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**Building Brand Loyalty through Social
Engagement: analysing the process of value
co-creation in cross-sector partnerships**

**Insights from the "Raggi di vite"
Social Sustainability Project**

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Abstract

This master's thesis investigates the intricate relationship between sustainability, corporate social responsibility (CSR), and brand management, emphasizing the significance of cross-sector partnerships in fostering social change. With a particular focus on the innovative "Raggi di vite" project — a collaboration between the ZONIN1821 group, a prominent player in the Italian wine industry, and Radio Magica Foundation, a nonprofit dedicated to enhancing accessibility and inclusivity for children and young adults — this research illustrates how businesses can effectively leverage their resources and expertise to contribute positively to societal welfare while enhancing their own competitive advantage.

Drawing from a comprehensive literature review, the research first delineates the evolution of sustainability as a multifaceted phenomenon that encompasses environmental, economic, and social dimensions. It frames CSR not only as a moral obligation but as an essential strategic necessity for modern businesses.

The dissertation then employs a robust quantitative methodology to assess the impact of the "Raggi di vite" initiative on key marketing-related constructs, including brand image, purchase intention, and brand loyalty. Utilizing a carefully designed causal model, the study reveals how consumers' attitudes toward sustainability initiatives significantly influence their purchase behaviours and brand loyalty.

The findings underscore the value of co-created initiatives in achieving mutual benefits for organizations and society, also suggesting pathways for future investigations into the broader implications of social sustainability projects.

Ultimately, this dissertation aims to provide both theoretical insights and practical recommendations for companies seeking to navigate the challenges and opportunities of integrating sustainability into their business practices, thus laying the groundwork for ongoing efforts towards a more socially equitable and sustainable future.

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Introduction

In recent decades, the discourse surrounding sustainability has gained unprecedented importance, not only in environmental realms but across social and economic dimensions as well. Acknowledged as a complex and multifaceted phenomenon, sustainability integrates the principles of corporate social responsibility (CSR) and aims to address the pressing challenges of our time, from ecological degradation to social inequality. As societies grapple with the implications of rapid industrialization, climate change, and globalization, organizations are increasingly called to realign their operations and values towards sustainable practices.

This dissertation explores the intricate relationship between sustainability, corporate social responsibility, and brand management, focusing specifically on the innovative approach of cross-sector partnerships. By analysing real-world collaborations between business entities and nonprofit organizations, this research highlights how such alliances can facilitate the co-creation of value, fostering social change while providing companies with a competitive edge. The empirical case study presented herein revolves around the “Raggi di vite” project, a collaborative initiative between the ZONIN1821 group and Radio Magica Foundation, which serves as an exemplar of how businesses can leverage their resources and expertise to contribute meaningfully to societal welfare.

The first chapter of this dissertation lays the theoretical groundwork for understanding sustainability in its full context, delving into its evolution and the ongoing shift from a purely environmental focus to a more holistic approach that encompasses economic and social dimensions. Subsequently, the research investigates the specific dynamics of corporate social responsibility, drawing from historical perspectives and contemporary practices to frame CSR not merely as an obligation, but as a strategic necessity.

The second and third chapters instead, provide a deeper understanding of the two organizations involved in the social sustainability project “Raggi di vite”, which is the object of the quantitative section of the dissertation. The overview of the ZONIN1821 group and its sustainability report is necessary in order to delve into the values of the company and its brands, and the presentation of Radio Magica Foundation is precious, in order to gain a comprehensive understanding of the foundation’s commitment to societal causes.

Using a methodologically rigorous approach then, in the fourth and fifth chapters, this study employs quantitative analysis to measure the impact of social sustainability initiatives on key marketing-related constructs such as brand image, purchase intention, and brand loyalty. By

developing a causal model grounded in established literature, the research elucidates the connections between a brand's support for social sustainability projects and the resultant consumer behaviour, thereby contributing valuable insights for practitioners in the field.

As we navigate an era defined by increasing demand for corporate accountability and transparency, this thesis aims to provide both theoretical contributions and practical implications for organizations seeking to integrate sustainability into their business models. While recognizing potential limitations and avenues for future research, the findings underscore the transformative potential of cross-sector collaborations in fostering both economic growth and social equity, thereby paving the way for a more sustainable future.

Chapter I

Sustainability and Corporate Social Responsibility

In recent years, sustainability and corporate social responsibility have become increasingly important topics in the business world. Many companies are recognizing the need to address environmental and social issues in order to remain competitive and fulfil their obligations to society. This chapter will explore the various ways in which sustainability and corporate social responsibility are being integrated into business practices, and the impact that these efforts are having on companies, stakeholders, and the wider community. By examining case studies and relevant literature, we will gain a deeper understanding of the challenges and opportunities associated with incorporating sustainability and corporate social responsibility into organizations, and the potential benefits that these initiatives can bring. Ultimately, this chapter aims to provide insights into how businesses can create value for both, themselves and society, through responsible and sustainable practices.

1.1 Key concepts, different frameworks, and constructs

The concept of sustainability started to emerge in academic discussions around the mid-1980s and has undergone significant development since then.

Looking back, it's evident that there has been a shift in how people approach environmental protection issues and the methods used to tackle them. Understanding this progression is crucial for interpreting the present and preparing for the future. By observing this evolution over several decades and categorizing it into distinct yet interconnected time periods, each defined by a prevalent approach to defining environmental problems, we can gain a more insightful perspective. According to Daniel Mazmanian and Michael Kraft (2009), three different epochs of environmental movements can be identified, each of which is marked by a specific way of framing the environmental issue, shaping policy objectives, implementing strategies, and incorporating other key elements that define the era.

The first epoch starts predominantly in the early 1970s with the emergence of environmentalism as a significant social and political force, along with the establishment of a comprehensive federal environmental regulatory system including landmark legislation on clean air, clean water, toxic substances, and hazardous waste management. This initial era showed a strong federal involvement with the creation of the U.S. EPA (Environmental Protection Agency).

The second epoch is marked by a transition, emphasizing the need for efficiency and adaptability in the regulatory framework designed during the earlier phase. This era has been influenced by individuals in business and property ownership, who felt the impact of the environmental regulations established in the first epoch. Scholars in the future might view this period as one of connection-building.

The subsequent era, the one that goes from the 1990s to nowadays, emphasizes the importance of sustainable development and sustainable communities as we look ahead into the 21st century.

Many individuals approaching sustainability often begin their understanding with the definition put forth by the World Commission on Environment and Development in 1987, which states that sustainable development is an economic development activity that *“meets the needs of the present without compromising the ability of future generations to meet their own needs”*.

The latter definition serves as a useful starting point for grasping the abstract concept of sustainability. Moreover, terms like sustainable development, sustainable ecosystem, and similar are considered general concepts that still lack fully elucidated definitions.

The concept of sustainability involves striving for a balanced state where the Earth can sustain human population and economic growth without jeopardizing the well-being of humans, animals, and plants. The overexploitation of resources not only leads to depletion but also hinders the ability of life to thrive.

Regarding this, Thomas Malthus, in the late 18th century, discussed how population growth could surpass the Earth's capacity to support it, leading to a collapse of human and natural systems. Malthus suggested controlling population growth as a crucial step towards achieving sustainability.

From this, it is possible to understand that the concepts of sustainability and sustainable development are fragmented in different aspects, that can be clustered in three main areas. A relevant contribution relying on this idea came from Elkington (1994), who introduced the concept of the “triple bottom line”. This is a sustainability accounting framework that emphasizes three interrelated elements: environment, economy, and equity. These components form the foundation for understanding and implementing sustainability, based on the environmental, economic, and social impact of the firm. It stresses the importance of balancing environmental protection, economic growth, and social equity simultaneously, without sacrificing one for the other. This holistic approach suggests that sustainable development can only be achieved through the integration of these three pillars. The idea rejects the notion of

trade-offs between economic growth, environmental conservation, and social equality, highlighting the interconnected nature of these aspects. This contribution laid the groundwork for a comprehensive understanding of sustainability, building upon ideas that had been evolving over time.

The three spheres of sustainability have been represented in the Figure 1.1, together along with the main actions that can be done in order to fulfil them. Considering the environmental aspect, the use of natural resources has the principal attention, then comes the environmental management which is a set of activities aimed at environmental protection, and finally, pollution prevention (air, water, land, waste). Taking into account the economic field, all the principals business activities are presented, from the main goal of making profit, to cost saving, in order to provide economic growth, and the investments on research and development department, to foster continuous innovation. Coming to the social sphere, the main objectives regard good standards of living, investments in education and community, and reaching equality in terms of opportunities.

It is also possible to identify some areas resulted from the overlap of two spheres, conducting to other three new aspects of sustainability, out of the main three presented before. Like so, it is possible to indicate the environmental-economic aspect, the economic-social one, and the social-environmental. Each one of them is characterized by ambivalent actions, involving two main spheres. For example, the environmental-economic field includes activities related to energy efficiency and incentives for the use of natural resources instead of the artificial ones. The economic-social field instead, involves businesses ethics, fair trade, and workers' rights regulation. Finally, the social-environmental field includes the pursuit of environmental justice, and the local and global natural resources stewardship.

Figure 1.1

The triple bottom line concept



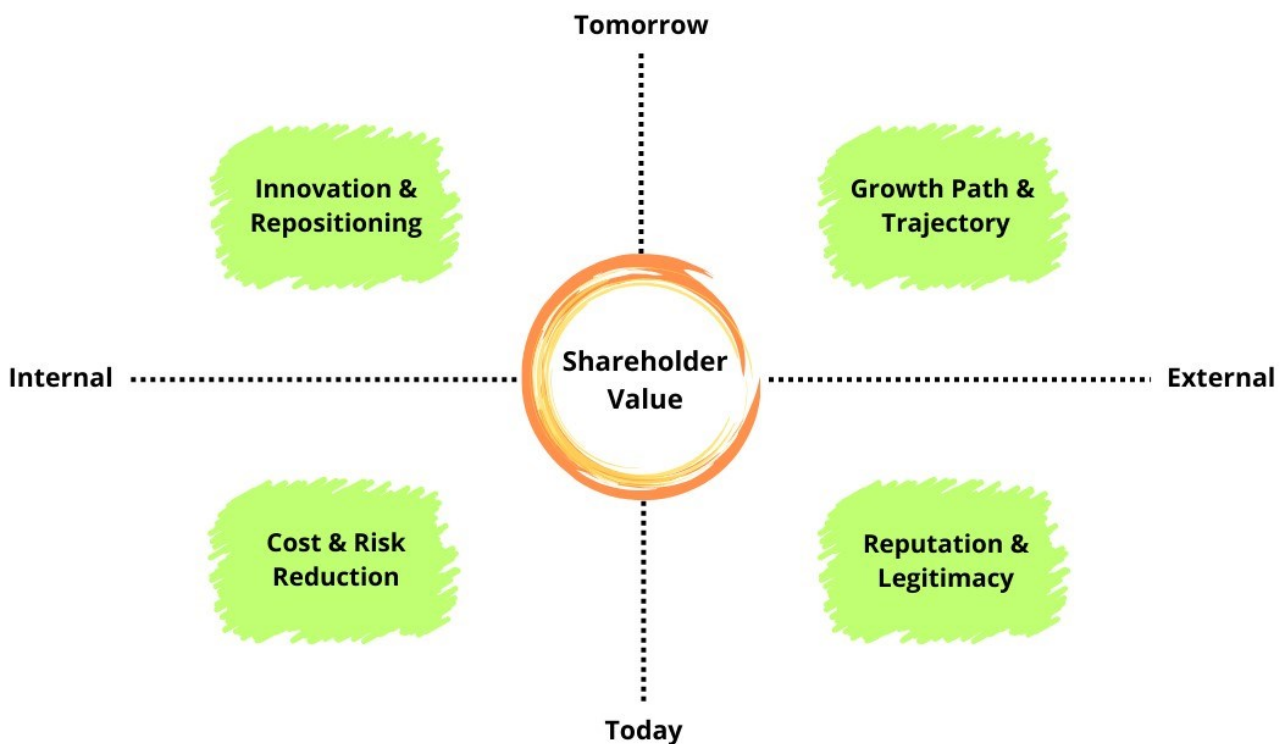
Source: *Personal elaboration based on Zak Agnieszka (2015) framework*

Based on the “triple bottom line” approach, Hart & Milstein (2003) introduced the idea that sustainable value creation by firms, incorporating economic, social, and environmental factors, can significantly enhance shareholder value. With their paper they state that many firms struggle to balance the pursuit of enterprise sustainability with the goal of increasing shareholder value, and that some believe that prioritizing sustainability may require sacrificing profits for the greater good. However, by focusing on the legal and moral justifications for sustainable practices, managers may overlook the strategic business opportunities associated with sustainability. To avoid this oversight, managers should connect enterprise sustainability directly to the creation of shareholder value. By stating “*the global challenges associated with sustainability, viewed through the appropriate set of business lenses, can help to identify strategies and practices that contribute to a more sustainable world and, simultaneously, drive*

shareholder value” they want to emphasize the strategic value of sustainability for the firms, rather than for solely moral and social causes.

Figure 1.2

Key Dimensions of Shareholder Value



Source: *Personal elaboration based on Hart & Milstein (2003) framework*

Figure 1.2 demonstrates the fundamental elements of their model of shareholder value framework. The model is constructed using two widely recognized dimensions that create a dynamic tension for companies. The vertical axis represents the company’s challenge to balance managing current business operations while also innovating for the future. This dimension showcases the tension between delivering short-term results and setting expectations for future growth. The horizontal axis symbolizes the company’s need to maintain and enhance internal skills and capabilities while also incorporating external perspectives and knowledge. This dimension highlights the tension between protecting the core business functions and staying open to new ideas and disruptive technologies.

Combining these two dimensions creates a matrix that highlights four essential dimensions of performance that contribute to increasing shareholder value:

1. **Costs & Risk Reduction** (internal and short-term perspective): Quarterly earnings growth and minimizing liabilities and potential losses are key drivers of wealth creation. It is evident that without efficiently operating and managing risk in line with returns, shareholder value will decline. By implementing sustainable practices, companies can cut costs and mitigate risks associated with environmental and social issues.
2. **Reputation & Legitimacy** (external and short-term perspective): This quadrant emphasizes near-term performance factors, including stakeholders beyond the firm such as suppliers, customers, regulators, communities, NGOs, and the media. Failure to consider these stakeholders may jeopardize the firm's operations. Actively involving them instead, can help the firm stand out, improve its reputation, and increase shareholder value. Embracing sustainability can enhance a company's reputation and credibility among stakeholders, fostering trust and support.
3. **Innovation & Repositioning** (internal and long-term perspective): The company must not only operate efficiently in today's market but also be consistently focused on creating products and services for the future. This entails developing or acquiring the necessary skills, competencies, and technologies internally to position the company for future growth. Without a strong emphasis on innovation, it will be challenging for the company to generate new products and services that are essential for long-term success. The ability to generate shareholder value ultimately hinges on the company's ability to disrupt its current capabilities in favour of future innovations. Companies that anticipate and adapt to future societal needs can strategically position themselves for long-term success and resilience.
4. **Growth Path & Trajectory** (external and long-term perspective): This quadrant emphasizes the importance of setting realistic expectations for future growth in order to create value for shareholders. This involves clearly defining the firm's vision for future growth and outlining a trajectory for achieving it. This may involve introducing new products to existing customers or expanding into new markets. The growth trajectory serves as a roadmap for guiding the firm's technology and product development efforts. By effectively communicating and executing on this growth strategy, the firm can generate shareholder value and secure its long-term success. By recognizing unserved

markets and engaging with overlooked stakeholders, companies can unlock new avenues for growth and innovation through sustainability initiatives.

This framework highlights the importance of balancing performance in all four quadrants of the shareholder-value framework in order to maximize long-term shareholder value. It emphasizes that focusing solely on short-term gains or neglecting important external factors can lead to a decline in shareholder value over time. It suggests that sustainable development should be viewed as a multidimensional opportunity rather than a nuisance, and that addressing global sustainability challenges can actually improve performance across all dimensions of the shareholder-value framework. Overall, Hart & Milstein (2003) work emphasizes the importance of considering multiple perspectives and factors in business decision-making in order to create sustainable long-term value for the firm.

Now, going beyond the “triple bottom line” concept, a more contemporary vision of sustainability is provided by the United Nations, with their 2030 Agenda for Sustainable Development. This Agenda includes 17 goals, targeting not only Planet, People, and Prosperity, which are the three synonyms for Environmental, Social, and Economic spheres. They in fact add Peace and Partnership, as key dimensions to fulfil sustainable development. All countries and stakeholders will work together to implement this plan, with the goal of eliminating poverty and protecting the planet. This represents a commitment to taking bold and necessary actions to create a sustainable future for all, ensuring that no one is left behind. The 17 Sustainable Development Goals and 169 targets of this Agenda reflect its ambitious scope and intentions, aiming to promote human rights, gender equality, and environmental sustainability.

With regards to the environment, the focus of this Agenda is to protect the planet from degradation, through sustainable consumption and production, sustainably managing its natural resources and taking urgent action on climate change. In terms of defending the social cause, the aim is to end poverty and hunger, to ensure that all human beings can fulfil their potential in dignity and equality and in a healthy environment. And to reach global prosperity, they are determined to ensure that all human beings can enjoy prosperous and fulfilling lives and that economic, social and technological progress occurs in harmony with nature.

Taking into consideration the added dimensions, peace and partnership, the aim of the Agenda is to foster peaceful and inclusive societies, in order to create the necessary conditions for sustainable development to occur. Peace allows for social cohesion, economic prosperity, and political stability, all of which are essential for long-term progress and well-being. Inclusive

societies ensure that all members have equal opportunities to participate and benefit from development initiatives, while justice ensures that rights are upheld, and grievances are addressed in a fair and equitable manner. By prioritizing peace and security, we can create a world where everyone can thrive and live without fear or violence.

The Agenda also emphasizes the importance of collaboration and cooperation in achieving the Sustainable Development Goals. It highlights the need for a global partnership that includes all countries, stakeholders, and people, with a focus on the needs of the poorest and most vulnerable. The interconnectedness of the goals is also emphasized, as progress in one area can have ripple effects in others. By working towards all aspects of the Agenda, there is the potential for significant positive change and improvement in the lives of individuals worldwide.

Overall, the message is clear: by coming together and working towards these shared goals, we can create a better future for everyone and transform our world for the better.

1.2 Focus on the Social Dimension

It has been clarified that sustainability and sustainable development include different spheres of action and, through this following paragraph, the aim is to dig into the social dimension of sustainability, often referred to as corporate social responsibility, considering the development of this concept over the years.

The historical roots of the social component in corporate behaviour have long been established. However, according to Carrol (2008), the beginning of more substantial corporate social responsibility (CSR) activities can be linked to the Second Industrial Revolution. These early efforts were referred to as Corporate Philanthropy, which encompassed corporate donations and actions with the aim of benefiting the general community or specific community groups in the company's operating areas. Despite the importance of these cases, it is fundamental to emphasize that at that time, philanthropy was limited to only a few virtuous companies. The majority of businesses were focused solely on maximizing profits and increasing internal wealth without considering the societal implications.

Eberstadt (1973) proposed that corporate social responsibility (CSR) was not driven by philanthropic ideals, but rather as a response to what he saw as widespread corporate irresponsibility in the United States during the early 1920s. This era was marked by large corporations dominating the economy, engaging in corrupt practices, and disregarding the impact of their actions on society. This ultimately led to the collapse of the economic system,

resulting in business failures, high unemployment, and social unrest. Eberstadt's perspective suggests that these events prompted a reevaluation of the economic and management systems, highlighting the need for business managers to consider their responsibilities to society.

The 1950s marked the beginning of formal writings on CSR, with scholars in the USA providing key definitional constructs. Howard Bowen (1953) was one of the first to define CSR as "the obligations of businessmen to pursue policies, decisions, or actions that align with societal values". He emphasized the power of corporations to impact society and the responsibility of business leaders to prioritize activities with a positive social impact.

In the 1960s, Frederick (1960) further defined CSR as a firm's "public posture" towards society's resources, focusing on leveraging these resources for broader social purposes rather than individual or corporate interests. This concept of social responsibility as a public duty indicated a shift from mere obligation to a willingness to contribute to societal well-being.

During this dynamic era of social movements, the idea that socially responsible business decisions could lead to long-term benefits for companies started to spread, highlighting the strategic and competitive advantages of CSR. This forward-thinking perspective on CSR influenced future research and continues to be a topic of interest in academia.

Companies were advised to implement various managerial changes, such as forecasting and planning for corporate social responsibility (CSR), assessing social performance, organizing for CSR, and institutionalizing corporate social policy and strategy. At an institutional and legislative level, there were initiatives that required companies to adhere to federal laws related to the environment, employment discrimination, and worker safety. The decade also saw an increase in definitions and opinions reinforcing social expectations, as highlighted by the Committee for Economic Development (CED) in 1971, which emphasized the need for businesses to contribute to the quality of life in society. This marked a shift in the role of corporations from simply providing goods and services to actively enhancing society's well-being, referred to as the "social contract".

Additionally, Sethi (1975) provided distinctions between social obligation, social responsibility, and social responsiveness, with the latter involving proactive adaptation to societal needs. These perspectives on CSR align with the concept of "legitimacy" proposed by Votaw in 1973, emphasizing the importance of businesses aligning their behaviour with prevailing social norms and expectations for proper operation within a socioeconomic context.

Werther & Chandler (2005) highlighted the shift in sustainability from a minimal commitment to a strategic necessity, especially in the context of globalized brands seeking legitimacy. This evolution underscores the growing importance of integrating sustainability as a strategic element within business operations. Companies now recognize that it is not just about philanthropy or compliance but a fundamental component of their overall strategy and reputation management. By aligning sustainable initiatives with core business objectives, organizations can enhance their brand reputation, build trust with stakeholders, and drive long-term sustainable growth.

As regard to this, a crucial contribution was the one of Porter & Kramer (2006), which emphasized the importance of Strategic Corporate Social Responsibility (SCSR) as a top-down approach for enterprises to achieve sustainable competitive advantage by creating shared value for both the company and society. They advocated for a holistic corporate strategy that acknowledges the interdependence between the firm and society. Shared value, as conceptualized by them, involves implementing policies and practices that not only benefit the company's competitiveness but also advance economic and social conditions within the communities it operates in. This approach focuses on identifying and expanding the connections between societal progress and economic growth.

Porter & Kramer highlighted that the ultimate goal of companies should not solely be profit maximization, but rather the creation of shared value through a deep understanding of societal needs and the impact of the firm's products or services on the community. By aligning business strategies with social and environmental objectives, companies can drive innovation, enhance competitiveness, and contribute positively to society.

The 2010s marked a significant period that strengthened the concept of the social contract between companies and society. Global initiatives like the Paris Agreement, the 2030 Agenda for Sustainable Development, and the UN Development Goals propelled the institutionalization of Corporate Social Responsibility (CSR). Countries began implementing new policies and regulations, increasing stakeholder awareness and expectations regarding CSR practices. This heightened attention was mirrored in academia, as evidenced by a significant increase in research output related to CSR and associated concepts.

Trapp (2012) introduced the idea of the "third generation" of CSR, where corporations extend their responsibilities beyond core business and local communities to address global issues impacting all of humanity.

Furthermore, Chandler (2016) emphasized that firms should prioritize shared value over profit maximization, advocating for the integration of strategic corporate social responsibility (SCSR) into all aspects of their operations and decision-making processes.

Finally, in more recent years, it is possible to state that there was a notable shift in CSR towards a marketing-oriented approach, evolving into what Kotler and Sarkar (2020) termed as “Brand Activism”. This more contemporary concept involves companies actively promoting social or environmental causes as part of their brand identity and marketing strategies, reflecting a deeper commitment to societal issues while also enhancing their brand reputation and engagement with consumers.

Although this increasing effort of businesses to enhance social inclusion, as Licsandru & Chi Cui (2017) state, the area of marketing & communications is particularly impacted by lack of inclusiveness. They have defined subjective social inclusion as a complex concept that encompasses acceptance, belongingness, empowerment, equality, and respect. Their approach is rooted in social psychology rather than organizational perspectives, and they have drawn from a wide range of literature including mental health, disability, sociology, poverty, feminist, and education studies. Belongingness and social acceptance are commonly cited in existing definitions of social inclusion, with the former relating to an individual’s desire to fit into society and the latter reflecting society’s willingness to embrace them. These two attributes are core dimensions of their theoretical model of inclusive marketing, with empowerment also playing a significant role in allowing individuals to improve their circumstances. Equality, fairness, and justice are also key indicators of social inclusion, as is respect and recognition for disadvantaged individuals. They underlined that social vulnerability is a multifaceted phenomenon, there are different levels of vulnerability indeed: sexual orientation, disability, gender, age or social status are the most common. There are multiple sides that businesses can stand for, and like so, lots of aspects to fight for, in order to solve problematic aspects of society and to fulfil their strategic goals.

1.3 Collaboration and competition between nonprofits and businesses: the process of value co-creation

The increasing size and complexity of socioeconomic issues worldwide exceed the capabilities of individual organizations and sectors to address effectively. As Visser (2011) pointed out, taking responsibility does not mean attempting to solve everything on our own. Responsibility involves collaboration and acknowledging that we are all interconnected. The concept of “sole

responsibility” is contradictory. Collaboration between non-profit organizations (NPOs) and businesses, known as cross-sector partnering, has become more common and is seen by experts as a necessary and effective approach for promoting corporate social responsibility (CSR) and accomplishing social, environmental and economic goals.

The main reason for engaging in cross-sector partnerships is to create value. Despite significant progress in understanding cross-sector partnerships in the last two decades, there are several issues with how value creation is treated within the literature. There is a lack of consistency in defining what value means and how different collaboration processes contribute to creating value. The levels, types, and locations of value are often not clearly specified, leading to confusion. While key success factors are often mentioned, there is often a lack of detail on how they actually lead to value creation. Additionally, there is a lack of recognition of the different potential for value creation in various types of collaborative relationships, which can hinder the ability to co-create value. To address these issues and improve the analysis of value co-creation, Austin & Seitanidi (2012) proposed the Collaborative Value Creation (CVC) framework.

Collaborative value is defined as the benefits generated by the interaction of collaborators that outweigh the costs and accrue to organizations, individuals, and society. The CVC framework consists of four components: the value creation spectrum, the collaboration stages, the partnering processes, and the collaboration outcomes. These components are interconnected but offer different perspectives on the value creation process, and they are analysed individually through the following paragraphs.

1.3.1 The Value Creation Spectrum

The value creation spectrum is the foundation of the CVC framework and is used in conjunction with the other components.

In the context of collaboration, value can be generated through the individual efforts of one partner (referred to as “sole creation”) or through collective efforts of all partners (referred to as “co-creation”). The extent and form of interaction within a collaborative relationship can greatly impact the creation of value. While economic, social, and environmental value are commonly recognized in collaboration literature, these categories may oversimplify the diverse nature of value. To delve deeper into the various dimensions of value, the value creation spectrum identifies four potential sources of value and four types of collaborative value that represent different ways in which benefits can be derived. It is hypothesized that, as

collaboration progresses from sole creation towards co-creation, greater value is generated at the micro, meso, and macro levels.

The study proposes that, in collaborations between non-profit organizations (NPOs) and businesses, there are four key sources of value: resource complementarity, resource nature, resource directionality and use, and linked interests, each one linked to a hypothesis.

