



**CRISIS AND RESILIENCE IN THE POST PANDEMIC AGE IN
SEARCHING FOR EMERGENT TRUST AND COMMONS GOODS.
SME'S STRATEGIES OF ADAPTATION IN EUROPEAN GREEN
NEW DEAL FOR PEACE, EQUITY
AND INCLUSIVE FLOURISHING IN A NEW MULTILATERALISM¹**

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Abstract

Purpose: Paper explore the concept of crisis in a global world as expression of interdependences of economic, social and environmental factors to transform methods and practices of management, organization, SMEs and their networks. Exploring the role of SMEs towards stability and peace. Extremely relevant verify if the industrial policy is able to support the regeneration of SMEs in network trajectories coupling with local-global identity in searching of creativity and variety to push cognitive productivity and profitability in the long run generating resilience to the next shocks.

Design/methodology/approach: The approach of the work is an antropological analysis of the world landscape and the role of SMEs with a multidisciplinary trajectories.

Findings: Major findings are the exploration of perimeter of a new industrial policy in the world about the role of SMEs.

Practical and Social implications: Main effort is to redesign the effort to rebuild a post-pandemic trajectory of the world with more centrality of common goods delivered and produced by SMEs, looking for a more balanced development horizon beyond emergencies by investing in the resilience capabilities of our societies by recomposing financial, health, environmental and social objectives also with a "Relational State" "overcoming" keynesian planning state core.

Originality of the study: The work is a tentative multidisciplinary approach to consider the role of SMEs in a complex world of multidimensional crisis.

¹ A first version of the paper has been presented in the International Workshop PISB October 2021, University of Urbino - Health crisis Covid-19 (2020).

1. Introduction: a long chain of multidimensional crisis and commons as an answer

Crises are always an expression of the fragility of societies and communities or – in many cases – also of entire countries, but today we should say – in the face of the outcome of the covid-19 pandemic – of the global system. Because we see a hard impact on how the different planetary political societies and communities are organized, that push all of us to improve our cooperation capabilities for development, for better medical services, science collaboration, material and immaterial infrastructures and more efficient regulatory institutions. Consequently could be correct to say that emergent interdependent global crises is also a “test” of our resilience capacity and require radical changes to sustainably deal with such a shock like the global health care crisis in 2020 for a diffuse global discontent (Stiglitz, 2020; Cappellin, 2020). Indeed, incremental adaptations activated by markets are no longer sufficient when crises take on systemic value in time and space in a risk growing society (Bech, 2018; Sandel 2015). Like the one that took place from the fall of the Berlin Wall to the defeat of communist systems by launching a global neo-capitalism seemingly without competitors and limits to get to the trigger of the first Internet crisis of 2001 to that from the invasion of Afghanistan and Iraq and that will lead to the tragic political-terrorist trail of 9/11. This will be followed by the 2008 sub-prime economic crash in an unbroken interconnected chain of local-global crises in a complex cycle (political-economic-technological-climate-health-military) from which we have never re-surfaced:

- Terrorist crisis (1995);
- Crisis of confidence on technology (2001);
- Eurozone debt crisis (2006);
- Refugee crisis (2010);
- Climate change crisis (2011);
- Political and institutional crisis in democracy (2016);
- Health crisis Covid-19 (2020);
- Military invasion of Ucraina by Russia Federation (2022) and energy explosion of gas prices.

