



Sinergie
SIMA
Management
Conference



Management and sustainability: Creating shared value in the digital era

Extended Abstract

Sapienza University of Rome

June 20-21, 2019

Referred Electronic Conference Proceedings of Sinergie - Sima Management Conference
Management and sustainability: Creating shared value in the digital era. Extended Abstract
Rome, 20-21 June 2019
Sapienza University of Rome

ISBN 97888943937-1-2

I Referred Electronic Conference Proceeding sono pubblicati *online* sul portale di Sinergie
<http://www.sijm.it>

© 2019 FONDAZIONE CUEIM
Via Interrato dell'Acqua Morta, 26
37129 Verona



Management and sustainability: Creating shared value in the digital era

20-21 June 2019

Referred Electronic Conference Proceeding

Extended Abstract

a cura di

Alberto Pastore, Federico Testa, Gennaro Iasevoli e Marta Ugolini

Conference chairs

ALBERTO PASTORE
FEDERICO TESTA

*Sapienza University of Rome
University of Verona*

Former chairs

CLAUDIO BACCARANI
GAETANO M. GOLINELLI

*University of Verona
Sapienza University of Rome*

Scientific coordination

FEDERICO BRUNETTI
MARCO FREY
GENNARO IASEVOLI
MARTA UGOLINI

*University of Verona
Scuola Superiore S. Anna of Pisa
LUMSA Free University, Rome
University of Verona*

International coordination

SANDRO CASTALDO
ANGELO CAMILLO

*Bocconi University
Sonoma State University, USA*

Scientific committee

PEGGY CHAUDRY
MARIA COLURCIO
ANDREW CRANE
BO EDVARDSSON
MICHAEL GOODMAN
MICHAEL HAENLEIN
IRENE HENRIQUES
EMANUELE INVERNIZZI
PHILIP KITCHEN
ALBERTO MATTIACCI
GUIDO PALAZZO
ROBERTO PARENTE
LUCA PELLEGRINI
TONINO PENCARELLI
FRANCESCO PERRINI
ELITA SCHILLACI
PAOLA SIGNORI
BARBARA STOETTINGER
ANTONIO TENCATI
ALFONSO VARGAS SÁNCHEZ
TIZIANO VESCOVI
DONATA VIANELLI

*Villanova University, Pennsylvania, US
University of Catanzaro
School of Management, University of Bath, UK
Karlstads Universitet, Sweden
Baruch College, The City University of New York
ESCP Paris, France
York University, Canada
IULM University of Milan
Salford University Business School, UK
Sapienza University of Rome
Université de Lausanne, Suisse
University of Salerno
IULM University of Milan
Carlo Bo University of Urbino
Bocconi University of Milan
University of Catania
University of Verona
University of Vienna
University of Brescia
University of Huelva, Spain
Ca' Foscari University of Venice
University of Trieste*

Organization and editorial staff

ANGELO BONFANTI, FABIO CASSIA and NICOLA COBELLI, *University of Verona*
LAURA CIARMELA (laura.ciarmela@sinergieweb.it)
ADELE FERRAGAMO (segreteria@societamanagement.it)
LUANA GALLOTTA (luana.gallotta@uniroma1.it)
ANNA MALLAMACI (anna.mallamaci@uniroma1.it)
ADA ROSSI (redazione@sinergieweb.it)

Registration and invoicing

ANNALISA ANDRIOLO (amministrazione@sinergieweb.it)

**La Direzione e il Comitato Scientifico del Convegno di Sinergie
sono riconoscenti ai Referee che hanno collaborato
al processo di *peer review* dei *paper***

TINDARA ABBATE	<i>Università di Messina</i>
BARBARA AQUILANI	<i>Università della Tuscia</i>
DANIELA BAGLIERI	<i>Università di Messina</i>
CAMILLA BARBAROSSA	<i>Toulouse Business School</i>
VALERIA BELVEDERE	<i>Università Cattolica Sacro Cuore</i>
GIUSEPPE BERTOLI	<i>Università di Brescia</i>
GUIDO BORTOLUZZI	<i>Università di Trieste</i>
FEDERICA BUFFA	<i>Università di Trento</i>
STEFANO BRESCIANI	<i>Università di Torino</i>
ANTHONY BUONO	<i>Bentley University</i>
FRANCESCA CABIDDU	<i>Università di Cagliari</i>
MARIA ROSITA CAGNINA	<i>Università di Udine</i>
LUIGI CANTONE	<i>Università di Napoli Federico II</i>
FRANCESCO CAPONE	<i>Università di Firenze</i>
ANTONELLA CAPRIELLO	<i>Università del Piemonte Orientale</i>
MATTEO CAROLI	<i>LUISS Business School</i>
FEDERICA CECCOTTI	<i>Sapienza Università di Roma</i>
CORRADO CERRUTI	<i>Università di Roma Tor Vergata</i>
ANDREA CHIARINI	<i>Università di Verona</i>
FRANCESCO CIAMPI	<i>Università di Firenze</i>
MARCO CIOPPI	<i>Università di Urbino Carlo Bo</i>
MARIA COLURCIO	<i>Università Magna Grecia di Catanzano</i>
ILENIA CONFENTE	<i>Università di Verona</i>
LAURA COSTANZO	<i>University of Southampton</i>
FRANCESCO CRISCI	<i>Università di Udine</i>
MONICA CUGNO	<i>Università di Torino</i>
GIORGIA D'ALLURA	<i>Università di Catania</i>
PATRIZIA DE LUCA	<i>Università di Trieste</i>
ALFREDO DE MASSIS	<i>Università di Bolzano</i>
GIACOMO DEL CHIAPPA	<i>Università di Sassari</i>
MANLIO DEL GIUDICE	<i>Link Campus University</i>
MARIA DELLA LUCIA	<i>Università di Trento</i>
FRANCESCA FAGGIONI	<i>Università di Roma Tre</i>
MONICA FAIT	<i>Università del Salento</i>
VINCENZO FORMISANO	<i>Università di Cassino e del Lazio Meridionale</i>
MARIANGELA FRANCH	<i>Università di Trento</i>
MARCO FREY	<i>Sant'Anna Scuola Universitaria Superiore Pisa</i>
LORIS GAIO	<i>Università di Trento</i>
BARBARA GAUDENZI	<i>Università di Verona</i>
FRANCESCO IZZO	<i>Università degli Studi della Campania Luigi Vanvitelli</i>
MAURIZIO LA ROCCA	<i>Università della Calabria</i>
TIZIANA LA ROCCA	<i>Università di Messina</i>
BEATRICE LUCERI	<i>Università di Parma</i>
PIERPAOLO MAGLIOCCA	<i>Università di Foggia</i>
AMEDEO MAIZZA	<i>Università del Salento</i>
MICHELA CESARINA MASON	<i>Università di Udine</i>
MICHELA MATARAZZO	<i>Università del Sannio</i>

