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WP-EMS
*Working Papers Series in
Economics, Mathematics and Statistics*

**“STAKEHOLDER MANAGEMENT AND CSR
APPROACH IN ITALIAN “TERRITORIAL”
COMPANIES”
LOCCIONI GROUP AND THE “LOV – LAND OF
VALUES”**

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Stakeholder Management and CSR approach in Italian “territorial” companies Loccioni Group and the “LOV – Land of Values” Project

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ABSTRACT. The research question posed at the basis of this study is the following: what is the importance of sharing common values that originate from (and are reinforced by) the entrepreneurs’ and company’s embeddedness in a cohesive territorial socio-economic system? How can “land values” influence the company’s stakeholder and CSR approaches?

Taking both a deductive and inductive perspective, the reflections are developed around three main topics: the CSR roots, strictly connected to ethical oriented core values and influenced by the belonging to a specific geographical context; the development of social and ethical networks of stakeholders (promoted by “territorial” companies) that share a minimum mutual set of values; the influence of those values on the company’s approach to stakeholders management. After presenting the theoretical framework, the second part of the paper examines a case study of an Italian company, the Loccioni Group, which offers an example of a “CSR-oriented” organizational ecosystem and a best practices of stakeholder management that co-evolves with the environment, moving in the direction of responsible development, improving, at the same time, its own competitiveness and the social conditions of the environment and of the local context.

KEY WORDS: Corporate social responsibility, entrepreneurial values, local context, small and medium enterprises, “territorial companies”.

Jel: M13, M14,

Introduction

Several stakeholder approaches are possible (Freeman, 1994) and a “reasonable pluralism” of the theories is achieved (Wicks, Gilbert and Freeman, 1994). Stakeholder management theory (SMT) may be based on different ethical views (Phillips, Freeman, Wicks, 2003). Stakeholder approach grounded in ethical theories presents a perspective on CSR in which ethic is central. The most relevant CSR theories and related approaches are focused on aspects of social reality that can be observed in any social system. Since organizations are open systems, they are part of a more widespread network rather than being stand alone or independent systems, and a company can be considered as a sort of “interdependent stakeholder-subject system”, a network of stakeholders (Rusconi, 2006).

Starting from this conceptual framework, the focus of this work is on entrepreneurial values and “territorial” values considered as “roots” of ethical bases that orient stakeholder management and CSR approaches of companies, with particular regard to SMEs and “territorial enterprises”. In these companies entrepreneurial values represent a fundamental driving force of the CSR philosophy and stakeholder management practices as well as they lead to the adoption of CSR practices and related communication tools.

Such values are not lonely linked to personal attributes of entrepreneurs/managers, but are also connected to anthropology factors (historical, social and cultural) being profoundly rooted in socio-economic context that, in particular local situations, is characterized by the presence of a specific *genius loci* (Matacena and Del Baldo, 2009). These values are promoted by companies among other actors throughout the territory (institutions, trade union organizations and associations, banks, charitable or non-profit foundations, universities, etc.). The “model of territorial sustainability” is based on the company’s capacity to manage relations with stakeholders by creating ethically oriented networks: networks of stakeholders where business and values develop together.

Thus, the research question posed at the basis of this study is the following: What is the importance of sharing common values that originate from (and are reinforced by) the entrepreneurs’ and company’s embeddedness in a cohesive territorial socio-economic system? How can “land values” influence the company’s stakeholder and CSR approaches?

Taking both a deductive and inductive perspective, the reflections are developed around three main topics: the CSR roots, strictly connected to ethical oriented core values and influenced by the belonging to a specific geographical context; the development of social and ethical networks of stakeholders (promoted by “territory” companies) that share a minimum mutual set of values; the influence of those values on the company’s approach to stakeholders management.

After presenting the theoretical framework, the second part of the paper examines a case study of an Italian company, the Loccioni Group (located in the Marche region, in Central Italy) which provides an interesting example of “rural and industrial culture” based on shared “territorial” values and on social cohesion and can be considered a best practices for internal and external process of CSR and for its networking enterprise model.

1. Stakeholder management, CSR and ethics

Stakeholder management is the application of stakeholder theory to the business’ government. The stakeholder management approach is included in integrative theories, arguing that business depends on society for its existence, continuity and growth (Garriga and Melé, 2004). Stakeholder management tries to integrate groups with a stake in the firm into managerial decision-making. “Corporations are seeking corporate responses to social demands by establishing dialogue with a wide spectrum of stakeholders” (Ibidem, p. 59).

Freeman (1984) was the first to elaborate the idea of stakeholders in enterprise strategy, which he defined as a response to the question, “what do we stand for?” To arrive at such a strategy, the stakeholders must be analyzed along with their values (intrinsic and instrumental) and some of the surrounding social problems. An analysis of values (of managers, firms, and stakeholders) consists of identifying the enterprise strategy that tends to create a fit between society in general and the company.

Only an approach that begins with the stakeholder is ethically accessible (Freeman and Gilbert, 1988), while other strategic approaches implicate the attempt of the business to influence various stakeholders.

Ethical issues were central in the development of the concept of the stakeholder. Stakeholder theory, which introduced the concept of equity (fairness) and of the just treatment of diverse interlocutors, “also becomes an ethical theory, in which values and principles of moral nature are recalled” (Sciarelli, 2007, p. 13).

“Stakeholder theory has become a powerful vehicle for thinking about the way in which ethics becomes central to the core operations of the firm and how managing is a morally laden activity – rather than a strictly formalistic and amoral quest for economic gain (Freeman et al., 2010, p. 232). Even so, “stakeholders must not be treated as groups with diverse interests, but as groups in relation with one another, with interests that are not only individual, but also collective. They therefore share social interests” (Alford, 2005, p. 175). Stakeholder theory should thus recognize a social fabric or goods, and relational or communal goods, and overcome the paradigm for which the only way of deciding how to distribute goods, power, or other elements is through allocation to each (either through calculations or trade-offs among diverse interests in play).

One can consider a company as a sort of “independent stakeholder-subject system”; all stakeholders tend to pursue a dynamic equilibrium between themselves based on “minimum mutual acknowledgement” (MMA). These principles of general stakeholder theory consider the business as one element within a broader network and confirm the importance of relationships and trust between diverse interlocutors (Rusconi, 2006).

The valorization of the relational perspective is present in Freeman’s recent thinking: “All individuals and organizations are full-fledged members of society, as well as being stakeholder in a firm. If they benefit in their dealings with a firm, then society benefits too, both directly and in a number of indirect ways” (Freeman et al., 2010, p. 262).

The literature on CSR assumes a concept of the stakeholder that becomes extended to the totality of carriers of interests towards the firm, and contributes to the diffusion of a more responsible business culture, which must marry the social aspect of operations with the firm’s objectives in a single strategy (Alford, 2005).

