

Influential Article Review - How Can We Make Business Models More Sustainable?

Sheila Hammond

Aubrey Gilbert

Lionel Carpenter

This paper examines sustainability. We present insights from a highly influential paper. Here are the highlights from this paper: The paper aims to analyse and discuss the evolution towards a sustainable business model and to focus on the motivations and the implications on the mission, the governance and the accountability of companies. Moreover, the theoretical framework of values-based, ethical and sustainable leadership has been used as an interpretative key for the case-study analysis. After presenting the literature review, the second part of the work is based on the inductive approach applied to the analysis of the experience of an Italian medium-sized company (SGR Group) belonging to the energy sector (oil & gas). Recently this company has started a new project aimed at renewing its business model and deepening its sustainability orientation, which has already been experienced for years. The project is finalized at identifying and assessing vices and virtues which affect the governance and the leadership model, as well as the company's stakeholders engagement processes. The case exemplifies a resilience capability derived from a sustainable business model activated through relationships among internal and external stakeholders and supported by an ethical-based transformational leadership model which, in turn, derives from and nurtures the coherence among the mission-governance and accountability model. Specifically, the analysis confirms the propositions drawn from the literature review relative to the fact that the coherence among mission, governance and accountability is a key driver for effective business model and that sustainable business models derive from and are characterized by sustainable leadership models, which include transformational, ethical-based and values-virtues-driven leadership. For our overseas readers, we then present the insights from this paper in Spanish, French, Portuguese, and German.

Keywords: : Business model, Sustainability, Sustainable business model, Sustainable leadership, Values-based leadership, Mission, Governance, Accountability

SUMMARY

- In SGR the core values constitute the first level in orienting towards CSR and sustainability, fostering social cohesion and favouring a pathway of social innovation ; shared by stakeholders which is summed up in the sustainability report .
- The interviews addressed to the company heads stress how these values professionalism, dedication to work, simplicity in colleague relations and reliability, which are firstly experienced by the

owners, the president and the top management - are spread throughout the entire organization, thus reinforcing SGR's corporate culture. Furthermore, they are shared and embedded in the relationships between employees and external stakeholders.

- In an interview with the President of the Group – a charismatic leader and reference point for the company - supported by the CFO's transformational style of leadership - values emerge which have been inherited from the founders and interpreted by the actual leader in coherence with the changed internal and external environmental context. Her relational approach has been translated into the principle of the "door being open" to each collaborator. As she said: "I acted as a friend" now "it is the company which acts as a friend". Before we were and are still a family". The centrality of relations lies in the centrality of the person: "Over the years the organization has become less hierarchical and increasingly more orientated towards teamwork, aiming to seek a dynamic balance between singular dimension and plural dimension" .
- The responsibility and sustainability orientation influence the micro-organizational processes, the SGR external relationships and its way to generate value through a business model based on a participative process and fair relationships with stakeholders. Through the relationship-based approach driven by the female president and shared by the CFO, SGR has a strong closeness to its clients and to all stakeholders; it is able to listen, interpret and provide a reply to their respective expectations. Moreover, due to the centrality of values and relationships, and the rootedness, the Group can be appreciated as a company "of the territory" which spreads the culture of sustainability and the common good within the socio-economic fabric through a wide variety of initiatives and new projects.
- The leadership does not drive the company in the face of short-term results but casts his gaze away to business development in the long run .

HIGHLY INFLUENTIAL ARTICLE

We used the following article as a basis of our evaluation:

Del Baldo, M., & Baldarelli, M.-G. (2017). Renewing and improving the business model toward sustainability in theory and practice. *International Journal of Corporate Social Responsibility*, 2(1), 1–13.

This is the link to the publisher's website:

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INTRODUCTION

Before analyzing a company's business model "should be", this paper focuses on the "sense" of the business model (BM) and the needs of modern times. We briefly present some guidelines that underline a new way of understanding the market and the company within the same market. These guidelines emphasize the importance of individuals/entities, who/which have the propensity to very strong partnerships. This propensity is not only aimed at an economic return but is intended to build deeply personal relationships. This tendency becomes a fundamental element to make the functioning of the market effective (Bruni & Zamagni, 2007; Bruni, 2008). Even the re-reading of some business and economic paradigms, underlines this need for the existence of this type of inclination. That is, without companies characterized by a propensity to always cooperate, the market would crash, because it would lack the "lubricant" that makes its process possible.

Moving from the logic of the market which is passing from a set of contracts to a set of relations (Bruni 2008), a profound rethinking of the business models is required. This is because the previous paradigms showed a lot of problems not easily remediable, such as: the culture of the reject instead of that of inclusion; the development of pure philanthropy and the race to sustainability without a real project, that is oriented to develop strategies to enable future generations to really take advantage of a more equitable world, both

from an ecological and social justice point of view (Baldarelli, 2005). Moreover, there is the need for a new vocabulary, that focuses on the person inside of the market instead of goods. This process requires a long and difficult reflection but It cannot be delayed if we want that the enterprises should be able to produce wealth using positive and virtuous structures and not “vicious” structures, such as the exploitation of human and natural resources.

The concept of sustainability adopted in this paper is a concept of strong sustainability (Del Baldo et al., 2015) that is based on gratuity and reciprocity aspects (Bruni, 2008), in which the “intentions” are important in a first phase, but more important are actions concretely implemented. In the sustainability development process that are pursuing particularly the so-called “rich” countries, we want to understand how enterprises are implementing their business models using good praxis and not only general declarations of intents. There are some enterprises that implemented new sustainable business models, such as: ethics finance, fair trade and economy of communion (Baldarelli, 2005; Baldarelli et al., 2015). But we can also find some essays on business models, which applies these aspects in enterprises, which implement the logic of reciprocity also based on gratuity (Bruni 2008).

Starting from these premises the paper aims to analyze and discuss the evolution toward a sustainable-driven business model (BM) and to focus on the motivations and the implications on the mission, the governance and the accountability of a company (Matacena, 2010).

Moreover, since the business culture is based on values and principles which drive business strategies, policies and actions (Gray et al., 1997; Broadbent 1998 and 2015), the theoretical framework of values-based, ethical and sustainable-driven leadership will be presented and used as interpretative key for the analysis of a single-case study (Malloch, 2009; Capaldi, 2013; Ruisi, 2010; Hoivik von Weltzien, & Melé, 2009; Hoivik von Weltzien, 2014).

Accordingly, after introducing the literature review, the second part of the work is based on the inductive approach (namely, the action research approach; Benbasat et al., 1987; Sankaran et al., 2003; Contrafatto, 2011 Spence & Gray, 2008; Bebbington et al., 2009) applied to the analysis of the “evolutionary” experience of an Italian medium-sized company (SGR Group) belonging to the energy sector oil & gas. Recently, this multi-utility company has started a new project aimed at renewing its business model and deepening its sustainability orientation, which has already been experienced for years (Baldarelli et al., 2014). Notably, the project (which primarily involves the top management is finalized at identifying and assessing vices and virtues which affect the governance and the leadership model, as well as the company’s stakeholders engagement processes.