ALBERTO MATTIACCI	<i>Sapienza Università di Roma</i>
ALESSANDRA MAZZEI	<i>Libera Università di Lingue e Comunicazione IULM</i>
GAETANO MICELLI	<i>Università della Calabria</i>
LAURA MICHELINI	<i>Università Lumsa di Roma</i>
ROBERTA MINAZZI	<i>Università dell'Insubria</i>
ANTONIO MINGUZZI	<i>Università del Molise</i>
ARABELLA MOCCIARO LI DESTRI	<i>Università di Palermo</i>
MARIAGRAZIA MURTARELLI	<i>Libera Università di Lingue e Comunicazione IULM</i>
FABIO MUSSO	<i>Università di Urbino Carlo Bo</i>
FRANCESCA NEGRI	<i>Università di Parma</i>
COSTANZA NOSI	<i>Università Lumsa di Roma</i>
ANDREA PACI	<i>Università di Firenze</i>
GIOVANNA PEGAN	<i>Università di Trieste</i>
LUCA PELLEGRINI	<i>Libera Università di Lingue e Comunicazione IULM</i>
ANNA CLAUDIA PELLICELLI	<i>Università di Torino</i>
TONINO PENCARELLI	<i>Università di Urbino Carlo Bo</i>
ALESSANDRA PERRI	<i>Università Cà Foscari</i>
FRANCESCO POLESE	<i>Università di Salerno</i>
ANGELO PRESENZA	<i>Università del Molise</i>
TOMMASO PUCCI	<i>Università di Siena</i>
ANDREA QUINTILIANI	<i>Università Telematica Pegaso</i>
ANGELO RIVIEZZO	<i>Università del Sannio</i>
MARCO ROMANO	<i>Università di Catania</i>
STEFANIA ROMENTI	<i>Libera Università di Lingue e Comunicazione IULM</i>
MARCELLO SANSONE	<i>Università di Cassino e del Lazio Meridionale</i>
FRANCESCO SCHIAVONE	<i>Università di Napoli Parthenope</i>
PAOLA SCORRANO	<i>Università del Salento</i>
VERONICA SCUOTTO	<i>Università di Torino</i>
ALFONSO SIANO	<i>Università di Salerno</i>
PAOLA SIGNORI	<i>Università di Verona</i>
PIERPAOLO SINGER	<i>Università di Salerno</i>
SIMONE SPLENDIANI	<i>Università di Perugia</i>
ANTONIO TENCATI	<i>Università di Brescia</i>
FRANCESCO TESTA	<i>Sant'Anna Scuola Universitaria Superiore Pisa</i>
PIERPAOLO TESTA	<i>Università di Napoli Federico II</i>
MARIAPINA TRUNFIO	<i>Università di Napoli Parthenope</i>
MARIA VERNUCCIO	<i>Sapienza Università di Roma</i>
DONATA VIANELLI	<i>Università di Trieste</i>
AGOSTINO VOLLERO	<i>Università di Salerno</i>
ROBERTO VONA	<i>Università di Napoli Federico II</i>
LUCA ZANDERIGHI	<i>Università di Milano</i>
ANTONELLA ZUCHELLA	<i>Università di Pavia</i>

Al Lettore,

questo volume accoglie i full paper del Convegno Sinergie-SIMA 2019 *Management and sustainability: Creating shared value in the digital era*, Sapienza Università di Roma, Roma, 20-21 giugno 2019.

La sostenibilità è senza dubbio uno dei temi sfidanti dell'epoca contemporanea. Lo sfruttamento delle risorse naturali legato alla crescente domanda di beni e servizi ha messo in evidenza quanto i modelli economici esistenti siano limitati. Un sistema di produzione e consumo basato su una logica lineare ove le risorse naturali sono estratte e trasformate per la produzione di beni e servizi è chiaramente non sostenibile. Inoltre, l'iniquinà sociale, la povertà, e la fame nel mondo sono problemi sociali che devono essere globalmente affrontati.

Lo scopo del Convegno è discutere dei modelli di business sostenibili e delle necessarie evoluzioni strategiche come sfide per la gestione dell'impresa nel prossimo futuro. Un focus particolare è rivolto allo sviluppo di modelli di business e strategie basate su paradigmi di co-creazione di valore e alle opportunità oggi offerte dalle tecnologie digitali.

Alberto Pastore, Federico Testa, Gennaro Iasevoli e Marta Ugolini

Cari Lettori e Convegnisti,

il *call for paper* del Convegno Sinergie-SIMA 2019 *Management and sustainability: Creating shared value in the digital era* ha previsto la possibilità di presentare *extended abstract* oppure *full paper*. In totale sono pervenuti in redazione 102 *extended abstract* e 51 *full paper*.

Per gli *extended abstract*, la valutazione dei contributi ricevuti è stata operata dal Comitato Scientifico in base alla coerenza con il tema del Convegno e/o con gli studi management secondo i Gruppi Tematici SIMA, alla chiarezza e alla rilevanza (anche potenziale) dei contenuti proposti.

Per i *full paper*, la procedura di valutazione dei contributi è stata condotta secondo il meccanismo della *peer review* da parte di due referee anonimi, docenti universitari ed esperti dell'argomento, scelti all'interno dell'Albo dei Referee della rivista *Sinergie*.

In particolare, i referee hanno seguito i seguenti criteri nella valutazione dei contributi:

- chiarezza degli obiettivi di ricerca,
- correttezza dell'impostazione metodologica,
- coerenza dei contenuti proposti con il tema/track del convegno e/o con gli studi management,
- contributo di originalità/innovatività,
- rilevanza in relazione al tema/track del convegno e/o agli studi management,
- chiarezza espositiva,
- significatività della base bibliografica.

L'esito del referaggio ha portato a situazioni di accettazione integrale, accettazione con suggerimenti e non accettazione. In caso di giudizio discordante la decisione è stata affidata alla Direzione Scientifica. Ogni lavoro è stato poi rinviato agli Autori completo delle schede di referaggio per la valutazione delle modifiche suggerite dai referee, verificate in seguito dalla Redazione della rivista *Sinergie*.

