



**Economia Aziendale Online**

## **Economia Aziendale Online**

**Business and Management Sciences  
International Quarterly Review**

**SPECIAL ISSUE  
THE MULTIDIMENSIONAL CONTENT OF  
ECONOMIA AZIENDALE**

**Exploring Theories and Applications  
of Business Economics and Management  
[2 of 3]**

**Sustainable development and quality of life:  
the role of public sector**

Patrizia Gazzola

Michela Pellicelli

Pavia, Luglio 2019  
Vol. 10 - N. 2/2019

[www.ea2000.it](http://www.ea2000.it)  
[www.economiaaziendale.it](http://www.economiaaziendale.it)



PaviaUniversityPress

# Sustainable development and quality of life: the role of public sector

Patrizia Gazzola<sup>1</sup>

Michela Pellicelli<sup>2</sup>

<sup>1</sup> Associate Professor,  
University of Insubria, Varese,  
Italy

<sup>2</sup> Aggregate Professor,  
University of Pavia, Italy

Corresponding Author:

Michela Pellicelli  
michela.pellicelli@unipv.it

## Cite as:

Gazzola, P., Pellicelli, M.  
(2019). Sustainable  
development and quality of  
life: the role of public  
sector. *Economia Aziendale  
Online*, Special Issue, 10(2),  
345-355.

Section: *Refereed*

---

Received: 10 November  
2018

Published: 10 July 2019

## ABSTRACT

Lo scopo del lavoro è analizzare l'evoluzione del concetto di sostenibilità e il ruolo centrale delle organizzazioni pubbliche per lo sviluppo sostenibile. Oggigiorno la sostenibilità è in prima linea in molte organizzazioni. La recente evoluzione del ruolo delle organizzazioni pubbliche ha portato al riconoscimento dell'aspetto sociale e ambientale delle loro attività e alla necessità di cercare una crescita sostenibile. C'è una disgiunzione tra il ruolo del settore pubblico nello sviluppo sostenibile e la sua reale partecipazione. La ragione di ciò è la difficoltà di integrare le esigenze delle diverse culture coinvolte. Questo studio analizza un modello che spiega come la sostenibilità possa aiutare a migliorare la qualità della vita dei cittadini. Il documento esplora il legame tra cultura e sostenibilità per organizzazione pubblica. Questa ricerca ritiene che l'obiettivo dello sviluppo sostenibile sia quello di soddisfare le esigenze di base e migliorare la qualità della vita, senza compromettere la qualità della vita delle generazioni future. Si puntualizza inoltre che lo sviluppo sostenibile offre l'insieme più appropriato di valori per la creazione e il mantenimento del valore pubblico.

The aim of the paper is to analyze the evolution of the concept of sustainability and the central role of the public organizations for the sustainable development. Nowadays sustainability is at the forefront of many organization's agenda. The recent evolution in the role of public organizations has led to the recognition of a social and environmental aspect to their activities which obliges them to seek sustainable growth. There is a disjoint between the public sector's central role in sustainable development and its actual participation in the endeavor. The reason behind this is the difficulty in integrating the numerous needs of citizens and requirements of different cultures. This study analyses a model that explains how sustainability can help to improve the quality of the life of citizens. The paper explores the link between culture and sustainability from a public organization perspective and it examines how culture must be integrated within public sector organizations planning. This research considers that the goal of sustainable development is to enable all people to satisfy their basic needs and enjoy a better quality of life, without compromising the quality of life of future generations. We argue that sustainable development offers the most appropriate set of values for the creation and maintenance of public value.

---

**Keywords:** Sustainability, public sector, development, quality of life, well-being

## 1 – Defining sustainability. Literature review

The paper aims to analyze the evolution of the concept of sustainability and the contribution of the public organizations for the sustainable development. In order to understand the evolution of the concept of sustainability, we consider essential to remind some of the leading events that have improved the succession of the different definitions of sustainability in the different areas.

Thanks in part to the effects of the energy crisis, at the start of the 1970s an important report entitled “The limits to growth” (Meadows et al, 1972) originated the international debate on how man should intervene to create a curve of logistic accommodation to resources in order to limit exponential growth in population, food, industrial production, energy consumption, CO2 emissions, etc., and thus avoid a catastrophe.

The nature of the debate shifted from ‘limits to growth’ to the concept of ‘sustainable development’ with the publication of the report: “World Conservation Strategy” (1980) by the International Union for the Conservation of Nature and Natural Resources (IUCN).