Most of the current CSR theories are focused on four main aspects: meeting objectives that produce long-term profits, using the business’ power responsibly, integrating social demands, and contributing to a good society by doing what is ethically correct. “This permits us to classify the most relevant theories of CSR and related concepts into four groups, which we have called instrumental, political, integrative and value theories” (Garriga and Melé, 2004, p. 65-66). The last of these theories (also called ethical theories) focused on the ethical requirement that cement the relationship between business and society and on the right way to achieve a good society, includes the stakeholder normative theory (Freeman, 1984; Evan and Freeman, 1988; Donaldson and Preston, 1995; Freeman and Phillips, 2002; Phillips et al. 2003), as well as universal rights, sustainable development and approaches to the common good (Alford and Naughton, 2002; Catholic Social Thought -Pope John Paul II, 1991; Pope Benedict XVI, 2009; Argandoña, 1998; Melé, 2002; Zamagni, 2007; Gui and Sugden, 2005).

“There are many different ideas, concepts, and practical techniques that have been developed under the umbrella of CSR research” (...) the stakeholder concept can and should be used as a foundational unit of analysis for the ongoing conversation around CSR and can add value to the future development of CSR” (Freeman et al., 2010, p. 235-236).

According to the Authors, one of the “problems” of CSR is that is focused on ‘corporate’ social responsibility rather than on business social responsibility. “The focus on ‘corporate’ implies that corporations, due to their size and success and perhaps their shareholding pattern, have to shoulder responsibilities that smaller and more closely held business do not. (...) In short, our argument is that if you take a ‘creating value for stakeholder’ approach to business, and if you acknowledge that

ethics and values are as important in these relationships as they are in our other relationships with our fellow human beings, then the idea of ‘corporate social responsibility’ is superfluous. (...) We propose to replace ‘corporate social responsibility’ with an idea we call company stakeholders responsibility (Ibidem, p. 263).

This is, therefore, a new interpretation of the very purpose of CSR, a new approach to CSR which “looks at business and society as intertwined, and it looks not just at corporations, but at many different forms of organizations, and promotes a pragmatic focus on managing the relations with all the organization’s stakeholders as a primary task for success” (Ibidem, p. 264)

2. The centrality of ethics and values in entrepreneurial activity

No less than four ethical theories support the positions present in the debate on CSR. The first is “the ethics of intentions;” the second is that of enlightened self-interest. The third “most popular moral theory in the study of CSR is the ethic of responsibility, interpreted by the analytical model of the stakeholder” (Zamagni, 2005, p. 327). But how can such multiple interests be rendered compatible and convergent? The fourth ethical theory, the ethics of virtues, tries to respond to such questions. Understanding the moral constitution of persons, and their internal motivational structure - even before the internal structure of the system of external enforcements (i.e., the codes of ethics) are thus central.

The importance of ethics and values is at the center of a debate that has been intensified in the wake of the worldwide crises of the last several years. And it has closely impacted the entrepreneurial world. “The economic sphere is neither ethically neutral, nor inherently inhuman and opposed to society. It is part and parcel of human activity and precisely because it is human, it must be structured and governed in an ethical manner” (Benedict XVI, Enc. *Caritas in Veritate*, n. 37).

For Röpke (1947), ethics possess a central importance. Entrepreneurs, he affirms, are “moral aristocrats” and social officials who undertake an ethically relevant activity. The economic order can prosper only “in a society in which the fundamental principles that give consistency and color to the narrative of social relationships are alive: individual initiatives, the sense of responsibility, independence anchored in prosperity, equilibrium and audacity, earnings and savings, individual organization of one’s life, insertion into the community, sentiment of family, of traditional and of historic continuity, and, moreover, minds open to the present reality and to the future, an equilibrated tension between individual and community, of solid moral connections, (...) the sense of natural order of things and of a solid hierarchy of values” (Röpke, 1965, p. 119). Intermediate bodies that foster and reproduce these values and personalities are “Family, church, genuine communities, and tradition. (...) It is also necessary that people should grow up in conditions

which favor such moral convictions, conditions of a natural order, conditions promoting cooperation, respecting tradition, and giving moral support to the individual” (Röpke, 1960, p. 125).

“Man can wholly fulfill his nature only by freely becoming part of a community and having a sense of solidarity with it (Ibidem, p. 91).

Theses that are very similar to Röpke’s can be found in the works of Novak who argues. “The moral wealth of society (...) depends in large measure on the moral character of the most important entrepreneurs” (Novak, 2000, p. 80). Doing business is a morally serious activity. Businesses, he writes, “drive in themselves some important moral values, such as the principles of creativity and of community. They incarnate subtle filaments of law, customs, habits, practices and accords, without which they could not exist, or they could not last from generation to generation” (p. 221). And he adds that the entrepreneurial world has an acquired interest in virtue. “It cannot move ahead with realism, courage, knowledge and integrity without a community of work highly motivated and virtuous. (...) “The enterprise cannot be an institution that is morally empty” (Ibidem, p. 159, 188). Various research findings in the literature try to respond to the question: “Is an ethical framework necessary to foster sustainable entrepreneurial spirit?” Huy and Zott (2009) emphasize that in new business ventures that managed to build trust, in regard to the firm’s integrity (ethical competence), the founder’s competence as an entrepreneur (technical competence), as well as his benevolent character (personality), were better able to mobilize adequate resources and more resilient under tough economic conditions.

Gallo and Cappuyns (2004) have found that in 21 successful family businesses, which have reached the top 1000 and stayed there over 30 years, the following values stood out in nearly all cases: a strive for excellence; commitment to a strong labor ethic; initiative to innovate; simplicity of lifestyle; austerity. Features of these companies are flexibility and rootedness in the socio-economic context.

In entrepreneurial activities poesis is embedded in praxis. Acknowledgement of a social responsibility is possible when and if the entrepreneur recognizes that he is not the only one pursuing or establishing goals, but rather that he or she is in a mutual relationship with “another” and “this other” develops himself or herself in this relationship according to their own finality; by “dealing with” instead of “making use of” we uncover the reality in a more comprehensive way.

In light of these considerations, below attention is focused on the centrality of values and on the moral basis of entrepreneurial decisions in the context of small and medium-sized firms. In the majority of cases these are at the same time family-run businesses and profoundly rooted in local contexts characterized by a diffuse entrepreneurship and strong social cohesion. In this scope, the analysis of the case study is preceded by a brief presentation of the theoretical framework of SMEs,

of entrepreneurial values and of “territorial” firms in which CSR and stakeholder management are influenced by ethical foundations of entrepreneurial values shared by actors who are firmly rooted in the socio-economic fabric from which they come.

3. Stakeholder management, CSR and ethics in SMEs

In SMEs - even if they have been given less attention in stakeholder management, CSR and ethics literature (Spence 1999; Spence and Schmidpeter 2003) - the influence of the subjective sphere is maximized, the importance of relating to the internal and the external is proclaimed by the limited dimension, and the social rooting of the small business and of its creator in the local environment is a central factor (Del Baldo, 2010).