Hypothesis 1: Greater resource complementarity and organizational compatibility between partners are likely to enhance the potential for co-creation of value.

Hypothesis 2: Mobilizing distinctive competencies by partners may lead to increased value creation.

Hypothesis 3: Integrating resources conjointly by both partners can also enhance the potential for value creation.

Hypothesis 4: Partners perceiving their self-interests as linked to the value they create and sharing value fairly can contribute to greater co-creation of value.

Combining the above value sources results in four different types of value: associational value, transferred resource value, interaction value, and synergistic value. These types of value are derived from collaborative efforts and can contribute to various forms of benefits and outcomes within partnerships between NPOs and businesses. The value creation spectrum provides a more detailed framework for analysing how collaborations between non-profits and businesses generate value, leading to potential advancements at different levels of operation.

Figure 1.2

The Collaborative Value Creation Spectrum

	Sole-Creation-----→	<u>Co-Creation</u>
SOURCES OF VALUE		
Resource Complementarity	Low-----→	High
Resource Nature	Generic-----→	Distinctive Competency
Resource Directionality	Unilateral-----→	Conjoined
Linked Interests	Weak/Narrow-----→	Strong/Broad
TYPES OF VALUE		
Associational Value	Modest-----→	High
Transferred Resource Value	Depreciable-----→	Renewable
Interaction Value	Minimal-----→	Maximal
Synergistic Value	Least-----→	Most
Innovation	Seldom-----→	Frequent
STAGES	Philanthropic-----→	Transactional-----→ Integrative→ Transformational

Source: *Derived from Austin's (2000) framework*

1.3.2 Collaboration stages

The process of value creation is dynamic and evolves as partners' relationships develop. To analyse this evolving nature of collaborative relationships, we will utilize Austin's (2000) conceptualization of a collaboration continuum, which is widely referenced in cross-sector scholarly works. This continuum consists of three stages: philanthropic, transactional, and integrative. The author then, proposed adding a fourth stage, transformational collaborations, which focuses on creating transformative change at the societal level. The relationship between partners changes across these stages, with the intensity and form of interaction varying. Movement between stages is not automatic and depends on decisions and actions of the collaborators. This continuum framework acknowledges the dynamic and multifaceted nature of evolving relationships and the corresponding value creation process.

Carrying on with the analysis of Austin & Seitainidi (2012), the authors delve deeper into how value is created in each of the four stages of the Collaboration Continuum: philanthropic, transactional, integrative, and transformational.

Figure 1.3

The Collaboration Continuum

	<u>Stage I</u>	<u>Stage II</u>	<u>Stage III</u>	<u>Stage IV</u>
NATURE OF RELATIONSHIP	<i>Philanthropic>Transactional>Integrative>Transformational</i>			
• Level of Engagement	<i>Low←-----→High</i>			
• Importance to Mission	<i>Peripheral ←-----→Central</i>			
• Magnitude of Resources	<i>Small←-----→Big</i>			
• Type of resources	<i>Money←-----→Core Competencies</i>			
• Scope of Activities	<i>Narrow←-----→Broad</i>			
• Interaction Level	<i>Infrequent←-----→Intensive</i>			
• Trust	<i>Modest←-----→Deep</i>			
• Internal change	<i>Minimal←-----→Great</i>			
• Managerial Complexity	<i>Simple←-----→Complex</i>			
• Strategic Value	<i>Minor←-----→Major</i>			
• Co-creation of value	<i>Sole-----→Conjoined</i>			
• Synergistic value	<i>Occasional←-----→Predominant</i>			
• Innovation	<i>Seldom←-----→Frequent</i>			
• External system change	<i>Rare←-----→Common</i>			

Source: *Derived from Austin's (2000) framework*

In philanthropic collaborations, resources primarily flow from the company to the nonprofit in a unilateral manner. In the United States, corporations donated \$14.1 billion in cash and goods in 2009, with a significant portion coming from company foundations. A survey showed that the majority of Americans believe it is important for companies to make charitable contributions to nonprofit organizations. These contributions enable nonprofits to fulfil their missions, creating social value. This basic resource complementarity is beneficial for both partners, although the value added is similar to any other cash donation. Associations with reputable companies can enhance the credibility of nonprofits, while companies can improve their reputations through philanthropic activities.

Employee engagement is another important aspect of philanthropic collaborations, as it can attract, retain, and motivate employees. Studies have shown that a company's philanthropic record influences job choices for many individuals. CEOs also see corporate philanthropy as a way to attract talent. Employee volunteerism is a common practice in major companies, which can be considered a form of philanthropic collaboration. The enhancement of reputation and

increased affinity among stakeholders are examples of associational value in philanthropic collaborations.

Traditional philanthropic collaborations focus on sole value creation, with limited interaction between partners. While there are benefits at different levels, they are not as robust as in the later stages of the Collaboration Continuum. The shift towards strategic philanthropy involves strengthening social, economic, and political environments to enhance a company's competitiveness. This approach emphasizes leveraging organizations' capabilities to strengthen collaborative efforts, leading to synergistic value creation. By giving money and utilizing special capabilities, companies can improve their competitive context more cost-effectively. These shifts in approach move collaborations towards higher stages of engagement on the Collaboration Continuum, leading to greater value creation.

The types of partnerships that are common in the transactional stage involve well-established employee volunteer programs, CRM, event and sponsorships, licensing agreements for names and logos, various certification arrangements, and specific projects with clear objectives, assigned responsibilities, planned activities, and set schedules. In transactional relationships, the flow of resources shifts from one-way to two-way. There is a clear exchange of resources and mutual value creation. The partners have shared interests in creating value for each other, with a focus on associational value and organizational compatibility. The value created is more quantifiable and direct, but there is less certainty about the impact on societal welfare.

Corporate volunteering often leads to structured collaborative projects with non-profits, involving specific goals, timelines, asset exchanges, and paid release time for employees. These programs benefit companies by enhancing community goodwill, increasing employee loyalty and job performance, and providing opportunities for skill development. Companies also gain access to specialized skills and resources from non-profit partners, creating a deeper relationship and increasing donor loyalty.

Transactional collaborations are primarily driven by self-interest but also aim to achieve social good. Revenue enhancement is a key objective of CRM, while sponsorships and certifications aim to enhance the company's association with social causes and stimulate sales. However, the realization of associational value can be influenced by factors such as product type, campaign motivation, company reputation, and contribution size.

In transactional collaborations the closer associational relationship poses risks to the partners' brands, including the creation of negative value. Good organizational fit is essential for successful collaboration, allowing partners to generate value beyond direct benefits and

strengthen relationships with stakeholders. These partnerships may generate societal benefits by raising awareness of social issues, but some critics view them as primarily commercial endeavours rather than social purpose alliances.

The literature lacks comprehensive measurement of the societal benefits generated by transactional collaborations, although environmental collaborations tend to evaluate impact outcomes more frequently. The assumption remains that by directing resources to non-profits, social value creation is enabled, with the potential for greater value creation through transactional arrangements compared to traditional donations.

A partnership that progresses to the integrative stage results in significant changes to the relationship, particularly in the way value is created. The alignment between organizations becomes more synchronized, with missions, values, and strategies of the partners becoming more congruent through successful collaboration and increased trust. The discovery of shared interests and synergies encourages even closer collaboration to generate more value. This integration is not only crucial for the strategic success of each organization, but also emphasizes the importance of societal betterment. Effective collaboration leads to improved collaboration, creating a positive cycle.

Transitioning to this stage requires extensive effort and careful relationship-building, including reconciling differing value creation logics. Resources are utilized differently in integrative collaborations, with partners combining their key assets and competencies rather than using them independently to create value. This interconnected flow of resources leads to new opportunities for value creation through innovative solutions.

In integrative collaborations, partners continuously combine their complementary strengths to create new and innovative solutions. These partnerships are characterized by continuous innovation and require ongoing commitment to manage the uncertainties that come with innovation. By integrating expertise and co-creating solutions, partners can drive environmental improvements and industry-wide practices.

While the benefits to partners remain important, creating societal value becomes a key focus in the integrative stage. Companies with a strong commitment to corporate social responsibility are better positioned to engage in integrative collaborations, where generating social value is a core part of their strategy. Interaction value becomes a significant benefit in these partnerships, derived from the closer and deeper relationships between partners.

Integrative collaborations are more complex and dynamic than transactional arrangements, requiring significant investments of resources, managerial effort, and leadership commitment.

However, the value generated for partners and society is greater as a result of this deeper level of collaboration.

In transformational collaboration instead, the most advanced stage of collaboration, partners engage in shared learning about social needs and their respective roles in addressing those needs, referred to as a “Social Issues Platform” by Selsky and Parker (2010). Partners not only agree on a common social issue and their intention to bring about transformation through social innovation to improve the lives of those affected, but also involve end beneficiaries in the transformation process. The goal is to create disruptive social innovations that deliver large-scale, transformational benefits to society.

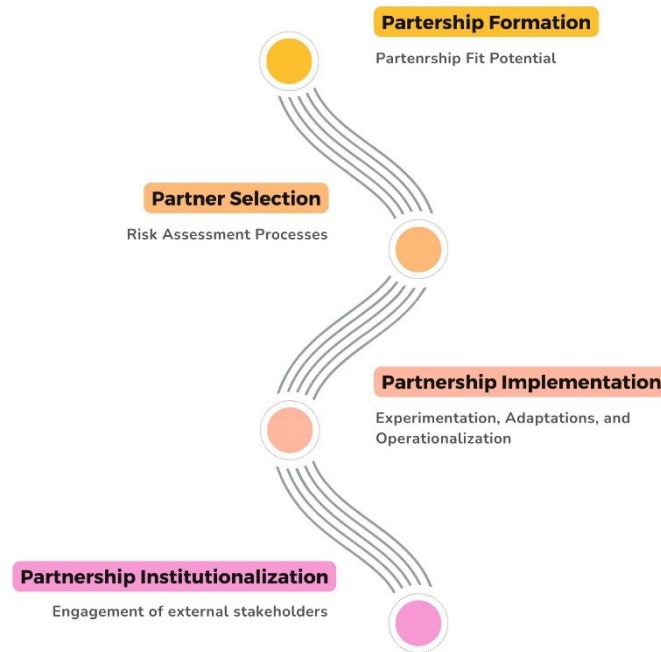
At this stage, collaborative social entrepreneurship focuses on creating value through interdependence and collective action, such as the joint establishment of a new hybrid organization. Collaborative networks are increasingly seen as vehicles for system change, particularly in addressing urgent and complex social problems that require the involvement of multiple organizations. The transformative effects of collaboration extend beyond social, economic, and political systems to profoundly change each participating organization and its members in lasting ways.

1.3.3 Partnership processes

The process of partnership formation, as discussed in the literature, includes initial conditions, problem-setting processes, coalition-building, and preconditions for partnerships. Some scholars view formation as part of the partnership selection process, while others suggest it consists of a distinct phase or a set of preconditions. As shown in the Figure 1.4, the selection stage acts as a bridge between partnership formation and implementation, and it is essential for systematically analysing the determinants of value co-creation.

Figure 1.4

The Partnership Processes



Source: *Personal elaboration based on Austin & Seitanidi (2012) framework*

The formation stage focuses on assessing the organizational fit potential, which is crucial for realizing value emerging from resource complementarity. Formation serves as an early informal assessment mechanism to evaluate the suitability of a collaboration for evolving into a beneficial partnership. Underestimating the costs and negative effects of poor organizational pairing can result from insufficient experience in value co-creation, planning, and preparation. Managers need to invest time in due diligence and relationship building to ensure the fit between partners and maximize the potential for value creation. The process of forming a partnership involves assessing potential fit, developing specific criteria for selecting partners, conducting risk assessments, and identifying potential sources of value loss. The formal and informal risk assessment processes aim to collect intelligence from previous partners and internal stakeholders to anticipate and mitigate potential partnership problems.

Partner selection is a crucial step that determines the value creation potential of the partnership. It involves searching for partners with collaborative know-how and skills, using partnership-specific criteria to assess potential partners, and managing risk through formal and informal assessment processes.

Implementing the partnership involves designing and operating the partnership, institutionalizing the partnership within partner organizations, and aligning value frames to facilitate the co-creation of social, environmental, and economic value.

Finally, the institutionalization process requires partners to adapt their value frames, engage with multiple stakeholders, and incorporate feedback loops to ensure successful value co-creation. Partnership institutionalization involves embedding the partnership within partner organizations, deepening personal relations, fusing and revitalizing value frames, and engaging external stakeholders. It requires ongoing adaptation and collaboration to ensure the continued success of the partnership and the co-creation of value.

1.3.4 Collaboration Outcomes

In Austin & Seitanidi's work, the definition of collaborative value emphasizes the importance of considering the location where value is generated. The Collaborative Value Creation framework takes into account the assessment of value at multiple levels: meso, micro, and macro. This framework looks at who benefits from the collaboration, with value being created at each of these levels simultaneously. When examining value, there is a distinction between internal and external loci. Internally, the focus is on the value that the partnering organizations and individuals within those organizations receive at the meso and micro levels. Externally, the focus is on societal welfare and how it is enhanced through the collaboration, leading to benefits at the micro (individual recipients), meso (other organizations), and macro (systemic changes) levels¹.

Creating value internally at the meso level is a common focus in both literature and practice, with a focus on the benefits that enhance the performance of nonprofit organizations or companies. These benefits can be categorized into four different types of value, for both nonprofits and businesses: associational, transferred, interaction, and synergistic. Nonprofits can benefit from collaboration by gaining higher visibility, increased awareness of social issues, financial support, volunteer capital, access to networks, and opportunities for organizational change. On the other hand, businesses can benefit from improved credibility, brand reputation, increased sales, access to networks, technical expertise, and innovation. Both organizations may incur costs such as resource allocation, increased scepticism, and reputational damage.

¹ ANNEX I, Loci of Value Creation: Austin, James E. & Seitanidi, M. May, (2012), *Collaborative Value Creation: A Review of Partnering Between Nonprofits and Businesses: Part 2: Partnership Processes and Outcomes*, Harvard Business School & University of Hull, pag. 949-951.

However, successful collaboration can lead to the strengthening of social missions for nonprofits and financial performance and sustainability for businesses.

At a micro level, collaborations between organizations can result in various benefits for individuals involved. These benefits can be categorized as instrumental and psychological. Instrumental benefits may include acquiring new managerial skills, leadership opportunities, technical knowledge, and gaining different perspectives. On the other hand, psychological benefits stem from personal satisfaction in contributing to social betterment and forming relationships with colleagues from partner organizations.

Despite the widespread belief that implementing corporate social responsibility programs should benefit a range of stakeholders, including those beyond the partner organizations, the specific benefits of such programs at the micro level have not been extensively studied in the literature. Studies have shown that employee involvement in partnerships can influence consumer perceptions and that company participation in CSR programs can fulfil various psychological needs of employees, such as personal growth and a sense of responsibility towards the community.

Furthermore, employee participation in CSR programs can lead to improved work motivation, job performance, customer orientation, and productivity, benefiting consumers. A comprehensive analysis of the outcomes of partnerships, including both the benefits and costs, is lacking in the current literature. Understanding how CSR initiatives impact individual stakeholders and recognizing the importance of individuals in value creation is essential for a more in-depth analysis of partnership outcomes at the micro level.

Creation of value at the macro level involves collaborations between organizations aimed at benefiting society as a whole. These collaborations can generate social, environmental, and economic value for the broader community, going beyond the organizations involved. This societal betterment is achieved through joint actions that address the needs of targeted beneficiaries and strengthen social, economic, and political organizations that contribute to social well-being. Additionally, these collaborations can lead to systemic changes in institutional arrangements, sector relationships, societal values, and environmental improvements with multiple societal benefits.

The benefits of these collaborations extend beyond the partnering organizations to individuals, beneficiaries, and other organizations. For individuals, this can include value creation for customers and indirect benefits mediated through employees. The nature of these benefits can be complex, with economic and social aspects intertwining in the value creation process.

For other organizations, the benefits of collaborations lie in addressing social problems and creating value for society at large through initiatives like reducing pollution, increasing recycling, and developing environmentally friendly technologies. These collaborations can lead to industry-wide changes, such as adopting new technologies or changing business processes to promote social or environmental well-being. However, challenges such as accountability issues and credibility concerns may arise if claims made by partners cannot be substantiated.

Overall, catalytic alliances focus on generating public awareness and addressing complex social issues through short-term efforts. These alliances, driven by a central vision rather than instrumental motives, can bridge the gap between public awareness and action, leading to new funding and organizational cooperation. By focusing on a central vision and engaging internal and external stakeholders early on, these alliances can create ripple effects that benefit society at various levels through the value creation process.

1.3.5 Alliance Drivers

While the CC and the CVC offer analytical frameworks for analysing cross-sector collaborations, this section discusses the factors influencing the dynamics of an alliance: What drives the alliance forward? Austin (2000) and his collaborators have identified four key drivers of alliances that seem to greatly impact the collaboration's effectiveness: alignment of strategy, mission, and values; personal connections and relationships; value creation and shared vision; and ongoing learning.

Starting from the first one, when the purpose of a partnership is closely aligned with the strategies and missions of the organizations involved, the relationship appears stronger and more vital. The more the missions overlap, the more fruitful the collaboration becomes. Similarly, when the partners share congruent values, the alliance's cohesion is strengthened. In many of the alliances examined in Austin's work, the collaboration helped the corporations fulfil their commitment to the community and shape their corporate values accordingly.

Especially when partnerships advance to the third stage (integration stage), mission and values alignment becomes crucial.

Misalignment, on the other hand, can have serious consequences. It is essential to consider stakeholder analysis to manage the risk of misalignment effectively, otherwise the companies can end up in public backlash and financial losses.

Another factor that plays a crucial role in the establishment and maintenance of institutional partnerships is personal connections and relationships. It seems that social purpose partnerships

are largely driven by the emotional connection individuals feel towards the organization's mission and their counterparts. Existing literature emphasizes the importance of both, the connection to people and to purpose in cross-sector alliances. The motivation driving these partnerships stems from both the mission of the organization and the personal relationships forged within it.

Austin's study confirms previous findings that the active involvement of top leaders is essential in ensuring the strength of the partnership. However, it is also crucial that these connections extend throughout all levels of the organizations involved.

In some cases, direct involvement of corporate leaders in non-profit operations and activities strengthened the personal connections and relationships within the partnership.

Trust is a key factor in the strength of these collaborations. It is essential for building interorganizational trust and sustaining alliances, even in the face of leadership changes. While good relationships are not a guarantee of alliance success, poor interpersonal dynamics can potentially derail a partnership.

Creating value and building a shared vision are also essential components of successful alliances. It is not just about financial transactions, but about leveraging resources and capabilities to benefit both partners and society. Imbalance in value exchange can hinder a relationship's development, so innovative approaches to generating value are necessary.

Finally, with regard to continual learning, it is a key aspect of strong collaborations, where partners are constantly seeking to learn more about the partnering process and how to increase the value generated. This openness and eagerness to discover new ways to engage more effectively is driven by the mutual benefits gained from learning within the collaborative relationship. Research on business-to-business alliances indicates that these cooperative relationships promote learning more effectively than traditional control-oriented relationships. The culture of discovery encourages a deeper and more meaningful connection between the partners. The shared vision and commitment to continual learning also fosters a long-term perspective, reducing the risk of immediate challenges disrupting the partnership.

1.3.6 Alliance Enablers

Through the previous paragraph, the alliance drivers identified by Austin have been presented. These drivers determine the nature and the functioning of the partnerships, but the next step of the analysis is to identify the alliance enablers, which contribute to the effective maintenance of the relationship. These alliance enablers play a crucial role in ensuring the success of the

collaboration. Focused attention involves dedicating time and resources to the partnership, ensuring that it receives the necessary focus and priority. Communication is key in any partnership, as clear and effective communication helps in aligning goals and resolving any issues that may arise.

Organizational systems are important in providing structure and support for the collaboration, ensuring that processes are in place to facilitate the partnership. Mutual expectations and accountability help in establishing trust between the partners, as both parties are clear on their roles and responsibilities.

Overall, these alliance enablers work together to create a strong foundation for the collaboration, ensuring that the partnership can effectively achieve its goals. By recognizing and nurturing these factors, organizations can enhance the success of their alliances and drive positive outcomes.

Key points of focused attention in strategic alliances include:

1. **Mandating top-level support:** It is essential for senior leadership to be highly engaged and committed to the partnership to drive significant change and direction in the relationship.
2. **High internal visibility:** A strategic alliance should be a priority relationship within the organizations involved, with key decision makers allocating considerable attention and resources to it.
3. **Ongoing share of mind:** The partnership should continue to occupy a significant portion of the organizations leaderships' focus beyond the initial stages, demonstrating a long-term commitment to its success.
4. **Selective partnerships:** Instead of having numerous partners, some companies choose to focus their resources on a few carefully selected alliances to ensure high productivity and performance.
5. **Strategic alignment with nonprofits:** As previously emphasized, it can't be underestimated the importance of aligning with nonprofits that value strategic partnerships and prioritize them at the highest levels of their organization.
6. **CEO involvement:** Having CEOs and other senior leaders actively participate in alliance activities, events, and decision-making processes can strengthen the partnership and demonstrate a genuine commitment to its success.

Clear and open communication is essential for successful alliances, especially in social purpose collaborations. Multiple communication channels, both formal and informal, should be utilized. Partners should prioritize forthrightness and constructive criticism to build trust. Understanding and respecting cultural differences between sectors is crucial. Internal communication is important to ensure employees are informed and engaged in the partnership. Continuously sharing information about the partnership and its goals helps to maintain employee involvement and pride. Verbalizing the cause and integrating it into company culture is key for long-term partnerships. Rapid growth can challenge communication efforts, highlighting the need for consistent messaging and education for new employees.

The key to a successful organizational system in managing partnerships is to clearly delineate responsibility for the management of the relationship in both partners' organizations. This ensures that there is accountability and attention given towards the alliance. Incentives for collaboration that are integrated into the managers' performance evaluation process further reinforce the importance of the partnership.

Having a dedicated staff or team to manage the relationship is also crucial. This ensures that there is consistent communication and coordination between the partners. By having a team approach, where different departments are involved in the partnership, a comprehensive action plan can be developed and implemented effectively.

Furthermore, implementing reward systems that recognize and incentivize collaborative behaviour can also foster a successful partnership. By tying a portion of an individual's bonus to their performance in the partnership, some companies encourage employees to actively engage in collaborative efforts.

Overall, it is important for organizations to prioritize and incorporate partnership activities into performance objectives. By establishing clear responsibilities and incentives for collaboration, companies can ensure the vitality and success of their alliances.

The emphasis on mutual expectations and accountability in partnerships is crucial for success. Both parties must clearly communicate their expectations for deliverables and be committed to meeting them. This fosters a sense of accountability and motivates both partners to uphold their responsibilities.

Having high expectations for each other promotes a culture of excellence and continuous improvement. It also ensures that both parties are fully committed to the partnership and are able to deliver on their promises. Without this alignment in expectations and commitment, the relationship is at risk of falling apart.

Accountability goes hand in hand with high expectations. Partners must be able to demonstrate the impact and benefits of their collaboration. This includes measuring and evaluating the effectiveness of the partnership and being transparent about how funds are being used.

The focus on accountability and performance evaluation ensures that both partners are held to a high standard and are able to demonstrate the value they bring to the partnership. Ultimately, mutual expectations and accountability are key components of successful partnerships that drive value creation and sustainable impact.

1.4 Brief case studies and examples

Now that it has been made clear the concept of sustainability and corporate social responsibility, it is worth to see some brief examples of social sustainability initiatives, which have taken place within the Italian territory. In particular, this paragraph, apart from the first two projects considered, is focused on some fragile social conditions, especially that of autism and disability. This choice will make sense later on progressing with the chapters.

The first projects arise in response to the challenges brought by the crisis caused by the recent COVID-19 pandemic. It has indeed exposed the vulnerabilities of the Italian agricultural sector and the inadequacy of current policies. This context led to the birth of two initiatives focused on social sustainability within agri-food supply chains, highlighting issues such as the lack of effective support for immigrant workers by public authorities. The first one is the “Spartacus” project in the plain of Gioia Tauro (Reggio Calabria), which aims to establish a Service Centre for farms and immigrants to improve coordination in the labour market, provide decent housing for immigrants, and promote socio-cultural integration. The second example is the “Humus Job” platform in Grana valley (Cuneo), which was created to facilitate collaboration among local farms through job sharing networks. Both initiatives contribute to the social sustainability of agricultural work and offer potential for reforming national labour regulations in the sector.

Another example that is worth presenting is the “Germogli di inclusione” (Sprouts of inclusion) project, an initiative of the social cooperative GSH, which operates in the field of services for people with disabilities. The objective of the project is to promote the social inclusion of people with disabilities through activities related to the garden and the production of organic vegetables. The project aims to raise awareness among local communities towards people with disabilities, creating moments of exchange and interaction. The areas of implementation of the project are the socio-educational center “Il Quadrifoglio” (The Four-leaf clover) of Mechel (district of Cles) and the organic garden “Il Giardino sul Lago” (The Garden on the Lake) of

GSH in the town of Coredo, in the municipality of Predaia. The project involves the inclusion of a young person for a period of four months, with activities linked to the garden. The objective is to promote the social integration of people with disabilities but also to raise awareness among the new generations of the concept of diversity. The young people involved will have the opportunity to acquire professional skills in the fields of education and organic cultivation, as well as developing relational and teamwork skills.

The “Tempo di leggerezza” (Time of lightness) project involves various associations and local institutions to promote social inclusion and improve the quality of life of people with disabilities. The initiative aims to build a sustainable network of interventions and permanent dialogue on the topic of disability. Currently, the concept of health includes physical, psychological and social well-being. Free time is important for every person’s well-being and self-esteem and the lack of opportunities creates marginalization and loneliness for these more fragile people. Through theater workshops, cooking, sporting activities, horticultural therapy and other activities, the project tries to promote the social integration and autonomy of people with disabilities. The project also includes continuous evaluations to monitor the effectiveness of the actions and make any corrections.

Another project connected to disability is the Chopin project, an initiative that promotes employment for people with disabilities, considering disability as a normal condition of an individual’s life. The objective is to offer job opportunities for young disabled people in their area of residence, since work is seen as a central moment for personal fulfillment. The project is based on inclusion and socialization, offering opportunities for learning and growth. The proposed work activities adapt to the skills and potential of each individual, with the aim of restoring dignity and autonomy. The involvement of families is essential to ensure the success of the project. The project is based on a collaboration between family associations, volunteers and local services, with the aim of improving the quality of life of people with disabilities and their families. The work activities will be carried out mainly in the floriculture, horticulture and product sales sectors. The project involves three-year planning and careful evaluation of the results obtained.

“Il Tortellante” is an innovative Italian project launched in 2016, it aims to address the lack of suitable and affordable services for individuals with autism spectrum disorder (ASD) during adolescence and emerging adulthood by implementing a culinary group intervention where participants learn to make fresh pasta by hand.

