



Sinergie SIMA
Management Conference



TEATRO PARNESE, PARMA. FOTO LINDA VUKAJ

Management of sustainability and well-being for individuals and society

Conference Proceedings

Short Papers

Parma (Italy)

13-14 June 2024

Sinergie-SIMA Management Conference Proceedings
Management of sustainability and well-being for individuals and society
13-14 June 2024
University of Parma - Italy

ISBN 978-88-94-7136-5-7

The Conference Proceedings are published online on <https://www.sijmsima.it>

© 2024 FONDAZIONE CUEIM
Via Interrato dell'Acqua Morta, 26
37129 Verona - Italy

Management of sustainability and well-being for individuals and society

13-14 June 2024

Conference Proceedings

Short Papers

edited by

*Arabella Mocciaro Li Destri, Marta Ugolini,
Guido Cristini and Beatrice Luceri*

Conference chairs

GUIDO CRISTINI
BEATRICE LUCERI
ARABELLA MOCCIARO LI DESTRI
MARTA UGOLINI

University of Parma
University of Parma
University of Palermo - SIMA
University of Verona - Sinergie Italian Journal of Management

Scientific committee

BEATRICE LUCERI (Coordinator)
GUIDO BORTOLUZZI
ANNA PAOLA CODINI
MARIA COLURCIO
ELISA CONZ
ALESSANDRA COZZOLINO
ALFREDO D'ANGELO
MARIA DELLA LUCIA
ROSANGELA FEOLA
MARCO FREY
CHIARA GIACHINO
EMANUELE INVERNIZZI
SABRINA LATUSI
ELISA MARTINELLI
DIEGO MATRICANO
OLIMPIA MEGLIO
ROBERTO PARENTE
ANDREA PICCALUGA
MASSIMO PICONE
ANGELO PRESENZA
ANDREA RUNFOLA
ANGELOANTONIO RUSSO
IVAN RUSSO
ALFONSO SIANO
PAOLA SIGNORI
TANIA VERGURA
CRISTINA ZERBINI
ANTONELLA ZUCCHELLA

University of Parma
University of Trieste
University OF Brescia
Magna Grecia University of Catanzaro
University of Pavia
Sapienza University of Roma
Cattolica del Sacro Cuore University
University of Trento
University of Salerno
Scuola Superiore Sant'Anna of Pisa
University of Torino
IULM University
University of Parma
University of Modena and Reggio Emilia
Vanvitelli University of Campania
Federico II University of Naples
University of Salerno
Scuola Superiore Sant'Anna of Pisa
University of Palermo
University of Molise
University of Perugia
LUM University
University of Verona
University of Salerno
University of Verona
University of Parma
University of Parma
University of Pavia

Organizing committee

SIMONE AIOLFI
CHIARA BACCHILEGA
MARTA BARATTIN
SILVIA BELLINI
ANNA BONCOMPAGNI
MARIA GRAZIA CARDINALI
BEATRICE CECCOLI
GUIDO CRISTINI
BENEDETTA GRANDI
SUSANNA GRAZIANO
MARCO IEVA
SABRINA LATUSI
BEATRICE LUCERI
DAVIDE PELLEGRINI
GIOVANNI ROMANO
GIADA SALVIETTI
TANIA VERGURA
CRISTINA ZERBINI

University of Parma
University of Parma
University of Parma
University of Parma
University of Parma
University of Parma
University of Parma
University of Parma
University of Parma
University of Parma
University of Parma
University of Parma
University of Parma
University of Parma
University of Parma
University of Parma
University of Parma
University of Parma

CRISTINA ZILIANI
ANGELOANTONIO RUSSO
SAVINO SANTOVITO
FABIO MUSSO
LARA PENCO

University of Parma
LUM University
University of Bari
University of Urbino
University of Genova

Editorial staff

FABIO CASSIA
NICOLA COBELLI
LAURA CIARMELA
ADA ROSSI
ADELE FERRAGAMO

University of Verona
University of Verona
Sinergie Italian Journal of Management
Sinergie Italian Journal of Management
SIMA

Registration and invoicing

ANNALISA ANDRIOLO

Sinergie Italian Journal of Management

**The Conference Chairs and the Scientific Committee
are grateful to the following reviewers who have actively
contributed to the peer review process**

GIANPAOLO ABATECOLA	<i>University of Roma Tor Vergata</i>
TINDARA ABBATE	<i>University of Messina</i>
GRAZIANO ABRATE	<i>University of Piemonte Orientale</i>
GAETANO AIELLO	<i>University of Firenze</i>
SIMONE AIOLFI	<i>University of Parma</i>
ANTONELLA ANGELINI	<i>University of Pisa</i>
NORA ANNESI	<i>Sant'Anna School of Advanced Studies, Pisa</i>
ELEONORA ANNUNZIATA	<i>Sant'Anna School of Advanced Studies, Pisa</i>
GINEVRA ASSIA ANTONELLI	<i>Luiss Guido Carli - Roma</i>
ALESSIA ANZIVINO	<i>University Cattolica del Sacro Cuore</i>
BARBARA Aquilani	<i>University of Tuscia</i>
ELISA ARRIGO	<i>University of Milano Bicocca</i>
ANDREA BAFUNDI	<i>University of Padova</i>
GIOVANNA BAGNATO	<i>University of Torino</i>
GABRIELE BAIMA	<i>University of Torino</i>
FABRIZIO BALDASSARRE	<i>University of Bari</i>
BENEDETTA BALDI	<i>University of Verona</i>
MARCO BALZANO	<i>Ca' Foscari University of Venice</i>
MARIASOLE BANNO'	<i>University of Brescia</i>
AUGUSTO BARGONI	<i>University of Torino</i>
DOMENICA BARILE	<i>University LUM Giuseppe Degennaro</i>
ALESSANDRO BARONCELLI	<i>University Cattolica del Sacro Cuore</i>
CLARA BASSANO	<i>University of Salerno</i>
NICOLA BELLINI	<i>Sant'Anna School of Advanced Studies, Pisa</i>
SILVIA BELLINI	<i>University of Parma</i>
VALERIA BELVEDERE	<i>University Cattolica del Sacro Cuore</i>
LARA BENEVOLO	<i>University of Genova</i>
MARCO BERARDI	<i>University of Chieti e Pescara</i>
MARA BERGAMASCHI	<i>University of Bergamo</i>
CRISTINA BETTINELLI	<i>University of Bergamo</i>
FRANCESCO BIFULCO	<i>University of Napoli Federico II</i>
ANIELE BINCI	<i>University of Roma Tor Vergata</i>
SILVIA BIRAGHI	<i>University Cattolica del Sacro Cuore</i>
SILVIA BLASI	<i>University of Padova</i>
ROBERTA BOCCONCELLI	<i>University of Urbino Carlo Bo</i>
MICHELLE BONERA	<i>University of Brescia</i>
ANGELO BONFANTI	<i>University of Verona</i>
GUIDO BORTOLUZZI	<i>University of Trieste</i>
ANTONIO BOTTI	<i>University of Salerno</i>
ANTONIA BRANDONISIO	<i>University LUM Giuseppe Degennaro</i>
FEDERICO BRUNETTI	<i>University of Verona</i>
CLEMENTINA BRUNO	<i>University of Piemonte Orientale</i>
FEDERICA BUFFA	<i>University of Trento</i>
NICOLETTA BURATTI	<i>University of Genova</i>
ANNA CABIGIOSU	<i>Ca' Foscari University of Venice</i>
FEDERICA CABONI	<i>University of Cagliari</i>
ANTONELLA CAMMAROTA	<i>University of Sannio</i>
RAFFAELE CAMPO	<i>University of Bari</i>
ELENA CANDELO	<i>University of Torino</i>
ROSSELLA CANESTRINO	<i>University of Napoli Parthenope</i>
CHIARA CANNAVALE	<i>University of Napoli Parthenope</i>
ARTURO CAPASSO	<i>University of Sannio</i>

FRANCESCO CAPPA	<i>Luiss Guido Carli - Roma</i>
GIUSEPPE CAPPIELLO	<i>University of Bologna</i>
ANDREA CAPUTO	<i>University of Trento</i>
MARIA GRAZIA CARDINALI	<i>University of Parma</i>
SILVIO CARDINALI	<i>University Politecnica delle Marche</i>
ANGELA CARIDÀ	<i>University Magna Graecia di Catanzaro</i>
FRANCESCO CARIGNANI DI NOVOLI	<i>University of Napoli Federico II</i>
CECILIA CASALEGNO	<i>University of Torino</i>
FRANCESCO CASARIN	<i>Ca' Foscari University of Venice</i>
ELENA CASPRINI	<i>University of Siena</i>
FABIO CASSIA	<i>University of Verona</i>
LAURA CASTALDI	<i>University of Campania Luigi Vanvitelli</i>
SANDRO CASTALDO	<i>Bocconi University</i>
PAOLA CASTELLANI	<i>University of Verona</i>
ELENA CEDROLA	<i>University of Macerata</i>
RICKY CELENTA	<i>University of Salerno</i>
MARA CERQUETTI	<i>University of Macerata</i>
FABRIZIO CESARONI	<i>University of Messina</i>
MARIA CHIARVESIO	<i>University of Udine</i>
FRANCESCO CIAMPI	<i>University of Firenze</i>
MARIA VINCENZA CIASULLO	<i>University of Salerno</i>
MARIA CRISTINA CINICI	<i>University of Messina</i>
NICOLA COBELLI	<i>University of Verona</i>
CHIARA COLAMARTINO	<i>University LUM Giuseppe Degennaro</i>
FRANCESCA COLLEVECCHIO	<i>University Politecnica delle Marche</i>
MARIA COLURCIO	<i>University Magna Graecia di Catanzaro</i>
ILENIA CONFENTE	<i>University of Verona</i>
FRANCESCA CONTE	<i>University of Salerno</i>
EMANUELA CONTI	<i>University of Urbino Carlo Bo</i>
ELISA CONZ	<i>University of Pavia</i>
DANIELA CORSARO	<i>IULM University</i>
FILIPPO CORSINI	<i>Sant'Anna School of Advanced Studies, Pisa</i>
MARIA COSCIA	<i>University of Napoli Parthenope</i>
SILVIA COSIMATO	<i>University of Napoli Federico II</i>
ALESSANDRA COZZOLINO	<i>Sapienza University of Roma</i>
KAROLINA CRESPI GOMES	<i>University of Padova</i>
FRANCESCO CRISCI	<i>University of Udine</i>
MATTEO CRISTOFARO	<i>University of Roma Tor Vergata</i>
CHIARA CRUDELE	<i>University of Salerno</i>
ANTONIO CRUPI	<i>Sant'Anna School of Advanced Studies, Pisa</i>
NICOLA CUCARI	<i>Sapienza University of Roma</i>
VALENTINA CUCINO	<i>Sant'Anna School of Advanced Studies, Pisa</i>
MARIAPIA CUTUGNO	<i>University of Messina</i>
DAVID D'ACUNTO	<i>University of Verona</i>
GIOVANNI BATTISTA DAGNINO	<i>University of Rome Lumsa - Palermo Campus</i>
DANIELE DALLI	<i>University of Pisa</i>
GIORGIA D'ALLURA	<i>University of Catania</i>
EDOARDO D'ANDRASSI	<i>University of Pegaso</i>
ALFREDO D'ANGELO	<i>University Cattolica del Sacro Cuore</i>
EUGENIO D'ANGELO	<i>University of Pegaso</i>
VIVIANA D'ANGELO	<i>University Cattolica del Sacro Cuore</i>
MARIO D'ARCO	<i>University of Sannio</i>
ERNESTO D'AVANZO	<i>University of Trento</i>
CHIARA DE BERNARDI	<i>IUSS - Scuola Universitaria Superiore Pavia</i>
FRANCESCA DE CANIO	<i>University of Modena e Reggio Emilia</i>
ALESSANDRA DE CHIARA	<i>University of Napoli L'Orientale</i>
DOMENICO DE FANO	<i>University LUM Giuseppe Degennaro</i>

