



Regional Report - Tuscany

Introduction and Objectives	2
Synthesis of the State of the Art Review	3
Synthesis of the State of Practice Review	7
Summary of the survey results.....	9
Recommendations.....	26
Bibliography.....	27

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Introduction and Objectives

For the purpose of the Responsible Med Project, Corporate Social Responsibility (henceforth CSR) refers to “a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis.” (European Commission, 2001)

CSR means going beyond the compliance of the law, or using Davis’s words (1973) CSR “begins where the law ends”, given to firms an “ethic obligation” to evaluate the effects of their operation into society. Put it in this way, the focus of CSR is established on the word “responsibility”, and so on an alleged conflict between this responsibility and the competitiveness (and the profit maximization) of firms. Too often, thinking about CSR is only referred to the benefits that society and environment may gain from a sustainable business management. However, it is possible to find benefits of CSR application even for business, since increasingly CSR goes hand in hand with firms’ interests. There are indeed strong economics and relational grounds, other than ethics, in the application of CSR practice, grounds that deal with competitive advantages and long-term strategy of firms.

The main goal of this Report is to define and describe the connection between the possibility of acting in a good way (“responsibly”) and, doing that, the opportunity to gain advantages for the companies. In fact, providing to firms competitiveness reasons to undertake a CSR path may have the double effect to boost both the benefits of a sustainable development for society and for firms. In this perspective, the purpose of the following pages is to analyze the positive connection between CSR and competitiveness (firm's strategy value), starting from the existing literature on the theme and the state of practice.

In the second part of the report, we examine the results of the questionnaires, administrated among SMEs and Public Organization in Tuscany, on the perceived relationship between CSR and competitiveness.

Synthesis of the State of the Art Review

Up to now, the literature connecting CSR and competitiveness is not so spread. Many studies have shown a relationship between CSR and just the financial performance, moreover reaching different conclusions. One of the difficulties concerning the literature on CSR and competitiveness is the mainly qualitative approach to the issue, and the lack of field research on the connection between the overall competitiveness performance with the implementation of CSR practice and tool. Thus, probably, the lack of a solid theoretical foundation on the relationship between CSR and competitiveness indicators is the reason why the empirical studies have not resulted a convergence of knowledge (Lankoski, 2008). The reasons for that could have a twofold nature:

- An objective difficult on measuring the adoption of CSR, and consequently finding indicators that link directly CSR with business performance.
- The fact that in general the adoption of CSR practice and tools is not value-free, and so hardly discerned as any other management tools (for an examination on the topic see, among others, Hoivik and Melè, 2009, and the discussion on justice-based and care-based ethics; and Garriga and Melè, 2004).

Referring to the first point, the lack of a benchmarking and measure model on the overall effects of CSR practice and tool is essentially due to the impossibility to measure **directly** those effects, isolating the direct consequences of the implementation of CSR.

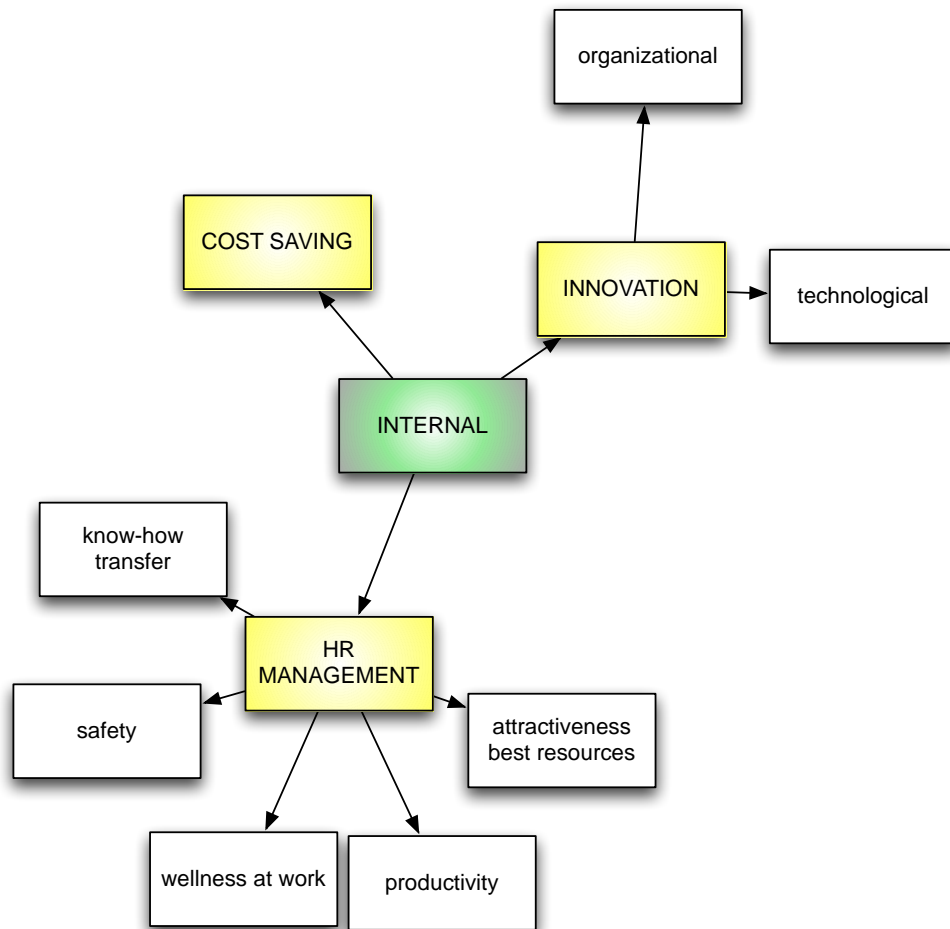
Regarding the second aspect, it is important to keep in consideration that CSR, at least in the European context, goes beyond philanthropy, representing a peculiar property of business strategy and of the overall economic system, with the possibility to recognize formal management tools of CSR practice that are "value-free".