Autism spectrum disorder (ASD) is a lifelong neurodevelopmental condition characterized by social communication and interaction difficulties, as well as impairments in adaptive behaviours. Managing ASD involves significant costs and impacts individuals and their families' quality of life. Adolescents and young adults with ASD face challenges in transitioning to independence, including limited educational opportunities, low rates of employment, and difficulties forming social relationships, which can lead to decreased psychological well-being. Occupational therapy (OT) plays a crucial role in promoting engagement and participation in meaningful activities for individuals with ASD. OT can address a wide range of difficulties faced by individuals with ASD, including daily living activities, work, leisure, play, and social interactions. While various OT activities have been studied, there is limited evidence on the impact of cooking interventions on individuals with ASD. Some studies have assessed the effects of culinary workshops on improving nutritional status and reducing unhealthy eating behaviours, but there is a lack of research on the impact of culinary interventions on symptom severity, adaptive behaviours, and social skills.

Recognizing the need for interventions to support individuals with ASD as they transition to adulthood, “Il Tortellante” project offers a unique culinary intervention to improve social, communication, and daily living skills through hands-on activities like pasta making.

A longitudinal study was conducted by Veneruso et al. (2022), to assess the impact of this intervention on symptom severity, social skills, and adaptive behaviours in individuals with ASD. Significant improvements were observed in symptom severity and daily living skills after participating in the culinary intervention, suggesting potential benefits for enhancing daily living skills and reducing ASD-related symptoms in adolescents and young adults with ASD. Implementing culinary labs for individuals with ASD could expand intervention options and support the development of adaptive behaviours and social skills in this population transitioning to adulthood.

The program enrolled 20 participants with confirmed ASD diagnoses aged 15 to 25, involved in daily culinary training sessions for several hours a day. Assessment tools such as the Childhood Autism Rating Scale, Social Responsiveness Scale, and Vineland Adaptive Behaviour Scale were used to evaluate changes in symptom severity, social impairments, and adaptive behaviours before and after the intervention. While improvements were observed in symptom severity and daily living skills, social impairments and adaptive behaviours related to communication and socialization did not show significant changes. The impact of the COVID-19 pandemic on in-person support and therapy participation may have influenced these results,

highlighting the importance of consistent support for individuals with ASD during transitional stages.

The findings suggest that culinary interventions like “Il Tortellante” project could be beneficial additions to existing interventions for adolescents and young adults with ASD, providing opportunities for practical skill development and potential financial sustainability through product sales. Further research on the effects of cooking interventions on ASD symptoms and social skills is needed to enhance support for individuals with ASD as they navigate the challenges of transitioning to adulthood.

Chapter II

ZONIN1821 Group and Sustainability

After the first general approach to the sustainability theme, the aim of this second chapter is to delve into the sustainability practices of a renowned wine company, the ZONIN1821 Group, exploring its commitment to social, environmental, and economic responsibility.

The company, renowned for its premium wines, has published a comprehensive sustainability report that outlines its goals, strategies, and achievements in sustainable business practices. This report serves as a key document for evaluating the company's performance in promoting sustainability and addressing the challenges faced by the wine industry.

This chapter will begin by providing an overview of the ZONIN1821 company as a group, analysing its sustainability initiatives and from there, the focus will shift to a specific estate within the company, with its own brand, Ca' Bolani. This estate will serve as a case study for the subsequent chapters, exploring in-depth the social sustainability practices and projects undertaken by the brand.

2.1 The Group

Established in 1821 in Gambellara, a town in the Veneto region, in northern Italy, ZONIN1821 is a prominent Group in the "Made in Italy" industry, famous for its role in promoting Italy's wine culture and exporting its high-quality products worldwide.

The Zonin family's dedication to their Italian heritage and commitment to sustainability and innovation are at the core of their company's values. With a deep respect for history and tradition, they also embrace modern advancements and practices to ensure the longevity of their vineyards and the quality of their wines. This unique blend of tradition and progress sets them apart in the world of wine production and allows them to continue thriving for generations to come.

The company uses this claim to describe and promote its identity: "wine lovers with Italian DNA". They are among five leading Italian wine producers and, at the same time, the biggest family-run prosecco company in Italy.

The ambitious mission of the company is "to deliver the best made in Italy to the world" indeed, and the vision declares:

“We generate value for our people, our consumers and our partners via authentic experiences, influential brands, sustainable innovations and our cultural heritage, which has been handed down for over 200 years.”

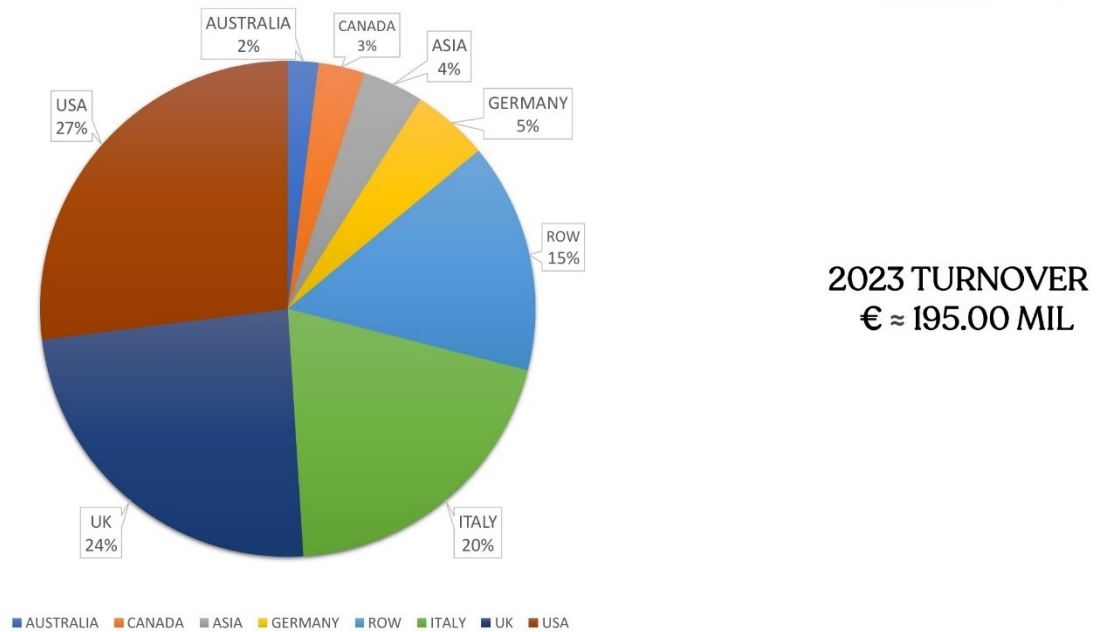
By stating this, the company wants to clarify its main objectives which act as inspiration day by day to produce value for every stakeholder.

In 2018, the Zonin family sought an institutional investor to help propel the company forward and improve its financial standing. They plan to achieve this through organic growth, expanding into new modern trade chains, and increasing market share in regions where the company is less prevalent. Additionally, they aim to expand internationally, with a particular focus on the US market. By leveraging the company’s existing commercial network and brand positioning, as well as capitalizing on a positive market trend and the perceived value of Made in Italy products in foreign markets, the company has achieved new heights of success.

Under the leadership of the CEO Pietro Mattioni, indeed, the company has successfully entered new global markets and established a strong presence in key regions around the world. With a focus on innovation and customer satisfaction, the international management team is driving the Group towards continued growth and success on a global scale. The company has established a strong global presence with a wide distribution network. They have a significant number of collaborators (500 operating in Italy and 9 Export Managers) and subsidiaries in key markets (United States, United Kingdom, China and Sweden), allowing them to effectively reach customers in over 120 countries, as shown in figure 2.1. By promoting their values through a diverse range of brands, both created and acquired over time, the Group is able to offer a comprehensive portfolio of products to customers around the world.

Figure 2.1

The ZONIN1821's key markets



Source: *Derived from ZONIN1821 Corporate Presentation*

The company can boast an extensive reach and variety of products, in particular the ZONIN brand is mostly known for its prosecco, which has definitely become a symbol of celebration and enjoyment worldwide. Its light, bubbly nature makes it perfect for social gatherings and special occasions, embodying the Italian spirit of cherishing life's moments with loved ones. Additionally, the company's portfolio includes prestigious wines from its family estates. In fact, the Group's entrepreneurial mindset and focus on stewardship have led to the acquisition of winegrowing districts in Italy that are well-suited for wine production, with the aim of preserving and promoting Italian culture for future generations. The Group's commitment to promoting outstanding Made in Italy products globally and its focus on continuous evolution indicate a forward-thinking approach to business. By evaluating strategic acquisitions to enhance its portfolio and create synergy between existing brands, the Group is positioning itself for further growth and success in the international market. This strategic approach underscores the Group's dedication to excellence and innovation in the wine industry.

With over 4000 hectares of land, including 1600 hectares specifically for vineyards, it is clear that the company is committed to producing high-quality wines. With 41 product lines/brands

and over 3000 product codes, the company offers a wide range of options for consumers to choose from, catering to different tastes and preferences. This demonstrates the company's commitment to providing a diverse selection of wines to meet the needs of a variety of customers.

Figure 2.2

The ZONIN1821's estates



Radda in Chianti, Tuscany, Italy
Castello di Albola



Cervignano del Friuli, Udine, Italy
Ca' Bolani



Torre Santa Susanna, Sicily, Italy
Principi di Butera



Torre Santa Susanna, Apulia, Italy
Masseria Altemura



Zenevredo, Lombardia, Italy
Oltrenero



Roccastrada, Tuscany, Italy
Rocca di Montemassi



Asti, Piedmont, Italy
Castello del Poggio



Barboursville, Virginia, USA
Barboursville Vineyards



Santiago, Chile, South America
Dos Almas

Source: *Derived from ZONIN1821 website (<https://www.zonin1821.com/le-nostre-tenute/>)*

The Zonin family has a deep respect for the land and its tradition, which is reflected in their sustainable and organic farming practices. They strive to preserve and enhance the natural environment in which their vineyards are located, ensuring the longevity and quality of their wines. In addition to their commitment to the environment, the Zonin family is dedicated to producing exceptional wines that showcase the unique terroir of each estate. They combine traditional winemaking techniques with modern technology to craft wines that are both expressive of their origins and true to their family's legacy of excellence.

The estates are located in Italy's seven finest wine-producing regions: Veneto, Friuli, Piedmont, Lombardy, Tuscany, Sicily, and Puglia. A further 500 hectares, of which 90 are under vine, are to be found in the United States, at Barboursville Vineyards in Virginia.

The Zonin family's estates are not only renowned for their high-quality wines, but also for their architectural and cultural significance. Many of their estates are historical landmarks, with centuries-old buildings and vineyards that add to the charm and character of the properties.

Ca' Bolani is the brand that is the object of this work's analysis. In the further chapters there will be a deeper investigation of the brand and everything surrounding it. For the moment, it is enough to say a little about every ZONIN1821 brand, starting from Ca' Bolani indeed, in order to complete the overall presentation of the company.

Ca' Bolani's wines are known for their complexity and unique expression of the terroir. The diverse soils at the Friulian estate allow for a wide range of varieties to thrive, each showcasing

the richness and character of the land. The vineyards benefit from the Mediterranean climate, with sea breezes and mountain influences creating optimal growing conditions for the grapes. The wines produced at Ca' Bolani are praised for their strong aromas, fullness, and natural elegance. The estate's commitment to quality winemaking and sustainable practices ensures that each bottle represents the best of the region. Visitors to the estate can experience the beauty of the vineyards and taste the exceptional wines that reflect the history and tradition of Friuli Venezia Giulia.

Continuing with Oltrenero, located in Lombardy, meaning "beyond the dark", it is named after the colour of the Pinot Noir grapes which make this Traditional Method sparkling wine. Vines have been cultivated in the Oltrepò Pavese area since the Middle Ages, when Benedictine monks worked the land. Fragrant and seductive, this is a sparkling wine of authentic class. Its bubbles are infinite in its persistence and its delightful glow is reminiscent of the sunset in the Oltrepò.

The Castello del Poggio estate's rich history and prestigious location instead, provide the perfect backdrop for producing exceptional wines that reflect the unique terroir of the Asti region. The dedication to traditional grape varieties such as Grignolino and Moscato, as well as the revitalization of Barbera, showcases a commitment to crafting wines of unparalleled quality and expression. The Castello del Poggio estate continues to innovate and push boundaries in winemaking, all while honouring the centuries-old heritage of the land and its noble past.

The Castello di Albola estate is located in the heart of the Chianti Classico region, where the Sangiovese grape thrives in the unique terroir of the Tuscan hills. The vineyards are carefully tended to by skilled viticulturists who work in harmony with nature to produce grapes of the highest quality. The winemaking team at Castello di Albola combines tradition with innovation to create wines that are true to their heritage yet at the same time, modern and fresh.

Visitors to the estate can experience the rich history and traditions of the region through guided tours of the historic cellars and vineyards. Wine tastings are a memorable experience, as guests are guided through the nuances of each varietal and vintage, gaining a deeper appreciation for the artistry and craftsmanship that goes into each bottle.

Castello di Albola is a testament to the enduring legacy of Tuscan winemaking, where the past meets the present in perfect harmony. Their wines are a reflection of this rich heritage, offering a taste of history in every sip.

The Rocca di Montemassi estate is known for producing high-quality wines that capture the essence of the Maremma region. With its rich history and stunning landscapes, Rocca di Montemassi is a destination not just for wine enthusiasts, but for anyone looking to immerse themselves in the beauty and heritage of Tuscany. From the vineyards to the cellars, visitors can experience the passion and dedication that goes into creating each bottle of wine. At Rocca di Montemassi, tradition meets innovation, resulting in wines that are both timeless and modern. It truly is a place where one can discover the magic of the Maremma and its people.

Masseria Altemura produces a range of high-quality wines, including both indigenous and international grape varieties. Their wines showcase the terroir of Apulia, with a focus on elegant, expressive, and balanced flavours that reflect the Puglia region's unique identity.

The estate's vineyards are spread across 300 hectares of land, benefiting from diverse soil types that contribute to the complexity and character of their wines. The estate is committed to sustainable farming practices, respecting the natural environment and preserving the biodiversity of the land.

Visitors to the estate can enjoy guided tours of the vineyards and winery, tasting sessions, and special events that highlight the cultural and gastronomic traditions of Apulia. Masseria Altemura invites wine enthusiasts to experience the beauty and rich heritage of this captivating region through their exceptional wines.

The Principi di Butera wines, like the noble families that once owned the estate, exude elegance and sophistication. The winery's commitment to preserving the history and traditions of the area can be seen in every bottle of wine produced. The combination of modern winemaking techniques and respect for the land results in wines that truly reflect the unique terroir of Sicily. Nero d'Avola, the flagship grape of Sicily, thrives in the warm climate and rocky soil of Principi di Butera, producing wines that are bold and full-bodied with notes of dark fruits and spices. Insolia, on the other hand, is a crisp and aromatic white grape that adds freshness and complexity to the blend. Together, these grape varieties create wines that are a true expression of the Sicilian sun and sea.

Visitors to the estate can experience the beauty of the vineyards and the passion that goes into every bottle of Principi di Butera wine. The ancient watchtower offers a unique vantage point to take in the stunning views of the surrounding landscape, while the winery itself provides a glimpse into the rich history and winemaking traditions of Sicily.

Now, crossing the Pacific, Barboursville Vineyards is truly a historic and significant place in the world of American winemaking. Located in the Monticello viticultural area of Virginia, the estate is dedicated to producing high-quality wines that reflect the European style and heritage that Thomas Jefferson envisioned for the region. Gianni Zonin's vision and dedication to creating a large grape-growing estate on the East Coast have helped to prove the potential of Virginia as a prime location for vinifera wine production.

With its rich history, cultural significance, and commitment to producing exceptional wines, Barboursville Vineyards stands as a testament to the enduring legacy of Thomas Jefferson's dream and the continued growth of the American wine industry. Visitors to the estate can experience the beauty of the Virginia countryside while enjoying world-class wines that showcase the best of European winemaking traditions. It's no wonder that Barboursville Vineyards is considered one of the most important wine estates in the United States.

Finally, dos Almas, the perfect blend of Italian tradition and Chilean terroir. With seven generations of winemaking tradition behind, Zonin family has sought to connect people and places through their wines, promoting biodiversity and cultural richness in outstanding wine regions around the world. In Chile, they have found the ideal terroir to further develop their dream, blending the best of Italian craftsmanship with the diverse terroirs and microclimates of this beautiful country. The result is a harmonious fusion of two identities, creating wines that embody the spirit of their shared purpose: to create perfect harmony through a blend of passion and terroir.

Overall, the Zonin family's estates are a testament to their passion for winemaking, their respect for the land, and their commitment to preserving Italy's rich viticultural heritage. They are truly a shining example of how tradition, innovation, and sustainability can coexist harmoniously in the world of wine production.

As a testament to the Group's commitment to producing high-quality and exceptional wines that are appreciated on a global scale, several prestigious awards and trophies have been recognised to ZONIN1821 brands. The recognition from esteemed competitions such as Wine Spectator, James Suckling, and Decanter World Wine Awards reaffirm the Group's influential standing in the wine industry. Additionally, accolades from competitions such as Concours Mondial de Bruxelles, Berliner Wine Trophy, and International Wine and Spirit Competition highlight the Group's excellence and craftsmanship in winemaking.

The Group's success is further demonstrated through recognition at events such as the Asia Wine Trophy, Los Angeles International Wine Competition, and Wine Melbourne, showcasing their ability to consistently produce outstanding wines that captivate judges and consumers alike. Overall, these awards and trophies² emphasize ZONIN1821's dedication to achieving excellence and setting a benchmark for quality in the wine world.

2.2 Sustainability Report

Ethical business conduct and adherence to regulations are essential principles for ZONIN1821. It is crucial for the Group to uphold and spread its values through its activities. In order to ensure ethical business practices, the Group has adopted and put into practice two tools based on prominent international guidelines and standards: Model 231 and the Code of Ethics. This Model 231 is essential for ensuring that all company activities are conducted in a manner that is ethical, legal, and in line with the values of the Group. It outlines the principles, values, operational guidelines, and ethical rules that must be followed by all members of the company, including corporate bodies, management, employees, and third parties. By adhering to this model, the company aims to comply with laws regarding the administrative liability of entities, prevent unlawful conduct, and avoid the commission of crimes. Adhering to these guidelines is crucial for maintaining the reputation and integrity of the company.

According to this Model, values are important principles and beliefs that guide the company in how its business and interaction with other are conducted. These values shape the company's culture and are integral to its identity. By adhering to these values, the company ensures that its actions and decisions align with their core beliefs, leading to transparency, accountability, and ethical behaviour in all aspects of its operations. Ultimately, these values serve as a foundation for building trust and credibility with stakeholders, as well as driving the company towards achieving its goals and objectives in a responsible and sustainable manner.

The values of ZONIN1821 Group are five: trust, authenticity, responsibility, entrepreneurship, and innovation.

- Starting from the first one, a collaborative and transparent work environment is fostered through mutual understanding, communication, and listening. The corporate culture, built on trust, promotes collaboration and a dynamic, creative, and innovative atmosphere that supports both personal and corporate growth. Transparency, in this

² ANNEX II, ZONIN1821 Prizes and Awards: ZONIN1821, *Group Sustainability Report 2022 ENG*, pag. 42-45.

context, means expressing oneself appropriately and openly, without causing harm to others through unnecessary gossip or confrontation.

Integrity is a key component of transparency, encompassing intellectual honesty and sincerity in communication. Trust is established among colleagues when they feel valued and supported in a team that recognizes their strengths and areas for improvement. This trust between team members and managers creates a strong synergy that benefits the business directly.

By fostering a climate of trust, the company can help alleviate stress, lack of motivation, and burnout among team members, which ultimately improves productivity and personal well-being. It is crucial to encourage open dialogue and active listening within the workplace, allowing all team members to voice their concerns, ideas, and needs without fear of judgment or inadequacy.

- The second value is authenticity, which is defined as a dynamic approach to self-expression, with a balanced relationship between the awareness of ourselves and of the outside world, based on intellectual honesty. Being authentic means being true to oneself, acknowledging one's strengths and weaknesses, respecting others, being open-minded, and having the courage to stand up for what one believes in. Authentic people do not seek validation from others, but instead strive to be the best version of themselves. They are generous, respectful, and humble individuals who are able to learn from their mistakes and grow from them. By cultivating these characteristics, ZONIN1821 believes that individuals can become more authentic and live a more fulfilling and meaningful life.
- With regard to the third value of the Group, being responsible means possessing expertise, analytical skills, making choices, and being aware of the consequences. To ZONIN1821, there are three different aspects of responsibility within a company: the first one involves taking responsibility for people. If you are a manager or oversee a department within a company, it is crucial to fully assume responsibility for your employees. This includes effectively coordinating the team, assigning tasks thoughtfully, nurturing talent and potential, and ensuring the well-being of your team members. The second aspect pertains to taking responsibility for decisions. It is important to carefully assess how your actions will impact both individuals and the company's objectives. Being mindful of the consequences of your decisions enables you to take effective action in alignment with your values. Ultimately, your aim should be

to prioritize the best interests of the company, in fact, the third aspect involves taking responsibility for performance. Organize your time and resources in accordance with the goals you have set and be accountable for the outcomes you achieve and the methods you employ. Delegating responsibilities to your colleagues can be detrimental to your leadership and personal growth. ZONIN1821 believes that people should learn to avoid procrastination, refrain from making excuses, and be transparent and concise in communication with colleagues.

- Coming to entrepreneurship, ZONIN1821 states that it goes beyond just starting a business, it requires a combination of enterprise and resilience. Having the ability to constantly overcome challenges and find innovative solutions is crucial in a business context. Resourceful leaders or employees are able to think outside of the box and create value for their business and the community. Resilience is equally important, as it allows leaders to adapt quickly to changing circumstances. By learning from past experiences and applying that knowledge to future endeavours, resilient leaders can achieve both short-term and long-term goals. They are able to turn crises into opportunities and continue moving forward, even in the face of adversity. ZONIN1821 recognizes the importance of having leaders who possess these qualities in order to achieve long-term success for themselves and others. By leveraging their enterprise and resilience, they can navigate challenges, seize opportunities, and create a thriving business environment for all stakeholders involved.
- Finally, ZONIN1821 Group recognizes the importance of innovation in driving business success and economic growth. They understand that innovation is not just about creating new products or processes, but about continuously improving and finding better ways to do business. Their focus on technological innovation in the wine industry showcases how advancements in machinery and techniques can improve product quality and streamline operations. They also acknowledge the importance of digital platforms in connecting with consumers and providing transparency in product selection. Furthermore, the Group understands the link between technological innovation and sustainability. They believe that some technological innovations can be fundamental for sustainable development and are committed to exploring these possibilities. Through collaboration with agronomists and close monitoring of the estates' needs, ZONIN1821 ensures that the company is constantly evolving and adapting to meet the demands of the market. By testing new equipment and providing feedback to suppliers, they strive

to stay ahead of the curve in innovation and provide the best possible products and services to their customers.

The commitment to sustainable development is integral to the Group's overall business strategy and reflects a broader societal and environmental responsibility. By aligning with the United Nations' SDGs, the Group is actively working towards creating positive social and environmental impact while also driving economic growth. In fact, Domenico Zonin, the President of the Group, states:

“One of the fundamental topics that has always been part of the job-to-be-done for the ZONIN1821 Group is Sustainability: this topic, which is unfortunately all too often seen merely as a trend, is in reality a fundamental asset for the development of the sector and the well-being of future generations.”

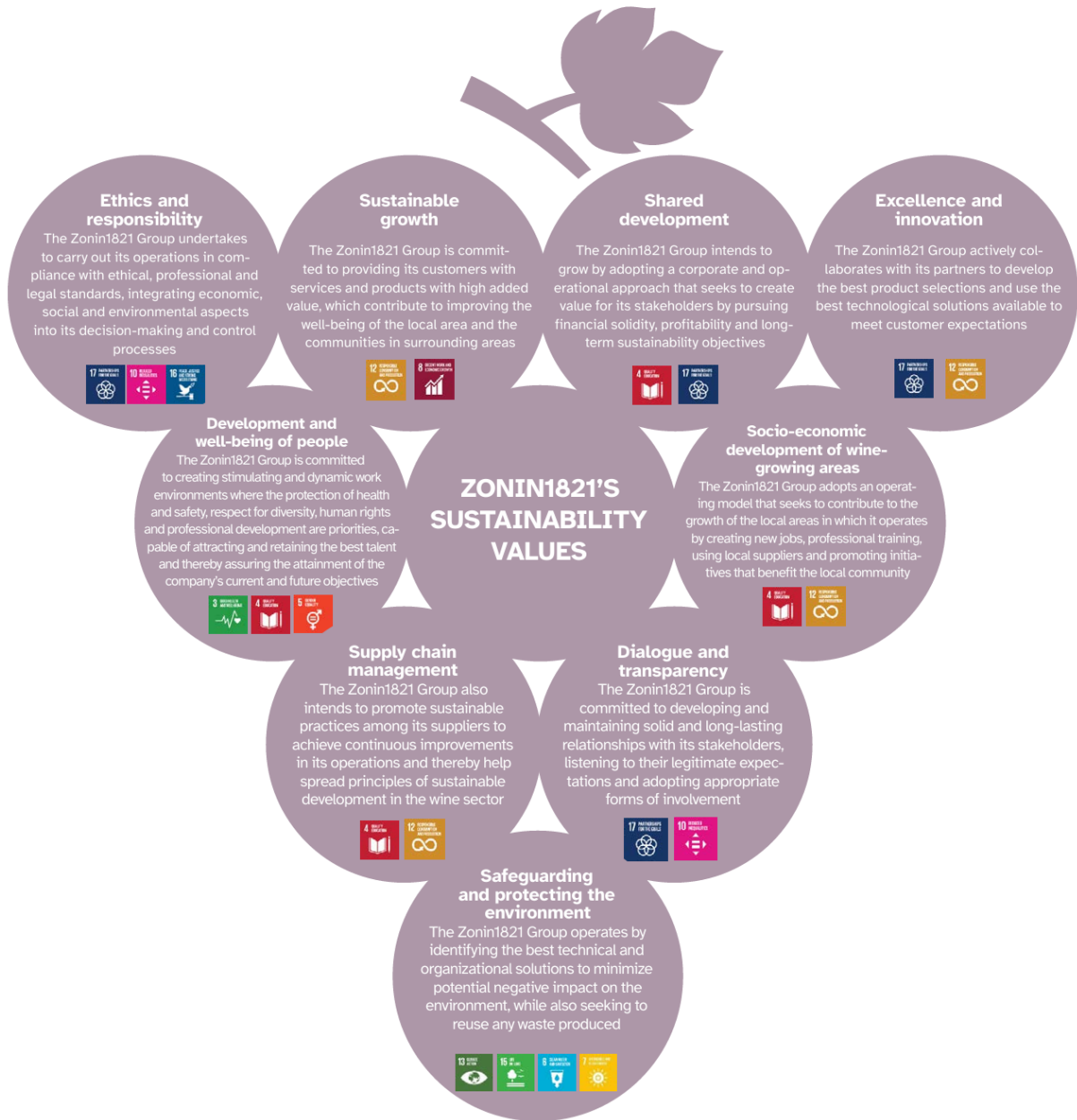
This approach not only benefits the organization in the long term but also contributes to the well-being of society as a whole. By incorporating sustainable development principles into its business model, the Group demonstrates its dedication to creating a more sustainable and equitable future for all.

As illustrated in the figure 2.3, the nine Sustainability Values of the Group are correlated to twelve, out of seventeen, SDGs³.