The convergence around the mission and value-set is facilitated by the proximity and by the direct involvement of the owner and/or the entrepreneurial family in managing the business. The simplicity and flexibility of its organizational structure allows direct and frequent rapports between stakeholders. The proximity and its rooting in the surrounding territory and socio-economic context assumes particular importance in driving the business towards forms of CSR and stakeholders management based on shared values that typically express a particular socio-cultural and economic tradition of the territory in which the company and its stakeholders are embedded (Ringov and Zollo, 2007).

In SMEs the contingent variable linked to the entrepreneur influences the nature of the relationship with stakeholders inside and outside the firm, and on the governance of the company itself. One relevant aspect that emerges from the researches conducted on the diffusion of CSR in SMEs (European Commission, 2002; European Union, 2004) is that the process of orientation towards CSR normally is promoted by the owner-entrepreneur and depends on his ethical orientation and values (Vyakarnam et al., 1997; Jenkins, 2006a-b; Spence and Lozano, 2000; Spence and Rutherford, 2003; Spence, Schmidpeter and Habisch, 2003; Morsing, 2006; Kvåle and Olsen, 2006).

Subjective variables lie at the core of entrepreneurship, which serve to explain behaviors, returns to personal characteristics and motivations of a psychological and sociological nature (Marchini, 2000) that influence strategy next to organizational factors, the environment (intended as global society and as sectors of activity) and production activities. Values and attitudes towards the social context are central factors in the strategic system. They are expressed by the vision and the “entrepreneurial formula” (Coda, 1985). Values recognizable to human nature (“the system of perennial values”: honesty, loyalty, justice, respect for human life - Catturi, 2003) forge the “ethical constant of the business management” and represent the premise for “entrepreneurial success”.

The entrepreneur is rarely motivated by purely economic factors. More often, he experiences more ample stimuli under the social profile and is characterized by a strong identification with the organization (organizational commitment) and the local context in which he/she is inserted.

Entrepreneurial motivations and aims are placed at the base of the theory of social success of the entrepreneur (Sciarelli, 2007): success is measured by not only the results achieved by the enterprise, but more so by the achievement of respect gained from the surrounding community. Social power/leadership finds its counterbalance in social responsibility attributed to, and embraced by, the entrepreneur. The solidity of the firm's success and the consequent relapse in terms of social power is also founded on respect for both economic balances and on moral values (Quinn, 1997).

The "human factor" in SMEs is central because of the tight framework of interpersonal relations that is held together by the entrepreneur and/or the family/owner, which stratifies itself inside and outside the firm. The business is nearly always linked to the family, which is essentially a civil "cell", over the socio-economic entity.

The relational factor is a distinctive aspect of the entrepreneur and of the small and medium-sized business (Birley, 1985) and is the driver of specific strategies not always, nor necessarily aimed at, quantitative development. They diverge from the "biological" models of life cycles of the firm (Churchill and Lewis, 1983), and focus instead on the forms of particular developments in an environment in which those centered on an orientation towards CSR and sustainability merge. One can talk of strategies of qualitative development (Marchini, 1995), based on the capacity to weave the systems of informal, familial and social relationships that constitute the framework on which inter-organisational relationships are incorporated (internal and external networks).

3.1 Stakeholder dialogue in "territorial" companies

Small and medium entrepreneurs are often active members of a territorial community, of which they represent the "creative soul", to which they are intimately linked and in which they reinvest part of the economic wealth they generated and their energies. SMEs - especially "rooted" in their respective region and characterized by long-term, established mechanisms and rules - possess a good starting position for a sustainability strategy as a result of their structure and regional infusion (Leborgne and Lipietz, 1991; Storper, 1995).

On both the national and international levels, there emerges the importance of peculiar approaches to CSR, centered on a logic of SMEs' involvement in networks or based on membership in specific districts (Molteni et al., 2006; Battaglia et al., 2006; Ørskov, 2006; Kromminga and Dresewski, 2006). The participation of the SME in networks characterized by the presence of a plurality of interests, both public (local organizations, chambers of commerce, universities and research centers)

and private (trade associations, non-profit organizations, credit institutions, professional orders), facilitate the implementation of actions and programs of socially oriented development of SMEs and of the local environment in which they are inserted (Fugazza et al., 2006; Lepoutre, 2006).

Small and medium-sized businesses inserted into local contexts characterized by diffuse entrepreneurialism and a socio-economic fabric nourished by shared values between a plurality or network of local actors in relation to one another are able to effectively active forms of stakeholder dialogue. The term “stakeholder dialogue” is intended to mean an ensemble composed of praxis relative to the confrontation and exchange of experiences among actors on an equally ethical base so as to reach a common vision and shared judgments on problems of reciprocal interest. Stakeholder dialogue represents a way of confronting, negotiating, and recognizing reciprocal interests and aims to find shared solutions to the distribution of scarce resources that can be allocated in different ways among the actors involved. It assumes the aspect of a complex and continuous relationship that the business entertains with internal and external stakeholders so as to orient their own choices and to realize results in a way that is shared and innovative. Several instruments can be utilized: questionnaires and interviews, information collection, declarations, organizing periodic meetings, instituting forums, bilateral and multilateral dialogues, creation of a stakeholders networks.

In SMEs, stakeholder dialogue and the formation of a stakeholders networks is facilitated by traditional ties that the business and the entrepreneurs entertain with the surrounding community and in a climate of faith nourished by continual interpersonal relations and based on reciprocal trust and shared values.

The success of many businesses continues to depend on their rootedness in the territory in which they were born and are developed, thanks to positive externality which comes from the quality of human capital (qualification of the labor, and the specific working culture) and of social capital (social cohesion, institutional cohesion, informal networks between collective actors, solidarity, and interpersonal faith). In these cases, stakeholder dialogue represents a praxis of valorization of social capital that is available to the firm at the local level. It also can respond to instances of coherence with the principles of social and environmental responsibility required at the global level (Chiesi, 2005).

3.2 CSR oriented networks

The development of systems of social responsibility in the context of networks is a phenomenon noted by social science, especially economics and sociology which has evaluated the importance of informal relationships that mature in certain contexts. They particularly focus on the potential of

such relations to generate trust. Along these lines, the idea that network systems are able to produce collective goods and to grow the firm's social capital has matured. The social capital depends on the consensus on values. Such dynamics mature particularly in entrepreneurial contexts characterized by the presence of small and medium-sized firms rooted in the surrounding territorial environments. Specific links with the territory and with the local community push some authors to recognize the comparative advantage of this productive system for their own capacity to generate collective goods at the local level (Crouch et al., 2004).

