

Economia Aziendale Online®

**N. 1/2009
SPECIAL ISSUE**

1st Italian CSEAR Conference

“Social and Environmental Accounting Research”

Rimini, Italy

September 17-19, 2008

**“Evolution of social accountability in
cooperatives: the case of Cta’s social
statement”**

Stefania Vignini

Economia Aziendale Online®
International Business Review
Editor in Chief: Piero Mella
ISSN 1826-4719
Reg. Trib. Pavia - n. 685/2007 R.S.P.

**Pavia, January, 2009
No. 1/2009**

All the contents are protected by copyright.
No part can be copied without the Editor in Chief’s and Author’s permission.
Further information at: www.ea2000.it



**Second Italian Conference on Social and Environmental Accounting Research
Rimini, 17th-19th September 2008**

Evolution of social accountability in cooperatives: the case of Cta's social statement

Stefania Vignini

Department of Business Sciences – University of Bologna, Faculty of Economics, Rimini Campus
Via Capo di Lucca, 34 – 40126 – Bologna – Italy
Email: stefania.vignini2@unibo.it

Contents – 1. Being a socially responsible corporation – 2. The growth of Cta: social premises and consequences – 3. The social statement in Cta – 4. The key years in the history of Cta - 5. The added value – 6. Other information – 7. The Unilog project and future plans for Cta – 8. Conclusions

Abstract

The non-profit model bases its existence on trust relationships that require, inescapably, a proper definition of the accountability level, meaning the search for informative tools that allow to communicate the extent to which its own mission is being pursued, in relation to the respect of liability conditions for the management.

The aim of this study is to indeed analyze the case of the social statement for a successful cooperative: Cta¹, food transportation company, part of the Emilia-Romagna social-economic entity, which has now celebrated 35 years of activity (Created in Bologna in 1972 by 28 truck drivers brought together by a charismatic leader in response to the strong activity expansion of the consumer cooperation). The company spontaneously decided to adopt such document from 2004, driven by the aim of expressing, communicating its own mission to the various stakeholders². Its social statement uses as methodological references the “Principle of social statement editing” elaborated by the group for study of social statement (SSG) and the simplified scheme for social statement suggested by Legacoop Bologna to the cooperatives associated in the initiative “General States of the work’s cooperation”.

The case offers important things to ponder since it’s aimed to demonstrate that Cta sees its social statement as an occasion to reflect, as a first thing to rediscover “reasons to be together, to make and be a cooperative”, to verify the social agreement that “joins people and companies in the achievement of a com-

¹ For a complete study about this company refer to the monograph: Battilani P., Bertagnoni G., Vignini S., *Un’impresa di operatori, artigiani, camionisti. La CTA e il trasporto merci in Italia*, Il Mulino, Bologna, 2008.

² Cta’s mission is: To guarantee members with work opportunities and advantages on the market, support members’ entrepreneurial activity and development of their companies; promote members and employees involvement as fundamental element for the cooperative success; enhance quantity and quality of supply; enhance competitiveness with innovation and investments; establish security, environment respect and dialogue with the communities; qualify the hauler’s profession through use of technology, processes evolution and recall to cooperative traditions.

*mon goal”, to verify the mutualistic exchange between members and cooperative, to demonstrate that the cooperative is able to “express its own social purposes towards the members and the environment in which it operates”, to introduce Cta as a transportation cooperative aware of the strategic value of the relationships with members, with customers, with the cooperative system and the public administration, ultimately to demonstrate that Cta has understood “conjugation of efficiency and sociality, entrepreneurial perspectives and opportunities for collective growth” as a priority for its own development*³.

1 – Being a socially responsible corporation

For several years, globally, a new way to “make” corporation has been spreading, which is concerned not only with creating profit for the shareholders, but also with respecting the environment, avoiding discrimination of employees, assuring quality of its own products, hence establishing trust relationships with all the interlocutors. This new vision, named “social responsibility”⁴, has the goal to let emerge the social institution feature that characterizes every business. The reasons that led the entrepreneurial world to change their business strategy are to be searched in the relevant negative consequences of the globalization process, in the financial and economic scandals of established firms, in the growing attention for environmental conditions and human rights. All this factors have generated a deep evolution in values, attitudes and behaviors of consumers, establishing the figure of “critical consumer”, mindful of the origin and production of the used products. The peculiarity of social responsibility is the interest in all the interlocutors relating to the company, none excluded, taking into account and trying to reconcile all their expectations. The spreading of this management model has entailed as well the dissemination of various reference models and tools for the assessment not only for economic performances, but also social and environmental ones. The company adopted different roles and objectives in different historical moments and social contexts⁵. The peculiarities of this institution are a direct consequence of changes and scientific discoveries which have characterized the different centuries. In the nineties, the globalization processes and the development of capitalistic markets have brought the shareholder figure to the center of attention. “Being the current dominance of a capitalistic system characterizing itself through the presence of large lucrative companies socially irresponsible⁶, it brought us to the conclusion that it now is an anonymous interest that “regurgitates” only

³ The words in quotation marks relate to a presentation made by Director Gardenghi on the social statement October 8, 2005.

⁴ On the subject, among the others, refer to the following: Ernst & Ernst, *Social Responsibility Disclosure 1978 Survey of Fortune 500 Annual Reports*, Cleveland, 1978; Maticena A., *Responsabilità sociale d'impresa (RSI): momenti interpretativi*, in *Non Profit*, n.1, Maggioli, 2005; Rusconi G. Dorigatti M., *Etica d'impresa*, Franco Angeli, Milano, 2005.

⁵ A. Beda, R. Bodo, *La responsabilità sociale d'impresa: strumenti e strategie per uno sviluppo sostenibile dell'economia*, Milano, Il Sole 24 ore, 2004. For further information see also A. Maticena, *Impresa e ambiente: il bilancio sociale*, Bologna, Clueb, 1984.

⁶ In this regard the following reading is advised: Gallino L., *L'impresa irresponsabile*, Einaudi, Torino, 2005

in times in which the presence of social and moral costs becomes sore”⁷. From this derives the consideration of corporation as an economic institute aimed to maximization of profit that is creation of value for the shareholder since here is where the major company risk burdens: only with the pursuit of economic-financial equilibrium the company can grow and endure over time. Technological progress, market integration and international competition do tend however to generate structural changes in the economy and in the social fabric: as a matter of fact a rapid development can increase inequalities among countries and inside countries due to unequal distribution of the benefits with the consequence of higher revenue imbalances between richer and poorer regions, or among parts of the population. It’s necessary thus not to forget that the company is a system aimed to fulfillment of determined objectives in the pursuit of which it establishes a set of complex relationship with the environment and that its work generates effects on the members who make it up and on the social environment, meant as the general context in which the company is asked to carry out its functions. The unsuccessful undertaking of these considerations could lead overtime to the outbreak of conflict between the company and the other systems that allow its thriving, decreasing the extent of social approbation. The company in the search for its economic satisfaction and its continuous development creates goods and purchasing power, work opportunities in house and outside, provides revenues to investors and concurs to the fulfillment of social needs: in synthesis it generates and increase national wealth. The company, thus, interacts in a permanent way with the society gaining characteristics of social institution. From here comes the involvement of the “social responsibility” notion that does not mean changing the original objective, profit, but understanding what could be the “social” alternatives through which it can be pursued and redefine the process of management planning and control introducing, in the objectives and strategies of the company, the preservation of equilibrium in the relationship with all the social groups and the environment. The discussions on this subject in the economic doctrine date back to the ’50s “as with renewed vigor the ideas on companies’ duties toward society emerged”⁸. The notion of social responsibility⁹ implies, thus, maintaining equilibrium not

⁷ Matacena A., *Responsabilità sociale delle imprese e accountability: alcune glosse*, Rimini Educational and Scientific Pole, Centralized Library, 2008, p.17.

⁸ G. Rusconi, M. Dorigatti, a cura di, *La responsabilità sociale di impresa*, Milano, Franco Angeli, 2004, p. 84

⁹ The growing attention towards social responsibility is due to the higher transparency of the corporate activities and to the ideological evolution of our society which comes as a consequence of the various changes and events occurred in the last decades among which: the globalization and internationalization processes that with the growing extension of commercial activities abroad, especially in developing countries, have entailed changes in the work and in the workers’ living conditions, in the unemployment, in the delocalization of the productive activity and a strong discrepancy between economic growth and social welfare; the recent financial scandals and cases of boycotting against established firms and multinationals which have focus the attention on the concepts of reputation and trust; the presence of NGO (non governmental organizations) and customers ever more critics who no longer refer to the ratio quality –price, but look beyond, being concerned with the production processes of the purchased goods and on the fulfillment of respect for the fundamental rights; the problem of environmental deterioration which particularly interests modern society. Companies are then ever more conscious about necessity and value of their belonging to a “social citizenship” which sees them interested and actively involved in community life, contributing to its growth.

only in the economic relationships, but also social relationships between company and groups: the company needs to be accepted from the environment in which it operates and lives, as only this way its operating is legitimate and its ability to satisfy the attributed responsibilities is acknowledged. Practically “the idea that the company can be considered *multi-objective* it’s being accepted, meaning aimed to pursue an economic optimum, but also respect of some bond of social nature, those mostly felt in the surrounding environment”.¹⁰

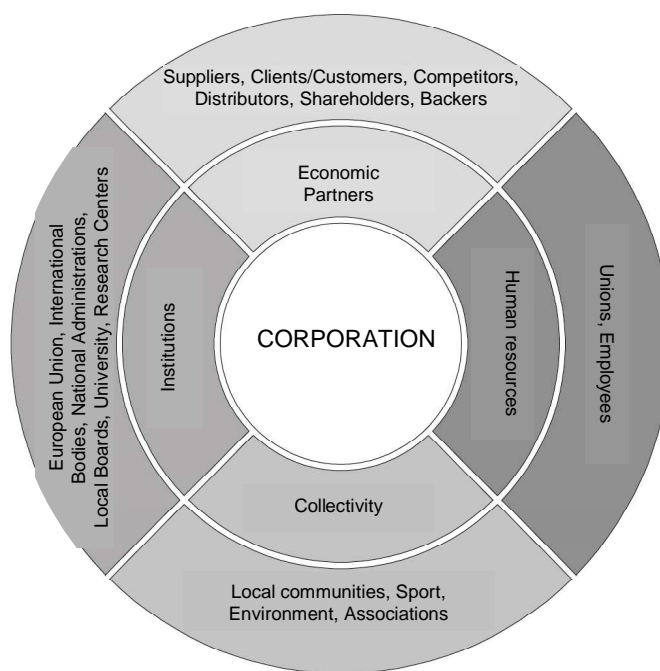
During the last two decades of the twentieth century, the concept of CRS (acronym for “Corporate Social Responsibility”) has become the central theme of economic literature, changing and growing rich with other themes (one of the most important is the ”stakeholder theory”¹¹). Starting from the year 2000 the Crs¹² strategic role establishes itself “as true organizational and strategic paradigm, which takes aim in assuring to the company creation of value with a long term perspective”¹³. Regardless of the diversity in the opinion of economists, among which Milton Friedman’s stood out who considered it so much as “subversive to the capitalistic system”¹⁴, Csr kept spreading interesting as well corporate managers, public opinion and administrations.

