from 0 to 3 years;               <ul style="list-style-type: none"> <li>- People are distributed among Operation and Sales&amp;Presales;</li> <li>- Predominance of people with experience abroad.</li> </ul> </li> </ul>

Table 24: Clusters characteristics – Alpha

❖ BETA

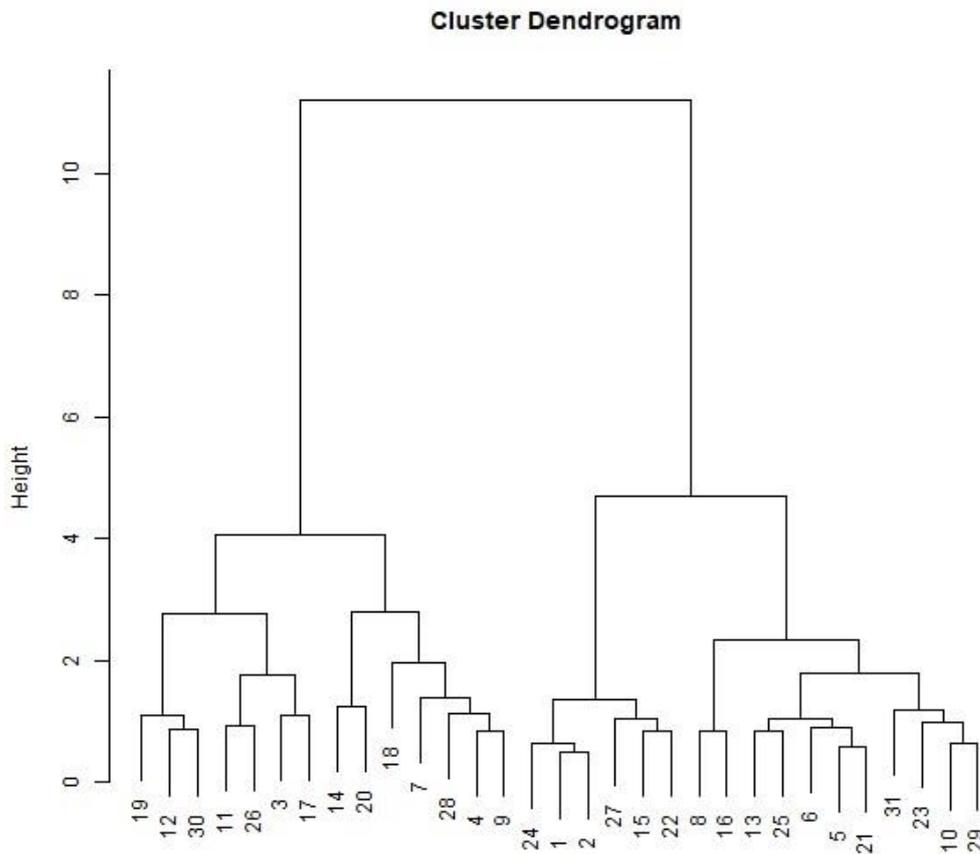


Figure 25: Cluster dendrogram - Beta

Cluster	Respect	Resp	Belong	Integr	Trust	Innov	Beauty	Transp	Cap	Prof
1	3.176	3.771	3.494	3.672	3.750	3.729	3.868	3.618	3.529	3.912
2	2.929	3.310	2.986	3.194	3.536	3.300	3.393	3.036	2.810	3.214

Table 25: Cluster analysis - Beta

In company Beta, the situation is overturned. Indeed, cluster 1 assigned higher scores to the ten values, with a gap ranging from 0.25 to 0.72.

Looking at the age, cluster 1 is represented mainly by persons with an age between 35 – 44 years (41%) while cluster 2 by people with an age between 45 – 54 years (57%). So, it can be said that cluster 2 is formed by barely older people. The second relevant distinction is the role. Cluster 1 has a majority of employees with a percentage of 71% and it also comprehends both the 2 managers. Cluster 2, on the contrary, is composed mainly by workers (50%) and comprehends both the 2 executives.

Finally, considering the area, as regards cluster 1, there is not a net prevalence of one area over the other. However, sales office and administrative office lead with 35% and 29% respectively. Dealing with cluster 2, there is an absolute majority of persons coming from the production area.

	CLUSTER 1	CLUSTER 2
<b>CHARACTERISTICS OF THE VALUES</b>	Higher scores in all the values - Min: Respect = 3.176 - Max: Profit = 3.912	Lower scores in all the values - Min: Capital = 2.810 - Max: Trust = 3.536
<b>MAIN FEATURES</b>	- People between 35 – 44 years; - Employees + Managers; - People belong mainly to the Sales and Administrative area; - The ideal areas are humanistic and economic ones; - It is composed by people with more experience abroad.	- People between 45 - 54 years; - Workers + Executives; - People belong mainly to the Productive area; - The ideal areas are humanistic and technical ones; - It is composed by people with less experience abroad.

Table 26: Clusters characteristics – Beta

❖ GAMMA

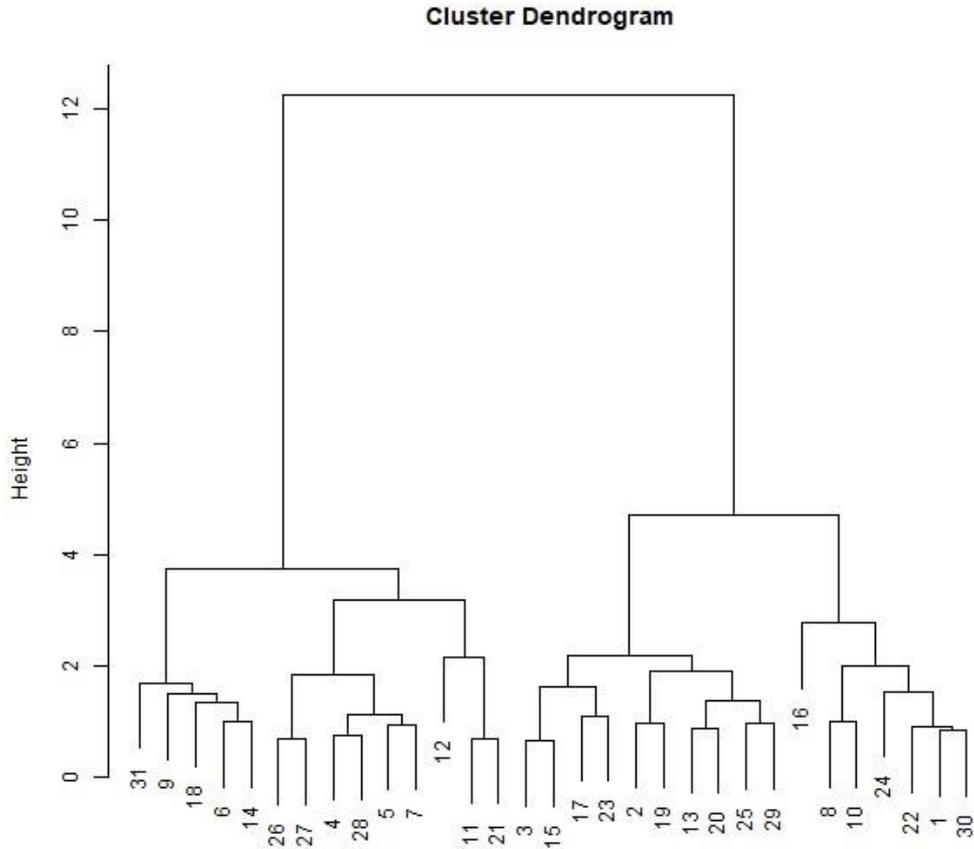


Figure 26: Cluster dendrogram - Gamma

Cluster	Respect	Resp	Belong	Integr	Trust	Innov	Beauty	Transp	Cap	Prof
1	3.059	3.542	3.365	3.597	3.485	3.000	3.088	3.265	3.039	3.265
2	2.607	3.056	2.986	3.173	2.732	2.304	2.554	2.750	2.524	2.571

Table 27: Cluster analysis - Gamma

Company Gamma presents the same situation of company Beta, with cluster 1 assigning higher valuations wrt cluster 2. The gaps range from 0.38 to 0.75.

Looking at the tables, it can be observed that there aren't relevant differences between the composition of the two clusters. For example, the percentages of gender, qualification, seniority, etc. follow the same path.

The only two distinctions that can be underlined are age with cluster 1 being represented by slightly younger people and role with cluster 1 being composed by more persons in the staff.

	CLUSTER 1	CLUSTER 2
<b>CHARACTERISTICS OF THE VALUES</b>	Higher scores in all the values - Min: Innovation = 3.000 - Max: Integrity = 3.597	Lower values in all the values - Min: Innovation = 2.304 - Max: Integrity = 3.173
<b>MAIN FEATURES</b>	No relevant differences between the two clusters	

Table 28: Clusters characteristics – Gamma

❖ DELTA

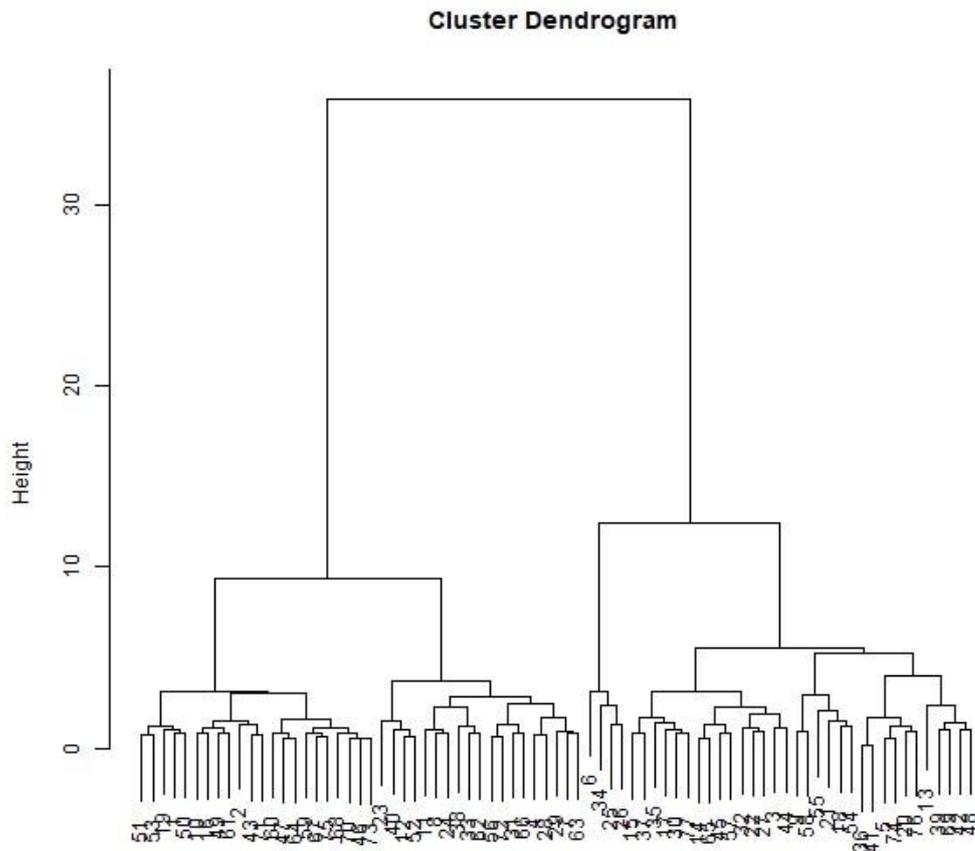


Figure 27: Cluster dendrogram - Delta

Cluster	Respect	Resp	Belong	Integr	Trust	Innov	Beauty	Trans	Cap	Prof
<b>1</b>	3.122	3.629	3.385	3.645	3.860	3.698	3.561	3.549	3.455	3.829
<b>2</b>	2.375	3.080	2.644	3.087	3.340	3.172	3.000	2.722	2.583	3.083

Table 29: Cluster analysis - Delta

In company Delta, cluster 1 attributed higher scores to all the values with respect to cluster 2, with a gap ranging from 0.75 to 0.87. Also here, as in company Gamma, the

two clusters follow a similar path. However, it's possible to underline some aspects. First of all, cluster 1 is composed by older people (more than 45 years) with a percentage touching the 50%, while cluster 2 is composed mainly by the younger ones. In fact, persons from 18 to 44 years reach the 70%. Some differences can be observed also looking at the role. There aren't big discrepancies between the clusters: however, it's important to highlight the fact that all the 4 managers and executives belong to cluster 1. The last consideration which can be made regards nationality. Cluster 1 comprehends people from Europe while cluster 2 comprehends people from outside Europe.