During the 1980s and ‘90s serious environmental problems, such as the reduction in the ozone layer and climate changes, caused a greater focus on the concept of ‘sustainable growth’. Nevertheless, the literature at that time still concentrated mainly on humanity’s condition, recognizing man’s dependence on nature.

The definitions of sustainability found in the literature are numerous and controversial, and these can be divided into three main areas (Mebratu, 1998):

- a) institutional version: these represent definitions by international bodies;
- b) ideological version, based on ideologies such as liberation theology, radical feminism and eco-socialism;
- c) academic version, which can be attributed to conceptualizations by economists, ecologists and sociologists.

The most relevant and quoted definition is the one from the report entitled, “Our Common Future”, published by the WCED (institutional version):

*“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (WCED, 1987).*

In a subsequent interesting adaptation by the Commonwealth of Australia, ‘ecologically sustainable development’ was described as:

*“development that improves the total quality of life, both now and in the future, in a way that maintains the ecological processes on which life depends” (Commonwealth of Australia, 1992).*

The modern concepts of sustainability began to take shape during the 1990s, after which there was a growth in the number of definitions in various contexts, even economic, with the introduction of ‘ecological economics’.

Recent years have seen a proliferation in the business and management literature, with an explosion even of the international literature, in which sustainability is the main theme and is used to describe problems related to technology, economic development and managerial approaches in various areas such as ‘sustainable technology’, ‘sustainable economics’, ‘sustainable business’ and ‘sustainable agriculture’.

Thus, in order to progress toward ensuring a sustainable economy, various key areas have been explored, such as environmental effects and the consequences for nature from unconstrained

economic growth, along with the prospects for economic activity that takes greater account of the social and environmental consequences of market behavior (Lovins et al, 2007).

Sustainability is usually defined as:

*“... a broad interpretation of ecological economics where environmental and ecological variables and issues are basic but part of a multidimensional perspective. Social, cultural, health-related and monetary/financial aspects have to be integrated into the analysis” (Söderbaum, 2008).*

Referring to the definition by the “Brundtland Commission” (WCED, 1987), Adams (2006, p. 1) observes:

*“Over these decades, the definition of sustainable development evolved. ... This definition was vague, but it cleverly captured two fundamental issues, the problem of the environmental degradation that so commonly accompanies economic growth, and yet the need for such growth to alleviate poverty”.*

With regard to the economics of production units, sustainability means adequately sustaining businesses, avoiding periods of instability and discontinuity, and allowing economic activity to survive over time (Papagiannis, et als., 2018). The basic idea is that sustainability interfaces with the economy through the social and ecological consequences of economic activities (Daly and Cobb, 1989).

As Costanza e Patten (1995) emphasized, taking the meaning of sustainability from biology, where the term originated:

*“Biologically, sustainability means avoiding extinction and living to survive and reproduce. Economically, it means avoiding major disruptions and collapses, hedging against instabilities and discontinuities. Sustainability, at its base, always concerns temporality, and in particular, longevity”.*

There have thus followed many definitions of sustainability with regard to the economic sphere. We can mention several recurring aspects of the definition of this term (Vos, 2007):

- 1) it refers to a way of observing environmental problems in relation to the economy and society;
- 2) the interconnections are usually described as a triangle, a ‘three-legged stool’; or overlapping circles in a Venn diagram, where the three elements can be diversely described as the economy, environment and society or equity, ecology and the economy (as in Figure 1);
- 3) despite the fact the specific elements and their relevance can change, what distinguishes sustainability is the observation of the systemic connections and the idea that the constituent elements should be mutually sustaining and reinforcing;
- 4) the focus on intergenerational equity; that is, guaranteeing to future generations the same conditions available to the present generation;
- 5) a final aspect shared by the various definitions, and which differs from the traditional way of observing the environment, the economy and society, is the need to go beyond the mere compatibility of existing laws and regulations.

Nevertheless, in general, as Pearce (Pearce, 1989, p. 69) has commented:

*“defining sustainable development is not a difficult issue. The difficult issue is in determining what has to be done to achieve sustainable development, assuming it is a desirable goal”.*

Precisely in order to increase the dissemination of sustainable objectives, numerous international, national, state and local government protocols and policies, as well as the ‘mission statements’ of corporations and NGOs, include a commitment to sustainable development.