We need of a global and multilateral stability for a new age of peace and sharing growth after II[^] World War. Because we have injected in a long and constant process, albeit at irregular intervals in the last thirty years, both growing distrust into democratic systems and distrust of globalisation for diffuse asymmetries of its global impact for diffuse inequalities (in health, education and climate changes). We need of better redistributed planetary resources and reinvigorated confidence in democratic systems

with the benefits “for all” with a sharing prosperity as a result of open and transparent societies capable of reducing both, inequalities and environmental pressures. Also with a reinvigorating role of SME’s system in the world and in Europe as a diffuse leverage to redistribute resources, innovation, knowledge work and intelligence. Starting from a better prediction of interdependences between different factors of crisis and their vicious dynamics that were kept “hitily” separate: the politician from the terrorist and energy sources, the economic from technology, the climate from the health, the great company from SMEs dynamics. Four interconnected and welded rings revealed by the 2020 Covid-19 global crisis, crossing weakening the US dominance role and strengthening China to which the West has dumped much of the environmental pressure on manufacturing over the past 50 years. In particular, it is exploiting the low wage regimes but also the lower environmental constraints. This trajectory has managed to reduce some of the absolute poverty – especially in eastern and coastal China – but widening the relative one at the expense of the planetary middle classes especially in the West. Will be extremely relevant in that landscape of transformation the industrial policy able to support the regeneration of SMEs in filiere and network trajectories coupling with local and global identity in searching of creativity and variety to push cognitive productivity and profitability in the long run generating resilience to the present and future shocks. That is why, in the effort to rebuild a post-covid-19 trajectory, we can (and must) look at a more balanced development horizon beyond emergencies by investing in the resilience capabilities of our societies by recomposing financial, health, environmental and social objectives also with a “Relational State” over dispensing and authoritative government also “overcoming” keynesian planning state.

The main objectives of the paper are, first of all, to explore the emergent landscape in global and local platform in post-pandemic evolution. Secondly, to define the transformation factors of competitiveness and the role of connections between different loops State and Markets, research and innovation, democratic institutions and people about justice, inclusion and participation. Thirdly, focusing the industrial policy EU necessary to sustain the regeneration of SMEs strategies for a long run adaptation, increasing creativity and open innovation for improving quality of contest and community.

2. Response to world pandemic as new emergent alliances between State, Market and people and SMEs strategies

It means relying – as in wartime – much more on centralizing decisions of the key themes of modern development, since markets – as a form of

decentralization decision-making – are not able in themselves to inject self-regulation and balance with a medium-to long-term look interweaving transparency, rigour and governance decision-making rules. Where the public will have to gain as a support to institutions, businesses and families both financially and from the bureaucratic side to restore that trust in democratic institutions and markets that has been lost in the last 40 years. Demonstrating that they know how to spend the necessary resources that will come from Europe by facilitating the healthiest and most active actors towards that line of transformation along the joint digital and environmental transition by investing appropriately on material and intangible infrastructure (from education to safety to health).

A critical phase of exit from the crisis that will also require the transitional strengthening of the State presence through appropriate investments in equity to foster the great convergence between strategic activities considered essential for the future and that are accompanied by those activated in Europe as a whole. Continental system investments (from universities, aeronautics, medicine, telecommunications, shipbuilding, etc.) to broaden the scope of these sectors on a European scale. An opportunity to balance and regulate the excesses of capacity in some of these sectors from a single market perspective, which is an ancient issue but which the emergency can be reversed.

The interconnected pillars of a resilient and more equal society are as follows:

- Development of an infrastructure network for health protection looking at the resurgence of future health crises and the emergence of new ones.
- A widespread investment in school and research to overcome educational and class inequalities in access to knowledge towards a society of equals, to be stronger and faster in adapting to external shocks, to increase the widespread embezzlement of innovations and to restore a resumption of competitiveness in the country, especially in cognitive productivity that allows wages to rise even for greater dynamic stability of the labour markets.
- Reformation of a slow and cumbersome Public Administration that knows how to operate by project and promotes merit, intelligent bureaucracy, aligning with the European trajectories.

So with a Relational State that resumes its regulatory, stimulus and incentive centrality around an appropriate industrial policy strategy starting from support to citizenship and for those services that are part (bottom up) of the common goods of an inclusive democratic country such as: school, health, infrastructure, research, justice. With an overview of public participation between the listed and coordination that could foster an industrial strategy that makes system and also involves the unlisted.