The study presents and discusses the first findings obtained through the aforementioned empirical analysis, which is still in a preliminary stage of development. Despite the limitations related to the use of a qualitative approach, based on a single case study, and to the fact the research is still in progress, the works have implications both on the scientific and managerial/operational level. In fact previous studies did not address this topic using twofold interpretive keys (sustainability business model and virtues-based/ethical based and sustainable leadership); at the same time, the research project contributes to improve the learning of the sustainability-oriented process and sustainable leadership in the real business context, thus opening new trajectories for the fruitful convergence between theory and practice.

CONCLUSION

One central goal for companies nowadays is to create shared value (Porter & Kramer, 2011). Scholars increasingly recognise that business contributions to sustainable development are founded in new business models (Roome & Louche 2016). Literature identifies many SBMs whose common elements are: the importance of achieving partnership with local organizations, the focus on pre-existent skills of the company, the value creation process in the value constellation, the development of innovative distribution models. Moreover, different contributions point out the need for social innovation and the fact that CSR suffers from a lack of radical innovation.

Accordingly, the question if and to what degree today’s companies are already implementing SBMs becomes more and more relevant, as well as how do firms connect the elements of a BM to their innovation

attempts. With respect to these priorities, attention on how sustainability is constructed by actors involved in value creation and on how they can encourage changes in the way companies operate to ensure greater sustainability represent an important topic for research (Boons & Mendoza, 2010) that has been addressed under the theoretical and empirical perspective through this work.

Specifically, the case-analysis confirms the validity of the propositions emerged from the literature review:

Prop. 1: “the coherence among mission, governance and accountability is a key driver for effective business models”. (Matacena, 2010).

Prop 2: “sustainable business models derive from and are characterized by sustainable leadership models, which encompassed transformational, responsible, ethical/moral and values-virtues driven leadership” that are concretely implemented and not only theorized” (Bastons, 2008; Magni & Pennarola, 2015).

The SGR case exemplifies a resilience capability derived from a sustainable business model (SBMs) where innovation and the improvement of the BM is activated through relationships among internal and external stakeholders and are supported by an ethical-based transformational leadership model which, in turn, derives from and nurtures the coherence among the mission-governance and accountability model.

In SGR sustainability orientation is the answer to a background of social responsibility and possible intrinsic motivation. Key distinctive aspects of the Group (and strengths) are the authentic and continuous engagement with stakeholders, and in particular with local communities, networks, schools and universities and the sustainable, transformational and ethical-based model of leadership. SGR is a leading actor within the local (but also national and international) socio-economic fabric it belongs to and it drives the evolution and innovation of many actors. SGR wishes to be the leading actor in the improvement of the quality of life of a community. The relation-based and values/virtues based approach promoted by the leadership facilitates the growth of the company and the sustainability-driven process, reinforces the intrinsic motivations and favors changes over time (Bastons, 2008).

Accordingly, it can be said that the SGR Group is a sustainable company, based on sustainable business models, thanks to the leadership model, who has inspired a variety of CSR and sustainability-oriented projects during the years and has firmly desired to implement the sustainability report. In other words, the leadership model is a transformational one and is directed to a virtues-based and sustainable leadership model which supports the renewing and improving of the business model toward sustainability (Simons, 1999).

Despite the limitations related to the use of a qualitative approach, based on a single case study, and to the fact the research is still in progress, the works have implications both on the scientific and managerial/operational level. In fact previous studies did not address this topic using twofold interpretive keys (sustainability business model and virtues-based/ethical based and sustainable leadership); at the same time, the research project contributes to improve the learning of the sustainability-oriented process and sustainable leadership in the real business context, thus opening new trajectories, we hope, for the fruitful convergence between theory and practice.

APPENDIX

FIGURE 1
SGR'S VIRTUES AND VICIOUS IN MANAGEMENT PERSPECTIVE



TABLE 1
SGR SUSTAINABILITY-DRIVEN PATHS

Commitment	Actions
<p><i>Increase interviews with people</i> <i>Increase the training and awareness of employees regarding the themes of safety</i> <i>Implement the training scheme and apply it to all members of the companies</i> <i>Increase internal communication</i> <i>Develop activities to reconcile Life and Work</i> <i>Diffusion of the culture of Sustainability and a corporate atmosphere based on shared values</i></p>	<p>2005. Introduction of a survey on the internal climate and a questionnaire to assess satisfaction 2010. Increasing total number of training hours (internal and external training) 2011. Restyling company intranet and provision of an area dedicated to sustainability, which allows members to send suggestions and advice about improving corporate sustainability. 2010. Area and plenary meetings to discuss the results of the survey and plan actions for improvement 2011. The Mia Voce Project: dedicated to employees' messages and suggestions. Each month, in agreement with the management, a theme is proposed and selected to start new project aimed at</p>

	<p>life and work reconciliation</p> <p>2011. Initiatives regarding information and awareness about sustainability aimed at internal and external members of the Group.</p>
<p><i>Environment</i></p>	
<p><i>Adopt new guidelines and procedures relative to environmental management</i></p>	<p>2010. ISO 14001 System of Environmental Management</p> <p>BS OHSAS 18001 Health and Safety Management Systems</p>
<p><i>Increase the activity of awareness about energy saving use</i></p> <p><i>Rationalize energy consumption in Bulgaria</i></p>	<p>2011. “M’illumino di meno”. National initiative aimed at making people aware of an intelligent use of electric energy</p> <p>2011. Relations with schools, public institutions and universities were strengthened through the organisation and promotion of the theme of energy efficiency (i.e. through the project “Renewable Energy and Emission Reduction”, promoted by the Municipality of Rimini).</p> <p>2011. Citygas became the official representative in Bulgaria in raising awareness on energy saving and energy efficiency.</p>
<p><i>Community and Institutions</i></p>	
<p><i>Make channels of communication coherent and transparent, drawing inspiration from the values of Sustainable Development and the participation demands of all interlocutors (clients, suppliers, employees and territory)</i></p> <p><i>Promotion of a dialogue with local, national and international institutions</i></p> <p><i>Management of plants in the territory and protection of the biodiversity of the landscape</i></p> <p><i>Support to the community</i></p> <p><i>Partnership with local, national and international actors</i></p>	<p>2011. New SGR Services website, company profile, sales leaflets, Calendar and Diary; New layout of Clients’ Offices</p> <p>2011. Energy Efficiency Project in Bulgaria with the EBRD- European Bank for Reconstruction and Development and the Ministry of Bulgaria Project “Natura 2000” http://www.natura.org/</p> <p>Contribution in favour of the Health Authority of Rimini;</p> <p>Collaborations and partnership with schools, universities (Bologna, Rimini, Milano-Bocconi), local research centers and other educational bodies in work-related learning projects.</p> <p>Support to many cultural, civic, sport organisation, onlus, national and international ONG (donations, funds, free usage of company’s structure and time and skills of the employees</p>

<i>Customer/Supplier</i>	
<p><i>Define systems of periodic surveys to assess the degree of client satisfaction</i></p> <p><i>Maintain and develop the activity of information aimed at saving Energy, protecting the environment and safety.</i></p> <p><i>Promotion of Energy Efficiency in the final uses</i></p> <p><i>Promoting respect from suppliers for the principles which have inspired the Organizational Model of the SGR Group.</i></p> <p><i>Support the development of eco-sustainability purchasing processes</i></p> <p><i>Define and promote supplier assessment systems</i></p>	<p>2010. Half-yearly interviews conducted by the Authorities for Electric Energy and Gas.</p> <p>Internal interviews has been launched and carried out to clients who have had recent dealings with the companies of the SGR Group</p> <p>2010. Distribution of Water Conservation Kits to clients</p> <p>2010. Making end users aware of responsible energy consumption.</p> <p>2011. Requested adhesion to the Group’s principles</p> <p>Electronic negotiation tools to replace traditional paper-based processes</p> <p>2011. The launch of the development of a project for <i>supplier assessment</i></p>

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TRANSLATED VERSION: SPANISH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUCIDA: ESPAÑOL

A continuación se muestra una traducción aproximada de las ideas presentadas anteriormente. Esto se hizo para dar una comprensión general de las ideas presentadas en el documento. Por favor, disculpe cualquier error gramatical y no responsabilite a los autores originales de estos errores.