	CLUSTER 1	CLUSTER 2
CHARACTERISTICS OF THE VALUES	Higher scores to all the values - Min: Respect = 3.122 - Max: Trust = 3.860	Lower scores to all the values - Min: Respect = 2.375 - Max: Trust = 3.340
MAIN FEATURES	- Older people (more than 45 years); - It comprehends all the managers and executives; - Other than Italian people, it comprehends those from Europe.	- Younger people (up to 45 years); - It hasn't any manager or executive; - Other than Italian people, it comprehends those from outside Europe.

Table 30: Clusters characteristics - Delta

### 3.5 FINDINGS FROM THE KPI MATRIX

Analyzing the results of the matrix sent to the four companies, the research team observed that in some KPIs the results were 0 or not available for each company. Therefore, they have been deleted in order to facilitate the reading of the other measures. The KPIs deleted are:

- Awareness (all 0);
- Number of new sustainable products (all 0);
- Ratio of CEO compensation to average employee compensation;
- Total number and percentage of operations that have been subjected to human rights reviews;

- Procedures dealing with the protection of whistleblowing (reporting of violations);
- Presence of procedures concerning top management figures on monitoring and information related to gifts, money between private individuals in compliance with the norms 231;
- Customers' perception of corporate image and reputation;
- Weight of MBO related to sustainability;
- Years of presence of MBO related to sustainability;
- Presence, in case of tenders, of indicators related to the procurement code and competition;
- Presence of clauses that safeguard the correct working relationships towards employees and suppliers.

Of these KPIs, only 3 (ratio of CEO compensation to average employee compensation; total number and percentage of operations that have been subjected to human rights reviews, customers' perception of corporate image and reputation) have been extrapolated with the SLR, while the remaining ones (8) have emerged from the brainstorming with the practitioners.

The table below summarizes the results of the matrix. In particular, for each value, three different aspects are considered:

1. NA (not available): it shows the number of KPIs without an answer;
2. Better or worse than the mean of the sample: it shows if the company performed better or worse than the mean of the sample (composed by 4 companies). Not always a higher score corresponded to a better performance. For example, a higher employee turnover rate was considered negative for the organization.
3. Relevant aspect: this row underlines some noteworthy aspects emerged from the matrix.

For each value, the count of KPIs has been inserted. If the sum of NA, better, and worse is lower than the total amount indicated in the first column (below the value name),

than the difference corresponds to those KPIs that are very similar to the mean of the sample.

The last aspect that has to be underlined is the presence of 11 values: it is due to the split of quality in quality and innovation, the former considered as an enhancement of products/processes, the latter considered as a profound change. As regards profit, the row “relevant aspects” has been deleted because, being companies of different dimensions that operate in different industries, the comparisons were of little value.

	DETAILS	ALPHA	BETA	GAMMA	DELTA
RESPECT TOT = 19 KPIs	NA	3: employees satisfied with their job; customers satisfied (complaints solved); % of suppliers meeting code of conduct	2: % of customers satisfied; % suppliers meeting code of conduct	3: % of customers satisfied + n° of complaints solved; investment in local community	7: Average salary males/female; % employees satisfied with their job; % customers satisfied; % suppliers meeting code of conduct; presence of control systems; investment in local community; managers with MBO related to sustainability
	<b>Better or worse than the mean of the sample</b>	5 times better 8 times worse	7 times better 8 times worse	9 times better 6 times worse	6 times better 3 times worse
	<b>Relevant aspects</b>	It has no work accidents. However, it presents the highest of part-time workers.	It presents the highest number of work-related accidents. However, it has the lowest number of part-time workers.	It has the lowest number of protected categories and of people from other nations. However, it has the greatest amount of employees.	It has the highest number of protected categories and of people from other nations.
RESPONSIBILITY TOT = 21 KPIs	NA	0	3: Human capital investment; publication of managers' wages; meeting with financial stakeholders	3: Human capital investment; local suppliers (n°); investment in local community	6: Average salary male/female; presence of control systems; investment in local community; meetings with financial stakeholders; managers with MBO related to sustainability; average days of suppliers' payment
	<b>Better or worse than the mean of the sample</b>	13 times better 7 times worse	6 times better 9 times worse	7 times better 10 times worse	7 times better 7 times worse

<b>BELONGING</b> TOT = 16 KPIs	<b>Relevant aspects</b>	It presents the highest number of days lost, but it invests a lot both in human capital, training and R&D.	It is the company which invests the lowest amount in trainings, and it relies less on local suppliers.	It seems to be the most equitable company of the sample: in fact, the KPI average salary male/female is about 100%.	It has the highest number of protected categories. It has no females into the management.
	<b>NA</b>	2: % employees satisfied; % customers satisfied (complaints solved)	3: human capital investment; average stay time of key people; % of customers satisfied	5: human capital investment; % of customers satisfied + complaints solved; local suppliers (n°); investment in local community	3: % employees satisfied; % customers satisfied; investment in local community
	<b>Better or worse than the mean of the sample</b>	7 times better 5 times lower	5 times better 6 times worse	5 times better 4 times worse	5 times better 6 times worse
	<b>Relevant aspects</b>	It shows a low annual employee turnover rate, but the key people stay within the company for a shorter time.	It has the highest number of employees satisfied of their job.	It shows the lowest employee turnover rate.	It presents the highest turnover rate, but the key people stay within the company for much more time. It has the lowest female/male ratio, but the highest inclusion of foreign employees.
<b>INTEGRITY</b> TOT = 18 KPIs	<b>NA</b>	3: % employees satisfied; % customers satisfied (complaints solved); % suppliers meeting the code of conduct	3: % customers satisfied; publication of managers' wagers; % suppliers meeting the code of conduct	4: % customers satisfied + complaints solved; investment in local community; respect for payment terms	9: average salary male/female; % employees satisfied; % customers satisfied; % suppliers meeting code of conduct; presence of control systems; investment in local community; stakeholders; managers with MBO related to sustainability; average days of suppliers' payment; respect for payment terms

<p><b>TRUST</b> TOT = 18 KPIs</p> <p><b>INNOVATION</b> TOT = 6 KPIs</p>	<b>Better or worse than the mean of the sample</b>	7 times better 6 times worse	5 times better 7 times worse	7 times better 4 times worse	3 times better 5 times worse
	<b>Relevant aspects</b>	It respects 100% payments terms. It presents a lower ratio females/males wrt to the mean.	It respects 100% payment terms. It has the highest % of temporary employees.	It has no temporary employees. However, its employees are poorly satisfied.	It has the lowest ratio females/males.
	<b>NA</b>	1: % customers satisfied;	5: human capital investment; average stay time of key people; % customers satisfied; publication of managers' wages; meeting with financial operators	5: Human capital investment; % customer satisfied + complaint solved; % late deliveries; respect for payment terms	6: % customers satisfied; % late deliveries; presence of control systems; meetings with financial operators; managers with MBO related to sustainability; respect for payment terms
	<b>Better or worse than the mean of the sample</b>	12 times better 4 times worse	4 times better 8 times worse	3 times better 10 times worse	7 times better 4 times worse
	<b>Relevant aspects</b>	It is the only company which has collaborations with research centers, universities. It has 0% of late deliveries.	It has several late deliveries.	It has no meetings with financial and institutional operators and no voluntary certifications.	It doesn't disclose nor voluntary reporting activities neither managers' wages.
	<b>NA</b>	0	0	0	0
	<b>Better or worse than the mean of the sample</b>	4 times better 2 times worse	0 times better 6 times worse	1 time better 5 times worse	3 times better 2 times worse
	<b>Relevant aspects</b>	It invests a lot in trainings, R&D and collaborations.	It doesn't seem too innovative.	It doesn't seem too innovative. However, wrt Beta, it invests more in trainings.	It has the highest number of patents.

<b>QUALITY</b> TOT = 11 KPIs	<b>NA</b>	2: employee satisfied; % of customers satisfied (complaints solved)	3: human capital investment; average stay time of key people; % of customers satisfied	4: human capital investment; % of customers satisfied + number of solved complaints; % of late deliveries	5: % of employees satisfied; % customers satisfied; % late deliveries; presence of control systems; presence of governance procedures about business risks
	<b>Better or worse than the mean of the sample</b>	5 times better 2 times worse	4 times better 3 times worse	3 times better 3 times worse	3 times better 3 times worse
	<b>Relevant aspects</b>	It commits itself to voluntary reporting activities and it uses control systems to check the respect of standards. On the other hand, there are a lot of complaints considering the n° of customers.	The company presents a high percentage of late deliveries. As Alpha, it discloses voluntary information.	It has the lowest employees' turnover rate and the lowest number of complaints. It doesn't present voluntary reporting activities.	It solves the 100% of customers' complaints and key people stay within the company for much more time wrt the other companies.
	<b>NA</b>	1: employees satisfied with their job	1: human capital investment	2: human capital investment; investment in the local community	4: average salary male/female; employees satisfied; investment in the local community; managers with MBO related to sustainability
<b>BEAUTY</b> TOT = 11 KPIs	<b>Better or worse than the mean of the sample</b>	6 times better 3 times worse	4 times better 4 times worse	2 times better 7 times worse	4 times better 3 times worse
	<b>Relevant aspects</b>	Two KPIs stand out because they present very high scores: human capital investment and R&D investments	It is the only company of the sample that invests in the local community and whose employees are very satisfied of their job.	It is the company with the lowest amount of green and common space (0).	It is the company with the highest employee turnover rate and the highest contribution to societal benefits.