³ ANNEX II, SDGs in ZONIN1821 Sustainability Values: ZONIN1821, *Group Sustainability Report 2022 ENG*, pag. 76.

Figure 2.3

The ZONIN1821 Group’s Sustainability Values



Source: Derived from ZONIN1821 Group Sustainability Report 2022

(<https://www.zonin1821.com/app/uploads/2023/09/ZONIN1821-Bilancio-di-Sostenibilita-ENG.pdf>)

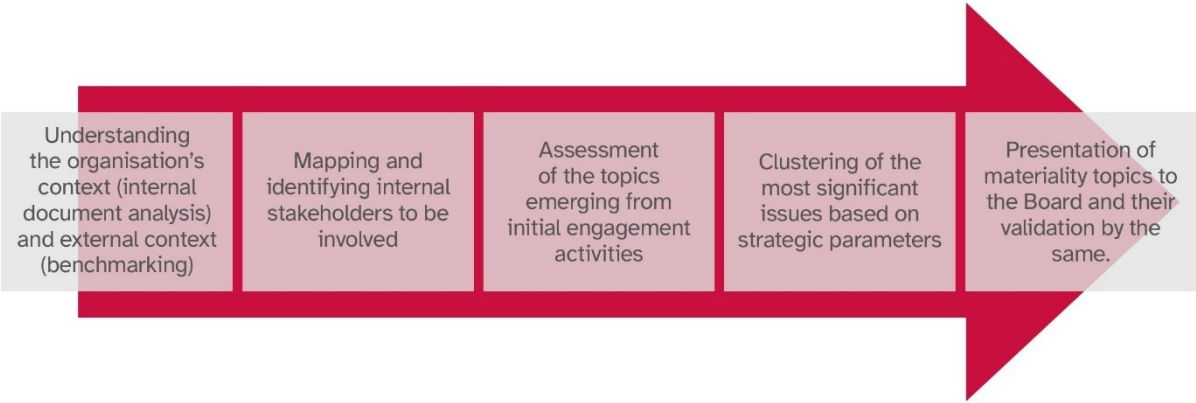
These values have inspired the Materiality Analysis, which is “a fundamental process in the development of a sustainability strategy since it identifies and assesses an organization’s pertinent sustainability topics, which may have a significant positive or negative impact on the economy, environment and society, as well as human rights” as stated in the Group

Sustainability Report. This analysis is based on the GRI (Global Reporting Initiative) Standards⁴ and it helps the company to prioritize resources and attention on the most important issues, laying a strong foundation for sustainability strategy development and management. Identifying material topics is crucial for sustainability strategy development and reporting, which must be continuously adjusted to meet the changing needs of the company and its operating environment. In 2022, ZONIN1821 started its initial analysis and definition process for material sustainability topics.

In summary, the process involved analysing the organization’s market and sector, benchmarking against national and international standards, identifying internal stakeholders, conducting interviews, assessing topics from engagements with stakeholders, clustering significant issues, and validating materiality topics with the Board. This thorough process ensured that all important aspects were identified and prioritized for the organization’s sustainability efforts. All the main steps of the Materiality Analysis have been illustrated in the figure 2.4.

Figure 2.4

The Materiality Analysis’s Steps



Source: *Derived from ZONIN1821 Group Sustainability Report 2022*

⁴ GRI Standards are a set of global guidelines for reporting sustainability performance. The Standards provide a framework for organizations to report on their economic, environmental, and social impacts in a transparent and accountable manner, helping to improve stakeholder engagement and decision-making.

They cover a range of topics, including governance, ethics, human rights, labour practices, and climate change, and are widely used by companies, governments, and non-profit organizations around the world, (<https://www.globalreporting.org/standards/>).

This kind of process leads to the identification of eighteen Material Sustainability Topics, which have been later grouped into four impact areas: governance, product and value chain, people, and environment.

Figure 2.5

The Material Sustainability Topics



Source: Derived from ZONIN1821 Group Sustainability Report 2022

The governance area reflects what it is already been said about the business ethics of the Group, and all the activities that are necessary for the business to continue creating sustainable value.

Through focusing on product development and innovation, creating sustainable economic value, and adopting sustainable agricultural practices, the Group demonstrates its commitment to offering innovative products that align with market trends. These products are created through a sustainable process that ensures low environmental impact, ultimately generating value for the Group and its stakeholders. This commitment highlights the Group’s efforts to prioritize sustainability and create positive outcomes for both, the business and the environment.

With regard to the area of people, ZONIN1821 recognizes that ensuring the health, safety, and welfare of its workers is essential for the success and sustainability of its business. The company values the well-being of its employees and strives to create a work environment that promotes physical and mental health. The company is committed to providing a safe and healthy workplace for all employees, implementing measures to prevent accidents and illnesses, and promoting a healthy work-life balance. The company recognizes that investing in the health and well-being of its workers not only benefits the employees themselves but also contributes to overall productivity and success. Ultimately, the company's focus on employee well-being serves as a foundation for sustainable growth and success in the long term.

It is crucial for organizations to prioritize initiatives that promote energy efficiency and the use of renewable energy sources. In fact, in the environment area are included the implementation of energy-saving technologies, investments in renewable energy sources such as solar or wind power, and a reduction of the overall energy consumption. Additionally, sustainable management of water resources is essential in order to ensure the long-term availability and quality of water for both humans and the environment.

All of these topics can be linked to both, Values of Sustainability, and SDGs, and the four macro areas that cluster them are the starting point to think about a concrete Sustainability Plan, with objectives and timelines.

This, in figure 2.6, is the first Sustainability Plan of the Group, drawn up in 2023, with data from 2022 of all the Italian estates. The Group will be soon creating a Report including also the worldwide companies. In fact, the company is gradually amplifying the reporting area, considering the fact that before 2023 there were Sustainability Plans only for two of their brands, Castello di Albola and Rocca di Montemassi, the ZONIN1821's organic wines. These two estates are EQUALITAS⁵ certified, which means that they were already used to produced annual reports, to certify the organicity of their wines.

⁵ EQUALITAS, established in 2015, is an Italian organization that advocates for sustainability in the agri-food industry, specifically focusing on wine. It aims to bring together the interests of businesses, society, and the market through a comprehensive approach. The main goal is to develop a unified and universally accepted strategy for sustainability based on its core principles. Utilizing its diverse resources, including technical expertise, cultural knowledge, scientific research, and political connections, EQUALITAS seeks to highlight successful traditional and innovative practices in order to establish a global standard of sustainable quality in Italy.

Figure 2.6

The ZONIN1821 Group’s first Sustainability Plan

MACRO AREA	OBJECTIVE	TIMELINE	SDGs
GOVERNANCE	Formalize the Group’s sustainability governance	2024	   
	Share group values and policies through specific training courses	2024	
	Organize induction sessions focusing on sustainability issues for the Board and Top Management in all the Group’s Italian and international companies	2024	
	Analyze corporate risks, including those with sustainability impacts	2024	
	Promote specific initiatives focusing on sustainability issues with stakeholders	2023	
PRODUCT AND VALUE CHAIN	Develop specific R&D projects for product innovation and quality	2023	 
	Develop policies and procedures for responsible procurement	2024	
PEOPLE	Start a ‘Best place to work’ certification pathway	2024	   
	Development of personal career plans based on objective and merit-based factors	2024	
	Development and planning of the ‘Zonin Academy’ focused on product, technical and managerial training	2024	
	Implement initiatives focusing on inclusiveness and especially diversity	2024	
	Identify local initiatives to support the sustainability strategy and strengthen the bond with local communities	2024	
ENVIRONMENT	Develop and implement research projects focusing on sustainable agricultural practices that have less impact on the environment	2023	   
	Analyze energy consumption to achieve more efficiency and reduce requirements	2024	
	Increase the use of energy from renewable sources, such as solar or wind energy	2024	
	Define policies/procedures and implement initiatives for responsible management of water resources	2024	

Source: Derived from ZONIN1821 Group Sustainability Report 2022

Another important factor on which ZONIN1821 wants to put its focus is that companies, through their actions, have effects on various stakeholders and are in turn influenced by their strategic decisions. The success of a company is a result of finding a balance between the costs and benefits of all parties involved. It is clear that implementing a sustainability plan is closely linked to the relationship between a company and its stakeholders. This is why engaging with

stakeholders is a crucial aspect of the business management processes at ZONIN1821 Group. The following outlines the key activities and initiatives that the company has undertaken in 2023 for each category of stakeholders.

Figure 2.7

The Stakeholders engagement



Source: *Derived from ZONIN1821 Group Sustainability Report 2022*

ZONIN1821 believes that, if external stakeholders are important, the internal ones are even more so, in promoting and interpreting the corporate culture of a company. By keeping them informed on a regular basis through tools like the “ZONIN1821 Magazine”, companies can increase their engagement and ultimately achieve their goals more effectively. Involving and

engaging in-house stakeholders is key to maintaining a strong corporate culture and driving success within the organization.

2.3 Ca' Bolani case study

As promised before, now the focus of the analysis shifts towards a single brand of ZONIN1821 Group, Ca' Bolani, which is the one involved in the empirical part of this work.

Located in the heart of the Aquileia DOC appellation in the Friuli region of Northeastern Italy, Ca' Bolani is a sprawling and green estate adorned with 999 cypress trees. Back in the 1970s it was the first Zonin estate to be acquired, the ancient farm belonging to the Count Bolani. The temperate breezes from the Adriatic Sea help to moderate the heat of the summers, ensuring that the grapes have optimal conditions for ripening. Additionally, the significant drop in temperatures at night helps to enhance the aromas of the grapes, leading to wines with a strong and distinct personality. Overall, this microclimatic balance plays a crucial role in the quality of the wines produced in this region. This careful attention to details and preservation of individual plot characteristics results in the production of high-quality wines that truly reflect the terroir of the Ca' Bolani estate. With a focus on sustainability and respect for the land, the estate continues to uphold its reputation as a leader in the wine industry.

The biggest peculiarity of this estate is that the individual lands form a large mosaic, enhancing the individual tiles. This particular territory requires care, a very special attention, because it is rich in underground water. It is an alluvial plain, where different layers of soil have sedimented, different and varied, even at depth. This situation gave birth to not a homogeneous but a coherent production, each terroir with a particular characteristic, which is then reflected in the wines. Each vineyard has a different name, indeed. The soil (impermeable and permeable layers alternated by sedimentation) forms underground aquifers, always in movement. It is a great resource, a great advantage, but risky in terms of pollution. More than 150 employees work for this estate, a mosaic also on a human level, which represents a strong starting point also of the brand communication strategy.

Visitors to Ca' Bolani can experience firsthand the unique flavours and aromas that are created through this dedication to preserving the diversity of the vineyards. The estate is a combination of tradition and innovation, with a rich history of winemaking that dates back to the Roman era. The park of centuries-old trees, called "Il Parco della Vite" ("The Vine Park"), adds to the sense of natural beauty and tranquillity surrounding the estate. The juxtaposition of ancient

winemaking customs with modern production techniques highlights the commitment to quality and excellence in creating exceptional wines.

Various changes and improvements have been made in the vineyard and winemaking facilities under the new ownership. Some specific examples include:

1. **Agronomic reorganization:** Careful and accurate organization of the agricultural aspects of the vineyard, likely leading to more efficient and productive farming practices.
2. **Dense vineyard plantings:** Increasing the number of plants per hectare to 5500, which can lead to higher yields of grapes and potentially higher quality fruit.
3. **Bilateral guyot training system:** Implementing this training system for the vines, which can lead to better canopy management and more consistent grape ripening.
4. **Renovated cellars:** Updating and restoring the old cellars, which can improve the storage and aging conditions for the wine.
5. **New winemaking facility:** Building a more modern and spacious facility for making the wine, which can lead to improved efficiency and quality control.

It is possible to state that these changes represent a significant shift in management and operations, bringing a fresh perspective and modern techniques to the vineyard and winemaking processes.

Under the guidance of Roberto Marcolini, the estate manager, Ca' Bolani estate has continued to uphold its values of environmental care and respect for tradition, producing high quality wines while ensuring sustainability for future generations. Roberto's expertise and dedication have elevated the estate's reputation within the Friuli region and beyond, solidifying its position as a leading producer of quality wines.

As President of the Consortium Friuli Aquileia for the protection of DOC wines, Roberto plays a crucial role in promoting and protecting the region's winemaking heritage. His involvement in various wine consortia demonstrates his commitment to advancing the industry and upholding the standards of quality and authenticity.

Overall, Roberto Marcolini's leadership at Ca' Bolani estate exemplifies a deep-rooted passion for winemaking, a strong sense of environmental responsibility, and a dedication to preserving and promoting the traditions of Friulian winemaking. His contributions have not only shaped

the estate's success but have also had a positive impact on the wider wine industry in the Friuli Venezia Giulia region.

With regard to the product offer, Ca' Bolani can boast a great variety of wines. Under the term "cru" a particular wine is identified, which has particular characteristics of the territory, of the raw material or of the working process (top of the range). Ca' Bolani cru wines have important names, who want to be tributes: Aquilis, the ancient name of Aquileia, is a Sauvignon Blanc, born from a concerted effort developed by several hands. Aromatic wines are particularly good in the area, exploiting this characteristic Ca' Bolani wanted to go further and emphasize it more. The company adopts a whole series of detailed precautions, such as the selection of vines, the particular processing to reduce acidity, the attention to guarantee ventilation or the right amount of shade and they artificially create temperature changes during the conservation of the grapes. With regards to the Aquilis, Roberto Marcolini himself states that:

“Sauvignon Blanc is certainly one of the wines that attracts me the most, as it is one of the vines that best represents both our winery and our winegrowing district. Our Sauvignon, in particular, stems from an in-depth research project that lasted several years. Sauvignon has always been present in the company but in 2009 we started to collaborate with the late Prof. Dubourdieu on the development of a working protocol in the vineyard and in the winery. The aim was to achieve the maximum potential of the vine and the winegrowing district, a process that culminated with the creation of our Sauvignon cru, Aquilis. I am particularly fond of this wine precisely because it is the outcome of a joint project which I and all the agronomists and oenologists at Ca' Bolani worked on with passion and dedication for many years. As part of this project, we discovered that we had a particular clone of Sauvignon on the Estate. It was discovered in an old vineyard via what is called massal selection in agronomic jargon. We worked on these old vines with a local nursery to reproduce and multiply them. Today we can proudly say that our new Sauvignon vineyards are the 'offspring' of those old vines, whose grapes confer truly unique aromas and nuances on our Sauvignon Blanc. Our Sauvignon is literally the result of the combination of local tradition, our winegrowing district, and the competence and tenacious work of man and for this reason I feel that it represents us in a truly unique and extraordinary way.”

Other Ca' Bolani cru wines, apart from the Aquilis, are the Alturio and the Opimio. The first one is a Refosco and features velvety black fruit, sweet cherry, and juicy plum flavours, along with hints of tanned tobacco and antique wood. It showcases a harmonious elegance, smooth

bouquet, minerality, and a full-bodied presence on the palate, leading to a lingering finish. The last cru, Opimio, instead, is a Pinot Bianco. When poured into a glass, the wine reveals varietal nuances, the taste of ripe fruit, hints of old wood, a strong aroma, and a full-bodied flavour experience.

The 80% of the Ca' Bolani production is white wines. It can boast consistency and constant quality over the years, because the products are treated individually, despite having so much variety. Here it can be found a very large production of Pinot Grigio (90 hectares) and also of Prosecco (200 hectares), but mostly for export, because since 2009 the production of Prosecco DOC has been extended to Friuli region (as well as Veneto region).

The estate is a true vine park where wine production and excellence go hand in hand with the protection of flora and fauna, located in the heart of the Aquileia DOC, an area of absolute beauty completely immersed in nature.

An eco-sustainable approach is essential to protect this territory of inestimable beauty and age-old culture. Here, quality wines are produced thanks to the control of the entire production chain from the vineyard to distribution with scrupulous precision. The estate makes use of the most modern viticultural and oenological techniques without ever losing of view the ethical principles of respect for nature, protecting local tradition and favoring the production of wines of marked typicality.

Giancarlo Parolini, Head of Communication and Sustainability, states that:

“There are 5 essential values of the estate: respect for the local wine culture, protection of nature, valorization of the history of the territory, technical expertise or promotion of technical innovations aimed at sustainable development and love for an area of absolute beauty sandwiched between the Alpine Arc and the Adriatic Sea.”

At Ca' Bolani people are very committed to defending and supporting biodiversity, through the attention to details and the implementation of many small and great measures in daily activities. The grassing of rows, green manure, the use of agrochemicals with low deficiency and not harmful to beneficial insects, the maintenance of uncultivated green areas to encourage the repopulation of wildlife, the prevention of point pollution in agriculture thanks to tools such as fightback are some of the practices that team of agronomists have proudly been practicing for almost twenty years at Ca' Bolani.

Taking a look to the social sustainability activities, the company has begun a particularly important project aimed at promoting and enhancing the wine culture of Made in Italy and sustainability by involving students from prestigious Italian schools and universities. Particularly important during these meetings is the promotion of a culture of “responsible drinking” so as to give value through moderation and awareness of the ancient knowledge that has been handed down over time and makes our wine so special, truly responsibly drinking is an act of care for oneself and for others. Precisely by virtue of this business vision and to take a step to make it increasingly concrete, the company already in the first part of 2024 met with the students of some universities and schools around northern Italy, such as Ca’ Foscari in Venice and in Treviso and Marangoni Institute in Milan. During these conferences Ca’ Bolani talked also about a special social project called “Raggi di vite”, which will be later discussed, as the subject matter of the analysis of this work.

Chapter III

Radio Magica Foundation

After having presented the ZONIN1821 Group and its sustainability report, focusing on the Ca' Bolani estate, this third chapter wants to introduce Radio Magica Foundation, as the other piece of puzzle, together with Ca' Bolani, of the Raggi di vite project. The value generated from the latter will be discussed during the chapter and it will be the objective of the subsequent empirical study.

3.1 The background story of Radio Magica

Radio Magica (which translated in English is “Magic Radio”) is an Italian Foundation for children, teenagers, schools and families and all fans of radio. The mission is to break down barriers to accessibility, through a medium that is “much more than a radio” because Radio Magica offers content inspired by the principles of design for all to allow all children and young people the right to listen through audio-stories, video-stories with Italian sign language (LIS) and symbols (CAA), highly legible texts and many storytelling and radio education workshops. Listening is a valuable asset, it provides cognitive, linguistic, social and psycho-emotional benefits. Radio comes everywhere approaching what is far and, with digital, is enriched with many formats to meet the needs of all. The name “Magica” (“magic” in English) comes from a quote by Roald Dahl – “Those who don't believe in magic will never find it” – and refers to the magic that Radio Magica met one day, through the eyes of a child who wanted to listen and to be heard, but he couldn't communicate easily.

As can be derived from the Statute, the Foundation is non-profit.

It declares:

“The Foundation implements and promotes innovative forms of production and dissemination of cultural and scientific content with the objectives of: encouraging acculturation, education, entertainment, enhancement of multilingualism, multicultural and linguistic integration, the removal of barriers to the intelligibility and accessibility of content, social inclusion and, in general, the improvement of the quality of life for disadvantaged people, in particular minors, by reason of physical, mental, economic, social and family conditions ...”

In order to achieve these objectives, the Foundation engages in a variety of activities without any restrictions or discrimination based on membership, including:

1. Carrying out **effective and innovative projects** such as establishing a web radio for cultural, musical, and scientific dissemination, creating educational laboratories, providing training and services related to these projects, and promoting culture and art for disadvantaged individuals.
2. Supporting **scientific research** by providing grants, co-financing, scholarships, and other forms of assistance. This assistance includes participating in scientific research programs in approved fields related to communication, education, entertainment, and new digital technologies for individuals facing challenges outlined in the Foundation's Statute.
3. Initiatives to **exploit, disseminate, update, and share the results** of the research mentioned above, as well as best practices aimed at those involved in improving the quality of life and care of disadvantaged individuals as described in the Statute, such as parents, educators, therapists, doctors, and health workers, who wish to collaborate with the Foundation's projects.

The Foundation was born from a research project at the Ca' Foscari University of Venice, in 2012 to make concrete the right to listen to children, recognized by the UN Convention on the Rights of the Child.

"Listening is a right of all and must also be guaranteed to people with difficulties and/or disabilities." (art. 3 Manifesto of the Right to Listen)

The creator of the project is Elena Rocco. She teaches business strategy and marketing at Ca' Foscari University of Venice and she is Enrico's mother. Enrico was born in 2002 with a rare genetic syndrome. In 2010 Elena decided to re-orient her studies on cooperation in favour of inclusion, inventing Radio Magica, which has become her research-action project and from which was born the homonymous Foundation that now has three locations: at the University of Udine, Udine-Paderno and Ca' Foscari University of Venice (registered office).

Until September 2023, Radio Magica offered these three free digital channels on its website, to which are added the video content in the YouTube channel:

1. **#smARTradio and the Mapped Parlanti** ("Talking Maps" in English): It is a channel for the accessible dissemination of material and intangible cultural heritage through

storytelling. Year after year it is enriched with stories of author and curiosity in Italian, in LIS, in English and German to bring everyone closer to the richness of our heritage with a language tailored to families, schools, tourists.

2. **Libri per TUTTI** (“Books for ALL” in English): It is the channel born thanks to the collaboration of an extensive network of publishers and magazines friends of Radio Magica that have granted the Foundation the release to transform illustrated books, stories and articles and audio-books, podcasts and video-books in LIS and CAA symbols.
3. **WEBradio**: It is a channel broadcast every day from 7 am. to 10 pm., with radio programs for different ages, nursery rhymes, stories and lots of music. A rich collection of podcasts allows access on demand to radio programs made by children and teenagers.

From the YouTube channel, in addition to all the videos on the site, there are video interviews and video testimonies and films made as part of special projects such as “Storie da Film” (“Fim Stories” in English).

The materials featured on the different channels are created through collaboration with museums, local authorities, experts, and researchers in various fields such as history, literature, art, archaeology, and science, as well as publishing houses, magazines, storytelling laboratories, and radio education programs for children and individuals with special educational needs. This turns the radio into a “training ground” for improving skills such as storytelling, communication, teamwork, and emotional management, which are essential life skills often referred to as “soft skills”.

The formats available on the platform and on the Foundation’s YouTube channel are audio, video with Italian sign language (LIS), video in symbols (CAA), and texts with high readability.

In September 2023, the fourth project area of Radio Magica was inaugurated, and **Radio Magica Academy** was born: a postgraduate cultural academy for young adults with disabilities. Education is the basis of our cultural identity, learning trains the brain and counteracts disease, so lifelong learning must be guaranteed to everyone, including people with disabilities. This principle is also enshrined in the Universal Declaration of Human Rights art. 27 according to which:

“Everyone has the right freely to participate in the cultural life of the community, to enjoy the arts and to share in scientific advancement and its benefits.”

The project was born after a three-year trial (2020-2023) shared with the Solidarity Centre “Giovanni Micesio ODV” (UD) and the Health District of Udine that involved a stable group of about 15 young adults between 19 and 26 years of age. The positive results achieved at a cognitive, linguistic and socio-affective level led to ask the Municipality of Udine for a space in the district of Paderno to expand and make the project permanent, welcoming the requests of many families looking for a stimulating and inclusive postgraduate course.

The Academy aims to address a significant deficiency in the postgraduate education system by providing opportunities for girls and boys with disabilities who are often excluded from continuing their education after high school. For these individuals, graduation marks the end of a vibrant phase of life filled with various intellectual and social experiences. They no longer engage in the enriching discussions and interactions with teachers and peers, causing them to lose valuable reading skills essential for personal growth and fostering meaningful connections with others.

This concept of “University of free skills” is a fascinating idea that could help bridge the gap between formal education and lifelong learning. By creating accessible and stimulating educational opportunities for individuals outside of traditional academic settings, it is possible to continually foster creativity, emotional intelligence, and cognitive development throughout all stages of life.

Radio Magica Academy serves as an inspiring example of how such a concept can be implemented successfully. By providing a platform for learning that is engaging, interactive, and inclusive, they are able to reach a wide audience and offer valuable educational content to those who may not have access to formal schooling or traditional educational resources.

In today’s fast-paced and ever-evolving world, the need for continuous learning and personal growth is more important than ever. By expanding the concept of education beyond the confines of traditional institutions, it is possible to create a more inclusive and enriching learning environment for all individuals, regardless of age or background.

The establishment of Radio Magica Academy fulfils the Foundation’s mission by creating a connection between children and adults, as well as individuals with and without disabilities. Moving forward, students have the opportunity to support Radio Magica’s initiatives in schools and communities. For instance, they can engage in radio education programs for youth, serve as ambassadors for cultural heritage by sharing stories through “Talking Maps” and portraying historical figures in “Theatrical Walks”. Through Radio Magica Academy, students have the potential to emphasize the idea that culture is also care and promote inclusion for all.

Radio Magica has received numerous awards and prizes over the years. Among them, some of the most recent were the Global Junior Challenge Award - Tullio De Mauro Award to the School that innovates and includes (Rome 2019) and the MED Award (Media Education) to the project “Crescere con Radio Magica”, in English “Growing with Radio Magica” (Lucca 2016).

The reasons were, respectively, for the first, *“a project with the aim of telling the Italian cultural heritage in a smart way to bring families, young people and non-experts to the art world. A portal inspired by the British programmes of the BBC and the British Museum to bring to all the History of Art”*. For the second, *“the experience of Radio Magica shows how web radio is a sustainable technology that can promote media education from childhood. Children become active subjects of narration in the perspective of a pedagogy of listening, oriented to favour inclusive processes”*.

3.2 The relationship with Ca’ Bolani and the Project “Raggi di vite”

The territorial proximity between the estate Ca’ Bolani and the Foundation Radio Magica, along with the experience of Elena Rocco, who had previously carried out research in the wine sector, has brought these two realities together. Thus, from the collaboration of Radio Magica, in particular the Academy, and several wineries in the area, in which the most important for size is Ca’ Bolani, a new project is born called “Raggi di vite”.

The Project’s title is a play on words in Italian, because “raggi” means rays and by “vite” it refers to the rays of both, vines for grapes and human lives: how the sun’s rays are vital to the vine and make its clusters flourish, so people, with their virtuous choices, can become rays of inclusiveness and solidarity, able to welcome and take care of others.

Raggi di vite is a creative, cultural and inclusive project, promoted by the Consortium Friuli Aquileia for the protection of DOC wines. Together with Vini Brojli and Cantine Rigonat, Ca’ Bolani has chosen to support this important event initiative.

Each company has chosen an adjective symbol of solarità to contribute to the product line: “Radioso” (which means “radiant” in English) for Friulano and Merlot of Vini Brojli, “Generoso” (“generous” in English) for Ribolla Gialla and Refosco dal Peduncolo Rosso of Rigonat, and “Luminoso” (“bright”) for Sauvignon, Cabernet Franc and Chardonnay Frizzante of Ca’ Bolani. Seven solar and solidarity wines united by the mission of making known the vocation to welcome and include the territory in which the Consortium operates⁶.

⁶ ANNEX III, All the Raggi di vite Wines: <https://www.radiomagica.org/progetti/raggi-di-vite/>.