Embeddedness, intended in this case as a sense of belonging, identity, shared values, co-participation bringing about a territorial community, represented the "strong" element of the network assets, a formative system of diverse actors that share a common fabric of values, behaviors, attitudes, drivers. Rootedness constitutes one of the principle drivers for the development of CSR and sustainability that are raised in "identity" contexts. It is at the core of the process of formation of cultural, ethical, visionary and responsible networks. The networks that are based on a nucleus of common cultural characteristics and on a shared ethical orientation, are often the translation of social forms based on personal relations between individuals linked in relationships such as friendship, family, esteem, faith, wherein the logic of reciprocity lives. Such social networks are rich in intangible resources, set within the fabric of relationships, and in themselves actualize the exchange of "social goods" such as prestige, reputation, friendship, and a sense of belonging (Niccolini, 2008).

Networks strategically oriented towards social responsibility are activated by communicating internal values to the broader external world. Such processes of externalization favor the aggregation and reinforcement of links in an inter-organizational and complementary point of view and the creation of macro-culture. The role of the motivator and visionary, typical in the non-profit sector, can also be assumed by the private or public businesses, which may find it convenient to synergistically collaborate.

3.3 SMEs Italian "territorial companies"

In Italy, whose socio-economic fabric is made up of small companies and entrepreneurs and their families, there are many zones whose values in terms of know-how, sense of belonging to a local community, to the same culture, inspire entrepreneurial behavior. A recent piece of research, which centered on various cases involving Italian SMEs, allowed verifying an important connection between orientation towards sustainability of companies led by entrepreneurs ("champions of CSR") and the sharing of those values typical of their local context (Harvey, Van Luijk and Corbetta, 1991; Peraro and Vecchiato, 2007). Such values, besides being only linked to personal characteristics of entrepreneurs, are reinforced by them being profoundly rooted in their socio-

economic network which, in certain local situations, is characterized by the presence of a specific *genius loci*. (Cipolla, 1990).

Specifically, these values above all spring from the rural culture and from the culture of the Italian cities in Renaissance Humanism which is the heritage of the Civil Economy of historical tradition of the Country. In contexts such as these, there are numerous companies, normally small-to-medium sized that – thanks to the entrepreneurial vocation and to the “civil charisma” of those subjects able of leading companies that present themselves as value-based organizations – offer tangible examples of innovative routes of sustainable development which, first and foremost, involve the context of their local territory but not only, since they push themselves to support sustainability projects and actions on a national and international level. These routes are based on the capability of these entrepreneurs/companies to take part (as well as to activate) networks which include several actors: banks, trade associations, unions, local authorities, non-profit organizations, chambers of commerce, etc.

Liability, identity and sense of belonging to a precise cultural and ethical context, closeness to internal and external networks, flexibility, innovative drive and adaptive competences are attributes of SMEs. Trust is built both on geographical closeness, common history and on joint activities as well (Peredo and Chrisman, 2006). Thus, when there is a common aim to improve the quality of life that ties together individuals and organizations belonging to the same territory, it is possible to introduce the notion of social Responsibility of the territory, founded on the rediscovery of shared values that the territory’s economic, social and institutional actors know how to reinforce, thanks to solid networks of relationships. No longer is responsibility solely the realm of the individual firm, which is called to put itself in relation to the collective, but rather it is the whole community, the territory, which comes to be conceptualized as a *unicum*.

However, it is important to underline that this approach can be applied only in specific social and economic contexts where all local actors have absorbed a common *culture* that spreads in mutual values with respect to the way business is run.

The concept of culture reminds to beliefs, norms, traditions and attitudes that drive the behavior of individuals and organizations belonging to a definite community (Schein, 1990). Much research has been conducted on the relationship between culture and management (Hofstede, 1980) but just a few investigate the impact of culture on corporate social performance. Ringov and Zollo (2007) interesting contribution offers empirical evidence to test the assumption that corporations’ socially responsible behavior is influenced by specific dimension of the cultural context in their home country. Those results are consistent with the findings of the report on European SMEs and social and environmental responsibility showing a highest percentage of SMEs sustainable-oriented in

those Nordic Countries (i.e. Finland, Denmark, Ireland, Norway, The Netherlands and Sweden) notably characterized by a more “feminine” and a low “power-distance” culture.

Thus, in our opinion, to better understand the phenomenon it is not sufficient to consider the cultural dimensions at a national level, but one should consider also the different local culture that exist in the same Country. That is the case of Italy where CSR attitude not equally distributed in the different Italian regions (Perrini, Pogutz and Tencati, 2006). As literature poses (Becattini, 1979) in Italy there are some territories characterized by the presence of relational environmental between local actors sharing a collective identity arising from the past of the region where they live (Bagnasco, 1977; Braudel, 1979; Putnam, 1993). That is the rationale why the Marche – along with other Italian territories such as Tuscany and the Veneto – offers an interesting laboratory to study not only the extent of CSR, but also Social Responsibility of the Territory, based on the proactive role of SMEs (Del Baldo and Demartini, 2010), capable of activating - as illustrated in the following case study - innovative forms of stakeholder management and CSR oriented networks.

4. Loccioni Group: entrepreneurial and “territorial” values at the base of stakeholder management and CSR approach

4.1 Aim of the study

This study try to “seize upon” Freeman et al. (2010)’s suggestion and invitation to develop stakeholder theory (“Questions on the horizon”) by giving attention to a particular entrepreneurial case that exemplifies best practices of stakeholder management. In particular, it tries to demonstrate how, in the context of small- and medium-sized businesses, the management of relations with stakeholders is favorably influenced by the sharing of values present in the place in which it is found. And, in this way, it intends to offer an occasion to begin reflecting on the suggestions in the literature “Can we build theory around these practices to show how and why they create value, specifically connecting purpose and values to specific practices?” (Ibidem, p. 290), thinking about stakeholder theory along the following lines: family enterprises; culture; SMEs; networks.

4.2 Research question and propositions

The research question that orientates this work can be synthesized: “Are SMEs oriented to socially responsibility by virtue of their value structures, by the inherent attitudes that characterize the business owner and his family, and by their embeddedness in the local context and in the socio-economic dimension to which they belong to and in which the entrepreneur and the company are inserted?”

The propositions at the basis of the study are therefore the following:

P1. In SMEs the CSR roots are strictly connected to ethical oriented core values and are influenced by the belonging to a specific geographical context.

P2. Those values influence (and facilitate) the company's approach to stakeholder management.

P3. The development of social and ethical networks of stakeholders are promoted by "territorial" companies that share a minimum mutual set of local values.

4.3 Methodology

The following study was developed according to a qualitative approach and a case study methodology (Eisenhardt, 1989; Yin, 1994; Fayolle 2004) in order to pinpointing the internal factors (organizational structures, internal micro-processes, attitudes, points of view, perceptions) that, together with the corporate characteristics (size, sector, age of the business, etc.) and the general contextual factors (economic, political, cultural, etc.) are able to explain orientation towards CSR and sustainability (Adams, 2002) of entrepreneurs, and to "capture" the diverse manifestations of stakeholder management in SMEs.