Those inclusive activities (health, school, research, infrastructure, jus-

tice) that are the backbone of a country but also the “bottom-up” source of greater protection in the face of shocks, dynamically protecting families and businesses from the whippings of current and emerging crises. Given that we will get more indebted from this crisis and that we will be exposed for decades to the risk of financing, we will have to use it to become more efficient and lighter. Even relying on refinancing rates below our potential growth rate, building better trading capacity in Europe and making the best use of the tools it offers us with long-term loans and secured by the EU umbrella as we have tried to do even in the covid-19 crisis, gaining that time which is so scarce. Two of the keys are on the one hand our considered private savings as well as – on the other - the primary current account surplus that has been gradually improving since 1992 that do not make us identify with cicadas – as the Germans say – but with ants. In fact, it is the Spiegel itself that reminds Germans that for 30 years the Italian state has been spending less on its citizens than it takes them if we exclude horribilis annus of 2009, with public investments cut by 1/3 from 2010 to 2015 and a 40% drop, to which, according to Spiegel and rightly so, the very low private Italian debts compared to GDP. We must therefore ensure that the enormous private savings are gradually geared towards productive investment even with less use of home ownership where possible and useful as fueling a recovery in investment and growth that will then allow debt to be “normalized”. That’s why it’s necessary to inject confidence, preventing the legacy of the pandemic crisis from being increased risk aversion as a preference for “inactive” savings due to uncertainty weighing on future returns, further slowing the recovery in productivity that has been declining for more than 25 years.

We therefore need to start an industrial strategy that puts the transformation of the production system at the centre by rebuilding the foundations and conditions for a new social and political development also promoting territory network of SME’s. With a Relational State that can’t be reduced to acting as an “urban vigilante” by lighting yellow and red lights or what you can’t do, but also using green for what you can do actively by not just treating the damage that the epidemic and health crisis are creating accompanied by the financial crisis. So a State that stimulates markets, organizations and institutions to reform themselves by co-creating shared value and innovation for an emerging economic, social and environmental resilience by pairing green and digital transformation able to reduce inequality (material and immaterial).

- A. using Golden Power to “defend our national state-controlled companies (and not only) from any external threats that would affect its control”;
- B. offering directionality and promotion to the coordination of invest-

ments and production chains defined as strategic (from manufacturing to services);

- C. outlining a body of medium- to long-term planning tools, avoiding dispersion of actions and interventions at different local regional levels, especially in the energy, infrastructure and training fields;
- D. introducing conditionality related to green and environmental and / or infrastructure innovation policies in a systemic key crossed with the two pillars / actions of circular sustainability and digital economy.

A “selective” trajectory that is able to lift the country in the postcovid-19 from its historical delays:

- north-south inequalities,
- digital divide,
- access to SME (open) innovation with policy for diffusion,
- eco-systemic reinforcement of key supply chains along the ridges (Adriatic, Tyrrhenian, Alps and Apennine).

Around the integration between technological and green innovation in a close connection with Europe to produce, consume and plan differently with appropriate local “endogenous” industrial policies well welded with macroeconomic policies by acting on “exogenous” factors (Cappellin, Pillotti et al., 2019; Cappellin, 2004). Clearly is almost obvious that we need a different mission of the PA (local, regional and national) focused on greater skills and lighter to exercise the address dynamic capacity necessary to integrate and monitor the different intervention actions both on the side of Regional Agencies and on the technocracies side of Eni, Enel, Leonardo, Fincantieri and State Railways. Within an “alignment” exercised by Cash Deposits and Loans as if it were a new IRI capable of expressing all the potential of selection, address and stimulus by triangulating publicly controlled companies, shares on the private capital of medium-sized enterprises and medium-to long-term financing instruments.

