

# Innovazione Sostenibile e imprenditorialità





# Rossella Sobrero

Membro del Gruppo promotore de  
"Il Salone della CSR e dell'innovazione sociale"

# Innovazione Sostenibile e imprenditorialità

Imprenditorialità, innovazione e  
sostenibilità





**Matteo Bartolomeo**

AD

MAKE A CUBE



**Matteo Mura**

Dipartimento di Scienze Aziendali

UNIBO





# SUSTAINABILITY & COMPANY PERFORMANCE: A 40-YEAR (OFTEN INCONCLUSIVE) DEBATE

CSP variable	Type	Examples
Action mode (defensive, etc.)		
	'Proactive environmental stance'	Starbuck and Cimler 1977
	Student ratings of company social orientation	Cochran and Wood 1984
	Moskowitz ratings of company responsiveness	Clarkson 1988
		Bauer and Altman-Smith 1996
Environmental scanning		
Environmental scanning: is it done?	Company self-report	Newgren et al. 1985
Stakeholder management		
Multiple stakeholder management practices	Company self-report	Morris 1997
		Papadimitriou-Doukakis et al. 2005
Multiple stakeholder communication strategies	Company self-report	Chark 1996
Stakeholder practices: employees	Company self-report	Longo et al. 2005
Stakeholder practices: customers	Company self-report	Kedia and Kantz 1981
Stakeholder practices: suppliers	Company self-reports and 3rd-party assessments	Mamic 2005
		Makoni and Brown 2006
		Biedermann 2006
		Pedersen and Andersen 2006
		Lindgreen et al. 2009
Charitable giving		
	Objective data: % of pre-tax earnings or actual amount donated	Ingram 1978
		Keim 1978b
		Levy and Shatto 1980
		Kedia and Kantz 1981
		Wolkitch and Spencer 1987
		Lerner and Fryxell 1988
		Fombrun and Shanley 1990
		Galaskiewicz 1997
		Seifert et al. 2003, 2004
		Brammer and Millington 2004, 2008
		Chen et al. 2008
Charitable giving	Company self-report	Colley and Fryxell 1991
		Thompson and Hood 1993
Existence of a corporate charitable foundation	Objective data	Roberts 1992
		Brown et al. 2006
Affirmative action and/or diversity practices	Company self-report	Lerner and Fryxell 1988
		Colley and Fryxell 1991
		Waddock and Graves 2006
Employee relations practices	Company self-report	Chen et al. 2008
Environmental protection practices	Nikkei Environmental Management Survey	Nakao et al. 2007
Environmental protection practices	Company self-report	Naher 1996
		Judge and Douglas 1998
		Dowell et al. 2000
		Waddock and Graves 2006
		Chen et al. 2008
		Chen et al. 2008
Product safety and quality practices	Company self-report or 3rd-party assessment	Chen et al. 2008
Public service advertising	Objective	
Corporate image management practices		
Issue management		
Involvement in social issues	Company by itself or by one by	
Political contributions	Objective	
Public affairs commitments: existence and funding of public affairs unit	Company	
Public affairs activities	Company self-report	Corley et al. 2001
Lobbying and corporate PAC activity	Objective data	Masters and Keim 1986
Divestiture from South Africa	Objective data	Mezmer, Nigh and Kwok 1994
		Frenkeloff 1997
		Wright and Ferris 1997
		Warwick 1988