TRANSPARENCY TOT = 8 KPIs			Another aspect is the fact that they aren't investing in R&D at all.		
	NA	0	2: publication of managers' wages; meetings with financial and institutional operators	0	4: presence of control systems; meeting with financial and institutional operators; managers with MBO related to sustainability; presence of governance procedures about business risks.
	<b>Better or worse than the mean of the sample</b>	5 times better 3 times worse	3 times better 2 times worse	2 times better 5 times worse	2 times better 2 times worse
	<b>Relevant aspects</b>	It is the only company that has managers with MBO related to sustainability.	It presents great transparency, publishing both voluntary reporting activities and having a great number of voluntary certifications.	It is the only company that publishes the managers/directors' wages.	Looking at the different KPIs it seems to be non-transparent.
	NA	2: % employees satisfied; % customers satisfied (complaints solved)	3: human capital investment; average stay time of key people; % customers satisfied	5: human capital investment; % customers satisfied + complaints solved; local suppliers (n°); respect for payment terms	4: % employees satisfied with their job; % customers satisfied; managers with MBO related to sustainability; respect for payment terms
CAPITAL TOT = 18 KPIs	<b>Better or worse than the mean of the sample</b>	10 times better 4 times worse	2 times better 11 times worse	5 times better 8 times better	6 times better 7 times worse

<b>PROFIT</b> TOT = 19 KPIs	<b>Relevant aspects</b>	They invest a lot in human capital and R&D.	It doesn't perform very well.	They invest a lot in trainings which influences positively capital.	It invests a lot in societal benefits (capital as reputation). As regard R&D, it performs quite well.
	<b>NA</b>	2: %customers satisfied (complaints solved); % of increase in net margin	5: human capital investment; average stay time of key people; % customers satisfied; % operating costs; EBITDA	11: human capital investment; % customer satisfied + complaints solved; local suppliers (n°); ROI; % increase in sales; inventory turnover; sales; delivery reliability; EBIT; EBITDA	2: % customers satisfied; delivery reliability
	<b>Better or worse than the mean of the sample</b>	10 times better 5 times worse	3 times better 6 times worse	4 times better 4 times worse	6 times better 9 times worse

Table 31: Results from the KPIs matrix

### 3.6 SURVEY – MATRIX FIT

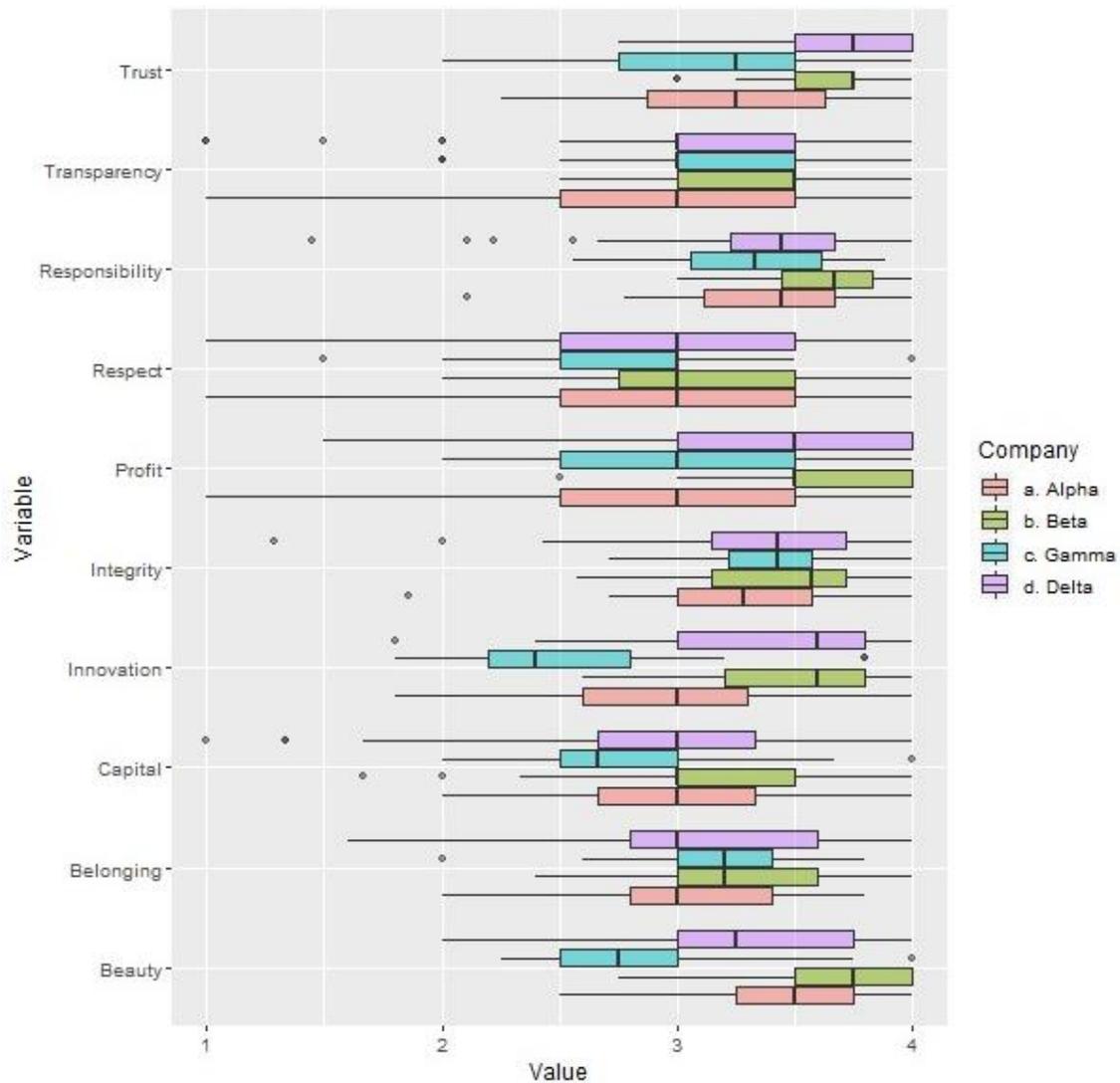


Figure 28: Boxplot - Comparison between the companies

The boxplot shows the distinction between the companies of the sample for each value. What can be observed is that in general, company Beta assigned the highest scores, while company Gamma assigned the lowest ones (with the exception of belonging and integrity).

The analysis that follows considers the companies on their own, without making comparisons.

- Company Alpha attributed the highest evaluation to beauty, but it doesn't have a particular value which is worse than the others (5 values dead heat). Furtherly, it shows a moderate alignment in integrity and responsibility.
- Company Beta gave the highest scores to trust and beauty, while the lowest one to respect and capital. The smallest scatter is represented by trust, followed by responsibility.
- Company Gamma assigned the greatest valuations to integrity, while the lowest ones to innovation. The highest alignment can be observed in belonging.
- Company Delta presents a similar situation to company Alpha: in fact, it has a value that performed better than the others, namely trust, but it hasn't a single value worse than the others (4 values dead heat). The smallest scatter is shown by responsibility.

Once the boxplot has been explained in broad terms, the analysis can go further with the comparison between the companies and the fit matrix-boxplot. The results are summed-up in the following table:

	ALPHA	BETA	GAMMA	DELTA
<b>RESPECT</b>	5+	7+	9+	6+
	8-	8-	6-	3-
	Looking at the matrix, it seems that Gamma is the company which performed better. However, the situation in the boxplot is overturned: in fact, wrt the other companies, it assigned lower scores. It means that there is a discrepancy between the perception of the members of the company and the corporate values.			
<b>RESPONSIBILITY</b>	13+	6+	7+	7+
	7-	9-	10-	7-
	Considering the matrix, the company which performed better was Alpha, followed by Delta. The boxplot confirms company Gamma as the least one, while it puts Beta as the first one. Alpha and Delta are aligned.			
<b>BELONGING</b>	7+	5 +	5 +	5 +
	5-	6 -	4 -	6 -

	The companies result to be more or less aligned. In the boxplot they are coupled in twos: Alpha and Delta on the one hand, and Beta and Gamma on the other hand, with the latter performing slightly better.			
<b>INTEGRITY</b>	7 + 6 -	5 + 7 -	7 + 4 -	3 + 5 -
	From the matrix, it seems that company Gamma is the one that presents a better situation, followed by company Alpha. However, looking at the boxplot, Alpha is the worst one, while Beta the best one.			
<b>TRUST</b>	12 + 4 -	4 + 8 -	3 + 10 -	7 + 4 -
	Alpha is the company which performed better overcoming by far the other companies. On the other side, Gamma is the worst. The boxplot doesn't reflect this situation. Again, the companies go in twos: Alpha and Gamma, being the worst, while Beta and Delta being the best.			
<b>INNOVATION (+ QUALITY)</b>	9 + 4 -	4 + 9 -	4 + 8 -	6 + 5 -
	Alpha, again is the one which exceeded the other companies, while Beta and Gamma positioned themselves in the last position. While the position of Gamma is confirmed also by the boxplot, the situation of Alpha and Beta is overturned.			
<b>BEAUTY</b>	6 + 3 -	4 + 4 -	2 + 7 -	4 + 3 -
	Company Alpha performed better than the others, looking at the matrix, while company Gamma was the worst. The boxplot doesn't represent perfectly the situation, but it is quite similar.			
<b>TRANSPARENCY</b>	5 + 3 - 0 NA	3 + 2 - 2 NA	2 + 5 - 0 NA	2 + 2 - 4 NA
	As regards transparency, further to the answers received, also the NA are taken into account. Indeed, having a huge number of not available answers can be considered a symptom of low transparency. Dealing with the matrix, the company which seems to be more transparent is Alpha, while the less transparent is Delta. The boxplot puts again Beta in the first position, while all the other aligned below it.			
	10 +	2 +	5 +	6 +

<b>CAPITAL</b>	4 -	11 -	8 -	7 -
	Alpha seems to be the company which mostly invests in capital, considering for example R&D, human capital, etc. However, in the boxplot there is a discrepancy, positioning Alpha to the same level of Beta and Delta.			
<b>PROFIT</b>	10 + 5 -	3 + 6 -	4 + 4 -	6 + 9 -
	Looking at the results of the matrix, company Alpha performed better, while Beta and Delta worse. Considering the boxplot, the companies are coupled in twos: Alpha and Gamma, and Beta and Delta, the former with the lowest valuations, the latter with the highest ones.			

Table 32: Survey – Matrix fit

What can be observed from the table is that fact that company Alpha and company Beta are the ones which present the highest discrepancy between the matrix and the boxplot resulting from the survey. Alpha, looking at the matrix, is in almost all the values the company which performed better than the others, while as regards Beta, it occupies the last positions. However, considering the boxplot, it can be observed that the situation is overturned, with Alpha being one of the worse, while Beta being always the best. It means that the perception of the members of the company differs from the corporate performance.

## CONCLUSIONS

The objective of this thesis was to offer an analysis of the business values that should be used to define companies' identity. After a theoretical part in which I tried to explain the paradox of identity (staticity vs dynamicity) and the values which represent its foundation, I then moved to the practical part.

First of all, a Structured Literature Review has been conducted, allowing to extract a list of key performance indicators. The literature review, firstly, helped to identify which were the benefits of the indicators analysed, but it has also confirmed the expectations of the team. In fact, there is still higher attention on the environmental performance with respect to the other ones, i.e. social and governmental. This is highlighted by the fact that the 50% of the journal articles deals with the environmental issues, 20% with the social sphere, and less than 10% with governance (the remaining 20% doesn't deal with these three areas).

The second step consisted in linking the KPIs found with the literature review to the ten values described by Mordacci and Contesini in their book "Fare impresa con i valori. Teoria e pratica dell'Identity Shaping" (2018), which allowed the research team to create a matrix, to be sent jointly to a survey to a sample of companies. Survey interview is a research method that includes different phases that go from the definition of the research architecture to the analysis and presentation of data. The main tool is an individual structured questionnaire with qualitative and quantitative objectives able to give back an overview of the entire spectrum of values present within the organization. It is composed of closed-ended questions, formulated taking into account the impact that values have on the different areas of the organization and the intertwining with other values.

The sample was composed by four companies (to whom fictitious names have been assigned given that data are sensitive) operating in different industries: Alpha operates in the medical industry with the production of medical devices, Beta is present in the cork industry; Gamma operates in the banking industry and Delta in the snacks one.

The analysis of the results from the KPIs matrix and from the survey allowed the research team to understand if there was a fit between the corporate identity and the perception that the employees have about it. What can be noticed is that the companies that differ most are Alpha and Beta. Alpha, looking at the matrix, seems to be almost always the best performing, while Beta occupies the last positions. However, considering the boxplots, so the results of the survey, the situation is overturned, with Beta assigning the highest scores and Alpha the lowest ones. It means that the perception of the members of the company differs from the corporate performance.

This long process of analysis had the aim of helping the companies to bring out the ten values through a reflection on the actions, ideas, strategic choices, relationships, procedures and organizational tools in which they are embodied. What the research team wanted was to find out if and to what extent the ten values are present, if they are trampled, misinterpreted, deliberately affirmed or misrepresented.