MARIA ROSA DE GIACOMO	<i>Sant'Anna School of Advanced Studies, Pisa</i>
PIETRO DE GIOVANNI	<i>Luiss Guido Carli - Roma</i>
VALENTINA DE MARCHI	<i>University of Padova</i>
SARA DE MASI	<i>University of Firenze</i>
ALFREDO DE MASSIS	<i>Dalmine - Ex Enel</i>
SABINA DE ROSIS	<i>Sant'Anna School of Advanced Studies, Pisa</i>
IVANO DE TURI	<i>University LUM Giuseppe Degennaro</i>
GIACOMO DEL CHIAPPA	<i>University of Sassari</i>
GIOVANNA DEL GAUDIO	<i>University of Napoli Federico II</i>
PASQUALE DEL VECCHIO	<i>University of Salento</i>
EMANUELA DELBULFALO	<i>University Europea Di Roma</i>
BICE DELLA PIANA	<i>University of Salerno</i>
STEFANO DE NICOLAI	<i>University of Pavia</i>
CINZIA DESSI	<i>University of Cagliari</i>
ANGELA DETTORI	<i>University of Cagliari</i>
ELEONORA DI MARIA	<i>University of Padova</i>
NADIA DI PAOLA	<i>University of Napoli Federico II</i>
FRANCESCA DI PIETRO	<i>University of Milano Bicocca</i>
DOMENICO DI PRISCO	<i>Luiss Guido Carli - Roma</i>
FRÉDÉRIC DIMANCHE	<i>Toronto Metropolitan University</i>
MAURO DINI	<i>University of Urbino Carlo Bo</i>
GIULIA DORE	<i>University of Trento</i>
SAIDA EL ASSAL	<i>University of Bari</i>
ENG TECK-YONG	<i>Henley Business School University</i>
MONICA FAIT	<i>University of Salento</i>
MARIA FEDELE	<i>University of Cassino and Southern Lazio, Italy</i>
ROSANGELA FEOLA	<i>University of Salerno</i>
ROSARIA FERLITO	<i>University of Catania</i>
MICHELA FLORIS	<i>University of Cagliari</i>
BARBARA FRANCIONI	<i>University of Urbino Carlo Bo</i>
STEFANO FRANCO	<i>Luiss Guido Carli - Roma</i>
DOMENICO FRASCATI	<i>University LUM Giuseppe Degennaro</i>
MARTHA MARY FRIEL	<i>IULM University</i>
AMBRA GALEAZZO	<i>University of Padova</i>
SILVANA GALLINARO	<i>University of Torino</i>
MARCO GALVAGNO	<i>University of Catania</i>
ROSSELLA GAMBETTI	<i>University Cattolica del Sacro Cuore</i>
MARIA EMILIA GARBELLI	<i>University of Milano Bicocca</i>
VITTORIO MARIA GARIBBO	<i>Sant'Anna School of Advanced Studies, Pisa</i>
ANTONELLA GAROFANO	<i>University of Campania Luigi Vanvitelli</i>
BARBARA GAUDENZI	<i>University of Verona</i>
FRANCESCO GHEZZI	<i>Sant'Anna School of Advanced Studies, Pisa</i>
SONIA CATERINA GIACCONE	<i>University of Catania</i>
CHIARA GIACHINO	<i>University of Torino</i>
ELENA GIARETTA	<i>University of Verona</i>
BENEDETTA GRANDI	<i>University of Parma</i>
ALBERTO GRANDO	<i>Bocconi University</i>
SIMONE GUERCINI	<i>University of Firenze</i>
NATALIA MARZIA GUSMEROTTI	<i>Sant'Anna School of Advanced Studies, Pisa</i>
RADA GUTULEAC	<i>University of Torino</i>
BIRGIT HAGEN	<i>University of Pavia</i>
LEA IAIA	<i>University of Chieti e Pescara</i>
GABRIELE IANIRO	<i>University of Molise</i>
FABIO IANNONE	<i>Sant'Anna School of Advanced Studies, Pisa</i>
MARCO IEVA	<i>University of Parma</i>
ANNA RITA IRIMIAS	<i>Corvinus University of Budapest, Ungheria</i>
FILOMENA IZZO	<i>University of Campania Luigi Vanvitelli</i>

DIALA KABBARA	<i>University of Pavia</i>
NORIFUMI KAWAI	<i>University of Bergamo</i>
ELVIRA TIZIANA LA ROCCA	<i>University of Messina</i>
MAURIZIO LA ROCCA	<i>University of Calabria</i>
HU LALA	<i>University Cattolica del Sacro Cuore</i>
SABRINA LATUSI	<i>University of Parma</i>
FRANCESCO LAVIOLA	<i>Sapienza University of Roma</i>
CRISTINA LEONE	<i>University of Palermo</i>
LUNA LEONI	<i>University of Roma Tor Vergata</i>
GABRIELLA LEVANTI	<i>University of Palermo</i>
DAVIDE LIBERATO LO CONTE	<i>Sapienza University of Roma</i>
LETIZIA LO PRESTI	<i>University Telematica Unitelma Sapienza</i>
PIERPAOLO MAGLIOCCA	<i>University of Foggia</i>
GIOVANNA MAGNANI	<i>University of Pavia</i>
MATS MAGNUSSON	<i>KTH Royal Institute of Technology in Stockholm</i>
RICCARDO MAIOLINI	<i>John Cabot University</i>
ANTONIO MAJOCCHI	<i>University of Pavia</i>
FILIPPO MARCHESANI	<i>University of Chieti e Pescara</i>
GIANLUCA MARCHI	<i>University of Modena e Reggio Emilia</i>
NANCY ELONA MARKU	<i>University of Cagliari</i>
MICHELA MARI	<i>University of Roma Tor Vergata</i>
MARCELLO MARIANI	<i>University of Bologna</i>
ALBA MARINO	<i>University of Messina</i>
VITTORIA MARINO	<i>University of Sannio</i>
VERONICA MAROZZO	<i>University of Messina</i>
ELISA MARTINELLI	<i>University of Modena e Reggio Emilia</i>
UMBERTO MARTINI	<i>University of Trento</i>
ALICE MARTINY	<i>Sant'Anna School of Advanced Studies, Pisa</i>
MICHELA CESARINA MASON	<i>University of Udine</i>
MARTINA MATTIOLI	<i>University of Chieti e Pescara</i>
CHIARA MAURI	<i>University LIUC</i>
LEONARDO MAZZONI	<i>University of Padova</i>
MARCO FRANCESCO MAZZÙ	<i>Luiss Guido Carli - Roma</i>
DOMENICO MECCA	<i>Sant'Anna School of Advanced Studies, Pisa</i>
OLIMPIA MEGLIO	<i>University of Sannio</i>
MONIA MELIA	<i>University Magna Graecia di Catanzaro</i>
ANNA MENOZZI	<i>University of Piemonte Orientale</i>
ANTONIO MESSENI PETRUZZELLI	<i>Politecnico di Bari</i>
LAURA MICHELINI	<i>University LUMSA of Roma</i>
MARGHERITA MIETTO	<i>University LIUC</i>
MATILDE MILANESI	<i>University of Firenze</i>
MARGHERITA MILOTTA	<i>University of Pavia</i>
ANNA MINÀ	<i>University of Rome Lumsa - Palermo Campus</i>
MICHELE MODINA	<i>University of Molise</i>
LUDOVICA MOI	<i>University of Cagliari</i>
MARIA GABRIELA MONTANARI	<i>University of Vienna</i>
DOMENICO MORRONE	<i>University LUM Jean Monnet</i>
ALESSIA MUNNIA	<i>University of Catania</i>
GRAZIA MURTARELLI	<i>IULM University</i>
FABIO MUSSO	<i>University of Urbino Carlo Bo</i>
GIULIA NEVI	<i>Sapienza University of Roma</i>
MELITA NICOTRA	<i>University of Catania</i>
SANDRA NOTARO	<i>University of Trento</i>
MIRKO OLIVIERI	<i>IULM University</i>
BEATRICE ORLANDO	<i>University of Ferrara</i>
MARIO OSSORIO	<i>University of Campania Luigi Vanvitelli</i>
LINDA OSTI	<i>University of Bolzano</i>

ALESSANDRO PAGANO	<i>University of Urbino Carlo Bo</i>
MARCO UGO PAIOLA	<i>University of Padova</i>
CHIARA PALAGONIA	<i>LUMSA University</i>
MARIA PALAZZO	<i>University of Salerno</i>
ADELE PARMENTOLA	<i>University of Napoli Parthenope</i>
CECILIA PASQUINELLI	<i>University of Napoli Parthenope</i>
MARIACARMELA PASSARELLI	<i>University of Calabria</i>
PIERLUIGI PASSARO	<i>University of Bari</i>
GIUSEPPE PEDELIENTO	<i>University of Bergamo</i>
TONINO PENCARELLI	<i>University of Urbino Carlo Bo</i>
LARA PENCO	<i>University of Genova</i>
REBECCA PERA	<i>University of Torino</i>
MIRKO PERANO	<i>Reald University College</i>
FRANCESCO ANTONIO PEROTTI	<i>University of Torino</i>
ANDREA PICCALUGA	<i>Sant'Anna School of Advanced Studies, Pisa</i>
PASQUALE MASSIMO PICONE	<i>University of Palermo</i>
MARCO PIRONTI	<i>University of Torino</i>
GIUSEPPE PIRRONE	<i>University of Pavia</i>
ROBERTA PISANI	<i>Bocconi University</i>
VINCENZO PISANO	<i>University of Catania</i>
ALESSIA PISONI	<i>University of Insubria</i>
GABRIELE PIZZI	<i>University of Bologna Sede Di Rimini</i>
SARA POGGESI	<i>University of Roma Tor Vergata</i>
SIMONE POLEDRINI	<i>University of Perugia</i>
LORENZO PRATAVIERA	<i>LUMSA University</i>
ANGELO PRESENZA	<i>University of Molise</i>
LUDOVICA PRINCIPATO	<i>University of Roma Tre</i>
GIORGIA PROFUMO	<i>University of Genova</i>
TOMMASO PUCCI	<i>University of Siena</i>
FRANCESCA PUCCIARELLI	<i>University of Turin</i>
SEBASTIAN PUSCEDDU	<i>Sapienza University of Roma</i>
ANDREA QUINTILIANI	<i>University Telematica Pegaso</i>
SILVIA RANFAGNI	<i>University of Firenze</i>
ANGELA RELLA	<i>University LUM Giuseppe Degennaro</i>
SABRINA RESTANTE	<i>Sapienza University of Roma</i>
SABINA RIBOLDAZZI	<i>University of Milano Bicocca</i>
MARIO RISSO	<i>Unicusano</i>
ANGELO RIVIEZZO	<i>University of Sannio</i>
FRANCESCO RIZZI	<i>University of Perugia</i>
CRISTIAN RIZZO	<i>University of Torino</i>
RUBINA ROMANELLO	<i>University of Udine</i>
MARCO ROMANO	<i>University of Catania</i>
STEFANIA ROMENTI	<i>Iulm University</i>
STEFANO ROMITO	<i>University of Milano</i>
EMANUELA RONDI	<i>University of Bolzano</i>
PIERFELICE ROSATO	<i>University of Salento</i>
CHIARA ROSSATO	<i>University of Verona</i>
MARCO VALERIO ROSSI	<i>University of RomaTre</i>
ANDREA RUNFOLA	<i>University of Perugia</i>
FRANCESCO RUSSO	<i>University of Catania</i>
IVAN RUSSO	<i>University of Verona</i>
TIZIANA RUSSO SPENA	<i>University of Napoli Federico II</i>
FEDERICA SACCO	<i>University of Pavia</i>
EL ASSAL SAIDA	<i>LUM University</i>
KAROLINA SALLAKU	<i>LUM University</i>
GIADA SALVIETTI	<i>University of Parma</i>
ANDREA SANGERMANO	<i>University of Bergamo</i>

FRANCESCA SANGUINETI	<i>University of Pavia</i>
ERICA SANTINI	<i>University of Trento</i>
SAVINO SANTOVITO	<i>University of Bari</i>
MARIALUISA SAVIANO	<i>University of Salerno</i>
ROSA MARTINA SCHENA	<i>University of LUM</i>
FRANCESCO SCHIAVONE	<i>University of Napoli Parthenope</i>
ROBERTO SCHIESARI	<i>University of Torino</i>
CARMELA ELITA SCHILLACI	<i>University of Catania</i>
MAURO SCIARELLI	<i>University of Napoli Federico II</i>
PAOLA SCORRANO	<i>University of Salento</i>
PETER ŠEDÍK	<i>Slovak University of Agriculture in Nitra</i>
SILVIA RITA SEDITA	<i>University of Padova</i>
FRANCESCA SERRAVALLE	<i>University of Torino</i>
FABIOLA SFODERA	<i>Sapienza University of Roma</i>
PAOLA SIGNORI	<i>University of Verona</i>
RAFFAELE SILVESTRI	<i>University of Bari</i>
FRANCESCA SIMEONI	<i>University of Verona</i>
MARIO SORRENTINO	<i>University of Campania Luigi Vanvitelli</i>
SONIA MARIACARMELA STRANO	<i>University of Messina</i>
LENKA SVAJDOVA	<i>VŠB-Technical University of Ostrava</i>
ANNUNZIATA TARULLI	<i>University of LUM</i>
FRANCESCO TESTA	<i>Sant'Anna School of Advanced Studies, Pisa</i>
MARCO TREGUA	<i>University of Napoli Federico II</i>
ORONZO TRIO	<i>University of Salento</i>
REBECCA TRIVELLI	<i>University of Chieti e Pescara</i>
ANNA MARIA TUAN	<i>University of Bologna</i>
ANNALISA TUNISINI	<i>University Cattolica del Sacro Cuore</i>
GIANLUCA VAGNANI	<i>Sapienza University of Roma</i>
NICOLA VARRONE	<i>University Magna Graecia di Catanzaro</i>
ŠÁRKA VELČOVSKÁ	<i>VŠB-Technical University of Ostrava</i>
DONATA TANIA VERGURA	<i>University of Parma</i>
MASSIMILIANO VESCI	<i>University of Salerno</i>
MILENA VIASSONE	<i>University of Torino</i>
VANIA VIGOLO	<i>University of Verona</i>
FRANCESCO VITELLARO	<i>University of Genova</i>
FILIPPO VITOLLA	<i>University of LUM</i>
AGOSTINO VOLLERO	<i>University of Salerno</i>
ROBERTO VONA	<i>University of Napoli Federico II</i>
SIMONE VONA	<i>University of Chieti e Pescara</i>
CLODIA VURRO	<i>University of Milano</i>
ALESSANDRA ZAMPARINI	<i>University della Svizzera Italiana</i>
LORENZO ZANNI	<i>University of Siena</i>
CRISTINA ZERBINI	<i>University of Parma</i>
CRISTINA ZILIANI	<i>University of Parma</i>
ANTONELLA ZUCHELLA	<i>University of Pavia</i>

To the reader,

this volume contains the long papers of the Sinergie-SIMA 2024 Management Conference, hosted by the University of Parma on June 13th and 14th 2024.