Based on the guidelines of the “Brundtland Commission” (WCED, 1987), the United Nations has defined a series of Millennium Development Goals (MDGs) to be achieved by 2015. These goals aim at economic development and the elimination of poverty, and the objectives include human rights, health, education and environmental questions. In this context the:

*“efficiencies of markets, combined with the resources and managerial expertise of large multinationals, are considered crucial success factors in achieving these goals” (Seelos and Mair, 2005).*

In addition, the United Nations Secretary-General, Kofi Annan (Annan, 2002), challenged business leaders to join an international initiative, the Global Compact, that would bring companies together with UN agencies, labor and civil society to embrace a set of shared values and principles in the areas of human rights and labor and environmental standards.

Along with this process to involve firms in promoting sustainable growth, and thanks in part to the publication of Elkington (2010), the Triple Bottom Line (TBL) has gained acceptance as a new instrument to measure company performance in line with three approaches: economic, environmental and social (Hubbard, 2009).

The positive aspect of the TBL is that it focuses the attention of companies not only on the economic value they achieve through their business activities, but also on the environmental and social value they produce or possibly destroy (Elkington, 2004).

This emphasis has led, at the international level, to a considerable effort to define the common standards for the drafting of sustainability reports and to identify performance indicators that could highlight the value created in the social and environmental areas as well. There have been a large number of proposed guidelines for sustainability reporting.

At present the most complete and adopted guidelines are the: “Sustainability Reporting Guidelines on Economic, Environmental and Social Performance” (GRI, 2000), published by the Global Reporting Initiative (GRI), a joint project promoted by research institutes, international bodies, environmental and social associations, business coalitions, and certification institutes (Mella et al, 2014).

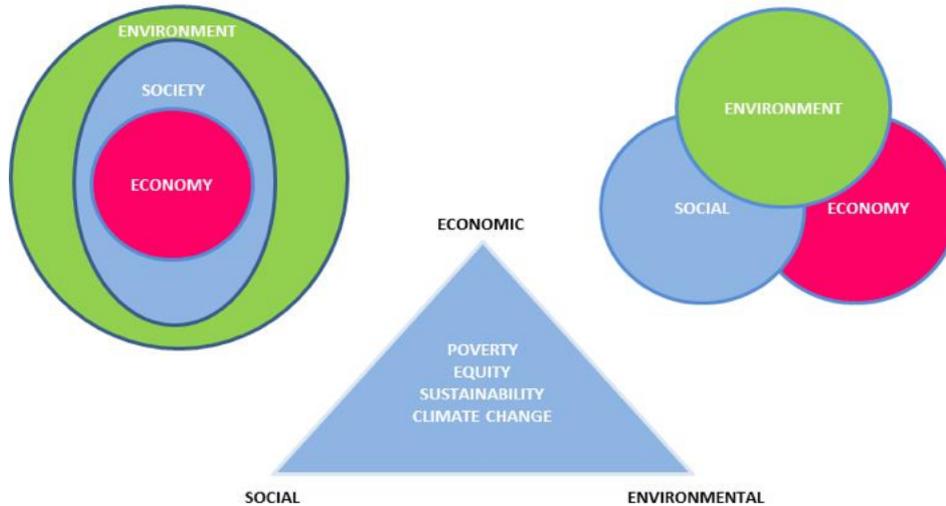
The GRI guidelines indicate the main topics firms should particularly focus on in their sustainability reports and propose performance indicators to communicate the impact of business activity based on three areas:

- economic, which refers to general aspects regarding the sustainability of corporate business in the long run;
- social, which refers to the impact of corporate activity on the firm’s stakeholders;
- environmental, which includes the evaluation of the impact of processes, products and services on natural resources (air, water and soil), biodiversity and human health (Gazzola et al, 2014).

According to Vatamanescu et als. (2017) “Sustainability is changing the way life is framed and experienced in the 21st century. It integrates concepts and theoretical models barely anticipated and discussed in the previous century, which, nowadays, have known an exponential dynamics.”

Thus today, the goal of sustainability is considered crucial for all organization (Mella, Pellicelli, 2017, 2014; Schaltegger, Burritt, 2018), public and private, to achieve competitive advantage and solidity in the medium to long term:

*“there is wide consensus that the idea of sustainability figures as one of the leading models for societal development by indicating the direction in which societies ought to develop” (Christen and Schmidt, 2012).*



**Figure 1 – The main representations of sustainability** (Source: Author elaboration).

## 2 - Methods

The research methodology is based on the theoretical analysis of available literature on sustainability frameworks, as well as methodologies for the integration of development models and decision-making.

