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**Beyond the Business Case:  
Collaborative Enterprise and Supererogation  
Workshop on “New Business Models for Human  
Flourishing and Ecological Regeneration”**

**The Economy of Francesco Conference,  
Assisi, September 23, 2022**

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EMERGENCY

## Global food crisis

**345 MILLION**

people are facing acute food insecurity in 82 countries

**152 MILLION**

people WFP aims to reach in 2022

**US\$22.2 BILLION**

WFP's funding needs in 2022



The world faces a global [hunger crisis of unprecedented proportions](#).

In just two years, the number of people facing, or at risk of, acute food insecurity increased from 135 million in 53 countries pre-pandemic, to **345 million in 82 countries** today.

Fuelled by **conflict, climate shocks and COVID-19**, the crisis is escalating as the war in Ukraine drives up the costs of food, fuel and fertilizers. Millions of people are struggling to put food on the table and

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## 'Betting on Hunger': Market Speculation Is Contributing to Global Food Insecurity

An investigation has found that the industry and lobbyists have sabotaged efforts to rein in such behaviour.





## Collaborative Models of Governance: The Slow Food Experience (1)

- Slow Food defends and promotes **good, clean and fair food**. Its philosophy is based on three principles:  
**The small, the local, and the slow**
- One of the most important projects carried on by Slow Food is Mercati della Terra, an initiative aimed at promoting markets of local producers in Italy and all over the world
- The project intends to build short supply chains of seasonal, territorial, and high-quality products thanks to the joint efforts of local producers, local enterprises, local communities, and municipalities
- The purposes of these efforts are the following:
  - Valuing typical traditions
  - Shaping new connections and social networks among producers and co-producers
  - Bypassing brokers
  - Reducing transports
  - Safeguarding the environment

# Collaborative Models of Governance: The Slow Food Experience (2)

**TERRA MADRE**  
SALONE DEL GUSTO 2022

SEPTEMBER 22—26 PARCO DORA, TURIN

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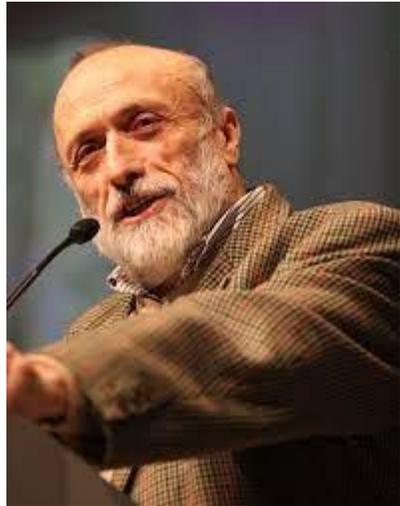
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# Collaborative Models of Governance: The Slow Food Experience (3)



Archive » The 8th Slow Food International Congress opens a new era for the organization

## The 8th Slow Food International Congress opens a new era for the organization

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**On July 16, 2022, Slow Food hosted its 8th International Congress in Pollenzo, Italy. This historic date for the organization marks a new phase of change and regeneration, with the election of a new board led by a new President, Edward Mukiibi. He takes over from Carlo Petrini, who founded the movement in 1986.**

### Latest articles

#### A quick guide to Terra Madre Salone del Gusto 2022

6 September 2022.

How to get to Parco Dora? What to do with the kids? Who to meet? The unmissable activities in the Terra Madre program? Here's a quick guide to visiting the largest international event dedicated to good, clean and fair food. There's just a few weeks to go before the beginning of Terra Madre Salone del ...

**A project between Slow Food and IFOAM to support the development and implementation of the**



## The Main Features of the Collaborative Enterprise

### Competitiveness vs. Collaboration

	The Competitive Model	The Collaborative Model
Basic Motive	Self-interest	Care about others and themselves
Main Goal	Maximizing profit or shareholder value	Creating values for all the participants in the network
Criterion of Success	Growth in money terms	Mutually beneficial relationships with the stakeholders

Source: [Tencati and Zsolnai \(2012\)](#)

## The Collaborative Approach

- The collaborative enterprise can develop over time because of its capability of building and maintaining sustainable and durable relationships with the members of its stakeholder network. **The sustainability of the company depends on the sustainability of its stakeholder relationships** ([Tencati and Zsolnai, 2009](#))
- This **extended relational view of the firm** goes beyond the mainstream approach just focused on value-chain partners and competitors. It **encompasses not only relationships with other firms, but also with other stakeholder groups** (e.g., governments and civil society)
- The competitiveness/competition notion and the related concept of shareholder value are **insufficient and self-defeating**: A more comprehensive and fitting view of the firm is needed
- **The really good companies are beyond competition by serving the multiple needs of their stakeholders**

## Supererogation (1)

- The really leading companies are able to **supererogate**
- “... Our intention is to focus on the importance of some specific corporate activities..., which seem to have an increasing value in modern business but need more investigation. In fact, if we consider the Latin etymology of supererogation (that is, super-erogare) and its theological origin..., supererogation means giving more than the required/expected. That is exactly what several firms are starting to do in their relationships with different constituencies (e.g., customers, employees, local communities, the natural environment, and so on)... [T]he supererogation construct allows us to identify CSR actions capable of combining innovation (going beyond the ‘expected call of duty’) with a superior capacity to address stakeholders (the other-regarding attitude)” ([Tencati, Misani, and Castaldo, 2020](#))