Theory and practice in the field of management have been challenged by the emergence of sustainability and well-being as major global policy priorities. Both sustainability and well-being are complex, value-laden, and strongly interconnected; however, they tend to exist in separate realms.

Sustainability literature has recorded an evolution in the way the concept of sustainable development is understood, leading to the articulation of sustainable development as human “well-being” and “flourishing”, rather than “needs”. Nevertheless, some scholars have pointed out a lack of clarity in the conceptualization, which causes some ambiguity in terms of definition (Ronen & Kerret, 2020). Kjell (2011) observed that human needs and well-being are poorly understood, characterized, and developed by sustainability research. Along the same vein, Helne & Hirvilammi (2015) observed that the overarching goal of sustainable development (i.e., well-being) has often been narrowly interpreted, mainly in economic terms, while connections between the natural environment and human flourishing have been overlooked. More recently, O’Mahony (2022) remarked that the literature conceptualizing human well-being continues to exist largely outside sustainable development. Hence, placing well-being more clearly within the sustainability framework could be highly beneficial to sustainability.

Concurrently, the literature on well-being is almost entirely dissociated from the contributions of nature or the relationships with ecological and planetary systems (Roberts et al., 2015), and the importance of social dimensions is an emergent conclusion. Therefore, the rationale of contextual systems inherent to sustainability research (incorporating views of times, society, and biosphere) could significantly enrich well-being research, fostering a more holistic perspective on well-being and an increased awareness of the limits of individual well-being pursuits (Kjell, 2011).

In brief, though well-being has major implications for sustainable development and vice versa, the body of literature that effectively integrates sustainability and well-being remains in an embryonic stage.

The above considerations aim to act as catalysts for an interdisciplinary debate within the field of management. Enriching the conception of flourishing well-being in sustainability and the contribution of nature to well-being can produce impactful scientific research, as O’Mahony (2022) points out. Equally important is the analysis of the links between sustainability and well-being, encompassing synergies and trade-offs at the organizational level, in value chains, and in interactions with stakeholders across various industries.

The Sinergie-SIMA 2024 Management Conference welcomed contributions based on different theories, methodological approaches, and units of analysis with the potential to empower a transformation for flourishing individuals, society, and the natural world alike. More precisely, the Conference was a great occasion to discuss the research efforts of our research community within tracks related to the:

- Conference theme (Management of sustainability and well-being for individuals and society),
- SIMA thematic groups (Entrepreneurship, Innovation & Technology Management, Intelligenza manageriale nel management, International Business, Marketing, Purpose-driven Businesses, Retailing & Service Management, Small & Family Business, Strategic Communication, Strategy & Governance, Supply Chain Management, Logistics & Operations, Sustainability, and Tourism & Culture Management),
- special tracks (Examining the social and environmental relevance of sustainable digital business models: Impact on business practices and consumers, Growing resilient Italian SMEs, and Perspectives on grand challenges in international business and implications for companies),
- Management Case Studies.

The Conference call for papers gave the opportunity to submit either short and long papers. Overall, the editorial staff received 277 submissions of which 215 short papers and 62 long papers.

For the *short and long papers*, the evaluation followed the peer review process, with a double-blind review performed by, respectively, one or two referees - university lecturers and experts about the topic - selected among SIMA and the community of Sinergie members.

In detail, the referees applied the following criteria to evaluate the submissions:

- clarity of the research aims,
- accuracy of the methodological approach,
- contribution in terms of originality/innovativeness,
- theoretical and practical contribution,
- clarity of communication,
- significance of the bibliographical basis.

The *peer review* process resulted in full acceptance or rejection of the submissions. In the case of disagreement among reviewers' evaluations, the decision was taken by the Chairs of the SIMA thematic groups or conference track. Each work was then sent back to the Authors together with the referees' reports. The suggestions received by the referees were used by the Authors during the presentation of their research works at the Conference.

The evaluation process ended with the acceptance of 211 short papers and 58 long papers. This volume proposes the papers whose Authors have authorized their publication.

All the long papers published in this volume were presented and discussed during the Conference and published online on the web portal of Sinergie-SIMA Management Conference (<https://www.sijmsima.it/>).

While thanking all the Authors, Chairs, and participants, we hope that this volume will contribute to advance knowledge about the management of sustainability and well-being for individuals and society.

The Conference Chairs

Guido Cristini, Beatrice Luceri, Arabella Mocciaro Li Destri, and Marta Ugolini

SUMMARY

Track 1 - Entrepreneurship

<i>Empowering Student Innovators: Framing Entrepreneurship Education in Europe</i> CHIARA BARTOLI, FEDERICA BRUNETTA, CHRISTIAN LECHNER	PAG.	3
<i>Entrepreneurial Education as a transition driver from informal to formal entrepreneurship in complexity context: the AWE program.</i> FABIO GRECO, FRANCESCO CARIGNANI, FRANCESCO BIFULCO	“	11
<i>Fostering Entrepreneurial Thinking: Analysing the Drivers and Impact of Entrepreneurship Education</i> DARIO PEIRONE, JUDY YUEH LING SONG	“	17
<i>Students' entrepreneurial intentions among personal and contextual factors: a pilot study exploring the role of emotions.</i> ROSSELLA BARATTA, PIERMATTEO ARDOLINO, DIEGO BELLINI, SERENA CUBICO, FRANCESCA SIMEONI	“	23
<i>Social Entrepreneurship and Sustainability. How can challenge-based learning impact students' entrepreneurial skills and challenge providers' problems?</i> ALESSANDRA SCROCCARO	“	31
<i>Humane entrepreneurship and the circular economy: an empirical investigation.</i> MASSIMILIANO VESCI, ROBERTA DE ANGELIS	“	33
<i>Is Passion a Driver of Sustainable Entrepreneurship? An Autobiographic Analysis of Fashion Entrepreneurs</i> CECILIA PASQUINELLI, SERENA ROVAI, MATILDE MILANESI, SIMONE GUERCINI	“	39
<i>Social Innovation: a literature review mapping intellectual structure of the field.</i> LORENA GONZALEZ, ELENA CASPRINI	“	45
<i>Inter-organizational knowledge transfer in Open Innovation Ecosystems: the case of Eni's territorial initiative</i> GIORGIO DI FIORE	“	51
<i>Empowering Digital Entrepreneurship: Regulatory Governance in Platform Ecosystems</i> MUHANAD HASAN AGHA, VLADIMIR KOROVKIN, SVETLANA MIRONYUK	“	57
<i>The Governance of Entrepreneurial Ecosystems: Ecosystem Manager or Ecosystem Act?</i> GABRIELE IANIRO, MICHELE MODINA	“	59
<i>A comprehensive exploration of the knowns and unknowns of Private Equity Secondary Markets</i> MICHELE LERTORA, CRISTINA DE SILVA, MARGHERITA MIETTO, ANNA GERVASONI	“	63
<i>Unveiling The Pitfalls Of Entrepreneurial Team Diversity: Insight From A Post-Mortem Analysis of Failed Start-Ups</i> ADELE PARMENTOLA, MICHELE COSTAGLIOLA DI FIORE	“	69
<i>Agility to Handle Dynamics of Business Transformation</i> GIUSEPPE PIRRONE, MARGHERITA MILOTTA, BIRGIT HAGEN, MARTIN CLOUTIER	“	75
<i>Venture-Builders' Program Design and the creation of Scaleups</i> PAOLA BELINGHERI, CHRISTIAN LECHNER	“	83
<i>Entrepreneurial Ecosystems: exploring the Italian Tech Scaleups scenario</i> SERENA VALENTE, ALESSIA PISONI	“	89
<i>Innovazione e imprenditorialità femminile nelle PMI: un'analisi fuzzy dei driver della performance</i> LUDOVICA ANTENOZIO, DANIELA DI BERARDINO	“	97

Track 2 - Innovation & Technology Management

<i>Beyond Words: Leveraging Language for Strategic Decision-Making in Innovation.</i>	
MARIA RUCSANDRA STAN, FRANCESCA DI PIETRO, FRANCESCA CAPO	PAG. 105
<i>Combining innovation and business networks for resource mobilization in the meat sector: a case study</i>	
ALESSANDRO PAGANO, ELISA CARLONI	“ 111
<i>The role of purpose in digital companies: a study on Exponential Organizations</i>	
FRANCESCO DERCHI, NICOLETTA BURATTI, FRANCESCO VITELLARO	“ 115
<i>Data Value Chain and Data Ecosystem through digital and traditional tools</i>	
LORIS SANTARELLI, FEDERICA CECI, MARIANNA SGAMMOTTA	“ 123
<i>Web 3.0: il punto di vista dei manager sulle opportunità e le sfide del Metaverso e degli NFT</i>	
CHIARA BARTOLI, FRANCESCO FASANO, FRANCESCO CAPPÀ, PAOLO BOCCARDELLI	“ 129
<i>Fostering high-impact innovation: empirical evidence in Europe</i>	
VALERIA SCHIFILLITI, ELVIRA TIZIANA LA ROCCA, MAURIZIO LA ROCCA	“ 135
<i>Innovation in 14.0 and firms performance in Italy</i>	
FRANCESCO CAPONE, NICCOLÒ INNOCENTI, LEONARDO MAZZONI, LUCIANA LAZZERETTI	“ 141
<i>The “5Vs” of Big Data and the Propensity to Generate Patents with Big Data Technologies in SMEs</i>	
ENRICO MARCAZZAN, SAVERIO BARABUFFI, GIULIO FERRIGNO, ANDREA PICCALUGA	“ 147
<i>How WEIRD is Social Innovation?</i>	
JORDANA RECH GRACIANO DOS SANTOS, IAN MCCARTHY	“ 153
<i>Open Innovation search strategies and Innovation performance: differential moderating effects of Big Data Characteristics</i>	
GIULIO FERRIGNO, SAVERIO BARABUFFI, ENRICO MARCAZZAN, ANDREA PICCALUGA	“ 161
<i>The role of digital platforms in the university exchange of knowledge: the case of Knowledge Share</i>	
MARIAPIA CUTUGNO, TINDARA ABBATE, FABRIZIO CESARONI	“ 167
<i>The measure of digital maturity</i>	
DARIO RUSSO, PIERO DEMETRIO FALORSI, FEDERICO CARDONE	“ 171

Track 3 - International Business

<i>Exploring the impact of cybersecurity on digital export: evidence from food industry</i>	
GIOVANNA TERRIZZI, ALBA MARINO, MARIA CRISTINA CINICI, DANIELA BAGLIERI	“ 181
<i>Industry 4.0, Sustainability, and Internationalization: A Systematic Literature Review</i>	
MARTINA TOMASETIG	“ 189
<i>The advantage of stateness abroad: an analysis of the social networks of state-owned enterprises</i>	
GABRIELE GALLI, ROBERTO URBANI	“ 197
<i>La strategia ‘grab and go’: intuizioni teoriche preliminari e possibili implicazioni</i>	
MARTINA CASTRONOVO, ANNA MINA’, PAQUALE MASSIMO PICONE	“ 205
<i>L’imprenditorialità femminile migrante nei business familiari</i>	
GIULIO PALMAS, MICHELA FLORIS	“ 211
<i>When algorithms help cross-cultural management educators: a proposed supportive tool</i>	
BICE DELLA PIANA, FRANCESCO DI VINCENZO, CHIARA SIGNORE, MARIO TREROTOLA	“ 217
<i>Decoding the future: entrepreneurial visions on AI’s role in international strategic decisions</i>	
BARBARA FRANCONI, ALICE AIUDI, YULIIA KYRDODA, SIMONA AMERIO	“ 225