For the research the authors use some of the basic methods of the scientific research to obtain the information necessary to the complex systemic processing of the issue. The methods usually complement each other and, in consequence, overlap. The authors predominantly use methods of qualitative research.

The first part is about the literature review. The authors describe and synthesize the literature on the topic of sustainability because it is very wide and varied. The literature and definitions research were conducted analyzing the lines of thought retrieved in the major and specialized journals. To complete the analysis were also considered the actions introduced by supranational and national organizations and the best practices implemented by companies.

The second part is about the development of one model useful for the public organizations to improve the quality of the life of the citizens. The model helps to develop the concept of sustainability in publicly service organizations and to solve embraces a wide range of complex questions from “what is socially and ethically acceptable?” to “how public organizations decide what they can afford?”. It is important to ask: “What kinds of investments are most cost-effective to improve the quality of the life?” “In what ways does the system deliver good value for the money we spend now, and where can we do better?”

The main contribution of this line of research is to explain the important relation between the Five Capital Framework of sustainable development (Porritt, 2007) and the CSR model integrating the culture (Mella and Gazzola, 2006).

## 3 - Sustainability and five capital model

Starting from the main representations of sustainability (Figure 1) we can join the Five Capitals Framework of sustainable development (Porritt, 2007, p. 139), adapting it for the public sector organizations (Figure 2). The model provides a basis for understanding sustainability in terms of the economic concept of wealth creation of capital.

The Five Capitals' Model is widely accepted as a practical expression of the principles of sustainable development. Also public sector organizations use five types of capital to deliver its services. A sustainable organization must maintain and where possible enhance these stocks of capital assets, rather than deplete or degrade them.

A community is healthy and sustainable when five kinds of capital are present in people's lives:

**Natural capital** (also referred to as environmental or ecological capital): the quality and productivity of the natural environment. It considers any stock or flow of energy and matter that yields valuable goods and services. Natural capital is the basis not only of production but of life itself.

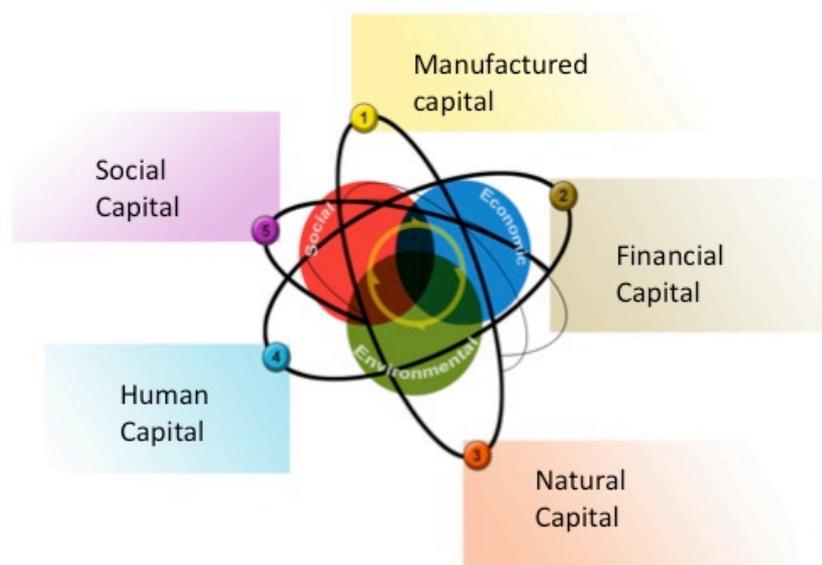
**Human capital**: it consists of health, knowledge and motivation. It considers the life skills, social skills and technical skills that give people the self-efficacy to lead autonomous lives.

**Social capital**: it takes the form of structures, institutions, networks and relationships which enable individuals to maintain and develop their human capital in partnership with others, and to be more productive when working together than in isolation. It includes families, the web of voluntary organizations like trade unions, clubs and societies, play groups, Land care groups, and so on.

**Manufactured capital**: it comprises quality of housing, accessible transport, medical and welfare services, food distribution systems, communication infrastructure, and so on.

**Financial capital**: access to liquidity, fair wages. Plays an important role in our economy by reflecting the productive power of other types of capital, and enabling them to be owned and traded. Its value is purely representative of human, social or manufactured capital.