Because we can't forget that we remain a “mixed economy” that needs coordination that in itself the markets are not able to realize (for economic, social and moral limits)(Sandel, 2015; De Grawve, 2018) that it no longer has to be support of private initiative (as happened in the 1920s to overcome banking crises and the Great Depression). Acting in concert to deal with global hyper-competition with financial and structural instruments to “overcome” those historical typological limits not adequate for an increasingly integrated and interdependent way for: sizes, technology, innovative vocation, low capitalization, family management. An active and innovation state (Mazzucato, 2014) with patient capital therefore that acts in concert with private companies mobilizing all its industrial, research and financial potential for eco-system actions suitable to push the double transition in green and digital and to evolve our companies in networks of

networks, along supply chains and platforms increasingly integrated for a generative complex value with asymmetric impact on distribution of richness and global growth (Mazzucato, 2020).

Italian majority shareholdings and control:

- A. Listed Italian companies: Banca Monte Paschi di Siena S.p.A. (68,25%) Enav spa (53,28%) Enel spa (23,59%) Eni spa (4,34%) [Cassa depositi e prestiti spa detiene una partecipazione del 25,76%] Leonardo spa (30,20%) Poste italiane spa (29,26%) [Cassa depositi e prestiti spa detiene una partecipazione del 35%].
- B. Companies with listed financial instruments: Amco spa - Asset management company spa (100%) Agenzia Nazionale per l'Attrazione degli Investimenti e lo Sviluppo d'impresa spa (Invitalia) (100%) Cdp - Cassa depositi e prestiti spa (82,77%) Fs - Ferrovie dello Stato Italiane spa. (100%) Rai - Radio televisione italiana spa (99,56%) C - Unlisted companies Arexpo spa (39,28%) Consap - Concessionaria servizi assicurativi pubblici spa (100%) Consip spa. (100%) Equitalia giustizia spa (100%) Eur spa. (90%) Gse - Gestore dei servizi energetici spa (100%) Invimit Sgr - Investimenti immobiliari italiani società di gestione del risparmio spa (100%) Ipzs - Istituto poligrafico e zecca dello Stato spa. (100%) Istituto luce - Cinecittà srl (100%) Mefop - Società per lo sviluppo del mercato dei fondi pensione spa (59,05%) Ram - Rete autostrade mediterranee spa (100%) Sogei - Società generale di informatica spa (100%) Sogesid spa (100%) Sogin - Società gestione impianti nucleari spa (100%) Sose - Soluzioni per il sistema economico spa (88,8%) Sport e salute spa (100%) STMicroelectronics holding N.V. (50%) Studiare sviluppo srl (100%) Sources: Secretary of Economics and Development, 2020 (last report on DL 33/2013).

3. Stakeholderships and common goods for a growth in the long run with sustainability and responsibility

For those reasons will be necessary to reconsider opportunity to growth for stakeholderships and commons good approach in emergent European Corporation oriented to mature CSR strategies, in particular after covid-19 crisis also with support of ESG consolidate "climate finance". The implications of a concise analysis of the legal structure of the company on both the corporate law and corporate governance side are evident, and that are in place in the temporal indeterminacy of employment relationships and contracts on the one hand and, on the other, the notion of responsibility that property rights' approaches or those of the Agency are able to deal with strictly. The reasons are quite evident, because the legal system of enterprise recognizes:

- A. managers not as mere agents depending on the exclusive interests of shareholders having a wider responsibility towards workers and the working environment or community as a whole;
- B. shareholders not as exclusive owners of the company, having a responsibility towards the company and, itself and towards, for triangulation towards all internal/external stakeholders and towards the environment and the community of reference.
- C. the corporation, in its legal personality, not as directly dependent on the exclusive will of the representatives the ownership, even in the pro-rata form of participation fee, for responsibility towards the environment and its contractors work benefits.
- D. the Corporation, as an institution with “autonomy” in responsibilities to all stakeholders and to the environment in a direct way and, indirectly, towards the community.