INTRODUCCIÓN

Antes de analizar como "debería ser" el modelo de negocio de una empresa, este artículo se centra en el "sentido" del modelo de negocio (BM) y las necesidades de los tiempos modernos. Presentamos brevemente algunas directrices que subrayan una nueva forma de entender el mercado y la empresa dentro del mismo mercado. Estas directrices hacen hincapié en la importancia de las personas/entidades, que tienen la propensión a asociaciones muy fuertes. Esta propensión no sólo está dirigida a un retorno económico, sino que pretende construir relaciones profundamente personales. Esta tendencia se convierte en un elemento fundamental para hacer efectivo el funcionamiento del mercado (Bruni & Zamagni, 2007; Bruni, 2008). Incluso la re-lectura de algunos paradigmas económicos y empresariales, subraya esta necesidad de la existencia de este tipo de inclinación. Es decir, sin empresas caracterizadas por una propensión a cooperar siempre, el mercado se desplomaría, porque carecería del "lubricante" que hace posible su proceso.

Pasando de la lógica del mercado que pasa de un conjunto de contratos a un conjunto de relaciones (Bruni 2008), se requiere un profundo replanteamiento de los modelos de negocio. Esto se debe a que los paradigmas anteriores mostraban muchos problemas que no eran fácilmente remediabiles, tales como: la cultura del rechazo en lugar de la de inclusión; el desarrollo de la filantropía pura y la carrera hacia la sostenibilidad sin un proyecto real, que está orientado a desarrollar estrategias que permitan a las generaciones futuras aprovechar realmente un mundo más equitativo, tanto desde el punto de vista de la justicia ecológica como social (Baldarelli, 2005). Además, existe la necesidad de un nuevo vocabulario, que se centre en la persona dentro del mercado en lugar de los bienes. Este proceso requiere una reflexión larga y difícil, pero no puede retrasarse si queremos que las empresas sean capaces de producir riqueza utilizando estructuras positivas y virtuosas y no estructuras "viciosas", como la explotación de los recursos humanos y naturales.

El concepto de sostenibilidad adoptado en este documento es un concepto de fuerte sostenibilidad (Del Baldo et al., 2015) que se basa en aspectos de gratuidad y reciprocidad (Bruni, 2008), en el que las "intenciones" son importantes en una primera fase, pero más importantes son las acciones implementadas concretamente. En el proceso de desarrollo de la sostenibilidad que persiguen especialmente a los llamados países "ricos", queremos entender cómo las empresas están implementando sus modelos de negocio utilizando una buena praxis y no sólo declaraciones generales de intenciones. Hay algunas empresas que implementaron nuevos modelos de negocio sostenibles, tales como: la financiación de la ética, el comercio justo y la economía de comunión (Baldarelli, 2005; Baldarelli et al., 2015). Pero también podemos encontrar algún ensayo de modelo de negocio, que aplica estos aspectos en las empresas, que implementan la lógica de reciprocidad también basada en la propina (Bruni 2008).

Partiendo de estas premisas, el documento tiene como objetivo analizar y discutir la evolución hacia un modelo de negocio sostenible (BM) y centrarse en las motivaciones y las implicaciones en la misión, la gobernanza y la rendición de cuentas de una empresa (Matacena, 2010).

Además, dado que la cultura empresarial se basa en valores y principios que impulsan estrategias, políticas y acciones empresariales (Gray et al., 1997; Broadbent 1998 y 2015), el marco teórico de liderazgo basado en valores, ético y sostenible se presentará y utilizará como clave interpretativa para el análisis de un estudio de un solo caso (Malloch, 2009; Capaldi, 2013; Ruisi, 2010; Hoivik von Weltzien, & Melé, 2009; Hoivik von Weltzien, 2014).

En consecuencia, después de introducir la revisión de la literatura, la segunda parte del trabajo se basa en el enfoque inductivo (es decir, el enfoque de investigación de acción; Benbasat et al., 1987; Sankaran et al., 2003; Contrafatto, 2011 Spence & Gray, 2008; Bebbington et al., 2009) aplicada al análisis de la

experiencia "evolutiva" de una empresa mediana italiana (SGR Group) perteneciente al sector energético petróleo y gas. Recientemente, esta empresa multiutilista ha iniciado un nuevo proyecto destinado a renovar su modelo de negocio y profundizar su orientación en sostenibilidad, que ya se ha experimentado desde hace años (Baldarelli et al., 2014). En particular, el proyecto (que involucra principalmente a la alta dirección se ultima en la identificación y evaluación de vicios y virtudes que afectan a la gobernanza y el modelo de liderazgo, así como los procesos de participación de las partes interesadas de la empresa.

El estudio presenta y analiza los primeros hallazgos obtenidos a través del análisis empírico antes mencionado, que todavía se encuentra en una etapa preliminar de desarrollo. A pesar de las limitaciones relacionadas con el uso de un enfoque cualitativo, basado en un único estudio de caso, y con el hecho de que la investigación todavía está en curso, los trabajos tienen implicaciones tanto a nivel científico como de gestión/operativa. De hecho, estudios anteriores no abordaron este tema utilizando dos claves interpretativas (modelo de negocio de sostenibilidad y liderazgo basado en virtudes/ética y sostenible); al mismo tiempo, el proyecto de investigación contribuye a mejorar el aprendizaje del proceso orientado a la sostenibilidad y el liderazgo sostenible en el contexto empresarial real, abriendo así nuevas trayectorias para la fructífera convergencia entre la teoría y la práctica.

CONCLUSIÓN

Un objetivo central para las empresas hoy en día es crear valor compartido (Porter & Kramer, 2011). Los académicos reconocen cada vez más que las contribuciones empresariales al desarrollo sostenible se fundan en nuevos modelos de negocio (Roome & Louche 2016). La literatura identifica muchos SPM cuyos elementos comunes son: la importancia de lograr la asociación con las organizaciones locales, el enfoque en las habilidades preexistentes de la empresa, el proceso de creación de valor en la constelación de valor, el desarrollo de modelos de distribución innovadores. Además, las diferentes contribuciones señalan la necesidad de innovación social y el hecho de que la RSE sufre de falta de innovación radical.

En consecuencia, la cuestión de si las empresas actuales ya están implementando SPM se vuelve cada vez más relevante, así como cómo las empresas conectan los elementos de un BM con sus intentos de innovación. Con respecto a estas prioridades, la atención sobre cómo la sostenibilidad es construida por los actores involucrados en la creación de valor y sobre cómo pueden alentar cambios en la forma en que las empresas operan para asegurar una mayor sostenibilidad representan un tema importante para la investigación (Boons & Mendoza, 2010) que se ha abordado bajo la perspectiva teórica y empírica a través de este trabajo.