The Five Capitals Model can be used to allow organizations to develop a vision of what sustainability looks like for its own operations and services. This vision is developed considering what an organization needs to do in order to maximize the value of each capital (Casalegno, Pellicelli, 2008; Mella, Gazzola, 2004; Pellicelli, 2016, 2007). However, an organization needs to consider the impact of its activities on each of the capitals in an integrated way in order to avoid 'trade-offs'. Using the model in this way for decision-making can lead to more sustainable outcomes.



**Figure 2 - Sustainability and five capital model** (Source: Author elaboration).

The systems conditions established through these relationships (Figure 2) show that the goal may sometimes be achieved at the cost of destruction of value in one or more of the remaining capitals (Schienke, 2009).

## 4 - Discussion

The governance paradigms and views of what constitutes a healthy and sustainable society would be more effective if cultural dimension were to be included as one of the basic requirements, main conceptual tenets and overriding evaluation streams.

We can define culture as: the “way of life” of a particular set of humans: customs, faiths and conventions; codes of manners, dress, cuisine, language, arts, science, technology, religion and rituals; norms and regulations of behavior, traditions and institutions.

Culture is both the medium and the message, the inherent values and the means and the results of social expression. Culture enfolds every aspect of human intercourse: the family, the education, legal, political and transport systems, the mass media, work practices, welfare programs, leisure pursuits, religion, the built environment, and so on (Gazzola et al, 2018).

In the model of Figure 2 we join the culture because help to achieve the goal (Figure 3). The concept of culture is an invaluable tool that has been largely ignored in these attempts to reconfigure the ways that public sector organizations plan (Hawkes, 2001).

Public sector organizations must develop a framework that evaluates the cultural impacts on the five capitals and of environmental, economic, and social decisions and plans currently being implemented in cities and communities. The public sector is responsible for creating the enabling environment for achieving the sustainable goals through incentive structures and regulation (Pedersen, Huniche, 2011). A distinct ‘tool set’ help formulate and implement activities by which sustainability-based policies and programs are incorporated into public organizations policy. Synergy, or generating results that are more than the sum of separate parts, is also a key aspect in implementation in that there must be cooperation and coordination among a variety of entities oriented towards the same visions and goals (Gazzola, Pellicelli, 2009; Mella, Gazzola, 2015).

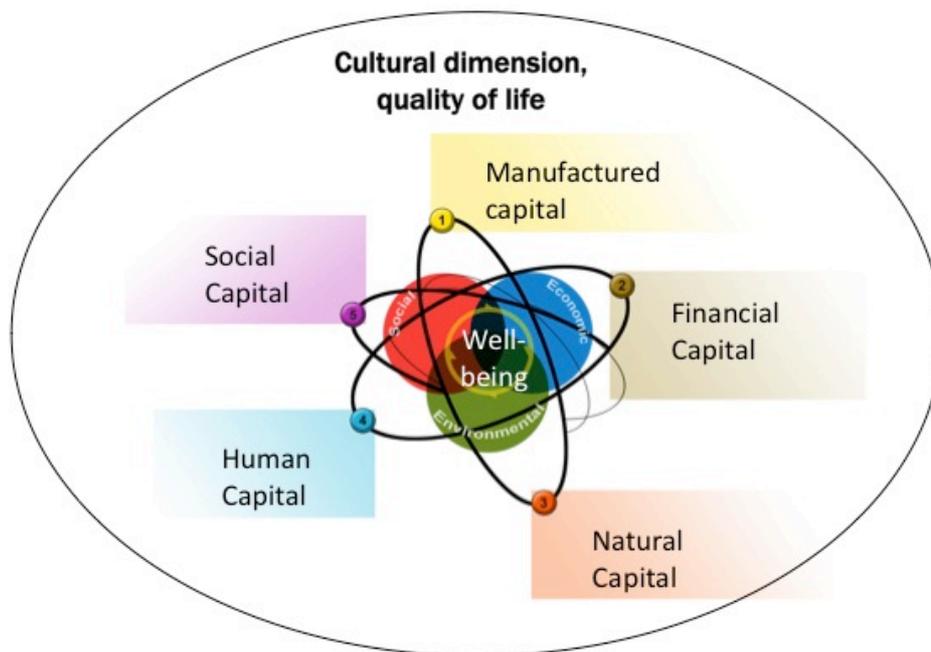


Figure 3 - The Culture in the Five Capital Model (Source: Author elaboration).

The interconnected nature of the five capitals model and the culture support well-being (Eckersley, 1999). Where “Well-being, or welfare, refers to the condition or state of being well, contented and satisfied with life. Well-being (and so quality of life) has several components, including physical, mental, social and spiritual. Well-being and quality of life are also used in a collective sense to describe how well a society satisfies people’s wants and needs” (Eckersley, 1998, p. 6; Christie and Nash, 1998).