So, we can reasonably ask with Deakin (2015): are we in the presence of a company without ownership or ownerless? The answer is absolutely not. Simply because it is the assets of the corporation involved that cannot be fully identified as exclusive assets of individual specific subjects, but as common goods or commons: goods that can be treated by the legal system as not excludable in the absolute sense, but we could also say unrivaled, as an expression of a high specificity, historical and cultural even before of economic and technological levels. Owners exist – as known – and act on the boards of listed companies to condition the formation of the values of the securities, as in the boards of the unlisted to choose managers, remuneration and investment trajectories. In fact, it can well be said that the economic theory of common goods or commons is a theory capable of exploring the fundamental and basic conditions within which collective action can preserve, sustain and maintain efficient valuable resources useful to society as a whole, reproducing those factors within which contextual conditions of value appropriation can be regenerated. So a theory that can develop a coherent perimeter of emerging ecologies of values. A theory that finds its foundation in the preservation of natural and environmental resources and services to these municipalities in the form of common-pool resources as we find them represented and collectively organized, following Ostrom (1990):

- in irrigation,
- fishing,
- in the condition of marine and aquatic life,
- in forest and tree systems,
- in aquifer systems,
- in the basics of available raw materials such as in complex and articulated biodiversity systems at multiple cellular levels,

- in life contained and sustained in the air
- or, in the systematic reduction of the territory with deforestation and land use useful to agriculture and the hydro-geological balance.

To configure an integrated system of common-pool resources treated in a differentiated way and parceled in often residual forms that led to the well-known paradox due to “The tragedy of the commons”. Systems that in recent decades have been subjected to systematic dispossession and/or pollution without any care or attention of policy for actions of the care of these fundamental primary resources and without which no enhancement (or appropriation), neither public nor private, is possible. Nobel laureate Elinor Ostrom (1990) explores precisely this dimension of commons evolution, as an expression of shared collective action. The success of resource use regimes depends on two key state elements. The first level of status refers to the known content of the property rights (PR), while the second level relates to the institutional conditions that are able to produce those property rights. A double level that allows you to permeate the effectiveness of property rights (PR). PR that acts in common pool resource contexts is contingent, contested, not self-enforcing according to Deakin’s analytical scheme. So it’s critical to consider a broad governance framework to assess how PR can be able to address the collective action issues associated with managing shared resources in order to be stabilized and acted effectively. Then, the first level of analysis brings back to the complexity of PR conns with common resource pools that are not defined either as “open access” or as the absence of exclusive rights, but on the contrary are identified “by the presence of collectively held rights of access, withdrawal, management and exclusion, and sometimes (but with less salience) the presence of alienation”. Because the right to alienation is not one of those rights to identify those responsible for adapting common PR systems in a specific area of application, so much so that many users of common-pool resources have actual PR without including that of alienation, as well analyzed by Elinor Ostrom in her studies of the last 30 years. The second level of analysis looks at the effectiveness of the common-pool resources regimen as being capable of profane standards and systems of regulation in a long-term process and tested its smooth functioning precisely in this wide time frame on the basis of specific conditions illustrated by Ostrom (cf. Tab.A, below), while, on the other hand, in several studies the question of unsustainability has been raised in the case of free riding issues that conflict with the management of common-pool resources (See Akwood, 2019).

Two, as known, the proposed solutions: (a) - state control over the use of common resources and, (b) the reinforcement of PR with powers arising from alienation rights in open market contexts. The “convergence” of these two solutions between public and private, according to some, would allow

both an adequate return on private investment made and reduce emerging negative externalities. Others say market pressure and government intervention “converge” viciously in raising threats to common property institutions.

Tab A. Principles for commons-Pool Resources

- Well-Defined boundaries
- Proportionality between benefits and costs
- Collective choice arrangements
- Monitoring
- Graduated Sanctions
- Conflict Resolution mechanisms
- Minimal Recognition of Rights
- Nested Enterprises

Then, four major evaluation problems emerge for the discussion:

- A. What compatibility between the proposed commons model and the modern business structure?
- B. Such as commons structure and dynamics are likely to be empirically assessed and tested in relation to forms of corporate governance?
- C. What are the regulatory implications of a corporation perspective such as commons?
- D. Why we are seeing in last two decades acceleration of innovation but the productivity decrease and real wages shortening?