Their main responsibility is to generate profit, but they can at the same time contribute to social objectives and environment protection, implementing social responsibility in the daily management.

¹⁰ A. Matacena, “Responsabilità sociale d’impresa (RSI): momenti interpretativi”, *Non profit*, n. 1, 2005, pp. 15-40.

¹¹ The term stakeholder describes all the elements interested in the corporate activity, that is, all those economic subjects that hold rights, interests or claims towards a corporation or that in any case, can influence its current and future performance (shareholders, employees, suppliers, customers, unions, public administration, NGO, environment, local community, etc.).

Figure 1.1-Stakeholders map



The key elements of social responsibility concern:

- Transition from a *mono-stakeholder* perspective to a *multi-stakeholder* approach; according to such approach the corporation should be able to listen to its stakeholders and orientate the decisional processes considering their legitimate expectations. It is necessary, however, to keep in mind that they, on the one hand, carry interests towards the corporation, sometimes conflicting among them and, on the other hand, they contribute in the achievement of the *mission* expecting, therefore, to benefit, to some extent, of the assets generated with their contribution. Social responsibility allows to address this problem suggesting as a balancing criterion the social agreement between the company and its stakeholders. By mean of this agreement not real but ideal, the corporation tries to conjugate harmoniously everyone's interests and allows to launch a strong and concrete signal for the accomplishment of responsible relationship towards its own *stakeholders*. This means that if the corporation will be deemed able to respect the undertaken commitments, its interests carriers will prefer it to others, allowing it to grow the reputation necessary to its endurance and continuity over time;
- The adoption of social responsibility as instrument of sustainable development¹⁵;
- Appeal to the untouchable resources of the corporation, such as reputation¹⁶, trust, way to relate to the various economic partners to improve economic performance and development in the long term period.

Source: adaptation from A. Beda, R. Bodo, *La responsabilità sociale d'impresa: strumenti e strategie per uno sviluppo sostenibile dell'economia*, Milano, Il Sole 24 ore, 2004.

¹² According to the definition found in the Green Book of the European Union, social responsibility is intended as “voluntary integration of social and ecological worries of corporations in their commercial operation and in their relationships with the involved parties. Being socially responsible means not only fully satisfying applicable judicial duties, but also going beyond investing more in human capital, in the environment and in the relationships with other involved parties (European Union Committee, “Promoting a European frame for the corporate social responsibility, Bruxelles, July, 18 2001). The socially responsible corporation is hence, the one that takes revision of its managerial strategy through the adoption of higher social standards with respect to legal duties in a long term perspective, in a way to improve the social impact of its economic activity and so increasing income creation, brand value and relationships with interests' holders.

¹³ A. Beda, R. Bodo,...op. cit., p. 14.

¹⁴ G. Rusconi, M. Dorigatti, taken care by,...op. cit., p. 84

¹⁵ Sustainable development is intended as the type of development able to satisfy needs of the present population without compromising the activities of future generations to satisfy their own: an effective and fair development which can transmit to the future an undamaged environment. In particular sustainability is based on balance of three fundamental dimensions: economic dimension, social dimension, and environmental dimension trying to pursue a joint maximization. This means that a company is deemed sustainable if financially solid, if it minimizes its negative environmental effects and if it acts in compliance with social expectations.

¹⁶ The concept of social responsibility binds with the concept of reputation since this latter is built day by day with facts showing to pursue processes consistent with the strategy and to adopt solid and clear governance policies. It is a medium and long term perspective that allows companies to endure and experience teaches that this vision is consistent only with the reputation concept.

2 – The growth of Cta: social premises and consequences

“If the role and the tasks covered by the cooperative within the society cannot solely be considered from an economic or strictly intra-mutualistic point of view and if the contribution brought to the individuals/fields with whom it relates cannot be assessed exclusively in terms of market values, being them prices or nearly prices, the quantification emerged to date do not respond to the purpose of highlight/inform the cooperative acting on the whole finalizing objective”¹⁷. The aim is to present the cooperative corporation Cta, determining its characterizing goals and objectives “and expressing the outcomes on the community, taking into account however that the need for members to associate in a cooperative lies in the demand”¹⁸ for “asserting a management ability in a context suitable to offer specific internal guarantees (equal treatment in economic and social relationships, human working conditions, safety of initiatives, selection of investments, etc.) and external (productive and distributive steps, cultural developments and developments in the social fabric)”¹⁹. Thus a cooperative moved in its actions, by the certainty that its evolving economic activity “is not solely aimed to profit, must be legitimate by its social usefulness; hence a cooperative that takes social responsibilities from which it draws consent of action, grows through a clear entrepreneurial social ethic”²⁰. In this regard we agree with who asks the question: “does the cooperative corporation hold a peculiar position regarding the corporate social responsibility (CSR)? The thesis I intend to support is that this peculiarity exists and depends on institutional, cultural and motivational traits of the cooperative corporations (...). However, not in the sense that CSR is an intrinsic characteristic to ascribe to the “nature” of this kind of corporation, but rather that the cooperative has a relative advantage in fulfilling common CSR standards through conscious choices in the adoption of an appropriate “enlarged governance” design. Shortly, the cooperative identity (whatever it could mean) offers a relative advantage in the ability to adjust to common CSR standards and thus in the competition for an untouchable essential resource: the reputation and trust relationship between the corporation and its stakeholders”²¹.

¹⁷ A. Maticena, *Impresa cooperativa. Obiettivi finalizzanti. Risultati gestionali e bilancio d'esercizio*, Bologna, Clueb, 1990, p. 175.

¹⁸ A. Maticena, *Impresa cooperativa*....op. cit., p. 11.

¹⁹ M. Fanni – G. Grisi, *La contabilità generale ed il bilancio tipo delle società cooperative*, Padova, Cedam, 1987, p. 8.

²⁰ A. Maticena, *Impresa cooperativa*.... op. cit., p. 11 on the same subject, among the others, refer to, M. Gabbi – A. Terzi, *Il manager cooperativo*, Milano, Edizioni Sipiell, 1989, p. 17. We furthermore intend to refer to Salani M.P., *La CSR e la rendicontazione sociale cooperativa*, Introductory report at the Seminary of the Lega Coop Management with the title Social responsibility and accountability in cooperative corporations, 2003, Roma.

²¹ Sacconi L., *Standard, autoregolazione e vantaggio comparato dell'impresa cooperativa*, in *L'impresa giusta. Responsabilità e rendicontazione sociale nella cooperazione*, *Il Ponte*, anno LIX, n.10-11, October-November, 2003, p.154. A similar opinion is given by Vermiglio F., *Considerazioni economico-aziendali sull'impresa cooperativa*, Messina, 1990, p.89.

Starting point is “The economic periodic result of the single cooperative cannot represent the only objective in a productive unit in which mutuality and solidarity, intra and extra-corporation, are values generating the entrepreneurial action; the pursued result is to be found more correctly in the economic-social usefulness for the members and third parties for whom improvement of living standards is searched through economic actions; in pursuing the objective of living standard of individuals directly and indirectly related to the cooperative/cooperation, the cooperative itself obviously needs to take responsibility for some anonymous interests...; addressing the management action to humanization, self-control and acclimatization problems does not represent a voluntary assumption of constraints for the cooperative, but rather an existence condition complying for its social function...”²². We thus intend to present Cta as the productive unit able to match economic responsibility towards members and economic-social responsibility towards members, third parties and surrounding environment. The cooperative’s behavior²³, therefore, as “result of choices for which the economic outcome becomes instrumental for the specific social demands to pursue”²⁴. Consequently the need arises for “expressing the outcomes of such action suggesting the presence of a social balance aimed to allow for a social outcome control, as characteristic of the cooperative’s informative system”²⁵. A perfect informative system must as well allow a complete correlation among: objectives and their enacting strategies, the organizational structure²⁶ that allows for their existence; the spectrum of accounting and non-accounting procedures aimed to the precedent, concomitant and final determination of data useful for decision and

²² A. Matacena, *Impresa cooperativa*..... op. cit., p. 176.

²³ The action of a cooperative becomes concrete in matters of management under many aspects coinciding with those characteristic of for-profit companies. Both realities, indeed, are marked by the need to optimize the available scarce resources, with the purpose to reach the pre-established objectives. Another common trait is offered by essential importance of information, this need is particularly felt given that the survival of the companies here operating is, almost exclusively, bound to a symptomatic factor of a proper use of resources producing positive outer expressions: The consent, which is verification of objectives achievement. As a matter of facts in the cooperatives, an accurate pursuing of social goals not only ensure that consent by now essential also to profit companies, but is the main condition for the company survival, given the high degree of interaction with the surrounding environment. However, despite the information’s extreme importance, it isn’t rare to observe an external one, inappropriate, due to: low consideration of the circumstance that such information coincides with the legal duty of the financial statement and thus, it is thought as a cost to minimize; it is an information affected by the inappropriateness of the minimum legal requirement, usually unable to ensure the achievement of a sufficient informative level. It so happens that the informative system must be organized in order to allow collection, elaboration and analysis of data useful for the decision, so to support the choices of the operative bodies, and nonetheless the outcome control. The predisposition of such informative system becomes the basis for a rational pursuing of the mission.

²⁴ R. Malucelli, *La cooperativa strumento di promozione globale*, in “Matecon”, 1985.

²⁵ A. Matacena, *Impresa cooperativa. Obiettivi finalizzanti. Risultati gestionali e bilancio d’esercizio*, Bologna, Clueb, 1990, p. 176.