Concretamente, el análisis de casos confirma la validez de las propuestas surgidas de la revisión de la literatura:

1: "La coherencia entre la misión, la gobernanza y la rendición de cuentas es un motor clave para modelos de negocio eficaces". (Matacena, 2010).

Prop 2: "los modelos de negocio sostenibles derivan y se caracterizan por modelos de liderazgo sostenibles, que abarcan el liderazgo transformacional, responsable, ético/moral y basado en valores" que se implementan de manera concreta y no sólo teorizados" (Bastons, 2008; Magni & Pennarola, 2015).

El caso SGR ejemplifica una capacidad de resiliencia derivada de un modelo de negocio sostenible (SPM) donde la innovación y la mejora del BM se activan a través de relaciones entre las partes interesadas internas y externas y están respaldadas por un modelo de liderazgo transformacional basado en ética que, a su vez, deriva y fomenta la coherencia entre el modelo de gobierno de la misión y la rendición de cuentas.

En SGR la orientación a la sostenibilidad es la respuesta a un trasfondo de responsabilidad social y posible motivación intrínseca. Los aspectos distintivos clave del Grupo (y las fortalezas) son el compromiso auténtico y continuo con las partes interesadas, y en particular con las comunidades locales, redes, escuelas y universidades y el modelo de liderazgo sostenible, transformador y ético. SGR un actor líder dentro del tejido socioeconómico local (pero también nacional e internacional) al que pertenece e impulsa la evolución y la innovación de muchos actores. SGR desea ser el actor principal en la mejora de la calidad de vida de una comunidad. El enfoque basado en la relación y en valores/virtudes promovido por el liderazgo facilita

el crecimiento de la empresa y el proceso impulsado por la sostenibilidad, refuerza las motivaciones intrínsecas y los cambios a lo largo del tiempo (Bastons, 2008).

En consecuencia, se puede decir que el Grupo SGR es una empresa sostenible, basada en un modelo de negocio sostenible, gracias al modelo de liderazgo, que ha inspirado una variedad de RSC y proyectos orientados a la sostenibilidad durante los años y ha querido firmemente implementar el informe de sostenibilidad. En otras palabras, el modelo de liderazgo es transformador y está dirigido a un modelo de liderazgo sostenible y basado en virtudes que apoya la renovación y mejora del modelo de negocio hacia la sostenibilidad (Simons, 1999).

A pesar de las limitaciones relacionadas con el uso de un enfoque cualitativo, basado en un único estudio de caso, y con el hecho de que la investigación todavía está en curso, los trabajos tienen implicaciones tanto a nivel científico como de gestión/operativa. De hecho, estudios anteriores no abordaron este tema utilizando dos claves interpretativas (modelo de negocio de sostenibilidad y liderazgo basado en virtudes/ética y sostenible); al mismo tiempo, el proyecto de investigación contribuye a mejorar el aprendizaje del proceso orientado a la sostenibilidad y el liderazgo sostenible en el contexto empresarial real, abriendo así nuevas trayectorias, esperamos, para la fructífera convergencia entre la teoría y la práctica.

TRANSLATED VERSION: FRENCH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUITE: FRANÇAIS

Voici une traduction approximative des idées présentées ci-dessus. Cela a été fait pour donner une compréhension générale des idées présentées dans le document. Veuillez excuser toutes les erreurs grammaticales et ne pas tenir les auteurs originaux responsables de ces erreurs.

INTRODUCTION

Avant d'analyser comme modèle d'affaires d'une entreprise « devrait être », ce document se concentre sur le « sens » du modèle d'affaires (BM) et les besoins des temps modernes. Nous présentons brièvement quelques lignes directrices qui soulignent une nouvelle façon de comprendre le marché et l'entreprise dans le même marché. Ces lignes directrices soulignent l'importance des individus ou des entités, qui ont la propension à des partenariats très solides. Cette propension vise non seulement un retour économique, mais vise à établir des relations profondément personnelles. Cette tendance devient un élément fondamental pour rendre le fonctionnement du marché efficace (Bruni & Zamagni, 2007; Bruni, 2008). Même la relecture de certains paradigmes économiques et commerciaux souligne ce besoin de l'existence de ce type d'inclination. Autrement dit, sans les entreprises caractérisées par une propension à toujours coopérer, le marché s'effondrerait, parce qu'il manquerait du « lubrifiant » qui rend possible son processus.

Passant de la logique du marché qui passe d'un ensemble de contrats à un ensemble de relations (Bruni 2008), une profonde refonte des modèles d'affaires est nécessaire. C'est parce que les paradigmes précédents ont montré beaucoup de problèmes pas facilement réamédiable, tels que: la culture du rejet au lieu de celle de l'inclusion; le développement de la philanthropie pure et de la course à la durabilité sans véritable projet, qui est orienté vers l'élaboration de stratégies pour permettre aux générations futures de réellement profiter d'un monde plus équitable, à la fois d'un point de vue écologique et social de la justice (Baldarelli, 2005). En outre, il ya la nécessité d'un nouveau vocabulaire, qui se concentre sur la personne à l'intérieur du marché au lieu de marchandises. Ce processus exige une réflexion longue et difficile, mais il ne peut être retardé si nous voulons que les entreprises soient en mesure de produire de la richesse en utilisant des structures positives et vertueuses et non des structures « vicieuses », telles que l'exploitation des ressources humaines et naturelles.

Le concept de durabilité adopté dans ce document est un concept de durabilité forte (Del Baldo et al., 2015) qui est basé sur les aspects de la gratuité et de la réciprocité (Bruni, 2008), dans lequel les « nenti » sont importantes dans une première phase, mais plus importantes sont les actions concrètement mises en œuvre. Dans le processus de développement de la durabilité qui poursuit en particulier les pays dits « riches », nous voulons comprendre comment les entreprises mettent en œuvre leurs modèles d'affaires en utilisant une bonne praxis et pas seulement des déclarations générales d'intentions. Certaines entreprises ont mis en œuvre de nouveaux modèles d'affaires durables, tels que : le financement éthique, le commerce équitable et l'économie de communion (Baldarelli, 2005; Baldarelli et coll., 2015). Mais nous pouvons aussi trouver un essai de modèle d'affaires, qui applique ces aspects dans les entreprises, qui mettent en œuvre la logique de réciprocité également basée sur la gratuité (Bruni 2008).

À partir de ces prémisses, le document vise à analyser et à discuter de l'évolution vers un modèle d'affaires durable (BM) et à se concentrer sur les motivations et les implications sur la mission, la gouvernance et la responsabilité d'une entreprise (Matacena, 2010).

De plus, puisque la culture d'entreprise est fondée sur des valeurs et des principes qui sont à l'avant-plan des stratégies, des politiques et des actions commerciales (Gray et coll., 1997; Broadbent 1998 et 2015), le cadre théorique d'un leadership fondé sur des valeurs, éthique et durable sera présenté et utilisé comme clé d'interprétation pour l'analyse d'une étude de cas unique (Malloch, 2009; Capaldi, 2013; Ruisi, 2010; Hoivik von Weltzien, et Melé, 2009; Hoivik von Weltzien, 2014).