Say that, CSR can be viewed as a form of investment (cf., among others, McWilliams and Siegel, 2001, p. 119), in which the old logic of a contrast between profit maximization and social/environmental issues loose the sense of being. In particular, in markets where the competitiveness is decidedly heated, CSR could be used as a characteristic of differentiation to fulfill new consumers' requests, as well as a new strategic approach to manage the firm with a long-term strategy. Indeed, managing the firm in line with CSR principle means preventing risks, anticipating new legislations, implementing management system that allow an efficient allocation of human and natural resources.

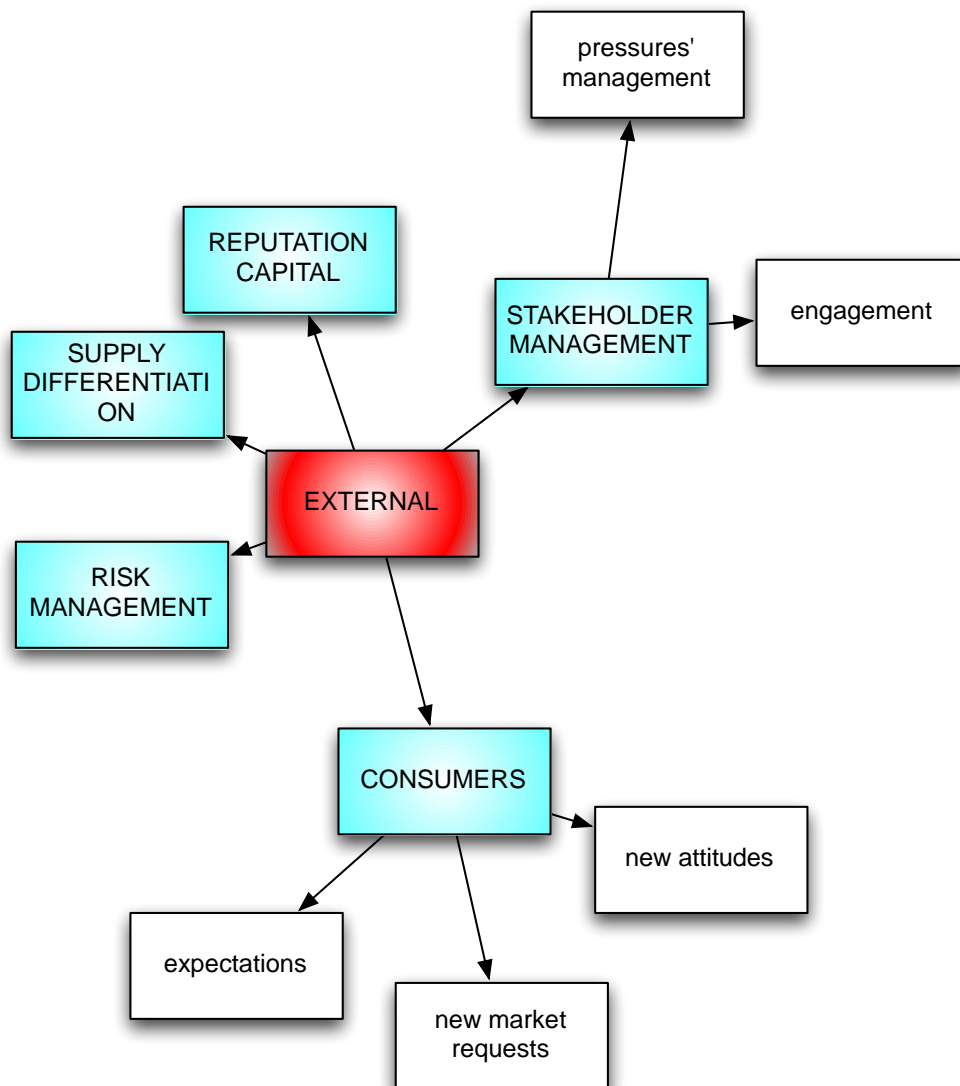
Since the state of art on CSR and competitiveness is relatively new on the international literature framework, it could be useful trying to schematize the results obtained about the relationship of competitive factors and CSR drivers. In particular, we can distinguish three different points of views for firms:

- an internal point of view, which include all aspects related to the organization and internal management [Biondi, Iraldo, Meredith, 2002; Branco, Rodrigues, 2006; Hillary, 2004; Iraldo, Testa, Frey, 2009; Krozer, 2008; Rehfeld, Rennings, Ziegler, 2007].
- an external point of view, referred to the overall external environment of firms [Buissey, Verbeke, 2003; D'Souza, Taghian, Khosla, 2007; Fliess, Lee, Agatiello, 2007; Freestone, McGoldrick, 2008; Graafland, 2008; Lesi, Andalontal, 2005; Longo, Mura, Bonoli, 2005; Lucchi, 2009; Meyer, 2001; Nicholls, 2002; Smith, 2007; Tencati, Perrini, Pogutz, 2004; Uusitalo, Oksanen, 2004].
- a "network" point of view, in which the specific consequences of the application of CSR within a firms' network and within a supply chain is investigated [Ansett, 2007; Battaglia, Bianchi, Frey, Iraldo, 2010; Ciliberti, Pontradolfo, Scozzi, 2008; Mamic, 2005].

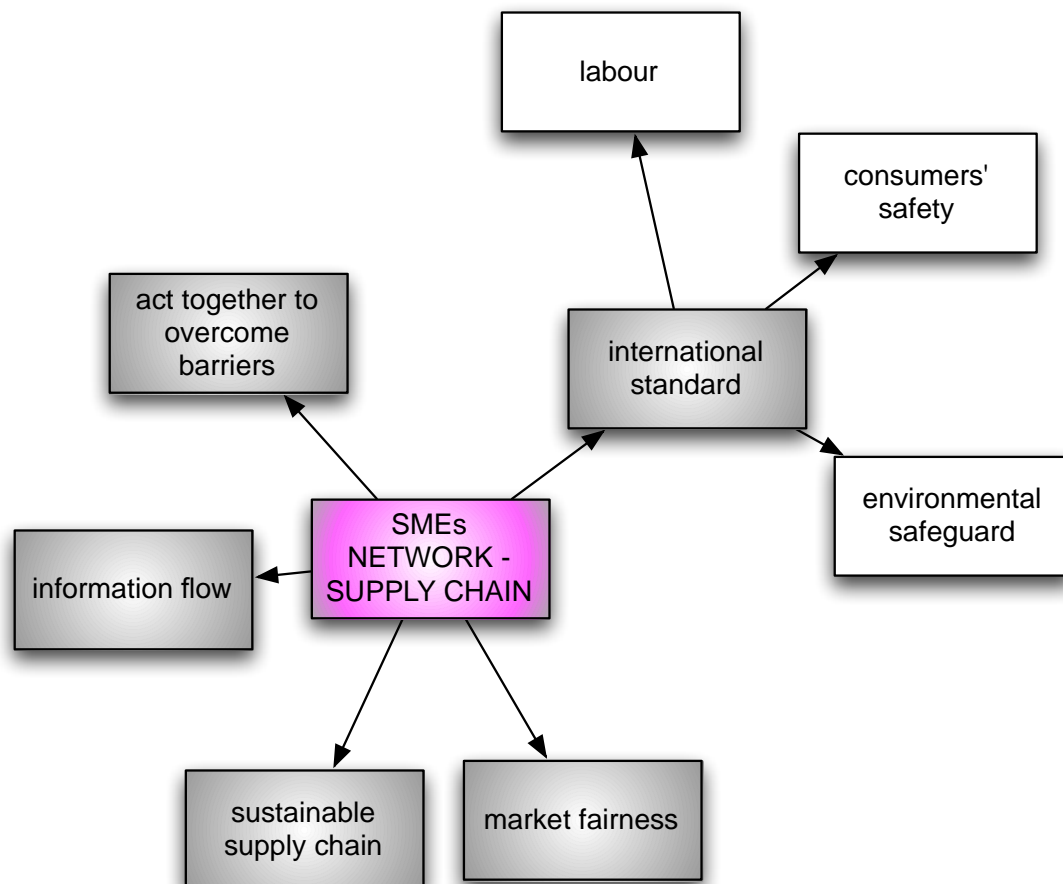
INFLUENCE OF CSR PRACTICE AND TOOL ON INTERNAL - COMPETITIVENESS FACTORS:



INFLUENCE OF CSR PRACTICE AND TOOL ON EXTERNAL - COMPETITIVENESS FACTORS:



INFLUENCE OF CSR PRACTICE AND TOOL ON NETWORKING - COMPETITIVENESS FACTORS:



In this framework, composed by firms' activities and the effects of business on local and global community, a peculiar role is played by public institutions and the so-called intermediary institutions. The role of those actors on promoting CSR has been increased over the last years (Alberada, Lozano, Tencati, Midttun, Perrini, 2008), with the need of keep in consideration multiple perceptions and expectations of different agents. Moreover, too often SMEs perceived CSR as a complex business issue that requires a specific expertise; a way to overcome these difficulties and remove the barriers to the adoption of CSR-related tool is acting together (firms, public and intermediary institutions) through a *cluster approach*, improving the diffusion and formalization of CSR policy for small companies and so the benefits for local and global community (Battaglia, Bianchi, Frey, Iraldo, 2010).

On the role of public institutions in the CSR spreading could be useful the scheme elaborated by Steurer, Margula and Berger (2008):

1. Raise awareness and build capacities for CSR among companies and stakeholders;
2. Foster philanthropy and charity;
3. Foster disclosure and transparency on economic, social and environmental issues of business activities;
4. Foster Socially Responsible Investment;
5. Lead by example (or “walk the talk”).

Synthesis of the State of Practice Review

Referring to the State of Practice in Tuscany, we find several examples of the promotion and implementation of CSR tool among firms. First of all through the work of **COOPERATE Project** - *Companies Operating in Responsible Area and with Transparent Ethics*, <http://www.cooperateproject.sssup.it/> - the opportunity to formalize CSR practice within SMEs has been investigated. In particular, findings show the key role played by intermediary institutions in a cluster system. The cluster approach proposed within the Project allows the achievement of sustainable objectives and the adoption of CSR-related tools by SMEs. This is made possible by setting up specific cluster tools: local multi-stakeholder working groups, communication tools to disseminate expertise and best practices, operational models, guidelines to support organizations toward CSR, and audits at the local level. The cluster approach is based on a methodology by which the CSR tools are developed by a local production system as a whole and not simply by the enterprises it is made up of. In other words, the traditional approach to CSR at the local level among SMEs proposes the promotion of sustainability management *within* the production system, while the proposed “cluster approach” promotes CSR *of* the production system. From competitive point of view, the CSR cluster approach allows to SMEs to include and internalize CSR activities in the long-term business strategy, through a sharing of best practice and know-how diffusion, and with a key role played by local stakeholders.

A very peculiar case in Tuscany is the **SA-rete Network** (www.sa-rete.it) that, through a direct initiative of some firms, aims to make social sustainability a development and competitive tool to emerge in the global market. The peculiarity of this network is first of all having the local territory as main interlocutor, using the management of local stakeholders as a strategic tool for enterprises. Moreover, the Network allows sharing best practice and experiences among members. Since the theoretical approach of the Network is based on SA8000 certificate principles, one of the main activities promoted is the traceability of the supply chain. In concrete terms, the Network identifies the minimum application level of the principle of control and influence suppliers/subcontractors and sub-suppliers with SA8000 base standard. The Network also provides a database of qualified suppliers, and a monitoring scheme of supply chain. This implies to enhance competitiveness through a market differentiation (ethics certification), External communication to sensitize and inform consumers and other stakeholders on the firm's ethic.

On the supply management issue another European Project has been developed, in Tuscany such as in other Italian, French and Spanish Regions: the **COSMIC Project** (<http://www.cosmic.sssup.it/>), which has analysed the relationship between *Corporate Social Responsibility* and *competitiveness* in the Fashion sector. In order to establish this relationship, two levels of activities were carried out:

- *research phase*: in the first phase of the project a detailed analysis of the role played by demand factors (retail and consumers), supply dynamics (innovation and managerial efficiency), credit and insurance systems, and public policies in stimulating the CSR – related tools adoption in textile, clothing and leather SMEs and their effects on competitiveness was conducted. The research was composed of an academic literature review, best practices collection and a statistical survey on 274 SMEs operating in the three EU countries
- *experimental actions*: in the second phase of the project 7 experimental initiatives were promoted amongst the three countries in order to increase competitiveness of responsible enterprises.