²⁶ Regarding the *governance* the following readings are advised: E. Borgonovi, A. Zangrandi, “I differenti modelli di management”, in *Economia & Management*, 1990; D. Cavenago, *Dirigere e governare una organizzazione non profit*, Padova, Cedam, 1996; D. Cavenago, “Modelli del ciclo di vita del consiglio di amministrazione di una azienda non profit (prima parte)”, in *Non profit*, Maggioli Editore, n. 3/98; D. Cavenago, “Modelli del ciclo di vita del consiglio di amministrazione di una azienda non profit” (seconda parte), in *Non profit*, Maggioli Editore, n. 1/99.

verification²⁷. This is to state that an explicit and consistent coordination among mission, governance and accountability must exist in each corporation. Moreover whereas it will be advocated, using the theory of systems, that must occur in each corporation, at least theoretically, the existence of a precise and stable bidirectional coordination among the recalled elements, each corporation ideal type can be read in its “essential experience”, that is in the causes of existence and in the behavioral traits, through a rising paradigm of interpretation of shedding light on the systemic coordination found inside, among these elements”²⁸.

What observed implies the need to associate the economic-accounting assessments with other elements, not necessarily quantitative-monetary, characterized by a better ability to signal the corporate performance in terms of expressed productivity. In identifying such elements it is necessary to consider the peculiarity of process, product and market which characterizes the cooperative universe. The informative system must offer to its interlocutors (stakeholders)²⁹, both internal and external, the opportunity to justify and legitimate or not, on the basis of provided data, the corporate performance and constraints. Using the informative system the corporation should be able to increase its social impact proving itself respectful internally of the democratic principle, and externally of the necessary connection among ideal goals and economic-financial constraints besides the proper use of received resources³⁰. What has been said makes evident the need to refer to a redefined concept of economics intended as continuous reconciliation of efficacy and effectiveness. The cooperative consequently has, as every corporation, a unique vector of objectives, which the informative system must reflect, in which social goals merge with economic

²⁷ C. Borzaga A. Matacena, 1998.

²⁸ Matacena A., *Responsabilità sociale delle imprese e accountability: alcune glosse*, RiminiScientific and Educational Pole, 2008, p.24.

²⁹ The theory of corporation as a stakeholders group finds significant ground in the managerial reading (it refers to it, among the others, R.E. Freeman, *Strategic Management: a Stakeholder Approach*, Boston, Pitman, 1984; M.B.E. Clarkson, *Defining, Evaluating, and Managing Corporate Social Performance: a Stakeholder Management Model*, in Post J.E. (a cura di), *Research in Corporate Social Performance and Policy*, Greenwich, JAI Press, CT, 1991; J. Kotter, , J. Heskett , *Corporate Culture and Performance*, New York, The Free Press, 1992; T. Donaldson, L. Preston, “The Stakeholder Theory of the Corporation: Concepts, Evidence, and Implications”, in *Academy of Management Review*, vol. 20, n.1, 1995.

Moreover in the corporate social responsibility topic necessity was for a long time felt to set up proper instruments to inform the various stakeholders around the satisfaction extent of their expectations. To such instruments that go by the name of social statement many contribution of economic-corporate nature are dedicated. Among them refer to: F. Superti Furga, “Note introduttive al bilancio sociale”, in *Sviluppo & Organizzazione*, 1977; A. Bandettini, *Responsabilità sociali dell'azienda e bilancio d'esercizio*, in AA.VV., *Bilancio di esercizio e amministrazione delle imprese. Studi in onore di Pietro Onida*, Milano, Giuffrè, 1981; A. Matacena, *Impresa e ambiente: il bilancio sociale*, Bologna, Clueb, 1984; S. Terzani, “Responsabilità sociale dell'azienda”, in *Rivista Italiana di Ragioneria e di Economia Aziendale*, luglio-agosto 1984, F. Vermiglio, *Il bilancio sociale nel quadro evolutivo del sistema d'impresa*, Messina, Grafo, 1984; E. Cavalieri, *Aspetti sociali dell'informazione economica d'impresa*, in AA.VV., *Scritti di economia aziendale per Egidio Giannessi*, Pisa, Pacini, 1987; G. Rusconi, *Il bilancio sociale d'impresa*, Milano, Giuffrè, 1988; P.E. Cassandro, “Sul cosiddetto bilancio sociale dell'impresa”, in *Rivista Italiana di Ragioneria e di Economia Aziendale*, July-August 1989.

³⁰ C. Borzaga, A. Matacena, *Quale futuro per il Terzo Settore?...*, p. 479.

goals³¹. In the achievement of the informative system it is surely fundamental the consideration of the various stakeholders, this must be defined on the basis of their peculiarity in addition to the evaluation of the objective vector. The main problems related to social information synthesize indeed in the inability of the company to know to whom the message must be addressed. Beside the interlocutors' identification it is essential to understand what they expect from the corporation and what the instruments are with which they are equipped to influence the corporate management³². In the cooperatives dialogue is used to increase the ability to understand validity of the strategic project, trust and consequently cooperation and participation in interlocutors³³. Only acting in this perspective, based on reciprocal respect and constructive confrontation of different points of view it is, indeed, possible to activate that virtuous circuit based on consent as inescapable survival condition.

The transition from a normative to an interpretative dimension gives rise to the question concerning the modalities of accountability operatively followed by this mutual cooperative.

Overall, in Cta as in cooperatives, the social statement allows for the demonstration of the legal constraint of democracy. The consistent pursuit of the mission, in fact, is not a hypothesis if the cooperative is not respectful of the economy principle and has not adopted the managerial logics otherwise called corporate governance. Thus, with respect to the corporate governance, the social statement allows to verify the foundation of a strong and balanced relationship between management and administrative body, relationship that demonstrates the full respect of the democracy principle. Such document allows therefore overcoming the "balance-accounting logic" of traditional documents to embrace a balance-social one; this latter, as already said, allows analyzing not only the efficiency and productivity profiles but also the effectiveness³⁴. This being said, there is no doubt that the added value³⁵ certainly represents a more significant indicator of the corporate performance versus the income; as a matter of fact, the added value is the value created exclusively by the activities of the corporation and its employees, assessed by the difference between the market value of the produced goods and the cost of the goods and materials purchased from other producers. It's what the corporation adds to goods and services after the

³¹ As a matter of fact, it was said that different types of companies with different types of studies no longer exist, but the company exists inside which, according to the objectives vectors that characterizes it, can be differentiated between profit and not for profit, where in the former the positive margin coming from the opposition costs-gains is seen as an objective, in the latter as a mean to reach further goals of social nature" (M. Andreaus, *Le aziende non profit...*, p. 119). We would like to mention as well, among the others, our contributions: S. Vignini, *Il controllo di gestione nelle "O.D.V.". alcuni elementi per il controllo dell'efficacia*, Bologna, Clueb, 2003; S. Vignini, *Voluntary associations within the province of Rimini: business issues and perspectives*, Rimini, Diapason, n. 4/2005.

³² M. Andreaus, *Le aziende non profit...*, p. 112, 114.

³³ A. Matacena, *Un sistema informativo "logico"...*, p. 550.

³⁴ A. Matacena, "Un sistema informativo "logico" per gli attori del Terzo Settore", in *Non Profit*, 4/1998, p. 569.

³⁵ Being this not the appropriate place to argument such a vast topic, refer, among the others to: M.G. Baldarelli., *Le aziende eticamente orientate. Mission, Governance e Accountability*, Bologna, Clueb, 2005.

purchase from the market³⁶. Rightly it has been observed that the added value is a basis “for corporate decisions since it includes all the values that needs to be investigated to properly fulfill the corporate demands and can be decomposed into a plurality of elements, that allow the diagnosis for what is positive and what needs to be modified in the corporation³⁷.”

3 – The social statement in Cta

The corporation has decided, from the year 2004 (year of its first social statement) to spontaneously equip itself with such document driven by the desire to express, to communicate to all the different stakeholders its own mission. Cta's document, edited taking into account the guidelines of the Gbs³⁸³⁹ from 2001 and the simplified scheme for the social statement suggested by

³⁶ A. Maticena, 1984.

³⁷ M.G. Baldarelli, *Le aziende eticamente orientate. Mission, governance e accountability*, Bologna, Clueb, 2005, p. 195.

³⁸ The growing attention of our country towards social aspects of corporations has determined the necessity to standardize the social report. In such perspective, on October 1998, the Study Group for the ruling on principles of social statement editing (SSG) was born, a group composed of 32 participants from academy, consulting firms and professional figures.

In 2001, the Ssg has issued the “Principles of Social Statement editing”, only document on the national level recognized and shared by the experts in the matters; such document arises from the consciousness of the corporations role on the social area and from the need for social communication, since the one regarding economic and financial trend of the management is no longer sufficient.

It has the objective of responding to the informative needs expressed by society in the social communication sphere trying to enact the principles recognized at the national level.

The Ssg has intended to “define the characteristics of a document of social accounting which, along with the traditional informative instruments, enables the companies to create a clear and diffused communication strategy, able to pursue consent and social legitimating, premises for the accomplishment of any other objective, including the competitive and income ones”.

As described in the document, the social statement must present some features. In particular it must be:

- Autonomous, compared to other accounting;
- Edited by all the companies, regardless form legal set up, object of the activity an dimension;
- Periodic, usually edited at the end of every financial year;
- Final, even if it's deemed appropriate suggesting program lines for the future;
- Public, addressed to the social interlocutors that, directly and indirectly, are involved in the activity practice.

The objectives pre-established in the social statement are:

Provide to all the stakeholders a comprehensive picture of the company's performances, opening an interacting process of social communication;

Provide useful information about the quality of the company's activity to expand and improve knowledge and evaluation and choice opportunities for the stakeholders.

The document is divided in two main parts. The first describes principles for creating and editing the social statement, such as: responsibility, identification, transparency, inclusion, consistency, neutrality, period competence, caution, compatibility, comprehensibility, clearness and intelligibility, periodicity and recurrence, homogeneity, utility, significance and relevance, ability to verify the information, reliability and loyal representation, autonomy of third parties.

In the second part the three sections making up the social statement are described:

- 1) Company identity, which implies explicating of institutional set up, of principles and values and their concrete application in the company;

Legacoop Bologna to the cooperatives associated in the initiative “General States of the work’s cooperation” from 2003, it’s composed of three main parts: the first regarding the corporate identity, “where mission, values, history and institutional and organizational structure which characterize Cta are reported”; a second dedicated to the added value, “contact point between social statement and financial statement, since it allows to highlight the economic results generated by the corporate in favor of its main interlocutors”, the third one which analyses the social-economic relationships of the Cooperative, “that is the effects on the main interlocutors of implemented plans and programs ...mutual exchange with members, work themes, governmental participation to the corporation, quality of services for the customers, relationships with the community and the cooperative movement and in general commitment toward the environment”. It thus turns out edited according to a form and content voluntarily self-established from Cta, in observance of a flexibility principle and contextual adaptability of such documents system as a function of the “changeability of the cognitive purpose to which they respond, and that in the second place need to be approved by the members’ Assembly”⁴⁰ when approving the financial statement.