Track 4 - Management Case Studies

<i>A Public Service Logic perspective applied to health and social welfare services provided to the elderly: the case of the VIII Municipality of Rome</i>	
MAGDA TOUTI, FABIOLA SFODERA, LUCA DEZI	PAG. 233
<i>Interpreting long-lasting corporate crises according to stakeholders' perspective: evidence from the ILVA experience</i>	
SILVIA COSIMATO	“ 239
<i>Knowledge sharing and learning through face-to-face and digital tools</i>	
LORIS SANTARELLI, FRANCESCA MASCIARELLI	“ 245
<i>How do stakeholders perceive the impacts of Nature-based solutions? An Italian case study for coastal restoration and climate change adaptation</i>	
GIORGIA CONDOMITTI, MARIA ROSA DE GIACOMO, SARA TESSITORE, MARCO FREY	“ 251
<i>Una ipotesi di formalizzazione markoviana della dinamica delle unità operative nei cambiamenti organizzativi di ENEL S.p.A.</i>	
MARIO BRUNETTI, GIANLUCA VAGNANI	“ 259
<i>Empowering women workforce in steel production: A case study on implementing Diversity, Equity and Inclusion (DEI) initiatives</i>	
LAURA TOLETTINI, ELEONORA DI MARIA, EMILIA FILIPPI, LETIZIA LO PREIATO, MARIAASOLE BANNÒ	“ 265
<i>La trasformazione organizzativa di Autostrade per l'Italia: verso la strategic agility nell'era delle policrisi</i>	
PAOLO BOCCARDELLI, ROBERTO TOMASI, CHIARA BARTOLI, MARIA LORENZA GERARDI	“ 273

Track 5 - Management of sustainability and well-being for individuals and society

<i>Happiness and emotions at work in organizational relationships. The role of affectivity and empathy for meta-organizational and nonhierarchical solutions in the resilient firm</i>	
LUCIANO PILOTTI	“ 283
<i>The shortage of skilled personnel in the transition from Industry 4.0 to Industry 5.0: Impacts and challenges in the machine tool industry</i>	
ELEONORA BIGLIA, MONICA CUGNO, REBECCA CASTAGNOLI	“ 289
<i>Additive manufacturing: tecnologie umane e sostenibili per il benessere degli individui e della società</i>	
GIUSEPPE BONGIORNO, MARIACARMELA PASSARELLI, MICHELA SANGUEDOLCE, LUIGINO FILICE, ALFIO CARIOLA	“ 297
<i>Well-being in the transition from Industry 4.0 to Industry 5.0</i>	
MICHELA PICCAROZZI, FEDERICA CABONI, ROBERTO BRUNI	“ 303
<i>Employee well-being in the era of hybrid work: In search of sustainability for organizational members</i>	
ALFONSA BUTERA, ALESSANDRA MAZZEI, SILVIA RAVAZZANI	“ 311
<i>Navigating Transformative Service Research for individual and social well-being: A comprehensive review</i>	
MARIA DELLA LUCIA, ERICA SANTINI, MUHAMMAD JUNAID SHAHID HASNI	“ 317
<i>Le App di food sharing tra benefici individuali e ambientali: ascolto delle conversazioni online degli utenti su Too Good To Go.</i>	
SILVIA BELLINI, CRISTINA ZERBINI, DONATA TANIA VERGURA, BEATRICE CECCOLI	“ 325
<i>Well-being as a key for sustainable and long-term oriented management</i>	
DARIO NATALE PALMUCCI, GABRIELE SANTORO	“ 331
<i>The role of the enterprise in the pursuit of the well-being for citizens and society. The contribution of the Italian Schools of Enterprise Economics and Management</i>	
SILVIA BRUZZI	“ 335

<i>The strength of Nutriscore in improving sustainable eating habits and well-being: bad and good news</i> ORNELLA BONAFEDE, CARMELA D'AGOSTINO, ANDREA BAZZANI, GIUSEPPE TURCHETTI, LEOPOLDO TRIESTE	PAG.	341
<i>Does organic food consumption impact subjective well-being? A mediation-moderation approach</i> CELSO AUGUSTO DE MATOS, MARLON DALMORO, MARCIA DUTRA DE BARCELLOS	“	347
<i>An improved framework for social sustainability: a bottom-up approach to boost social innovation and sustain employability</i> GIUSY SICA, ALESSANDRA MICOZZI, MARIA ANTONELLA FERRI, MARIA PALAZZO	“	353
<i>Knowledge, self-perception and eco-sustainable behaviours. Inspiring actions in green learning</i> ADRIANA APUZZO, RITA KLAPPER, MARIALUISA SAVIANO, MARIO TESTA	“	361
<i>Understanding the link among cultural participation, resilience, and well-being. A systematic literature review.</i> GIORGIA MASILI, DANIELE BINCI	“	369
<i>Shaping tomorrow's sustainable enterprises: profiling the hard and soft skills of sustainable managers</i> GIULIA NEVI, GIULIA GOGIALI, GIANPAOLO BASILE, LUCA DEZI, CARMELA GUITTO	“	375
Track 6 - Marketing		
<i>Virtual influencers in tourism marketing: insight or oversight? The case of “Open to Meraviglia”</i> RADA GUTULEAC, GABRIELE BAIMA, CRISTIAN RIZZO	“	383
<i>Mitigating the Negative Effects of Human-like Virtual Medical Agents on Patients' Emotions. Results From A Preliminarily Experimental Study</i> ANDREA SESTINO, ALFREDO D'ANGELO, RUSSELL W. BELK	“	389
<i>Scaling Consumer Neuroscience Technologies for Individual and Societal Well-Being. A Bibliometric Analysis of Precursors.</i> ANDREA BAZZANI, GIORGIO MANFRONI, UGO FARAGUNA, GIUSEPPE TURCHETTI	“	393
<i>Unveiling the Dynamics of GPT Technology Adoption: Assessing Trust in Technology and Self-Efficacy's Influence on Consumer Behavior</i> FRANCESCA CELIO, FRANCESCO RICOTTA	“	403
<i>Investigating Consumer Perceptions of Brand Personality and Reactions in the Automotive Industry by ChatGPT</i> ALESSANDRO SIGNORINI, ALESSANDRO FERI, ANGELO BACCELLONI, ELISA PUVIA	“	409
<i>Understanding the potentialities of metaverse for marketers. Insights from Italy</i> MICHELE SIMONI, ANNARITA SORRENTINO, LUCA VENTURINI, MYRIAM CARATU	“	419
<i>“The influence of individual values on purchase intention of fair-trade products: An analysis on Italian consumers”</i> NOHAILA KARTTI, GIUSEPPE FRANZESE, CHIARA CANNAVALE	“	425
<i>The story that only circular products can tell: Empowering consumers through background information</i> SHRIPATHY SWAMINATHAN, VINICIO DI IORIO, FRANCESCO TESTA	“	431
<i>Reshaping customers' lifelong journey in the health and wellness contexts</i> LAURA GRAZZINI, SABINA DE ROSIS, RAFFAELE FRUSTACI, VALENTINA SBROLLI, GAETANO AIELLO	“	445
<i>A Well Mind, A Wise Choice: A Systematic Review of Wellness and its Influence on Food Decision-Making</i> SIMONA DEL CORE, ALESSIO DI LEO, FABIOLA SFODERA, NICCOLÒ PICCIONI	“	451
<i>Taste-Makers Narratives: Analyzing the Effect of Food Influencers on Home Cooks</i> FRANCESCO SMALDONE, GIADA MAINOLFI	“	457

<i>Building a Better Future: The University Activism for Societal Wellbeing</i> ANTONELLA CAMMAROTA, FRANCESCA AVALLONE, VITTORIA MARINO, RICCARDO RESCINITI	PAG.	463
<i>L'integrazione del Metaverso negli eventi: impatto sugli SDG's e prospettive future</i> FRANCESCA IGINI, ARTURO CAFARO, MARIO CALABRESE	"	469
<i>The impact of sustainability and country-of-origin on consumers' willingness-to-pay for a brand: A conceptual framework</i> CHIARA SCRIMIERI, ADAMANTIOS DIAMANTOPOULOS, MICHELA MATARAZZO, ALBERTO PASTORE	"	477
<i>Conceptualizing perceptions of institutionally derived maneuverable space for value (co)creation.</i> JIMMIE RÖNDELL, PETER EKMAN	"	483
<i>Narrating the past. Exploring the antecedents of the use of heritage marketing tools by centenarian Italian companies</i> ANGELO RIVIEZZO, GIUSY MIGNONE, ANTONIO LUCADAMO, MARIA ROSARIA NAPOLITANO	"	489
<i>Examining Healthy Food Consumption Among People Over 60 years</i> VINCENZO GISSI, ELISABETTA SAVELLI	"	495
<i>The new dimension of brand in 'metaverse': a structured literature review</i> KAROLINA SALLAKU, DOMENICO MORRONE, ANNUNZIATA TARULLI	"	503
<i>Delving into sustainability and Made in Italy fashion brands: Perspectives from Generation Z</i> FEDERICA CECCOTTI, SARA BOCCALINI, MICHELA PATRIZI, MARIA VERNUCCIO, ALBERTO PASTORE	"	509
<i>Drinking with eyes: how colors elicit consumers' taste expectations of coffee</i> DANIELE PORCHEDDU, RAFFAELE CAMPO, PIERFELICE ROSATO, FABRIZIO PIU	"	517
<i>Aging and social influence: An empirical investigation of the effect of age on consumers' susceptibility to word of mouth</i> ALESSANDRO M. PELUSO, ANTEA GAMBICORTI, GIOVANNI PINO, MIHAELA GIANNELLI	"	523
<i>The rise of Phygital Reality: insights from Structural Topic Modelling</i> DANIELE VIRGILLITO, FRANCESCO RUSSO, ALESSIA MUNNIA, MARCO ROMANO	"	529
<i>Exploring the Metaverse from the consumer perspective: insight from a systematic literature review.</i> MARCO FERRETTI, MARIA ANTONELLA FERRI, GIUSEPPE LA RAGIONE, MARIA PALAZZO, FRANCESCO PAROLA, MARCELLO RISITANO	"	535
<i>Fifty Shades of Black Friday</i> FRANCESCA NEGRI, ALESSANDRO IUFFMANN GHEZZI	"	541
Track 7 - Purpose-driven Businesses		
<i>Entrepreneurial Ecosystem and Proximity: a framework for Social Ecosystem Development</i> RICKY CELENTA, VALENTINA CUCINO, ROSANGELA FEOLA, CHIARA CRUDELE	"	549
<i>Purpose-driven Clusters in the Era of Sustainability</i> MICHELE SIMONI, MARIA CRISTINA PIETRONUDO, EVA PANETTI	"	555
<i>The Power of Interactions. Exploring Stakeholder Adoption of pro-social practices from purpose-driven companies</i> MARTINA TAFURO, ANDREA PICCALUGA	"	561
<i>B-Corp: un esame delle aziende alimentari Italiane attraverso la Teoria dei Segnali</i> NORA ANNESI, VALENTINA CUCINO	"	567
<i>Individuals' Goal Alignment in Humane Entrepreneurial Oriented Organisations: A Preliminary Study</i> CHIARA MARINELLI, GRAZIA GARLATTI COSTA, SALVATORE DORE	"	573