In this framework, in terms of relationship existing between CSR and competitiveness, we can stress the following evidences:

- *coherence between survey by questionnaires and literature review* :
 - more than 1/3 of the collected literature contributions show as CSR can be a route to *innovation* through the use of social, environmental or sustainability drivers to create new ways of working, new products, services, processes and new market spaces
 - many of the collected papers point out the relevance of *CSR* in terms of *dialogue and cooperation with stakeholders*, both at commercial and institutional levels.
- *the importance of institutional networking is confirmed also by the collected evidences*:
 - in the three countries 7 of the 14 “best initiatives” concern *networking initiatives*, both at international and local level (AFIRM, ELSEWEAR, Clean&Unique, ETI, Cluster approach to CSR, activities by EURATEX & COTANCE)
 - relevance of the *experience of one of the most important Italian brands (GUCCI)*, whose agreement with *FILTEA CGIL* represents the basis for a virtuous process of ethic supply – chain management
- *strategic relevance of market distinctivity*: the *emerged significance of labels in the correlation analysis* corroborates the wide diffusion of sectoral ethical and environmental certifications
- The variable “*reputation*” doesn’t seem a determinant to increase the care into CSR in terms of competitiveness by SMEs
- Finally: CREDIT and PUBLIC INSTITUTIONS:
 - they’ve a twofold role:
 - they can stimulate *networking dynamics* both at international and local levels
 - they can *reward enterprises oriented to adopt CSR related initiatives*, with a double competitive advantage:
 - *direct*, such as: tax reliefs; simplifications into administrative fulfillments; favorable insurance premiums and/or credit conditions
 - *indirect*: public incentives or prime rates can stimulate processes of technological and organizational innovation
 - the collected COSMIC evidences show:
 - *public policies*: many *experimental initiatives* are ongoing (in particular in Italy) and are more possible
 - *low attention* shown by *banks and credit institutions* (few actions collected); nevertheless there are some excellence experiences (such as: the agreement IPP / Confindustria; the initiatives by Etica SGR in Italy and Bancaja in Spain).

Another Tuscany case is about the **Regional Guidelines for the sustainability report** for SMEs (<http://www.fabricaethica.it/>). The Guidelines represent for SMEs an opportunity to shaping international reporting standards (as GRI) to their own characteristics, consequently taking advantage from the Regional Law n°17 of 2006. The Guidelines allow firms to gradual approaching towards international reporting systems, helping to understand what aspects should be improved (reporting as management tool), and verifying the internal and external benefits of reporting activities. Other CSR actions provided by Tuscany Region in this context to enhancing competitiveness are: free grant for sustainable certification/report consulting services; additional score in the request for regional contributions; reduction of terms for administrative proceedings under the Regional Law on administrative simplification (LR 40, 2009).

Summary of the survey results

Within the project two surveys were carried out in order to analyze:

- CSR strategies implemented by SMEs and their perception about the effects of these practices on competitive performances. In particular a questionnaire was administered to 21 enterprises operating in Tuscany (operating in different sectors), with the aim to identify their CSR policies and practices, their perceived effects on competitiveness, their needs in order to increase the relationship between CSR and competitiveness and, finally, encountered barriers and learned lessons.
- CSR practices promoted by Tuscan Public Authorities in order to spread the CSR practices adoption by regional SMEs and/or to increase their competitiveness. A questionnaire was administered to 6 Tuscan Local Authorities, with the aim to identify the promoted practices (best practices), their objectives (also in terms of competitiveness of SMEs) and encountered barriers and learned lessons.

The results are summarized in the next sections.

Survey results for the SMEs

Description of the companies

Sector (NACE code)	N° of enterprises	Specification of sub-sectors	Staff - range (average)	Turnover - range
Manufacturing (C)	11	<ul style="list-style-type: none"> - Tanning (3) - Textile (2) - Building material - Frame-maker - Galvanization - Biscuit factory - Paper factory - Mechanics 	8 - 207 (49)	2 - 50 millions € (most part)
Water supply, sewerage, waste management and remediation activities (E)	2	<ul style="list-style-type: none"> - Sewerage - Waste treatment 	18 - 153	2 - 10 millions €
Other services activities (S)	2	<ul style="list-style-type: none"> - Parks management - Museum 	3 - 54	Less than 2 millions €
Accommodation and food service activities (I)	2	<ul style="list-style-type: none"> - Farm holidays - Hotel 	3 - 12	Less than 2 millions €
Agriculture, forestry and fishing (A)	2	<ul style="list-style-type: none"> - Agriculture - Nursery gardening 	65 - 115	2 - 10 millions €
Information and communication (J)	1	<ul style="list-style-type: none"> - Information centre 	20	Less than 2 millions €
Professional, scientific & technical act.s (M)	1	<ul style="list-style-type: none"> - Laboratory analysis 	37	Less than 2 millions €

Objectives of CSR policy implementation - total SMEs (% values)



Objectives of CSR policy implementation - SMEs for each category (% values)