A seguito del processo di valutazione sono stati accettati 41 *full paper* e 97 *extended abstract*, pubblicati in due distinti volumi. In questo volume dedicato ai *full paper*, i contributi sono articolati nelle seguenti gruppi:

- *Management and sustainability: Creating shared value in the digital era*
- *Management studies*

Tutti i *full paper* di questo volume sono stati presentati e discussi durante il Convegno e pubblicati *online* sul portale della rivista Sinergie (www.sijm.it).

Nel ringraziare tutti gli Autori per la collaborazione ci auguriamo che questo volume contribuisca a fornire un avanzamento di conoscenze sui modelli di business sostenibili e sulle necessarie evoluzioni strategiche come sfide per la gestione dell'impresa nel prossimo futuro.

La Direzione e il Comitato Scientifico

INDICE

<i>Innovazione sostenibile nel sistema moda: un'analisi dei livelli di certificazione</i> FLORIANA IANNONE, ALESSANDRA DE CHIARA	PAG. 1
<i>Imprese della Moda 4.0 nella città di Roma</i> LUNA LEONI, SILVIA BAIOTTO, PAOLA M.A. PANICCIA	“ 9
<i>SDGs and practical implication: mapping sustainable development goals at operational level in the energy sector</i> MASSIMO BATTAGLIA, NORA ANNESI, MARIO CALABRESE, MARCO FREY	“ 15
<i>La co-creazione di conoscenza transdisciplinare per la sostenibilità: il contributo di modelli T-shaped</i> MARIALUISA SAVIANO, SILVIA COSIMATO	“ 23
<i>Approccio sostenibile e manifestazioni di brand hate nel contesto offline e online</i> MARCO CIOPPI, ILARIA CURINA, BARBARA FRANCONI, ELISABETTA SAVELLI	“ 29
<i>Sostenibilità: al di là del facile consenso, la necessità di individuare policy concrete ed efficaci</i> VANIA VIGOLO, FEDERICO TESTA	“ 35
<i>CSR communication in Asian context. An empirical analysis through the lens of the National Business Systems</i> FRANCESCA CONTE, CLAUDIA COVUCCI, AGOSTINO VOLLERO, ALFONSO SIANO, MARIA GIOVANNA CONFETTO	“ 41
<i>Going green, buying green? Altruism, environmental concern and willingness to pay more toward green fashion products. A study of Chinese consumers</i> GIADA MAINOLFI	“ 47
<i>When sustainability warms consumers: a focus on fast-fashion products</i> GAETANO AIELLO, LAURA GRAZZINI, DILETTA ACUTI, VALENTINA MAZZOLI	“ 53
<i>Marketing sustainable financial products to specific target segments; the case of the Italian market</i> ALESSANDRO SIGNORINI, GAETANA TOROSANTUCCI	“ 61
<i>The coffee blogosphere as source of customer knowledge for sustainable practices in the coffee industry: a work-in-progress project</i> BEATRICE IETTO, FEDERICA PASCUCCI, GIAN LUCA GREGORI	“ 67
<i>Sustainable digital food trails. From the woods to my plate</i> MINNA PURA, HELENA LIEWENDAHL	“ 73
<i>Greening or merely washing the Marketing mix? The case of Italian SMEs</i> SIMONETTA PATTUGLIA, SARA AMOROSO	“ 79
<i>Environmental sustainability and consumers' preferences about delivery options in the context of e-commerce: evidence from a survey</i> VALERIA BELVEDERE	“ 83
<i>New product co-creation through practice-based innovation: a case study</i> MARIA CARMELA ANNOSI, GIACOMO MARZI, FRANCESCO CIAMPI, RICCARDO RIALTI	“ 87
<i>Sharing economy and ethical economy: what's the matter? A case study of a digital native company</i> VERONICA SCUOTTO, ANTONIO USAI, BEATRICE ORLANDO, MANLIO DEL GIUDICE	“ 93
<i>The challenging transition from Industry 4.0 to Society 5.0: the role of open innovation and value co-creation</i> BARBARA AQUILANI, MICHELA PICCAROZZI, TINDARA ABBATE, ANNA CODINI	“ 97
<i>Achieving environmental sustainability: the role of Industry 4.0 in industrial symbiosis processes</i> MICHELA PICCAROZZI, CECILIA SILVESTRI, BARBARA AQUILANI	“ 103