CSP variable	Type	Examples
Disclosure		
Social/environmental reports (is there such a report?)	Objective data	Starwick and Starwick 2000, 2006
Is there social/environmental disclosure in the annual report?	Objective data	Beresford 1974
		Belkowitz 1976
		Fry and Hock 1976
		Freedman and Jaggi 1982, 1986
		Freedman and Stagliano 1991
Environmental outcomes/impacts		
Toxic emissions: TRI	Self-report	Hart and Ahuja 1996
		Dooley and Fryxell 1999
		Gerde and Logsdon 2001
		Ragothaman and Carr 2008
		Chatterji et al. 2009
Media coverage of TRI data	Objective data	Hamilton 1995
Toxic emissions: CEP ranking	3rd-party assessment	Brayton and Martin 1972
		Spicer 1978
		Chen and Metcalf 1980
		Ingram and Frazier 1980
		Freedman and Jaggi 1982
		Wiseman 1982
		Shane and Spicer 1983
		Lerner and Fryxell 1988
		Pava and Krausz 1996
		Sullivan and Gouldson 2007
		Chatterji et al. 2009
		Barth and McNichols 1995
		Brammer et al. 2006
EPER	Objective data	
Toxic emissions: regulatory fines	Objective data	
Superfund site liability cost estimates	Cost estimate; Superfund siting is objective	
Ethical Investment Research Service (EIRIS) audit of environmental performance	3rd-party assessment	
Report of a negative environmental incident	Objective data	Jones and Rubin 2001
Report of environmental regulatory violation	Objective data	Karppoff et al. 2005
Customer/consumer outcomes/impacts		
Product safety	KLD 'strengths and concerns'	Chen et al. 2008
FDA disciplinary actions	Objective data	Bosch and Lee 1994
Product recalls: mandated vs voluntary	Objective data	Davidson and Worell 1992
Automobile safety recalls	Objective data	Hoffer et al. 1988
FTC complaint of false advertising	Objective data	Pelzman 1981
Customer/consumer choice	Objective data	Lydenberg et al. 1996
		Rundle-Thiele et al. 2008
		Prato et al. 2008
		Post et al. 2007

