Collaboration Among Government, Market, and Society: Forging Partnerships and Encouraging Competition

From Corporate To Shared Social Responsibility: Community Governance and Social Capital Creation Through Collaboration

Davide Galli, Università Cattolica del Sacro Cuore, Italy

Marco Elefanti, Università Cattolica del Sacro Cuore, Italy

Giovanni Valotti, Università Bocconi, Italy

Some limitations in CSR research

❑ Emphasis on empirical approach based on anecdotes and practices;

❑ Lack of investigation about the impact that business decisions generate in their context;

❑ Underestimation of complexity of institutional arrangements and relationships;

❑ Weak reference to theoretical framework, i.e. institutionalism, that can help understanding why companies adopt CSR initiatives and how these initiatives take place in different historical moments, places and contexts.

Social Share Responsibility in EU perspective

❑ "Shared social responsibility is defined as the state or ability of individuals and institutions to take action and be accountable for the consequences of such action or failure to act, in the context of mutual commitments entered into by consensus, agreeing on reciprocal rights and obligations in the fields of protecting human dignity, the environment and common goods, the fight against poverty and discrimination, the pursuit of justice and social cohesion, with due regard for diversity."

Our perspective

❑ CSR refers to a single company as an actor that can affect community positively or negatively;

❑ SSR refers to all actors that decide to share the responsibility to affect society;

❑ Community level better captures the responsibility dimension as it focuses attention on what people do rather than what people are;

❑ By community we mean a group of actors who interact directly, frequently and in a multi-faceted ways, i.e. in a territory.
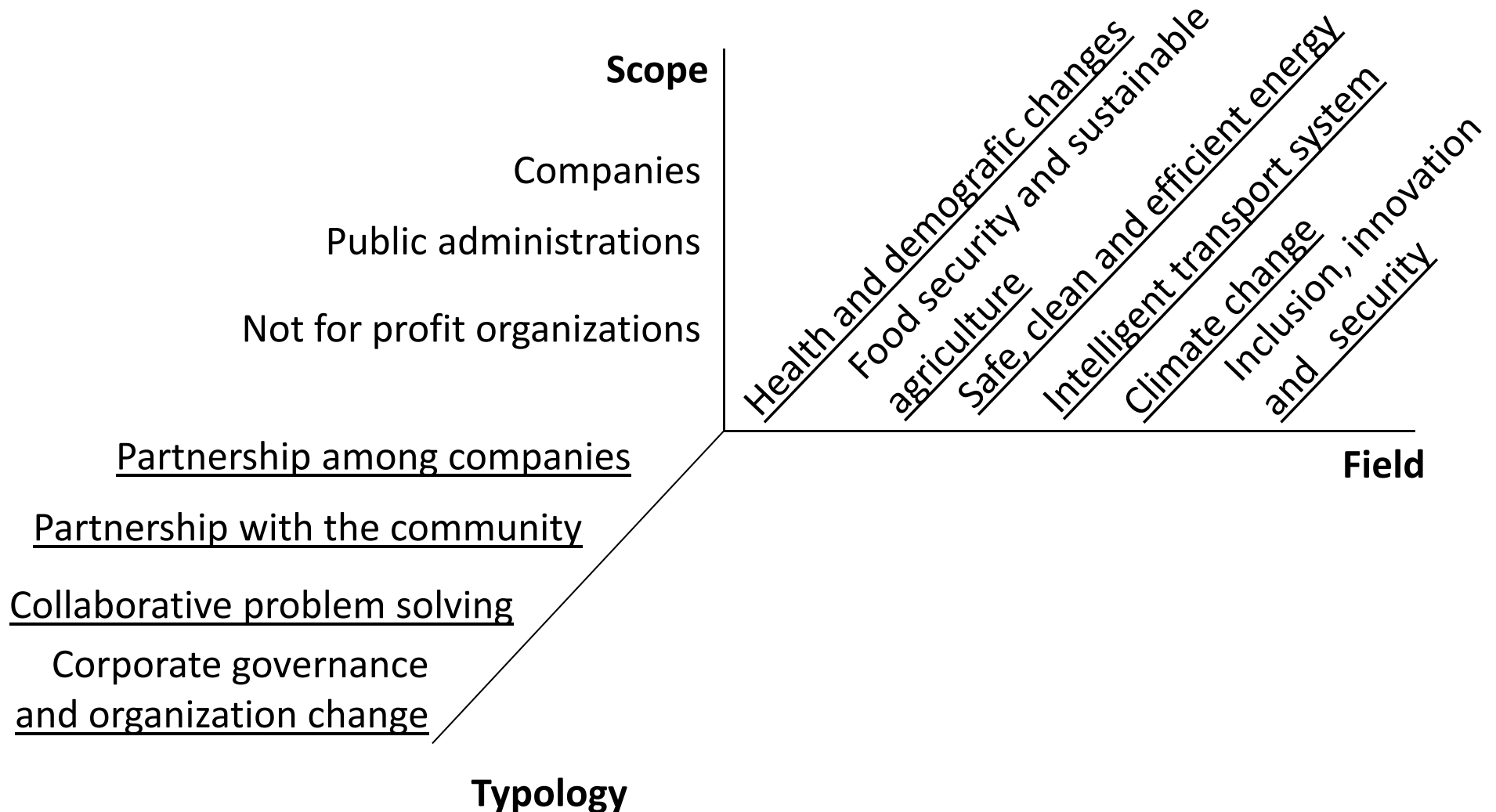
A typology for SSR initiatives definition

Theoretical mainstream	Shareholder Value Theory	Corporate Social Performance	Stakeholder Theory	Corporate Citizenship Approach
Business case	Cost and risk reduction	Reputation and Legitimacy	Competitive Advantage	Synergic Value Creation
Limits	Focus on short term	Economics vs Ethics	Stakeholder representation in decision making process	Citizenship rights setting process
SSR mechanisms	**Corporate governance and organizational change**	**Collaborative problem solving**	**Partnership with the community**	**Partnership among companies**

Four mechanisms supporting SSR

❑ HP1. If a company wants to take SSR initiatives with the support of its shareholder the corporate governance and organizational structure need to be changed.

❑ HP2. If a company wants to perform socially through SSR initiative it has to adopt a collaborative problem solving approach.

❑ HP3. If a company wants to activate its SSR initiatives it has to develop them in partnership with the community.

❑ HP4. If a company wants to make effective SSR initiatives it has to collaborate with other companies in the community and to behave as a "good citizen".

A framework for the analysis of SSR initiatives

Scope

Companies

Public administrations

Not for profit organizations

Health and demografic changes

Food security and sustainable agriculture

Safe, clean and efficient energy

Intelligent transport system

Climate change

Inclusion, innovation and security

Field

Partnership among companies

Partnership with the community

Collaborative problem solving

Corporate governance and organization change

Typology

Research agenda

❑ Application of SSR initiative framework through a survey on companies, public administrations and not for profit organizations in a selection of Italian territories;

❑ Definition of a framework for the measurement of SSR initiatives outcomes and application through a representative set of the SSR initiatives mapped in the previous survey;

❑ Definition of a set of principles for community governance.

Contacts

Davide Galli, davide.galli@unicatt.it

Marco Elefanti, marco.elefanti@unicatt.it

Giovanni Valotti, giovanni.valotti@unibocconi.it

http://www.sdabocconi.it/en

http://www.unicatt.it/home?rdeLocaleAttr=en