<i>Dalla strategia all'azione: il trasferimento delle pratiche di sostenibilità nelle imprese multinazionali nel settore dell'ospitalità. Un progetto di ricerca</i>	PAG. 109
STEFANO FRANCO, MATTEO CAROLI	
<i>Grande distribuzione e responsabilità sociale di impresa. Un confronto internazionale</i>	“ 113
FABIO MUSSO, MARGHERITA ANGIONI	
<i>Diversità culturale e performance del team: il ruolo dell'eterogeneità dei valori nei team</i>	“ 121
FEDERICA CECI, FRANCESCA MASCIARELLI, FILIPPO MARCHESANI	
<i>Gender quota, women on boards and board tasks: the sanctions matter</i>	“ 125
SARA DE MASI, AGNIESZKA SŁOMKA GOŁĘBIOWSKA, ANDREA PACI	
<i>Innovation and tradition in the wine industry of Campania region</i>	“ 129
VALENTINA DELLA CORTE, GIOVANNA DEL GAUDIO, FABIANA SEPE, MARIO TANI	
<i>Wine tourism segmentation: memorability, satisfaction and behavioural intentions of winery visitors in Australia</i>	“ 135
ESTER NAPOLITANO, MARCELLO AT ZENI, GIACOMO DEL CHIAPPA	
<i>Sustainable wine purchasing behavior in China: applying and extending the theory of planned behavior</i>	“ 141
NICOLA COBELLI, MENGJIE ZHOU	
<i>Human entrepreneurship: verso lo sviluppo di una scala di misurazione</i>	“ 147
ANTONIO BOTTI, CHIARA CRUDELE, ROSANGELA FEOLA, ROBERTO PARENTE, MASSIMILIANO VESCI	
<i>L'influenza dei tratti personali dell'imprenditore sui livelli d'innovazione delle start-up: il ruolo moderatore del genere</i>	“ 153
SIMONA LEONELLI, FRANCESCA MASCIARELLI	
<i>Rafforzare la cultura organizzativa attraverso la valorizzazione dell'heritage: un'indagine esplorativa sugli effetti in termini d'imprenditorialità interna</i>	“ 159
ANGELO RIVIEZZO, ANTONELLA GAROFANO, MARIA ROSARIA NAPOLITANO	
<i>Il ruolo della fairness nelle alleanze cooperative</i>	“ 165
ANNA MINÀ, CHRISTIAN LECHNER	
<i>Dalla Bottega “rinascimentale”, modello di strategia identitaria per l'impresa di oggi, alla bottega digitale come modello di Community: considerazioni preliminari per una ricerca</i>	“ 171
DANIELA CAVALLO, MICHELA MAGUOLO, GABRIELE QUALIZZA	
<i>Humane Entrepreneurship: directions from selected Italian case studies</i>	“ 179
ANTONIO BOTTI, ROSANGELA FEOLA, ANTONELLA MONDA, ROBERTO PARENTE, MASSIMILIANO VESCI	
<i>The impact of entrepreneur narcissism on leadership: the mediating role of resilience and risk-taking</i>	“ 183
SIMONA LEONELLI, VALENTINA BATTISTA	
<i>Passion-based Entrepreneurship as an emerging phenomenon for local development</i>	“ 189
ROBERTA BOCCONCELLI, CHIARA CANTÙ, FRANCESCO CAPONE, SIMONE GUERCINI, MATILDE MILANESI, ALESSANDRO PAGANO, ANDREA PERNA, FRANCESCO PETRUCCI, SILVIA RANFAGNI, ANDREA RUNFOLA, ANDREA SABATINI	
<i>The role of intellectual capital in the success of equity crowdfunding campaigns</i>	“ 195
CIRO TROISE, DIEGO MATRICANO, ELENA CANDELO	
<i>L'adozione della tecnologia blockchain nelle attività etiche d'impresa: presupposti, realizzazione, fini</i>	“ 201
FRANCESCA MARINO, ROBERTO VONA	
<i>Intenzionalità, imprenditorialità e tecnologie digitali: alcune riflessioni e nuove proposizioni per l'imprenditorialità emergente</i>	“ 203
MARCELLO MARIANI	

<i>La catena del valore “ all’opera”:</i> <i>un’analisi della performance delle Fondazioni Lirico-Sinfoniche</i> MATTEO CAMMALLERI, CLEMENTINA BRUNO, GIOVANNI FRAQUELLI, ROBERTO ZANOLA	PAG. 209
<i>Valorizzazione delle tradizioni locali e attrattività turistica: la festa del Maiorchino a Novara di Sicilia</i> SONIA CATERINA GIACCONE, MARCO GALVAGNO	“ 215
<i>Data governance e museo</i> FILOMENA IZZO	“ 221
<i>Novelty audience development approaches in the museum heritage</i> ROBERTA GARGIULO, FRANCESCO BIFULCO	“ 227
<i>Opera tourism: foundations of a research design</i> NICOLA BELLINI, SERENA ROVAI	“ 231
<i>The economic impact of cultural events: a focus on residents’ expenditures</i> ROSSELLA BARATTA, FABIO CASSIA, FRANCESCA SIMEONI, VANIA VIGOLO	“ 235
<i>Cultural heritage services for smart cities transformation</i> MARCO TREGUA, CRISTINA CATERINA AMITRANO, FRANCESCO BIFULCO	“ 241
<i>Millennials’ travel behavior and related influencing factors</i> ANGELO PRESENZA, GIAN LUCA CASALI	“ 247
<i>When less is more and more is less: review length and communication styles in online hotel rating</i> MARCO PICHIERRI, GIOVANNI PINO, GIANLUIGI GUIDO	“ 251
<i>The videoguides of the Musei Civici in Rome: an example of museum sustainability</i> ADELE MAGNELLI, ROBERTA FALCONE, VALERIA PIZZIOL, MARIA CATERINA SCETTINI	“ 255
<i>Using Big Data to co-design a sustainable tourist experience. Some highlights by means of a practical example</i> DEBORA TORTORA, ANGELO DI GREGORIO, CLAUDIO CHIACCHIERINI, MARTINA GURIOLI, RAFFAELE GARERI	“ 261
<i>Tourism and disability: an interpretative framework</i> TINDARA ABBATE, MARIA PIA CUTUGNO, FABRIZIO CESARONI, AUGUSTO D’AMICO	“ 267
<i>Gli hotel e la gestione del passaparola online: un’analisi empirica</i> LINDA GABBIANELLI, TONINO PENCARELLI	“ 273
<i>Business Models for Sustainability (BMfs) in the sharing economy Emerging platforms in accommodation service</i> MARTINA NANNELLI, MARIANGELA FRANCH, MARIA DELLA LUCIA	“ 279
<i>Technology role in innovation ecosystem</i> CRISTINA CATERINA AMITRANO, MARCO TREGUA, FRANCESCO BIFULCO	“ 287
<i>Near or far? How geographic distance affects the inter-organizational relationships in local innovation systems</i> MASSIMILIANO GUERINI, EVA PANETTI, ADELE PARMENTOLA, MARCO FERRETTI	“ 291
<i>Il valore dei Big Data per la performance aziendale</i> FRANCESCO CAPPÀ, RAFFAELE ORIANI, ENZO PERUFFO	“ 297
<i>L’innovazione digitale nell’editoria: un modello di analisi del processo di adozione dell’e- book reader da parte del consumatore</i> MONICA FARAONI, VIRGINIA VANNUCCI, LAMBERTO ZOLLO	“ 303
<i>Human matters: una applicazione di machine learning alla fornitura di servizi</i> GIUSEPPE CAPPIELLO, LUCA CASINI, GIOVANNI DELNEVO, MARCO ROCCETTI	“ 313