For the aim of this specific analysis, from now on, it will be considered only the contribution of Ca' Bolani as the largest winery that took part of the project. Adopting this point of view, it is possible to state that the limited-edition packaging of Sauvignon, Cabernet Franc and Sparkling Chardonnay of the Ca' Bolani estate have been reinterpreted in order to express the creative essence of the project. Strength and delicacy: thanks to the vigorous colour combinations between orange, green and lilac with blue, a game of solids and voids, but also circular geometries, complementary and not angular have come to life the labels of these prestigious wines that evoke the diversity and beauty of light rays. Signature of exception: the adjective "Luminoso" placed on the three labels that communicates in an immediate and decisive way, almost disruptive to the eyes of the user, the deep meaning of Raggi di vite. The QR code on the label allows, instead, to see the short films on the history of wine made in the laboratory of videomaking by Radio Magica Academy involving almost 30 students in lectures, workshops and formative visits. The fruits of the wonderful territory of Aquileia thus become bearers of a universal message that strengthens even more the millenary culture that in these territories handed down from generation to generation and is kept, today as then, for future ones.

Half of the proceeds from the sale of these bottles will support the Radio Magica Academy. Elena Rocco said, about this project:

"We believe in culture as a cure. When school ends, this young people risk being excluded from the cultural life of the community. Learning trains the brain and counteracts diseases, to this must be invested in the lifelong learning of all and, above all, of the most fragile people."

While Roberto Marcolini, Director and Enologist of Ca' Bolani, states:

"It's a great pleasure for us to promote Raggi di vite through our wines: the fruit of the millenary culture of the vine that in these territories has been handed down for generations and we interpret, today as then, for future ones. If on the one hand at Ca' Bolani we are constantly committed to respect environment and the preservation of biodiversity, we cannot forget the importance of social responsibility: a value that underlines the great responsibility that our company has towards our community."

In 2024 the project has been strengthened by cultural events and presentations at which artists, illustrators, musicians and historians has participated. The project was funded under the Creativity Notice 2023 of the Directorate Culture and Sport of the Friuli Venezia Giulia region and the Municipality of Udine.

The figure 3.1 below is an infographic that summarises the operations of the project, clustering the activities in four steps. The first two steps regard Ca' Bolani contribution to the project: its bottles of Luminoso, of three different types of wine, through which the estate takes off his brand label for a major social cause. The bottles are sold at the stores of the wineries participating at the project and the prices of the bottles of Luminoso are as follows:

- 1 bottle in a transparent bag: **10 euros**
- 1 bottle with a gift box in cardboard: **12 euros**
- 2 bottles with a gift box in cardboard: **22 euros**
- 3 bottles with a gift box in cardboard: **32 euros**
- 1 wooden box decorated with mosaic containing 2 bottles: **45 euros**
- 1 wooden box decorated with mosaic containing 3 bottles: **60 euros**

The remaining two steps of the infographic instead, regard Radio Magica Academy, which is not only the beneficiary of half of the sales proceeds of Luminoso, but also an active part of the project: the students of the Academy in fact, participate at the branding process of Luminoso, decorating by hand the wooden boxes of the selected bottles with original mosaics, according to the Aquilian tradition. These master classes at which they participate in, also include courses of videomaking and storytelling, through which they can create interesting videos about the artistic tradition of the ancient roman city. These videos have been attached to the Luminoso label, through a QR code, and are now viewable by everyone that buy a bottle, supporting the project.

Figure 3.1

Raggi di vite Project



Source: Personal elaboration based on the website of the project (<https://www.radiomagica.org/progetti/raggi-di-vite/>)

3.3 What is the generated value resulting from the project?

In order to answer to the question “What is the generated value resulting from the project?”, it is proper to take a few steps back, to the first chapter, third paragraph, where the process of value co-creation between nonprofits and businesses is deeply analysed. In this specific case, Radio Magica Foundation is the nonprofit organization and Ca’ Bolani represents the business; their collaboration gives birth to Raggi di vite project, and from it, a particular kind of value is created.

What is presented through the collaborative value creation spectrum in figure 1.2, is that there are four different sources of collaborative value: resource complementarity, distinctive competencies, integration of resources, and linked interests. There are also four main kinds of value: associational value, transferred resource value, interaction value, and synergistic value. All of these can arise at three different levels: the micro level is referred to individuals, the macro level is referred to the broad society, and the meso level is referred to what stands in between, so the organizational dimensions.

But before understanding what kind of value is generated from the Raggi di vite project, it is necessary to assess what type of relationship exists between the Foundation and the company. In order to do so, it is proper to look at the collaboration continuum represented in figure 1.3.

In particular, to the characteristics that can be identified in their relationship, referring to the project Raggi di vite.

First of all, it is possible to exclude the philanthropic stage, due to the fact that it is easily understandable from the infographic above (figure 3.1) that both of the two institutions involved in the project are active actors for its own fulfilment. The Foundation in fact, is not only receiving money as donations or funds from the company, but it actively takes part of the value shared between them. Thanks to the laboratories, the video making project, and the artistic classes, the young adults which are part of Radio Magica Academy put some effort into the project creating the wooden boxes of the bottles and making digital contents available on the wines' labels.

The second stage that it is easily excludable, is the transformational one, because it is the most complex and it requires years to implement. The relationship between Radio Magica Academy and Ca' Bolani is relatively new, Raggi di vite is a very recent initiative, and it is still evolving, growing, expanding its activities. It would be impossible to have such resources and relations at this early phase.

It would be difficult also to be in the integrative stage yet, but the direction of going there is already visible through the efforts of the two institutions to collaborate in a broader measure, to have conjoined projects for the future.

Therefore, given the fact that in the Raggi di vite project there is a two-way flow of resources, but the relationship is still too young to be defined as integrative, it is possible to assert the hypothesis of the transactional stage. In fact, Raggi di vite project includes events and sponsorship, planned activities, and set schedules. There is a good organizational fit, due to overlapping missions and common visions. Sustainability is essential to Ca' Bolani, and it is part of the business model of the entire Group, as it has already been presented. Radio Magica Academy has been founded with a precise social sustainability aim, the one that is the specific focus of the Raggi di vite project. In transactional relationships there is a mutual value creation because of linked interests, which are, in this case, aimed to achieve social good and, at the same time, also self-interests such as increasing awareness and betterment of reputation. Usually, the value generated at this stage is quite direct and quantifiable and, in the next chapters, this would be the main object of analysis.

Finally, taking a look to the collaboration outcomes, also presented in the first chapter, value can be generated at three different levels.

Starting from the micro level, it is possible to identify instrumental and psychological benefits that can arise from Raggi di vite project, for the individuals. Considering employees of Ca' Bolani and volunteers of Radio Magica Academy, they can learn new managerial skills and have leadership opportunities, their technical knowledge can be improved, also considering different perspectives in approaching to a different environment. They can also gain personal satisfaction and major work motivation, by doing something aimed at a social betterment and engaging in new relations with colleagues. It can be an experience of personal growth, that can give birth to a new sense of responsibility, that can increase the job performance, customer orientation, and also productivity. Taking into account the consumers as individuals instead, their perceptions can be influenced by the project, regarding both the Foundation and the company, and their experience can be improved by this. These benefits are observed but it is still not very easy to assess them, and this is why the literature lacks in the quantification of the individual dimension of value co-creation.

Looking at the macro level, the increasing awareness of disabilities and the educational issues related to it can lead to systemic changes in institutional arrangements, sector relationships, societal values, and to the general environmental improvement. From this, also some problems can arise, such as accountability issues and credibility concerns, if what the project declares cannot be substantiated. Collaborative value at the macro level is very difficult to assess in transactional relationships, in particular when it involves social sustainability, for this reason it will not be the object of later analysis.

Finally, at the meso level, there is generated value observed in both the organizations, Radio Magica and Ca' Bolani. Regarding the former, it can benefit from higher visibility, increased awareness of the social condition of disability and the educational issues related to it. It can also benefit from financial support and gain access to Ca' Bolani network, finding new opportunities for change and growth. Last but not least, the Foundation can use the Raggi di vite project also to strengthen its social mission. Taking into consideration Ca' Bolani instead, the estate can improve its credibility and its brand reputation thanks to the project, and consequently, also the sales and brand loyalty. The company can increase its network in turn and find ways to innovate and increase sustainability. For both the organizations there could be also some costs to consider, such as the one for resource allocation, the risk of increased scepticism and of reputational damage. Nevertheless, there are precautions to be taken in order to avoid unpleasant situations, and the value generated from the project will be worth it. In the next chapters the focus of the analysis will be exactly on the collaborative value generated from the Raggi di vite project at the meso level, in particular under the perspective of the business, Ca'

Bolani. The quantitative part of the dissertation in fact, wants to provide a deeper understanding of how the Raggi di vite project can have an impact on various brand-related constructs, leading to assess brand loyalty.

Chapter IV

Conceptual Framework and Research Methodology

Chapter II and III provided a deeper understanding of the two organizations that collaborate for the realization of a social sustainability project called “Raggi di vite”. The aim of the project is to reach value co-creation, in all the dimensions and the levels that have already been presented.

Now, the objective of this second part of the dissertation is to quantify the impact of Raggi di vite project on different marketing constructs, leading to brand loyalty.

Chapter IV is aimed, firstly, to create a conceptual framework with a causal model, grounded on four theoretical hypotheses that, collectively, shown the relations between five brand-related constructs. Secondly, the chapter wants to illustrate the method employed, providing an overview of measurement items, questionnaire design and structure as well as sample and data collection.

4.1 Conceptual framework

This paragraph is aimed to bring forth a conceptual framework with a causal model. The choice of the constructs, the formulation of hypotheses, and the general model are based on established literature. Specifically, the model’s structure is derived from an analysis of research investigating predictors of Brand loyalty, as last considered construct and end point of the current study, with appropriate adjustments made to account for the potential differences that emerge when considering the case of social sustainability projects.

The first thing introduced is a theoretical presentation of the marketing constructs that will compose the general model: Attitude toward the project, Brand image, Willingness to pay, Purchase intention, and Brand loyalty.

But before delving into these, an initial consideration is needed. The model in fact, has been structured taking two dimensions as fundamental presupposition of the analysis: Awareness and Value congruence.

It will be later discussed how the condition of awareness of the social sustainability project has been assured among the respondents, but for now it is enough to say that it is an essential requirement for the analysis, from the moment that the latter is based on causal reactions that connect the perception of the project to other constructs. The social project must reach the

sphere of knowledge of the individual before we can analyse its consequences, for this reason awareness of the project is taken for granted for further considerations.

Regarding Value congruence instead, it has been defined by Cazier et al. (2017) as “*The match of values held by consumers with those projected by the company*”, and in the context of social sustainability projects this might be translated as the match of values held by individuals with those projected by the social sustainability project itself. In literature, Value congruence has been chosen as starting point of analysis based on dichotomous views of the world, or in studies that consider activities rooted in ideologies and values’ differences (Trayner, 2017; Vredenburg et al., 2020; Bhagwat et al., 2020; Dodd and Supa, 2014; Schmidt et al., 2021). In the case of social sustainability projects, Value congruence can be taken for granted as a positive construct, since exists a general consensus for good deeds, which lead to social improvement. The topic of social sustainability does not create a polarised world, in which some people are for, and some others are against it, and for this reason, Value congruence has been considered a presupposition for the current analysis, and not an investigated variable.

Now that the initial presuppositions have been clarified, it is possible to start presenting the constructs considered in the model and developing the hypotheses accordingly.

4.1.1 Attitude toward the Project

As the awareness of the project and the general consensus of social sustainability activities has been assured, the starting point to assess the impact of social sustainability on marketing related constructs is the Attitude toward the project. As such, an overview of the literature on attitude toward the advertisement is presented, since it is the most suitable construct that is closest to what this analysis wants to assess.

The topic of attitudes toward advertisements has increasingly attracted the interest of marketing and advertising scholars, particularly throughout the 1980s (Muehling & McCann, 1993). To begin analysing this topic, it is essential to define what an attitude is. Bettman (1979) takes a cognitive-behavioural approach, suggesting that attitudes serve as a heuristic for individuals, emerging from the constraints of their limited cognitive abilities. Likewise, Lutz (1991) conceptualizes an attitude as a “filter” through which consumers assess an object, while Banyte et al. (2007) describe it as a “*permanent and purposeful, gradual, and varying in intensity and motivation intent of consumers to respond to a specific object*”. Furthermore, Fishbein and Ajzen (1975) characterize it as a “*consistent reaction, either favourable or unfavourable, or a learned tendency toward a particular object*”. When we focus on the subject of this analysis,

social sustainability projects in this context, we find that Attitude toward the project (ATP) can be defined as a tendency to respond consistently in a positive or negative way to a specific stimulus regarding a social sustainability project.

Muehling and McCann (1993) highlight another important aspect: amidst the numerous definitions, there is a clear dichotomy inherent in the construct of Attitude towards advertising. Specifically, it encompasses both cognitive and emotional/affective dimensions. As such, definitions that consider only one of these dimensions are considered unidimensional (as exemplified by Gardner's work from 1983), whereas those that address it in terms of both dimensions are deemed multidimensional. According to Shimp (1981), Attitude toward the ad is composed of both cognitive and emotional elements. The cognitive aspect pertains to the consumer's conscious reactions to the advertisement and its executional elements, such as the message's usefulness, the information it contains, the characteristics of the source, and the evaluation of the setting. In contrast, the emotional dimension captures the consumers' involuntary emotional responses, which may include feelings such as happiness, joy, or anger.

Osgood and Tannenbaum (1955) instead, indicate that individuals are more inclined to develop a favourable attitude towards an object when they perceive it as aligned with their own beliefs. In the realm of sociopolitical advertisements, this implies that a consumer is likely to cultivate a positive attitude when the advertisement conveys values that resonate with their own. According to this, it has been proven that Value congruence has a positive influence on Attitude toward the ad (Panizzo, 2021), and for this reason it has been hypothesized that Attitude toward the project is generally positive, but at the same time it can be negatively influenced by some factors such as prejudices against entities conducting these activities. While Value congruence is an abstract concept, made of ideals and beliefs, when we take into consideration Attitude toward the project we are talking about a concrete, specific project, made up by organizations, that can eventually mismanage also something that was born to pursue good values.

In this field, the landmark case that stirred Italian public opinion in December 2023 and weakened the reputation of influencers and charitable practices involves Chiara Ferragni and her collaboration with Balocco. This partnership drew significant media attention for months, especially in relation to Ferragni's personal life. With over 29 million Instagram followers, Chiara Ferragni is viewed as the leading Italian influencer and ranks among the most powerful worldwide. Forbes even named her the top fashion influencer in the world in 2017. However, her image took a significant hit on December 15, 2023, when the Italian Competition and

Market Authority imposed a penalty exceeding one million euros on Ferragni's companies, alongside a 420.000 euros fine for Balocco, due to misleading advertising practices. Their collaboration promoted a limited edition pandoro that could be customized with the influencer's logo using a pink icing sugar stencil that was included in the package. Advertisements suggested that purchases of this product, dubbed "Pink Christmas", would support a charitable initiative for the Regina Margherita Hospital in Turin, aimed at acquiring equipment for treating children with Osteosarcoma and Ewing's Sarcoma. However, allegations of fraud emerged because the donation had already been made in advance by Balocco, amounting to 50.000 euros, while Ferragni's companies did not contribute to this donation and profited over a million euros from brand licensing. The incident, which has been termed "Pandoro Gate" by the public and media, sparked extensive debate across various Italian outlets and even caught the attention of Prime Minister Meloni, who criticized the lack of transparency and regulation in charitable practices.

The latter was the biggest most recent scandal in terms of trust of consumers around charity and social sustainability initiatives, but there could be mentioned many others, proving that Attitude toward the project has been chosen as starting point for the current analysis because it represents the first impression that the individual has approaching the social sustainability project and from where a series of consequences can start.

4.1.2 Brand Image

The second construct assessed in the chapter is Brand image, a marketing construct which has been conceptualized in many different ways. However, this led to definitions that closely resemble other related concepts, such as brand identity, brand associations, and brand personality. Consequently, achieving a clear and distinct agreement on definitions is difficult. Some scholars view Brand image as a complex, multidimensional construct influenced by consumers' cognitions, emotions, symbols, values, and attitudes (Malik et al., 2012), while others see it as a unidimensional construct that aligns with brand associations (Aaker, 1991). This interpretation aligns with Keller's (1993) definition of Brand image (BI) as "the consumer's perception of a brand as represented by the brand associations stored in consumer memory" (Keller, 1993). In a later work, Keller (2008) elaborated on this by stating that it refers to "consumer perceptions of any preferences for a brand, assessed through the different types of brand associations held in memory."

As noted, Attitude toward the project summarizes a first impression of the social sustainability project, proposed by an organization. This general evaluation of the project has an impact on

the association related to the organizations or the brands supporting the project itself. Keller (1993) had already conceptualized Attitude as one of the various associations used in the formation of Brand image, and based on this interpretation, Faircloth et al. (2001) assume and robustly demonstrate that “as a type of brand association, brand attitude should have a direct effect on brand image, which it has been noted includes the consumer’s perceptions of all associations”.

In the context of this study, a positive Attitude toward the project, formed after the awareness of the latter and the value congruence presupposition, is likely to exert a positive influence on Brand image. Specifically, it promotes the development of advantageous, robust, and distinctive brand associations. Based on this reasoning, the first hypothesis is proposed:

H1: Attitude toward the project exerts a direct influence on Brand image.

4.1.3 Willingness to pay

Understanding consumers’ Willingness to pay is crucial, as it aids in estimating the potential profits from product sales. Various concepts are employed in marketing literature to analyse consumer responses to prices. Within the price perception process, willingness to pay (WTP) is more closely associated with price evaluations (such as reference price and acceptable price), and it is connected to other factors that affect decision-making, including satisfaction, loyalty, and culture (Le Gall-Ely, 2009). Willingness to pay is the highest price a buyer is ready to pay for a specific quantity of goods or services (Kalish and Nelson, 1991). WTP is often equated with the reservation price or referred to as the “floor reservation price” when considered in terms of profit margin. Consequently, the “floor reservation price” denotes the highest price at which a consumer is completely assured of purchasing the product.

Plasek and Temesi (2019) studied the consumers’ willingness to pay in the functional food sector, and reported findings suggesting that it is influenced by several factors, including health claims, demographic characteristics, consumer trust in and production methods, prior knowledge about the product or its ingredients, and the perceived compatibility of ingredient combinations. Some studies have also quantified differences in product features. For instance, Lawless et al. (2012) explored how the order of information presentation in an auction impacts willingness to pay, finding that participants showed a greater willingness to pay when they first tasted the product before being informed about its health benefits. Moro et al. (2015) identified variations in willingness to pay for catechin-enriched yogurt among different consumer groups, highlighting lifestyle factors. Numerous researchers have looked into the influence of

information on willingness to pay, suggesting that well-presented (Oliviera et al., 2016) and clearly communicated messages can enhance willingness to pay. Marette et al. (2010) noted that various types of information affect consumer decisions differently. For example, a message emphasizing cholesterol reduction had a significant positive impact on willingness to pay, while information on potential risks received less attention and did not consistently enhance willingness to pay. Hellyer et al. (2012) argued that displaying health claims on products increases willingness to pay, particularly among consumers lacking prior knowledge about ingredients. While effectively communicated health information can boost the willingness to pay for functional foods, this is not universally applicable across all food categories. For instance, Vecchio et al. (2016) found limited impact of health claims on willingness to pay for organic food products that also offer health benefits. It is worth noting that providing information can have adverse effects; if consumers lack trust in certain technological processes or innovations, the presence of information may reduce willingness to pay or even lead to product rejection (Roosen et al., 2015).

In this context, since it has been proven that Willingness to pay can be influenced by many different factors, it is addressed, in the current analysis, as a “filter” on the consumers’ purchase intention. It will be considered, in fact, only the effect that this construct has on another one, ignoring its own predictors.

4.1.4 Purchase Intention

Purchase intention refers to individual tendencies to take action related to a specific brand (Bagozzi, 1891; Ostrom, 1969). It signifies “the individuals’ motivation in terms of their conscious plan to put forth effort to engage in a behaviour” (Eagly and Chaiken, 1993). Therefore, a succinct definition of purchase intention can be framed as a person’s deliberate intention to strive to buy a brand (Spears & Singh, 2004).

Considering the study on the functional food sector again, it demonstrates that products can offer various benefits. However, for these benefits to be realized, consumers must be inclined to buy such products. This raises the question of what factors affect consumers’ purchasing intention (Schnettler, 2015). Research indicates that the purchase intention (PI) of functional foods is shaped by several factors, including the level of consumer engagement, lifestyle, sensory attributes, and non-sensory aspects such as product pricing, brand reputation, country of origin, health claims on packaging, perceived product benefits, and the compatibility of product ingredients.

It has been proven by several studies that there are different predictors of Purchase intention, between which, the strongest has been identified as the Brand image (Yaseen and Mazahir, 2019). In fact, a positive Brand image seems to have a positive effect on Purchase intention, and this statement leads us to the following hypothesis:

H2a: A positive Brand image has a positive effect on Purchase intention.

Ares et al. (2010) highlight the significance of non-sensory factors, particularly the impact of pricing on consumer choices. Annunziata and Vecchio (2013) suggest that price affects purchasing intent in two ways: positively, when consumers perceive an enhancement in product quality, or negatively, if they view it as a greater financial burden. However, contrary to the earlier studies' conclusions, their research indicated that among the factors analysed, price had the least influence on purchase intention.

Although it is considered a less significant predictor, there is no doubt that there is a correlation between Willingness to pay and the Purchase Intention, and for this reason a second hypothesis concerning Purchase intention is made:

H2b: A higher Willingness to pay has a positive influence on Purchase intention.

4.1.5 Brand Loyalty

The last construct of the model is Brand loyalty. Scholars have been engaged in defining and measuring loyalty for many years, resulting in a substantial body of literature on the topic. The significance of brand loyalty in the business sector is consistently acknowledged. For instance, brand loyalty is regarded as a crucial element in most conceptual frameworks concerning consumer brand equity (Veloutsou et al., 2013). Consequently, predicting customer loyalty has long been a primary focus for managers in practice. In early conceptualizations, loyalty was often viewed as a customer's tendency to repeatedly exhibit similar behaviours across similar situations over time (Reynolds et al., 1974). More recently, brand loyalty has been defined as "a deeply held commitment to consistently repurchase or patronize a preferred product or service in the future, despite the potential for situational influences and marketing strategies to induce switching behaviour" (Oliver, 1997). The conceptualization and measurement of loyalty have evolved into more complex forms over the years. Some researchers consider loyalty as unidimensional, while others approach it as multidimensional. Loyalty encompasses more than just repeated purchases, it comprises both a behavioural and an attitudinal dimension, with commitment being a fundamental aspect (Beerli et al., 2004). Most scholars recognize the

presence of both attitudinal and behavioural components in loyalty (Gremler and Brown, 1999; Gounaris and Stathakopoulos, 2004; Bandyopadhyay and Martell, 2007) and are making efforts to differentiate it from mere habit (Liu-Thompkins and Tam, 2013).

In the context of this analysis, the aim is to demonstrate that Brand loyalty is a result of different consequences between marketing constructs, starting from the Attitude toward a social sustainability project. In particular, as it has already been proven by Han (2017), Brand loyalty finds Purchase intention as its major predictor, which leads to the final hypothesis:

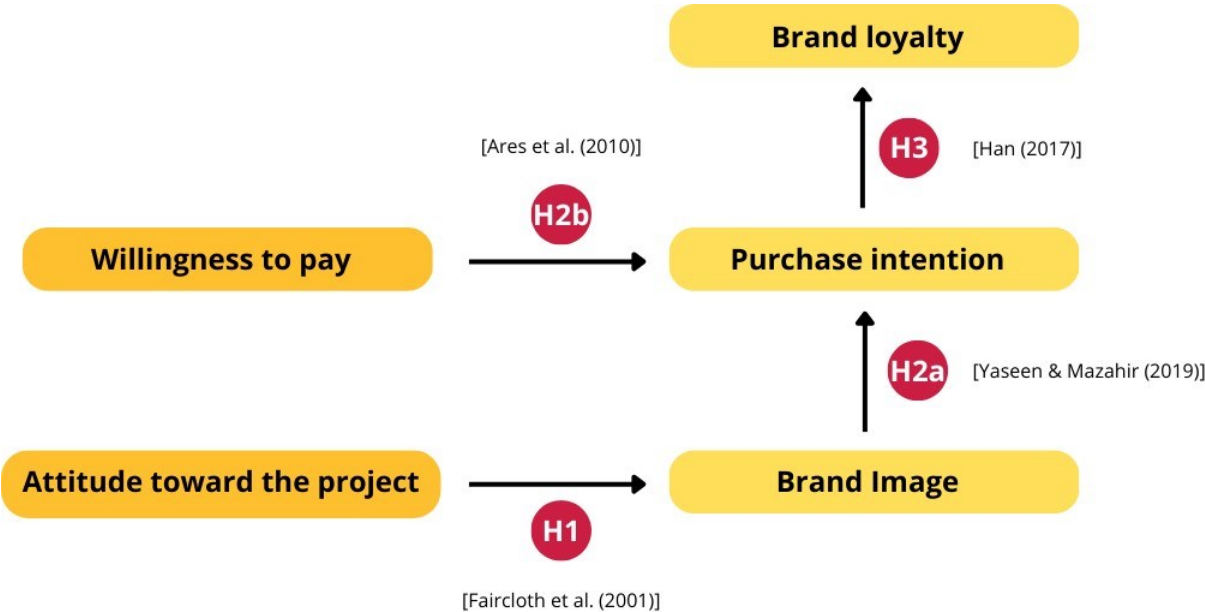
H3: Purchase intention has a direct influence on Brand loyalty.

4.1.6 The Causal Model

Combining the hypothesis listed above, the following causal model is proposed (figure 4.1).

Figure 4.1

Conceptual framework



Source: Personal elaboration. The causal nexus between constructs and related hypothesis are derived from academic literature (referral papers are indicated).

We noted that there is a general consensus regarding social sustainability values, but there can be differences in how people perceive the single project supporting that kind of activities. In light of this consideration, the conceptual model accounts Attitude toward the project as a

proper starting point to assess the impact of social sustainability on marketing constructs, and in particular, on brand loyalty.

Studies by Faircloth et al. (2001) robustly demonstrate that the attitude is a type of brand association that, as such, has a direct effect on Brand image (H1). The latter in fact, as it has already been noted, includes the consumer's perceptions of all brand associations. This suggests that the positive evaluation of a social sustainability project is likely to favour the creation of favourable, strong, and unique associations related to the brand that supports the project itself.

The model then, sheds light on the effect of Brand image on Purchase intention. This relationship is demonstrated by Yaseen and Mazahir (2019), for which Brand image is the strongest predictor of Purchase intention, meaning that a positive Brand image has a positive effect on Purchase intention (H2a). This consideration implies that people are most likely to present the desire to purchase a brand product, if their image of that brand is connected to positive associations.

But the model identifies another important, although less impactful, predictor of Purchase intention, which is Willingness to pay. As it has been demonstrated by Ares et al. (2010) non-sensory factors, particularly pricing, has a significant impact on consumer choices. In this model in fact, Willingness to pay acts as a filter on consumers' purchase decision, meaning that a higher Willingness to pay has a positive influence on the Purchase intention (H2b).