<i>Open Social Innovation per affrontare le sfide globali: il caso Isinnova</i> VALENTINA CUCINO, ROSANGELA FEOLA, GIULIO FERRIGNO	PAG.	581
Track 8 - Retailing & Service Management		
<i>The effect of entrepreneurial and customer orientations on shopper loyalty: an explorative study on small independent retailers</i> ALICE MANTOVANI, LARA PENCO, SANDRO CASTALDO	“	589
<i>Ensuring customer satisfaction and loyalty of online health and well-being: a comparison study across types of services</i> GIADA SALVIETTI, SILVIA RANFAGNI, DANIO BERTI	“	597
<i>Digital Transformation in the Italian Restaurant Industry: Navigating the Challenges and Opportunities of Food Delivery Services</i> ALBERTO SUSCO, DAVIDE CANAVESIO, MONICA CUGNO	“	605
<i>Exploring Metaverse Adoption in High-Involvement Purchases: Insights from field research</i> BEATRICE LUCERI, SIMONE AIOLFI, GIOVANNI ROMANO	“	611
<i>Word of mouth vs. word of machine: a preliminary analysis</i> GRAZIANO ABRATE, VALERIA FARALLA	“	619
<i>Promoting (un)conscious purchasing behaviors and choices in favor of sustainability</i> SILVIA BELLINI, CHIARA BACCHILEGA, DAVIDE PELLEGRINI, SIMONE AIOLFI	“	623
<i>The Family Caregiver Experience in Palliative Care Pathways: Development and Validation of a Multidimensional Approach</i> MARZIA CETTINA SEVERINO, COSTANZA GALLI, SABINA DE ROSIS	“	629
<i>Balancing Act: The Impact of Product-Oriented Sustainability Information on Consumer Responses</i> VALENTINA MAZZOLI, LAURA GRAZZINI, AULONA ULQINAKU	“	635
<i>Catalysing Sustainability: Retailers as Driving Platforms in the Food Industry's Transition</i> ALBERTO MASSACCI, ELENA CASPRINI, LORENZO ZANNI	“	641
<i>The right kiosk across different generations! A quantitative study in the retailing food sector</i> LUCA CORINALDESI, GENNARO IASEVOLI, CHIARA OTTOLENGHI	“	649
<i>Retail Internationalization and Innovation: systematic literature review</i> MICHELE BADOLATO	“	655
Track 9 - Small & Family Business		
<i>Dynamics of Change: A Comparative Analysis of Commitment in Family vs. Non-Family Businesses</i> ROBERTA PINNA, MICHELA FLORIS, FABIO CORONA, GIANFRANCO CICOTTO, CINZIA DESSI	“	673
<i>Exploring the dynamics of external knowledge acquisition in family businesses: factors, constraints, and success indicators</i> GERARDO BOSCO, ALESSIA SCIARRONE, RAFFAELE D'AMORE, DAVIDE LIBERATO LO CONTE, MARIO CALABRESE	“	679
<i>Tradition in Transition: Exploring Organizational Dynamics and Strategies in Small Hotels</i> MARCO CORSINO, DAVIDE BAGNARESI, FRANCESCO MARIA BARBINI	“	685
<i>Whispers of Ambition: Unpacking Emotions in Entrepreneurial Orientation of Women-Led Family Businesses</i> MICHELA FLORIS, ANGELA DETTORI, RICHA GOEL, TILOTTAMA SINGH	“	691

<i>The impact of board gender diversity on family firms' value: the mediating role of environmental innovation</i>		
FRANCESCO GANGI, MARIA COSCIA, LUCIA MICHELA DANIELE, NICOLA VARRONE	PAG.	699
<i>The digital transformation process of SMEs to compete in the current business environment: evidence from an Italian case</i>		
GINEVRA TESTA, ANDREA CIACCI, LARA PENCO	"	707
Track 10 - Strategic Communication		
<i>Millennials and Bookfluencers: a cross cultural analysis</i>		
LINDA GABBIANELLI	"	715
<i>The impact of communicating food safety on communication goals: an exploratory study in Agri-food firms from the entrepreneurial perspective</i>		
EMANUELA CONTI, DANIELE GIAMPAOLI, FRANCESCA CESARONI, TONINO PENCARELLI	"	721
<i>Leveraging Italianness abroad: A corpus-assisted discourse approach to restaurant branding</i>		
WALTER SPEZZANO, STEFANO DE CANTIS, JOHN D. BUSCHMAN	"	727
<i>Testing controversial advertising effects on brand associations: first insights from an affective priming pilot experiment</i>		
FRANCESCA SAMMARTINO, FRANCESCA CONTE, SIANO ALFONSO	"	733
<i>Strategic Agility in Error Management: Bridging Theory and Practice in Strategic Communication</i>		
MARCO BALZANO	"	741
Track 11 - Strategy & Governance		
<i>Do executive actions reflect their personality traits?: A review of organizational misconduct</i>		
PIERLUIGI GIARDINO, ANDREA CAPUTO	"	749
<i>Governing Micro-Municipalities: A Literature Review</i>		
MATTEO CRISTOFARO, NICOLA CUCARI, ANTONELLA MONDA, DAVIDE LIBERATO LO CONTE, ANASTASSIA ZANNONI, LEUL GIRMA, PINALBA SCHILLECI, FRANCESCO LAVIOLA, SIMONA MARE	"	757
<i>Uno strumento di Governance ESG integrata per una strategia aziendale sostenibile</i>		
ILENIA CEGLIA, MASSIMO BATTAGLIA, NORA ANNESI, FRANCESCO MERCURI	"	765
<i>Does female corporate leadership improve environmental performance? A systematic literature review</i>		
MARIA ROSA DE GIACOMO, MARCO FREY	"	771
<i>The Geography of Innovation: The Phenomenon of Urban Clustering in the Fashion Industry</i>		
ALESSIO TRAVASI, FABIO MUSSO	"	777
<i>Strategic analysis of IRCCSs' sustainability management</i>		
PAOLA OLIMPIA ACHARD, CHIARA BELLINI, LEONARDO IOANNUCCI	"	783
<i>The role of HR analytics to Enable Strategic HR management in SMEs</i>		
CHRISTIAN DI PRIMA, ALBERTO FERRARIS	"	791
<i>Trick or Treat: Firm's strategic response to temporary shock in the real estate business</i>		
ALBERTO MASSACCI	"	795
Track 12 - Supply Chain Management, Logistics & Operations		
<i>Who Should Pay for the Returns Product? The Effect of Transparency on Consumers' Decision-making across the Reverse Supply Chain.</i>		
BENEDETTA BALDI, NADJA VORONTOVA, IVAN RUSSO, THOMAS J. GOLDSBY	"	805

<i>Modern slavery in mining supply chains: the role of social enterprises and the institutional context</i> FRANCESCO GHEZZI, FABIO IANNONE, FRANCESCO RIZZI, ELEONORA ANNUNZIATA, MARCO FREY	PAG.	811
<i>Triadic literature in sustainable supply chain management: paving the way</i> CHIARA SGUIZZARDI, IVAN RUSSO, ILENIA CONFENTE	“	817
<i>Logistics services providers in humanitarian logistics. A bibliometric and systematic literature review.</i> FRANCESCA CELIO, ALESSANDRA COZZOLINO	“	823
<i>Eco-packaging innovations in paper and cardboard. Preliminary insights from cognitive mapping on international projects</i> ALESSANDRA COZZOLINO, PIETRO DE GIOVANNI	“	831
<i>Strategic reshoring: redefining competitiveness in global markets</i> SIMONE LUONGO, VALENTINA DELLA CORTE, ENRICO DI TARANTO	“	837
<i>Unpacking the “truce” in Sales and Operations Planning routine. An ethnographic study</i> DAVIDE BONFIO, ANDREA FURLAN	“	843
<i>Which governance strategy is best for specialized investments? Insights from the weaker partner’s perspective</i> EMANUELA DELBUFOLO	“	849
<i>Decarbonizing Last-Mile Delivery: a study on crowdsourced delivery incentives</i> SILVIA BLASI, SARA TONIOLO	“	855
<i>Managing critical raw materials in energy transitioning supply chains: a Resource Dependence theoretical perspective on supply chain management capabilities</i> VITTORIO MARIA GARIBBO, FRANCESCO GHEZZI, ELEONORA ANNUNZIATA, FRANCESCO RIZZI, MARCO FREY	“	861
Track 13 - Sustainability		
<i>The rebound effect of responsible consumption: an explorative research on sharing economy consumers</i> VERONICA CAPONE, CECILIA GRIECO	“	869
<i>Greenwashing Temptation: A Critical Examination of the Legal Approach against Greenwashing</i> LUCIA GATTI, FEDERICA BUFFA, UMBERTO MARTINI	“	875
<i>Harnessing collective bargaining for fostering sustainability and competitiveness: fact or fiction?</i> CHIARA DE BERNARDI, NICCOLÒ MARIA TODARO, MARIA ROSA DE GIACOMO, MARCO FREY	“	881
<i>Understanding Corporate Social Responsibility Scepticism: Implications and Insights from the Literature</i> RONGTITYA RITH, RICCARDO SPINELLI	“	887
<i>Il ruolo degli intermediari nella Simbiosi Industriale: il caso Regusto</i> CHIARA PALAGONIA, GAELLE COTTERLAZ-RANNARD, CAROLINE MATTELIN-PIERRARD, LAURA MICHELINI	“	893
<i>L’industria del calcio tra sostenibilità finanziaria e nuove dimensioni tecnologiche</i> ANNABELLA CONTURSO, ROBERTO DE RENZI, PIETRO TARAGONI, MARIO RAMAGLIA	“	899
<i>Rivelare il potenziale nascosto della natura: il ruolo del management nelle public policy per la biodiversità</i> JACOPO CRICCHIO, VALENTINA CUCINO, ANDREA PICCALUGA, ALBERTO DI MININ	“	907
<i>A explorative analysis on the impact of ESG and ESG ‘s controversies on corporate performance</i> SALVATORE ESPOSITO DE FALCO, ANTONIO RENZI, ESTELINA DALIPI, GIANLUCA VAGNANI, FRANCESCA RAMAGLIA	“	913
<i>Aligning with the Sustainability Promise in ESG investing: A case study on employees’ ESG readiness</i> HELENA LIEWENDAHL, KRISTINA HEINONEN, TERESIA STIGZELIUS, CATHARINA EHRNROOTH	“	921

<i>Food Waste and Out-of-Home Consumption Patterns: Unravelling the Actual Consumption Behavior of Food Taken Away and Consumed at Home</i>		
LUDOVICA PRINCIPATO, CAMILLA COMIS, LUCA SECONDI, MENGTING YU, CLARA CICATIELLO	PAG.	929
<i>The role of Paradox mindset on the intention to implement Industrial Symbiosis: linking Paradox Theory and Theory of Planned Behavior</i>		
ALICE ALOSI, CARINA KELLER, ELEONORA ANNUNZIATA, FRANCESCO RIZZI, KARIN KREUTZER, MARCO FREY	“	935
<i>Managing the business and biodiversity relationship: a Systematic Review</i>		
SARA TESSITORE, FRANCESCO TESTA, NICCOLÒ MARIA TODARO, DUCCIO TOSI, VINICIO DI IORIO	“	941
<i>The role of biodiversity for business and social innovation</i>		
MAURO CAPESTRO, STEFANO DENICOLAI	“	949
<i>How do Dynamic capabilities, Ecosystems and Green innovations contribute to the creation of a Net Zero Path? Insights from Italian wine sector.</i>		
RITA MURA, FRANCESCA VICENTINI, LUCIANO FRATOCCHI, LUDOVICO MARIA BOTTI, MARIA VINCENZA CHIRIACÒ	“	957
<i>Linking innovation and sustainability through equity-based crowdfunding campaigns. A focus on cultural and creative industries</i>		
CRISTINA CATERINA AMITRANO, CIRO TROISE	“	963
<i>Product vs sales platform sustainability: who wins the online challenge? An exploratory analysis of Italian consumers</i>		
ANNUNZIATA TARULLI, DOMENICO MORRONE, DANIELE RUTIGLIANO, KAROLINA SALLAKU, RAFFAELE SILVESTRI	“	969
<i>Driving corporate social responsibility: examining the impact of diversity and inclusion across multiple levels</i>		
CHIARA LEGGERINI, MARIASOLE BANNÒ	“	975
<i>From Dominance to Responsibility. The integration of Corporate Social Responsibility in Chaebol's Corporate Governance</i>		
CINZIA DESSI	“	981
<i>Sustainability Alignment in Cross-Border Collaborations: Dynamics, Challenges and Limits</i>		
DAVIDE LIBERATO LO CONTE, SAQIB SHAMIM, GIUSEPPE SANCETTA	“	987
<i>Sustainable and innovative practices in foodstuffs domain: the impact on consumer's perceptions and dispositions</i>		
VERONICA MAROZZO, ALESSANDRA COSTA, TINDARA ABBATE, AUGUSTO D'AMICO	“	995
<i>Evolution of Sustainable Reporting: Impacts and Prospects of CSRD Regulation</i>		
DAVIDE LIBERATO LO CONTE, RAFFAELE D'AMORE, GERARDO BOSCO, ALESSIA SCIARRONE, MARIO CALABRESE	“	1003
<i>Greening the culinary scene: environmental management initiatives in restaurant sustainability</i>		
SIMONE LUONGO, VALENTINA DELLA CORTE, FABIANA SEPE, GIOVANNA DEL GAUDIO	“	1011
<i>Perceived authenticity of green influencers: An experiment on components and determinants</i>		
STEFANO ROMITO, GAIA GIAMBASTIANI, CLODIA VURRO	“	1017
<i>roblematizing on the three main pillars of sustainability from a paradox theory perspective</i>		
ALICE ALOSI, VINICIO DI IORIO	“	1023
Track 14 - Tourism & Culture Management		
<i>The evolution of sustainability discourses in online reviews: an investigation of the impact of triple bottom line dimensions on tourists' eWOM and destination satisfaction.</i>		
DAVID D'ACUNTO, SERENA LONARDI, ILENIA CONFENTE	“	1031