<i>Le relazioni fra innovazioni digitali e sostenibilità della supply chain: uno studio nel settore del mobile imbottito</i>	PAG. 317
RAFFAELE SILVESTRI, FABRIZIO BALDASSARRE, SAVINO SANTOVITO, GAETANO MACARIO	
<i>Convergenza digitale, demografia industriale e ciclo di vita del settore: un'analisi nel business degli smartphone</i>	“ 323
PAOLO CALVOSA	
<i>La digitalizzazione delle micro, piccole e medie imprese: una scelta consapevole?</i>	“ 331
ALESSANDRO BIGI, ALESSIA ZOPPELLETTO, DAVIDE MIGLIORANZI	
<i>New determinants of Foreign Direct Investments in agriculture: climate physical risk and food security</i>	“ 337
FEDERICA GASBARRO, IVAN DE NONI, STEFANO CORSI	
<i>The choice between Greenfield joint ventures or partial acquisitions: the role of knowledge</i>	“ 343
ANTONIO MAJOCCHI, MARIA CRISTINA SESTU	
<i>Family-centered goals and export performance in family firms</i>	“ 347
CLAUDIA PONGELLI, ALFREDO VALENTINO, ANDREA CALABRÒ, MATTEO CAROLI	
<i>Capturing value in sharing economy: understanding issues and approaches</i>	“ 351
GENNARO IASEVOLI, LAURA MICHELINI, CECILIA GRIECO	
<i>Innovation as dynamic and networking capabilities result. Exploration or exploitation to support firm's performance</i>	“ 357
MARIA ANTONELLA FERRI, GIANPAOLO BASILE, ANDREA MAZZITELLI	
<i>Social innovation and organized crime: the role of universities as innovation catalysts</i>	“ 363
KUNLE OGUNTEGBE, ROBERTO VONA, NADIA DI PAOLA, NANCY CAPOBIANCO	
<i>Green innovation: a multidomain systematic review and future research agenda</i>	“ 367
STEPHEN ODURO, GUGLIELMO MACCARIO, BEATRICE ORLANDO, ALESSANDRO DE NISCO	
<i>Sustainable business model innovation: from a business model to a more sustainable one. Evidence from the Italian benefit Corporation</i>	“ 375
ROSARIA FERLITO, ROSARIO FRANCESCO FARACI	
<i>La rilevanza nell'azione di governo: il contributo dell'approccio sistemico vitale alla teoria degli stakeholder tra vitalità e sostenibilità</i>	“ 381
SERGIO BARILE, FRANCESCA IANDOLO	
<i>Il brand UNESCO e la sostenibilità nella percezione dei turisti: il caso di Urbino</i>	“ 387
EMANUELA CONTI, TONINO PENCARELLI, LAURA PIERSANTI	
<i>Euristiche imprenditoriali, interpretazione e reazioni alle performance d'impresa</i>	“ 395
ARABELLA MOCCIARO LI DESTRI, GABRIELLA LEVANTI, PASQUALE MASSIMO PICONE	
<i>Sustainability in the luxury industry: an exploratory analysis based on the Global Reporting Initiative (GRI) framework</i>	“ 401
GIOVANNI MATTIA, LUDOVICA PRINCIPATO, CARLO ALBERTO PRATESI, ALESSIO DI LEO	
<i>L'impatto dell'investimento in politiche di sviluppo sostenibile (Environmental management practices-EMPs) sulla performance delle imprese dell'ospitalità</i>	“ 405
ROBERTA MINAZZI, ALESSANDRO PANNO	
<i>Furniture companies and circular economy: an exploratory study</i>	“ 411
MARICA BARBARITANO, ELISABETTA SAVELLI, LAURA BRAVI	
<i>Boosting sustainable development in 'overtouristified' cities through smart technologies</i>	“ 415
MARIAPINA TRUNFIO, CECILIA PASQUINELLI	
<i>Team management and sustainability</i>	“ 421
NATIA KALADZE, LELI BIBILASHVILI	

<i>When being open is not enough. Exploring the effect of generic versus green open innovation on companies environmental performance</i> FRANCESCO CALZA, ADELE PARMENTOLA, ILARIA TUTORE	PAG. 425
<i>Internationalization of family business: the Prosecco family firms case</i> DAVIDE MARLETTA, TIZIANO VESCOVI	“ 431
<i>Il passaggio generazionale nelle piccole e medie industrie: management over 60 e over 70 a confronto</i> MARIA GARBELLI	“ 437
<i>Continuity and growth in the family business: an empirical analysis within the wine sector</i> GIORGIA M. D'ALLURA, MARIASOLE BANNÒ, SANDRO TRENTO	“ 445
<i>SMEs financial life-cycle and sustainability</i> MAURIZIO LA ROCCA, RAFFAELE STAGLIANÒ, TIZIANA LA ROCCA	“ 451
<i>We exist because we resist. Family and nonfamily firms at the proof of financial crisis</i> CLEMENTINA BRUNO, FABRIZIO ERBETTA, GIOVANNI FRAQUELLI, ANNA MENOZZI	“ 457
<i>Innovation adoption in Small and Medium-sized Enterprises (SMEs) as a driver to sustainability: a meta-analysis</i> LUCA PROIETTI, CORRADO GATTI, GIANLUCA VAGNANI	“ 463
<i>Corporate governance practices and value creation: evidence from aim-listed Italian firms</i> FRANCESCO BALDI, PAOLA MONACCHI	“ 469
<i>How the automation impacts on the reshoring strategy in the financial and business services</i> MICHELE COSTA, ALBERTO PASTORE	“ 477
<i>Does CSR adjust investor 's risk perception? Evidences from S&P 500 controversial companies</i> MAURO SCIARELLI, MARIO TANI, GIOVANNI LANDI, LORENZO TURRIZIANI	“ 483
<i>An investigation of the impact of diversity management in marketing effectiveness</i> SANDRO CASTALDO, MONICA GROSSO	“ 491
<i>A new game for retail: a conceptual analysis</i> FRANCESCA SERRAVALLE, MILENA VIASSONE, REGINE VANHEEMS	“ 495
<i>Managing sales transformation in b tob: between human and digital</i> DANIELA CORSARO	“ 499
<i>Millennials beyond health: social networks as sources of supplements information in decision-making processes. An exploratory study</i> FABIOLA SFODERA, ALBERTO MATTIACCI, ISABELLA MINGO, MARTINA RUGGERI	“ 507
<i>Emotions in users-brand co-creation of value. Evidence from a sentiment analysis on Twi t ter</i> MICHELA MINGIONE, MATTEO CRISTOFARO, DANIELE MONDI	“ 513
<i>A multidimensional framework for managing market access in the healthcare system</i> FRANCESCO SCHIAVONE, MICHELE SIMONI, DANIELE LEONE	“ 519
<i>L'assistente vocale di marca: quali implicazioni per il branding? Evidenze dal caso Mercedes</i> MARIA VERNUCCIO, MICHELA PATRIZI, ALBERTO PASTORE	“ 525
<i>ViviSmart. Comportamento alimentare e stile di vita dei bambini italiani</i> COSTANZA NOSI, ANTONELLA D'AGOSTINO, CARLO ALBERTO PRATESI, CAMILLA BARBAROSSA	“ 533
<i>The evolution of adv from a single creative campaign on tv to multiple dynamic creativities on the web</i> SILVIA PROCACCI, ANNA CLAUDIA PELLICELLI	“ 539
<i>Investigating current challenges, st rategic issues and future trends of st rategic communication in Italian organizations</i> GRAZIA MURTARELLI, STEFANIA ROMENTI, EMANUELE INVERNIZZI, ANSGAR ZERFASS	“ 545