Sustainable development that consider the five capital and the culture implies the improvement of quality of life (Beck et al, 1998) through education, justice, community participation and recreation. The social sustainability (Colantonio, 2010) is a fundamental component of sustainable development to encompass human rights, labor rights, and corporate governance (Laurent et al, 2012) that is becoming increasingly entwined with the delivery in sustainable community discourse and the urban sustainability discourse. The goals of social sustainability are that future generations should have the same or greater access to social resources as the current generation (Mak and Peacock, 2011).

Social sustainability is a life-enhancing condition within communities, and a process within communities that can achieve that condition (Davidson and Wilson, 2009). Social sustainability developed with the model of Figure 3 can be also defined as the well-being maintenance and improvement of the current and future generations (Chiu, 2003). It incorporates equity of access to key services (including health, education, transport housing and recreation), as well as equity between generations, meaning that future generations will not be disadvantaged by the activities of the current generation (McKenzie, 2004; Gazzola et al, 2013).

## 5 - Conclusion

The concept of sustainable development put emphasis on the social and human dimensions that inherently broaden the scope of ecological and economic pillars of sustainable development. Sustainability is not just about the environment issues such as waste and recycling, energy efficiency, water resource, building design, carbon emission but it is also social equity, economic prosperity and it includes human development, values and differences in cultures. Environmental issues cannot be separated from the wider challenges of social, economic and institutional issues.

The public sector plays a vital role in developing effective platforms and mechanisms to encourage responsible development for the long term. This require a proactive leadership that fosters sustainability thinking and acting, along with appropriate guidance, tools, etc.

Without the engagement of the public sector it will be impossible to create a sustainable society. Legislation is gradually pushing public sector organizations in this direction. But there is a good case for public sector organizations to take a leadership role on sustainable development, moving quicker than legislation requires. Just as leading private sector organizations have found that there is a strong business case for sustainable development in enhancing profitability and shareholder value, so there is a corresponding public value case for sustainable development.

## REFERENCES

- Adams, W. M. (2006), *The Future of Sustainability: Re-thinking Environment and Development in the Twenty-first Century*, Available at: <http://iucn.org>
- Annan, K. (2002), *The Global Compact. Corporate Leadership in the World Economy*, Symphonia. Emerging Issues in Management, Available at: [www.unimib.it/symphonia](http://www.unimib.it/symphonia), (2), pp. 7-10, ISSN: 1593-0319.
- Beck, W., van der Masesn, L. and Walker, A. (eds) (1998), *The Social Quality of Europe*, Bristol, Policy Press, p. 379, ISBN 1 86134 086 9.
- World Commission on Environment and Development (WCED) (1987), *Our Common Future*. Oxford: Oxford University Press.
- Casalegno, C., Pellicelli, M. (2008), The human capital impact on the shareholder value creation, *Economia Aziendale Online*, 1(2-3), pp. 1-31.
- Chiu, R. L. H. (2003), *Social Sustainability, sustainable development and housing development: The experience of Hong Kong*. In Forrest, R., Lee, J. (Eds.) *Housing and social change: East-west perspectives*. London: Routledge, ISBN 0-203-40263-4.
- Christen, M., Schmidt, S.A (2012), formal framework for conceptions of sustainability – a theoretical contribution to the discourse in sustainable development, *Sustainable Development*, Vol. 20, Issue 6, pp. 400-410, ISSN: 1099-1719.
- Christie, I., Nash, L. eds. (1998), *The good life*, London: Demos collection, Issue 14, p. 212, Available at: <http://www.demos.co.uk/files/thegoodlife.pdf?1240939425>
- Clarkson, M.B.E. (1995), A stakeholder framework for analyzing and evaluating corporate social performance. *In Academy of Management Review*, Vol. 20, Issue 1, pp. 92-117, ISSN 0363-7425.
- Colantonio, A. (2010), Urban social sustainability themes and assessment methods, *Proceedings of the Institution of Civil Engineers: Urban Design and Planning*, Vol. 163, Issue 2, pp. 79-88. ISSN 1755-0793.
- Commonwealth of Australia (1992), *National Strategy for Ecologically Sustainable Development*, Ecologically Sustainable Development Steering Committee Endorsed by the Council of Australian Governments, ISBN 0 644 27253 8.
- Costanza, R., Patten, B. C. (1995), Defining and predicting sustainability, *Ecological Economics*, Vol .15, Issue 3, pp. 193-196, ISSN: 0921-8009.
- Daly, H.E., Cobb, J.B. (1989), *For the Common Good*, Boston: Beacon Press, pp. 401–455.
- Davidson, K., Wilson, L. (2009), *A critical assessment of urban social sustainability*, Adelaide, The University of South Australia, Available at: [http://soac.fbe.unsw.edu.au/2009/PDF/Davidson%20Kathryn\\_Wilson%20Lou.pdf](http://soac.fbe.unsw.edu.au/2009/PDF/Davidson%20Kathryn_Wilson%20Lou.pdf)
- Eckersley, R. (ed) *Measuring Progress: Is life getting better?* CSIRO Publishing, Collingwood, Victoria, pp. 3-34, 1998. Available at: [http://www.richardeckersley.com.au/attachments/MP\\_chapter\\_1.pdf](http://www.richardeckersley.com.au/attachments/MP_chapter_1.pdf)
- Eckersley, R. (1999), Quality of Life in Australia: An analysis of public perceptions, *The Australia Institute*, Vol. 23, Issue September, ISSN 1322-5421.
- Elkington, J. (2010), *Cannibals with forks: The triple bottom line of 21st century business*. Dalma Berkovics, April, Majeure Alternative Management, HEC Paris.
- Elkington, J. (2004), *Enter the triple bottom line. The triple bottom line: Does it all add up*, Vol 11, Issue 12, pp. 1-16. Available at: <http://www.johnelkington.com>
- Freeman, R.E. (1984), *Strategic Management: A Stakeholder Approach*, Boston: Pitman, p. 275, ISBN 978-0273019138.