	Agriculture, forestry and fishing (2*)	Manufacturing (11*)	Water supply, sewerage, (*)	Accommodation & food service activities (2*)	Other services ¹ (4*)
To gain market share	10,00	9,26	0,00	10,00	15,25
To reduce costs	0,00	5,56	13,79	6,67	6,78
To limit the impact on the environment	10,00	14,81	31,03	33,33	8,47
To improve risk management	0,00	5,56	0,00	10,00	1,69
To bring value to the image of the company	6,67	19,14	27,59	20,00	30,51
To improve skills and productivity of the employees	0,00	3,09	0,00	0,00	0,00
To improve social relationships in the company	13,33	4,94	0,00	0,00	5,08
To improve the accessibility (for handicapped)	16,67	0,00	0,00	13,33	0,00
To meet the demands of the major clients	0,00	9,88	0,00	3,33	10,17
To improve working process	3,33	3,70	0,00	0,00	0,00
To favour technical innovation	0,00	6,17	0,00	3,33	0,00
To improve the organizational structure	10,00	6,17	13,79	0,00	11,86
To increase the relationships with stakeholders	30,00	6,17	0,00	0,00	5,08

¹ We put together all the residual categories of SMEs

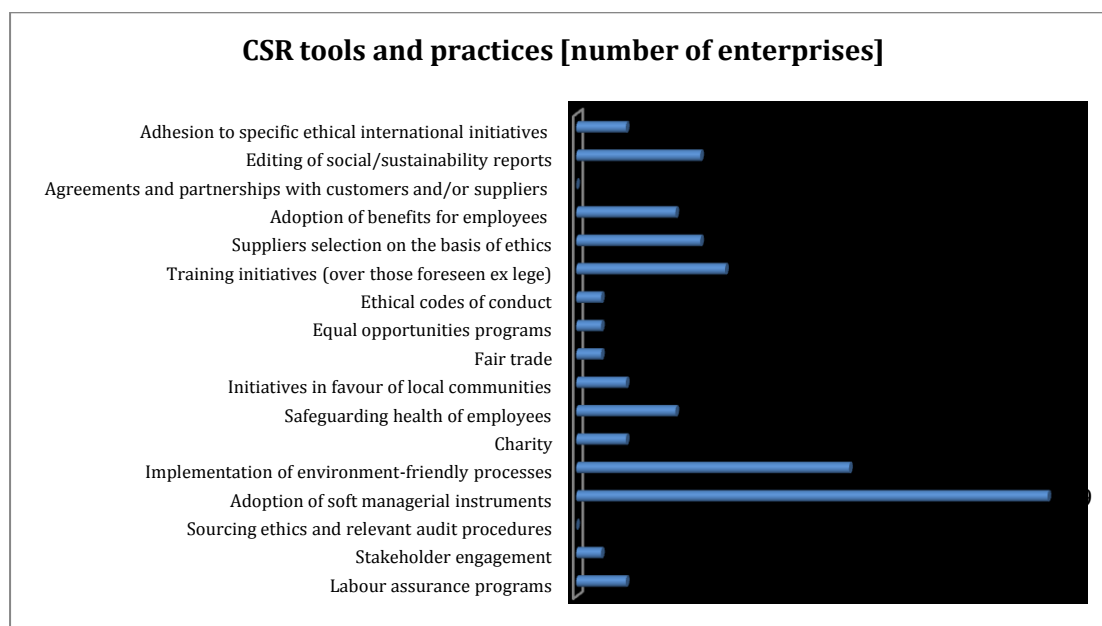
To better manage the legislative compliance	0,00	1,23	13,79	0,00	0,00
To better manage relationships with our suppliers	0,00	4,32	0,00	0,00	5,08

* Number of enterprises for each category

The results show that the most part of interviewed enterprises showed an interest into the following three answers “*To bring value to the image of the company*”, “*To limit the impact on the environment*” and “*To gain market share*”. In terms of number of enterprises, 17 enterprises identified the objective *To bring value to the image of the company* as relevant (one of the first 5 most relevant goals), 14 *To limit the impact on the environment* and, finally, 9 *To limit the impact on the environment*.

In particular these results are common to manufacturing, accommodation&food and enterprises operating in the environmental services sector. Rather different are answers from SMEs operating in the agricultural sector (which consider relevant the interaction with their stakeholder) and SMEs of “other services”, whose CSR policies seem functional to increase also their internal organization. Important is also *To meet the demands of the major clients*, given by a large number of enterprises operating in the manufacturing sector.

In order to reach these objectives , the implemented CSR actions regarded:



Most part of interviewed enterprises (19 on 21) has adopted soft managerial instruments (such as Environmental Management Systems, Social Responsibility ones, Health&Safety Management Systems, and so on); a large number of enterprises has implemented environmentl-friendly processes (such as: policies of energy savings, production of energy by renewable sources, biological productions or LCA approaches to production processes).