From profit to prosperity? The role of corporate communication in sustainability

ANNA RAPOSO, MAFALDA EIRÓ

PAG. 553

Different approaches to fake online reviews in tourism

ALESSANDRO BIGI, MICHELLE BONERA, EDWARD BOON

“ 559

Institutionalization of CSR in controversial and non-controversial industries

DOMENICO SARDANELLI, FRANCESCA CONTE, AGOSTINO VOLLERO, ALFONSO SIANO

“ 565

Continuity and growth in the family business: an empirical analysis within the wine sector

GIORGIA MARIA D'ALLURA* MARIASOLE BANNÒ• SANDRO TRENTO♦

Objectives. *This paper investigates the governance of family businesses operating in the wine sector of the Etna region, with the aim of analysing their influence on internationalisation strategies.*

Methodology. *Case study of the Etna area characterised by a large number of family businesses with a high degree of longevity which, as such, lend themselves to a dynamic study of the impact that the overlap between the logic of family, property and management has on the management and governance of the firm and on its strategic choices.*

Findings. *From the analysis of the sample data, it emerges that 56% of them, on a scale from 1 to 5 (in which the value 1 assumes the minimum value and 5 the maximum value) places the degree of attention to internationalisation at the maximum level: this means that companies tend to want to exploit the advantages that derive from an opening towards foreign markets, a choice that is, however, influenced by their needs.*

Research limits. *There are three limits, at least: first this is a qualitative research that deals with the limitation with this kind of research; second, it is focused on a singular sector; third, it is conducted on a singular geographic area. It is an exploratory case. Future research aims to solve part of this limitation.*

Practical implications. *Improve our understanding on the relationship between governance and strategic choice in order to support family business both in their continuity and growth.*

Originality of the study. *To the best of our knowledge this is the first empirical analysis on the wine sector in Sicily with the aim to investigate how governance influence the internationalization strategies of family business located in this area.*

Key words: *family firms; governance; strategic choices; growth; internationalization; wine sector.*

Aim of the paper

Family business governance is defined as the rather heterogeneous set of organisational, financial and regulatory tools, systems and assets that influence business decision-making processes (Carney, 2005). Its combinations vary according to the way in which the family operates within the ownership, supervision and management of the business (Brenes, Madrigal and Requena, 2011; Miller and Le Breton-Miller, 2006; Suess, 2014). The family's aim is to ensure the governance of the company, as this is the way to guarantee that its goals will be achieved over time (Chua, Chrisman and Sharma, 1999). This paper investigates the governance of family businesses operating in the wine sector of the Etna region, with the aim of analysing their influence on internationalisation strategies. The choice of the case study is based on three types of factors: it is an area characterised by a large number of family businesses with a high degree of longevity which, as such, lend themselves to a dynamic study of the impact that the overlap between the logic of family, property and management has on the management and governance of the company and on its strategic choices. Sicily is experiencing a period of strong expansion in this sector, which inevitably arouses great scholarly interest for ongoing scenario changes; finally, the Etna area is different, both for its unique pedo-climatic environment, which combines the nature of the soil, altitude and exposure, and, consequently, for the peculiarity of the wines produced.

In conclusion, this case study will allow an assessment of the influence that family governance has had on the international growth trajectories of the companies being surveyed.

* Assistant Professor of Business Management - University of Catania
e-mail: gdallura@unict.it

• Associate Professor of Applied Economics - University of Brescia
e-mail: mariasole.banno@unibs.it

♦ Full Professor of Business Management - University of Trento
e-mail: Sandro.trento@unitn.it

Theoretical framework

Governance of family businesses

The distinctive element of family business governance is the presence of the family in the property and/or management. However, that is not sufficient to identify a homogeneous family business category, as the presence of the family may be of varying degrees and significance in terms of combined ownership, control and management. Among classifications in the literature, this work refers to the recent proposition by D'Allura and Faraci (2018) that distinguishes governance models:

- a) "family-centred" - in these models only the family is present in the property, in the government and in the management. Therefore, the family governs the processes by subjecting them to its own logic and selects resources and skills, preferring those of the family.
- b) "market-oriented" - These are models in which only the family is present in the property, but at the same time management provides for an outside contribution. The role of the family in the decision-making processes remains decisive, however, it is possible to imagine a degree of openness to the input of external managers, certainly more geared towards a market culture. Family ownership therefore shows a process of openness that may also be of a different type than that of the family itself.
- c) "investor-centred" - In this category the family also opens the property to external subjects. Among the reasons for opening up the property to third parties, the following can certainly be included: 1) the family is experiencing relational difficulties and some members decide to sell their shares to third parties; 2) the 'market-oriented' model evolves and requires the contribution of new capital that is acquired outside the family. The most important aspect that needs to be reported in this case is the process of professionalisation of the family business, which concerns both the governing bodies (i.e. formalisation of the board of directors with the participation of members from outside the family, formalised reporting activities) and the input of resources and skills, including the choice of new owners.

It is believed that investigating the internationalisation trajectories of family businesses in the light of the above classification can help to understand the possible differences in strategic behaviour within the heterogeneous context of family businesses.

The internationalisation trajectories of family businesses: an interpretative model

Adopting an upper echelons perspective (Hambrick and Mason, 1984) for the interpretation of strategic choices, being a family business has many implications for international behaviour, since internationalisation means altering its objectives, culture and organisational structure. Many family businesses are, in fact, confronted with the contrast between the drive to pursue opportunities that arise across national borders and the desire to maintain centralised control, and therefore presenting an aversion to risk, preferring strategies focused on the domestic market.