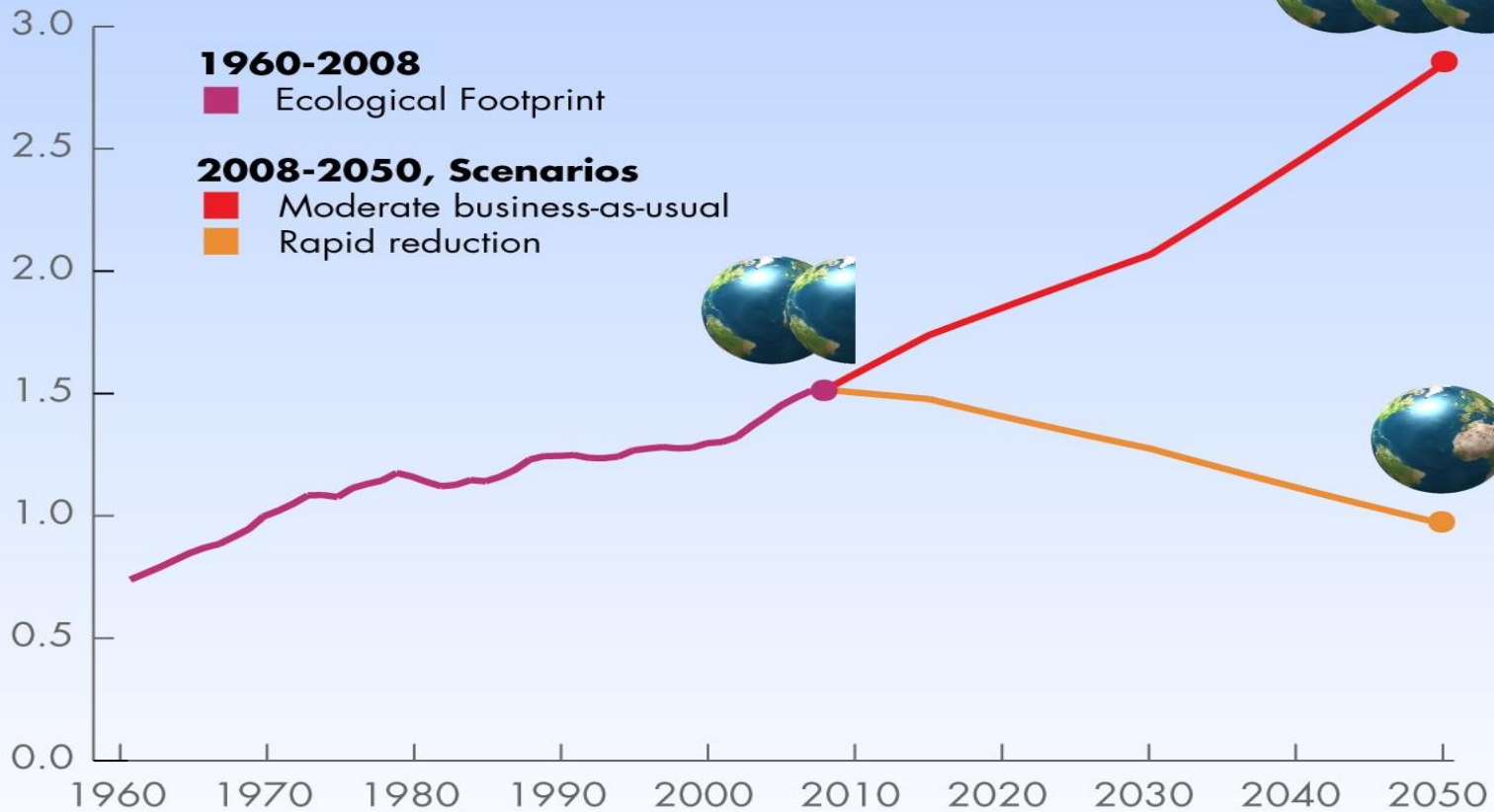
CSP variable	Type	Examples
Survey of Organizations (SOO) report on perceptions of employee welfare and working conditions	Stakeholder self-report	Hansen and Wernerfelt 1989
Employee perceptions of company CSP	Stakeholder self-report	Morris 1997
Employee perceptions of company moral climate	Stakeholder self-report	Corley et al. 2001
US Dept. of Labor award for affirmative action practices	Objective data	Morris 1997
Inclusion in Working Mother 'best companies' annual list	Objective data (a place on the list) based on 3rd-party assessment	Wright et al. 1995
Announcement of OSHA penalty (occupational safety and health)	Objective data	McWilliams and Siegel 1997
Affirmative action lawsuit filed	Objective data	Charrvin and Gubrie 1994
Settlement of discrimination lawsuit or charge	Objective data	Jones and Marrell 2001
		Davidson et al. 1994
Supplier outcomes/impacts		
Stakeholder practices: suppliers	Company self-reports and 3rd party assessments	Hersch 1991
		Wright et al. 1995
		McWilliams and Siegel 1997
Criminal conduct		
Announcement of corporate crime or regulatory violation	Objective data	Mamic 2005
		Makoni and Brown 2006
		Biedermann 2006
		Pedersen and Andersen 2006
		Lindgreen et al. 2009
Irresponsible behaviors towards stakeholders	Researcher-generated list for retail	Slaw and Swajkowski 1975
Reputation outcomes/impacts		Davidson and Worell 1988
Reputation: Fortune 'Most Admired' rankings	3rd-party assessment	Karppoff and Lott 1993
		Reichert et al. 1996
		Cunha 1997
		Wagner et al. 2008
		Spencer and Taylor 1987
		Wolkitch and Spencer 1987
		McCleure et al. 1988
		Preston and Sapienza 1990
		Brown and Perry 1994, 1995
		Sharfman 1996
		Brown 1997, 1998
		Preston and O'Bannon 1997
		Griffin and Mahon 1997
		Swajkowski and Fijolewicz 1997
		Swajkowski 1998
		Stueckel 1978
		J. Karpil 1989
		Greening 1997
		J. Turban 2000
		J. Freeman 2000
		n. et al. 2008
		96
		97 (review article of CSP studies)
		Marjolits et al. 2007 (review article of 167 CSP/FP studies) (and many other studies)
Impacts of stakeholder dialogue practices	3rd-party assessment and stakeholder reports	Burchell and Cook 2006
Impacts of CSP practices on company innovation	Company self-reports	Pavlin and Porter 2008

**Longo M., Mura M., Bonoli A. (2005), "Corporate Social Responsibility and Corporate Performance: the Case of Italian SMEs", *Corporate Governance: The International Journal of Business in Society*, Vol. 5. No. 4, pp. 28-42**