4 – The key years in the history of Cta

In order to study Cta, in the attempt to divide its history in fundamental “steps”, we would like to use, considering all the limitations⁴¹ of the model⁴², what observed by Zan, regarding the phases

-
- 2) Production and distribution of added value, which represents the link with data found in the financial statement and points out its economic effects on the main stakeholders’ categories;
 - 3) The social report, which include a group of hints on the obtained result relatively to the commitments towards the stakeholders.

³⁹ In the guide lines it’s read that the term “social statement” is the most spread in Italy and it should be preferred to others, such as account or report, since it has a minimum content defined by procedures and it includes also quantitative data derived from the accounting process. For further studies refer to F. Vermiglio, “Il modello GBS”, in L. Hinna, (taken care by), *Il bilancio sociale*, Milano, Il sole 24 ore, 2002, pp 459-473.

The social statement does not gather balancing data and indicators, in which incomes and outgoings are equivalent, but is a synthetic document to be completed periodically, created on the basis of pre-established rules and procedures which must be followed, an autonomous document with respect to the ordinary statement, able to provide qualitative and quantitative information on the effects of the corporate activity. Moreover, it is a document in which the program lines for the future, and public, meaning addressed to all the corporation’s stakeholders. It contributes in providing and spreading a consent able to facilitate dialogue with all the interlocutors in the organization.

⁴⁰ P. Petrolati, *Il posizionamento di Camst nel mercato della ristorazione....* Op. cit., p. 304.

⁴¹ Critics to this model are moved by Maticena asserting: “it seems as the author, even in the completeness of the exposed considerations, is minimizing the coordination of passage between phases/explicating of pre-existing objectives but out of reach in the listed conditions identifying the defense and consolidation phase; this with no will of minimizing the possible degenerative aspects found in specific so called cooperatives; especially if over time the comprehensive finalization that we recalled is will be reversed in the search for the mere personal benefit and/or the maximization of an undistinguished income arising from the confusion between results expected by the mutual management and the result sought by the potential, and maybe predominating, lucrative management with third parties, in absence of social employment of these latter results” (A. Maticena, *Impresa cooperativa*, Bologna, Clueb, 1990).

⁴² Fig. 1: Development phases of the cooperative unit

in the development of the cooperative unit. The use of the summary scheme⁴³ of the possible behavioral modification arising from dynamization processes of the cooperative units was not accidental, but outcome of a conscious choice offered by the possible similarities found by Cta during this long time. Cta’s history will be thus divided in three important phases which have also represented three different administrations in charge of the corporation’s management at different times.

This premise given, we find appropriate dividing the corporate history in three phases:

1) Year 1972-1987 (defense-consolidation)

It is, overall, the phase of collective enthusiasm, it’s said: “in light of so many work requests... if the conditions to perform such services are present and this is fair remuneration and work guarantee it’s possible to give a positive answer, because we believe that our cooperative did not exclusively arise to offer services to Coop Italia, but to become a modern cooperative corporation specialized in food produces transportation. This goal, to date, was still a dream for small haulers because if the high cost of the structures is taken into account, it was soon believed that only big companies would be able to offer such service. We demonstrated the opposite”... This doesn’t mean that several problems were not encountered; for instance the excessive number of working hours (each driver was working an average of 13 14 hours), even though in 1973 the working hours change from 14 hours of the year 1972 to 8-9 hours of the next year; another problem that soon comes to the surface is the difficulty in purchasing new vehicles with the facilitated credit (referring to the government which cuts by 70% the funds of the artisans savings); already in 1973 the cooperative begins to feel the necessity for creation of an executive; the increase in the raw materials, truck (50%) and infrastructures (60%); difficulties for the renovation are sig-

I: defense	II: consolidation	III: industrial
General enthusiasm	First political-social success	Economic consolidation
Direct democracy	Increase in dimension and complexity	Organizational rationalization
Organizational simplicity	Delegated democracy	Formalization
Mechanic solidarity	Solidarity crisis	Solidarity of bodies
Closing in the inside	Opening at the social base	Contradictions’ resolution
Weaknesses union	Market acceptance	Opening to the exterior
Market refusal	Highlighting of contradictions	Importance of specific problems: a) Innovation; b) Degeneration.
Culture of the fight	Culture of the market	Culture of affirmation on the market

Source: S. Zan, *La cooperazione in Italia*, Bari, De Donato, 1982, p. 242.

⁴³ In literature it is possible to find some papers which have tried to identify of interpretative models for the evolution of the cooperative unit. We’d like to mention the following papers: S. Zan, *La cooperazione in Italia*, Bari, De Donato, 1982; AA. VV. (cured by S. Zan), *Le interdipendenze organizzative in agricoltura*, Bologna, Collana studi e ricerche, 1987; G. Sapelli, *Necessità di una teoria dell’impresa cooperativa*, in AA. VV., *L’impresa cooperativa negli anni 80*, Bari, De Donato, 1982, pag. 67 e ss.; G. Sapelli, *La cooperazione in Italia: il passato ed i problemi del*

nificant due to the “almost complete lack of financing”⁴⁴. At the same time, the business volume increases and the proceeds grow by 27%, partially due to increase in cost of living, but mainly due to the work increase following the renovation of the vehicles fleet and acquisition of new works. In order to face the financing difficulties the cooperative creates the mutual Fund and the r.c.a. insurance deductible management Fund for the vehicles. The division for collection of members' saving was also created, not as a substitute for the different sources of facilitated credit, but as a complementary moment, to provide for the lack of legislation in the credit subject and to provide the members with cut rate financing. The enhancement of vehicles poll is carried on but unbearable on the financial point of view (the sources do not cover 50% of the investment). The years 1978-1983 are those in which the members begin evaluating the possibility to leave the old headquarters, in the building rented in the offices of Coop Italia, and they decide to purchase a neighboring lot with a size of 35,000 square meters. The works for the construction of the new Cooperative's headquarters and of a shed for the direct maintenance of the vehicles are started and they will be concluded in 1983. Contextually the proceeds and number of members of the Cooperative increase, reaching the significant threshold of 133. The members took charge of big sacrifices, since external financing covered up to 53% of the investments. The growth in the proceeds is due both to the restraint in the management costs and to the fact that the back up motor vehicles worked about the whole year. It is with no doubt a phase of consolidation and re-launch of the cooperative. The former hypothesized by 1984⁴⁵, the latter characterized by a three years developing plan which establishes “the orientation and objectives of the cooperative until 1987”. To conclude this first phase is to be said that 1987 is the year when the change in the top rank occurs: the historical president Bartolini is no longer in charge after 15 years, leaving the seat to Ardo Guidetti who immediately starts changes within the Cooperative beginning with the enlargement of the warehouse space.

2) Years 1988/2001 (consolidation)

It is claimed that the years from '87 to '92 will be the years of training gym in order for that date (so was stated), “to find us with a strong and organized structure, as if it wouldn't be so, instead of playing a main role we would play a walk on role, lending our transport services to those companies that were able to prepare themselves”. It is necessary, however, “to identify new methodologies that will allow us a development in tune with the current times and the future

presente, in AA. VV., *Atti del Convegno: problemi e prospettive dei movimenti cooperativi italiano e austriaco*, Bologna, 1989; A. Maticena, *The objectives of the cooperatives*, in *Economia Aziendale*, 1989.

⁴⁴ They begin to think about a fund of the cooperative, made of loans by members to finance restructurings necessary in the vehicle fleet (creation of the internal solidarity fund and the insurance sub-agency).

⁴⁵ 1984 is the year when Cta, in order to satisfy the requests of the fruits and vegetables market of the Romagna area, creates an operative unit in Cesena with two employees, initially involved only in the fruits and vegetables, and then, from 1987, also in transportation of various goods, and from 1994 in the food and agriculture field. The creation of a procedure for a facilitated loan was started for the construction of a warehouse. Furthermore, things are being set up in order to implement automating of the new managerial procedures from 1986.

needs (...) building first new relationships with companies that will allow verifying common affinities and qualities to later tend to unify them in order to exploit as united economies of scale, synergies and markets". An important innovation characterizes the year 1989: creation in Cta of a Cna's office for the management and administration of the member companies. At the same time the modification of the articles of Association and policy, in line with the national legislation, forces some of the members in becoming artisans, to be able to have more trucks and employees at their own disposal. Some of the members refuse the transformation and leave the cooperative. The year 1993 is remembered for the enlargement of the owned storage sites with controlled temperature (of about 900 sm). At the same time, more advanced instruments for management control are introduced looking into a monthly financial outcome, "able to allow for immediate interventions where needed". In the year 1994, with the incorporation of the Cooperative for food transportation Cta from San Vito al Tagliamento (a structure with about 30 members in charge of the distribution of Coop Italia produces in the Friuli Venezia Giulia area), a delicate phase begins for the cooperative which only after two years of searched harmonization between the two cooperatives succeed in effectively increasing the activity. After this merger, a period of change and adjustment begins for the association structure, characterized by the ever increasing presence of member companies born from the union of more individual members and to their growing weight in the structure. At the end of the 90s the first ideas of cooperative integration in logistic field arise which bring to the establishment of Food managers group llc, for the creation of a unique structure dedicated to the management of the storage sites. Investing in education is taken in to consideration, to avoid losing important contract for lack of expertise. The construction works for the last refrigerated storage are completed. A new organization chart is approved which envisions on the side of the Presidency a new general manager to whom the governance of future actions will be delegated in anticipation of the President exit. On April 28th 2001 Ardo Guidetti leaves the Presidency due to reached age limits. Mirco Zanantoni is elected president, already Vice-president from 1996, who takes on the responsibility to lead the cooperative with the objective to match the corporate development process with a strong reorganization action of the economic and patrimonial balance. Overcoming managerial difficulties is made possible by innovative processes introduced in the corporate organization, along with the definition of new fares agreements with some of the most important customers.

3) Years 2001/2006 (industrial)

In spite of the loss in 2001, the year 2002 records a profit; proceeds have increased by 2.8%; contextually the margin of contribution has increased due to the restraint of the transportation performances (efficiency improvement). It's the year when logistic reorganization of the Cicc has been started. In 2003 the incorporation of Coop Ac in Cta takes place, transportation cooperative with divided ownership also born in 1972 to carry out the transportation activity for the Corticella produces, and this brings the admission of new members. The contribution margin is growing.

Important projects are represented by editing of the new internal policy according to the law; by the creation of a new fares plan and by the new by-laws, as requested by the reformation of association law.