The literature on the subject suggests that the internationalisation of a company is initiated by the occurrence of particular events that can lead to rapid international expansion, such as a generational shift and the subsequent involvement of the new generation in the business (Fernández and Nieto, 2005; Gallo and Pont, 1996). Resistance to change, rigidity in leadership styles, limited financial capacity, diverging objectives, and conflicting relationships between different family members are just some of the factors that can inhibit growth in international markets, sometimes dramatically (Gallo and Sveen, 1991). However, family businesses are very often able to undertake entrepreneurial activities with openness to international markets characterised by a high degree of risk in order to preserve wealth for subsequent generations (Alayo, Maseda, Iturralde and Arzubaiaga, 2019).

This paper's choice of interpretation considers the crucial role of governance in predicting expansion trajectories on foreign markets. Therefore, given the classification presented, it is deemed that:

1. In a "family-centred" governance model, the need to preserve the internal entrepreneurial and managerial skills believed to be fundamental to compete prevails over the choice to undertake growth paths in foreign markets. If the family-centred company chooses to undertake a growth process on foreign markets, the method used will be export in order to limit the risks.
2. In the "market-oriented" governance model, since managerial skills appear to be more marked and market-oriented, the owner family is more favourable to growth in foreign markets and to enrich and share skills that integrate with those of the family, in order to be more competitive, with more aggressive methods of entering foreign markets. Internationalisation takes place through acquisitions or by own direct investments, if the company has adequate financial resources and wishes to maintain direct control over the new acquired skills. On the other hand, where the prevailing need is the company one, the company will use a partnership with foreign parties.
3. In the "investor-centred" governance model, the presence of a partner outside the family is decisive in the choice of whether to internationalise or not. In addition, in these cases, family businesses may pursue more aggressive methods of internationalisation, also considering the entrepreneurial network of owners outside the family. The investor who joins the family may have the objective of accelerating the growth of the company; in these cases, the international growth trajectory could be among those that the company has identified and pursued.

Empirical Analysis

Research outline and case selection

The choice of method is that of the case study through administration of a questionnaire, both face to face and online. This approach is based on the fact that qualitative empirical research allows an exploratory but, at the same time, in-depth analysis of current phenomena within their real context (Yin, 2003). Therefore, the use of cases in managerial studies allows the understanding of the dynamics in a given context (Eisenhardt, 1989) using, from time to time, interpretative lenses that can capture the investigated phenomena efficiently. There are several reasons why the wine sector was chosen for analysis.

The Italian wine sector, and in particular the Sicilian one, is characterised by a large number of family businesses with a high degree of longevity which, as such, are suitable for a dynamic study of the impact that the overlap between family, property and management approaches have on the management and governance of the business, as well as on international growth choices. With each generation, family businesses face many challenges, such as balancing family tradition and values with the need for change imposed by the evolution of competitive, cultural and social contexts. That was the first reason why we selected the wine sector. Another aspect that has been taken into account is the current state of development in the sector. In 2016 Sicily was one of the ten best regions for wine export value in Europe. Sicily, along with Puglia, is the region that has grown the most. In percentage terms, the markets where Sicilian wine is exported are: USA (18.6%), Germany (16.7%), United Kingdom (9.4%), Switzerland, Sweden, Canada, France, Japan, China, and Russia. In particular, the United States and China are the countries where exports are growing. In addition, Sicily produces more than 10% of Italian wine and is the fourth region for production, after Veneto, Puglia and Emilia-Romagna. Sicily is the first Italian region in terms of organic vine area, with 38,935 hectares (37.6% of national land area), followed by Puglia and Tuscany, with a growth of 21% on an annual basis (Il Sole 24 ore). PDO and PGI wines account for 80% of regional production.

Because of this reasoning, the study of the wine sector in Sicily is interesting both from a theoretical point of view (for the dynamics it shows with reference to property and government) and from a practical one (since it is a phase in which scenarios are changing rapidly, also because of the entry of new generations). Finally, the choice fell on the Etna area because Etna's viticulture compared to the Sicilian one in general is different, both because of the uniqueness of the pedo-climatic environment, where the nature of the soil, altitude and exposure interact, and, consequently, because of the peculiarity of the wines produced. It is a vast territory that extends from the extreme slopes of the Etna volcano to its summit, which is partly covered by crops and spontaneous vegetation. Among the cultivated species, the vine has always played a leading role. Its cultivation began several centuries ago, but has progressively expanded over the last two centuries, with the advancing of extensive deforestation projects.

The survey tool: a semi-structured questionnaire

The survey questionnaire is made up of 50 questions and is divided into 7 sections: the first concerns general information on the company, the second concerns the ownership structure, the third governance and management, the fourth the generational shift, the fifth internationalisation, the sixth process and product innovation, the seventh distribution and communication channels. The information obtained was accompanied by other information collected indirectly through the Register of Companies, the Chamber of Commerce of Catania and the visit to the websites of the sample companies, with the aim of integrating and improving its consistency, as well as to triangulate the information found. The questionnaire was presented both online using Google Forms and in paper format. In the latter case, the questionnaire was filled in directly during visits to the company by a junior analyst. The data obtained were processed anonymously.

Sample selection

73 companies with a turnover of less than 5 million euro were taken into consideration, with production coming mainly from vines planted on their own vineyards, characterised by family management and finished bottled products with a predominantly DOC brand. The study started in December 2017 and was completed in May 2018. The selection of companies to contact - made through the AIDA Bureau Van Dijk database - was divided into two phases.

Phase 1 - Selection of the companies present in the territory under survey based on the activities with ATECO 2007 code 01.21.00, i.e. cultivation of wine and table grapes in vineyards and production of wine from grapes mainly produced by the company. This first phase resulted in 94 businesses.

Phase 2 - On the basis of the research criteria established in the design phase of the case research and selection, we have selected those that meet our criteria, which are: a) historicity of the company in the production of wines; b) visibility on the market considered an indicator of the presence of an adequate level of professionalism in carrying out the wine business, c) family business at the level of ownership and business structure. In addition, cooperatives, consortia, cooperative wineries and companies belonging to groups have not been taken into account. This second phase then selected 73 of the first 94 companies that were subsequently contacted.

Data Collection and Analysis

The collection and analysis of the data on which our survey is based was carried out in four stages.

Phase 1 - On-desk activities. Collection of information through secondary sources (i.e. AIDA Bureau Van Dijk and iCribis) that have allowed the creation of a database of companies with the following information: company master

data, main activity, details of charges, balance sheet data.