# THERE IS NO ALTERNATIVE TO SUSTAINABILITY



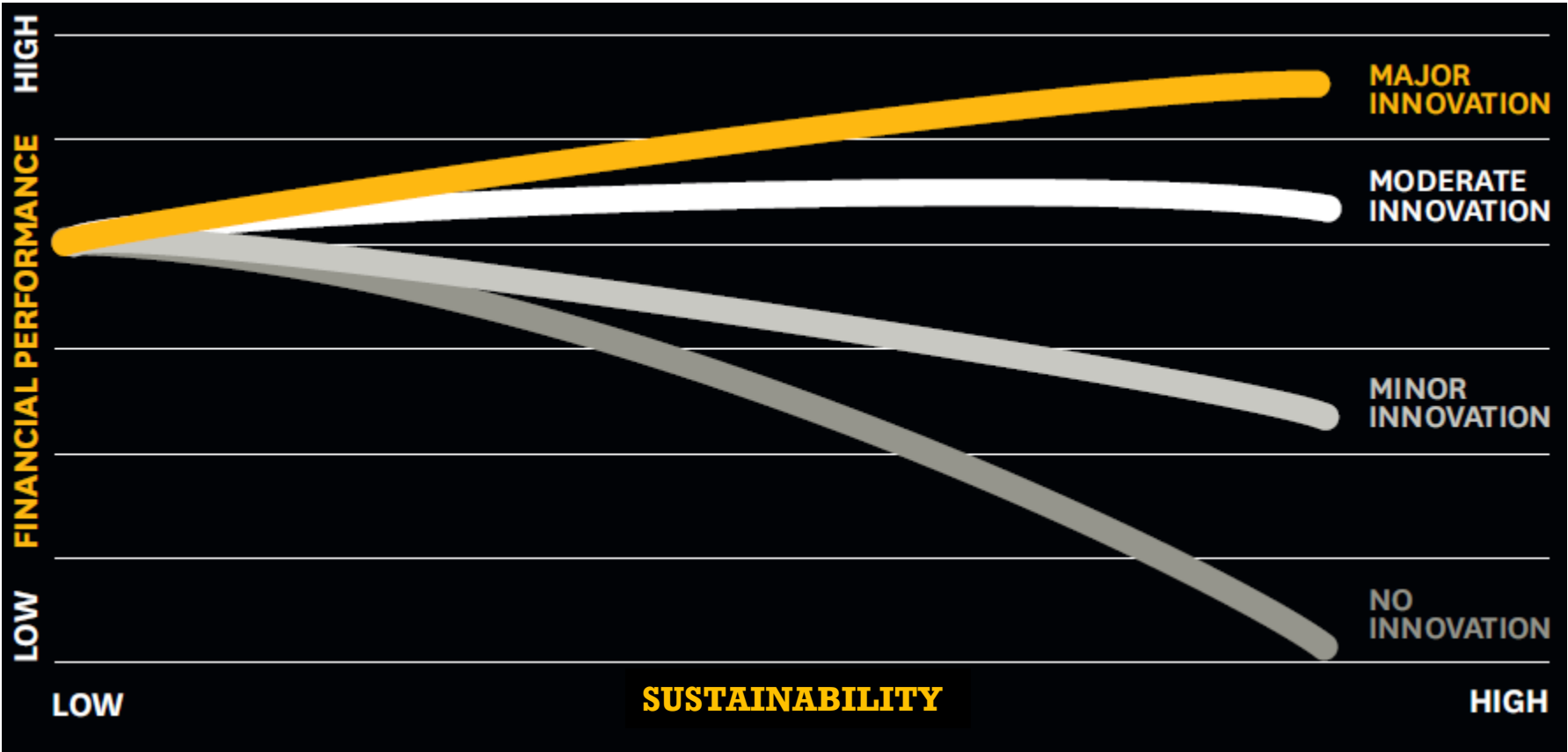
## DO WE FIT ON THE PLANET?



*y-axis: number of planet earths, x-axis: years*

Source: Global Footprint Network, 2014

# SUSTAINABILITY ORIENTED INNOVATION



Source: Eccles, Serafeim (2013) – Harvard Business Review

# A MATURITY MODEL TOWARDS SUSTAINABILITY



- **STAGE 1: Viewing compliance as an opportunity**
- **STAGE 2: Increasing productivity of natural resources**
  - Increase efficiency throughout the value chain
  - Develop sustainable offerings or re-design existing ones to become more eco-friendly
- **STAGE 3: Innovative visions & business models**
  - To question the dominant logic behind business today
  - Find novel ways to believe and capture value

Lovins, 1999 – HBR; Nidumolu et al., 2009 – HBR

# STAGE 1. COMPLIANCE AS AN OPPORTUNITY



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End '90 → Nike's «**Trash Talk**» shoe  
(Huge failure)