This work is placed in a trajectory of research, which has for many years involved both academics as well as centers promoting CSR and consulting groups who have intended their research to reach not only their colleagues in the scientific community, but to professional exponents such as heads of businesses and middle managers. These works methodologically make ample use of case studies. In addition to developing an understanding and an interpretation of the phenomenon, the case studies' purpose is to present concrete testimonies to entrepreneurs, institutional actors and managers, which can provide the means for critically evaluating opportunities of involvement with the community (i.e. The Centre for Corporate citizenship at Boston Collage, or the Copenhagen Business Centre), providing solutions to which they can relate, and activating a virtuous cycle of development that places the individual and his surrounding socio-economic environment at the center.

The study focuses on the analysis of Loccioni Group, a Marcheian enterprise that is representative of the entrepreneurial and economic fabric of the region. In the choice of the company we considered the "cohesive" Italian SMEs typology (Molteni and Lucchini, 2004) [1].

Two clarifications are necessary regarding the company selected, with specific reference to its size and geographic area in which it is found. First, the Group considered is medium-sized, not cited and is family-owned run, a typical example of the "family businesses" found throughout Italy. It presents, however, managerial assets and evolved organizational structures and perform competitively. Secondly, the business belongs to a particular region in Italy, the Marche, which is characterized by a thick fabric of diffuse entrepreneurship and constitutes a classic example of the "Third Italy" model in which the development of SMEs is established in small centers, without

upsetting the pre-existent agricultural and artisan vocations, and preserving socio-economic fabric of relationships anchored in the territory.

The analysis was based on information collected in the period October-March 2009-2010 through:

- in-depth semi-structured interviews (note-taking, tabulation, transcription, validation and correction, contact by e-mail) as well as to informal conversation to the founder and his entrepreneurial family, other collaborators at various levels and firm-wide functions: managing director, general manager, those responsible for management planning and control, responsible marketing and communication; director of production, as well as local partners, clients and supplier);
- direct observations during companies' visits, participation to workshops, congresses and focus groups;
- document analysis.
- structuration of the research instruments (semi-structured questionnaire; prepared interviews,; documental analysis).

4.4 Brief presentation of the company

The Loccioni Group was founded in 1968 in a small town belonging to the Province of Ancona (Marche – Italy) on the intuition of Enrico Loccioni (the current president of Loccioni Group), who began his entrepreneurial journey in the sector of industrial electrical implants. In the next forty years, he will come to found six businesses. Ownership is primarily familial and the founder and his wife are the company heads; two of the businesses in the group are in partial possession of subjects outside of the family. There are eight external partners who figure into the management of the Group (Table 1).

Table 1- Profile of the Group

<i>Company title - Registered office - Year of constitution - Sector - Corporate purpose - Employees – Total Sales (2009) - Ownership</i>	<i>Instruments of implementing and communicating CSR and sustainability, Year Introduced</i>
Gruppo Loccioni, Angeli di Rosora (AN - Marche - Italy); 1968 Electrical and electronics equipments, automatic equipment and plants-design-robots; integrated technologies for environmental monitoring; measurement and quality control; biomedicine and medical equipments; telecommunication and environmental control; instillations for the management of domestic energy (green energy); courses for technical and managerial education; consultancy for business development. 284 employees; 45.000.000 euro; open family-owned business.	List of company values (“charter of values”), year 1969; Code of ethics, year 1996; Social report, year 1997; Intangibles impact, year 1997; Cause Related Marketing, year 1999.

The Group proposes itself as a “technological tailor” for its capacity to custom-design technological solutions for its clients. Their activities are primarily based on distinctive “core competencies” applied to diverse markets (and to their corresponding lines of business): environment, home, automotive, industrial, community, health.

Its mission is expressed this way: “With curiosity and openness we integrate ideas, people and technologies to animate and give value to the business” and it is centered on the following values (Tables 2-4):

Table 2 - List of Loccioni Group’s values

Imagination	To be capable of imagining means being capable of creating.
Energy	Much of it is needed to dream and to realize one’s dreams.
Responsibility	For the air that we breathe, the land that we walk, the resources that we utilize, the trust that we obtain.
Tradition & Innovation (“Tradinnovazione”).	To learn from the past to give form to the future.

Table 3 - The “identity card” of the Loccioni Group

Attention to human resources	<ul style="list-style-type: none"> - 55% of the collaborators high school graduates; 45% college graduates; medium age 33 years. - 7% of its resources dedicated to educational development. - Best Work Place Italia Award, from 2002 to 2007 for excellence in organizational environment and the satisfaction of collaborators (from Great Place to Work Institute, Italy). - Ernest & Young Prize, “Entrepreneur of the year”, 2007, “Quality of Life” category. - Recognition as “Olivettiano businessman of the year 2008”.
Attention to research	<ul style="list-style-type: none"> - 4% of its resources invested in Research and Development. - 12 patents and 7 projects of applied research. - European Recognition for the research project /DG XII, European Union) “MEDEA” (on quality control in the domestic electronics sector). - 11 patented research projects. - Best Application Award, Automotive Forum 2008 (Project “MEXUS”). - Marchegian of the Year (2008) for technological innovation.
Attention to CSR	<ul style="list-style-type: none"> - Sodalitas Social Award 2005 Finalist, for the category “Internal Processes of CSR and network enterprise model”; “Metalmezzadro” project in the knowledge-based business. - Sodalitas Social Award 2008 Finalist, “Sustainability Projects” category. - “Business and Culture” Award 2003, project “Bluzone”. - Sodalitas Social Award 2009, Finalist in “sustainable initiatives” for the Project LOV, The Land Of Values. - Leaf Community Project: Leaf Energy and Future (partner of the European Commission in the “Sustainable Energy Europe Campaign”, accomplishments received by Legambiente.

Table 4 - The winning team's playbook

1. Businesses are made by people, by products, by profit. Without people there will be neither product nor profit.
2. The result of the tournament is greater than the sum of the individual matches.
3. The client is our collaborator; to satisfy his expectations is our objective. Our profit is the client's profit.
4. The winning mentality knows how to transform difficulties and threats into opportunities.
5. You win when you collaborate, or you loose everything.
6. Pointing fingers doesn't solve the problem, it creates it; we have to search for solutions.
7. The winning mentality involves trust, respect, communication, willingness to sacrifice, concentration, preparation, determination, initiative, flexibility.
8. Every captain is at the service of his team; respect people, let them grow and defend them.
9. Every person must understand and develop their respective talents, for the greater benefit of the team.
10. Trust is the greatest weapon.
11. The first solution is not (always) the best, but it's only the most obvious.
12. In a winning team, the roles and rules must be respected. Intelligence lies in changing them at the right moment.