Par conséquent, après l'introduction de l'examen de la littérature, la deuxième partie du travail est fondée sur l'approche inductive (à savoir, l'approche de la recherche en action; Benbasat et coll., 1987; Sankaran et coll., 2003; Contrafatto, 2011 Spence & Gray, 2008; Bebbington et coll., 2009) ont appliqué à l'analyse de l'expérience « évolutive » d'une entreprise italienne de taille moyenne (Groupe SGR) appartenant au secteur de l'énergie du pétrole et du gaz. Récemment, cette entreprise multi-utilitaires a lancé un nouveau projet visant à renouveler son modèle d'affaires et à approfondir son orientation en matière de durabilité, qui est déjà expérimentée depuis des années (Baldarelli et al., 2014). Notamment, le projet (qui implique principalement la haute direction est finalisé à l'identification et l'évaluation des vices et des vertus qui affectent la gouvernance et le modèle de leadership, ainsi que les processus d'engagement des parties prenantes de l'entreprise.

L'étude présente et discute des premières conclusions obtenues par l'analyse empirique susmentionnée, qui en est encore à un stade préliminaire de développement. Malgré les limites liées à l'utilisation d'une approche qualitative, basée sur une seule étude de cas, et au fait que la recherche est toujours en cours, les travaux ont des implications à la fois sur le plan scientifique et managérial/opérationnel. En fait, des études antérieures n'ont pas abordé ce sujet à l'aide de doubles clés d'interprétation (modèle d'affaires sur la durabilité et leadership fondé sur les vertus/éthique et durable); dans le même temps, le projet de recherche contribue à améliorer l'apprentissage du processus axé sur la durabilité et le leadership durable dans le contexte commercial réel, ouvrant ainsi de nouvelles trajectoires pour la convergence fructueuse entre la théorie et la pratique.

CONCLUSION

L'un des principaux objectifs des entreprises de nos jours est de créer de la valeur partagée (Porter & Kramer, 2011). Les chercheurs reconnaissent de plus en plus que les contributions des entreprises au développement durable sont fondées sur de nouveaux modèles d'affaires (Roome & Louche 2016). La littérature identifie de nombreux SBM dont les éléments communs sont : l'importance de parvenir à un partenariat avec des organisations locales, l'accent mis sur les compétences préexistantes de l'entreprise, le processus de création de valeur dans la constellation de valeurs, le développement de modèles de distribution innovants. En outre, différentes contributions soulignent la nécessité de l'innovation sociale et le fait que la RSE souffre d'un manque d'innovation radicale.

Par conséquent, la question de savoir si et dans quelle mesure les entreprises d'aujourd'hui mettent déjà en œuvre des SBM devient de plus en plus pertinente, ainsi que la façon dont les entreprises relient les éléments d'un BM à leurs tentatives d'innovation. En ce qui concerne ces priorités, l'attention portée sur la

façon dont la durabilité est construite par les acteurs impliqués dans la création de valeur et sur la façon dont elles peuvent encourager les changements dans le fonctionnement des entreprises afin d'assurer une plus grande durabilité représentent un sujet important pour la recherche (Boons & Mendoza, 2010) qui a été abordé dans la perspective théorique et empirique à travers ce travail.

Plus précisément, l'analyse de cas confirme la validité des propositions issues de l'examen de la littérature :

Prop. 1 : « la cohérence entre la mission, la gouvernance et la responsabilisation est un moteur clé pour des modèles d'affaires efficaces ». (Matacena, 2010).

Prop 2 : « Les modèles d'affaires durables dérivent et sont caractérisés par des modèles de leadership durables, qui englobent un leadership transformationnel, responsable, éthique/moral et fondé sur les valeurs » qui sont concrètement mis en œuvre et non seulement théorisés » (Bastons, 2008; Magni et Pennarola, 2015).

L'affaire SGR illustre une capacité de résilience dérivée d'un modèle d'affaires durable (SBM) où l'innovation et l'amélioration du BM sont activées par des relations entre les parties prenantes internes et externes et sont soutenues par un modèle de leadership transformationnel fondé sur l'éthique qui, à son tour, découle et favorise la cohérence entre le modèle de gouvernance de mission et de responsabilisation.

En SGR, l'orientation en matière de durabilité est la réponse à un contexte de responsabilité sociale et de motivation intrinsèque possible. Les principaux aspects distinctifs du Groupe (et des points forts) sont l'engagement authentique et continu avec les parties prenantes, et en particulier avec les communautés locales, les réseaux, les écoles et les universités et le modèle de leadership durable, transformationnel et éthique. SGR est un acteur de premier plan au sein du tissu socio-économique local (mais aussi national et international) auquel il appartient et il stimule l'évolution et l'innovation de nombreux acteurs. SGR souhaite être l'acteur principal dans l'amélioration de la qualité de vie d'une communauté. L'approche fondée sur les valeurs/vertus promue par le leadership facilite la croissance de l'entreprise et le processus axé sur la durabilité, renforce les motivations intrinsèques et favorise les changements au fil du temps (Bastons, 2008).

En conséquence, on peut dire que le Groupe SGR est une entreprise durable, basée sur un modèle d'affaires durable, grâce au modèle de leadership, qui a inspiré une variété de projets axés sur la RSE et la durabilité au cours des années et a fermement souhaité mettre en œuvre le rapport sur la durabilité. En d'autres termes, le modèle de leadership est transformationnel et s'oriente vers un modèle de leadership fondé sur les vertus et durable qui appuie le renouvellement et l'amélioration du modèle d'affaires vers la durabilité (Simons, 1999).

Malgré les limites liées à l'utilisation d'une approche qualitative, basée sur une seule étude de cas, et au fait que la recherche est toujours en cours, les travaux ont des implications à la fois sur le plan scientifique et managérial/opérationnel. En fait, des études antérieures n'ont pas abordé ce sujet à l'aide de doubles clés d'interprétation (modèle d'affaires sur la durabilité et leadership fondé sur les vertus/éthique et durable); dans le même temps, le projet de recherche contribue à améliorer l'apprentissage du processus axé sur la durabilité et le leadership durable dans le contexte commercial réel, ouvrant ainsi de nouvelles trajectoires, nous l'espérons, pour la convergence fructueuse entre la théorie et la pratique.

TRANSLATED VERSION: GERMAN

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

ÜBERSETZTE VERSION: DEUTSCH

Hier ist eine ungefähre Übersetzung der oben vorgestellten Ideen. Dies wurde getan, um ein allgemeines Verständnis der in dem Dokument vorgestellten Ideen zu vermitteln. Bitte entschuldigen Sie

alle grammatikalischen Fehler und machen Sie die ursprünglichen Autoren nicht für diese Fehler verantwortlich.