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# STAGE 1. COMPLIANCE AS AN OPPORTUNITY



End '90 → Nike's «**Trash Talk**» shoe  
(Huge failure)



2012 → «**Flyknit**»

«*LESS IS MORE*»

\$1B sales estimate in 2016

(Nike has an \$18.3B total footwear business) partnership with DyeCoo

Source: MIT SMR Blog - November 10th, 2015

<http://sloanreview.mit.edu/article/sustainability-oriented-innovation-a-bridge-to-breakthroughs/>

# STAGE 2. INCREASE PRODUCTIVITY OF NATURAL RESOURCES



- Revenue 2011: \$1.5 billion; 5,800 employees worldwide
- Leather sustainable supply chain
  - Leather Working Group (2005): suppliers' engagement
  - Sourcing leather only from silver- or gold-rated tanneries
- Benefits
  - Environmental
  - Complexity reduction
  - Involvement of tanneries (worldwide) in developing more efficient processes
  - \$ 1 million/year cost savings



ALMA MATER STUDIORUM A.D. 1088

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- ✦ Personale



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## Alma Low Carbon - Resource Efficiency and Sustainable Energy towards a low Carbon Society

"Alma Low Carbon", è un gruppo multidisciplinare dell'Università di Bologna sui temi dell'energia, della sostenibilità ambientale e della transizione verso una società "low carbon".

Alma Low Carbon raccoglie oltre cento, fra docenti, ricercatori e personale di ricerca appartenenti a più di venti dipartimenti dell'ateneo: una massa critica significativa, con l'obiettivo di migliorare gli interscambi scientifico tecnologici e la relazione con le discipline socio-economiche per favorire lo sviluppo di nuove idee di ricerca e innovazione. Un obiettivo che sarà raggiunto grazie alla cross-fertilisation tra discipline diverse integrate in alma Low Carbon, per affrontare le sfide su energia e ambiente.

Contatti



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Research Team

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# STAGE 3. INNOVATIVE VISIONS & BUSINESS MODELS



## bio-on

- Fondata a Minerbio (Bologna) nel 2007
- Quotata in Borsa Italiana 24 ottobre 2014

<http://www.borsaitaliana.it/borsaitaliana/ufficio-stampa/comunicati-stampa/2014/bioon.htm>

# STAGE 3. INNOVATIVE VISIONS & BUSINESS MODELS



MAG > NEWS

## A Faenza, un istituto ha ricreato un femore umano dal ramo di un albero

E se tutto va per il verso giusto, tra dieci anni diremo addio a qualunque protesi

22 ottobre 2010 di [Riccardo Meggiato](#)



# GREENBONE

Wired 10th  
November 2015

<http://mag.wired.it/news/storie/c-erano-una-volta-i-vecchi-pirati-con-le-gambe-di-legno.html>  
<http://www.centuria-agenzia.it/index.php/news/1242-3-milioni-di-euro-per-la-startup-faentina-greenbone>

# STAGE 3. INNOVATIVE VISIONS & BUSINESS MODELS





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# Innovazione Sostenibile e imprenditorialità

Quando la sostenibilità nutre nuova  
imprenditorialità: casi di start up  
sostenibili e di successo