In the years 2004-2005 a project is approved for the re-launch of Fmg, which re-capitalized for a 3.5 millions euro value, changes its denomination into Unilog ptc. (05 of the Unilog shares are held in equal amounts corresponding to a 30% by Cta, Ctl and Fi.Bo., investment company for participation, promotion and development of Legacoop Bologna. The project is aimed to the consolidation of commercial and purchasing channels of the group, optimization of resources, increase of efficiency in order to improve altogether the work conditions for the hauler members of the two cooperatives. During the year 2006, in the end, important events in the history of Cta happen: Unilog is awarded with the contract related to the mobilization of goods at the Cicc platform in Cesena and the transportation intended for part of the Ipercoop. For the Forli' area, Unilog wins the warehouse management as well.

Also in the year 2006, Unilog becomes holder of other contracts previously controlled by Cta. Moreover the functional integration path between the two companies is sped up through the transition of the former commercial and purchasing director of Cta to Unilog, as director of transportation.

The beginning of the Unilog project has opened an important overall re-configuration phase of the organizational set-up in Cta. The industrial project expects in the medium-long term, a progressive concentration of the entrepreneurial functions (strategic address, commercial activity, transportations planning) in Unilog and development of the cooperative role mostly on members support functions, especially towards the achievement of higher efficiency conditions that would allow the maximum possible remuneration of the mutual exchange⁴⁶.

It's rather clear that under the economic profile, the last years have thus seen for Cta the inversion of a negative trend that, without the appropriate corrective interventions, could have heavily threatened the possibility for survival and development of the cooperative. The main indicators of management prove, in facts, newly positive balance results.

Summarizing, levers for such improvement have been a constant increase in profits; the restrain, in absolute value and in percentage incidence on the transportation proceeds, put on the costs with consequent improvement of contribution margins; the decrease of incidence of general expenses on the profits; the increase of the average productivity per motor vehicle.

⁴⁶ The main news will be constituted by:

- Concentration of the strategic garrison in the Presidency through the Unilog ptc participation;
- Overcoming of the general management internal to the cooperative;
- Introduction of a social policies manager, as support role to the Presidency in the institutional relationship with the members.

5 – The added value

After synthesizing the main moments in the history of Cta, it becomes fundamental the moment when the social statement sees the insertion of quantification of added value generated by Cta and its redistribution among the different categories of subjects that allowed its generation. As claimed by Travaglini “the proposal in the social statement for an instrument typically aimed to observation of production and distribution of the value in the corporation such as the added value can be useful in reminding to the same cooperators that their primary social responsibility is to generate value in measure at least equal to the consumed one, ensuring congruous remunerations for the bestowed productive factors and satisfaction to the social interlocutors offering the corporation conditions for its development.”⁴⁷ The added value⁴⁸ then has a double function: on the one hand that of being a valid indicator of the results achieved by the corporation, both in terms of productivity and efficiency, on the other hand that of representing a relevant informative instrument about the relationships between the corporation and the social-economic system”⁴⁹. Not differently Matacena states the attitude of the added value to play the role of “1. indicator for the corporate macro-economic performance (and consequently partly social); 2. instrument aimed at providing financial information to the employees, in the area of industrial relationship, to third parties, in the area of the relationship corporation-corporate system”⁵⁰. The added value represents, according to a famous thinker⁵¹, the most accomplished expression of the corporate objective income that is of the one generated as system-community-corporation and referred to it.

Such perspective in Cta is elaborated according to the Ssg principles so to “highlight the ability of the corporation to generate wealth and the modalities through which such wealth is apportioned among the different significant interlocutors”. “Following the classification criterion of the distinction between production and distribution of added value, the same can be defined as the wealth achieved by the corporation through the difference between obtained goods and used re-

⁴⁷ C. Travaglini, *Le cooperative sociali tra impresa e solidarietà. Caratteri economico-aziendali ed informativa economico-sociale*, Bologna, Clueb, 1997, p. 160-161.

⁴⁸ In the impossibility to treat in this paper a topic of such a high importance besides the relevance, we refer to the copious national and international literature which has treated this topic. Refer, among the others, to: Ardemani, *Considerazioni economico-aziendali sul valore aggiunto*, Ricerche economiche, 1968; O. Gabrovec Mei, *Il valore aggiunto dell'impresa*, Trieste, Libreria Goliardica, 1984; O. Gabrovec Mei, *Metodologie quantitative di determinazione del valore aggiunto aziendale*, Trieste, Goliardica Bookstore, 1986; B. Cox, *Value added*, Londra, Heinemann, 1977; S.I. Gray – K.T. Maunders, *Value added reporting: uses and measurement*, Londra, Aca, 1980; S. McLeavy, *Value added: a comparative study*, in “Accounting, Organization and Society”, 8, n. 1, 1983.

⁴⁹ L.M. Mari, *Impresa cooperativa: mutualità e bilancio sociale*, Torino, Giappichelli, 1994, p. 225.

⁵⁰ A. Matacena, *Impresa e ambiente: il bilancio sociale*, Bologna, Clueb, 1984, p. 141 e following.

⁵¹ Refer to P.E. Cassandro, “Il bilancio oggettivo dell'impresa”, *Rivista dei dottori commercialisti*, December, 1972, pp. 461-479.

sources, in a determined period of time, and as a mirror image, this is the remuneration which each subject has earned for its participation in the productive process”⁵².

It is possible to assert for Cta the presence in the members of a sense of affiliation, identification with the corporation, awareness, ultimately, to be able to boast in the distribution field the main portion of capital gain generated by Cta in carrying out its activity.

At this point we deem fundamental verifying if, and possibly to what extent, Cta could, currently can, and will be able to in the next future, boast the approval from his human resources in terms of sharing and participation in the social business. It is asked: what role does the human factor have in Cta with respect to the politics of enacted investments. From what argued so far, it is clear that the social basis seems to have acknowledged the importance/necessity of a strategy for investments expansion. This aspect is proved by the circumstance that allows implementing it making financial resources pour into Cta in the technical form proper of mutual exchange that is the subscription of stocks of the share capital and especially the contribution as social loan. This shows by itself the trust aroused in the social team and, on the other hands it proves “that affinity of ideas and values which the same social basis harbors”⁵³ toward the growth project which characterizes this third phase the corporation is going through.

The true challenge is represented by maintaining/consolidating the results achieved also in the perspective to improve them in a long term vision, in a perspective of continuous economic-social virtuosity, especially considering also the competition (in the social statement “unfair competition” is literally mentioned) of other operating in the field. It is possible to claim, at the same time that Cta has demonstrated over the years to have deep and solid roots, so to allow for it to conduct an effective competitive action towards other actors, being them cooperative or belonging to for profit corporations. This is considered also in terms of sensibility towards the human element that is part of its wealth. The social statement represents by now a necessary instrument to enlarge knowledge and opportunity to judge the corporation for all the interlocutors. The values of traditional accounting allow, indeed, highlighting the social value of the corporation only in part: objectives, achievement and results for which members, citizens and community can harbor trust in its work.

6 – Other information

At this point of the dissertation, we would like to focus on the examination of some fundamental aspects on which Cta has shown (through the reading of the two social statements) a marked sensitivity. We refer, as first thing, to the strong bond between members and cooperative. The aver-

⁵² M.G. Baldarelli, *Le aziende eticamente orientate. Mission, governance e accountability*, Bologna, Clueb, 2005, p. 200.

⁵³ P. Petrolati., *Il posizionamento di Camst*, cit., p. 332.

age permanence index for the cooperator members is assessed on the basis of the members present in the cooperative on 12.31 of each year. For each member the social seniority years number earned in Cta is calculated, it is so possible to obtain the average number of years from which a member belongs to the cooperative. As an average, as shown, Cta's members are characterized by a high level of attachment, with an average permanence index higher than 10 years. It is furthermore necessary to point out, as this data would appear even higher if we were to consider for some of the members some passages registered in the members' book, like for example the change of company name (from individual members to association) or the entrance through incorporation of other cooperatives that have merged in the years originating the Cta as we know it today. The strategies adopted by the cooperative from the year 2000 and up have been indeed addressed to the support and professional growth of the member companies, to recover effectiveness and productivity levels. This dynamics is emblematically represented in the evolution of the relationship between mono and multi-vehicular members, which constantly increases. The multi-vehicular members-namely owner of companies that work managing several motor vehicles-grow, as a matter of fact, in the past five years to the point of making up for yet half of the associates in 2006. The increase in the multi-vehicular members within Cta, has also been allowed by a peculiar politics of means allocation which promoted some members in undertaking the multi-vehicular path, taking advantage from purchase of motor vehicles from colleagues who had stopped their activity. With the incorporation in August 2003 of Coop A.C., a slight drop in the multi-vehicles number is observed in favor of mono-vehicle members (given that mono-vehicles represent almost entirely the members of the cooperative), drop then recovered already in 2004 due to the effect of the mentioned investments. Members have then found in Cta a number of mutualistic advantages: additional services and advantages⁵⁴ intent on qualifying the mutual contribution.

⁵⁴ By the end of each year insurance costs are negotiated with the first company in the sector-Unipol insurances ptc. The management include a wide range of coverage which allows the member to benefit from extremely interesting facilitations, appropriate for their transportation activity. The agreements interest in the first place the vehicles fleet: all the motor vehicles are provided with a proper insurance Rca, Kasko, fire and theft, accessory guarantees. Furthermore, all the transported good have insurance coverage for material direct damages which can occur during the transportation.

As far as the members' personal insurance coverage, this includes the whole sphere linked to the hauler work management, ensuring coverage for disability onset and daily allowances for temporary disability due to injuries or disease.

There is in addition the coverage civil responsibility towards third parties / civil responsibility towards workers for damages involuntarily caused to third parties, besides the coverage for protection in case of a temporary suspension of the drivers' license.

Agreement for motor vehicles purchase

The cooperative moreover guarantees its members with convenient agreements with dealers and authorized workshops for the purchase of vehicles, spare parts and vehicles maintenance.

Administrative services for members

The management of the paperwork necessary to enable the members in his transportation activity, is completely taken care of by the members' administration office in the cooperative through the management of proper due dates.