4.5 Findings

Loccioni Group follows strategies of social responsibility with an adhesion to CSR codes, adopts processes of social and environmental certification, regularly publishes social and environmental reports, has obtained recognitions/awards for its robust activities of social responsibility both on the national and international level. In short, these aspects refer to the following declinations: presence of a framework of ethically-connoted values, shared by the entrepreneur and his family and diffuse throughout the organization; realization and promotion of CSR actions and strategies as well as sustainability; development of systems of accountability.

The Group distinguishes itself by its true orientation towards CSR based primarily on its attention to its internal stakeholders, putting personnel first in its dedication to offering a high level of continuing education.

Also at a high level is the attention the Group pays to other categories of stakeholders, such as clients, providers, general partners, public authorities, local collectivities and future generations - attention that is concretized in multiple projects based on, and oriented towards, CSR.

Specifically, three are the distinctive traits of the Loccioni Group on which the analysis is focused:

1) the solid ethical and moral base of the entrepreneur, whose roots come from a sense of civility and rural tradition that is influenced by shared religious principles, personal and family values, transmitted by the founder across personal relations in the business, and passed down by his agricultural forefathers;

2) the outstanding capacity for communicating and for maintaining relationships, as well as the centrality of the individual person, are themes at the base of an organizational network model and of a peculiar model of stakeholder management that characterizes the firm, which is concretized in the creation of CSR-oriented networks and partnerships.

3) the strong sense of community membership and the love for its own Marchegian “land”, which it perceives as a stakeholder, as well as a true desire to “attract” and to “permeate” the territory, promoting CSR and sustainability, beginning with the general environment at the local level. In this context, Loccioni’s Lov- Land of Values project is implicated.

Below, the results of the study relative to these three aspects and aforementioned propositions are described, at certain moments calling upon the direct thoughts of the protagonists as primary examples.

1. CSR roots: family and values of “country civility” typical of the place (Proposition 1)

“One night, when I was 5 years old, one of my father’s cows died. This meant that we couldn’t move our oxcart, we had to stop plowing the fields. The next day our neighbors got together and brought us a young calf: a vestige of the agrarian culture in which the ethics of giving trump economic rationality” (E. Loccioni, President of Loccioni Group – E2).

Enrico Loccioni is a strange man, who started an entrepreneurial adventure as an electrician, embracing an entrepreneurial spirit and an intimately agrarian popular culture, invisible ingredients in Fuà’s model of the “Third Italy” (Fuà and Zacchia, 1983). The industrialization of the small Marchegian towns where the Group is located, which had been losing wealth because of high emigration during the 1960s, was launched first by families like his, who knew how to trigger a movement based on the recuperation of those customs, traditions, civil conditions that their sharecropper ancestors had left. An inheritance deeply entrenched in the Marchegian spirit and culture: good sense, wisdom, prudence, work ethics, neighborliness, understanding what comes next. It left an inheritance of co-responsibility that does not exist in other experiences.

“The true roots of many Marchegian entrepreneurs, like Loccioni, are based in the 400 years of the harvest, which have prepared these populations for the world of entrepreneurship because the harvester was a small-scale businessman. The agrarian culture embraced profound values that were based on Christian doctrine, taught by parish priests. The precepts of Christianity were always sustained and valorized. And above all they can become the foundation of sustainable, authentic and humane socio-economic development. The respect proprietors have for the harvesters - today’s employers and employees - occurs in nearly all areas of the Marches. The management of Loccioni Group is the classic demonstration of this new category of entrepreneur that has had a precious and extremely important education from their ancestors, from whom they inherited the fundamental values of family, faith, work, commitment, and courage. The family unit was and is today at the forefront of Loccioni’s scale of values; it is the reason why the company stands out, a badge of honor for our land” (L. Pigni, President of Pigni Group, partner – PA10).

The entrepreneur never neglect the matrix from which everything is born. In the Group, Marchegian business and family live 100% together.

“The family is the primary source of values. It aggregates. It allows for the development of ideas. It catalyzes valuable expectations” (E. Loccioni – E2).

He's an anomalous personality who speaks of values and culture not with intellectual boldness, but with human simplicity. He speaks with the genuine candor of the self-taught man who has only made it to middle school, but who had envisioned his own model of industrial development in Werner Von Siemens (Siemens' organicism) and Olivetti (Adriano Olivetti's industrial humanism). The "metalmazzadro model" of the Group is based on a parallel between the industrialist (entrepreneur-manager) and the agriculturalist (guided by rational calculation, by a work ethic and by savings), between tradition and innovation ("tradinnovation").

"We take the best of the past to build the future (E. Loccioni - E1). "Look towards the sky, but have your feet planted firmly on the ground" (C. Loccioni, Enrico's son - S1)

"Values at the foundation of agrarian culture are "tigna" ("obstinacy" – literally a "ringworm"), desire, dedication to one's work, parsimony, the sense of one's limits, the sense of the family as the nucleus of solidarity, responsibility. We love to define ourselves as 'metalmazzadri'. From the agrarian culture we have learned: the importance of traditional values, the transmission of trust with a handshake; the habit of working in seasonal uncertainty; the power to always resume our work no matter what; to learn through imitation; the diversification of cultivation to reduce risk, just like in sharecropping (...). Values sustain actions; actions that are positive and responsible generate a type of development that respects humans and the environment. Without values one cannot go far. Values are the identity of the group: they provide a common language, they give strength to our businesses and guide them as they adapt to the market. Actions, even those everyday ones, need a profound moral commitment. Our intangible values are imagination (to know how to create), energy (to achieve our dreams), responsibility (for the air we breathe, the land we walk on, the resources that we utilize, the trust that we gain" (Enrico Loccioni – E3).

The heritage values inherited from Enrico Loccioni and kept alive in the business are numerous: tradition, optimism and tenacity, adaptability, faith, transparency, familial solidarity. The asset value that derives from them represents an adaptation of the sharecropper tradition, which becomes paradigmatic in a managerial figure based on certain values, which, thanks to their spatial-temporal immutability, becomes a sort of interiorizable DNA from (and transmittable to) everyone. In virtue of their stability and applicability to every individual, such values play a central role at the level of the company, transforming its collaborators into "intra-entrepreneurs", people capable of being managers of their own selves (and also taking on the qualifications of an entrepreneur through their participation in the Group's frequent spin-off processes). The stability of values brings back to them characteristics of universality and thus an ethical significance. The same values play a central role in interface with all stakeholders. The relational fiduciary mechanisms at the base of the value transmission of interactions that occur in the business by the group and with the numerous organizations that come from Gruppo Loccioni's network. These values, through multilateral relationships, are transmitted, at times even unconsciously, and are transformed into true beliefs.