EINLEITUNG

Bevor das Geschäftsmodell eines Unternehmens analysiert wird, "sollte es sein", konzentriert sich dieses Papier auf den "Sinn" des Geschäftsmodells (BM) und die Bedürfnisse der Neuzeit. Wir stellen kurz einige Leitlinien vor, die eine neue Art des Verständnisses des Marktes und des Unternehmens innerhalb desselben Marktes unterstreichen. Diese Leitlinien unterstreichen die Bedeutung von Einzelpersonen/Einrichtungen, die die Neigung zu sehr starken Partnerschaften haben. Diese Neigung zielt nicht nur auf eine wirtschaftliche Rendite ab, sondern soll auch zutiefst persönliche Beziehungen aufbauen. Diese Tendenz wird zu einem grundlegenden Element, um das Funktionieren des Marktes wirksam zu machen (Bruni & Zamagni, 2007; Bruni, 2008). Selbst die Neulektüre einiger wirtschaftlicher und wirtschaftlicher Paradigmen unterstreicht diese Notwendigkeit der Existenz dieser Art von Neigung. Das heißt, ohne Unternehmen, die sich durch eine Neigung zur Zusammenarbeit auszeichnen, würde der Markt zusammenbrechen, weil ihm das "Schmiermittel" fehlen würde, das seinen Prozess ermöglicht.

Von der Logik des Marktes, der von einer Reihe von Verträgen zu einer Reihe von Beziehungen übergeht (Bruni 2008), ist ein tiefgreifendes Umdenken der Geschäftsmodelle erforderlich. Das liegt daran, dass die bisherigen Paradigmen viele Probleme aufwiesen, die nicht leicht zu beheben waren, wie: die Kultur der Ablehnung statt der Kultur der Inklusion; die Entwicklung reiner Philanthropie und der Wettlauf zur Nachhaltigkeit ohne ein echtes Projekt, das darauf ausgerichtet ist, Strategien zu entwickeln, die es zukünftigen Generationen ermöglichen, eine gerechtere Welt sowohl aus ökologischer als auch aus sozialer Gerechtigkeit wirklich zu nutzen (Baldarelli, 2005). Darüber hinaus besteht die Notwendigkeit eines neuen Vokabulars, das sich auf die Person innerhalb des Marktes statt auf Waren konzentriert. Dieser Prozess erfordert eine lange und schwierige Reflexion, aber es kann nicht verzögert werden, wenn wir wollen, dass die Unternehmen in der Lage sein sollten, Wohlstand durch positive und tugendhafte Strukturen und nicht durch "böartige" Strukturen wie die Ausbeutung menschlicher und natürlicher Ressourcen zu produzieren.

Das in diesem Papier übernommene Konzept der Nachhaltigkeit ist ein Konzept der starken Nachhaltigkeit (Del Baldo et al., 2015), das auf Trinkgeld- und Gegenseitigkeitsaspekten basiert (Bruni, 2008), bei dem die "Absichten" in einer ersten Phase wichtig sind, aber wichtiger sind, dass Maßnahmen konkret umgesetzt werden. Im Nachhaltigkeitsentwicklungsprozess, der vor allem die sogenannten "reichen" Länder verfolgt, wollen wir verstehen, wie Unternehmen ihre Geschäftsmodelle mit guten Praxis- und nicht nur allgemeinen Absichtserklärungen umsetzen. Es gibt einige Unternehmen, die neue nachhaltige Geschäftsmodelle eingeführt haben, wie z. B.: Ethikfinanzierung, fairer Handel und Gemeinschaftswirtschaft (Baldarelli, 2005; Baldarelli et al., 2015). Aber wir können auch einen Aufsatz des Geschäftsmodells finden, der diese Aspekte in Unternehmen anwendet, die die Logik der Gegenseitigkeit auch auf der Grundlage von Trinkgeld umsetzen (Bruni 2008).

Ausgehend von diesen Prämissen zielt das Papier darauf ab, die Entwicklung hin zu einem nachhaltig getriebenen Geschäftsmodell (BM) zu analysieren und zu diskutieren und sich auf die Motivationen und Die Auswirkungen auf die Mission, die Governance und die Rechenschaftspflicht eines Unternehmens zu konzentrieren (Matacena, 2010).

Da die Unternehmenskultur auf Werten und Grundsätzen beruht, die Geschäftsstrategien, -politiken und -maßnahmen vorantreiben (Gray et al., 1997; Broadbent 1998 und 2015) wird der theoretische Rahmen einer wertebasierten, ethischen und nachhaltig getriebenen Führung vorgestellt und als Interpretationsschlüssel für die Analyse einer Einzelfallstudie verwendet (Malloch, 2009; Capaldi, 2013; Ruisi, 2010; Hoivik von Weltzien, & Melé, 2009; Hoivik von Weltzien, 2014).

Dementsprechend basiert der zweite Teil der Arbeit nach der Einführung der Literaturrecherche auf dem induktiven Ansatz (nämlich dem Ansatz der Aktionsforschung; Benbasat et al., 1987; Sankaran et al., 2003; Contrafatto, 2011 Spence & Gray, 2008; Bebbington et al., 2009) wandte sich an die Analyse der "evolutionären" Erfahrungen eines italienischen Mittelständlers (SGR-Gruppe) aus dem Energiesektor Öl & Gas. Kürzlich hat das Multi-Utility-Unternehmen ein neues Projekt gestartet, das darauf abzielt, sein

Geschäftsmodell zu erneuern und seine Nachhaltigkeitsorientierung zu vertiefen, die es bereits seit Jahren gibt (Baldarelli et al., 2014). Insbesondere wird das Projekt (das in erster Linie das Top-Management umfasst, bei der Identifizierung und Bewertung von Lastern und Tugenden, die sich auf die Governance und das Führungsmodell auswirken, sowie auf die Stakeholder-Engagement-Prozesse des Unternehmens abgeschlossen.

Die Studie präsentiert und diskutiert die ersten Ergebnisse aus der oben genannten empirischen Analyse, die sich noch in einem Vorentwicklungsstadium befindet. Trotz der Einschränkungen im Zusammenhang mit der Anwendung eines qualitativen Ansatzes, der auf einer einzigen Fallstudie basiert, und der Tatsache, dass die Forschung noch im Gange ist, haben die Arbeiten Auswirkungen sowohl auf die wissenschaftliche als auch auf die Management-/Betriebsebene. Tatsächlich haben sich frühere Studien nicht mit zwei interpretatorischen Schlüsseln zu diesem Thema befasst (Nachhaltigkeits-Geschäftsmodell und Tugenden-basierte/ethische und nachhaltige Führung); Gleichzeitig trägt das Forschungsprojekt dazu bei, das Erlernen des nachhaltigkeitsorientierten Prozesses und die nachhaltige Führung im realen Geschäftskontext zu verbessern und so neue Wege für die fruchtbare Konvergenz von Theorie und Praxis zu eröffnen.

SCHLUSSFOLGERUNG

Ein zentrales Ziel für Unternehmen ist es heutzutage, gemeinsam Wert zu schaffen (Porter & Kramer, 2011). Wissenschaftler erkennen zunehmend, dass Unternehmensbeiträge zur nachhaltigen Entwicklung in neuen Geschäftsmodellen begründet werden (Roome & Louche 2016). Die Literatur identifiziert viele sbms, deren gemeinsame Elemente sind: die Bedeutung der Partnerschaft mit lokalen Organisationen, der Fokus auf bereits vorhandene Fähigkeiten des Unternehmens, der Wertschöpfungsprozess in der Wertkonstellation, die Entwicklung innovativer Vertriebsmodelle. Darüber hinaus weisen verschiedene Beiträge auf die Notwendigkeit sozialer Innovation und die Tatsache hin, dass CSR unter einem Mangel an radikaler Innovation leidet.