Finally, the causal effect that connect Purchase intention and Brand loyalty is explored. According to Veloutsou et al. (2013), brand loyalty is considered a vital component of many conceptual frameworks related to consumer brand equity. As a result, forecasting customer loyalty has been a key concern for managers in the field for a considerable time. Certain researchers view loyalty as a single-dimensional concept, whereas others see it as having multiple dimensions. The majority of scholars acknowledge the existence of both attitudinal and behavioural elements in the study of loyalty, in fact, in this model Brand loyalty is directly related to a behavioural element, which is Purchase intention (H3), but as the ending point of the analysis, it is also a result of a series of indirect effects that start with an attitudinal construct, Attitude toward the project.

4.2 Measurement items

Once presented the conceptual framework and the four causal relationships connecting the five marketing constructs composing the model, it is time to expose the items selected for the measurement of these constructs.

4.2.1 Attitude toward the Project

This study views Attitude toward the project as the first impression that the individual has approaching the social sustainability project and from where a series of consequences can start, the personal assessment of the awareness of the project. Likewise, this concept can be described as “a viewer’s overall liking or disliking” (Phelps & Thorson, 1991) of the project, or as a “generalized affective reaction” (Gardner, 1983) to it.

But in order to find a possible operationalization of Attitudes toward the project, it is needed to look at the numerous possibilities that advertising literature offers, regarding the operationalization of attitudes toward the ad. To begin, the selection of items has been influenced by the work of Bergkvist and Langner (2017), who, in their meta-analysis on measuring this construct in advertising research, provide a summary of the most frequently utilized items for assessing Attitude toward the ad. Among the top ten items, terms like “good”, “like”, “interesting”, “appreciable”, “appealing”, and “attractive” are included. This list encompasses items found in the significant studies conducted by MacKenzie et al. (1986). In addition to these evaluative factors, Gardner’s (1983) definition, mentioned earlier, indicates that Attitude toward the ad can also be assessed based on the affective and emotional responses elicited by advertising stimuli. To thoroughly address this dimension, additional items have been considered based on the work of Holbrook & Batra (1987). Finally, another indicator has been chosen, as a test, in order to assure that Value congruence is a real, concrete presupposition. To make sure that everyone supports the intentions and the objectives of the project an item from Lee and Jeong (2014) has been selected.

The final scale consists of 4 items adapted to the experimental condition respondents are subjected, that required the substitution of some terms and the adaptation of some syntactic forms. Attitude toward the project items are presented in figure 4.2.

Figure 4.2

Attitude toward the project: items selected

Question: “To what extent do you agree with the following statements?”

ITEMS:

Atp1	This project causes me interest.
Atp2	I am grateful for the existence of this project.
Atp3	I appreciate this project.
Atp4	I fully support the intention and objectives of this project.

Source: Personal elaboration building on MacKenzie et al. (1986), Holbrook & Batra (1987), and Lee and Jeong (2014).

Consistently with the studies, the scale has been operationalized on a 5 points Likert linear scale with the answering grid ranging from “Not at all” to “Very much”.

4.2.2 Brand Image

Brand image is interpreted as the “consumer’s perceptions of any preferences for a brand, assessed through the different types of brand associations held in memory” (Keller, 2008).

Over the years, the concept of Brand image has undergone definitional changes and discrepancies, leading to various ways of operationalizing it. Chandon (2003) highlights two approaches for measuring brand image: one can either adapt an existing set of brand associations or generate new ones by gathering insights from respondents using qualitative and projective techniques. However, because the second approach lacks systematic standardization (Malik et al., 2012) and to maintain a straightforward questionnaire structure, the first approach has been selected. Notably, several studies support the idea that personality-based approaches effectively capture consumers’ perceptions of brand images (Caprara et al., 2001). In this dissertation, an initial selection of items is based on Aaker’s (1997) brand personality list, which consists of adjectives commonly used in the literature to describe a brand’s personality and associations (“progressive” and “brave” have been chosen). Additional items were selected from Freling et al.’s (2011) brand personality appeal list (which includes “distinct” and “surprising”), as well as from Davies et al. (2004) (featuring “open” and “responsible”) and Caprara et al. (2001) (including “authentic”). It has been decided to add, to these personality features, other adjectives, brought from Spears and Singh’s (2004) 31 items pool that can be adopted to measure brand attitude. The latter stands in between Attitude toward the project and

Brand image, as connecting bridge between the two constructs (among these “appreciable”, “interesting”, “valid”, and “exemplary” have been chosen).

The finalized collection of 11 items can be found in figure 4.3.

Figure 4.3

Brand image: items selected

Question: “After learning about the social project that it supports, I find that Ca' Bolani is a brand:”

Bi1	AUTHENTIC
Bi2	PROGRESSIVE
Bi3	OPEN
Bi4	VALID
Bi5	BRAVE
Bi6	SURPRISING
Bi7	RESPONSIBLE
Bi8	DISTINCT
Bi9	EXEMPLARY
Bi10	APPRECIABLE
Bi11	INTERESTING

Source: Personal elaboration building on Caprara et al. (2001), Aaker (1997), Davies et al. (2004), Freling et al. (2011), and Spears and Singh (2004).

Consistently with the studies, the scale has been operationalized on a 7 points Likert linear scale to measure the degree of fit between the adjective and the brand. Answers ranged from “Not at all agree” to “Fully agree”.

4.2.3 Willingness to pay

Willingness to pay is defined as “the highest price a buyer is ready to pay for a specific quantity of goods or services (Kalish and Nelson, 1991).

The operationalization of this construct is personally elaborated on the basis of the project that we are referring to, with the analysis. In this specific case the Willingness to pay has to be measured in relation to the 3 bottles of wine sold as part of the social sustainability project “Raggi di vite”.

In order to build a proper scale, to operationalize Willingness to pay referred to the three wines, the real price of the bottles has been brought as neutral central value. Every bottle of wine has

a price of 10 euros without the wooden packaging, so the central range of value of the chosen scale is “9-10 euros”. From this range the others have been created as follows: going below the real price the “6-8 euros” range, and the “1-5 euros” range; going above the real price the “11-12 euros” range and the “13-15 euros” range. Finally, an open category has been admitted, reporting “more than 15 euros”.

4.2.4 Purchase Intention

In this study Purchase intention can be defined as “the individuals’ motivation in terms of their conscious plan to put forth effort to engage in a behaviour” (Eagly and Chaiken, 1993), and something that strive the person to have the intention of buying a brand.

To operationalize Purchase intention in the context of “Raggi di vite” project, 4 items have been personally elaborated built on Rinaldi et al. (2024), applying the proper adaptations to the research. Purchase intention items are presented in figure 4.4.

Figure 4.4

Purchase intention: items selected

Question: “Knowing the price of LUMINOSO, to what extent do you agree with the following statements?”

ITEMS:

Pi1	If I were to find LUMINOSO in the store, I would buy it knowing the social project that it supports.
Pi2	If I were to find Ca’ Bolani products in the store, I would buy them knowing its commitment on the social level.
Pi3	I am willing to pay a slightly higher price if I know that the product is related to this social project.
Pi4	I feel more satisfied to choose a product that marries this cause than another.

Source: *Personal elaboration building on Rinaldi et al. (2024).*

Items were collected through a scale of 5 points Likert with the answering grid ranging from “Not at all” to “Very much”.

4.2.5 Brand Loyalty

Brand loyalty has been recently defined as “a deeply held commitment to consistently repurchase or patronize a preferred product or service in the future, despite the potential for situational influences and marketing strategies to induce switching behaviour” (Oliver, 1997).

To operationalize Brand loyalty, it is necessary to remember that it encompasses more than just repeated purchases, it comprises both a behavioural and an attitudinal dimension, with commitment being a fundamental aspect (Beerli et al., 2004). Also, Brand loyalty is regarded as a crucial element in most conceptual frameworks concerning consumer brand equity (Veloutsou et al., 2013), and for this reason, some items from You and Hon (2021) and others from Perrini et al. (2010), with proper adaptations, have been selected to measure this construct. The 7 items chosen to operationalize Brand loyalty are shown in figure 4.5.

Figure 4.5

Brand loyalty: items selected

Question: "How likely is the following situation to happen, after knowing the social project supported by Ca' Bolani?"

ITEMS:

BL1	If found in the store, I will buy the products related to the project also in the future.
BL2	If found in the store, I will buy Ca' Bolani products also in the future.
BL3	I feel more involed in the brand.
BL4	My attention to the brand will grow.
BL5	I will constantly follow the news related to the brand Ca' Bolani.
BL6	I feel more loyal to the Ca' Bolani brand.
BL7	I would recommend Ca' Bolani to family/friends.

Source: *Personal elaboration building on You and Hon (2021) and Perrini et al. (2010).*

Again, items were collected through a scale of 5 points Likert with the answering grid ranging from "Not at all" to "Very much".

4.3 Survey design and stimuli selection

To evaluate the impact of the social sustainability project on the other marketing constructs and, in particular, on brand loyalty, a survey has been conducted, available in both languages, Italian and English.

To assure the condition of awareness of the project, a short video has been created, explaining the fundamental elements of the project, since understanding its dynamics is a prerequisite for the correct completion of the questionnaire. The visual contents of the video have been extrapolated from the courses of videomaking and storytelling at Radio Magica Academy, and also from the websites of both the organisations, Radio Magica Foundation and Ca' Bolani. The

narration of the voiceover follows the steps represented in the infographic shown before, through figure 3.1, and so, also the subtitles. The latter have been inserted in order to produce an inclusive source of information and to assure the informative function of the video, also with unavailable or non-working audio. The programme that has been chosen for the video editing is Microsoft Clipchamp and the goal regarding the timing was to not exceed one and a half minutes, in order to assure the strongest possible attention of the audience. Below, the transcript of the video's voiceover, which summarizes the principal steps of Raggi di vite project, and a frame from the video is shown (figure 4.6).

“Raggi di vite (Rays of vines/lives) is a creative, cultural and social project, born from the meeting of two different realities: the Consortium of Friuli Aquileia for the Protection of DOC wines and Radio Magica Foundation.

Ca' Bolani, one of the companies associated with the Consortium, has joined Raggi di vite by launching a special edition of wines entitled Luminoso (“Bright”).

Half of the proceeds from the sale of these wines will support Radio Magica Academy, a special Academy of free skills for young adults with disabilities, created by Radio Magica Foundation.

Students themselves contribute to the project. At the Academy, in fact, they learn the ancient art of Aquilian mosaic, which they then apply to decorate the wooden boxes of the selected bottles with splendid designs. They also learn to know and tell the history of this area by making short films thanks to a dedicated video storytelling course.

By simply framing the QR code on the Luminoso label, you'll have access to the videos. Raggi di vite Project demonstrates that CULTURE can become an extraordinary force of INCLUSION for EVERYONE.”

Figure 4.6

Raggi di vite project: frame from the informative video



Source: *Personally elaborated video*

(https://drive.google.com/file/d/1Z2KEMNaJ4EVwl8_tfPb3d3oIGIWj8D3Z/view?usp=sharing)

Following the vision of the informative video, the questionnaire was structured according to the proposed conceptual model, evaluating participants' Attitudes toward the project, their Brand image, Willingness to pay, Purchase intention, and Brand loyalty in that order. To gather more insights about the consistency factor regarding sustainability projects within the brands and optional comments related to unplanned response possibilities, two qualitative questions were included. The first one is a direct question with closed answers, assessing how people motivation to purchase a brand can depend on the consistent commitment of that brand to social sustainability causes. Four different answers are available for this question, and they are shown below, in figure 4.7.

Figure 4.7

Consistency factor question

Consistency factor

Do you believe that people motivation to purchase would be stronger if companies **consistently** commit to supporting **social projects** such as "Raggi di vite"?

- Yes, if companies were constantly committed to supporting social projects, people motivation to purchase would be stronger.
- Not necessarily, even supporting a social project from time to time is enough to motivate people to purchase.
- No, the constant commitment to support social projects would not affect the motivation to purchase.
- I don't know.

Source: *Personally elaborated questionnaire*

(<https://docs.google.com/forms/d/e/1FAIpQLSfA3rrJC1kMmVwEqJ7QpPrSrPmytrbvmlNczJ2P8jivebT6QQ/formResponse>)

The second qualitative item consists in a section available for optional comments, in order to grasp some aspects that may be mistakenly ignored or biased in the analysis. This open question is the only one not to be compulsory. In fact, the rest of the questionnaire has been built in a way that it is not possible to go forward with the questions without having answered to the previous ones. This structure has been chosen so that no data is missing in the final dataset.

Additionally, participants were requested to provide demographic information such as age, gender, education, and region of residence⁷.

The online questionnaire was administered via Google Forms, and the link was distributed to Italians and internationals, making use of sharing tools such as social media.

⁷ ANNEX IV, Social Sustainability Questionnaire: (<https://docs.google.com/forms/d/e/1FAIpQLSfA3rrJC1kMmVwEqJ7QpPrSrPmytrbvmlNczJ2P8jivebT6QQ/formResponse>).

4.4 Sample and data collection

The questionnaire was administered on the 24th of June 2024 and remained available until the 24th of July 2024 (accessible for one month). A convenience sampling approach was used, though age and gender variables were controlled to ensure balanced representation. The final sample consisted of 160 completed questionnaires, considering the answers of both, the Italian and the English versions.

After data cleaning, no responses were excluded. A detailed demographic profile of the overall sample is available in ANNEX IV⁸, but below the main characteristics revealed are summarized:

- i. a quite significant higher proportion of females compared to males (65% vs. 34.4% and a 0.6% who preferred not to say);
- ii. a relatively even distribution across the age groups, particularly if clustered in two big groups of 18-35 and over 36 (56.3% and 43.7%, respectively).
- iii. the sample skewed towards individuals with a high school diploma (42.5%), although this figure also includes bachelor's students who have not yet completed their degrees.
- iv. the 95% of the respondents have their residence in the North of Italy, and, in particular, in the Veneto region (84.4%).

⁸ ANNEX IV, Sample profile in detail: Personal elaboration.

Chapter V

Data Analysis and Results

Following a brief introduction to Structural Equation Modelling (SEM), the study's results are organized into three phases:

1. The measurement model, which demonstrates the correlations between observed variables and latent variables while evaluating their validity and reliability.
2. The structural model, which examines the overall fit of the proposed model.
3. Hypothesis testing, which investigates the relationships among the latent variables to determine whether the theoretical hypotheses are upheld.

The analysis was conducted using RStudio 4.3.2 version.

5.1 Structural Equation Modelling: overview

Structural Equation Modelling (SEM) is a comprehensive modelling framework that encompasses various multivariate statistical techniques. This includes the integration of factor analysis and path analysis (Hox and Bechger, 1999).

Factor analysis is a method for grouping a large set of exogenous variables (or items) into a smaller number of factors (or latent constructs). There are generally two types of factor analysis:

1. Exploratory Factor Analysis (EFA): which posits that any exogenous variable may correspond to any factor and is commonly used when the relationships between variables and factors are not informed by prior theories.
2. Confirmatory Factor Analysis (CFA): the latter is employed in this study. CFA is based on existing literature and assumes that certain factors are connected to specific subsets of exogenous variables. Its primary aim is to determine whether the variables are accurately linked to their respective latent constructs. Thus, CFA serves to validate or refute measurement theories and forms the measurement component of SEM, allowing for the exploration of relationships between latent constructs and associated items.

Path analysis, on the other hand, is a technique used to evaluate the effects and interdependencies of a set of variables on others through various causal pathways. Statistically, it is represented by a series of structured linear regression equations involving variables that are indicated by single measures. Additionally, causal relationships explored through path analysis

should be rooted in theory and supported by existing literature. In practical terms, path analysis is depicted visually using standardized notation, where boxes represent variables and single-headed arrows illustrate the nature of their relationships.

In the context of Structural Equation Modelling (SEM), factor analysis, specifically Confirmatory Factor Analysis (CFA) in our case, is utilized to evaluate the effectiveness of the measurement model. At the same time, path analysis examines the relationships between the latent variables that form the overall model. Therefore, SEM can be viewed as an extension of path analysis that incorporates latent constructs (Norman & Streiner, 2003). Consequently, the graphical representation used in path analysis is also applicable to SEM, with the following conventions:

- Observed variables (measured variables) are indicated by rectangles.
- Latent variables (endogenous) are depicted as ellipses.
- Single headed arrows denote causal relationships between variables, with the arrow tail indicating the source of causation.
- Double headed arrows signify correlations or covariances.
- Regression coefficients, whether unstandardized or standardized, are assigned to single headed arrows.

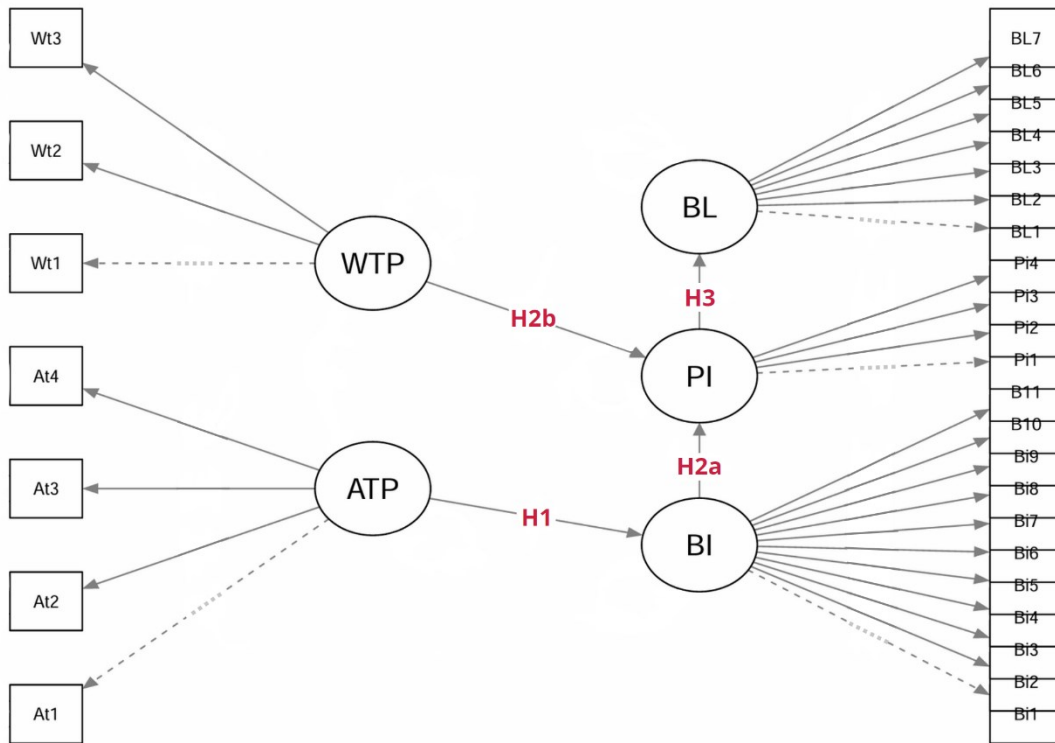
Based on the content of chapter 4, the model is defined as follows:

- Observed variables: these are the exogenous variables that are directly measured, corresponding to the responses for each item included in a specific construct (as shown in figures 4.2 – 4.5).
- Latent variables: these are the endogenous variables that depend on a set of exogenous variables and reflect the theoretical constructs introduced in chapter 4 (Attitude toward the project, Brand Image, Willingness to pay, Purchase intention, and Brand Loyalty), which form the basis of the hypotheses.
- Single headed arrows: these indicate the paths and have been drawn according to the hypotheses established in chapter 4 (H1, H2a, H2b, H3).

The initial structural model for testing is visually depicted in figure 5.1 below:

Figure 5.1

Model representation



Source: Personal elaboration of RStudio Sem path.

As already mentioned before, in figure 5.1 the observed variables of the model are represented by acronyms, and they are numbered and enclosed in rectangles. They are 29 in total and correspond to the 29 quantitative items of the questionnaire. As it can be guessed, the arrows pointing to them connect them to the corresponding latent variables. These, represented by the same acronyms but in uppercase, are enclosed in ellipses, and they are connected to one another by single headed arrows representing the causal relationships described in the hypotheses introduced in chapter 4.

A final key operational consideration for SEM pertains to the requirements for sample size. Sample size can be evaluated based on the number of observations (participants) per item. As a general guideline, Schreiber (2008) suggests having 5 to 10 observations for each item, assuming that each latent variable is measured using multiple indicators. For this study, this translates to a necessary sample size of between 145 and 290 observations. With a total of 160 questionnaires collected, the sample size criteria were met.

5.2 Reliability and validity of the measures

As most of the scales were derived from established literature, but some adaptations were made, a Confirmatory Factor Analysis was conducted to evaluate the effectiveness of each multi-item scale in representing its corresponding construct. The measurement model included five latent variables and 29 indicators, with the results of the reliability and validity assessment presented in table 5.1 below:

Table 5.1

Reliability and validity measures

Construct	ITEM	MEAN	SD	Lambda	CR	AVE	Alpha
Attitude toward the project	Atp1	3.57	0.66	0.61	0.23	0.5	0.87
	Atp2	3.79	0.73	0.78			
	Atp3	4.16	0.61	0.89			
	Atp4	4.16	0.66	0.85			
Brand image	Bi1	5.18	2.07	0.84	0.95	1.75	0.98
	Bi2	5.54	2.24	0.85			
	Bi3	5.82	2.1	0.93			
	Bi4	5.54	2.01	0.87			
	Bi5	5.65	2.09	0.88			
	Bi6	5.16	2.42	0.88			
	Bi7	5.84	1.96	0.91			
	Bi8	5.42	2.17	0.9			
	Bi9	5.64	2.58	0.91			
	Bi10	5.88	2.11	0.92			
	Bi11	5.67	2.18	0.89			
Willingness to pay	Wtp1	2.96	1.64	0.91	0.86	0.51	0.95
	Wtp2	3.11	1.75	0.98			
	Wtp3	3.17	1.8	0.88			
Purchase intention	Pi1	3.74	0.75	0.81	0.93	0.51	0.88
	Pi2	3.61	0.7	0.81			
	Pi3	3.72	0.97	0.82			
	Pi4	3.84	0.8	0.74			
Brand loyalty	BL1	3.29	0.61	0.67	0.98	0.8	0.91
	BL2	3.19	0.59	0.75			
	BL3	3.28	0.81	0.77			
	BL4	3.23	0.8	0.81			
	BL5	2.62	0.9	0.77			
	BL6	2.66	0.89	0.83			
	BL7	3.4	0.82	0.68			

Notes: Lambda = Factor loading; CR = Composite Reliability index; AVE = Average variance extracted; Alpha = Cronbach's Alpha coefficient.

The reliability of the constructs was assessed using Cronbach's Alpha coefficients, which ranged from 0.87 (Attitude toward the project) to 0.98 (Brand image). These values significantly exceed the minimum threshold of 0.70 proposed by Hair et al. (2010) and Nunnally & Bernstein (1994), confirming the reliability of the measurement scales.

Additionally, the internal consistency of the constructs was evaluated using the Composite Reliability index, whether the benchmark established by Bagozzi & Yi (1988) was 0.70 again. This time not all the items have passed the test, in fact Attitude towards the project has a disappointing index of 0.23, very low compared to the others. This situation, in which, for a construct, the Cronbach's Alpha coefficient is very high, and the Composite Reliability index is very low, is unusual and Bagozzi and Yi (1988) suggest a few possibilities that justify the discrepancy, such as that the items included might not be equally reliable individually, or that the construct might have items that are capturing different dimensions. It could also indicate an issue with the data, or the way constructs were measured or operationalized. This can occur if some items are much stronger indicators of the construct than others or if the sample size is relatively small, or also if there are very few items in the construct. All these situations can lead to discrepancies between these two measures, but in the context of our analysis we can only take note of this because, at this point, we have no way to change the layout of the questionnaire. We therefore rely on the reliability of the Cronbach's Alpha coefficient, recognizing a greater weakness of the first construct.

Convergent validity was evaluated by examining standardized Lambdas and Average Variance Extracted (AVE). The AVE values were all above the recommended threshold of 0.5 set by Fornell and Larcker (1981), rather than Attitude toward the project's, which just got to 0.5. Additionally, the factor loadings for each item were either close to or well above the 0.7 minimum suggested by Baumgartner and Homburg (1996).

As a general observation regarding the means and the variances of the constructs, it is possible to note a general homogeneity of the data. Despite this, we can notice a slight deviation of the means in the observed variables of the first construct (Attitude toward the project), which confirm the results observed previously. A slight discrepancy is also found in the correspondence of BL5 and BL6, probably due to problems related to the formulation of the items. As far as variances are concerned, what is immediately obvious is the great variability in the values regarding Brand image and Willingness to pay.

Discriminant validity was examined using the heterotrait monotrait (HTMT) ratio of correlations as outlined by Henseler et al. (2015) and recommended by Voorhees et al. (2016) for marketing research publications. In the formula used for this calculation, the HTMT ratio is calculated by taking the average of heterotrait correlations (cross-item correlations) and dividing it by the square root of the product of the average monotrait correlations for the first and the second construct. Discriminant validity is established when HTMT is less than 0.85 (Henseler et al., 2015). The results of the analysis, presented in table 5.2, indicate that each HTMT ratio meets this threshold. The input data in detail instead, are shown in ANNEX IV⁹, which includes the comprehensive correlation matrix for all variables.

Table 5.2

HTMT ratios for discriminant validity

CONSTRUCT	ATP	BI	WTP	PI	BL
ATP					
BI	0.5638				
WTP	0.1961	0.1752			
PI	0.617	0.4991	0.4033		
BL	0.5118	0.3145	0.2403	0.6324	

Source: RStudio analysis.

5.3 Structural model

Following considerations of reliability and validity, the fitness of the structural model was assessed.

Practitioners of Structural Equation Modelling typically utilize a set of model fit indices:

1. *Chi-squared statistic (χ^2)* serves as the primary fit measure used for calculating other fit statistics. However, as highlighted by Hox and Bechger (1999), this measure alone is not dependable due to its high sensitivity to sample size.
2. *Root Mean Square Error of Approximation (RMSEA)* is one of the most commonly reported fit indices and provides an absolute index representing the discrepancy between the observed and hypothesized covariance matrices per degree of freedom (Chen, 2007).

⁹ ANNEX IV, Extended Correlation Matrix: Personal elaboration.

3. *Standardized Root Mean Square Residual (SRMR)* calculates the average of standardized residuals between the observed and expected covariance matrices, and it is particularly useful due to its relative independence from sample size (Chen, 2007).
4. *Comparative Fit Index (CFI)* serves as an incremental fit measure, evaluating the model's improvement compared to a null model in which no variable relationships are defined (Bentler, 1992).

With regard to the first indicator, the programme gives us a comparison between the fit of two different models: the *User Model* (which is the specified model we are evaluating) and the *Baseline Model* (which typically represents a null or unrestricted model against which the User Model is compared). In this case, a lower chi-square value for the User Model (831.269) compared to the Baseline Model (5060.846) indicates that the User Model fits the data significantly better than the Baseline Model.

Regarding the RMSEA instead, the model presents a value of 0.088, which is generally considered a decent fit, while values below 0.05 indicate a good fit (Cangur and Ercan, 2015). Additionally, the 90% confidence interval (0.080 to 0.096) suggests the model is on the edge of acceptable fit.

The model presents an SRMR value equal to 0.091, which, since is less than 0.10, is considered acceptable (Schermelleh-Engel et al., 2003). It should be less than 0.08 to be considered a good fit. A value of 0.091 indicates that the model may not fit the data as well as desired but is still close to acceptable.