- Gazzola P., Dymchenko O., Panova O. (2014), *The system development of water supply and sewage economy in Ukraine: challenges and prospects of resource-saving strategy*, 18th International Conference: Current Trends in Public Sector Research, Masaryk University, ISBN 978 80 210 6611 3. ISSN 2336 1239.
- Gazzola, P., Dymchenko, O., Sribnyi, V., Panova, O. (2013), *Theoretical and Practical Issues of Public economics and Administration*, Towards Sustainable Urban Development: Challenges and Opportunities for Ukraine, 10th Annual International Scientific Conference, Petr Tomacek, Ivana Vankova editors, ISBN 978-80-248-3129-9.
- Gazzola, P., Pellicelli, M. (2009), *Sustainable Management and Total Quality Management in Public Organizations with Outsourcing*. Economics and Quantitative Methods (Varese: Department of Economics, University of Insubria).
- Gazzola, P., Vătămănescu, E. M., Andrei, A. G., & Marrapodi, C. (2018). Users' motivations to participate in the sharing economy: Moving from profits toward sustainable development. *Corporate Social Responsibility and Environmental Management*.
- Global Reporting Initiative (GRI) (2000), *Sustainability Reporting Guidelines on Economic, Environmental, and Social performance*, Boston: GRI.
- Gruppo di studio per il Bilancio Sociale (GBS) (2001), *Principi di redazione del bilancio sociale*, Roma: Adnkronos Comunicazione SpA.
- Hawkes, J. (2001), *The Fourth Pillar of Sustainability: Culture's Essential Role in Public Planning*, Melbourne: Common Ground P/L, ISBN 1 86335 049 7.
- Hubbard, G. (2009) Measuring organizational performance: beyond the triple bottom line, *Business Strategy and the Environment*, Vol. 18, Issue 3, pp. 177-191, ISSN: 1099-0836.
- IUCN, UNEP, WWF (1980), *World conservation strategy: Living resource conservation for sustainable development*, Gland, Switzerland, International Union for the Conservation of Nature and Natural Resources (IUCN).
- Laurent, J. G., Van Der MaseSn, L., Walker A. (2012), *Social Quality. From Theory to Indicators*, New York: Palgrave Macmillan, January, p. 336, ISBN: 978-0-230-27852-3.
- Lovins, A. B., Lovins, L. H., Hawken, P. (2007), A road map for natural capitalism, *Harvard Business Review*, Vol. 85, Issue. 7/8, p. 172, ISSN 0017-8012.
- Mak, M., Peacock, C. (2011), *Social Sustainability: A Comparison of Case Studies in UK, USA and Australia*, 17th Pacific Rim Real Estate Society Conference, Available at: [http://www.prres.net/papers/Mak\\_Peacock\\_Social\\_Sustainability.pdf](http://www.prres.net/papers/Mak_Peacock_Social_Sustainability.pdf)
- McKenzie, S. (2004), *Social Sustainability towards some definitions*, Hawke Research Institute Working Paper Series No 27, Available at: <http://www.hawkecentre.unisa.edu.au/institute/>
- Meadows, D. L., Meadows, J. R., Randers, J., Behrens III, W. W. (1972), *The Limits to Growth: A Report to The Club of Rome (1972)*, New York: Universe Books, ISBN-10: 0876631650.
- Mebratu, D. (1998), Sustainability and sustainable development: historical and conceptual review. *In Environmental impact assessment review*, Vol. 18, Issue 6, pp. 493-520, ISSN: 0195-9255.
- Mella, P., Gazzola, P. (2015), Ethics builds reputation, *International Journal of Markets and Business Systems*, vol. 1 (1), pp. 38-52.
- Mella P., Gazzola P. (2006), Corporate Performance and Corporate Social Responsibility (CSR). A necessary choice?, *Economia Aziendale 2000 Web*, Vol.3, pp. 1- 22, ISSN:1826-4719.
- Mella, P., Gazzola, P. (2004), From values to "value" - From the creation of the value of firms to sustainable growth, *Economia Aziendale 2000 Web*, Vol.3, pp. 1- 18, ISSN:1826-4719.

