



DOING GOOD AND DOING WELL,
NAVIGATING HYBRIDS' TENSIONS:
THE CASE STUDY OF "RISANA OUTPATIENT CLINIC"
PURPOSE-DRIVEN ENTERPRISE

Simona Ceraulo

Sophia University Institute

simona.ceraulo@sophiauniversity.education

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Abstract

Purpose. The aim of this study is to explore if and to what extent Humanistic Management (HM) values can help hybrid/purpose driven businesses to successfully handle tensions among different institutional logics, allowing them to fulfill both their economic and social goals.

Design/methodology/approach. The following research questions "How does a purpose-driven enterprise explicitly inspired by HM principles manage the tensions between the economic rationale and its social mission? Is it effective?" have been investigated through a qualitative approach. The case study examines a cooperative adhering to the Economy of Communion (EoC) network, which can be considered expressive of a HM approach. Tensions were observed during the Pandemic and analyzed through a stakeholder framework.

Findings. The body of values, such as solidarity, reciprocity, gratuitousness, dialogue, trust, rooted in the organizational culture, played a central role in guiding the company to make winning strategic decisions. A new hybrid "communion" logic was observed, embracing both commercial and social logics, overcoming logic conflicts, coping with the Covid-19 challenges and allowing the company to reach its economic and social goals.

Practical and Social implications. This study provides empirical evidence of the effectiveness of an HM approach to managing tensions between institutional logics in a hybrid organization, through a clear focus on the corporate purpose and the promotion of an inclusive, participatory and cooperative relational culture.

Originality of the study. This paper highlights the strategic relevance of purpose and an organizational culture inspired by the HM / EoC values in managing tensions between institutional logics through an empirical approach.

1. Introduction

Business' purpose is a topic of increasing importance for companies, policy makers and society. Purpose-driven enterprises aim to produce profitable solutions to the problems of people and the planet (Mayer, 2021). Academic research is also devoting greater attention to this subject: on one side positive outcomes result, such as meaningful work at both individual and team/organizational levels, stronger reputation of responsibility (Henderson & Van den Steen, 2015) and individual and collective performance improvement (Stengel, 2012; Carton, 2018; Gartenberg, Prat, & Serafeim, 2016); on the other side, challenges are not lacking. In order to explore the range of implications from pursuing a social purpose through a business model, insights from hybrid organizations' theoretical and practical contributions may be usefully considered. Hybrid organizations (HOs) can be defined as "organizational forms which combine two different institutional logics" (Marinov, Metz, Alexander and Angeli, 2022, 73), or sets "of belief systems and associated practices, [that] define the content and meaning of institutions" (Reay & Hinings, 2009, 627–631). Social enterprises (e.g. cooperatives) are an ideal type of hybrid organization (Battilana & Lee, 2014) combining two modes of value creation. One is based on a commercial logic, required to successfully compete in the market arena within the economic constraint. The other is a social, community-oriented logic, intended to pursue a social or environmental mission and to attain a long-term impact (Battilana & Lee, 2014). Because of their hybrid nature (Dameri, 2021), tensions among divergent institutional logics may threaten their strength and longevity (Zahra, Gedajlovic, Neubaum & Shulman, 2009; Jaeger, 2010; Pache & Santos, 2013; Ebrahim, Battilana, Mair, 2014).

The aim of this research is descriptive and exploratory. The intent is to investigate to what extent Humanistic Management (HM) may help hybrid/purpose-driven businesses to successfully handle the above-mentioned tensions, allowing them to fulfill both their economic and social goals. The research questions are RQ1: "How does a purpose-driven enterprise explicitly inspired by HM principles manage the tensions between the economic rationale and its social mission?" RQ2: "Is it effective?"

The case study analyzed here provides an empirical insight into the topic. It focuses on Risana Outpatient Clinic (Italy). The methodology chosen was the qualitative approach of the case study, which is particularly suited to the needs of understanding a complex phenomenon such as that of business behavior (interpretative orientation) (Sena, 2021). The unit under investigation, the Risana Outpatient Clinic, located 20 km south of Florence, was selected based on the following criteria:

- it is a purpose-driven enterprise, committed to the Economy of Communion (EoC) network, with a history of thirteen years;

- situated within the Italian EoC business park;
- it is a cooperative, a social enterprise, a typical hybrid organization;
- geographically close to the researcher, which facilitates data collection and direct observations.

Direct observations took place during the pandemic: this critical scenario can be considered like a stress test for the organization. Therefore, results are even more interesting and meaningful. In order to ensure rigor and reliability, a research protocol (see Appendix 1) was developed, according to the framework of Yin (Yin, 2018).