The results in some cases were a confirmation of what was already known or perceived of one's own business, while in other cases it gives rise to an incentive to consolidate certain aspects, improve others, enhance what has been done in a right way, keep a strategic direction alive in a more conscious and intentional way.

Seeing oneself through the lens of values can also be a discovery, disappointing or refreshing: one is better than it has imagined or on the contrary it is lacking in some value aspects. Perhaps certain deficiencies are not entirely unknown, although they are not clearly ascribable to one or more values up to that point. Discovering it can have positive effects on attempts to change and improve.

# APPENDIXES

## APPENDIX A – Code to select papers

TITLE-ABS-KEY ( "performance" AND "sustainabilit\*" AND "indicator" ) AND ISSN ( 1476-1270 OR 0001-4826 OR 0025-1747 OR 0361-3682 OR 0165-4101 OR 0021-8456 OR 0823-9150 OR 1380-6653 OR 0001-3072 OR 0001-4788 OR 0155-9982 OR 0888-7993 OR 0951-3574 OR 0278-0380 OR 1050-4753 OR 0890-8389 OR 0007-1870 OR 1045-2354 OR 0963-8180 OR 0267-4424 OR 1554-0642 OR 1094-4060 OR 0278-4254 OR 0737-4607 OR 0148-558x OR 0306-686x OR 1061-9518 OR 0198-9073 OR 1044-5005 OR 0007-6805 OR 0013-0117 OR 0007-6791 OR 1467-2227 OR 1361-4916 OR 0014-4983 OR 0022-0507 OR 0002-8282 OR 0090-5364 OR 0012-9682 OR 0022-3808 OR 0033-5533 OR 0034-6527 OR 0006-3444 OR 0266-4666 OR 0013-0133 OR 0020-6598 OR 0735-0015 OR 0304-4076 OR 0022-0515 OR 0895-3309 OR 0022-0531 OR 0022-1996 OR 0734-306x OR 0304-3932 OR 0162-1459 OR 1542-4766 OR 1369-7412 OR 0741-6261 OR 0034-6535 OR 1945-7782 OR 1945-7731 OR 1945-7707 OR 1945-7669 OR 0002-9092 OR 1941-1383 OR 0007-2303 OR 0309-166x OR 0008-4085 OR 0167-9473 OR 0921-8009 OR 0747-4938 OR 1368-4221 OR 0013-0079 OR 0095-2583 OR 0266-4658 OR 0938-2259 OR 0013-0427 OR 0165-1765 OR 0140-9883 OR 0924-6460 OR 0014-2921 OR 0165-1587 OR 1386-4157 OR 0899-8256 OR 1057-9230 OR 2041-4161 OR 0167-7187 OR 0306-7734 OR 0021-857x OR 0883-7252 OR 0147-5967 OR 0304-3878 OR 0167-2681 OR 0165-1889 OR 1381-4338 OR 0095-0696 OR 0167-6296 OR 0022-166x OR 0022-1821 OR 1744-1374 OR 0022-2186 OR 8756-6222 OR 0047-2530 OR 0304-4068 OR 0047-259x OR 0933-1433 OR 0047-2727 OR 0895-5646 OR 2333-5955 OR 0035-9254 OR 0143-9782 OR 0094-1190 OR 0927-5371 OR 0023-7639 OR 0305-9049 OR 0030-7653 OR 0048-5829 OR 1759-7323 OR 1080-8620 OR 1094-2025 OR 0034-6586 OR 0347-0520 OR 0303-6898 OR 0176-1714 OR 1933-6837 OR 0258-6770 OR 1042-2587 OR 0883-9026 OR 1932-4391 OR 0898-5626 OR 0894-4865 OR 0266-2426 OR 0047-2778 OR 0921-898x OR 0001-4273 OR 0363-7425 OR 0001-8392 OR 0149-2063 OR 1941-6520 OR 1045-3172 OR 1052-150x OR 0022-2380 OR 1558-9080 OR 0007-6503 OR 0008-1256 OR 1740-4754 OR 0891-2432 OR 0968-6673 OR 0017-8012 OR 1460-8545 OR 0167-4544 OR 0148-2963 OR 1056-4926 OR 1532-9194 OR 0022-1082 OR 0304-405x OR 0893-9454 OR 0929-1199 OR 0022-1090 OR 1042-9573 OR 0022-2879 OR 1572-3097 OR 1941-1367 OR 0964-8410 OR 1354-7798 OR 1351-847x OR 0949-2984 OR 0015-198x OR 0046-3892 OR 0963-8008 OR 0732-8516 OR 0167-6687 OR 1076-9307 OR 1057-5219 OR 0378-4266 OR 0927-5398 OR 1479-8409 OR 1386-4181 OR 0270-2592 OR 0920-8550 OR 1572-3089 OR 0270-7314 OR 1042-4431 OR 0261-5606 OR 0895-5638 OR 0022-4367 OR 0960-1627 OR 1469-7688 OR 2045-9939 OR 2046-9136 OR 0924-

865x OR 0007-1080 OR 0090-4848 OR 0954-5395 OR 0019-8676 OR 0950-0170 OR 0143-831x OR 0959-6801 OR 1053-4822 OR 0019-7939 OR 0305-9332 OR 0019-8692 OR 0958-5192 OR 0268-1072 OR 0730-8884 OR 0047-2506 OR 1090-9516 OR 0001-9909 OR 0217-4561 OR 0969-5931 OR 0021-9886 OR 1075-4253 OR 1740-8776 OR 0938-8249 OR 1047-7047 OR 0276-7783 OR 0742-1222 OR 1536-9323 OR 0747-5632 OR 0167-9236 OR 0960-085x OR 0957-4174 OR 0740-624x OR 0378-7206 OR 1471-7727 OR 0197-2243 OR 1387-3326 OR 1350-1917 OR 0959-3845 OR 1086-4415 OR 1071-5819 OR 1083-6101 OR 0268-3962 OR 0963-8687 OR 1532-2882 OR 0048-7333 OR 0737-6782 OR 0033-6807 OR 0166-4972 OR 1537-260x OR 0141-1926 OR 1350-5076 OR 0307-5079 OR 1057-7408 OR 0093-5301 OR 0022-2429 OR 0022-2437 OR 0092-0703 OR 0732-2399 OR 0167-8116 OR 0022-4359 OR 0309-0566 OR 0019-8501 OR 0265-1335 OR 0091-3367 OR 0021-8499 OR 1094-9968 OR 1069-031x OR 1062-726x OR 0923-0645 OR 1470-5931 OR 0742-6046 OR 1570-7156 OR 0272-6963 OR 0144-3577 OR 1059-1478 OR 0166-3615 OR 0018-9391 OR 0925-5273 OR 0020-7543 OR 1094-6136 OR 1523-2409 OR 1523-4614 OR 0953-7287 OR 1359-8546 OR 0025-1909 OR 0030-364x OR 0377-2217 OR 1089-778x OR 0025-5610 OR 1083-4427 OR 1049-3301 OR 0254-5330 OR 0926-6003 OR 0305-0548 OR 0011-7315 OR 1063-6560 OR 1568-4539 OR 1094-6977 OR 0740-817x OR 1091-9856 OR 0169-2070 OR 1381-1231 OR 0022-3239 OR 0160-5682 OR 0364-765x OR 0894-069x OR 0305-0483 OR 0171-6468 OR 0951-8320 OR 1052-6234 OR 0041-1655 OR 1047-7039 OR 0018-7267 OR 1048-9843 OR 0170-8406 OR 1094-4281 OR 1059-6011 OR 1350-5084 OR 0191-3085 OR 0733-558x OR 0956-7976 OR 0066-4308 OR 0963-7214 OR 1076-898x OR 0022-1031 OR 0022-3514 OR 0146-1672 OR 0033-2909 OR 0033-295x OR 0007-1269 OR 0144-6665 OR 0046-2772 OR 0894-3257 OR 0022-0027 OR 0022-0221 OR 1930-2975 OR 0191-8869 OR 0340-0727 OR 0361-6843 OR 0033-3123 OR 1747-0218 OR 0021-9010 OR 0963-1798 OR 1076-8998 OR 0894-3796 OR 0001-8791 OR 0749-5978 OR 0031-5826 OR 0001-4575 OR 0269-994x OR 0014-0139 OR 1359-432x OR 0018-7208 OR 0895-9285 OR 0342-5282 OR 0886-1528 OR 0268-3946 OR 0022-4405 OR 1351-0711 OR 0355-3140 OR 0267-8373 OR 0033-3352 OR 1053-1858 OR 0033-3298 OR 0275-0740 OR 0263-774x OR 0952-1895 OR 0017-9124 OR 0020-8523 OR 1350-1763 OR 0276-8739 OR 0887-378x OR 0305-5736 OR 1471-9037 OR 1748-5983 OR 0308-518x OR 0263-7758 OR 1099-0836 OR 1752-1378 OR 1462-9011 OR 0013-936x OR 0969-7764 OR 0959-3780 OR 0301-4797 OR 0022-4146 OR 0743-0167 OR 0166-0462 OR 0034-3404 OR 0042-0980 OR 0160-7383 OR 1094-6705 OR 0047-2875 OR 0261-5177 OR 0191-2615 OR 0195-6574 OR 1618-4742 OR 0306-9192 OR 0959-6119 OR 0278-4319 OR 0966-9582 OR 0899-7640 OR 0965-8564 OR 1361-9209 OR 1366-5545 OR 0002-9602 OR 0003-1224 OR 0360-0572 OR 0013-0095 OR 1468-2702 OR 0272-4332 OR 0277-9536 OR 0038-0385 OR 0141-9889 OR 0066-4812 OR 0007-1315 OR 0012-155x OR 0308-5147 OR 0261-3794 OR 0266-7215 OR 1470-2266 OR 0960-6491 OR 0022-0388 OR 0958-9287 OR 0047-2794 OR 0964-1998 OR 0023-5962 OR 1356-3467 OR 0032-3292 OR 0309-1325 OR 0033-

362x OR 1554-0626 OR 0969-2290 OR 0037-7732 OR 1475-1461 OR 0081-1750 OR 0038-0261 OR 0040-1625 OR 0263-2764 OR 0140-2382 OR 0305-750x OR 0143-2095 OR 2042-5791 OR 0024-6301 OR 1476-1270 ) AND ( LIMIT-TO ( SUBJAREA , "ENVI" ) OR LIMIT-TO ( SUBJAREA , "BUSI" ) OR LIMIT-TO ( SUBJAREA , "SOCL" ) OR LIMIT-TO ( SUBJAREA , "ECON" ) ) AND ( LIMIT-TO ( PUBYEAR , 2019 ) OR LIMIT-TO ( PUBYEAR , 2018 ) OR LIMIT-TO ( PUBYEAR , 2017 ) OR LIMIT-TO ( PUBYEAR , 2016 ) OR LIMIT-TO ( PUBYEAR , 2015 ) )

## APPENDIX B – Codebook

NAME	DESCRIPTION
<b>Documents</b>	
<b>A_Type of Document</b>	A_01_Journal Article
	A_02_Consultancy Reports
	A_03_Blog-CSRWire
	A_04_Interviews
	A_05_International Frameworks
<b>B_Title</b>	
<b>C_Methodology</b>	C_01_Literature Review
	C_02_Qualitative Method
	C_03_Quantitative Method
	C_04_Mixed Method
	C_05_Models
	C_06_Absent
	C_07_Descriptive Paper
<b>D_Best Practices</b>	D_01_Absent
	D_02_Present
<b>E_Company - Sector</b>	E_01_Absent
	E_02_Sector
	Agricultural
	Biotechnology
	Chemical
	Energy
	Finance
	Food
	Manufacturing
	Mining
	Harbour
	Retail
	Tourism
Transport	