- Mella, P., Navaroni, M., Pellicelli, M. (2014), Synthetic Performance Indicators for Residential Housing Agencies, *Journal of US-China Public Administration*, 11(3), 241-254.
- Mella, P., Pellicelli, M. (2017), How Myopia Archetypes Lead to Non-Sustainability, *Sustainability*, 10(1), 21.
- Mella, P., Pellicelli, M. (2014), Systems Thinking. Models to implement sustainable growth and shared value creation, Proceedings of the Business Systems Laboratory - 2nd International Symposium "Systems Thinking for a Sustainable Economy.
- Papagiannis, F., Gazzola, P., Burak, O., & Pokutsa, I. (2018). Overhauls in water supply systems in Ukraine: A hydro-economic model of socially responsible planning and cost management. *Journal of Cleaner Production*, 183, 358-369.
- Pedersen, E., R. G., Huniche, M. (2011). Determinants of lean success and failure in the Danish public sector: a negotiated order perspective. *International Journal of Public Sector Management*, 24(5), 403-420.
- Pellicelli, M. (2016), Dall'Impresa Padronale al Value Based Management. Sei Modelli Interpretativi di un'Inevitabile Evoluzione. *Economia Aziendale Online*, 7(1), 43-60.
- Pellicelli, M. (2007), *Creazione di valore e Value Based Management*, Giappichelli, Torino.
- Pearce, D., Markandya, A., Barbier, EB. (1989), *Blueprint for a green economy*, London: Earthscan, ISBN 1 85383 076 3.
- Porritt, J. (2007), *Capitalism as if the world matters*, London: Earthscan, p. 360, ISBN 978-1-84407-193-7.
- Schaltegger, S., & Burritt, R. (2018). Business cases and corporate engagement with sustainability: Differentiating ethical motivations. *Journal of Business Ethics*, 147(2), 241-259.
- Schienze, E. W., Tuana, N., Brown, D. A., Kenneth J. Davis, Klaus Keller, James S. Shortle,, Baum, S. D. (2009). The Role of the National Science Foundation Broader Impacts Criterion in Enhancing Research Ethics Pedagogy, *Social Epistemology: A Journal of Knowledge, Culture and Policy*, Vol. 23, Issue 3/4, pp. 317-336, ISSN 0269-1728.
- Seelos, C., Mair, J. (2005), Social entrepreneurship: Creating new business models to serve the poor, *Business Horizons*, Vol. 48, Issue 3, pp. 241-246, ISSN: 0007-6813.
- Söderbaum, P. (2008), *Understanding sustainability economics: towards pluralism in economics*, London: Earthscan.
- Vătămănescu, E. M., Gazzola, P., Dincă, V. M., & Pezzetti, R. (2017). Mapping Entrepreneurs' Orientation towards Sustainability in Interaction versus Network Marketing Practices. *Sustainability*, 9(9), 1580.
- Vos, R.O. (2007), Defining sustainability: a conceptual orientation, *Journal of Chemical Technology and Biotechnology*, Vol. 82, Issue 4, pp. 334-339, ISSN: 1097-4660