Dementsprechend wird die Frage, ob und inwieweit die Unternehmen von heute bereits sbms implementieren, immer relevanter, und wie verbinden Unternehmen die Elemente eines BM mit ihren Innovationsversuchen. Im Hinblick auf diese Prioritäten ist die Aufmerksamkeit darauf, wie Nachhaltigkeit von Akteuren, die an der Wertschöpfung beteiligt sind, aufgebaut wird und wie sie Veränderungen in der Arbeitsweise von Unternehmen fördern können, um eine höhere Nachhaltigkeit zu gewährleisten, ein wichtiges Thema für die Forschung (Boons & Mendoza, 2010), das im Rahmen der theoretischen und empirischen Perspektive durch diese Arbeit behandelt wurde.

Insbesondere bestätigt die Fallanalyse die Gültigkeit der Ausschau nach der Literaturrecherche:

Prop. 1: "Die Kohärenz zwischen Mission, Governance und Rechenschaftspflicht ist ein wichtiger Motor für effektive Geschäftsmodelle". (Matacena, 2010).

Prop 2: "Nachhaltige Geschäftsmodelle leiten sich von nachhaltigen Führungsmodellen ab und zeichnen sich durch nachhaltige Führungsmodelle aus, die transformationsorientierte, verantwortungsvolle, ethisch-moralische und werteorientierte Führung umfassen", die konkret umgesetzt und nicht nur theoretisiert werden" (Bastons, 2008; Magni & Pennarola, 2015).

Der SGR-Fall ist ein Beispiel für eine Resilienzfähigkeit, die sich aus einem nachhaltigen Geschäftsmodell (SBM) ergibt, bei dem Innovation und die Verbesserung des BM durch Beziehungen zwischen internen und externen Stakeholdern aktiviert werden und durch ein ethisch basiertes transformatives Führungsmodell unterstützt werden, das wiederum die Kohärenz zwischen dem Missions-Governance- und Rechenschaftsmodell ableitet und fördert.

In der SGR ist Nachhaltigkeitsorientierung die Antwort auf einen Hintergrund sozialer Verantwortung und möglicher intrinsischer Motivation. Wesentliche Besonderheiten der Gruppe (und Stärken) sind die authentische und kontinuierliche Auseinandersetzung mit Stakeholdern, insbesondere mit lokalen Gemeinschaften, Netzwerken, Schulen und Universitäten, sowie das nachhaltige, transformative und ethisch begründete Führungsmodell. SGR ist ein führender Akteur innerhalb des lokalen (aber auch nationalen und internationalen) sozioökonomischen Gefüges, zu dem es gehört, und es treibt die

Entwicklung und Innovation vieler Akteure voran. SGR möchte der führende Akteur bei der Verbesserung der Lebensqualität einer Gemeinschaft sein. Der beziehungsbasierte und wertebasierte Ansatz, der von der Führung gefördert wird, erleichtert das Wachstum des Unternehmens und den nachhaltigkeitsorientierten Prozess, verstärkt die intrinsischen Motivationen und begünstigt Veränderungen im Laufe der Zeit (Bastons, 2008).

Dementsprechend kann man sagen, dass die SGR Gruppe ein nachhaltiges Unternehmen ist, basierend auf einem nachhaltigen Geschäftsmodell, dank des Führungsmodells, das im Laufe der Jahre eine Vielzahl von CSR- und Nachhaltigkeitsprojekten inspiriert hat und den Nachhaltigkeitsbericht konsequent umsetzen will. Mit anderen Worten, das Führungsmodell ist ein transformatives Modell und orientiert sich an einem auf Tugenden basierenden und nachhaltigen Führungsmodell, das die Erneuerung und Verbesserung des Geschäftsmodells in Richtung Nachhaltigkeit unterstützt (Simons, 1999).

Trotz der Einschränkungen im Zusammenhang mit der Anwendung eines qualitativen Ansatzes, der auf einer einzigen Fallstudie basiert, und der Tatsache, dass die Forschung noch im Gange ist, haben die Arbeiten Auswirkungen sowohl auf die wissenschaftliche als auch auf die Management-/Betriebsebene. Tatsächlich haben sich frühere Studien nicht mit zwei interpretatorischen Schlüsseln zu diesem Thema befasst (Nachhaltigkeits-Geschäftsmodell und Tugenden-basierte/ethische und nachhaltige Führung); Gleichzeitig trägt das Forschungsprojekt dazu bei, das Erlernen des nachhaltigkeitsorientierten Prozesses und die nachhaltige Führung im realen Geschäftskontext zu verbessern und so, wie wir hoffen, neue Wege für die fruchtbare Konvergenz zwischen Theorie und Praxis zu eröffnen.

TRANSLATED VERSION: PORTUGUESE

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSÃO TRADUZIDA: PORTUGUÊS

Aqui está uma tradução aproximada das ideias acima apresentadas. Isto foi feito para dar uma compreensão geral das ideias apresentadas no documento. Por favor, desculpe todos os erros gramaticais e não responsabilize os autores originais responsáveis por estes erros.

INTRODUÇÃO

Antes de analisar como "deveria ser" o modelo de negócio de uma empresa, este artigo foca no "sentido" do modelo de negócio (BM) e nas necessidades dos tempos modernos. Apresentamos brevemente algumas diretrizes que sublinham uma nova forma de entender o mercado e a empresa dentro do mesmo mercado. Essas diretrizes enfatizam a importância dos indivíduos/entidades, que têm a propensão a parcerias muito fortes. Essa propensão não visa apenas um retorno econômico, mas pretende construir relações profundamente pessoais. Essa tendência torna-se um elemento fundamental para tornar o funcionamento do mercado efetivo (Bruni & Zamagni, 2007; Bruni, 2008). Mesmo a releitura de alguns paradigmas empresariais e econômicos, sublinha essa necessidade da existência desse tipo de inclinação. Ou seja, sem empresas caracterizadas por uma propensão a cooperar sempre, o mercado cairia, pois não teria o "lubrificante" que viabiliza seu processo.

Passando da lógica do mercado que está passando de um conjunto de contratos para um conjunto de relações (Bruni 2008), é necessário repensar profundamente os modelos de negócios. Isso porque os paradigmas anteriores mostraram muitos problemas não facilmente remediadores, tais como: a cultura do rejeitado em vez da inclusão; o desenvolvimento da filantropia pura e a corrida à sustentabilidade sem um projeto real, que é orientado a desenvolver estratégias para permitir que as gerações futuras realmente aproveitem um mundo mais equitativo, tanto do ponto de vista da justiça ecológica quanto social (Baldarelli, 2005). Além disso, há a necessidade de um novo vocabulário, que se concentre na pessoa dentro

do mercado em vez de bens. Esse processo requer uma reflexão longa e difícil, mas não pode ser adiado se quisermos que as empresas sejam capazes de produzir riquezas usando estruturas positivas e virtuosas e não estruturas "viciosas", como a exploração de recursos humanos e naturais.