This work opens with a review of the relevant literature. Theoretical contributions around Purpose and Humanistic Management will be considered, with special regard to C. Barnard and H. Mintzberg. This approach encompasses a vision of the company as a community and shared leadership (“communityship”), typically present in organizations that see and build themselves as communities. The literature relating to the Economy of Communion experience, a reality to which the Risana Clinic is linked, takes the same perspective. For better understanding the case, it is also useful to explore some Hybrids theoretical insights. It continues with the case study of the Risana Clinic, with a synthetic presentation of its history and an analysis carried out through the Mission-Governance-Accountability paradigm (Baldarelli, Maticena & Pascari, 2017; Ceraulo, 2021). The company’s hybrid behavior is studied through a stakeholder perspective (Gigliotti & Runfola, 2022), focusing on management events from March 2020 onwards.

The results of the empirical investigation can be summarized as follows:

- The Risana Outpatient Clinic managed to achieve a substantial break-even budget in 2020, despite the Pandemic, increasing the total number of customers. Moreover, both economic and social performances in 2021 have been remarkable, exceeding expectations.

- All other conditions being equal, the merit for this result can be attributed at least in part to some winning initiatives planned by management and implemented during the lockdown, thanks to proactive management and a collaborative commitment of 95% of employees, highly motivated and ready to work beyond the paid time and their respective duties and good management of government Covid-19 economic support measures;

- On the basis of the information collected, it is quite evident that the body of values, such as solidarity, reciprocity, gratuitousness, dialogue, trust and respect for the human person, rooted in the culture of the organization, have played a central role in guiding the company to make winning strategic decisions during the Pandemic and implement them effectively, not only overcoming the crisis (resilience), but also taking a considerable leap forward (Ceraulo, 2021).

- It also seems true that the culture of communion involves a particular

generative process in relationships. A new “inclusive” institutional logic arises, thanks to which the key-stakeholders are strongly engaged with the organization, providing support and involvement in governance, ensuring flexibility and agility and forming excellent foundations for recovery and the consolidation of growth. This “communion” institutional logic, deeply rooted in the organization’s DNA, embraces both commercial and social logics, thus overcoming logic conflicts and allowing the company to be sustainable and effective in reaching its economic and social goals.

2. Literature review

Analyzing modern managerial narratives related to corporate purpose, there is an increasing convergence around a higher-order purpose, which also embraces social and environmental concerns: a duty-based purpose, evoking moral obligations and reflecting the topical expectations of society (George, Haas, McGahan, Schillebeeckx & Tracey, 2021). From an ethical point of view, the higher order purpose coincides with the pursuit of the common good, broadly understood as a “set of conditions, economic, social, moral and spiritual, that favors personal fulfillment” (Frémeaux & Michelson, 2017, 702). According to the authors, the pursuit of the common good “serve as a guide for humanistic management” (Frémeaux & Michelson, 2017, 701).

According to the definition proposed by D. Melé, “Humanistic Management (HM) regards concern for persons and human aspects in managing organizations. It is oriented not only to obtaining results through people, but also, and above all, toward people themselves, showing care for their flourishing and well-being” (Melé, 2016, 1, 33). HM is a recent theoretical paradigm (Frémeaux & Michelson, 2017), which gained importance from the first decade of this century thanks to the Humanistic Management Network (Spitzeck et al., 2010), but which has significant antecedents. HM can be also defined as the theory of “human-centered management” (Melé, 2016, 1, 37). The vision of the human being that emerges is that of a “person”, of a relational being, free and capable of cooperative relationships aimed at the common good. Chester Barnard in the 1930s offered a deeper look at people: “...observing the human person in depth, highlights their potential, needs and motivations, and opens up a new vision of the business, as a space for internal and external interpersonal relationships, and in the end defining “conditions of communion”” (Barnard, 1966 [1938], 44). From such an anthropological view with Aristotelian roots flows a specific view of the enterprise, seen essentially as a community of persons (Melé 2003, 82; Melé 2012), in which the dimensions of the individual and collective spheres come together, complementing each other (Schlag &