The Covid crisis has pushed in advanced these main problems for the future of new and emergent European Corporation with a small group of it riding innovation and best performance. But if productivity and wages doesn't increase is a clear signal of scarce social effect of innovation as a function of a reduced diffusion process. The main solution is to push open innovation by inside and outside of the companies. Is necessary a State that improve quality of contest (infrastructure, education, transport, basic and applied research, ecc.) able to improve diffusion process of open innovation. About SME strategies we need to reinforce enormously network process of open innovation by filiere and regions coupling with inter-districts processing along frontiers of innovation and logic of urban chain services. Improving possibly the level of labour participation to the enterprise network strategies for a new organization able to push intelligent collaboration changing hierarchy modeling and business model as well cooperative employment, leveraging cognitive productivity and creativity for resilience also with diffuse bridge with university and research centre (Pilotti, 2019).

4. Rethinking HR functions for wellness organizations “over” pandemic crisis

In the transformative framework described, the main challenges facing the human resources directorates are as follows:

Maintenance, increase and qualification of the workforce;

Improvement of the quality of people’s working life in a dynamic work life balance for district and network level;

Redesign of company policies on safety, health and integrity that know how to look at a life career and not only at the task career;

Development of motivational growth modalities both in relation to extrinsic factors (salary) but also and above all to intrinsic ones (motivational climate, emotional-cognitive and satisfaction resources, perceived well-being and happiness rates);

Promotion of awareness that as the digital age advances with technologies that become commodities, people are increasingly central and able to create value from increasingly dense relationships (Pilotti, 2019).

Overall, it seems to emerge, especially in the post-pandemic framework - the need for a growing autonomy of people with management approaches for objectives and empowerment both for a shared governance of daily activities (team work, smart working, soft relational skills in addition to hard ones) and for the medium-long term development of their training and professional development trajectory. Therefore, a necessary transformation of the standard tools and processes of HR functions towards greater flexibility, adaptation and learning from interaction with people oriented to improve their well-being by building a collaborative and inclusive climate towards a more robust and expanded organizational wellbeing emerges. A process that requires companies to make systematic investments in training and accompanying people for a reduction of conflict and a widening of the meshes of collaboration in an ecosystemic key between the company, partners and the community of reference². This will imply an acceleration of digital investments and associated training towards a superior culture of teamwork cooperation and an enhancement of the quality of life at work and outside work, with greater attention to proximity welfare services also inter-organizational and clustering between SMEs and medium-large companies promoting people’s creativity and productivity and therefore also wage levels. We are therefore experimenting – in the knowledge economy

² Cfr. Indagine Cegos, “L’impatto della pandemia sulla funzione HR in Italia”, 2021. needs and business objectives for the sharing of economic wellbeing, social and environmental between shared spirituality and happiness. The creation of value is therefore part of a broad perspective of principles of inclusion and fundamental diversity strategies in groups of planetary scale but equally fundamental in networks of SMEs and medium-sized enterprises also for the impacts of a welfare of territorial and / or functional-sectoral proximity as a Third Way between capitalisms of East and West, or between the borsa-centric and Nippo-Renan ones (Vicari, 1988).

and management of connections (Vicari, 2001; 1999) – new forms of professional and community coexistence to feed the great convergence between digital and ecological transition around the well-being of people and organization to dynamically couple people's (Pilotti, Rinolfi, 2022).

5. Green Transition and risk of SME's credit crunch: data solutions and culture

The green and digital transition poses a major challenge to the relationship between banks and enterprise SMEs across Europe. The simple reason is that banks will only be able to lend money to companies aligned with the green classification/taxonomy approved by the European Parliament in 2020. Adding a new indicator required by supervisory bodies for credit risk assessment: the Green Asset Ratio (GAR)³.