In the implementation of these CSR policies, 15 SMEs received an help by public (6 enterprises: 4 Local Authorities and 2 Chambers of Commerce) or private structures (11). Among these 15 SMEs, 2 enterprises received a financial support, 11 a non financial assistance and, finally, 2 enterprises were helped by both kinds. The assisted

enterprises were supported mostly by research departments/Universities and other professional advisers (12).

In order to analyze the effective relationship existing between CSR and competitiveness, a relevant action deals with the capability of enterprises to evaluate their CSR policies, by the implementation of specific monitoring and evaluation systems. 18 SMEs stated to evaluate their CSR policies, by analyzing the following performances measures (each enterprises could identify more than 1 tool):

- improvement of market position : 10
- cost savings: 10
- increase in brand reputation: 8
- increase in product quality: 6
- penetration of new markets: 1
- environmental and social performances: 1
- improvement foreseen on the SA800 standard: 1
- quality and environmental performance indicators: 1

The tools adopted by enterprises in order to evaluate their performances are:

Tools	N° SMEs
Score board	4
CSR annual report	3
Questionnaire	2
Third part independent audits	5
EMAS Annual Report and SA8000 Social Report	1
Number of guests and request of their satisfaction	1
Periodical monitoring by the owner	1
Periodical reports about the management systems implemented	1

Note that not all the identified tools are able to monitor the competitive performance, but they can give a position in terms of effectiveness of the policy in terms of environmental and/or social performance. This means that there isn't a total awareness amongst SMES about the significance of concept such as *competitive performance* and *competitive advantage*.

The results show:

- an interesting correspondence between objectives and effects on competitiveness (the correspondence is total if we consider innovation as a mean to limit the effects on environment)
- this correspondence is mediated by the adoption of CSR policies related to environmental protection policies and adoption of soft managerial tools
- the general results are influenced by the results emerged in the manufacturing and service sectors
- the primary sector, although constituted only by two enterprises, show specific objectives, but the effects on competitive variables are, again, coherent with the objectives.

Returning to the results emerged in the survey, the main problems stated when implementing CSR are detailed in the following figure:

4 SMEs answered “others”; in detail these answers represented:

- absence of interests by banks on environmental and social (ethical) performance.
- difficulties on the supply chain management in the implementation of social standards
- lack of awareness by stakeholders
- lack of culture on these themes

Before description of companies’ best practices, the last questions dealt with the identification of enablers (in the CSR policies implementation) and learned lessons&needs for the future. In the following tables we’ve summarized the most relevant and frequent answers.

ENABLERS:

The most relevant answers can be summarized into 2 main categories:

➔ *internal enablers*: most part of enterprises indentified in the owner, employees and, generally speaking, in the system of internal values, the most relevant enablers

➔ *external enablers*: in this case a relevant role is played by local stakeholders, intermediary institutions and clients. This answer has been proposed, above all, by SMEs operating in territorial contexts characterized by a high level of local relationships, such as the industrial clusters. Some enterprises stated an important role of the Local Authorities (both Regional and Provincial) in stimulating the

implementation of CSR – related tools and practices, but a lacking presence in the following phases.

NEEDS:

The following table shows the most relevant needs stated by the interviewed SMEs; we've classified these results into 4 main categories:

Category	Detail of the needs
<i>Deregulation</i>	<ul style="list-style-type: none"> - deregulation in favour of SMEs with business ethics - promotion of incentives in terms of simplifications into administrative fulfillments and/or environmental control procedures by public authorities - avoiding double checks, in the presence of an international certification, by the control authorities and certification auditors - need to work with a legislative system without uncertainties: this aspect can develop and strengthen the implemented CSR policies
<i>Direct support</i>	<ul style="list-style-type: none"> - direct funding for SMEs CSR – oriented (lower taxes) - tools oriented to increase competences, skills and motivations of personnel
<i>SH engagement processes implementation</i>	<ul style="list-style-type: none"> - improvement of the relationship with banks. - improvement of the role of trade association on CSR process. - stimulating networks with local communities - more recognition from the outside (consumers and local/control authorities)
<i>Public promotion</i>	<ul style="list-style-type: none"> - there is a low interest of customers about business ethics and products: customers are not adequately informed: Local Authorities should improve their awareness - reward the role of enterprises that show a voluntary commitment to environmental protection and social issues by Local Authorities

Best practices identification

Each interviewed enterprise was asked to describe the two most important implemented CSR policies and strategies. These best practices have been summarized in the next table, with detail about the competitive variables for which the contribution of CSR has been specifically evaluated as “relevant” or “very relevant”.