## Supererogation (2)

- More specifically, a firm's specific action qualifies as supererogation under three conditions. In introducing these conditions, we apply the qualified account of supererogation, advanced in ethical theory, to business ethics, where the recipients of actions are stakeholders and firms operate taking into account their economic responsibilities. The three conditions are as follows:
  1. The action is other-regarding, which is to say it brings significant benefits to stakeholders other than shareholders
  2. There are moral or utilitarian reasons strong enough to give the firm permission not to act
  3. There is not a clear business case for the firm. For example, the action involves significant costs for the firm, without any guarantee that the recipient will reciprocate proportionally or that any further benefit will cover the expenses incurred

# Supererogation: Some Examples

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L'ACQUA PRIMA DI ARRIVARE  
NEL TUO BICCHIERE?



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\* fonte: dati scientifici nazionali e internazionali.



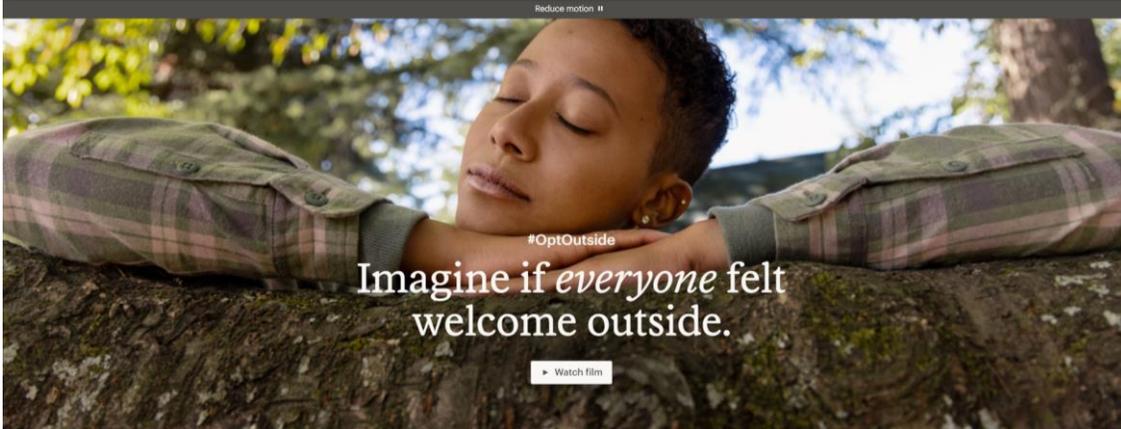

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Creating a climate fit for life with our Climate Take Back™ mission.

### Creating a Climate Fit for Life

With our Climate Take Back mission, we aim to overcome the biggest challenge facing humanity and reverse global warming. It's no longer enough to limit the damage we do, but we need to move toward reversing it. We want to restore our planet and leave a positive impact.

# DON'T BUY THIS JACKET



It's Black Friday, the day in the year retail firms run red to black and start to make real money. But Black Friday, and the culture of consumption it reflects, puts the economy of natural systems that support life itself in the red. We're now using the resources of one-and-a-half planets on our one and only planet.

Because Patagonia's environmental mission is a good long-term one, we've said no to a lot of things we used to do the opposite of every other business today. We ask you to buy less and to reflect before you spend a dime on this jacket or anything else. Environmental damage, as with corporate bankruptcy, can happen very slowly, then all of a sudden. This is what we face unless we slow down, then reverse the damage. We're running short on clean water, topsoil, fisheries, wilderness - all our planet's natural systems and resources that support business, and life, including our own.

The environmental cost of everything we make is astronomical. Consider the 12K Jacket shown, one of our best sellers. To make it required 152 liters of water, enough to meet the daily needs (free glasses a day) of 40 people. Its journey from its origin as 100% recycled polyester to our store: manufacturers generated nearly 20 pounds of carbon dioxide, 24 times the weight of the finished product. This jacket left behind, on its way to them, two-thirds its weight in waste.

And this is a 100% recycled polyester jacket, not just down to high standards, it is exceptionally durable, so you won't have to replace it so often. And when it comes to the end of its useful life we'll take it back to recycle into a product of equal value. But, as a final act of the things we can make and give our best, the jacket comes with an environmental cost higher than its price.

There is much to be done and plenty for us all to do. Don't buy what you don't need, there have to be things you buy anything. Go to [patagonia.com/CommonThreads](http://patagonia.com/CommonThreads) or scan the QR code below. Take the Common Threads Initiative pledge, and join in the 10% 'No' to encourage a world where we take only what nature can replace.

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WE help find a home for Patagonia gear you no longer need. YOU sell or pass it on.

**RECYCLE**  
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**REIMAGINE**  
TOGETHER we reimagine a world where we take only what nature can replace.




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