<i>Generazione Z e percezione delle sostenibilità nella scelta del servizio alberghiero</i> DANIELE GRECHI, ROBERTA MINAZZI	PAG.	1037
<i>Data-driven Strategic Process in the Hospitality Industry: Studying Hotel consumers' purchase intention through web analytics.</i> GIUSEPPINA LO MASCOLO, GABRIELLA LEVANTI, MARCELLO CHIODI, ARABELLA MOCCIARO LI DESTRI	“	1045
<i>Unveiling Museums' Online Reputation. The Case of the Uffizi Galleries</i> PAOLA BECCHERLE, LUCIANA LAZZERETTI, STEFANIA OLIVA	“	1053
<i>Cruise ship size and public perception: An explorative study on X</i> GINEVRA TESTA, GIORGIA PROFUMO	“	1059
<i>The motivations behind religious and spiritual tourism: an empirical investigation on Assisi visitors</i> FRANCESCA RIVETTI, SIMONE SPLENDIANI, MAURO DINI	“	1067
<i>Industrial tourism in Italy: a spatial analysis of regional patterns of specialization</i> ANGELO RIVIEZZO, ANTONELLA GAROFANO, GIUSY MIGNONE	“	1073
<i>Crossing Green Tracks: The Role of Monumental Railways in Promoting Eco-Sustainable Business in Slow Tourism</i> MICHELE BERUTTI, CINZIA DESSI, GIUSEPPE MELIS, DANIELA PETTINAO	“	1079
<i>Contributing to Cultural Welfare: A Critical Review of Methods for Measuring the Impact of Culture on Sustainability and Well-being</i> MARA CERQUETTI, GIULIA LAPUCCI	“	1087
<i>Tourism in Smart City policy: an opportunity for Urban Sustainability</i> STEFANIA ESCOBAR, GIOVANNI ESPOSITO, NATHALIE CRUTZEN, MICHAEL NIPPA, LINDA OSTI	“	1093
<i>Transnational collaborations for a more sustainable tourism: the role of digital transition</i> ALESSIA ZOPPELLETTA, SERENA LONARDI, UMBERTO MARTINI	“	1099
<i>Measuring Destination Carrying Capacity from Residents' Perspectives: A Pilot Study in Garda Trentino</i> OKSANA TOKARCHUK, CAROLA STEFENELLI, UMBERTO MARTINI	“	1105
<i>A sensitizing literature review for future research about overtourism in Milan</i> ANDREA CHIARINI, ALBERTO GRANDO	“	1113
<i>La formazione degli ecosistemi digitali tra strategie deliberate e processi spontanei</i> SONIA CATERINA GIACCONE, ARISA SHOLLO	“	1119
<i>Metaverse in social innovation: developing trends to support marginal areas sustainable growing.</i> GIANPAOLO BASILE, MARIA PALAZZO, MARIA ANTONELLA FERRI, MARIO TANI	“	1125
<i>Harnessing Digital Technologies for Knowledge Management in Luxury Hospitality: the cases of Grand Hotel et de Milan and STRAFhotel&bar.</i> MARIAPINA TRUNFIO, LUNA LEONI, CECILIA PASQUINELLI, ANGELO PRESENZA	“	1131
<i>Cultural Heritage Management in Museums: The Open Culture Dilemma</i> MARIA DELLA LUCIA, GIULIA DORE, RANA MUHAMMAD UMAR	“	1137
<i>Destination ambassador, authenticity and informal communication. Exploratory research on mountain professionals</i> UMBERTO MARTINI, FEDERICA BUFFA	“	1143

**Track 15 - Examining the social and environmental relevance of sustainable digital business models:
Impact on business practices and consumers - Special Track**

Good Governance for Smart Villages: A Bibliometric Review

LEUL GIRMA HAYLEMARIAM, NICOLA CUCARI, MATTEO CRISTOFARO, FRANCESCO LAVIOLA,
DAVIDE LIBERATO LO CONTE, ANTONELLA MONDA, ANASTASSIA ZANNONI, PINALBA, SCHILLECI,
SIMONA MARE

PAG. 1151

The Paradox of Sustainability in Crowdfunding: Lessons from the Food Industry

LUIGI NASTA, BARBARA SVEVA MAGNANELLI, LUCA PIROLO

“ 1161

Paradoxical Tensions and Paradoxical Mindset as Predictors of Managers' Behavioral Responses to AI-driven Healthcare Tools: A Preliminary Study

ANDREA SESTINO, LUÍS IRGANG, HENRIK BARTH, MAGNUS HOLMEN

“ 1167

Development and Sustainability of Online Pharmacy Sales

ORAZIO VELLA, SIMONE GUERCINI

“ 1171

Track 16 - Growing resilient Italian SMEs - Special Track

The resilience of family firms: exploring the role of collaborative response with supply chain partners

CLAUDIA PONGELLI, EMANUELA DELBUFOLO, ALFREDO DE MASSIS

“ 1179

Verso una Misura di Resilienza per le Piccole e Medie Imprese

PIETRO TARAGONI, SALVATORE ESPOSITO DE FALCO, ANTONIO RENZI, GIANLUCA VAGNANI

“ 1185

La diversità di genere nella forza lavoro come antecedente della resilienza d'impresa: evidenze preliminari da un caso studio

CRISTINA LEONE, PASQUALE MASSIMO PICONE, ARABELLA MOCCIARO LI DESTRI

“ 1193

**Track 17 - Perspectives on grand challenges in international business and implications for companies
Special Track**

“Made by”: the evolution of the Country-of-Origin Effect to businesses and firms

ROSARIO FARACI, ROSARIA FERLITO, SONIA CATERINA GIACCONE

“ 1201

Track 18 - Intelligenza artificiale nel management

From Data to Action: AI-Enhanced Prediction of Business Crises Integrating Financial and Social Media Insights

DAVIDE LIBERATO LO CONTE, FRANCESCO RICOTTA, GABRIELE RINNA

“ 1209

When does technological innovation overlap social innovation? Conceptualizing an organizational aid-driven model

SARA DIODATI, LAWRENCE CABRERA, RICCARDO RIALTI, LAMBERTO ZOLLO

“ 1215

Exploring the impact of Artificial Intelligence on Vocational Education and Training (VET)

SILVIA COSIMATO, NADIA DI PAOLA, ROBERTO VONA, NUNZIA CAPOBIANCO

“ 1221

AI-Powered Marketing Communication: Exploring Strategies in the Luxury Furniture Industry

NICCOLÒ PICCIONI, FABIOLA SFODERA, ALBERTO MATTIACCI

“ 1229

Artificial Intelligence in SCM: insights from two illustrative cases

SERENA GALVANI, ROBERTA BOCCONCELLI

“ 1235

Strategic Foresight and Artificial Intelligence: Evidence of a Paradoxical Relationship

MATTEO CRISTOFARO, MIE AUGIER, LUNA LEONI, PINALBA SCHILLECI

“ 1241

A Systematic Literature Review on AI-empowered Strategic Decision-Making process

ALESSIA MUNNIA, MARCO ROMANO, REBECCA CASEY, JAMES A. CUNNINGHAM

“ 1247

<i>Gen-AI nel settore agri-food: determinanti d'adozione ed impatto organizzativo</i> FRANCESCO MERCURI, DILETTA PILOCA, SABRINA RESTANTE, LUCA QUAGLIERI, BERNARDINO QUATTROCIOCCHI	PAG.	1255
<i>Managing services in tourism destinations through Artificial Intelligence and Machine learning: The Data for Destination Model</i> SILVIA BAIOTTO, DANILO CROCE, PAOLA MARIA ANNA PANICCIA, ROBERTO BASILI, ANDRIY SHCHERBAKOV, ALESSANDRA ARCESE	“	1263
<i>The Future of Digital Technologies: AI-Driven Interfaces for Universal Usability</i> GIUSEPPE LANFRANCHI, ANTONIO CRUPI	“	1273
 Track – General management		
<i>Blockchain Waste Management: A Systematic Literature Review for the Public Administration</i> GLORIA DIANA MARINSANTI RWAKIHEMBO, FRANCESCA FAGGIONI, MARCO VALERIO ROSSI	“	1281
<i>Blockchain Waste Management: are Italian managers ready?</i> GLORIA DIANA MARINSANTI RWAKIHEMBO, FRANCESCA FAGGIONI, MARCO VALERIO ROSSI	“	1287
<i>Creating a Blockchain Governance framework for Circular Economy: Preliminary results</i> GLORIA DIANA MARINSANTI RWAKIHEMBO, FRANCESCA FAGGIONI, MARCO VALERIO ROSSI	“	1291
<i>Social acceptance of Decentralized Renewable Energies in East African rural communities: preliminary evidence from a multiple case study</i> FABIO IANNONE, ELEONORA ANNUNZIATA, FRANCESCO RIZZI, MARCO FREY	“	1295
<i>Sustainable Management of the Photovoltaic Waste Stream: Regional Analysis and Economic and Management Perspectives</i> ANDREA FRANZONI, CHIARA LEGGERINI, MARIASOLE BANNÒ	“	1301

From Dominance to Responsibility. The integration of Corporate Social Responsibility in *Chaebol*'s Corporate Governance

CINZIA DESSI¹

Abstract

This study explores the profound influence of Chaebols-large, family-owned conglomerates-on South Korea's economic transformation from an agrarian to an industrial powerhouse since the 1960s. Representing over 84% of the country's GDP while employing a mere 10% of the workforce, Chaebols such as Samsung, Hyundai, LG, and SK Group have been pivotal in South Korea's development. However, their monopolistic dominance and the controversies surrounding their practices have sparked significant public and academic scrutiny, especially regarding their Corporate Social Responsibility (CSR) initiatives. By conducting a comprehensive review of the current literature, this analysis seeks to uncover the strategic integration of CSR within Chaebol corporate governance (CG) and assesses the extent to which the Korean government encourages socially responsible business conduct. This inquiry is essential for appreciating the nuanced role of Chaebols in the socio-economic landscape of South Korea, emphasizing the intricate balance they navigate between profitability and their commitment to ethical, sustainable practices.

Key words: Chaebols, Corporate Governance (CG), Corporate Social Responsibility (CSR), South Korea, Government.

Framing of the research.

Unveiling the Economic Significance of South Korea's Chaebols

This research framework aims to dissect the intricate relationship between large family-owned conglomerates in South Korea, known as Chaebols, and their engagement in Corporate Social Responsibility (CSR) practices. These conglomerates, which emerged as pivotal to South Korea's rapid transition from an agrarian to an industrial economy since the mid-1960s, have garnered significant economic influence and political connections. Chaebols such as Samsung, Hyundai, LG, and SK Group, which collectively contribute a substantial portion of the nation's GDP yet account for a smaller share of employment, are at the center of this investigation (Moskalev & Park, 2010).

Given the concentrated control exerted by founding families over these conglomerates and the preferential treatment they have received from government policies aimed at creating globally competitive businesses, Chaebols have been subject to both national adulation for their role in economic development and criticism for perpetuating economic disparities and engaging in corrupt practices (Campbell II & Keys, 2002; Andolfo, 2018; Lee et al., 2019). This dichotomy presents a fertile ground for examining how Chaebols navigate the realm of CSR as a means of enhancing or protecting their reputation amidst challenges to their credibility and public perception.

CSR is conceptualized in this framework as corporate actions that surpass the legal or regulatory benchmarks in the market or economy, focusing on activities that contribute to the sustainable growth of societies across five dimensions: environmental, social, economic, stakeholder, and voluntariness (Kitzmueller & Shimshack, 2012; Lee et al., 2019). This definition provides a comprehensive lens through which the CSR initiatives of Chaebols can be assessed, understanding them not merely as legal obligations but as voluntary efforts towards societal well-being.

The research seeks to construct a dual-purpose framework. Firstly, it endeavors to elucidate how Chaebols incorporate CSR into their strategic planning and operational practices during the period from 60' to nowadays.

Secondly, the framework aims to explore the role of the Korean government in promoting CSR among Chaebols, investigating the presence of incentives and support mechanisms that encourage these enterprises to adopt and implement socially responsible practices.