**Nicoletta Tranquillo**

Founder

KILOWATT



LE  
SER  
RE

HUB METROPOLITANO  
PER L'INNOVAZIONE  
E LA SENSIBILIZZAZIONE  
ALLA CULTURA  
IMPRENDITORIALE

DEI

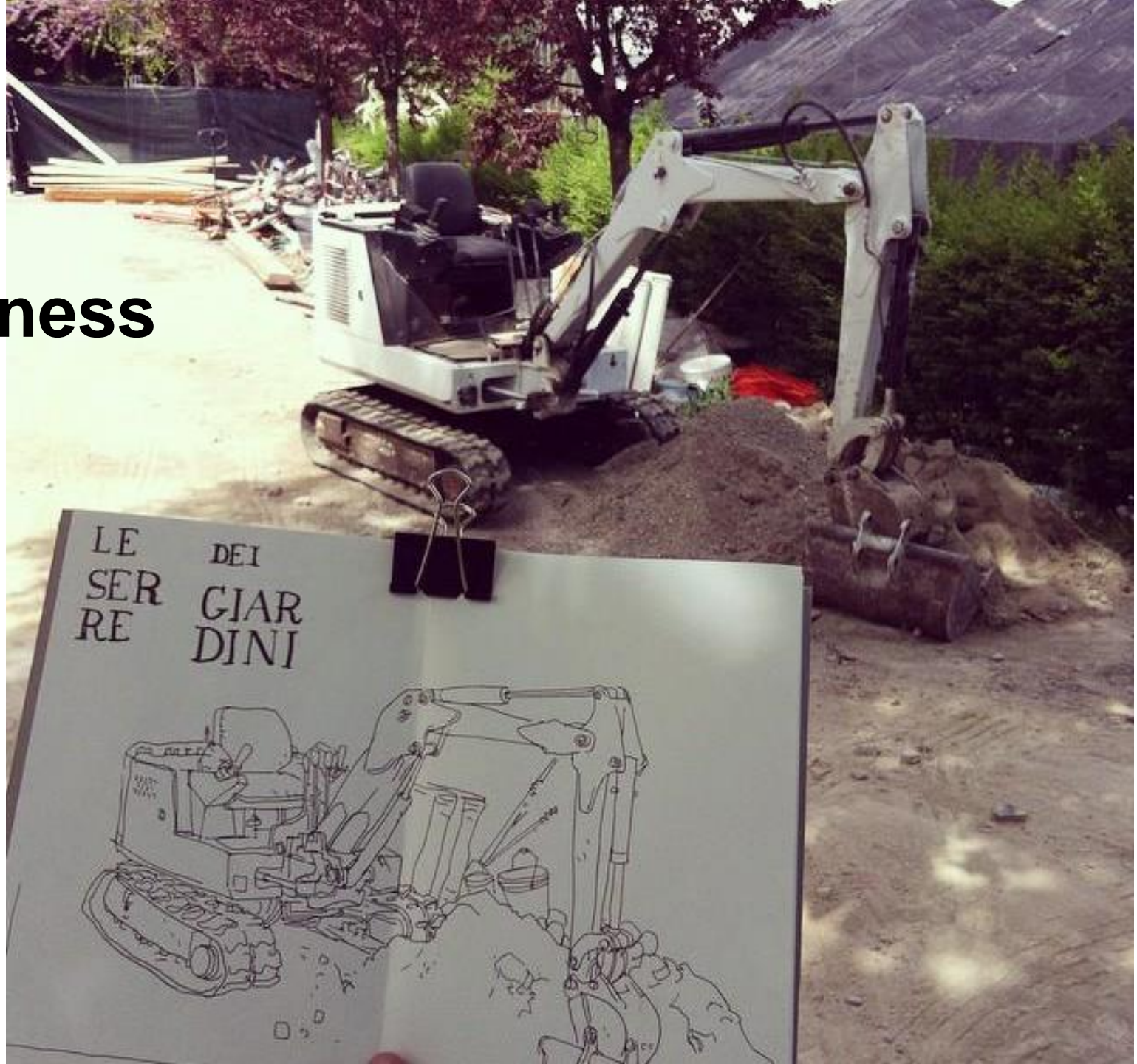
GIAR  
DINI

- #STARTUP
- #FORMAZIONE
- #SERVIZI CONDIVISI
- #INCUBAZIONE
- #COWORKING

COMUNE DI BOLOGNA **fmg** **ASTER** **kilowatt** **coop** **Regione Emilia Romagna**