Finally, the CFI value equal to 0.901 suggests a good fit, but still improvable, considering that it should be above 0.95 to be considered very good (Schermelleh-Engel et al., 2003).

In summary, it can be said that, with 5 latent variables and 29 observed variables, the User Model's complexity reflects the interrelationships among the observed and latent constructs. The degrees of freedom indicate that we have a well-specified model in terms of complexity relative to the data. This means that the model provides a reasonable representation of the data and that there is an acceptable fit overall, despite there's evidence that the latter could be improved upon.

5.4 Hypotheses testing

Following the evaluation of the measurement and structural models, the hypotheses were tested based on the outcomes of the regression analysis, which are shown in figure 5.2 below:

Figure 5.2

Regression analysis outcomes

Regressions:	Estimate	Std.Err	z-value	P(> z)
BI ~				
ATP	0.855	0.136	6.293	0.000
PI ~				
BI	0.454	0.074	6.150	0.000
WTP	0.313	0.064	4.866	0.000
BL ~				
PI	0.555	0.082	6.752	0.000

Source: RStudio analysis.

Notes: Standardised estimates are shown, with a p-value = 0.000 and CI 95%.

Figure 5.2 shows several columns:

- **Estimate:** This column represents the estimated regression coefficients for each of the relationships. For example, the coefficient of ATP affecting BI is 0.855. This means that an increase of 1 unit in ATP is associated with an increase of 0.855 units in BI, holding other variables constant.
- **Std. Err:** This is the standard error of the estimate, which indicates the variability in the estimate of the coefficient. A lower standard error implies a more precise estimate of the coefficient.
- **z-value:** This value is obtained by dividing the estimate by its standard error. Generally, the z-value represents how many standard deviations the coefficient is away from zero. An extremely high value indicates that the coefficient is significantly different from zero.
- **P(>|z|):** This value is the p-value that indicates the probability of obtaining a z-value as extreme as the one observed, assuming that the true coefficient is zero. A p-value of 0.000 means that the value is very small, and therefore there is strong evidence against the null hypothesis (which, in this case, would be that the coefficient is zero).

The first relation shown, $BI \sim ATP$, represents our first hypothesis (H1), according to which, Attitude toward the project exerts a direct influence on Brand image. The coefficient of 0.855 for ATP implies that a unit increase in ATP leads to an increase of 0.855 in BI. Since the p-value is 0.000, we can assert that this relationship is statistically significant. Hence, H1 is supported.

With regard to the second relation shown, $PI \sim BI$, a unit increase in BI is associated with an increase of 0.454 in PI, also with a p-value of 0.000, indicating that it is a significant relationship. Therefore, H2a is supported.

Looking at the other predictor of Purchase intention, which is Willingness to pay, we can say that a unit increase in WTP results in an increase of 0.313 in PI, again with a p-value of 0.000, so this is also significantly different from zero. Again, hypothesis H2b proved to be supported, although weaker than the relationship seen above.

Finally, a unit increase in PI is associated with an increase of 0.555 in BL, again with a p-value of 0.000, leading to the confirmation of the final hypothesis (H3) too.

In summary, all the estimated coefficients in the model are significant and indicate positive relationships between the latent variables. This information represents the strength and direction of the relationships between the variables in the model and can be considered as a test of the hypothesized correlation relationships. In general, it is possible to assert the significance of all the causal relationships, although the central ones (H2a and H2b) are weaker than the ones at the extremes (H1 and H3). With all p-values at 0.000, we can conclude also that there is strong statistical evidence to support the relationships that have been proposed.

Finally, an additional remark is necessary, as it was unexpected. In the initial model, a relationship between ATP and WTP was not expected, as they are treated as exogenous and independent variables of the model, which have effects on other variables, but without been predicted. Looking at the results of the analysis, it emerges instead that between the two variables there is a covariance, and therefore they are in some way related to each other and not completely independent as expected. A positive covariance of 0.110 indicates that, on average, when Attitude toward the project increases, also Willingness to pay tends to increase, and vice versa.

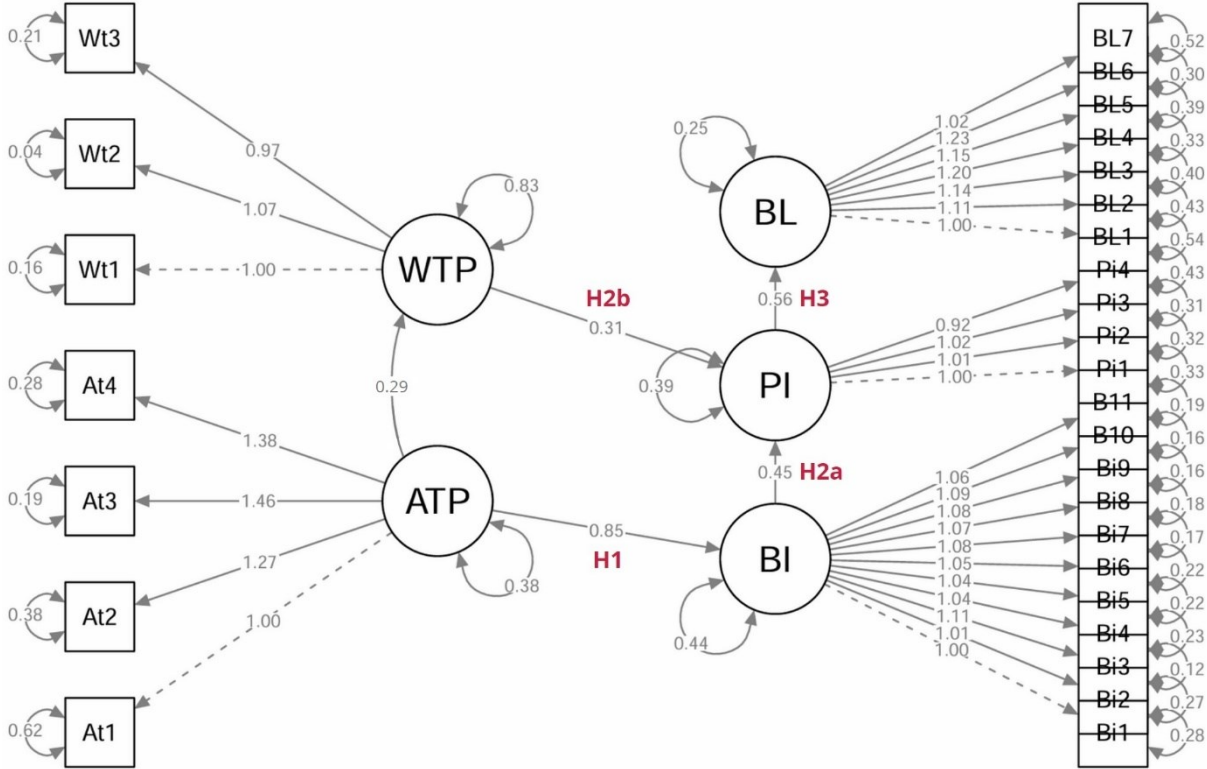
Covariance, however, measures the direction of the relationship between two variables, indicating whether they tend to vary together, but does not provide information on the degree to which one variable changes in response to the other. This happens because the covariance is not normalized, which means that it cannot be interpreted as a direct measure of the “shift” of

one variable with respect to another. This interpretation is only valid in the context of linear regression, where we could calculate a coefficient of regression, which is a measure of the expected change in one variable in response to a change in units of the other variable. Therefore, in order to understand the impact of Attitude toward the project to Willingness to pay, a revision of the initial model is needed, adding this new relationship that wasn't previously hypothesized. Thanks to this adjustment it is possible to finally detect the regression coefficient between the two variables, which is equal to 0.292, with a p-value of 0.021. In general, a p-value below 0.05 is often considered to be indicative of a statistically significant relationship.

Results are graphically represented in the following figure (figure 5.3), whereas table 5.3 provides also cross constructs indirect and total effects.

Figure 5.3

Final model representation



Source: Personal elaboration of RStudio Sem path.
Notes: Standardised estimates are shown, with a p-value ≤ 0.021 and CI 95%.

Table 5.3

Indirect and total effects

	INDIRECT	TOTAL
BI ~ ATP	0	0.855
WTP ~ ATP	0	0.292
PI ~ ATP	0.480	0.480
BL ~ ATP	0.266	0.266
PI ~ BI	0	0.454
BL ~ BI	0.252	0.252
PI ~ WTP	0	0.313
BL ~ WTP	0.174	0.174
BL ~ PI	0	0.555

Source: *Personal elaboration of RStudio analysis.*

Notes: *Standardised estimates are shown, with a p-value ≤ 0.021 and CI 95%.*

5.5 Additional findings

The questionnaire, as already mentioned, included also a qualitative section, made of a direct question with closed answers and a few lines for optional comments.

Regarding the direct question assessing how people motivation to purchase a brand can depend on the consistent commitment of that brand to social sustainability causes, the four different possible answers are shown in figure 4.7, in the previous chapter.

From the analysis of the answers emerged that the last option available, stating “I don’t know”, has been chosen by 5 people (out of 160), homogeneously distributed among gender and age groups. While the third option available, affirming that the consistent commitment of the brand to social sustainability causes is not relevant to the consumers’ motivation to purchase, has been chosen by only 4 respondents, 3 of which on the age range of 51-65, and the remaining on the previous one of 36-50. The other 151 respondents of the sample clustered their answers in correspondence of the first two possible options available, with a strong preference for the first one. The latter, stating “Yes, if companies were constantly committed to supporting social projects, people motivation to purchase would be stronger”, has been chosen by 107 respondents, while the other, saying “Not necessarily, even supporting a social project from time to time is enough to motivate people to purchase”, has been supported by 44 respondents.

Considering the gender and the age distribution of the sample, what emerged is that for females the tendency to choose the first answer is a little bit stronger than for males. In fact, the 70% of female respondents chose the first answer and the 25% of them chose the second, while the 60% of male respondents chose the first and the 33% of them the second. Additionally, it is possible to state that the preference for the first answer is pretty strong across almost all the age groups. The only age range showing a weaker preference was the one of 36-50, in fact only the 52% of the respondents belonging to this age group chose the first answer, and the 40% of them chose the second. On the other hand, the groups showing the strongest preference for the first answer were the one of 26-35 and the over 65 one.

In general, it is possible to conclude that more or less two thirds of the sample believe that the consistency factor is relevant for people purchase motivation. Brands and companies should prove their commitment to social sustainability causes supporting different projects over time, in order to communicate a sincere, real, and concrete contribution, radically based on the company's values. This way people will trust the brands who show consistency and also sales will increase.

Finally, regarding the optional comments section, 12 of the respondents took part in this non-compulsory task. All of these people are more than 35 years old, and they are proportionally divided between males and females.

The comments received can be divided into 3 different categories:

1. **Comments supporting the project:** 6 comments fall into this first category, they consist in positive validations for various characteristics of the project, such as the contribution for society, the value co-creation process it entails, and its innovative spirit.
2. **Suggestions:** 2 comments consist of tips to make the project even more appealing, in particular one suggested to connect the social sustainability cause with the environmental sustainability one, producing and selling organic wines, and the other proposed to expand the collaboration with Radio Magica Academy to other brands, not only within the wine industry.
3. **Potential problems and warnings:** 4 comments pointed out some weaknesses of the project. Someone said that this project can find the support of people at the beginning, but not with continuity over time, recalling previous reflections. Another said that been aware of the project is not enough to trust the brand and its quality and values. Finally, two necessary conditions for the success of the project were identified, transparency and good quality wine.

The last category, the one identifying potential issues with the project, is the most interesting to look at. It is, in fact, true that some maybe critical factors were excluded from the analysis. For example, the perception of the product quality is essential for the consumer to develop Willingness to pay and, consequently, to establish Purchase intention. Some studies, such as Suhartanto et al.'s (2013), demonstrated that customers' satisfaction has a strong positive influence on Brand loyalty, and this satisfaction can be achieved through service quality and perceived value. These aspects were not considered in this analysis, because the primary aim was to isolate the impact of the social sustainability factor, on brand related constructs. However, these other variables could be inserted into further studies, to complete the scenario and to gain more insights about co-creation of value between non-profits and businesses.

Chapter VI

Conclusions

Once seen and analysed the results of the study, a general discussion is provided below, comprehensive of the theoretical contributions that this work wants to provide and the practical implications that it suggests. Ending with the recognition of its limitations, this research wants to open the door for further investigations.

6.1 General discussion and theoretical contributions

The first part of the dissertation aimed to provide an overview of the concept of sustainability, with a particular focus on its social dimension, also known as corporate social responsibility. Two different organisations have been presented then, in order to determine the presuppositions for the social sustainability project, which has been discussed later, in the quantitative section.

The complexity and fragmentation of the phenomena of sustainability and corporate social responsibility was underlined, through their historical roots and various definitions. Born as environmentalism, the concept of sustainability slowly turns to a deeper commitment towards community. By explaining the term “sustainable development” the World Commission on Environment and Development declares the goal of sustainability, which is a balanced state where resources are renewable and reusable, and today’s necessities don’t jeopardize tomorrow’s. But it soon turned out that sustainability is not only a matter of environment, but also a matter of economic growth and equality. To build a holistic plan for sustainable development, as the Agenda 2030 wants to attempt, it is necessary to consider these three dimensions conjointly, simultaneously.

The social component of sustainability is often referred to as corporate social responsibility (CSR), and it identifies its roots around second Industrial Revolution, known, at that time, as corporate philanthropy. But is it only during the 1950s that formal writing on CSR started to spread. At first, they were considered as mere obligations toward society, after some decades, as a public duty, including a contribution to the community, and lately, it is increasingly common to see the strategic side and competitive advantages of CSR in business. Nowadays in fact, the goal of companies should be the creation of shared value through a deep understanding of societal needs. Corporate social responsibility is a strategic necessity in order to establish legitimacy and increase reputation, and for these reasons Brand Activism is the new marketing-oriented approach to integrate CSR in business.

But the focus of this dissertation is on another approach for promoting CSR, known as cross-sector partnering, basically being the collaboration between nonprofits and businesses. The goal of these collaborations is to create shared value, and thanks to the analysis of the Collaborative Value Creation framework of Austin and Seitanidi (2012), we determined that the benefits of these collaborations' outcomes for individuals, organizations, and society as a whole, are multiple and various. Under very different points of view, the generated value is great and worth the workload and the risks. Several Italian projects with this aim have been presented, but the one that is the centre of the following analysis have been discussed later.

In the context of cross-sector partnering, two organisations have been presented, because from their collaboration a special sustainability project was born, called "Raggi di vite".

The first is an Italian business, the ZONIN1821 group, established in Gambellara, in the province of Vicenza (in the Veneto region). In the "Made in Italy" sector, ZONIN1821 is a wine culture promoter and a high-quality wines producer. Thanks to its unique blend of tradition and innovation it is the biggest family-run prosecco company in Italy, and among five leading Italian wine producers. Its entrepreneurial mindset led to the acquisition of winegrowing districts in Italy, up to more than 4000 hectares, 41 product lines and over 3000 products codes.

The group follows international guidelines and standards in order to reach ethical business conduct and adherence to regulations. In 2023 the group has drawn up its first sustainability report, even though some of its brands were already used to produce their own sustainability reports.

The brand involved in the Raggi di vite project is Ca' Bolani, located in the Aquileia DOC appellation in Friuli Venezia Giulia region. It is the first estate to be acquired, back in 1970s, and its force is the microclimatic balance that plays a crucial role in the quality of the wines produced there. The alluvial plain has been created through the sedimentation of different layers of soil, each terroir with a particular characteristic that is reflected in the wines, forming a large mosaic.

The other organisation involved in the "Raggi di vite" project is Radio Magica, a nonprofit Italian foundation, made for children, teenagers, schools, families, and all fans of radio. Its mission is to break down barriers to accessibility, through content inspired by principles of design for all, and improvement of the quality of life for disadvantaged people. The foundation was born from a research project at Ca' Foscari University in 2012, and from that moment, it has expanded its activities. In fact, in September 2023, Radio Magica Academy was inaugurated: a postgraduate cultural academy for young adults with disabilities, on the basis

that lifelong learning must be guaranteed to everyone. The concept of “university of free skills” is a fascinating idea that could help bridge the gap between formal education and lifelong learning.

Territorial proximity and cooperation spirit has brought Radio Magica and Ca’ Bolani together, and from their collaboration, together with other wineries of the area, the project “Raggi di vite” was born. Ca’ Bolani’s contribution to the project is represented by the bottles of 3 different types of wine (Sauvignon, Cabernet Franc and sparkling Chardonnay) that it has offer, in order to be re-branded for a major social cause. While the input of Radio Magica Academy, consists in the participation of the students of the Academy themselves at the branding process of the selected bottles. They in fact, gave life to a new brand, named Luminoso, adjective symbol of solarly which evoke the diversity and beauty of the light rays. The wooden boxes of Luminoso wines are decorated by hands during the art laboratories at the Academy, and there is a QR code in every bottle which leads to a short cast about the history of Aquileia, made by the students of the Academy during the videomaking courses. Half of the proceeds from the sales of these bottles will support the Academy itself.

To identify the generated value resulting from the project, first it has been assessed the kind of relationship between the foundation and Ca’ Bolani. Looking at the Collaboration Continuum proposed by Austin and Seitanidi (2012), the philanthropic stage is immediately excluded, from the moment that between the foundation and Ca’ Bolani there is a two-way flow of resources, and it is not unidirectional. But, at the same time, it is a too young relationship to be defined as transformational or integrative. These considerations seem to make the transactional stage the more appropriate answer. In fact, in the Raggi di vite project, the mutual value creation exists because of linked interests, aimed to achieve social goods, but also self-interests by the individual organisations, such as increasing awareness and betterment of reputation.

Once found the kind of relationship between the organisations, the collaboration outcomes have been assessed at three different levels.

At the micro level, instrumental and psychological benefits of employees, volunteers, and consumers have been identified, even though very difficult to quantify.

At the macro level, increasing awareness of disabilities and educational issues can lead to important systemic changes by institutions. Though, in transactional relationship collaborative value at the macro level is extremely hard to assess, especially if it involves social sustainability, and for this reason this is not the object of later analysis.

Finally, at the meso level, several benefits for both the organisations of the project have been assessed: from Radio Magica's point of view, a part from strengthening its mission, it also gains higher visibility, increased awareness of the causes it stands for, financial support, access to Ca' Bolani's network with consequent new opportunities for growth and innovation; from Ca' Bolani's point of view instead, it benefits from improve credibility and brand reputation, sales and brand loyalty gains, and increase sustainability. These benefits identified at the meso level, in particular those observed under the perspective of the business, have been the focus of the quantitative part of the dissertation, which objective is to quantify the impact of a social sustainability project on different marketing-related constructs, leading to brand loyalty, based on the example of Raggi di vite.

To do so, a literature-grounded causal model has been designed. In fact, choice of the constructs, formulation of hypotheses, and the general model are based on established literature.

Given the two necessary presuppositions of Awareness of the project and positive Value congruence towards social sustainability causes, the starting point of the analysis is represented by the assessment of Attitude toward the project (ATP). Based on its corresponding reference in literature, Attitude toward the advertisement, ATP is the tendency to respond consistently in a positive or negative way to specific stimulus regarding a social sustainability project, and it entails both, cognitive and emotional dimensions. Four items have been chosen for the measurement of this construct, with a five points Likert scale.

The second is a complex construct, influenced by many others, a construct that aligns with brand associations, named as Brand image (BI). For its measurement several studies support the idea that personality-based approaches effectively capture consumers' perceptions of brand images, and based on this, eleven items have been selected for the operationalization of BI. Each of these items are adjectives commonly used in literature to describe brands' personality and associations; this time a seven points Likert scale has been proposed. As Keller (1993) has already conceptualized, Attitude, as one of the various associations used in formation of BI, has a direct effect on it. Based on this and on other studies (e.g. Faircloth et al.'s, 2001), the first hypothesis of our model, named H1, states that ATP exerts a direct influence on BI.

The third construct of our model is Willingness to pay (WTP), which is defined as the highest price a buyer is ready to pay for a specific quantity of goods or services. The operationalization of this construct has been personally elaborated on the basis of the project that we were referring to. The real price of the three Luminoso bottles in fact, has been set as neutral, central value. Two lower values and two upper values have been set later, and also an open category have

been added, to complete the scale. WTP can be influenced by many factors, as literature can prove, but for this analysis it has been considered only the effect that this has on another one, ignoring its own predictors.

The fourth construct of this analysis is Purchase intention (PI), which is trivially defined as a person's deliberate intention to strive to buy a brand. In order to measure PI in our model, four items have been personally elaborated, built on literature but applying proper adaptations, using the same five points Likert scale used before, for the assessment of ATP. It has been proven that there are different predictors of PI, between which the strongest has been identified as the BI (Yaseen and Mazahir, 2019). For this reason, H2a states that a positive BI has a positive effect on PI. Some studies (e.g. Ares et al.'s, 2010) however, have highlighted the significance of non-sensory factors, such as pricing, on consumers' choices. That is why H2b affirms that, although it is considered a less impactful predictor, a higher WTP has a positive influence on PI.

Finally, the ending point of this model, is Brand loyalty (BL), which can be defined as a deeply help commitment to consistently repurchase or patronize a preferred product or service in the future, and not as a mere habit. To operationalize it, seven items have been chosen from literature and adapted, with the same five points Likert scale used before. It has been proven by Han (2017) that BL finds PI as its major predictor, and this is why H3, the last hypothesis of the model, states that PI has a direct influence on BL. Brand loyalty, according to literature, entails both, behavioural and attitudinal dimensions, and this is why it is the ending point of our analysis. It is directly influenced by PI, which is a behavioural element, but it is also indirectly connected to ATP, the starting point of our model, which is an attitudinal element.

To assess these constructs, a survey has been conducted, available in Italian and also in English. In order to assure the condition of awareness of the project, a video has been personally created, explaining in summary the fundamental dynamics of the project Raggi di vite. Following the vision of the informative video, the questionnaire was structured according to the proposed conceptual model, assessing respondents' ATP, BI, WTP, PI, and BL, in this order. To gather more insights, two qualitative items were included: a direct question with closed answers assessing how people motivation to purchase a brand can depend on the consistent commitment of the brand to social sustainability causes, and an optional comments section. A final demographic section was inserted, asking respondents about age, gender, level of education, and region of residence.

The online questionnaire was administered via Google Forms, and it remained available for one month. A convenience sample approach was used, even though age and gender variables were controlled to ensure a balanced representation. At the end, 160 completed questionnaires were

obtained, and the main characteristics of the sample were the following: a quite significant higher proportion of females (65%), a relatively even distribution across the age groups (particularly if clustered in two big parties), the sample skewed towards individuals with a high school diploma (42.5%), and the 95% of the respondents have their residence in northern Italy, in particular in the Veneto region (84.4%).

Then, the causal model has been empirically tested with the statistical framework Structural Equation Modelling (SEM), using a programme called RStudio 4.3.2 version. The empirical results confirmed the fitness of the model to the data, foremost corroborating the causal effects and the hypotheses advanced. Almost all the indices used to assess reliability and validity of the items significantly exceed the thresholds set in literature, and those involved in the fit assessment were acceptable overall. Ending with a well-specified model on terms of complexity, which provides a reasonable representation of the data. All the hypotheses have been confirmed, based on regression analysis outcomes. All the causal relationships of the model can be defined as significant, although H2a and H2b are weaker than H1 and H3.

An additional remark has been necessary, as the model detected a covariance of 0.11 between ATP and WTP, which indicates that they tend to move in the same direction. A relationship between these two variables was not expected in the original conceptual framework, and for this reason, a revision of it was needed. The final version of the model identifies a regression coefficient of 0.292 between ATP and WTP, which, with a p-value of 0.021, indicates a statistically significant relationship between the constructs.

Other additional findings have been provided by the two qualitative questions of the questionnaire. More or less two thirds of the respondents find that the consistency factor in the commitment of brands on social sustainability projects has an impact on people's purchase intention. Regarding the open comments section instead, some respondents emphasized that some relevant aspects concerning the business were not considered in this analysis, such as transparency and products' quality.

6.2 Practical implications

A critical question for managers or marketing practitioners is whether and how companies should engage in social sustainability projects.

As noted in the first section of the dissertation, sustainable practices are strategic for companies. By incorporating sustainability and corporate social responsibility in the business model, companies may face challenges, but also many opportunities and potential benefits, creating

value for both, businesses and society. Sustainability is a multidimensional opportunity, from the moment that it encourages risk mitigation, company's reputation and trust, it drives towards anticipation and adaptation to future societal needs and draws new avenues for growth and innovation. As presented by Austin and Seitanidi's work (2012), the collaboration between business and NPOs gives life to a co-created value that can be assessed at three different levels: individuals, organisations, and society. With these benefits, some challenges may come too, such as accountability issues and credibility concerns that may arise if claims by partners cannot be substantiated, and also some costs, such as resource allocation, increased scepticism, and reputational damage.

The model proposed however, wants to quantify and connect the benefits that can arise from the contribution of a business to a social sustainability project. The results are clear, in the consumer's mind the support of a brand to a social sustainability cause, increases brand loyalty. From the beginning, the first impression of the project (ATP) has a strong influence, represented by the regression coefficient of 0.85, on Brand image (BI). The latter, together with Willingness to pay (WTP), exerts a moderate impact on Purchase intention (PI). Finally, Purchase intention directly affect Brand loyalty (BL), with a regression coefficient of 0.56. And, if considering also the indirect effects, Attitude toward the project (ATP) heavily influences Purchase intention (PI) too, meaning that the only contribution of a brand to a social sustainability project can lead to higher sales.

Although all the positive aspects, for a brand, of supporting a cause of social sustainability were highlighted, some relevant aspects were not considered, maybe leading to some inaccuracy of the data, affecting the general reliability of the analysis. Nevertheless, the primary aim of this study was to isolate the impact of the social sustainability factor on brand-related constructs, at the cost of ignoring some variables, reducing the complexity of a real scenario. Even so, recognizing the limits of the research is important in order to pave the way for further investigations and for this reason, the latter are presented in the next paragraph.

6.3 Limits and future research

As it has already been underlined, the study has various limitations that may also suggest new avenues for future research.

First of all, the reliability of the results is strongly affected by the limited sample size and the convenience sampling method utilized. Respondents chose voluntarily to fill in the

questionnaire and could easily have fallen into self-selection bias. For this reason, to assure a more realistic and neutral position of the respondents, the sample should be randomized.

Second, the experimental conditions and questionnaire format may have created various response biases (Bogner & Landrock, 2016). One such bias is social desirability bias, which leads participants to respond in a manner that presents them in a positive light and aligns with socially acceptable norms (Furnham, 1986). While the importance of complete anonymity was emphasized in the introductory section, this may have led to certain distortions in the responses. Additionally, another issue arises from question order bias (Blankenship, 1942), as participants were likely influenced by their answers about Attitude toward the project when answering subsequent questions. Future, more targeted research should aim to identify and mitigate these potential biases.

Regarding the structure of the questionnaire, it is important to highlight the fact that the selection of items for each construct is very limited. In fact, the items have been chosen from originally very long lists, and later selected at best, from the moment that the survey couldn't be too long, in order to assure constant respondents' attention.

As the optional comments section demonstrates, some maybe relevant factors have been excluded from the analysis, such as information about product quality. Further research could include some extra variables and be more detailed in measuring single constructs.