In the absence of reliable or non-aligned data from companies, credit risk will increase and with this its average cost and consequently a potential credit crunch. Everything will depend very much on the articulation of the implementing rules of the taxonomy. The financial system will therefore have to accompany above all the SMEs to understand and apply the new metrics to access credit, better understanding the ESG criteria and more generally the European rules on sustainability (Pilotti, 2022).

What are the possible and desirable solutions?

- A. standardization of the required information;
- B. simplification of reporting and accounting data for SMEs;
- C. support for the sharing of ESG competences.

These three “accounting” criteria should be accompanied by public platforms dedicated to the standardized collection of data, also culturally increasing the awareness of SMEs on environmental issues. A strategy to reduce the risk of credit crunch by banks that would mainly lead to SMEs (Baravelli, Pilotti, 2023).

6. Europe, sustainability and resilience

A design that requires an enormous capacity for institutional reform by crossing financial instruments into an injection of confidence that through

³This indicator will represent the degree of exposure to climate risk of the credit sector and the lower it is, the greater the investment in green assets (raising the numerator). But for this it will be necessary to have reliable data from customers, that is, from companies to be communicated by banks as early as January 2023. The GAR indicator has to the denominator the total asset of every bank and to the numerator only those activities aligned with the EU sustainability rules. See also Baravelli, Pilotti (2022).

a national and European project leverages a participation of civil society as happened in the post-war period, albeit with different political and economic ruling class and with different institutional sensitivities in a situation where the European umbrella was missing if we exclude the ECSC - European Coal and Steel Community of 18 April 1951 and in force since 1952 by Jean Monnet and Robert Schuman. In particular, in a society oriented to produce more risk and not less (Beck, 2011, 2018).

So without forgetting the current global dimension that from the crisis of 2008 to that of the covid-19 of 2020-2021 (and to military invasion of Ucraina by Russian Federation) has taught us that we are “condemned” to be interdependent because environmental sustainability, migration and refugee flows and financial instability are part of a deep global imbalance and that requires global responses with more multilateral cooperation and not less. A focus that makes Europe even more fundamental than 10 years ago even if many autocrats today think differently, from Trump’s US to postBrexit UK, from Erdogan’s Turkey to Bolsonaro’s Brazil (defeated in end 2022 by Lula), through Modi’s India. Finance and covid-19 such as the environmental and climate change crisis, have shown us tragically clear that we need coordination of national and global policies and that we cannot get out of these interdependent and interconnected crises on our own. To do this we need to recover the trust of people all over the world disappointed by the effects of an asymmetric and unfair globalization (also by climate disaster treated by COP 27 in Egypt with “loss and damage” restorations) that had to solve all our ills in one fell swoop, while it has increased them by increasing inequalities, relative poverty and inflate threats of global warming for which the sovereigns-nationalists that have emerged in the last 20 years have not adequately responded, and that they come out weakened precisely by the global health crisis. The mediation power played by the USA so far is coming down and China’s global role is growing while Europe must find its own space, hopefully as soon as possible, perhaps as a “positive” side effect of the covid-19 and tragic invasion of Ucraina in february 2022.

A Europe as a global player in a strategy of resilience possible and sustainable in planetary balances that first can rethink the way we produce and consume, work and learn, connect and team up, becoming a community capable of reducing the now unsustainable pressure on the use of natural resources. That is why despite covid19 and indeed even more precisely for this pandemic and its nature that the green transition remains the cornerstone of European policies of the next 30-50 years through the leverage of economic sustainability as much as products and services as well as ways of producing and consuming.

The fight against climate change is in the hands of this generation of young people from all over the planet who better appreciate its wealth and

knows how to adapt conditions to reverse the unsustainable trajectory of environmental disasters triggered by global warming function of a reckless use of the limited resources of the planet. Also listening to the voice of science and pushing politicians to act now or it will be late, starting with the Paris Agreement and the Sustainable Development Goals contained in the UN-2030 Agenda.