**#qualitàdellavita**

**#publicness**





#ibridazione





**Anna Romani**

Founder

BAUMHAUS



**NETWORK**

ZONA MILITARE  
LIMITE  
INVALIDABILE



**CULTURA OPEN**



**COMMUNITY ORGANIZING**



**Massimo Moretti**

Founder

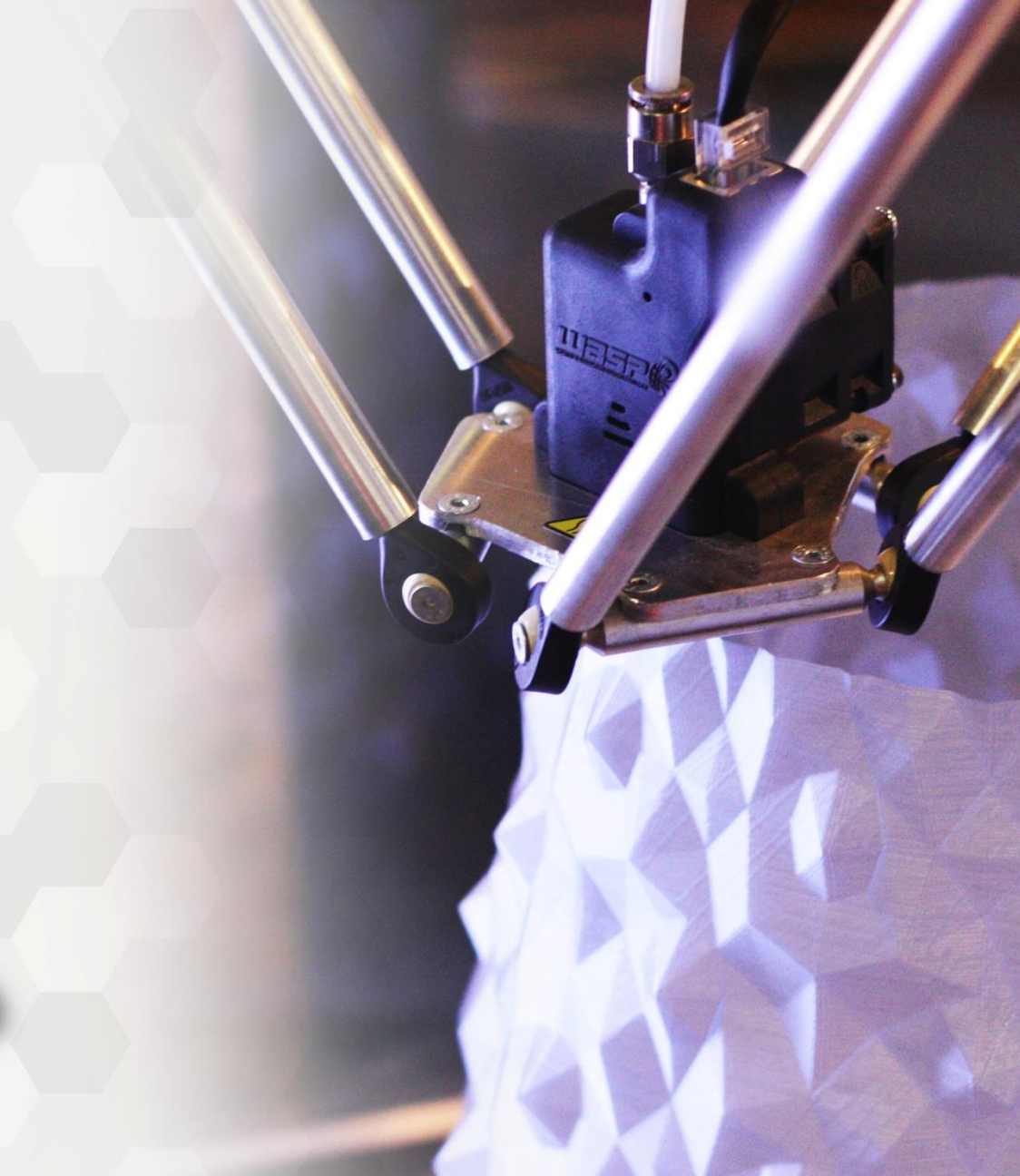
WASP PROJECT



**MAKER ECONOMY**



**BIGDELTA 12m**



**DELTA**

# Innovazione Sostenibile e imprenditorialità

Quando la sostenibilità nutre nuova  
imprenditorialità: casi di start up  
sostenibili e di successo



# Innovazione Sostenibile e imprenditorialità

Promuovere l'imprenditorialità sostenibile  
e innovativa





**Fabrizio Torella**

Responsabile progetti speciali  
FERROVIE DELLO STATO



**Fabrizio Bugamelli**

AD

ALMA CUBE



**Giovanni Chiarelli**

Responsabile comunicazione commerciale

UNIPOLSAI ASSICURAZIONI



**Aldo Soldi**

Direttore Generale  
COOPFOND

# Innovazione Sostenibile e imprenditorialità

Promuovere l'imprenditorialità sostenibile  
e innovativa