	Urban
	Utilities
	Waste
	Water and sanitation
	E_03_Company Name
<b>F_KPI</b>	F_01_Absent
	F_02_Social
	F_03_Environmental
	F_04_Governance
	F_05_Financial
	F_06_Definition
	F_07_Other_Distinctions
	F_08_Economic, Social, Environmental
<b>G_International Frameworks – Guidelines</b>	G_01_Absent
	G_02_GRI
	G_03_AA
	G_04_SA 8000
	G_05_IIRC
	G_06_UNPRI
	G_07_ISO
	G_08_CGAP
	G_09_CDP
	G_10_DJSI
	G_11_Greenhouse Gas Protocol
<b>H_Role of Disclosure</b>	H_01_Absent
	H_02_Present
<b>I_Type of Impact on Business Model</b>	I_01_Absent
	I_02_Resources
	I_03_Suppliers
	I_04_Supply channels
	I_05_Internal processes
	I_06_Distribution channels and communication
	I_07_External processes
	I_08_Customers
	I_09_Products
	I_10_Society
	I_11_Value system
	I_12_Value proposition
	I_13_Cost structure
	I_14_Revenue stream
<b>L_Type of Impact on Organizational Model</b>	L_01_Absent

	L_02_Present
<b>M_Type of Impact on Profit Model</b>	M_01_Absent
	M_02_Present
<b>N_Definition of Performance</b>	N_01_Absent
	N_02_Social
	N_03_Environmental
	N_04_Governance
	N_05_Economic
	N_06_Social, Economic, Environmental, Governance
	N_07_Social, Economic, Environment
<b>O_Definition of Sustainability</b>	O_01_Absent
	O_02_Social
	O_03_Environmental
	O_04_Governance
	O_05_Economic
	O_06_Social, Economic, Environmental, Governance
	O_07_Social, Economic, Environmental

## APPENDIX C – Excel matrix derived from the Literature Review

CLUSTER		KPI	NUMERATOR	DENOMINATOR
1	<b>DISCRIMINATION AND GENDER EQUALITY</b>	Female directors on the board	Female directors	Total directors
		Male/female	Female employees	Total employees
		Average salary male/female	Average salary females	Average salary males
2	<b>JOB HEALTH AND SAFETY &amp; ABSENTEEISM</b>	Rate of work-related accidents relative to the total working hours in the working schedule per year	Work accidents	Total working hours

		# of Lost-Time Days due to injuries	Lost-time days due to injuries	Total days of work
3	EMPLOYEE TRAINING	# of hours of training by employee	Hours of training	Total hours
		Human capital investment (wages, benefits, training and education) as a percentage of profit	Human capital investment	Profit
4	EMPLOYEE TURNOVER	Annual employee turnover rate (%)	Number of employees leaving during the period	Average number employed during the period
		% of employees satisfied with their job	Number of employees satisfied	Total employees
5	CUSTOMER SATISFACTION	% of customers satisfied or very satisfied	Number of customers satisfied	Total customers
			Number of complaints	Total customers
		Percentage of late deliveries	Number of complaints solved	Number of complaints
			Late deliveries	Total deliveries
6	WORKING TIME ARRANGEMENTS	Working time arrangements	Part-time contracts	Total contracts
		Temporary employees	Temporary employees	Total employees
7	JOB CREATION	Regions of job creation	-	-
		Employment (amount of jobs)	-	-
8	HUMAN CAPITAL	Competences and education required	-	-

9	<b>PRODUCT INNOVATION AND EFFICIENCY</b>	Number of new patents	Number of new patents	Year
		Number of collaborations with research centers, startups and universities	-	-
		Involvement in new product design	Survey	-
10	<b>CORRUPTION</b>	Total number of confirmed incidents of corruption	-	-
11	<b>HUMAN RIGHTS</b>	Total number and percentage of operations that have been subject to human rights reviews	Number of operations that have been subject to human rights reviews	Total number of operations
		# of Fair Labour Association accreditation violations	-	-
12	<b>CUSTOMER LOYALTY</b>	Perception of corporate image and reputation	Survey	-
		Customer privacy	Yes/No	-
13	<b>INFORMATION DISCLOSURE</b>	Voluntary reporting activities	Yes/No	-
		Publication of managers and directors' wages	Yes/No	-
14	<b>COMPLIANCE TO STANDARDS</b>	% of suppliers meeting code of conduct	Number of suppliers meeting code of conduct	Total number of suppliers
			Yes/No	-

		Respect for the policy/Compliance to standards		
15	COMMUNITY	Contribution to societal benefits	Donations	Revenues
		Investment in local community	Investment	Revenues
16	GREEN SPACE	Sqm of public green space (GS) per capita	Sqm of green space	Number of employees
17	GOVERNANCE	Structure of the governance board	-	-
		Ratio of CEO compensation to average employee compensation	CEO compensation	Average employee compensation
18	STAKEHOLDER INVOLVEMENT	Awareness/Participation	-	-

## APPENDIX D – Reviewed Excel matrix<sup>4</sup>

CLUSTER	N°	KPI	NUM <sup>5</sup>	DEN	RESP	RESPECT	INT	BELONG	BEAUTY	QUAL	INNOV	TRANSP	TRUST	CAP	PROF	
1	DISCRIMINATION AND GENDER EQUALITY	1	Female in management	Female managers	Total managers	x	x	x	x							
		2	Male/female	Female employees	Total employees			x	x							
		3	Average salary male/female	Average salary females	Average salary males	x	x	x		x						
		4*	% protected categories	Total FTE employees belonging to protected categories	Total FTE employees	x	x									
		5*	% Inclusion of employees from other nations and races	Total FTE employees from other nations or races	Total FTE employees		x		x			x				
2	JOB HEALTH AND SAFETY & ABSENTEEISM	6	Rate of work-related accidents relative to the total working	Work accidents	Total working hours		x		x					x		

			hours in the working schedule per year															
		7	# of Lost-Time Days per year	Lost-time days	Total days of work	x	x											
3	HUMAN CAPITAL	8	# of hours of training by employee	Hours of training	Total hours	x	x					x				x		
		9	Human capital investment (wages, benefits, training and education) as a percentage of profit	Human capital investment	Profit	x			x	x	x					x	x	x
		10	Annual employee turnover rate (%)	Number of employees leaving during the period	Average number employed during the period			x		x	x	x						

		<b>11*</b>	Average stay time (years) of key people within the company	Number of stay time (years) of key people within the company	Total number of key people				x		x				x	x	x
		<b>12</b>	% of employees satisfied with their job	Number of employees satisfied	Total employees		x	x	x	x	x						
<b>4</b>	<b>CUSTOMER SATISFACTION</b>	<b>13</b>	% of customers satisfied or very satisfied	Number of customers satisfied	Total customers						x				x		
		<b>14</b>		Number of complaints	Total customers				x		x				x	x	x
		<b>15</b>		Number of complaints solved	Number of complaints		x	x			x						
		<b>16</b>	Percentage of late deliveries	Late deliveries	Total deliveries						x					x	

5	STAKEHOLDER INVOLVEMENT	17	Local Suppliers (number)	Number of local suppliers (regional)	Tota suppliers	x			x						x	x	
		18	Local Suppliers (Euro)	Value (€) of purchases from local suppliers	Value (€) of purchases from all the suppliers	x			x							x	x
		19	Awareness	Number of monitored UN SDGs	Number of total UN SDGs	x	x	x	x			x	x	x			
						20	Number of UN SDGs whose value has increased (from 2017 to 2019)	Number of UN SDGs monitored	x	x	x	x			x	x	x
6	WORKING TIME ARRANGEMENTS	21	Working time arrangements	Part-time contracts	Total contracts		x										
		22	Temporary employees	Temporary employees	Total employees			x								x	

7	JOB CREATION	23	Number of Italian Regions of job creation (production plants)	-	-				x								
		24	Employment (total amount of jobs) per year in the last three years	-	-		x	x									
8	PRODUCT INNOVATION AND EFFICIENCY	25	Number of new patents per year (last three years)	-	-							x				x	
		26	Employees involved in R&D per year (last three years)	Employees involved in R&D	Total employees	x					x		x			x	x
		27	Number of new products related to sustainability per year (last three years)	-	-	x	x						x				
		28	R&D investments per year (last three years)	Investments in R&D	Profit	x					x		x			x	x

		29	Number of collaborations with research centers, startups and universities per year (last three years)	-	-								x		x	x	
9	HUMAN RIGHTS	30	Total number and percentage of operations that have been subject to human rights reviews	Number of operations that have been subject to human rights reviews	Total number of operations	x	x										
10	CORRUPTION	31*	Procedures dealing with the protection of whistleblowing (reporting of violations)	Number of reporting (last three years)	-	x	x	x						x	x		

		32*	Presence of procedures concerning top management figures on monitoring and information related to gifts, money between private individuals in compliance with the norm 231	Yes/No	-	x	x	x					x	x		
11	CUSTOMER LOYALTY	33	Customers' perception of corporate image and reputation	Does the company do surveys to check customers' perception? Yes/No. If yes, give the % of satisfaction	-								x			x
12	INFORMATION DISCLOSURE	34	Voluntary reporting activities	Yes/No	-	x		x					x		x	
		35	Publication of managers and directors' wages	Yes/No	-	x		x						x		x

13	COMPLIANCE AND STANDARDS	36	% of suppliers meeting code of conduct	Number of suppliers meeting code of conduct	Total number of suppliers		x	x					x				
		37	Presence of control systems to check the respect of working standards within the company	Yes/No	-	x	x	x				x		x	x		
		38*	Number of voluntary certifications (other than the mandatory ones)	-	-									x	x		
14	COMMUNITY	39	Contribution to societal benefits	Donations	Revenues	x	x	x	x	x					x	x	
		40	Investment in local community	Investment	Revenues	x	x	x	x	x							

15	SPACES FOR THE EMPLOYEES	41	Sqm of public green space (GS) per capita	Sqm of green space	Number of employees	x					x						
		42	Sqm of common space (GS) per capita (e.g. canteen, gym, nursery)	Sqm of common space	Number of employees	x						x					
16	GOVERNANCE	43	Ratio of CEO compensation to average employee compensation	CEO compensation	Average employee compensation	x		x									
		44*	Meetings with financial and institutional operators	Number of meetings with financial and institutional operations (last three years)	-	x								x	x		
		45*	Shareholders' involvement	% of shareholders who participate to the meetings	-	x									x	x	

17	GUIDANCE TO SUSTAINABILITY	46*	Managers with MBO (Management by Objectives) related to Sustainability (% of the total)	Number of Managers with MBO	Total number of Managers	x	x	x		x			x	x	x		
		47*	Weight of MBO (Management by Objectives) related to Sustainability.	Variable Management Compensation related to Sustainability MBO	Total Variable Management Compensation	x	x	x		x				x	x	x	
		48*	Years of presence of MBO related to Sustainability (Management by Objectives)	-	-	x	x	x		x				x	x	x	
18	RISK MANAGEMENT AREA	49*	Presence and spread of governance procedures dealing with business risks	Yes/No	-							x		x			

19	SUPPLIERS AND PROCUREMENTS	50*	Presence, in case of tenders, of indicators related to the procurement code and competition	Yes/No/Not applicable	-	x		x						x				
		51*	Presence of clauses that safeguard the correct working relationship towards employees and suppliers	Yes/No/Not applicable			x	x							x	x		
20	FINANCIAL	52	Average days of suppliers payments	-	-	x		x							x	x		
		53	Respect for payment terms	-	-			x									x	
		54	ROE	Net income	Equity													x
		55	ROA	Net income	Total assets													x
		56	ROI	Net income	Cost of investment													x
		57	% of increase in net margin	-	-													x
		58	% of increase in sales	-	-													x