With Ursula von Der Lyen's European Green New Deal, we are deeply changing our approach to resource management from a global perspective towards a sustainable medium-long term economic and productive model realizing circularity. It takes into account the interdependence between resource scarcity, climate change, biodiversity loss and reduce bio-capacity. We need the programming bio-capacity of long term that the markets or the individual states are able to give themselves for the scale of the changes in progress that is no longer regional, nor national nor continental as covid-19 taught to all those who thought they could close themselves in isolationist and autarchic strategies. The 2030 environmental targets and climate neutrality to 2050 require alliances and collaborations in supernational organisms to take a medium-long term development trajectory, having exhausted the positive momentum that had brought us out of the tragic 1900s. So looking at green policies as levers of new employment creation and a different quality of growth with development by taking the path of circular and sustainable models in the responsibility of production and value models that demand increasing socialization of risks for the increasing involvement of science that calls for long and not short-term (Pilotti, 2017,2019, 2022), such as the discovery of a drug or a vaccine against the pandemics of today and yesterday (Pilotti, Rinolfi, 2022).

We have long known that pollution comes from industry and construction, transport, agriculture and an overly consumerist and waste-oriented model because it is immersed in linear logics to trigger circular logics that reduce waste and transform residues into energy and environmental opportunities in the knowledge that man's well-being (without adjectives) is also a well-being of the planet. But we will also have to be aware that the well-being and prosperity we enjoy has been achieved through irresponsible use of natural resources, triggering the climate crisis and in 2020-2021 the health crisis and that we will have to reduce the environmental footprint and improve bio-capacity.

Firstly, by reducing Europe's dependence on resources extracted, used or processed in other parts of the world, resulting in external effects (to Europe) due to the way we produce and consume by reducing inequalities from developing countries with which we trade goods, services and human resources.

Secondarily, by supporting these countries with "equal exchanges" and transferring knowledge, investment and infrastructure (materials and in-

tangibles) to them, capable of reducing gaps (poverty, education, access to health care and infrastructure) by also reducing the exit of the best resources from these countries to other continents, involving them in green and circular growth.

Thirdly, because green and circular growth is global or not, because there can be no exchange between environmental protection and economic growth that has been the vicious refrain of these 70 years (Pilotti, Rinolfi, 2022).

New circular economy and green new deals must converge towards inclusive citizenships reducing the pressure on the irresponsible use of natural resources but we need of structural reforms (bureaucracy, justice, labour markets, property rights, ecc.). In this way we must put our hand to the overall product cycles starting from a design that is sustainable from first phase to the last one and planning production and technological models that are equally so. Working on the long life cycles of products and their reuse, recycling and regeneration so that they remain as long as possible in European (and world) territories without “unloading” inefficiencies and diseconomies outside. In fact, too little is the 12% of second raw materials that return to the economy. Too many products become obsolete quickly and many cannot be repaired or reused or recycled (PCs, smartphones, televisions, cars, but also houses or furniture products etc.), or they can only be used once. While we must offer users the choice of whether to keep old products – repairing or regenerating them – before moving on to new ones by opting for sustainability choices and thus offering them opportunities to re-emphasize a planned obsolescence of many products as for most electronic devices.

A trajectory that will result in less resource extraction and less emissions, hence less global warming with all the virtuous consequences that can result. In conclusion, we are “condemned” to be interdependent because environmental sustainability, migration and refugee flows and financial instability are parts of a deep global imbalance and that requires global responses (Urbinati, 2019, 2020) not with emergent populism-nationalism, also reforming great Global Institutions (UN, OMS, IMF, NATO, BEI and UE) with more multilateral cooperation and not less. Also to reduce risks to transform trade wars in a class war (Klein, Pettis, 2020) or in the old conflict between poor and rich, but on a global scale for peace and less inequality looking for the emergent future in cooperation and collaboration to all level micro and macro, local and global as in case of exit of pandemic battle.

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