An aspect which does certainly need to be underlined, is the fares system adopted in Cta. In 2000 and 2001, important years for Cta, which coincided with the processes of the cooperative balance re-equilibrium, the fares returned to the members did not see any changes compared to the previous years. In 2003, from the first of January, the Board has instead recognized a 2% increase in all members' fares and an incentive for the Fmg division members. The same fares policy has been pursued in 2004 with an award equal to 1% on the fares for all the members and an extra 1.5% for the members of the Fmg division, as a compensation for the organizational and working changes withstood by them. To these fares adjustment is then added the rebate remuneration which reached 1.5% in 2003 and 2% in 2004 on the hauling service performances provided by the members. Adding the different increases in the two year period 2003-2004 the members have so earned a growth in their proceeds equal to 6.5%: increase that cannot definitely be disregarded considering the difficult time in the transportation field, continuously exposed to requests of discount on active fares from customers, as well as growing increase in transportation costs (diesel oil, highway tolls...). It is fair to focus on these last years since in 2003, in parallel with the process of re-definition of the internal rules system, necessary to adjust the relationships between members and cooperative in spite of the occurred organizational and managerial modifications imposed by the market. Cta has started a process of adjustment and re-definition of its fares system on the whole, with the ultimate goal of ensuring a fair compensation to its members and protecting the development ability of the corporation.

In 2004, subsequently to the law (Legislative Decree N.6/2003), Cta has then introduced for the first time the rule of rebate which has allowed returning a significant amount of extra-compensation for the financial years 2003-2004⁵⁵. From January 1st 2005 the new fares system is in operation, it was suggested by the direction and the board and approved by the members' assembly, to cope with the changed market requests and ensure higher treatment equity for the members, considering the divisions and the different activity typologies. The adoption of the new fares plan revisited consulting the firm Add, has entailed an average increase on the fares⁵⁶ by

The members are indeed warned about the approaching of specific deadlines, concerning accounting paperwork and determined certifications.

Consultancy and monitoring services on associated companies

The cooperative began in the first months of the year 2006, in accordance with Can from Anzola dell'Emilia, a monitoring project on the economic, patrimonial and financial health state of the member companies. The goal is to put the experience and competence of the cooperative at the member's service, in order to support him in his entrepreneurial choices and prevent possible circumstances of difficulty or crisis. To date the service has involved the members of the area Emilia and Toscana, but it is in Cta's intensions to extend it also in the areas of Veneto, Friuli Venezia Giulia and Romagna.

⁵⁵ The criteria for the rebate assignment have been established in a dedicated policy approved by the members' assembly on April 16 2005. In 2003 it was recognized to the members a rebate equivalent to 1.5% of the service performances offered by the members during the financial year, for a value of 259,661 euro. In 2004 the total rebate reached 2% of the proceeds realized by the members throughout the year for the amount of 367,318 euro.

⁵⁶ On the fares increases point of view the situation in 2006 remained unchanged, while in 2007 the decision has been made to concede a 1% increase on the fares in force from January 1st 2005, for the members remunerated ac-

1%. In January 2004 with the introduction of the rebate policy by Cta it was possible- as already said- for a significant amount of extra-compensation to be returned to the members for the fiscal years 2003-2004. In the last two fiscal years the amount delivered as rebate⁵⁷ has significantly decreased, this due to a significant reduction of Cta's operative margin, mainly caused by difficulties encountered with important customers which have not allowed earning the proceeds wished for. It has so been operated a strong reduction of marginality in order not to further depress the member's proceeds through fare reductions of their performances.

Another aspect to take into account is the relationship market-corporation quite felt by the cooperative. To this regard, the dynamics interesting the transportation market show, in an ever marked way, the apparent contradiction between a still huge distribution of micro-companies and the intervention of some multinational group, which strong of their significant financial resources, do take advantage from this excessive pulverization to win market shares increasingly relevant. The mechanisms for success are played on fares systems more and more competitive. The same expansion to countries members of the European Union is determining a continuous opening of the national market to foreign companies. The competition grows, but unfair competition forms persist and develop in the market and –often out of any form of control by the authorities in charge- they end up pushing the haulers themselves to sub-provision conditions heavier and heavier. In this market scenery, with no doubt Cta has in the past years undertaken a process of change and strategic focalization along some main guiding principles: Confirmation of specialization and qualification of services in the food transportation segment for the large distribution and the organized distribution; diversification of customers' pool to overcome the niche market in which the cooperative was historically born and grown; governance of productive factors to recover productivity levels and efficiency margins, able to ensure development and profitability perspectives for members and cooperative; start of functional integration processes and merging with other cooperatives similar in history and operative tradition, for the purpose of reaching a larger critical mass on the market.

Moreover the quality theme⁵⁸ is understood by Cta as customers' satisfaction in terms of reliability, ability to respond, courtesy and credibility: reliability ensures consistency between provided service and what scheduled in the contract and in the internal procedures; the ability to re-

ording to kilometrical parameters, schedules or delivery wise. For the two-year period 2005-2006 moreover, the cooperative has kept awarding the members the rebate which in 2005 was equal to 0.64% and in 2006 to 0.90% of the proceeds earned by the members.

The member has furthermore the opportunity to ask the board –through written and explained request- for a deposit on the earned proceeds.

⁵⁷ It must be point out however as in 2006 to the rebate proposal of about 188,000 euro, equal to the 0.9% of the members' proceeds, it must be added the significant effect of zeroing the marginality on the internal resale of diesel oil which has allowed the transfer on the members as reduction of their costs of about an extra 190,000 euro.

⁵⁸ We would like to point out among the others: S. Vignini, *La comunicazione delle performance nelle aziende non profit*, in *Impresa sociale*, n. 62, March/April 2002.

spond ensures consistency between time necessary for the completion of the transportation service and the customer's expectations; courtesy ensures consistency among respect, consideration and politeness of personnel, transparency and seriousness in behavior and needs of the customer.

Moreover, in order to respect the contractual agreements and be highly competitive on the market, Cta has supported an important modernization process of the motor vehicles fleet, to increase the load capacity and consequently the productivity level⁵⁹. Cta has furthermore showed to be concerned about the relationship with environment and community⁶⁰. In addition Cta is keeping important relationships with the cooperative movement⁶¹.

Finally, on December 2006, the Cta's web site has been awarded by Coopnet, as one of the Best Cooperative Web Sites, as an example of enterprise of excellence and for our innovation ability, related to the cooperative world.

7 – The Unilog project and future plans for Cta

It seems right, at this point, for the purpose of drawing some important conclusions, dedicating few words to the project that has seen the cooperative involved during the last years. We are referring to this third section in Cta's social statement in which are illustrated in a synthetic way the objectives and expected effects of the industrial project that are at the basis of Unilog constitution, as a second degree structure, of cooperative derivation, purposely created to favor the integration of several companies from the Bologna area operating in the transportation field and in

⁵⁹ The members entered this process with trust and in the period 2000-2004 138 trucks were replaced for a total investment of 12.9 millions euro, supported for 85% of the cost by the members themselves. Such modernization process has brought the average age of the trucks from 6.5 years to 4 years from the year 2000 to the year 2004.

⁶⁰ From 1998 and until 2005 Cta has yearly awarded a contribution to the Ramazzini Foundation from Bologna, as an incentive for research on cancer and environmental diseases. From 2002 the company is moreover supporting contributions to the Telethon committee to sustain scientific research on genetic diseases and to Unicef. In addition, according to the internal policy (articles 39 and 40), the optional amounts yearly accumulated from the cooperative due to the application of disciplinary sanctions towards the members, are distributed, following a council resolution, to research and charity Institutes.

⁶¹ As a matter of fact, from May 2006 Cta is involved in a non lucrative association named Cooperating with free land-agency for the promotion of cooperative and legality. Purpose of this agency is to provide services aimed to creation, development and integration of entrepreneurial initiatives, usually as cooperative associations, created with the purpose to manage goods and corporate assets confiscated to the organized crime. Such companies pursue goals of liberation and emancipation of the person from any form of dependence, through the association work. The contribution of involved cooperatives will be to make available their competences and their professionalism to make the generating companies able to grow at their best in those Italian areas still believed to be conquering ground for the organized crime.

The properties confiscated from the Mafia belong to the municipalities in which they are located and are assigned, through a free license, to the social cooperatives that cultivate the lands and make them productive. Through the years, a work method became successful, which involves the healthy individuals of the area, making a resource for the growth of the entire social-economic circuit out of the confiscated good. The results are extraordinary products coming from the work of young people who, united in agriculture cooperatives, cultivate acres of land confiscated from the mafia bosses.

hauling goods under controlled temperature and not. Unilog is operating in its new legal make up only from April 2005 and even though some fundamental steps on the way of the integration have already been taken, other actions still remain to be accomplished. Unilog will more and more represent for Cta the branch where corporate strategies will be defined and that a modern conception of Corporate social responsibility (CSR) is the one which the objective of promoting and developing social responsibility politics strictly relating them to corporate strategies. The Unilog project arises from a hypothesis of higher functional integration between the two cooperative companies Cta and Ctl and Fmg Ilc, this latter born at the end of the 90's among the main transportation and hauling cooperatives in the province of Bologna for the logistic management of goods. It comes from the assumption that the merging of the three companies, through the joint management of activities and adoption of a unique brand on the market, would allow for the constitution of one group which could be estimated as the 3rd group in the specific field on the national level, both regarding the business volume and the outcomes. It is so built a second degree structure, as a corporation, able to weigh more on the market in terms of critical mass (to generate more volumes) and in economic terms of scale (costs reduction), in a way that-despite the difficult conditions of the market- the income for the basic members of the two main transportation cooperatives (Cta and Ctl) can reach and maintain satisfactory levels⁶².

Shortly, the objectives of the industrial project lying at the base of Unilog⁶³ are, on one side to promote the development of Cta and Ctl, increasing their proceeds in order to come out of a niche situation or dependence from few main customers; on the other side, to reduce the costs, through the unified processes management, to be able to transfer more wealth to the basic cooperative members, artisans in the case of Cta, workers in the case of Ctl. In the long term strategic

⁶² On the institutional point of view, Cta and Ctl hold an equally divided 60% of the company, 30% is held by Fibo, investment company for the cooperative growth of Legacoop Bologna (the most important cooperatives of Bologna are involved in the investment group), the remaining 10% is divided among minority members. The operation Unilog holds a strategic importance for Legacoop Bologna as well (reason for the presence of Fibo) with the objective that the "Unilog" model might become an example of cooperative aggregation in the transportation, goods hauling and logistic fields on the national stage. The association is operative in its new juridical make up, from April 2005. Already during the first financial years of activity Unilog has seen a significant growth in its business volume: 27 millions euro in 2005, 40 millions euro in 2006 and the forecast data on 2007 are talking about 50 millions euro.