## APPENDIX E - Queries for the best practices

CLUSTER	QUERY
<b>Discrimination and gender equality</b>	"women leading"~3 "gender equality"~10 "discrimination"
<b>Job health and safety &amp; absenteeism</b>	"improving workplace"~10 "job conditions"~10 "working conditions"~10 "absenteeism" "increase productivity"~10 "health safety"~5 "injuries"
<b>Employee training</b>	-
<b>Employee turnover</b>	"employee turnover"~10 "employee retention"~10 "loyalty" "job satisfaction"~10 "employee satisfaction"~10 "employee involvement"~10
<b>Customer satisfaction</b>	"customer satisfaction"~10 "community satisfaction"~10 "employee decision"~10
<b>Stakeholder involvement</b>	"stakeholder involvement"~5
<b>Working arrangements</b>	-
<b>Job creation</b>	-
<b>Human capital</b>	"enhance knowledge"~5 "increase knowledge"~5 "intellectual capital"~5 "increase skills"~5

<b>Product innovation and efficiency</b>	"increase innovation"~10 "efficient product"~5
<b>Human rights</b>	"stakeholders rights"~5 "child labor "~10
<b>Corruption</b>	"corruption"
<b>Customer loyalty</b>	"loyalty" "brand reputation"~10
<b>Efficiency</b>	"increase efficiency"~5 "reducing waste"~10
<b>Information disclosure</b>	"increase disclosure "~10 "reporting activities"~5
<b>Compliance to standards</b>	"compliance standards"~10
<b>Community</b>	"help community"~10
<b>Greenspace</b>	"green spaces"~10
<b>Governance</b>	-
<b>Financial</b>	-

## APPENDIX F – Survey

QUESTION	SURVEY
<b>D1</b>	How much satisfied are you of the way in which work is organized within the company?
<b>D2</b>	Do you believe that, to the extent possible, your company allows you to know the functioning of the company and to have clear the purposes of the task you are carrying out?
<b>D3</b>	For the following sentence, indicate how close you are to a correct description of reality: in your company, to everyone or to the majority of those who have a role of responsibility you recognize competences, authority and leadership.
	Express your degree of agreement with the following statements:
<b>D4</b>	--> Leadership has the function of making grow collaborators and enhancing diversity and skills.

<b>D5</b>	--> Leadership, in the company, is able to embody and represent the organizational culture and its values
<b>D6</b>	--> Leadership, in the company, is based mainly on the authority of the skills
<b>D7</b>	How much do the values, vision and mission of the company find actual correspondence / feedback in your daily work?
<b>D8</b>	Think of a newly hired person, not necessarily a novice (even an adult with good experience in business contexts). In your opinion, how easy will it be for this person to understand the corporate culture, learn about the vision and mission of the company and become familiar with its unwritten rules, customs, the particular language of the company?
	With what degree of intensity you feel you belong:
<b>D9</b>	--> to your office
<b>D10</b>	--> to your company
<b>D11</b>	How do you evaluate the company's commitment to combating discrimination in the workplace, due to diversity (sex, age, geographical origin, socio-economic background, sexual orientation and physical abilities), eg. in promotions, awards, salaries, treatment of employees?
<b>D12</b>	As in all companies, cohabitation produces gossip but what differentiates one company from another one is how much and how gossip impacts on the working life and company dynamics. With gossip we mean the dissemination of unofficial information through informal channels.
<b>D13</b>	Indicate how much you agree with this sentence: those who work in the company (or at least the majority of those who work there) are happy to work for the company because it is an important brand (e.g. for prestige, innovation)
	Which of these statements best describe the situation in the company? In the company, skills and potential:
<b>D14</b>	... the staff is recruited applying criteria and objective mechanisms for assessing the profile and skills
<b>D15</b>	... the company is committed to developing the potential of employees by offering learning opportunities that allow them to enhance their distinctive skills

<b>D16</b>	... the circulation of information in the company and the possibility of access to it allow greater participation and involvement of employees in the life of the company
<b>D17</b>	Does it happen to observe situations in which employees in the company show little attention to the common areas, the objects present and those supplied?
<b>D18</b>	How much do you think the company in communications tends to faithfully describe its values as well as strategically portray itself as what it would like to be?
<b>D19</b>	Company's history is an important value for its identity, image, products, way of working. How much do you agree with this statement?
<b>D20</b>	In a company, it is important to balance the economic profit with objectives that cannot be directly monetized relating to the moral integrity of the company, to its social and environmental commitment. How much do you think your company is in line with this statement?
<b>D21</b>	Attention to the environment is a very important value. Beyond the legal constraints, how much do you think the company is engaged in this respect?
<b>D22</b>	How much reliable do you think the company is as regards the punctual payment and dispute management?
<b>D23</b>	In your opinion, the company invests financial and professional resources to take care of its corporate image (e.g. the visual elements that communicate its identity, such as the brand, the graphic style of the documents, the design of the products ...)
	How much, in your perception, do the following statements describe the reality of the company?
<b>D24</b>	--> The development plans concern an important part of the technological innovation, in particular in the digital environment, which may involve machinery or work organization
<b>D25</b>	--> The company invests steadily in updating product and packaging design
<b>D26</b>	--> The company invests steadily in distribution, promotion and pricing techniques
<b>D27</b>	--> The company permanently invests in the acquisition of patents, new methodologies and production tools, to gain or strengthen market leadership

<b>D28</b>	The reputation of a company is considered one of the assets that are essential to develop and protect with adequate actions and investments, including the economic ones. In your opinion, to what extent does your company care about building and protecting its reputation?
<b>D29</b>	Does the following statement describe the reality of the company? "Employees and collaborators receive training dedicated to increasing the skills needed to achieve innovation"
	For each of the following sentences, indicate how much close they are to a correct description of reality:
<b>D30</b>	--> The company looks forward and invests in the future
<b>D31</b>	--> To achieve development, the company get involved by investing a share of its profits
	Indicate how much the following sentences describe the realities of the company:
<b>D32</b>	--> The company invests to maintain the pleasantness of the work environments and, where possible, to improve the less aesthetically pleasing environments
<b>D33</b>	--> The company is careful to offer a product/service done to perfection, that is with the most suitable techniques for its production/supply
<b>D34</b>	--> The company is careful to offer a product/service in which technical-functional needs are combined with aesthetic needs
	For each of the following sentences, indicate how much close they are to a correct description of the company:
<b>D35</b>	--> Does the company guarantee an adequate work environment from the point of view of the health and safety of employees, ensuring safe, healthy and respectful working conditions?
<b>D36</b>	--> Is the company careful to the respect of human rights in all its locations, even those located abroad (if there are any)?
<b>D37</b>	--> Does the company respect and promote anti-corruption standards and policies?
<b>D38</b>	--> Does the company use only suppliers who respect dignity and human rights?
<b>D39</b>	How much confidence do you have towards the company as a whole, compared to its competitors?

## APPENDIX G – Tables for the cluster analysis

- COMPANY ALPHA

GENDER				
Cluster	M	F	Other	Total
1	17	9	1	27
2	13	7	0	20
Cluster 1 (%)	63%	33%	4%	100%
Cluster 2 (%)	65%	35%	0%	100%

AGE						
Cluster	18 - 24 years	25 - 34 years	35 - 44 years	45 - 54 years	55+ years	Total
1	1	6	12	6	2	27
2	0	6	5	4	5	20
Cluster 1 (%)	4%	22%	44%	22%	7%	100%
Cluster 2 (%)	0%	30%	25%	20%	25%	100%

ROLE					
Cluster	Manager	Executive	Employee	Worker	Total
1	1	3	22	1	27
2	2	1	14	3	20
Cluster 1 (%)	4%	11%	81%	4%	100%
Cluster 2 (%)	10%	5%	70%	15%	100%

QUALIFICATION						
Cluster	Master	Master's degree	Bachelor's degree	High school degree	Other	Total
1	3	10	3	11	0	27
2	1	8	5	4	2	20
Cluster 1 (%)	11%	37%	11%	41%	0%	100%
Cluster 2 (%)	5%	40%	25%	20%	10%	100%

SENIORITY						
Cluster	0 - 1 year	1 - 3 years	4 - 8 years	9 - 15 years	15+ years	Total
1	2	4	9	6	6	27
2	3	5	6	2	4	20

<b>Cluster 1 (%)</b>	7%	15%	33%	22%	22%	100%
<b>Cluster 2 (%)</b>	15%	25%	30%	10%	20%	100%

<b>AREA</b>					
<b>Cluster</b>	<b>Operation</b>	<b>Sales &amp; Presales</b>	<b>Staff</b>	<b>Financial</b>	<b>Total</b>
<b>1</b>	13	5	8	1	27
<b>2</b>	7	7	4	2	20
<b>Cluster 1 (%)</b>	48%	19%	30%	4%	100%
<b>Cluster 2 (%)</b>	35%	35%	20%	10%	100%

<b>IDEAL AREA</b>				
<b>Cluster</b>	<b>Humanistic</b>	<b>Economic-Administrative</b>	<b>Technical-Scientific</b>	<b>Total</b>
<b>1</b>	5	6	16	27
<b>2</b>	2	5	13	20
<b>Cluster 1 (%)</b>	19%	22%	59%	100%
<b>Cluster 2 (%)</b>	10%	25%	65%	100%

<b>EXPERIENCE ABROAD</b>						
<b>Cluster</b>	<b>No experience</b>	<b>0 - 1 year</b>	<b>1 - 3 years</b>	<b>4 - 5 years</b>	<b>5+ years</b>	<b>Total</b>
<b>1</b>	15	8	2	1	1	27
<b>2</b>	8	7	2	0	3	20
<b>Cluster 1 (%)</b>	56%	30%	7%	4%	4%	100%
<b>Cluster 2 (%)</b>	40%	35%	10%	0%	15%	100%

<b>NATIONALITY</b>			
<b>Cluster</b>	<b>Italian</b>	<b>Extra EU</b>	<b>Total</b>
<b>1</b>	26	1	27
<b>2</b>	20	0	20
<b>Cluster 1 (%)</b>	96%	4%	100%
<b>Cluster 2 (%)</b>	100%	0%	100%

- **COMPANY BETA**

<b>GENDER</b>			
<b>Cluster</b>	<b>M</b>	<b>F</b>	<b>TOTAL</b>
<b>1</b>	7	10	17
<b>2</b>	5	9	14
<b>Cluster 1 (%)</b>	41%	59%	100%
<b>Cluster 2 (%)</b>	36%	64%	100%

AGE						
Cluster	18 - 24 years	25 - 34 years	35 - 44 years	45 - 54 years	55+ years	Total
1	1	3	7	5	1	17
2	0	2	3	8	1	14
Cluster 1 (%)	6%	18%	41%	29%	6%	100%
Cluster 2 (%)	0%	14%	21%	57%	7%	100%

ROLE						
Cluster	Worker	Employee	Executive	Manager	Total	
1	3	12	0	2	17	
2	7	5	2	0	14	
Cluster 1 (%)	18%	71%	0%	12%	100%	
Cluster 2 (%)	50%	36%	14%	0%	100%	

QUALIFICATION						
Cluster	Master	Master's degree	Bachelor's degree	High school degree	Other	Total
1	1	3	1	12	0	17
2	0	1	0	9	4	14
Cluster 1 (%)	6%	18%	6%	71%	0%	100%
Cluster 2 (%)	0%	7%	0%	64%	29%	100%

SENIORITY						
Cluster	0 - 1 year	1 - 3 years	4 - 8 years	9 - 15 years	15+ years	Total
1	1	5	5	3	3	17
2	0	5	1	5	3	14
Cluster 1 (%)	6%	29%	29%	18%	18%	100%
Cluster 2 (%)	0%	36%	7%	36%	21%	100%