Purpose of the paper. *The purpose of this study is to conduct a theoretical analysis of the South Korean literature and context, focusing on the historical evolution of the behaviors of Chaebols and the South Korean government concerning CG and CSR from the 1960s to the present. By tracing these developments over time, this paper aims to illuminate the historical trajectory that has led to the current state of affairs in these areas. By reviewing current literature, this research aspires to provide a nuanced understanding of CSR within the unique context of South Korean Chaebols. It intends to offer insights into how these powerful entities balance economic ambitions with social and environmental responsibilities, and the extent to which government support facilitates this process.*

¹ University of Cagliari
e-mail cdesi@unica.it

The Chaebol Matrix: Exploring the Dynamics of Ownership, Diversification, and Political Ties

In the early 1960s, South Korea was among the poorest nations globally, with a Gross National Product (GNP) per capita. This period marked South Korea's struggle with economic hardship in the aftermath of the Korean War, highlighting the daunting challenges of rebuilding a nation from the ashes of conflict (Kim, 2013). The transformative journey of South Korea from this state of impoverishment to becoming an economic powerhouse is a testament to strategic policy implementation and industrial resilience. The turning point came with the government's initiation of comprehensive economic policy reforms aimed at promoting rapid industrial growth. By encouraging private ownership and providing financial and non-financial incentives to businesses aligned with national development goals, South Korea laid the foundation for its future economic expansion.

The regulatory landscape in South Korea, particularly the limitations on commercial bank ownership, compelled Chaebols to adopt unique financial strategies. These strategies included heavy reliance on internal funding mechanisms and investments in non-bank financial institutions (Almeida et al., 2015; Kim et al., 2004; Kim et al., 2010; Kim, 2017). Additionally, Chaebols have been known to support financially struggling affiliates, prioritizing them over more solvent entities through a process known as propping or negative tunneling (Bae et al., 2008). This financial maneuvering was notably pronounced in the 1970s, as the Korean government directed substantial support to the largest Chaebol groups via state-owned banks, often at the expense of smaller and medium-sized enterprises (Haggard and Moon, 1990). These government-backed initiatives enabled Chaebols to evolve into multinational corporations with considerable global influence, making entities like Samsung and Hyundai synonymous with Korean economic development.

Chaebols are large, family-owned business conglomerates with operations spanning various industries, characterized by their strong ties with the government (Kim, 2013). An overview of prominent Chaebols includes, Samsung Group, Hyundai Group, SK Group, LG Group, Lotte Group, Hanwha Group, GS Group, CJ Group, Doosan Group, conglomerates with great diversification in their industry activities. Chaebols represent the backbone of South Korea's economic ascent to global prominence, embody a unique fusion of CG, diverse business ventures, and deep governmental ties. Central to their governance is the profound influence of founding families, who, through a complex web of cross-shareholdings, maintain control over their vast networks with minimal direct ownership. This family-centric leadership is pivotal in charting the conglomerates' strategic directions and sustaining their dominance across various sectors. Chaebols' strategic diversification into industries ranging from electronics and automotive to finance and construction underpins their resilience and capacity for innovation, enabling them to capitalize on new market opportunities.

The symbiotic relationship between chaebols and the South Korean government has been instrumental to their success, fostering an environment conducive to rapid industrial growth while shielding them from foreign competition. However, this relationship has sparked controversy, with criticisms over the chaebols' preferential treatment prompting calls for regulatory reforms to ensure a fairer business landscape. Despite such debates, the indelible mark of chaebols on South Korea's transformation into a high-tech economy is undeniable. As South Korea evolves, so does the discourse on chaebols' future, particularly regarding their governance structures and government relations. Efforts are underway to align their operations more closely with principles of CSR, addressing concerns over market competition, economic disparity, and CG. These reforms aim to temper family control, enhance transparency, and cultivate a competitive economy, ensuring chaebols continue to drive South Korea's economic narrative forward in a manner that is both ambitious and equitable.

Methodology. This study employs a theoretical methodology, navigating through the landscapes of existing literature and conceptual frameworks to carve out new understandings within Chaebols, CG, and CSR. Our approach is rooted in the critical analysis and synthesis of established knowledge, aiming to identify and bridge current situation. This process is pivotal, as it not only anchors our investigation in the rich soils of existing academic discourse but also illuminates areas ripe for exploration and development. This methodology allows for a dynamic interplay between theory and context, with the aim to contribute to the academic conversation on Chaebols, CG and CSR.

Ethics in Action: The Role of Corporate Governance and Social Responsibility in Contemporary Business Practices

The evolution of CG is a complex and multifaceted journey that has significantly evolved from its early stages to the present day. Initially, CG was narrowly focused, primarily centered on the interests of shareholders, reflecting a limited view of the corporation's purpose and the scope of its responsibilities. Magnan & Michelon (2024) describe this early period as one where the emphasis was squarely on shareholder value, aligning with the foundational principles of agency theory. This theory posits the central role of shareholders in the corporate hierarchy, emphasizing the need for oversight over managerial decisions and actions to mitigate the risks associated with the separation of ownership and control.

As the corporate landscape evolved, particularly with the transition from smaller, entrepreneurial ventures to larger, professionally managed organizations in the late 1920s and early 1930s, the scope of CG began to widen (Magnan & Michelon, 2024). This shift recognized the complexity of modern corporations and the diverse interests that they must serve beyond those of their shareholders. It marks a pivotal transition towards a more inclusive understanding of CG, acknowledging the broader societal role that corporations play.

This expanded view of CG incorporates a stakeholder-oriented model, moving away from a strict focus on shareholder interests to include a wide range of stakeholders, including employees, customers, suppliers, and the broader community (Roberts & Van den Steen, 2000; Solomon, 2020). This approach is based on the premise that corporations have a duty not only to their owners but also to the societies in which they operate, reflecting a comprehensive accountability

framework. It encompasses legal obligations, corporate regulations, and informal practices that ensure the alignment of corporate actions with the broader goal of societal well-being.

The concept of sustainability has become increasingly important in this context, responding to the demands of stakeholders for corporations to address their social and environmental impact. This has led to the inclusion of environmental, social, and governance (ESG) standards as critical components of CG, highlighting the importance of sustainable practices not only for their intrinsic value but also for their role in enhancing firm performance and long-term viability (Iansiti & Levien, 2004).

Moreover, the role of the board of directors has been a subject of significant scrutiny and evolution. Researchers like Brickley and Zimmerman (2010), and Hillman et al. (2000), have highlighted the dual functions of boards: overseeing operations and providing strategic counsel. The blend of agency theory and resource-dependence theory offers a nuanced understanding of the board's role, underscoring its centrality in shaping corporate strategy and ensuring accountability.

Magnan and Michelon (2024) identify four critical historical milestones that have shaped the trajectory of CG: the aftermath of the Great Depression and the introduction of key financial regulations in the United States, the post-World War II era in Europe, the financial scandals of the late 20th century in the UK, and the early 21st-century financial misdeeds leading to the Sarbanes-Oxley Act. As CG continues to evolve, it faces the challenge of balancing the traditional shareholder-centric model with the demands of a broader set of stakeholders, including addressing environmental and social challenges. The rise of ESG standards and the increasing focus on sustainability reflect a significant transformation in how corporations conceptualize their roles and responsibilities.

The Convergence of Corporate Governance and Social Responsibility Through CSR

Fifty years since Milton Friedman (1970) controversially claimed that corporate social responsibility was essentially a misallocation of resources, the discourse around business practices and sustainability has undergone a significant transformation. Friedman's assertion that the costs of implementing socially responsible policies were unjustifiably high and detrimental to shareholder interests has been subject to critical reassessment in recent years. Contrary to Friedman's viewpoint, Brammer and Millington (2008) argue that the narrative is more nuanced, with modern companies demonstrating that sustainable practices can coexist with, and even enhance, economic performance. These enterprises, by prioritizing the quadruple bottom line of people, planet, prosperity, and partnership, showcase the possibility of delivering high-quality performance while also fostering sustainable value creation (Martínez-Perales et al., 2018).

The introduction of the concept of sustainable development in the Brundtland Report (1987) by the World Commission on Environment and Development marked a crucial moment, that emphasized the interconnectedness of economic, environmental, and social well-being as essential components of true sustainable development.

Over time, sustainable development has evolved into the broader, more encompassing concept of sustainability, integrating environmental, economic, and social dimensions (Johnston et al., 2007; Shenhar & Dvir, 2007). The culmination of this evolution is the 2030 Agenda for Sustainable Development, adopted by the United Nations in 2015. The Agenda challenges companies to transform their supply chains, manufacturing technologies, investment approaches, consumer behaviors, and overall business models to align with the SDGs (Martens & Carvalho, 2016). This entails a significant shift in CG strategies, incorporating social and environmental considerations into decision-making processes that have traditionally prioritized economic outcomes (Thamhain, 2014).

Adopting a stakeholder-oriented approach, modern CG practices must balance economic objectives with environmental stewardship and social responsibility, embodying the triple bottom line framework proposed by Elkington and Rowlands (1999) and supported by Freeman & Dmytriiev (2017). This approach necessitates a reevaluation of corporate performance metrics to include social justice, economic prosperity, and environmental quality as key indicators of success. Practically, this shift towards sustainability in CG involves careful management of resources and outputs to minimize environmental impact, alongside implementing organizational practices that promote social well-being (Alsayegh et al., 2020). In this context, businesses are recognized not only as drivers of economic growth but also as leaders in the global transition towards sustainability, with the potential to create long-term value that benefits the environment, society, and future generations beyond mere financial gains (Sánchez, 2015). This comprehensive approach challenges the initial skepticism around the costs of sustainability, suggesting that the investments made today are crucial for securing a sustainable, prosperous future for all.

Results.

How Chaebols Are Embracing Social Accountability in Corporate Governance

The relationship between Chaebols and CSR offers a distinctive lens through which to examine CG and ethical business practices within these powerful conglomerates. Chaebols as key players in South Korea's extend their influence from economic realms into socio-political spheres, impacting societal and environmental well-being (Ryu & Chae, 2022). The scrutiny of Chaebols in relation to CSR delves into their contribution to social obligations, ethical considerations, and the broader implications of corporate dominance (Ben-Shahar et al., 2023; Lee et al., 2019). Chaebols are closely intertwined with South Korea's economic narrative, emerging from government strategies to foster industrialization through substantial financial support and policy advantages. Despite their significant contributions to transforming South Korea into a global economic powerhouse, their expansion has been shadowed by controversies including monopolistic

practices, nepotism, and a lack of transparency (Kim, 2013). The concentration of power within family-owned structures has sparked debates around economic inequality and corporate ethics.

CSR, broadly defined as a self-regulating model enabling companies to be socially accountable, encompasses a commitment to contribute positively to society beyond legal obligations. It includes a range of activities from environmental sustainability efforts to ethical labor practices, with a growing global emphasis on transparency and ethical accountability (Crane et al., 2008; Lockett et al., 2006; Ryu & Chae, 2022). In the South Korean context, Chaebols have traditionally prioritized economic growth, sometimes overlooking social and environmental responsibilities. However, recent shifts towards embracing CSR reflect global trends and a desire to enhance their public image (Lee et al., 2019; Choi & Hong, 2022). Notable conglomerates like Samsung, Hyundai, LG, and SK Group have embarked on various CSR initiatives, reflecting an evolving approach towards integrating social value into their business models. Samsung, for example, has invested in education and environmental sustainability, attempting to create social value despite facing criticism over labor practices and environmental impacts (Chang et al., 2019). Hyundai's community engagement efforts span global health and educational programs, though they face critiques over their promotional nature (Rhee et al., 2017; Ryu & Chae, 2021). LG's CSR initiatives aim to enhance quality of life, with programs addressing healthcare, education, and environmental stewardship (Jun & Kim, 2021; LG, 2023). SK Group's dedication to creating social value encompasses a wide range of sectors, emphasizing a double bottom line philosophy that seeks economic and social value growth (SK, 2023).

Despite these efforts, the authenticity and effectiveness of Chaebols' CSR practices remain contentious. Critiques often center on the superficial nature of some initiatives, perceived more as image management tools than genuine commitments to social responsibility. In fact, the centralization of control within Chaebol families raises concerns about transparency, accountability, and potential conflicts of interest, highlighting ethical dilemmas in balancing profit-making with societal responsibilities (Campbell II & Keys, 2002; Krueger & Yoo, 2002).

Incentives and Innovations: The Role of Government Support in Shaping Chaebol CSR Activities

The interplay between Chaebols and CSR within South Korea presents a dynamic and intricate picture of evolving business ethics and governance. This evolution, influenced by both global trends and domestic pressures, showcases a gradual but significant shift toward embedding social responsibility into the fabric of corporate operations. However, challenges persist, particularly concerning the authenticity and depth of CSR initiatives, which often struggle to transcend their image as mere public relations strategies to genuinely integrate into the core ethos of conglomerates (Ryu & Chae, 2021).