⁶³ The Unilog project, relatively to goods transportation, fundamentally has two goals: organizing at its best the transportation in order to make it more efficient and less expensive; subscribing more contracts to obtain a higher critical mass on the market. It is a change necessity imposed by the difficult situation of the transportation market that keeps being a poorly regulated and controlled market, in which competition is very high (in fact, by now global) and in which the ability to integrate different activities according to the customers' multiple requests becomes ever more strategic. On one hand the clients recognize fares more and more restricted, on the other hand the direct production costs (especially diesel fuel, work, etc.) increase constantly, this causes a strong reduction in the management margin, hence the only possible strategy is to seek the maximal efficiency that translate in making the transportation primary activity "less and less expensive" to keep being competitive, maintain and where possible increase the market placement. For this to be accomplished it is necessary searching for what in the jargon is defined as economies of scale and Unilog, in which a number of activities and functions will be grouped, is exactly seen as an instrument for this purpose.

choices, such as commercial activity and transportation planning, will be entrusted to Unilog as well as choices about new technologies applied to productive processes and treasury functions. Unilog will be also in charge for the future investments, while the existing physical structure (warehouse) will remain property of the cooperatives and their management will be committed to Unilog. Once Unilog will be put in charge of a set of commercial and productive activities Cta will be better able to follow up the entrepreneurial activities of its members, to give them support as entrepreneurs in the choices and evaluation on the health and performance of their companies. All of this is related to the definition of an internal manager for the social policies that will help the presidency in the institutional relationship with its members, as described in the last section of the social statement. Unilog does thus set the goal to become an operator on the national level⁶⁴, secondary transportation from warehouse to retail points for dry groceries, fresh groceries, etc.).

The social statement ends with some guidelines for future development, aimed to the search of that constant equilibrium among efficiency, effectiveness and sociality, fundamental trinomial lying at the basis of the cooperative experience. A corporation like Cta not taking care of its own effectiveness, meant as care of the service given to the customers, would be doomed to loose relevant market shares, as much as a scarce comprehensive efficiency can compromise the fulfillment of the mutualistic exchange since it undermines the possibility for the cooperative to transfer appropriate resources to support the members' income. The idea that efficiency and effectiveness are not antithetic concepts gains strength⁶⁵, they rather appear to be introductory for the "sociality", namely the ability of the cooperative to pursue the mutualistic purpose at the basis of its constitution. Therefore the Unilog project is also based on the exaltation of such trinomial. The most recent strategic re-orientation project through Unilog has opened an important phase of general reconfiguration for the organizational set up of Cta. It will become increasingly necessary consolidating institutional functions concerning the members and other functions concerning the corporation's mutualistic nature for which the cooperative will –inevitably- remain in charge. In other words, the risk that transferring strategic and operative function from the cooperative would affect its ability to pursue the members' mutual interests does not want to be taken. Just to avoid such risk, a hypothesis was put forward, positively accepted by the board, to identify inside Cta's organization chart a figure responsible for social policies, directly supportive for the presidency. The identification of a "social policies manager" therefore wants to emphasize these concepts: the

⁶⁴ In order for Unilog to be proposed as a candidate for a national role on the logistic and transportation field, it will become strategic thinking about developing new platforms, besides the centralization of management for the warehouse in Anzola dell'Emilia, to serve more customers and optimize management on a wider radius. The project of expansion for the platform currently existing in Anzola dell'Emilia falls in this context as well.

⁶⁵ On the subject we would like to report notes from Salani: "if the accounting of the effectiveness (sociality) is a fundamental part of that of the efficiency (economic dimension) it may be useful to the cooperation reconsidering (always to remark its diversity) the possibility of a direct integration of the social statement in the financial statement" (Salani M.P., *La CSR e la rendicontazione sociale cooperativa*, Introductory report to the Seminar of the Lega Coop Direction with the title *La responsabilità e la rendicontazione sociale nelle cooperative*, Roma, 2003, p.22.)

new entrepreneurial set up will allow for a higher ability to pursue the mutualistic purposes of the cooperative; the consolidation of the social policies area has the goal to strengthen the ability of the cooperative to address and control its second degree structure (Unilog) in order to avoid for entrepreneurial choices and social interest to come unstuck. The final objective is to ensure consistency and functionality between the corporate instrument created by Cta to compete on the market (Unilog) and the ability to give support (income, services, consultancy, etc.) to the members. The social manager will particularly be in charge of three functions: 1. management of social policies intended as group of rules, processes and actions concerning the corporate nature and cooperative identity and the social-political and administrative relationship with the members⁶⁶; 2. promotion and development of corporate social responsibility (Csr) and social statement, as integration of politics and practices of social responsibility in the corporate strategies: 3. communication, intended as finalized management of informative and communicative fluxes internal and external. The social manager will hence have tasks: being a filter and informer for the Presidency on all the problems concerning management of the mutual relationship with the members, independently from those of technical-operative nature linked to means and transports which will be handled by the designated services; to promote and develop social responsibility politics (Csr), strictly relating them to corporate strategies, through the yearly development of the social statement; to create a proper communication in order to ensure a unitary perception of Cta internally and externally.

8 – Conclusions

With Cta it is possible to claim that the corporation has fully acknowledged the ultimate goal⁶⁷ for the editing of the social statement. Already in the first social statement (the one from 2004) there is mention about “conjugating social and economic role of the cooperative which does not represent a goal but rather an instrument that members decided to adopt in order to accomplish the objectives of mutual exchange”. The Cta case appeared to be worth of attention since, it is a somehow appropriate replication⁶⁸ of the models found in the doctrine. It represents an explora-

⁶⁶ In the sphere of social politics addressed to members will be included actions aimed to improve: administration of the associative relationship, meaning the management under a communicative profile of the different components of the social relationship (for instance social capital, rebate, social loan, etc.); promotion of cooperative adhesion, that is improving the acceptance and education paths addressed to new or potential members; management of the democratic process, to ensure participation of the members to the cooperative govern; control on the observance of internal rules; monitoring, consulting and addressing on the economic and entrepreneurial trends of the associated companies.

⁶⁷ For a synthetic overview on the functions ascribed to the social statement refer to table 1 found in the paper : Vignini S., *L'evoluzione della rendicontazione sociale nelle a.n.p.: teoria e prassi*, in *Economia Aziendale 2000 web*, n.1, 2007, p.221-222.

⁶⁸ The logic behind such type of selection can be inspired to a replication principle, since the researcher predicts that in the selected cases the obtained results will be similar to the expected ones (*literal replication*) or that the results

tory search particularly interesting since the analytical unit is represented by a group of events contemporary to the time of the analysis⁶⁹ and because it appears as a so called case of “excellence” since Cta seems to be innovative compared to the other transportation companies in the matter of presentation of a social statement. In this latter aspect the specific field shows a strong influence on the social reporting processes, with respect to the environmental impact of productive processes⁷⁰. In the cooperative sector the field searches “ascertain inconsistency conditions between consumers mutualistic cooperatives (consumer and housing cooperatives) on the one hand and the transportation cooperatives on the other hand..., for which it seems to be seized on average a lower attention towards the themes of social accountability⁷¹.”

To conclude this work, we would like to synthesize some important observation on the social statement of this cooperative, which seems oriented both towards quality of the information predisposed in the construction of the social reporting instrument, which can be evaluated in terms of a trend towards “methodological and organizational transparency; in terms of completeness and relevancy of the reporting process objects; in terms of completeness and reliability of the predisposed information relatively to each accountability object”⁷² and to a proper balance of monetary, non monetary quantitative and qualitative information. In particular it is possible to assert:

1. there is a high degree of planning consciousness. Indeed an accurate presentation of the methodological premises finds an important place. There is moreover a clear identification of the objective leading the document construction, as well as the criteria of articulation of the information do appear clear;
2. it is observed a heterogeneity in the definition of the report model given the combined use of several reference models;
3. the statement is edited following a form and content voluntarily self-determined, in the observance of a principle of flexibility and adaptability as a function of “changeability of the cognitive goals they respond to and that need to be approved by the members Assembly”;
4. there is an undisputed relevance of monetary information for the introduction of computation/distribution of added value sheet, both for the ability to modify the basic set up of the distribution prospect to underline some specific aspects of the cooperatives, and to demonstrate the economic component of the mutual benefit;

will be in contrast with the formulated hypothesis for predicted reasons (*theoretical replication*). In the first case refer to Platt, 1999; in the second case refer to Yin R.K., *Case Study Research. Design and Methods*, SAGE, London, 1994.

⁶⁹ Yin R.K., *Case Study Research. Design and Methods*, SAGE, London, 1994.

⁷⁰ Refer to Matacena A., *Responsabilità sociale d'impresa (RSI): momenti interpretativi*, in *Non Profit*, n.1, Maggioni, 2005.

⁷¹ Matacena A, Marano M., *Accountability e social reporting nelle cooperative mutualistiche*.

⁷² Matacena A, Marano M., *Accountability e social reporting nelle cooperative mutualistiche*.

5. a significant availability to a self-critic evaluation is observable (bad news presentation): condition that participates in demonstrating the transparency degree of the proposed reporting without, however, being able to ensure it⁷³;

6. there is a use of assessment techniques for the customer satisfaction (questionnaires distribution and indicators creation: reliability, ability to respond, politeness and credibility);

7. the extent of the stakeholders' involvement seems quite appropriate, aspects that allows to avoid "restriction to a mostly self-evaluating plan the process of assessment of social results, particularly the extra-mutualistic ones"⁷⁴;

8. It is possible to appreciate a certain transparency on aspects qualifying the mutualistic benefit production (rebate policy). The criteria for the rebate assignment are found, among the other things, inside a regulation approved by the members' Assembly;

9. ultimately, the improvement objectives are clearly stated. Right around the search for this constant equilibrium among sociality, efficiency and effectiveness Cta means to focus its future plans on some fundamental aspects:

- the development of a corporation strongly market-oriented (which confirms the industrial phase Cta is going through this days). This represents the essential premise, for reasons not only of economical order, but also of social nature; indeed "a cooperative corporation with a low efficiency degree not only subtracts resources, which are in turn needed to generate income and to sustain higher competitive abilities, but impoverishes mutual exchange affecting the member's income generation. Efficiency, effectiveness within a quality organization" (the Unilog project matches with these objectives);
- the technological innovation and process innovation, synonym of efficiency and efficacy of the service offered to the customer;
- the members. The corporation represents the element on which social policies can be funded, since "only a higher degree of efficiency can allow a higher degree of mutualistic exchange achievement". The member's profile itself is changing this process needs to be acknowledged to demonstrate ability to govern the change;
- the generational turnover. The absolute need to ensure a strong generational turnover within the social base emerges. To 12 31 2004 the average permanence index for the members in the cooperative was about 16.5 years⁷⁵, which if on one hand shows the unequivocal members' loyalty rate, on the other hand highlights the need for a certain turnover. Quote "the enlargement of the social base becomes an essential condition to ensure the cooperative development";

⁷³ Matacena A. Marano M., *Accountability...*, p.17.