AREA						
Cluster	Administrative office	Production	Sales office	Department head	Planning office	Total
1	5	3	6	2	1	17
2	0	8	3	2	1	14
Cluster 1 (%)	29%	18%	35%	12%	6%	100%

<b>Cluster 2 (%)</b>	0%	57%	21%	14%	7%	100%
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<b>IDEAL AREA</b>				
<b>Cluster</b>	<b>Humanistic</b>	<b>Economic-Administrative</b>	<b>Technical-Scientific</b>	<b>Total</b>
<b>1</b>	7	7	3	17
<b>2</b>	6	2	6	14
<b>Cluster 1 (%)</b>	41%	41%	18%	100%
<b>Cluster 2 (%)</b>	43%	14%	43%	100%

<b>EXPERIENCE ABROAD</b>						
<b>Cluster</b>	<b>No Experience</b>	<b>0 - 1 year</b>	<b>1 - 3 years</b>	<b>4 - 5 years</b>	<b>5+ years</b>	<b>Total</b>
<b>1</b>	5	7	3	0	2	17
<b>2</b>	6	7	1	0	0	14
<b>Cluster 1 (%)</b>	29%	41%	18%	0%	12%	100%
<b>Cluster 2 (%)</b>	43%	50%	7%	0%	0%	100%

<b>NATIONALITY</b>				
<b>Cluster</b>	<b>Italian</b>	<b>EU</b>	<b>EU 28</b>	<b>TOTAL</b>
<b>1</b>	14	1	2	17
<b>2</b>	14	0	0	14
<b>Cluster 1 (%)</b>	82%	6%	12%	100%
<b>Cluster 2 (%)</b>	100%	0%	0%	100%

- **COMPANY GAMMA**

<b>GENDER</b>			
<b>Cluster</b>	<b>M</b>	<b>F</b>	<b>Total</b>
<b>1</b>	14	3	17
<b>2</b>	11	3	14
<b>Cluster 1 (%)</b>	82%	18%	100%
<b>Cluster 2 (%)</b>	79%	21%	100%

<b>AGE</b>						
<b>Cluster</b>	<b>18 - 24 years</b>	<b>25 - 34 years</b>	<b>35 - 44 years</b>	<b>45 - 54 years</b>	<b>55+ years</b>	<b>Total</b>
<b>1</b>	0	0	7	9	1	17
<b>2</b>	0	0	4	7	3	14
<b>Cluster 1 (%)</b>	0%	0%	41%	53%	6%	100%

<b>Cluster 2 (%)</b>	0%	0%	29%	50%	21%	100%
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<b>ROLE</b>			
<b>Cluster</b>	<b>Staff</b>	<b>Supervisor</b>	<b>Total</b>
<b>1</b>	11	6	17
<b>2</b>	6	8	14
<b>Cluster 1 (%)</b>	65%	35%	100%
<b>Cluster 2 (%)</b>	43%	57%	100%

<b>QUALIFICATION</b>						
<b>Cluster</b>	<b>Master</b>	<b>Master's degree</b>	<b>Bachelor's degree</b>	<b>High school degree</b>	<b>Other</b>	<b>Total</b>
<b>1</b>	0	2	2	13	0	17
<b>2</b>	0	2	2	10	0	14
<b>Cluster 1 (%)</b>	0%	12%	12%	76%	0%	100%
<b>Cluster 2 (%)</b>	0%	14%	14%	71%	0%	100%

<b>SENIORITY</b>						
<b>Cluster</b>	<b>0 - 1 year</b>	<b>1 - 3 years</b>	<b>4 - 8 years</b>	<b>9 - 15 years</b>	<b>15+ years</b>	<b>Total</b>
<b>1</b>	0	0	1	2	14	17
<b>2</b>	0	0	1	3	10	14
<b>Cluster 1 (%)</b>	0%	0%	6%	12%	82%	100%
<b>Cluster 2 (%)</b>	0%	0%	7%	21%	71%	100%

<b>AREA</b>			
<b>Cluster</b>	<b>Commercial</b>	<b>Administrative/Technical</b>	<b>Total</b>
<b>1</b>	13	4	17
<b>2</b>	12	2	14
<b>Cluster 1 (%)</b>	76%	24%	100%
<b>Cluster 2 (%)</b>	86%	14%	100%

<b>EXPERIENCE ABROAD</b>						
<b>Cluster</b>	<b>No experience</b>	<b>0 - 1 year</b>	<b>1 - 3 years</b>	<b>4 - 5 years</b>	<b>5+ years</b>	<b>Total</b>
<b>1</b>	13	4	0	0	0	17
<b>2</b>	10	4	0	0	0	14
<b>Cluster 1 (%)</b>	76%	24%	0%	0%	0%	100%
<b>Cluster 2 (%)</b>	71%	29%	0%	0%	0%	100%

NATIONALITY				
Cluster	Italian	Extra EU	EU 28	Total
1	17	0	0	17
2	14	0	0	14
Cluster 1 (%)	100%	0%	0%	100%
Cluster 2 (%)	100%	0%	0%	100%

- COMPANY DELTA

GENDER			
Cluster	M	F	Total
1	35	6	41
2	31	5	36
Cluster 1 (%)	85%	15%	100%
Cluster 2 (%)	86%	14%	100%

AGE						
Cluster	18 - 24 years	25 - 34 years	35 - 44 years	45 - 54 years	55+ years	Total
1	0	11	11	14	5	41
2	2	10	13	9	2	36
Cluster 1 (%)	0%	27%	27%	34%	12%	100%
Cluster 2 (%)	6%	28%	36%	25%	6%	100%

ROLE				
Cluster	Managers + Executives	From level 1 to 3 A	From level 3 to 6	Total
1	4	9	28	41
2	0	7	29	36
Cluster 1 (%)	10%	22%	68%	100%
Cluster 2 (%)	0%	19%	81%	100%

QUALIFICATION						
Cluster	Master	Master's degree	Bachelor's degree	High school degree	Other	Total
1	2	5	3	25	6	41
2	2	5	2	23	4	36
Cluster 1 (%)	5%	12%	7%	61%	15%	100%
Cluster 2 (%)	6%	14%	6%	64%	11%	100%

SENIORITY						
Cluster	0 - 1 year	1 - 3 years	4 - 8 years	9 - 15 years	15+ years	Total
1	2	7	9	9	14	41
2	5	8	6	7	10	36
Cluster 1 (%)	5%	17%	22%	22%	34%	100%
Cluster 2 (%)	14%	22%	17%	19%	28%	100%

AREA				
Cluster	Administrative/commercial offices	R&D	Production	Total
1	10	7	24	41
2	7	7	22	36
Cluster 1 (%)	24%	17%	59%	100%
Cluster 2 (%)	19%	19%	61%	100%

IDEAL AREA				
Cluster	Humanistic	Economic-Administrative	Technical-Scientific	Total
1	11	9	21	41
2	8	6	22	36
Cluster 1 (%)	27%	22%	51%	100%
Cluster 2 (%)	22%	17%	61%	100%

EXPERIENCE ABROAD						
Cluster	No experience	0 - 1 year	1 - 3 years	4 - 5 years	5+ years	Total
1	22	6	6	0	7	41
2	16	12	4	2	2	36
Cluster 1 (%)	54%	15%	15%	0%	17%	100%
Cluster 2 (%)	44%	33%	11%	6%	6%	100%

NATIONALITY				
Cluster	Italian	Extra EU	EU 28	Total
1	33	3	5	41
2	28	6	2	36
Cluster 1 (%)	80%	7%	12%	100%
Cluster 2 (%)	78%	17%	6%	100%

## APPENDIX H – Results from the KPIs matrix

- RESPONSIBILITY

	Females in management	Average salary male/female	% protected categories	# of Lost-Time Days per year	# of hours of training by employee	Human capital investment as % of profit	Local Suppliers (number)	Local Suppliers (Euro)
<b>Alpha</b>	28.57%	69.38%	2.13%	14.64%	3.61%	139.98%	28.57%	34.15%
<b>Beta</b>	0	82.01%	4.65%	4.36%	0.30%	NA	10.00%	14.00%
<b>Gamma</b>	100%	95.22%	0.93%	2.69%	4.46%	NA	NA	40.91%
<b>Delta</b>	0	NA	4.72%	2.98%	1.63%	19.35%	11.43%	21.40%
<b>Mean</b>	<b>32.14%</b>	<b>82.20%</b>	<b>3.11%</b>	<b>6.17%</b>	<b>2.50%</b>	<b>79.66%</b>	<b>16.67%</b>	<b>27.61%</b>

	Employees involved in R&D	R&D investments	Voluntary reporting activities	Publication of managers and directors' wages	Presence of control systems to check the respect of working standards	Contribution to societal benefits	Investment in local community
<b>Alpha</b>	30.19%	1,267,154	Yes	No	Yes	0.13%	0
<b>Beta</b>	0	0	Yes	NA	No	0.14%	0.46%
<b>Gamma</b>	0	0	No	Yes	Yes	0.00%	NA
<b>Delta</b>	21.51%	300,000	No	No	NA	0.28%	NA
<b>Mean</b>	<b>12.92%</b>	<b>391,789</b>				<b>0.14%</b>	<b>0.23%</b>

	Sqm of public green space per capita	Sqm of common space per capita	Meetings with financial and institutional operators	Shareholders' involvement	Managers with MBO related to Sustainability	Average days of suppliers' payments
<b>Alpha</b>	0	1.35	4	100%	31.58%	60
<b>Beta</b>	8.70	0.65	NA	75%	0.00%	12
<b>Gamma</b>	0	-	0	9%	0.00%	30
<b>Delta</b>	9.64	2.00	NA	100%	NA	NA

Mean	4.58	1.00	2	71%	10.53%	34
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- RESPECT

	Females in management	Average salary male/female	% protected categories	% Inclusion of employees from other nations and races	Rate of work accidents wrt the total working hours	# of Lost-Time Days per year	# of hours of training by employee
Alpha	29%	69.38%	2.13%	2.13%	0	14.64%	3.61%
Beta	0	82.01%	4.65%	0	0.02%	4.36%	0.30%
Gamma	100%	95.22%	0.93%	0	0	2.69%	4.46%
Delta	0	NA	4.72%	24.53%	0.01%	2.98%	1.63%
Mean	32.14%	82.20%	3.11%	6.66%	0.01%	6.17%	2.50%

	Annual employee turnover rate (%)	% of employees satisfied with their job	% of customers satisfied			Working time arrangements
			Number of customers satisfied	Number of complaints	Number of solved complaints	
Alpha	1.92%	NA	98.88%	230.3%	NA	9.62%
Beta	2.17%	91.3%	NA	7.2%	81.46%	6.52%
Gamma	0.88%	39.65%	NA	0.01%	NA	9.25%
Delta	5.05%	NA	NA	34.5%	100%	8.26%
Mean	2.51%	65.48%	98.88%	68.02%	90.73%	8.41%

	Employment (total amount of jobs)	% of suppliers meeting code of conduct	Presence of control systems to check the respect of working standards within the company	Contribution to societal benefits	Investment in local community	Managers with MBO related to Sustainability
Alpha	52	NA	Yes	0.13%	0.00%	31.58%
Beta	46	NA	No	0.14%	0.46%	0
Gamma	220	100%	Yes	0.00%	NA	0