The analysis is also biased because in a real purchase situation people are not so aware of the dynamics of the social sustainability projects they are contributing to, by buying some products. At the same time, awareness was a necessary condition for the compilation of the survey, even though the narrative or the comprehension of the video may have been biased or misinterpreted. Additionally, since it is a cross-sectional study, it pictured a situation on a single moment in time, but further analysis could assess in a better way the consistency factor in social sustainability causes through a longitudinal study.

Finally, the overall generalizability of the findings is bounded by the fact that the whole study is strictly referred to a single social sustainability project: Raggi di vite. This could be a strong advantage under the point of view of the organisations involved but, at the same time, it represents a great limitation for the reliability of the model. Further research can repeat the analysis maintaining the same structure of the questionnaire and of the model (with proper adaptations if needed), but referring to different social sustainability projects, with brands operating in different industries and product categories, and NPOs focusing on other social issues.

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ANNEX I

Loci of Value Creation

Table I. Loci of Value Creation: Partnership Outcome per Level of Analysis

Levels of Outcomes	Partnership Outcomes	
	Benefits	Costs
Internal to the partnership		
Meso: Organizational		
Nonprofit organization	<p>Associational value: Credibility and visibility, increased public awareness, increase in support for organizational mission.</p> <p>Transferred asset value: Financial support in cash or in kind; land, materials; increase of cash donations, of money, land, material from partner or others due to higher visibility; additional financial support; volunteer capital</p> <p>Interaction value: Opportunities for learning, development of unique capabilities, access to networks, technical expertise, increased ability to change behavior, improved relations with profit sector, exposure to different organizational culture, market intelligence</p> <p>Synergistic value: Opportunities for innovation, opportunities for improvement of processes, development of new partnerships increase in performance, sharing leadership, increased long-term value potential, increased ability to change behavior, exert more political power within sector and society</p>	<p>Increased management costs, decrease in donations; decrease in potential donations due to the high visibility of wealthy partner; increased needs for resource allocation; increased need in skills; decrease in volunteer support; decrease in trustee support; public criticism; decrease in support from other nonprofit organizations; media criticism; decrease in employee productivity; decreased support from volunteers; decreased credibility; decreased reputation; internal and external skepticism; increased costs due to unforeseen exit of a partner from partnership; effectiveness and enforceability of the developed mechanisms; legitimizing mechanism of "greenwashing"</p>
Micro: Individual		
Nonprofit (individuals internal to the partnership)	<p>Instrumental: New strengthened managerial skills, leadership opportunities, technical and sector knowledge, broadened perspectives</p> <p>Psychological: New friendships</p>	
Business (organizational)	<p>Associational value: Credibility, brand reputation, increased sales, legitimacy, increased usage of products/services, improved media exposure, public support, increased stakeholder loyalty, stakeholder communication</p> <p>Transferred asset value: Acquire market intelligence, competitiveness, second-generation customers, strengthened CFP</p>	<p>Increased management costs, increased costs for the development of new markets and new products, increased need in resource allocation, increased need in skills, increased risk of losing exclusivity in social innovation, internal and external skepticism, potential for reduced competitiveness due to open access innovation, increased credibility costs in case of unforeseen exit of a partner from partnership</p>

(continued)

Table I. (continued)

Partnership Outcomes		
Levels of Outcomes	Benefits	Costs
	<p>Interaction value: Access to networks, technical expertise, improved community and government relations, decreased long- and short-term costs, speeding up approval for license to operate, exposure to different organizational culture, increased potential meeting government's and society's priorities, exert more political power within nonprofit sector, improved accountability</p> <p><i>Employee-specific benefits:</i> Unique capabilities, increased employee morale, productivity, reduced recruitment and retention costs; lower absenteeism; motivated sales force; higher-quality products</p> <p><i>Investor-specific benefits:</i> Increased allegiance, investor recruitment fit</p> <p><i>Customer-specific benefits:</i> Reduced importance of price in the process of choice and reduced asymmetry between consumers and business</p> <p>Synergistic value: Product and process innovation and learning, increased risk management skills, opportunities for innovation, opportunities for improvement of processes, development of unique capabilities, adaptation of new management practices due to the interaction with nonprofit organizations (increased long-term value potential), exert more political power within sector and society</p>	
Business (individuals internal to the partnership)	<p>Instrumental: New strengthened managerial skills, leadership opportunities, technical and sector knowledge, broadened perspectives</p> <p>Psychological: Psychic satisfaction (self-actualization), and new friendships</p>	Confusion; demotivation; diminishing trust due to miss-matches of missions, goals, strategies, value frames; feeling of selling out; potential accountability problems to the beneficiaries
External to the partnership Macro: Societal		
Individuals (external to the partnership, intended and unintended)	Increased disease/illness awareness and prevention, reduced death rates, increased life expectancy, reduced substance abuse, improved health, improved well-being, improved social inclusion, improved independence and responsibility, reduced asymmetry between consumers and business, improved literacy, increased disposable income	Potential accountability, credibility, and implementation problems

(continued)

Table I. (continued)

Partnership Outcomes		
Levels of Outcomes	Benefits	Costs
Other organizations	Adoption of technological advantage through available open innovation/ intellectual property, adoption of social innovations, improved standards, reduced social costs, increased profit margin, increased long-term value potential, increased potential to meet government's and society's priorities, development of new markets	Costs for the development of new markets, appropriateness of the standards developed
Society (including outcomes to the environment)	Decreased pollution, deaths; increased recycling, improved adoption rates of new practices; improved environmental standards; improved global governance mechanisms; reduced social costs; increased capacity of societies to create social well-being; increased values; increased long-term value potential; improved social standards; enabling societies to take charge of their own needs, interacting with government and jointly designing welfare provision	Decrease in the credibility of the institution of partnership to deliver in case of rhetorical claims, increase in cynicism, potential decrease in institutional trust in business and nonprofit organizations, diluting ethical and emotional dimensions of social problems and replacing with instrumental perceptions, appropriateness of the standards developed
Systemic changes	Introduction and adoption of new technology by industries, reduced social costs through interaction effects of social problems, improved cross-sector relations, increased global value, improved health, improved well-being, improved social inclusion, improved independence and responsibility	Decrease of trust across sectors in case of miss-matched partners, negative publicity, and inability to deliver

Note. CFE: corporate financial performance.

ANNEX II

ZONIN1821 Prizes and Awards

Brand	Wine	Wine Vintage	Contest	Contest Year	Award
BARBOURSVILLE VINEYARDS	Cabernet Franc	2020	JamesSuckling.com	2022	92 Points
BARBOURSVILLE VINEYARDS	Cabernet Franc	2006	JamesSuckling.com	2022	93 Points
BARBOURSVILLE VINEYARDS	Fiano	2021	JamesSuckling.com	2022	93 Points
BARBOURSVILLE VINEYARDS	Octagon	2019	JamesSuckling.com	2022	94 Points
BARBOURSVILLE VINEYARDS	Vermentino	2021	JamesSuckling.com	2022	92 Points
BARBOURSVILLE VINEYARDS	Viognier Reserve	2021	JamesSuckling.com	2022	92 Points
CA' BOLANI	Aquilis	2019	JamesSuckling.com	2022	92 Points
CA' BOLANI	Pinot Grigio	2021	The Drinks Business Global Masters	2022	Gold medal
CA' BOLANI	Pinot Grigio	2021	Berliner Wein Trophy	2022	Gold Medal
CA' BOLANI	Sauvignon	2021	Berliner Wein Trophy	2022	Gold Medal
CASTELLO DI ALBOLA	Acciaio	2018	JamesSuckling.com	2022	93 Points
CASTELLO DI ALBOLA	Acciaio	2018	Falstaff	2022	93 Punti Falstaff Wein Guide Italy
CASTELLO DI ALBOLA	Chianti Classico	2019	Mundus Vini	2022	Gold medal
CASTELLO DI ALBOLA	Chianti Classico	2020	JamesSuckling.com	2022	91 Points
CASTELLO DI ALBOLA	Chianti Classico	2019	Gardini Notes	2022	93 Points
CASTELLO DI ALBOLA	Chianti Classico	2019	Asia Wine Trophy	2022	Gold Medal
CASTELLO DI ALBOLA	Chianti Classico	2020	Falstaff	2022	92 Punti Falstaff Chianti Classico Annata
CASTELLO DI ALBOLA	Chianti Classico	2020	Falstaff	2022	92 Punti Falstaff Wein Guide Italy
CASTELLO DI ALBOLA	Chianti Classico Riserva	2018	Mundus Vini	2022	Gold medal


Brand	Wine	Wine Vintage	Contest	Contest Year	Award
CASTELLO DI ALBOLA	Chianti Clas-sico Riserva	2018	Berliner Wein Trophy	2022	Gold Medal
CASTELLO DI ALBOLA	Chianti Clas-sico Riserva	2018	Concours Mondial de Bruxelles	2022	Gold medal
CASTELLO DI ALBOLA	Chianti Clas-sico Riserva	2019	JamesSuckling.com	2022	92 Points
CASTELLO DI ALBOLA	Chianti Clas-sico Riserva	2019	Gardini Notes	2022	93 Points
CASTELLO DI ALBOLA	Chianti Clas-sico Riserva	2019	Falstaff	2022	91 Punti Falstaff Wein Guide Italy
CASTELLO DI ALBOLA	Il Solatio	2017	Vinalty International 5 Star Wines Award	2022	94 Points
CASTELLO DI ALBOLA	Il Solatio	2018	JamesSuckling.com	2022	94 Points
CASTELLO DI ALBOLA	Il Solatio	2018	Gardini Notes	2022	96 Points
CASTELLO DI ALBOLA	Poggio alle Fate	2020	Berliner Wein Trophy	2022	Gold Medal
CASTELLO DI ALBOLA	Santa Cate-rina	2016	Mundus Vini	2022	Gold medal
CASTELLO DI ALBOLA	Santa Cate-rina	2016	Mundus Vini	2022	Best of Show
CASTELLO DI ALBOLA	Santa Cate-rina	2016	Berliner Wein Trophy	2022	Gold Medal
CASTELLO DI ALBOLA	Santa Cate-rina	2019	JamesSuckling.com	2022	94 Points
CASTELLO DI ALBOLA	Santa Cate-rina	2018	JamesSuckling.com	2022	93 Points
CASTELLO DI ALBOLA	Santa Cate-rina	2019	Berliner Wein Trophy	2022	Gold Medal
CASTELLO DI ALBOLA	Santa Cate-rina	2019	Wine Spectator	2022	92 Points
CASTELLO DI ALBOLA	Santa Cate-rina	2018	Gardini Notes	2022	94 Points
CASTELLO DI ALBOLA	Santa Cate-rina	2016	Asia Wine Trophy	2022	Gold Medal
CASTELLO DI ALBOLA	Santa Cate-rina	2019	The WineHunter Award	2022	Award Gold
CASTELLO DI ALBOLA	Santa Cate-rina	2019	Falstaff	2022	93 Punti Falstaff Wein Guide Italy
DOS ALMAS	Apogeo	2016	Gilbert&Gaillard Internatio-nal Wine Guide	2022	94 Gold Medal
DOS ALMAS	Gran Reserva Red Blend	2019	Gilbert&Gaillard Internatio-nal Wine Guide	2022	91 Gold Medal
DOS ALMAS	Orizzonti	2018	Gilbert&Gaillard Internatio-nal Wine Guide	2022	93 Gold Medal
DOS ALMAS	Reserva Cabernet Sauvignon	2019	Concours Mondial de Bruxelles	2022	Gold medal
MASSERIA ALTEMURA	Altemura	2019	Asia Wine Trophy	2022	Gold Medal
MASSERIA ALTEMURA	Sasseo	2020	Berliner Wein Trophy	2022	Gold Medal
MASSERIA ALTEMURA	Sasseo	2020	JamesSuckling.com	2022	91 Points

Brand	Wine	Wine Vintage	Contest	Contest Year	Award
PRINCIPI DI BUTERA	Amira	2020	JamesSuckling.com	2022	91 Points
PRINCIPI DI BUTERA	Butirah	2020	JamesSuckling.com	2022	91 Points
PRINCIPI DI BUTERA	Carizza	2021	JamesSuckling.com	2022	92 Points
PRINCIPI DI BUTERA	Coriduci	2020	JamesSuckling.com	2022	94 Points
PRINCIPI DI BUTERA	Deliella	2016	Mundus Vini	2022	Gold medal
PRINCIPI DI BUTERA	Deliella	2016	Bertiner Wein Trophy	2022	Gold Medal
PRINCIPI DI BUTERA	Deliella	2016	Asia Wine Trophy	2022	Gold Medal
PRINCIPI DI BUTERA	Deliella	2019	JamesSuckling.com	2022	93 Points
PRINCIPI DI BUTERA	Diamanti	2021	JamesSuckling.com	2022	91 Points
PRINCIPI DI BUTERA	Nero d'Avola Pas Dosé Sboccatura Tardiva	2016	JamesSuckling.com	2022	92 Points
PRINCIPI DI BUTERA	Serò	2017	JamesSuckling.com	2022	92 Points
PRINCIPI DI BUTERA	Symposio	2016	JamesSuckling.com	2022	92 Points
ROCCA DI MONTEMASSI	Rocca di Montemassi BIB	2020	Vinordic Wine Challenge	2022	Gold Medal
ROCCA DI MONTEMASSI	Sassabruna	2019	Bertiner Wein Trophy	2022	Gold Medal
TENUTA CA' VESCOVO	Cabernet Sauvignon	2021	Luca Maroni Annuario	2022	94 Points
TENUTA CA' VESCOVO	Ribolla Gialla	nv	Luca Maroni Annuario	2022	91 Points
TENUTA CA' VESCOVO	Ribolla Gialla	2021	Luca Maroni Annuario	2022	92 Points
TENUTA CA' VESCOVO	Sauvignon	2021	Luca Maroni Annuario	2022	94 Points
ZONIN	Amarone del- la Valpolicella	2019	JamesSuckling.com	2022	92 Points
ZONIN	Cuvée 1821 Prosecco DOC Brut	nv	Falstaff	2022	91 Punti Falstaff Trophy Prosecco
ZONIN	Lugana	2021	Asia Wine Trophy	2022	Gold Medal
ZONIN	Lugana	2021	Luca Maroni Annuario	2022	91 Points
ZONIN	Montepulcia- no d'Abruzzo	2020	Luca Maroni Annuario	2022	91 Points
ZONIN	Pinot Grigio	2021	Luca Maroni Annuario	2022	92 Points
ZONIN	Primitivo di Manduria	2020	Asia Wine Trophy	2022	Gold Medal
ZONIN	Primitivo di Manduria	2020	Luca Maroni Annuario	2022	94 Points
ZONIN	Primitivo di Manduria	2020	Bertiner Wein Trophy	2022	Gold Medal
ZONIN	Primitivo Puglia	2021	Luca Maroni Annuario	2022	91 Points
ZONIN	Primitivo Puglia	2021	Asia Wine Trophy	2022	Gold Medal
ZONIN	Prosecco DOC Brut (50471000)	nv	Falstaff	2022	91 Punti Falstaff Trophy Prosecco
ZONIN	Prosecco DOC Leone Vino Spuman- te Brut	nv	Bertiner Wein Trophy	2022	Gold Medal

Brand	Wine	Wine Vintage	Contest	Contest Year	Award
ZONIN	Prosecco DOC Leone Vino Spumante Brut	nv	Luca Maroni Annuario	2022	93 Points
ZONIN	Prosecco DOC Rosé Leone Millesimato Extra Dry	2021	Asia Wine Trophy	2022	Gold Medal
ZONIN	Prosecco DOC Rosé Leone Millesimato Extra Dry	2021	Luca Maroni Annuario	2022	93 Points
ZONIN	Valpolicella Classico	2021	Luca Maroni Annuario	2022	91 Points
ZONIN	Valpolicella Ripasso Superiore	2019	Bertiner Wein Trophy	2022	Gold Medal
ZONIN	Valpolicella Ripasso Superiore	2019	Asia Wine Trophy	2022	Gold Medal

ANNEX II

SDGs in ZONIN1821 Sustainability Values

	SDG	Description
	HEALTH AND WELL-BEING	Ensure healthy lives and promote well-being for all at all ages
	QUALITY EDUCATION	Ensure inclusive, fair and quality education and promote lifelong learning opportunities for all
	GENDER EQUALITY	Achieve gender equality and empowerment for all women and girls
	CLEAN WATER AND SANITARY FACILITIES	Ensure availability and sustainable management of water and sanitation for all
	CLEAN AND ACCESSIBLE ENERGY	Ensure access to affordable, reliable, sustainable and modern energy systems for all
	DECENT WORK AND ECONOMIC GROWTH	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
	REDUCE INEQUALITIES	Reduce inequality within and among countries
	RESPONSIBLE CONSUMPTION AND PRODUCTION	Ensure sustainable consumption and production patterns
	CLIMATE ACTION	Take urgent action to combat climate change and its impacts
	LIFE ON LAND	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
	PEACE, JUSTICE AND STRONG INSTITUTIONS	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
	PARTNERSHIP TO ACHIEVE OBJECTIVES	Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

ANNEX III

All the Raggi di vite Wines



ANNEX IV

Social Sustainability Questionnaire

Social sustainability - Raggi di vite Project

Hi, I'm Susanna Rosin, a Management student at Ca' Foscari University of Venice.

For my Master's degree thesis I am investigating the impact of **social sustainability** on the **perception of brands** and on the **loyalty aim**.

The survey is completely anonymous and the data will be processed exclusively in an aggregated way. The information will be processed in full compliance with the current privacy legislation provided by D.L. 101/2018 on compliance with GDPR 2016/679.

The estimated completion time is about 4/5 minutes.

Thank you so much for your cooperation! (For information on the research, please contact susanna.rosin.sr@gmail.com)

Ca' Bolani and the Project "Raggi di vite"

Before completing the survey, I kindly ask you to watch this [video](#), which summarizes the highlights of the **Project "Raggi di vite"**, supported by **Ca' Bolani**, a well-known **winery** of the Consortium Friuli Aquileia for the protection of DOC wines. In order to complete the survey, it is necessary that you've learnt the project's dynamics.

If you have some problems with the link above, here the extended one: https://drive.google.com/file/d/1Z2KEMNaJ4EVwl8_tfPb3d3oIGIWj8D3Z/view?usp=sharing

Focus on the Project

To what extent do you agree with the following statements? *

	Not at all	A little	Quite	Very	Very much
This project causes me interest.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am grateful for the existence of this project.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I appreciate this project.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I fully support the intention and objectives of this project.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

After learning about the social project that it supports, I find that Ca' Bolani is a brand: *

(1 = Not at all agree;
7 = Fully agree)

	1	2	3	4	5	6	7
AUTHENTIC	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PROGRESSIVE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
OPEN	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
VALID	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BRAVE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SURPRISING	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
RESPONSIBLE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
DISTINCT	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
EXEMPLARY	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
APPRECIABLE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
INTERESTING	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How much would you be willing to pay for a bottle of LUMINOSO? (Just the bottle, * without the wooden packaging)

	1 - 5 euros	6 - 8 euros	9 - 10 euros	11 - 12 euros	13 - 15 euros	More than 15 euros
LUMINOSO Cabernet Franc	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
LUMINOSO Sauvignon Blanc	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
LUMINOSO Chardonnay Sparkling wine	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

All three types of LUMINOSO wines are sold at **10 euros per bottle**

Knowing the price of LUMINOSO, to what extent do you agree with the following * statements?

	Not at all	A little	Quite	Very	Very much
If I were to find LUMINOSO in the store, I would buy it knowing the social project that it supports.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I were to find Ca' Bolani products in the store, I would buy them knowing its commitment on the social level.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am willing to pay a slightly higher price if I know that the product is related to this social project.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel more satisfied to choose a product that marries this cause than another.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How likely is the following situation to happen, after knowing the social project supported by Ca' Bolani? *

	Not at all	A little	Quite	Very	Very much
If found in the store, I will purchase the products related to the project also in the future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If found in the store, I will purchase Ca' Bolani products also in the future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel more involved and involved by the brand.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My attention to the brand will grow.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I will constantly follow the news related to the brand Ca' Bolani.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel more loyal to the Ca' Bolani brand.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would recommend Ca' Bolani to family/friends.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Consistency factor

Do you believe that people motivation to purchase would be stronger if companies **consistently** commit to supporting **social projects** such as "Raggi di vite"? *

- Yes, if companies were constantly committed to supporting social projects, people motivation to purchase would be stronger.
- Not necessarily, even supporting a social project from time to time is enough to motivate people to purchase.
- No, the constant commitment to support social projects would not affect the motivation to purchase.
- I don't know.

Optional comments:

La tua risposta

Demographics

What **age group** do you belong to? *

- 18 - 25
- 26 - 35
- 36 - 50
- 51 - 65
- Over 65

What **gender** do you identify with? *

- Male
- Female
- Non-binary
- I prefer not to say

What is the highest level of **education** you have achieved? *

- Middle school
- High school diploma
- Other academic qualification
- Bachelor's Degree
- Master's Degree
- Phd/Doctorate
- Altro: _____

Indicate your **region of residence** *

Scegli

North of Italy:

Central Italy:

South of Italy:

Foreign country:

[Cancella modulo](#)

Non

Moduli Google.

è avallati da Google. [Segnala abuso](#) - [Termini di servizio](#) - [Norme sulla privacy](#)

Google Moduli

Specify the ***name of the region*** *

La tua risposta

Specify the **Postal code** *

La tua risposta

ANNEX IV

Sample profile in detail

Variable	Sample size (160)	%
<i>Age profile</i>		
18 - 25	59	36,9%
26 - 35	31	19,4%
36 - 50	25	15,6%
51 - 65	38	23,8%
Over 65	7	4,4%
<i>Gender</i>		
Male	55	34,4%
Female	104	65%
Non-binary	0	0,0%
I prefer not to say	1	0,6%
<i>Qualification</i>		
Middle school	11	6,9%
High school diploma	68	42,5%
ITS diploma	8	5,0%
Other academic qualification	3	1,9%
Bachelor's Degree	35	21,9%
Master's Degree	20	12,5%
Single-cycle Degree	8	5,0%
Phd/Doctorate	7	4,4%
<i>Region of Residence</i>		
<i>North of Italy</i>	152	95,0%
Veneto	135	84,4%
Friuli Venezia Giulia	8	5,0%
Lombardia	4	2,5%
Piemonte	3	1,9%
Emilia Romagna	1	0,6%
Liguria	1	0,6%
<i>Central Italy</i>		
Lazio	1	0,6%
<i>South of Italy</i>		
Sardegna	4	2,5%
Sardinia	1	0,6%
Basilicata	1	0,6%
Sicilia	2	1,3%
<i>Foreign country</i>		
Czech Republic	3	1,9%
Czech Republic	2	1,3%
Dominican Republic	1	0,6%

ANNEX IV

Extended Correlation Matrix

Atp1	Atp2	Atp3	Atp4	Bi1	Bi2	Bi3	Bi4	Bi5	Bi6	Bi7	Bi8	Bi9	Bi10	Bi11	Wtp1	Wtp2	Wtp3	Pi1	Pi2	Pi3	Pi4	BL1	BL2	BL3	BL4	BL5	BL6	BL7			
1																															
0.616	1																														
0.515	0.697	1																													
0.483	0.644	0.779	1																												
0.42	0.346	0.446	0.431	1																											
0.325	0.354	0.487	0.498	0.77	1																										
0.332	0.403	0.556	0.509	0.783	0.81	1																									
0.365	0.404	0.536	0.427	0.782	0.751	0.829	1																								
0.255	0.355	0.482	0.415	0.769	0.761	0.844	0.784	1																							
0.45	0.472	0.478	0.467	0.777	0.757	0.8	0.752	0.8	1																						
0.318	0.373	0.538	0.551	0.74	0.791	0.87	0.796	0.79	0.798	1																					
0.342	0.385	0.472	0.447	0.756	0.779	0.827	0.779	0.78	0.847	0.836	1																				
0.369	0.431	0.495	0.461	0.777	0.758	0.842	0.793	0.785	0.846	0.821	0.857	1																			
0.267	0.442	0.546	0.516	0.734	0.773	0.895	0.785	0.825	0.761	0.857	0.82	0.835	1																		
0.444	0.429	0.479	0.466	0.757	0.748	0.822	0.798	0.774	0.808	0.801	0.811	0.844	0.843	1																	
0.18	0.123	0.082	0.145	0.153	0.185	0.12	0.092	0.133	0.192	0.101	0.113	0.135	0.131	0.194	1																
0.208	0.176	0.139	0.147	0.173	0.241	0.17	0.111	0.171	0.207	0.141	0.133	0.137	0.173	0.23	0.899	1															
0.239	0.167	0.129	0.16	0.165	0.198	0.131	0.11	0.14	0.146	0.118	0.09	0.104	0.139	0.195	0.807	0.869	1														
0.473	0.449	0.448	0.466	0.417	0.376	0.381	0.381	0.307	0.317	0.341	0.295	0.328	0.386	0.431	0.383	0.406	0.423	1													
0.514	0.425	0.413	0.395	0.458	0.354	0.42	0.415	0.335	0.417	0.377	0.404	0.396	0.391	0.486	0.351	0.362	0.354	0.713	1												
0.391	0.546	0.479	0.491	0.409	0.397	0.42	0.391	0.366	0.407	0.397	0.441	0.418	0.482	0.439	0.327	0.378	0.36	0.662	0.64	1											
0.386	0.413	0.467	0.415	0.377	0.323	0.373	0.37	0.367	0.355	0.353	0.385	0.351	0.408	0.385	0.19	0.227	0.19	0.575	0.591	0.707	1										
0.368	0.441	0.373	0.343	0.253	0.192	0.219	0.253	0.202	0.22	0.187	0.202	0.22	0.253	0.285	0.238	0.235	0.245	0.647	0.493	0.527	0.472	1									
0.431	0.337	0.23	0.274	0.184	0.108	0.171	0.24	0.127	0.221	0.156	0.184	0.172	0.139	0.22	0.218	0.176	0.248	0.466	0.474	0.398	0.418	0.722	1								
0.445	0.401	0.3	0.395	0.265	0.178	0.211	0.227	0.122	0.268	0.204	0.185	0.203	0.184	0.261	0.238	0.205	0.241	0.466	0.458	0.5	0.451	0.535	0.585	1							
0.49	0.448	0.375	0.338	0.229	0.164	0.206	0.286	0.183	0.319	0.189	0.214	0.202	0.2	0.303	0.205	0.189	0.264	0.422	0.471	0.439	0.437	0.493	0.573	0.711	1						
0.485	0.301	0.16	0.118	0.335	0.18	0.177	0.278	0.135	0.282	0.146	0.219	0.238	0.147	0.28	0.043	0.049	0.109	0.33	0.425	0.302	0.266	0.448	0.545	0.533	0.648	1					
0.464	0.346	0.227	0.184	0.336	0.191	0.18	0.295	0.161	0.318	0.176	0.275	0.262	0.161	0.288	0.107	0.116	0.179	0.315	0.458	0.371	0.329	0.476	0.58	0.625	0.685	0.808	1				
0.381	0.345	0.377	0.308	0.377	0.257	0.275	0.359	0.256	0.325	0.224	0.276	0.311	0.229	0.315	0.161	0.166	0.202	0.41	0.539	0.397	0.445	0.455	0.532	0.502	0.542	0.514	0.6	1			