⁷⁴ Matacena A. Marano M., *Accountability ...*, p.40.

⁷⁵ This datum was assessed adding the years of social seniority earned by the member in Cta and in other cooperatives that in the years merged originating Cta as it is known today.

- the entrepreneurial qualification. The members are managing companies with different characteristics (single vehicle, multi-vehicle), but each of them is in need of a support that enables the definition of a new profile for the member-entrepreneur to which the cooperative must contribute;
- the mutualistic exchange. It comes to ensure a system of equilibrium between member and cooperative and among members, within the cooperative economic compatibilities. In this regard fares, rules and different forms of participation cannot be considered unchangeable but adjustable to the situations that will occur;
- the permanent education of the social base, workers member-employed and workers cooperative-employed, with the purpose to raise the preparation level.

There is no doubt that Cta's managerial body has shown the intention to go on along the undertaken path, in which the innovative traits, which "imply the member being a central figure, his loyalty to the cooperative and the human resources development"⁷⁶, join the deep-rooted cooperative culture and tradition in Cta. This is a definitive sign of its strong attachment to the social, cultural and economic motivations which inspired its funding and led its growth in history from the early 70's and that we believe should represent its basis for the future projection in the transportation market.

References

- AA. VV. (1987) (a cura di S. Zan), *Le interdipendenze organizzative in agricoltura*, Bologna, Collana studi e ricerche.
- Adams C., Hill W.Y. and Roberts C.B. (1995), *Environmental, Employee and Ethical Reporting in Europe*, ACCA, Londra.
- Adams C. (2002), Internal organizational factors influencing corporate social and ethical reporting, *Accounting, Auditing and Accountability Journal*, vol.XV, n.2.
- Andreas M. (1996), *Le aziende non profit. Circuiti gestionali, sistema informativo e bilancio d'esercizio*, Giuffrè Editore, Milano.
- Ardemani E. (1968), Considerazioni economico-aziendali sul valore aggiunto, *Ricerche economiche*.
- Baldarelli M.G. (2005), *Le aziende eticamente orientate. Mission, Governance e Accountability*, Bologna, Clueb.
- Bandettini A. (1981), Responsabilità sociali dell'azienda e bilancio d'esercizio, in AA.VV., *Bilancio di esercizio e amministrazione delle imprese. Studi in onore di Pietro Onida*, Milano, Giuffrè.
- Battilani P., Bertagnoni G. and Vignini S. (2008), *Un'impresa di operatori, artigiani, camionisti. La CTA e il trasporto merci in Italia*, Il Mulino, Bologna.
- Bebbington J., Gray R., Thomson I. and Walters D. (1994), Accountants attitudes and Environmentally-sensitive accounting, *Accounting and Business Research*, vol.XXIV, n.95.

⁷⁶ P. Petrolati, *Il posizionamento.....*, op. cit., p. 340.

- Beda A. and Bodo R. (2004), *La responsabilità sociale d'impresa: strumenti e strategie per uno sviluppo sostenibile dell'economia*, Milano, Il Sole 24 ore.
- Borgonovi E. and Zangrandi A. (1990), I differenti modelli di management, *Economia & Management*.
- Borzaga C. and Matacena A., Quale futuro per il Terzo Settore?, *Non Profit*, Maggioli, Editore, n.4/1998.
- Cassandro P.E. (1972), Il bilancio oggettivo dell'impresa, *Rivista dei dottori commercialisti*, dicembre.
- Cassandro P.E. (1989), Sul cosiddetto bilancio sociale dell'impresa, *Rivista Italiana di Ragioneria e di Economia Aziendale*, luglio-agosto.
- Cavaliere E. (1987), Aspetti sociali dell'informazione economica d'impresa, in AA.VV., *Scritti di economia aziendale per Egidio Giannessi*, Pisa, Pacini.
- Cavenago D. (1998), Modelli del ciclo di vita del consiglio di amministrazione di una azienda non profit (prima parte), *Non profit*, Maggioli Editore, n. 3/98.
- Cavenago D. (1999), Modelli del ciclo di vita del consiglio di amministrazione di una azienda non profit" (seconda parte), *Non profit*, Maggioli Editore, n. 1/99.
- Cavenago D. (1996), *Dirigere e governare una organizzazione non profit*, Padova, Cedam.
- Clarkson M.B.E. (1991), Defining, Evaluating, and Managing Corporate Social Performance: a Stakeholder Management Model, in Post J.E. (a cura di), *Research in Corporate Social Performance and Policy*, Greenwich, JAI Press, CT.
- Cox B. (1977), *Value added*, Londra, Heinemann.
- Donaldson T. and Preston L. (1995), The Stakeholder Theory of the Corporation: Concepts, Evidence, and Implications, *Academy of Management Review*, vol. 20, n.1.
- Ernst &Ernst (1978), *Social Responsibility Disclosure 1978 Survey of Fortune 500 Annual Reports*, Cleveland.
- Fanni M. and Grisi G. (1987), *La contabilità generale ed il bilancio tipo delle società cooperative*, Padova, Cedam.
- Freeman R.E. (1984), *Strategic Management: a Stakeholder Approach*, Boston, Pitman.
- Gabbi M. and Terzi A. (1989), *Il manager cooperativo*, Milano, Edizioni Sipiel.
- Gabrovec Mei O. (1984), *Il valore aggiunto dell'impresa*, Trieste, Libreria Goliardica.
- Gabrovec Mei O. (1986), *Metodologie quantitative di determinazione del valore aggiunto aziendale*, Trieste, Libreria Goliardica.
- Gallino L. (2005), *L'impresa irresponsabile*, Einaudi, Torino.
- Gray R., Owen D. and Adams C. (1996), *Accounting and accountability. Changes and challenges in corporate social and environmental reporting*, London, Prentice Hall Europe.
- Gray S.I. and Maunders K.T. (1980), *Value added reporting: uses and measurement*, Londra, Aca.
- Kotter J.Heskett J. (1992), *Corporate Culture and Performance*, New York, The Free Press.
- Malucelli R. (1985), La cooperativa strumento di promozione globale, *Matecon*.
- Mari L.M. (1994), *Impresa cooperativa: mutualità e bilancio sociale*, Torino, Giappichelli.
- Matacena A. and Marano M. (2006), Accountability e social reporting nelle cooperative mutualistiche, *Rivista della cooperazione*, 2.
- Matacena A. (2005), Responsabilità sociale d'impresa (RSI): momenti interpretativi, *Non Profit*, n.1, Maggioli.

- Matacena A. (2008), *Responsabilità sociale delle imprese e accountability: alcune glosse*, Polo scientifico Didattico di Rimini, Biblioteca Centralizzata.
- Matacena A. (1990), *Impresa cooperativa. Obiettivi finalizzanti. Risultati gestionali e bilancio d'esercizio*, Bologna, Clueb.
- Matacena A. (1984), *Impresa e ambiente: il bilancio sociale*, Bologna, Clueb.
- Matacena A. (1989), The objectives of the cooperatives, *Economia Aziendale*.
- Matacena A. (1998), Un sistema informativo "logico" per gli attori del Terzo Settore, *Non Profit*, 4/1998.
- McLeavy S. (1983), Value added: a comparative study, *Accounting, Organization and Society*, Vol. 8, n. 1.
- Petrolati P. (2002), Il posizionamento di Camst nel mercato della ristorazione contemporanea (1994-2000), in *Camst: ristorazione e socialità*, a cura di V. Zamagni, Bologna, Il Mulino.
- Rusconi G. and Dorigatti M. (2005), *Etica d'impresa*, Franco Angeli, Milano.
- Rusconi G. and Dorigatti M. (2004) (a cura di), *La responsabilità sociale di impresa*, Milano, Franco Angeli.
- Rusconi G. (1988), *Il bilancio sociale d'impresa*, Milano, Giuffrè.
- Saconi L. (2003), Standard, autoregolazione e vantaggio comparato dell'impresa cooperativa, *L'impresa giusta. Responsabilità e rendicontazione sociale nella cooperazione*, *Il Ponte*, anno LIX, n.10-11, ottobre-novembre.
- Salani M.P. (2003), *La CSR e la rendicontazione sociale cooperativa*, Relazione introduttiva al Seminario della Direzione della Lega Coop dal titolo La responsabilità e la rendicontazione sociale nelle cooperative, Roma.
- Sapelli G. (1989), *La cooperazione in Italia: il passato ed i problemi del presente*, in AA. VV., *Atti del Convegno: problemi e prospettive dei movimenti cooperativi italiano e austriaco*, Bologna.
- Sapelli G. (1982), Necessità di una teoria dell'impresa cooperativa, in AA. VV., *L'impresa cooperativa negli anni 80*, Bari, De Donato.
- Superti Furga F. (1977), Note introduttive al bilancio sociale, *Sviluppo & Organizzazione*.
- Terzani S. (1984), Responsabilità sociale dell'azienda, *Rivista Italiana di Ragioneria e di Economia Aziendale*, luglio-agosto.
- Travaglini C. (1997), *Le cooperative sociali tra impresa e solidarietà. Caratteri economico-aziendali ed informativa economico-sociale*, Bologna, Clueb.
- Vermiglio F. (2002), Il modello GBS, in L. Hinna, (a cura di), *Il bilancio sociale*, Milano, Il sole 24 ore.
- Vermiglio F. (1990), *Considerazioni economico-aziendali sull'impresa cooperativa*, Messina.
- Vermiglio F. (1984), *Il bilancio sociale nel quadro evolutivo del sistema d'impresa*, Messina, Grafo.
- Vignini S. (2003), *Il controllo di gestione nelle "O.D.V.". alcuni elementi per il controllo dell'efficacia*, Bologna, Clueb.
- Vignini S. (2007), L'evoluzione della rendicontazione sociale nelle a.n.p.: teoria e prassi, *Economia Aziendale 2000 web*, n.1.
- Vignini S. (2002), La comunicazione delle performance nelle aziende non profit, *Impresa sociale*, n. 62, marzo/aprile.
- Vignini S. (2005), Voluntary associations within the province of Rimini: business issues and perspectives, *Rimini, Diapason*, n. 4/2005.

Viviani M. (2005), Il bilancio sociale cooperativo, in Sacconi (a cura di), *Guida critica alla responsabilità sociale e al governo d'impresa*, Bancaria editrice.

Yin R.K. (1994), *Case Study Research. Design and Methods*, SAGE, London.

Zan S. (1982), *La cooperazione in Italia*, Bari, De Donato.