<b>Delta</b>	101	NA	NA	0.28%	NA	NA
<b>Mean</b>	105	100%		0.14%	0.23%	10.53%

- INTEGRITY**

	Female in management	Female/Male	Average salary male/female	% of employees satisfied with their job	% of customers satisfied			Temporary employees	Employment (total amount of jobs)
					Number of customers satisfied	Number of complaints	Number of solved complaints		
<b>Alpha</b>	28.57%	52.94%	69.38%	NA	98.88%	230.34%	NA	0	52
<b>Beta</b>	0	91.67%	82.01%	91.3%	NA	7.20%	81.46%	23.91%	46
<b>Gamma</b>	100%	88.68%	95.22%	39.65%	NA	0.01%	NA	0	220
<b>Delta</b>	0	10.09%	NA	NA	NA	34.55%	100%	10.09%	101
<b>Mean</b>	32.14%	60.84%	82.20%	65.48%	98.88%	68.02%	90.73%	8.50%	105

	Voluntary reporting activities	Publication of managers and directors' wages	% of suppliers meeting code of conduct	Presence of control systems to check the respect of working standards within the company	Contribution to societal benefits	Investment in local community	Managers with MBO related to Sustainability	Average days of suppliers' payments	Respect for payment terms
<b>Alpha</b>	Yes	No	NA	Yes	0.13%	0.00%	31.58%	60	100%
<b>Beta</b>	Yes	NA	NA	No	0.14%	0.46%	0%	12	100%
<b>Gamma</b>	No	Yes	100%	Yes	0.00%	NA	0%	30	NA
<b>Delta</b>	No	No	NA	NA	0.28%	NA	NA	NA	NA
<b>Mean</b>			100%		0.14%	0.23%	10.53%	34	100%

- **BELONGING**

	Females in management	Females/Males	% Inclusion of employees from other nations and races	Rate of work accidents wrt the total working hours	Human capital investment as percentage of profit	Annual employee turnover rate (%)	Average stay time of key people	% of employees satisfied with their job
<b>Alpha</b>	28.57%	52.94%	2.13%	0	139.98%	1.92%	0.45	NA
<b>Beta</b>	0	91.67%	0	0.02%	NA	2.17%	NA	91.3%
<b>Gamma</b>	1	88.68%	0	0	NA	0.88%	1.54	39.65%
<b>Delta</b>	0	10.09%	24.53%	0.01%	19.35%	5.05%	16.74	NA
<b>Mean</b>	32.14%	60.84%	6.66%	0.01%	79.66%	2.51%	6.24	65.48%

	% of customers satisfied			Local Suppliers (number)	Local Suppliers (Euro)	Number of Italian Regions of job creation	Contribution to societal benefits	Investment in local community
	Number of customers satisfied	Number of complaints	Number of solved complaints					
<b>Alpha</b>	98.88%	230.34%	NA	28.57%	34.15%	2	0.13%	0.00%
<b>Beta</b>	NA	7.20%	81.46%	10.00%	14.00%	1	0.14%	0.46%
<b>Gamma</b>	NA	0.01%	NA	NA	40.91%	1	0	NA
<b>Delta</b>	NA	34.55%	100%	11.43%	21.40%	1	0.28%	NA
<b>Mean</b>	98.88%	68.02%	90.73%	16.67%	27.61%		0.14%	0.23%

- **BEAUTY**

	Average salary male/female	Human capital investment as percentage of profit	Annual employee turnover rate (%)	% of employees satisfied with their job	Employees involved in R&D	R&D investments
<b>Alpha</b>	69.38%	139.98%	1.92%	NA	30.19%	1,267,154
<b>Beta</b>	82.01%	NA	2.17%	91.3%	0	0
<b>Gamma</b>	95.22%	NA	0.88%	39.65%	0	0

<b>Delta</b>	NA	19%	5.05%	NA	21.51%	300,000
<b>Mean</b>	82.20%	79.66%	2.51%	65.48%	12.92%	391,789

	Contribution to societal benefits	Investment in local community	Sqm of public green space per capita	Sqm of common space per capita	Managers with MBO related to Sustainability
<b>Alpha</b>	0.13%	0.00%	0.00	1.35	31.58%
<b>Beta</b>	0.14%	0.46%	8.70	0.65	0
<b>Gamma</b>	0.00%	NA	0.00	0.00	0
<b>Delta</b>	0.28%	NA	9.64	2.00	NA
<b>Mean</b>	0.14%	0.23%	4.58	1.00	10.53%

- **QUALITY**

	Human capital investment as percentage of profit	Annual employee turnover rate (%)	Average stay time of key people within the company	% of customers satisfied		
				Number of customers satisfied	Number of complaints	Number of solved complaints
<b>Alpha</b>	139.98%	1.92%	0.45	98.88%	230%	NA
<b>Beta</b>	NA	2.17%	NA	NA	7.20%	81.46%
<b>Gamma</b>	NA	0.88%	1.54	NA	0.01%	NA
<b>Delta</b>	19.35%	5.05%	16.74	NA	34.55%	100%
<b>Mean</b>	79.66%	2.51%	6.24	98.88%	68.02%	90.73%

	% of employees satisfied with their job	Percentage of late deliveries	Voluntary reporting activities	Presence of control systems to check the respect of working standards within the company	Presence and spread of governance procedures dealing with business risks
<b>Alpha</b>	NA	0.00%	Yes	Yes	Yes

<b>Beta</b>	91.3%	15.00%	Yes	No	Yes
<b>Gamma</b>	39.65%	NA	No	Yes	Yes
<b>Delta</b>	NA	NA	No	NA	NA
<b>Mean</b>	65.48%	7.50%			

- **TRANSPARENCY**

	Voluntary reporting activities	Publication of managers and directors' wages	Presence of control systems to check the respect of working standards within the company	Number of voluntary certifications	Meetings with financial and institutional operators	Shareholders' involvement	Managers with MBO related to Sustainability	Presence and spread of governance procedures dealing with business risks
<b>Alpha</b>	Yes	No	Yes	0	4	100%	31.58%	Yes
<b>Beta</b>	Yes	NA	No	6	NA	75%	0	Yes
<b>Gamma</b>	No	Yes	Yes	0	0	9%	0	Yes
<b>Delta</b>	No	No	NA	3	NA	100%	NA	NA
<b>Mean</b>				2.25	2.00	71.00%	10.53%	

- **INNOVATION**

	% Inclusion of employees from other nations and races	# of hours of training by employee	Number of new patents per year	Employees involved in R&D	R&D investments	Number of collaborations with research centers, startups and universities
<b>Alpha</b>	2.13%	3.61%	0	30.19%	1,267,154	4
<b>Beta</b>	0	0.30%	0	0	0	0
<b>Gamma</b>	0	4.46%	0	0	0	0
<b>Delta</b>	24.53%	1.63%	7	21.51%	300.000	0
<b>Mean</b>	6.66%	2.50%	1.75	12.92%	391.789	100%

- TRUST

	Human capital investment as percentage of profit	Average stay time of key people within the company	Number of customers satisfied	% of customers satisfied		Percentage of late deliveries
				Number of complaints	Number of solved complaints	
<b>Alpha</b>	139.98%	0.45	98.88%	230.3%	NA	0.00%
<b>Beta</b>	NA	NA	NA	7.2%	81.46%	15.00%
<b>Gamma</b>	NA	1.54	NA	0.01%	NA	NA
<b>Delta</b>	19.35%	16.74	NA	34.5%	100.00%	NA
<b>Mean</b>	79.66%	6.24	98.88%	68.0%	90.73%	7.50%

	Employees involved in R&D	R&D investments	Number of collaborations with research centers, startups and universities	Voluntary reporting activities	Publication of managers and directors' wages	Presence of control systems to check the respect of working standards within the company
<b>Beta</b>	0	-	0	Yes	NA	No
<b>Gamma</b>	0	-	0	No	Yes	Yes
<b>Delta</b>	21.51%	300.000	0	No	No	NA
<b>Mean</b>	12.92%	391.789	1			

	Number of voluntary certifications	Contribution to societal benefits	Meetings with financial and institutional operators	Shareholders' involvement	Managers with MBO related to Sustainability	Respect for payment terms
<b>Beta</b>	6	0.14%	NA	75%	0	100%

<b>Gamma</b>	0	0	0	9%	0	NA
<b>Delta</b>	3	0.28%	NA	100%	NA	NA
<b>Mean</b>	2.25	0.14%	2	71.00%	10.53%	100%

- CAPITAL**

	# of hours of training by employee	Human capital investment as percentage of profit	Average stay time of key people within the company	% of employees satisfied with their job	% of customers satisfied		
					Number of customers satisfied	Number of complaints	Number of solved complaints
<b>Alpha</b>	3.61%	139.98%	0.45	NA	98.88%	230.3%	NA
<b>Beta</b>	0.30%	NA	NA	91.3%	NA	7.2%	81.46%
<b>Gamma</b>	4.46%	NA	1.54	39.65%	NA	0.01%	NA
<b>Delta</b>	1.63%	19.35%	16.74	NA	NA	34.5%	100%
<b>Mean</b>	2.50%	79.66%	6.24	65.48%	98.88%	68.0%	90.73%

	Local Suppliers (number)	Local Suppliers (Euro)	Temporary employees	Employment (total amount of jobs)	Number of new patents per year	Employees involved in R&D
<b>Alpha</b>	28.57%	34.15%	0	52	0	30.19%
<b>Beta</b>	10.00%	14.00%	23.91%	46	0	0
<b>Gamma</b>	NA	40.91%	0.00%	220	0	0
<b>Delta</b>	11.43%	21.40%	10.09%	101	7	21.51%
<b>Mean</b>	16.67%	27.61%	8.50%	105	1.75	12.92%

	R&D investments	Number of collaborations with research centers, startups and universities	Contribution to societal benefits	Managers with MBO related to Sustainability	Respect for payment terms
<b>Alpha</b>	1.267.154	4	0.13%	31.58%	100%
<b>Beta</b>	0	0	0.14%	0	100%
<b>Gamma</b>	0	0	0.00%	0	NA
<b>Delta</b>	300.000	0	0.28%	NA	NA
<b>Mean</b>	391.789	1	0.14%	10.53%	100%

- **PROFIT**

	Human capital investment as percentage of profit	Average stay time of key people within the company	% of customers satisfied			Local Suppliers (number)	Local Suppliers (Euro)
			Number of customers satisfied	Number of complaints	Number of solved complaints		
<b>Alpha</b>	139.98%	0.45	98.88%	230.34%	NA	28.57%	34.15%
<b>Beta</b>	NA	NA	NA	7.20%	81.46%	10.00%	14.00%
<b>Gamma</b>	NA	1.54	NA	0.01%	NA	NA	40.91%
<b>Delta</b>	19.3%	16.74	NA	34.55%	100%	11.4%	21.40%
<b>Mean</b>	79.66%	6.24	98.88%	68.02%	90.73%	16.67%	27.61%

	R&D investments	ROE	ROA	ROI	% of increase in net margin	% of increase in sales
<b>Alpha</b>	1,267,154	57%	27%	27%	NA	14.60%
<b>Beta</b>	0	20.26%	8.90%	12.71%	5.07%	7.21%
<b>Gamma</b>	0	7.30%	0.42%	NA	137%	NA
<b>Delta</b>	300,000	5.67%	5.03%	5.03%	4%	1.54%
<b>Mean</b>	391,789	22.56%	10.34%	14.91%	48.84%	7.78%

	% of operating costs	# of inventory turnover	Sales	Delivery reliability	EBIT	EBITDA
<b>Alpha</b>	76.80%	10.04	11.407.147	100%	2.979.453	2.738.939
<b>Beta</b>	NA	NA	55.945.595	85%	4.317.598	NA
<b>Gamma</b>	5.12%	NA	NA	NA	NA	NA
<b>Delta</b>	14.37%	8	39.155.426	NA	2.219.184	6.120.598
<b>Mean</b>	32.10%		35.502.722	92%	3.172.078	4.429.768

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