Chaebols' CSR efforts have historically focused on philanthropy and corporate community relations, encompassing charitable donations and volunteerism led by CEOs and employees. However, the timing of these donations, often following legal convictions of owners for various offenses, has raised questions about the motivations behind such philanthropy. These actions have sparked skepticism, with CSR activities seen as attempts to divert attention from misdemeanors and rehabilitate corporate images rather than genuine efforts to contribute positively to society (Choi & Aguilera, 2009).

Despite these criticisms, there has been a notable push from both the government and the corporations themselves towards more integrated and strategic CSR approaches. Following the Asian financial crisis, the Korean government has played a fundamental role in promoting CSR among major corporations through legislation, guidelines, and initiatives aimed at fostering accountability, ethical conduct, and sustainable development. This includes the formation of committees and institutions dedicated to sustainability management, such as the Business Institute for Sustainable Development, and initiatives to bridge the gap between large corporations and small to medium-sized enterprises (SMEs) (Nam, 2011).

Moreover, the government's efforts have led to the establishment of the Korea Institute of Corporate Governance and Sustainability (KCGS), signifying a deepened commitment to integrating sustainability into corporate governance. KCGS plays a central role in guiding companies toward sustainable growth by evaluating their governance, environmental, and social practices (Choi et al., 2024).

Despite these advances, Chaebols face ongoing scrutiny over their CSR practices. The central critique revolves around the perception that CSR remains peripheral to their primary business operations, lacking integration into their foundational beliefs and strategic planning. This situation highlights a broader issue within the Korean corporate sector, where economic and social disparities persist, and stakeholder concerns are often sidelined in favor of economic growth (Nam, 2011).

Research limitations. The trajectory of CSR in South Korea, especially among Chaebols, reflects a complex blend of progress and ongoing challenges. While there has been a commendable increase in the diversity and number of initiatives, questions about the sincerity and impact of these efforts persist. The establishment and evolution of entities like KCGS underscore a growing recognition of the importance of sustainable and ethical business practices. Yet, the journey towards fully integrating CSR into the core of corporate identity and operations remains ongoing. As South Korea continues to navigate this landscape, the collective efforts of the government, corporations, and civil society will be crucial in shaping a more responsible and sustainable corporate sector.

Managerial implications. For managers navigating the intricate dynamics between Chaebols and Corporate Social Responsibility (CSR) within South Korea, several strategic implications arise, emphasizing the need for a nuanced approach to CSR. Firstly, managers are encouraged to recognize CSR as a strategic asset beyond a mere public relations tool, aligning initiatives with the company's core mission and competencies to address pertinent societal and

environmental challenges, thereby enhancing long-term sustainability, stakeholder trust, and corporate reputation. Secondly, given the skepticism surrounding CSR motivations, particularly those coinciding with legal issues, there is a critical need for transparency and accountability in CSR reporting and communication. Articulating clear objectives, activities, and impacts can significantly mitigate cynicism, fostering genuine public trust. Thirdly, proactive engagement with regulatory frameworks and institutions like the Korea Institute of Corporate Governance and Sustainability (KCGS) underscores the importance of aligning business practices with national sustainability goals, adopting and reporting on Environmental, Social, and Governance (ESG) standards to meet corporate success criteria. Lastly, the integration of CSR into strategic planning and operational processes is paramount. This approach not only addresses broader socio-economic disparities and stakeholder concerns but also aligns the company's economic growth objectives with societal well-being, ensuring CSR becomes a central element of business development and innovation.

Originality of the paper. This study offers an original exploration into the dynamic interplay between South Korea's Chaebols and their CSR engagements, highlighting the evolution of business practices. By focusing on the transformational role of Chaebols from the 1960s to the present, this research delves into the complexities of their economic dominance and societal impact within South Korea's rapid industrialization context. The investigation into how Chaebols integrate CSR into their strategic ethos and the government's role in promoting such practices provides fresh insights into the balancing act between economic growth and social responsibility and offers a distinct perspective on the intertwining of corporate ethics, governance, and societal well-being in a uniquely South Korean setting. This endeavor not only enriches the academic discourse on CSR but also contributes to understanding the nuanced relationship between corporate power, governmental influence, and societal expectations in the modern global economy.

References

- ALMEIDA H., KIM C.S., KIM H.B. (2015), "Internal capital markets in business groups: Evidence from the Asian financial crisis", *The Journal of Finance*, vol. 70, n. 6, pp. 2539-2586.
- ALSAYEGH M.F., ABDUL RAHMAN R., HOMAYOUN S. (2020), "Corporate economic, environmental, and social sustainability performance transformation through ESG disclosure", *Sustainability*, vol. 12, n. 9, pp. 3910.
- ANDOLFO I. (2018), "Chaebols, the engine of the Korean economy: a case study of the Samsung Group.
- BAE G.S., CHEON Y.S., KANG J.K. (2008), "Intragroup propping: Evidence from the stock-price effects of earnings announcements by Korean business groups", *The Review of Financial Studies*, vol. 21, n. 5, pp. 2015-2060.
- BEN-SHAHAR D., CARMELI A., SULGANIK E., WEISS D. (2023), "Power and dominant coalitions in family business", *Academy of Management Review*, vol. 48, n. 3, pp. 530-555.
- BRAMMER S., MILLINGTON A. (2008), "Does it pay to be different? An analysis of the relationship between corporate social and financial performance", *Strategic Management Journal*, vol. 29, n. 12, pp. 1325-1343.
- BRICKLEY J.A., ZIMMERMAN J.L. (2010), "Corporate governance myths: comments on Armstrong, Guay, and Weber", *Journal of Accounting and Economics*, vol. 50, n. 2-3, pp. 235-245.
- BRUNDTLAND G.H. (1987), "Our common future", In *The World Commission on Environment and Development* (pp. 45-65), "United Nations.
- CAMPBELL II T.L., KEYS P.Y. (2002), "Corporate governance in South Korea: the chaebol experience", *Journal of Corporate Finance*, vol. 8, n. 4, pp. 373-391.
- CHANG V., ZHANG W., XIONG C. (2019), "The strategic view and development of corporate social responsibility: the case study of Samsung", *International Journal of Strategic Decision Sciences (IJSDDS)*, 1 vol. 0, n. 1, pp. 105-130.
- CHOI J., ROH T., LEE J.H. (2024), "The pitfalls of corporate social irresponsibility: Hypocrisy of family firms in South Korea", *Journal of Cleaner Production*, vol. 435, 140557.
- CHOI M., HONG S. (2022), "Another form of greenwashing: The effects of chaebol firms' corporate governance performance on the donations", *Sustainability*, vol. 14, n. 6, pp. 3373.
- CHOI S., AGUILERA R. (2009), "A comparative analysis of CSR in Japan and Korea from a multiple stakeholders' perspective", *Corporate Social Responsibility: A Case Study Approach*, pp. 123-147.
- CRANE A., MCWILLIAMS A., MATTEN D., MOON J., SIEGEL D. (2008), "The CSR Agenda", *Oxford Handbook of Corporate Social Responsibility* (Oxford University Press, Oxford), "
- ELKINGTON J., ROWLANDS I.H. (1999), "Cannibals with forks: The triple bottom line of 21st century business", *Alternatives Journal*, Waterloo vol. 25, n. 4, pp. 42-43.
- FREEMAN R.E., DMYTRIYEV S. (2017), "Corporate social responsibility and stakeholder theory: Learning from each other", *Symphonya. Emerging Issues in Management*, vol. 1, pp. 7-15.
- FRIEDMAN M. (1970), "The Social Responsibility of Business is to Increase its Profits Milton Friedman", *The New York Times Magazine*, (13 September 1970), "
- HAGGARD S., MOON C.-I. (1990), "Institutions and economic policy: theory and a Korean case study", *World Politics*, vol. 42, n. 2, pp. 210-237.
- HILLMAN A. J., CANNELLA A. A., PAETZOLD R. L. (2000), "The resource dependence role of corporate directors: Strategic adaptation of board composition in response to environmental change", *Journal of Management Studies*, vol. 37, n. 2, pp. 235-256.
- IANSTITI M., LEVIEN R. (2004), "Strategy as ecology", *Harvard Business Review*, vol. 82, n. 3, pp. 68-78, 126.
- JOHNSTON P., EVERARD M., SANTILLO D., ROBERT K.H. (2007), "Reclaiming the definition of sustainability", *Environmental science and pollution research international*, vol. 14, n. 1, pp. 60-66.
- JUN H., KIM M. (2021), "From stakeholder communication to engagement for the sustainable development goals (SDGs): A case study of LG electronics", *Sustainability*, vol. 13, n. 15, 8624.

- KIM H., HOSKISSON R.E., TIHANYI L., HONG J. (2004), "The evolution and restructuring of diversified business groups in emerging markets: The lessons from chaebols in Korea", *Asia Pacific Journal of Management*, vol. 21, pp. 25-48.
- KIM H., KIM H., HOSKISSON R.E. (2010), "Does market-oriented institutional change in an emerging economy make business-group-affiliated multinationals perform better? An institution-based view", *Journal of International Business Studies*, vol. 41, pp. 1141-1160.
- KIM J. (2017), "Corporate financial structure of South Korea after Asian financial crisis: the chaebol experience", *Journal of Economic Structures*, vol. 6, n. 1, pp. 1-14.
- KIM K. (2013), "Chaebols and Their Effect on Economic Growth in South Korea", *Korean Social Sciences Review*, vol. 3, n. 2, pp. 1.
- KITZMUELLER M., SHIMSHACK J. (2012), "Economic perspectives on corporate social responsibility", *Journal of economic Literature*, vol. 50, n. 1, pp. 51-84.
- KRUEGER A.O., YOO J. (2002), "Chaebol capitalism and the currency-financial crisis in Korea", In *Preventing currency crises in emerging markets* (pp. 601-662), "University of Chicago Press.
- LEE D., LEE S., CHO N.E. (2019), "Voluntary disclosure and market valuation of sustainability reports in Korea: the case of Chaebols", *Sustainability*, vol. 11, n. 13, pp. 3577.
- LOCKETT A., MOON J., VISSER W. (2006), "Corporate social responsibility in management research: Focus, nature, salience and sources of influence", *Journal of Management Studies*, vol. 43, n. 1, pp. 115-136.
- MAGNAN M., MICHELON G. (2024), "Corporate governance and corporate social responsibility: A reconciliation with tension", In *Handbook on Corporate Governance and Corporate Social Responsibility* (pp. 2-11), "Edward Elgar Publishing.
- MARTENS M.L., CARVALHO M.M. (2016), "The challenge of introducing sustainability into project management function: multiple-case studies", *Journal of Cleaner Production*, vol. 117, pp. 29-40.
- MARTÍNEZ-PERALES S., ORTIZ-MARCOS I., JUAN RUIZ J., LÁZARO F.J. (2018), "Using certification as a tool to develop sustainability in project management", *Sustainability*, vol. 10, n. 5, 1408.
- MOSKALEV S., PARK S. C. (2010), "South Korean chaebols and value-based management", *Journal of Business Ethics*, vol. 92, pp. 49-62.
- NAM Y.S. (2011), "The changing landscape of corporate social responsibility in Korea", *Revista de EDUCAÇÃO do Cogeime*, vol. 20, n. 38, pp. 145-158.
- RHEE J.H., BOHNSACK R., LEE S. (2017), "Hyundai Motor Company Case–Fostering Social Enterprises", *The Role of Corporate Sustainability in Asian Development: A Case Study Handbook in the Automotive and ICT Industries*, pp. 119-143.
- ROBERTS D.J., VAN DEN STEEN E. (2000), Shareholder interests, human capital investment and corporate governance.
- RYU H., CHAE S.J. (2021), "Family Firms, Chaebol Affiliations, and Corporate Social Responsibility", *Sustainability*, vol. 13, n. 6, 3016.
- RYU H., CHAE S.J. (2022), "Relationship between Related Party Transactions and the Social Contribution Activities of South Korean Chaebol Companies", *Sustainability*, vol. 14, n. 5, 2834.
- SÁNCHEZ M.A. (2015), "Integrating sustainability issues into project management", *Journal of Cleaner Production*, vol. 96, 319-330.
- SHENHAR A.J., DVIR D. (2007), *Reinventing project management: the diamond approach to successful growth and innovation*. Harvard Business Review Press.
- SK. (2023), "Sustainability Reports. <https://eng.sk.com/social-value/sustainability-reports>
- SOLOMON J. (2020), *Corporate governance and accountability*. John Wiley & Sons.
- THAMHAIN H.J. (2014), *Managing technology-based projects: Tools, techniques, people and business processes*. John Wiley & Sons.
- UNITED NATIONS. (2015), *Transforming our world: the 2030 Agenda for Sustainable Development*. <https://sdgs.un.org/2030agenda>

Webpage

SK: <https://eng.sk.com/social-value/sustainability-reports>