(Graph 1)

2) *The approach to stakeholder management: CSR-oriented networks and partnerships (Proposition 2)*

Loccioni Group can be considered a “convivial enterprise” (Balloni and Trupia, 2005), whose competitive success grows out of the commitment to values and to the human spirit and where lives a type of “art”, reconciling economic objectives and humane ones.

Loccioni Group has a strong capacity to open itself up to others and of working in trust and to “weave and spin” towards the force of an example and a networking approach. “Conviviality” is manifested in the creation of CSR oriented networks and partnerships.

Strong is the link between the sense of social responsibility of the Group, on the one hand, and the culture and ethics as distinctive organizational competencies on the other. The concept of responsibility, which goes beyond the social, pervades the organizational culture of each. The transmission of the value of responsibility always comes across through recommendations, constructive explanations, dialogue, meetings, through beliefs and never through obligation.

Such responsibility is born and develops from the cardinal figure of the entrepreneur, it pervades the collaborators, and from them it returns towards the managers and is transmitted to every stakeholder, to every subject who enters into relation with the Group, or, rather, “its people”. In managing the business, the entrepreneur has imported the principles and values typical of the rural Marchegian tradition, which constitutes a sort of meta-culture in which the firm moves.

The efficacy of the Loccioni Group’s numerous CRS-oriented projects is linked to the organizational form of its network. They have, and can have hope for, success if the businesses and the stakeholders integrate and share, *in primis*, values, strategies, processes, resources, systems, business agreements.

Thus, the role of the partner - public, private and non-profit - becomes essential, and, through them, so too does the role of citizens.

The Loccioni Group represents a diffuse entrepreneurial network, a “value retainer” and “cultural or heritage-driven”. The development of networks (and the network model) allows one to overcome the individualistic perspective. CSR “constrains” and at the same time facilitates the construction of networks by its organizations.

The network represents the application of a social form (“clan”) at the base of which personal relationships subsist between individual members of the business, who interact through direct communication and are linked by rapports of friendship, esteem, trust and even kinship.

“Ours is a way of being an open enterprise from the very beginning, born to welcome interlocutors as carriers of value; formation, collaboration, team work are our practices. (...) From a strong shared culture and from driven human resources can arise the commitment for the Common Good and the strength to face the market.” (E. Loccioni – E4).

Reinforced by its socio-cultural and anthropological values and by the typical nature of the surrounding land, the Group has become an educational laboratory for continual improvement and a vector of intangible factors. It has developed explicit and implicit understanding, integrating itself with universities, schools, research institutions, technological centers, incubators. Thus development and knowledge management occurs for the sake of valorizing people, defending the values of the territory, developing ideas, elevating the quality of life and of work, generating profits, and enjoying oneself.

The network model that has been created through the projects and the organizational structure of the Loccioni Group are peculiar: U-net (multidisciplinary network of universities and research centers for the development of scientific competence and applied research); Crossworlds (network of large international groups that aim to stimulate the transfer of automotive technology towards other sectors); Nexus (plural-sector network of local businesses that communicate and work together towards the development of the territory and synergistic potentials).

“People can create added value to themselves and others if they have ‘passion for the profession’”. In that scope, in 2001 Enrico Loccioni “put into method” all of the company’s formative activities and collaborations with schools and research centers, creating the network “Bluzone,” a kind of educational laboratory (every year more than 1000 students are hosted) in which spaces (inside the company) and people host students of every class, grade and nationality. Since 2002 Loccioni has been accredited as an educational organization of the Marches Region; it partners with 28 schools, 20 universities, and 5 master’s programs. All of this contributes to the development of a new conception of culture and the formative role of the firm, above all called to help the growth of the territory and of the young people that give it life.

3) *“Territorial” company: when the belonging “land” is perceived as a stakeholder (Proposition 3)*

In the Loccioni Group lives the will to astonish with very little. The effort of the Group in advancing best practices of CSR is nourished by the will and desire to testify this business “way of being” adhering to multiple occasions of exchange and comparison (workshops, forums, meetings, testimonies, etc.).

Loccioni’s desire is to leave a mark on its territory and to valorize its culture. The businesses in the Group present themselves as vehicles of communication and development with a sense of community and territorial belonging: industrial, cultural, social, and touristic development. The Land Of Values project, which is one among many in which Loccioni’s approach towards its stakeholders is illustrated, is centered on the concept of welcoming various stakeholders, and on

identity with our territory. By collaborating with small local tourism agencies (especially agro-tourisms), the Group offers its work-related visitors a unique and custom-designed tourist experience, based on the particularities of the location, focusing on oenogastronomic and country tourism. In the Loccioni's companies guides on hotel and restaurant partners and tourist brochures selected on the most significant Marchegian locales, are offered (produced and published at the Group's expense, without any external contribution).

“The partners who share in achieving this dream are agro-tourisms, farms, and tourist organizations who, like us, aspire to raise awareness of the enthusiastic yet less-well-known aspects of the Marche region, permitting to help breathe the atmosphere of our culture” (J. Tempesta, Communication Manager – C2).

Such a “heritage experience” helps transmit those values and the ethical matrix which stands at the base of its entrepreneurial culture to its partners. At the same time, it offers the community, without any ulterior motives or desire for return, an opportunity that has economic and occupational reflects and stimulates in terms of managerial development for tourism entrepreneurs. Below (Table 5) are some aspects of the project:

Table 5 LOV- Report 2008

Visits	Reservations	Other activities
3690 of which: 2005 business-related visitors 636 visitors for communication events 1049 visitors for the Bluzone project (educational institute)	66.155,00 euro for reception services 1000 reserved rooms Monthly average booking: 83 rooms Monthly average length of stay: 2 days / person	33.000 euro spent on catering events 16.000 euro spent for oenogastronomic equipment

In this project the ethical and cultural element is significant. The entrepreneurial intent to project his own values at the macro level is clear. The project aims to bestow an imprint of collective values to its partner-stakeholders, through the technique of full immersion in that territory from which such values emerge, and in which such values are stewarded.

“LOV is a project that permits those who visit us the ability to share in a singular encounter of professionalism and conviviality. It is the care towards the guest, the willingness to allow every visitor to perceive a friendly environment in which they can feel comfortable, despite the fact they are far away from their everyday context.” “The visit to the Group must be a moment that involves, other than commercial intents, also moments of hospitality, that permits one to discover the values and the culture that originates in our world” (E. Loccioni – E5)

“The values and the passion which distinguish us come from the same Land from which we draw our energy, and it's for this reason that our concept of hospitality goes beyond work-a-day contexts and extends throughout the territory. Our value added is innovation and hospitality. With our Region and with those who believe in the potential of its resources, a collaboration is born that aims to uncover for all the beauty of the Marche. It thus takes life through our cooperation with hotels and restaurants that best represent our local heritage, to

let emerge our traditions and points of force in this territory rich in opportunities” (E. Loccioni – E6).