		- Implementation of an Environmental Management System and its registration to EMAS (Eco-Management and Audit Scheme)	
	Arizona	- Implementation of an Environmental Management System and its registration to EMAS (Eco-Management and Audit Scheme) in accordance with a cluster approach to EMAS	Improvement of the image, Increase in innovation, Strengthening of community ties
	WEPA	- EU Ecolabel product certification - Implementation of an Environmental Management System and its certification to ISO14001	Response to tender requirement of clients, Increase of productivity, Entrance in new markets, Increase in innovation, Anticipation of new regulations
	Jersey Mode	- Modification in the production plants in order to reduce energy consumption and use renewable energy sources	Increase in innovation, Better recognition by society
	Fosber	- Implementation of an Integrated Ethical and Environmental Management System (EMAS and SA8000 certified)	Increase of commitment, motivation and morale, Improvement of the image
	Giò s.r.l.	- Implementation of an Environmental Management System and its certification to ISO14001 - Drafting of an Ethical Code of Conduct	Improvement of the image
E	Aquapur Multiserv.	- Implementation of an Environmental Management System and its registration to EMAS, in accordance with EMAS cluster approach promoted in the Lucca paper cluster - Training initiatives (more than <i>ex lege</i>)	Improvement of the image
	ASIU	- Implementation of an Environmental Management System and its registration to ISO14001, strongly oriented to stakeholder involvement - Initiatives of environmental education in schools	Improvement of the image, Better recognition by society, Strengthening of community ties, Modification of internal values, Improvement of management skills
I	La Cortevilla	- Building renovation with technical solutions compatible with ecological and social sustainability (renewable energies, natural purification plants, access solutions for handicapped persons) - Biological local productions	Improvement of the image, Entrance in new markets, Increase in innovation
	Hotel Danila	- Policy of local (Tuscany Archipelago National Park) environmental protection with initiatives regarding	Response to tender requirement of clients, Increase of productivity, Modification of internal values, Improvement

Best practices detail and effects on competitiveness

A short description of the implemented actions follows, with detail about the perception of the competitive effects of these practices.

Tuscany Region (Economic Development Dept.)

Promotion of certification schemes in the fields of Social Responsibility, Safety&Health, Environmental Protection. Measure: POR CREO 2007-2013. Direct assistance in supporting innovative investments among SMEs: technical support for ISO 14001, EMAS, Ecolabel, SA8000, OHSAS18001 certifications. Other resources foresaw the possibility to integrate different management systems.

Tuscany Region adopts qualitative tools of measurement. On this basis the perception is that relevant competitive effects emerged in terms of improvement of relationship with territorial and sectorial stakeholders, in terms of improvement of human quality, in terms of improvement of competitive advantage of the Region and in terms of investments attraction. No specific barrier encountered.

Tuscany Region (Environmental Protection Dept.)

PRODIGA project (programme for the promotion of environmental certifications amongst regional SMEs and territorial clusters): direct assistance in supporting innovative investments among SMEs (EMAS and Ecolabel certification) and evaluation of simplifications into bureaucratic fulfilments (deregulation into administrative and control procedures) for certified enterprises. Moreover Tuscany Region promoted a cluster approach to EMAS (in accordance with other Regions: *Cartesio Network*) within the Lucca paper District, Santa Croce tanning cluster and Prato textile cluster.

By qualitative tools of measurement, the most relevant competitive effects emerged in the improvement of relationship with stakeholders, in the increased access to financial and support instruments, in the attraction of investments and in the improvement of the image of the region. As encountered barrier, a lack of coordination amongst regional policies and other levels of governance (provinces and municipalities).

Pisa Province

Training activities for SMEs on health and safety management system, in collaboration with INAIL - the National Institute for Insurance Against Accidents at Work of Tuscany. The project had 3 objectives: 1) drawing up a check list with critical indicators for the activities carried out by the firms of the Pisa Province, 2) planning and implementation of a safety management system for companies of the leather sector and 3) dissemination of knowledge and best practices.

The lack of a benchmarking model to measure direct impacts on competitiveness prevents to evaluate precisely the effects of the policy. However the opinion of Province representatives is that an improvement of networking among companies, control authorities and local authorities has been registered. Moreover the diffusion of these practices could increase the visibility of local cluster companies and give value to their products in a long-term perspective. Barrier: difficulties on the creation of trust between local firms and INAIL representatives.

Pescia Municipality

Promotion and diffusion of CSR tools amongst local SMEs. Project in partnership with local Chamber of Commerce in order to promote the adoption of managerial CSR tools (such as EMs, H&SMSs, SRMSs, Environmental product label) by local SMEs. Training and information initiatives were organized and ad hoc preliminary audits were carried out in 30 local SMEs. No evaluation about the effects on competitiveness.

Barrier: they encountered a lack of interest and awareness of local trade associations, which didn't stimulate the adoption of CSR related tools.

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