Phase 2 - Preliminary contact first by telephone and then by sending an e-mail to each of the companies in the sample in order to obtain the agreement, in the following weeks, to provide additional information relevant to our survey, through the provision of a structured questionnaire. At this second stage, of the 73 companies contacted, only 54 expressed a willingness to cooperate, 10 explicitly stated that they were not interested, and 9 of them could not be contacted.

Phase 3 - Delivery of the questionnaire. A questionnaire was used to verify the information collected during the on-desk phase and to collect the information concerning the purpose of our survey.

Phase 4 - The data collection phase was followed by the data processing activity, the results of which are presented in the next section of the work.

Results. *The study of internationalisation trajectories basically concerns two choices: whether to internationalise and how (i.e. entrance methods and ownership structure) taking into account the combinations between ownership and management by the parent company from which the three models of corporate governance derive and the influence exercised in the context of these choices. From the analysis of the sample data, it emerges that 56% of them, on a scale from 1 to 5 (in which the value 1 assumes the minimum value and 5 the maximum value) places the degree of attention to internationalisation at the maximum level: this means that companies tend to want to exploit the advantages that derive from an opening towards foreign markets, a choice that is, however, influenced by their needs, as will be explained below. Compared to the identified governance models, most of the enterprises surveyed are family-centred, and only a small part market-oriented. None of the companies in the sample is investor centred. Following the description of the governance models, the internalisation trajectories should mainly follow paths aimed at ensuring the control of the family. In fact, the data confirm this assumption. In 88% of cases, proposals for internationalisation are managed by family subjects and to a lesser extent by subjects outside the family (12%), confirming the fact that the latter is present in both ownership and management in the majority of companies in the sample in which the prevailing model of corporate governance is that of “family centred”.*

In the “family centred” business, emotional needs prevail over business needs, and therefore the preservation of internal entrepreneurial and managerial skills prevails, limiting expansion to foreign markets so as not to jeopardise the control of certain skills considered critical for the survival of the family business. This is confirmed by the fact that the internationalisation process is limited to direct exports (58% or 29 companies in the sample) and sometimes even indirect exports (42% or 21 companies) through an intermediary.

In a smaller number, the sample companies falling within the “market oriented” model, characterised by the presence of managers from outside the family with specific entrepreneurial and managerial skills, see the business necessity to enrich their own skills prevail over the emotional one. In this case, the propensity for growth in foreign markets is greater, pursuing more aggressive methods such as trade agreements with foreign subjects (6%) and foreign direct investment (6%) in 6 companies in the sample.

Of the companies in the chosen sample, in addition to distribution in the province of Catania and at regional level, almost all of them also market their wines on the national market, mainly in Northern Italy, and on the European and non-European markets. 70% of the total, or 35 companies, exports to the United States (Virginia and California in particular) and Canada. 64%, or 32 companies, export to Europe (France, Belgium, Denmark, Holland, Germany, United Kingdom, Switzerland, Luxembourg), 58%, or 29 companies, export to Asia, particularly Japan, China, Singapore and the Philippines. To a much lesser extent, 18%, or 9 companies, export to Oceania mainly to Australia and 6%, or 3 companies, export to Central and South America.

Conclusions. *This paper presents the results of a first empirical exploration of the relationship between governance and international growth trajectories. By choosing a qualitative-comparative survey, it was possible to collect data from a large sample of companies that could be classified as family businesses. It should be pointed out that the study is essentially of a qualitative nature and therefore a certain degree of uncertainty must be taken into account. The first is that when analysing the characteristics of the ownership and entrepreneurial structure of a company, it is not always easy to bring specific situations into a certain category: there are many possible nuances and this inevitably leaves room for personal appreciation and some simplification. The second reason is that as these are sensitive issues for stakeholders from a strategic point of view, it is often necessary to address a certain reticence on the part of those involved.*

Even with these limitations, and taking into account the fact that it was possible to collect in-depth information on a significant sample of companies, we believe that the results of the survey can provide reliable indications for understanding the phenomena under analysis. However, future lines of research aim to explore other geographical areas at a national level, in order to be able to compare family governance models and growth trajectories in different geographical contexts.

References

ALAYO M., MASEDA A., ITURRALDE T., ARZUBIAGA U. (2019), “Internationalization and entrepreneurial orientation of family SMEs: The influence of the family character”, *International Business Review*, vol. 28, n. 1, pp. 48-59.

- BRENES E.R., MADRIGAL K., REQUENA B. (2011), "Corporate governance and family business performance", *Journal of Business Research*, vol. 64, n. 3, pp. 280-285.
- CARNEY M. (2005), "Corporate governance and competitive advantage in family-controlled firms", *Entrepreneurship Theory and Practice*, vol. 29, n. 3, pp. 249-265.
- CHUA J.H., CHRISMAN J.J., SHARMA P. (1999), "Defining the family business by behavior", *Entrepreneurship Theory and Practice*, vol. 23, n. 4, pp. 19-39.
- D'ALLURA G.M., FARACI R. (2018), *LE IMPRESE FAMILIARI Governance, internazionalizzazione e innovazione*, Franco Angeli, Milano.
- EISENHARDT K.M. (1989), "Building theories from case study research", *Academy of Management Review*, vol. 14, n. 4, pp. 532-550.
- FERNÁNDEZ Z., NIETO M J. (2005), "Internationalization strategy of small and medium-sized family businesses: Some influential factors", *Family Business Review*, vol. 18, n. 1, pp. 77-89.
- GALLO M.A., PONT C.G. (1996), "Important factors in family business internationalization", *Family Business Review*, vol. 9, n. 1, pp. 45-59.
- GALLO M.A., SVEEN J. (1991), "Internationalizing the family business: Facilitating and restraining factors", *Family Business Review*, vol. 4, n. 2, pp. 181-190.
- HAMBRICK D.C., MASON P.A. (1984), "Upper echelons: The organization as a reflection of its top managers", *Academy of Management Review*, vol. 9, n. 2, pp. 193-206.
- MILLER D., LE BRETON-MILLER I. (2006), "Family governance and firm performance: Agency, stewardship, and capabilities", *Family Business Review*, vol. 19, n. 1, pp. 73-87.
- SUESS J. (2014), "Family governance-Literature review and the development of a conceptual model", *Journal of Family Business Strategy*, vol. 5, n. 2, pp. 138-155.
- YIN R.K. (2003), *Case study research: Design and methods (3rd ed.)*, Sage, Thousand Oaks, CA.