O conceito de sustentabilidade adotado neste artigo é um conceito de forte sustentabilidade (Del Baldo et al., 2015) que se baseia em aspectos de gratuidade e reciprocidade (Bruni, 2008), em que as "intenções" são importantes em uma primeira fase, mas mais importantes são as ações concretamente implementadas. No processo de desenvolvimento da sustentabilidade que está perseguindo particularmente os chamados países "ricos", queremos entender como as empresas estão implementando seus modelos de negócios usando boa prática e não apenas declarações gerais de intenções. Existem algumas empresas que implementaram novos modelos de negócios sustentáveis, tais como: finanças éticas, comércio justo e economia de comunhão (Baldarelli, 2005; Baldarelli et al., 2015). Mas também podemos encontrar algum ensaio do modelo de negócio, que aplique esses aspectos nas empresas, que implementam a lógica da reciprocidade também baseada na gratuidade (Bruni 2008).

A partir dessas premissas, o trabalho tem como objetivo analisar e discutir a evolução para um modelo de negócio sustentável (BM) e focar nas motivações e implicações na missão, na governança e na prestação de contas de uma empresa (Matacena, 2010).

Além disso, uma vez que a cultura empresarial é baseada em valores e princípios que impulsionam estratégias, políticas e ações de negócios (Gray et al., 1997; Broadbent 1998 e 2015), o arcabouço teórico da liderança baseada em valores, ética e sustentável será apresentado e utilizado como chave interpretativa para a análise de um estudo de caso único (Malloch, 2009; Capaldi, 2013; Ruisi, 2010; Hoivik von Weltzien, & Melé, 2009; Hoivik von Weltzien, 2014).

Assim, após a introdução da revisão da literatura, a segunda parte do trabalho baseia-se na abordagem indutiva (ou seja, a abordagem da pesquisa de ação; Benbasat et al., 1987; Sankaran et al., 2003; Contrafatto, 2011 Spence & Gray, 2008; Bebbington et al., 2009) aplicaram-se à análise da experiência "evolutiva" de uma empresa italiana de médio porte (Grupo SGR) pertencente ao setor de petróleo e gás do setor energético. Recentemente, a empresa multi-concessionária iniciou um novo projeto com o objetivo de renovar seu modelo de negócio e aprofundar sua orientação de sustentabilidade, que já é vivenciada há anos (Baldarelli et al., 2014). Notavelmente, o projeto (que envolve principalmente a alta gestão) é finalizado na identificação e avaliação de vícios e virtudes que afetam a governança e o modelo de liderança, bem como os processos de engajamento dos stakeholders da empresa.

O estudo apresenta e discute os primeiros achados obtidos através da análise empírica acima mencionada, que ainda está em fase preliminar de desenvolvimento. Apesar das limitações relacionadas ao uso de uma abordagem qualitativa, baseada em um único estudo de caso, e ao fato de a pesquisa ainda estar em andamento, os trabalhos têm implicações tanto no nível científico quanto gerencial/operacional. De fato, estudos anteriores não abordaram esse tema utilizando chaves interpretativas duplas (modelo de negócio de sustentabilidade e liderança baseada em virtudes/éticas e sustentáveis); ao mesmo tempo, o projeto de pesquisa contribui para melhorar o aprendizado do processo orientado à sustentabilidade e a liderança sustentável no contexto real dos negócios, abrindo assim novas trajetórias para a frutífera convergência entre teoria e prática.

CONCLUSÃO

Um dos objetivos centrais das empresas hoje em dia é criar valor compartilhado (Porter & Kramer, 2011). Os estudiosos reconhecem cada vez mais que as contribuições empresariais para o desenvolvimento sustentável são fundadas em novos modelos de negócios (Roome & Louche 2016). A literatura identifica muitas sbms cujos elementos comuns são: a importância de alcançar a parceria com as organizações locais, o foco nas habilidades pré-existentes da empresa, o processo de criação de valor na constelação de valor, o desenvolvimento de modelos de distribuição inovadores. Além disso, diferentes contribuições apontam a necessidade de inovação social e o fato de que a RSE sofre com a falta de inovação radical.

Assim, a questão se e até que ponto as empresas atuais já estão implementando sbms torna-se cada vez mais relevante, bem como como as empresas conectam os elementos de um BM às suas tentativas de

inovação. Com relação a essas prioridades, a atenção sobre como a sustentabilidade é construída por atores envolvidos na criação de valor e sobre como podem incentivar mudanças na forma como as empresas operam para garantir maior sustentabilidade representam um tema importante para a pesquisa (Boons & Mendoza, 2010) que tem sido abordada sob a perspectiva teórica e empírica através deste trabalho.

Especificamente, a análise de caso confirma a validade das proposições emergindo da revisão da literatura:

Prop. 1: "a coerência entre missão, governança e prestação de contas é um fator chave para modelos de negócios eficazes". (Matacena, 2010).

Prop 2: "modelos de negócios sustentáveis derivam e são caracterizados por modelos de liderança sustentáveis, que englobavam liderança transformadora, responsável, ética/moral e de valores-virtudes" que são concretamente implementadas e não apenas teorizadas" (Bastons, 2008; Magni & Pennarola, 2015).

O caso SGR exemplifica uma capacidade de resiliência derivada de um modelo de negócios sustentável (sbms) onde a inovação e a melhoria do BM são ativadas por meio de relações entre stakeholders internos e externos e são apoiadas por um modelo de liderança transformadora de base ética que, por sua vez, deriva e alimenta a coerência entre o modelo missão-governança e responsabilidade.

Na SGR a orientação de sustentabilidade é a resposta para um contexto de responsabilidade social e possível motivação intrínseca. Os principais aspectos característicos do Grupo (e pontos fortes) são o engajamento autêntico e contínuo com as partes interessadas e, em particular, com as comunidades locais, redes, escolas e universidades e o modelo sustentável, transformador e ético de liderança. SGR um ator principal dentro do tecido socioeconômico local (mas também nacional e internacional) a que pertence e impulsiona a evolução e a inovação de muitos atores. A SGR deseja ser o ator principal na melhoria da qualidade de vida de uma comunidade. A abordagem baseada em relação e valores/virtudes promovida pela liderança facilita o crescimento da empresa e o processo orientado pela sustentabilidade, reforça as motivações intrínsecas e favorece mudanças ao longo do tempo (Bastons, 2008).

Assim, pode-se dizer que o Grupo SGR é uma empresa sustentável, baseada em modelos de negócios sustentáveis, graças ao modelo de liderança, que inspirou uma variedade de projetos orientados à RSC e à sustentabilidade ao longo dos anos e tem desejado firmemente implementar o relatório de sustentabilidade. Em outras palavras, o modelo de liderança é transformador e é direcionado a um modelo de liderança baseado em virtudes e sustentáveis que apoia a renovação e melhoria do modelo de negócio em direção à sustentabilidade (Simons, 1999).

Apesar das limitações relacionadas ao uso de uma abordagem qualitativa, baseada em um único estudo de caso, e ao fato de a pesquisa ainda estar em andamento, os trabalhos têm implicações tanto no nível científico quanto gerencial/operacional. De fato, estudos anteriores não abordaram esse tema utilizando chaves interpretativas duplas (modelo de negócio de sustentabilidade e liderança baseada em virtudes/éticas e sustentáveis); ao mesmo tempo, o projeto de pesquisa contribui para melhorar o aprendizado do processo orientado à sustentabilidade e a liderança sustentável no contexto real dos negócios, abrindo assim novas trajetórias, esperamos, para a frutífera convergência entre teoria e prática.