Finally, in line with the aims and approach of the LOV project, the project represented by the Nexus network was created in 1994 by Enrico Loccioni’s idea to facilitate communication and integration between small and medium companies in the Province of Ancona. The network mission is to increase territorial growth, as well as the growth of the single participants, through sharing information and experiences by a global network of local companies able to communicate and interact and utilize the potential synergies. The initiatives are multifarious: monthly meetings, virtual board, training courses, collaborations with schools, scholarships, degree thesis, internships and training, polytechnic visits, European projects. The staff is formed by 30 entrepreneurs/companies and more than 550 collaborators. Multifarious are also the sectors involved: automation, fire prevention, data processing, plant engineering, electric/electronic, textile/clothing, communication, consultancy, provisional job, mechanical, data processing, thermohydraulic. But Nexus is also to join a group, team working, a great team.

5. Conclusions

Stakeholder theory is in constant evolution and one of the most fertile aspects of its development lies in the realization that “stakeholders and businesspeople share a common humanity, we can build more effective methods of value creation” (Freeman et al., 2010, p. 291).

It is impossible to consider human relationships only transactions, especially in a world that must rediscover the role of reciprocity, needing of a profound cultural renewal starting from values. It is necessary to rediscover the human and ethical dimension of business (Melé, 2009).

A virtuous circle of mutual growth is established between values and relations. The relationships transmit and reinforce values, which in term render stable relationships in the long run.

The courage to be in relationship with stakeholders help to survive and to succeed. Empirical evidences show that SMEs are able to active networks. They are pretty much engaged in their immediate community. Entrepreneurs strongly believe in their values, their family values and their business culture. They always look back in the past to confront their challenges (Habisch, 2010).

The proximity, the feeling of nearness (which is social, cultural and physical) and social consensus can be considered the roots of innovative approaches of stakeholder management which are experimented by “territorial” companies. These enterprises (typical - but not sole - of Italy and of the Marche Region) perform in fact the role of a visionary, of stimulators and “catalyzers” (Collins and Porras, 1991). They commit themselves voluntarily, constantly at the personal and collective level to satisfy or to optimize social, ecological and cultural needs and desires, of all parties and

from all parts, directly or indirectly interested (stakeholders). They exercise socially responsible behavior. They are tenacious, firm, intimately convinced of their necessity. And these convictions are also the deepest roots imbedded in their organizational culture. These entrepreneurs are intent on projecting their values at the macroscopic level, in what Cicerone defines as the “*civitas*” (45 AD) - intended both as a physical location (the community of the province, the region, and the country), as well as across the group’s transnational networks.

There is a need of the development of a methodology that allows further empirical research on the relationship between strong ethical values, humanistic education, strong familiar and social structures and the development of a sustainable entrepreneurial spirit (Röpke,1960).

The Loccioni Group offers an example of a “CSR-oriented” organizational ecosystem and a best practices of stakeholder management that co-evolves with the environment, moving in the direction of responsible development, improving, at the same time, its own competitiveness and the social conditions of the environment and of the territory.

The “territorial” (heritage factor) and entrepreneurial values are the key of this particular reading of the case study and the principal element that orients stakeholder management in Loccioni Group. The survival of rural and socio-cultural values represents the explicit elements for understanding social, environmental, cultural, organizational and inter-organizational dynamics of such a socio-economic ecosystem. This “way of being business” inspires a cultural reorientation, helps to unlearn the bad habits inspired by “turbo-capitalism” (Matacena, 2008) and to valorize humanity, relationships, the territory.

Notes

[1] Molteni and Lucchini (2004) identify a typology of CSR orientations among Italian firms, based on two coordinates (intensity of the phenomenon – i.e. the socially responsible behavior – and qualitative aspects linked to the practice and to corporate behavior): cohesive firms, multi-certified, aware, able to be mobilised, sceptical.

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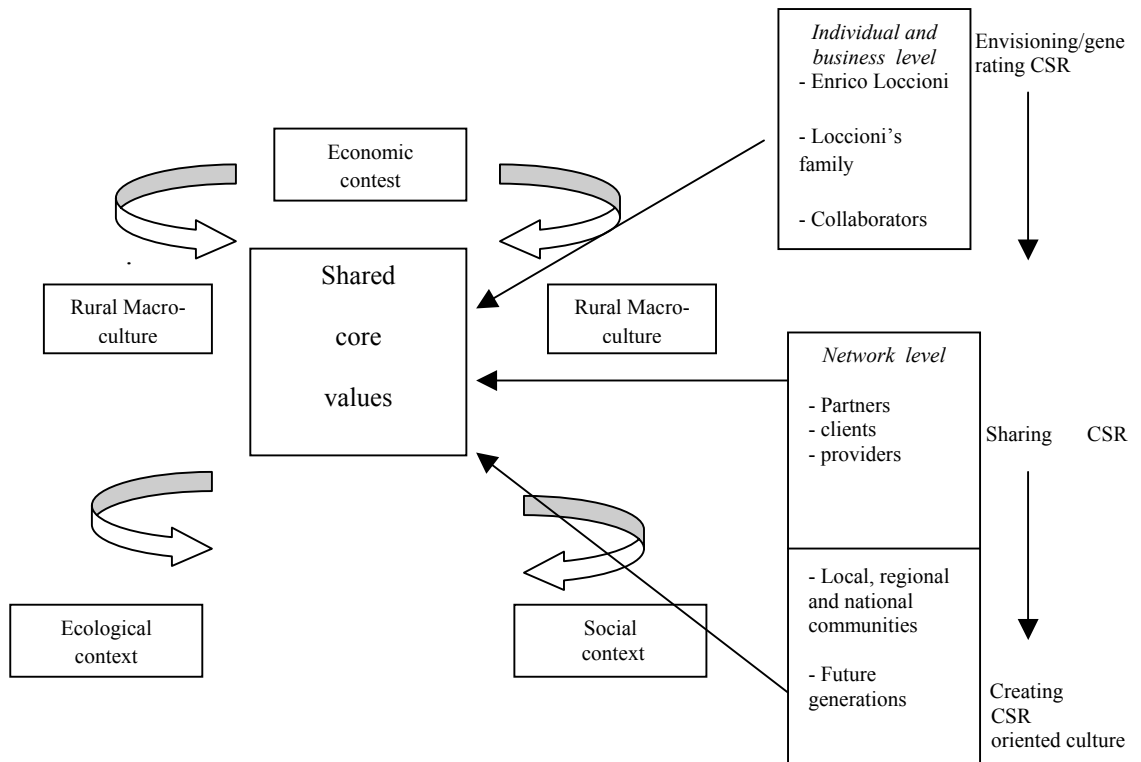
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Graph 1 – Socio-Cultural dynamics



Source: Our adaptation of Niccolini, 2008, p. 213.