Melé, 2020). In this perspective, the *raison d'être*, the shared purpose of the enterprise is to work in common (Sison & Fontrodona, 2012). Indeed, by virtue of its social nature, human beings constitute themselves in community, a place where they can fully realize themselves. In the enterprise, this happens through participatory work. In this way, one can identify not only a common good to which the enterprise with the products of its labor contributes, but also a common good that the enterprise represents in itself, precisely as a potential place of human flourishing. Hence, the need for humanistic, “pastoral” management, capable of fostering this process (Schlag & Melé, 2020, 2). In this same line of thought, the contribution of H. Mintzberg is particularly interesting. His hope is that companies become capable of looking at themselves and reconstituting themselves as a community (Mintzberg, 2009). In his long and in-depth research activity, the author observed how many important successful companies have been able to cultivate and nurture a sense of community among their members. He argues that rebuilding companies, as a community is the main way to pursue sustainable development, not only for the company itself, but also for society as a whole. In fact, the “members of a company that has a robust sense of community realize how much their organization depends for sustained success on constructive engagement with the communities around it” and “see themselves as responsible citizens of the broader community” (Mintzberg, 2009, 143). He explains, “Community means caring about our work, our colleagues, and our place in the world, geographic and otherwise, and in turn being inspired by this caring.” He uses a neologism, “communityship”, to indicate a leadership style that he attributes to an “engaged and distributed management” (Ibid. p.141): the commitment is aimed at promoting involvement and participation, intervening only where and when necessary. He speaks of a “middle-out” approach rather than top-down or bottom-up. In order to build the community, he identifies the middle managers as the key people to be involved in triggering the change (Ibid.).

The Economy of Communion (EoC) (Gui, 1999; Zamagni & Bruni, 2003; Baldarelli, 2005; Bruni, 2010, 2014; Argiolas, 2017) represents a vast current of thought, theory and practice, which in thirty years of life has reached and involved thousands of people all over the world. It embraces a vision of the company as a free, plural and universal community / communion (Argiolas, 2017). EoC’s typical management theory and practices have been authoritatively regarded as expressions of Humanistic Management (Frémeaux & Michelson, 2017; Gustafson & Harvey, 2022). They are based on three fundamental pillars: dialogue, trust and reciprocity. “Dialogue is understood as a true dialogue, resulting from positive and authentic attention to people. It is not built without listening and sharing” (Del Baldo & Baldarelli, 2019, 262). Trust, “*vinculum societatis*” (Locke 1954 [1660], in

Argiolas, 2017, 88) is essential to authentic and fruitful dialogue (Argiolas, 2017). Reciprocity is understood as “connections that hold a city together. This bond is plural, but its various expressions have, in the coming and going, in giving and receiving, in giving and returning and in *reci-pro-cum*, a common denominator “ (Bruni, 2006b, in Del Baldo & Baldarelli, 2017, 137). The highest form of reciprocity implies the “presence of an intrinsic reward that the actor derives from the action itself, before and independently of the outcome” (Ibid. p.137). The constant effort in EoC companies to translate these principles into decisions and daily operations has led to the emergence of a typical leadership style, producing a corporate governance with particular characteristics. “The role of the individual manager leaves room, in these companies, for a choral figure of manager, in which everyone has his “active” role and is involved in the management of the company, where, there is a leadership that listens, promotes and involves people, manages to create new services with the collaboration of others, making them participate” (L.B. Specht, in Baldarelli, 2005, 88). This point fits perfectly with Mintzberg’s concept of “Communityship”. As for accountability, it is noted that in the EoC businesses “there is a sort of refinement also in the reporting tools, because one of the salient aspects of these companies is the communion that results in the reciprocity of relationships. This reciprocity, in turn, influences the mission and governance” (Baldarelli, 2005). Another key category in EoC theory and practice is the dimension of gratuity. Without gratuity, the community - even the corporate one - does not generate communion (Bruni, 2014). Gratuitousness is a connatural element, unavoidable and essential to human relationships, even in work contexts, and for this reason, it has full voice and economic value (Gui, 1999). According to some authors, a new way of looking at business and its *raison d’être* emerges from the EoC’s practice, a theory of business centered on the person (Gustafson & Harvey, 2020). In fact, they argue, “the purpose of EoC businesses goes beyond sharing profits”: they aim at “creating a new way of doing business centered on the person and humanizing the economy” (Ibid. p. 136).

HOs are “organizational forms which combine two different institutional logics” (Marinov, Metz, Alexander and Angeli, 2022, 73), or sets “of belief systems and associated practices, [that] define the content and meaning of institutions” (Reay & Hinings, 2009, 627–631) and guide their actors’ behavior (Friedland, 1991). Social enterprises (e.g. cooperatives) are an ideal type of hybrid organization (Battilana & Lee, 2014), combining two modes of value creation: one based on a commercial logic, required to successfully compete in the market arena within the economic constraint; the other is a social, community-oriented logic, intended to pursue a social or environmental mission and to attain a long-term impact (Battilana & Lee, 2014). Because of their hybrid nature (Dameri, 2021), tensions among divergent

institutional logics may threaten their strength and longevity (Zahra et al., 2009; Jaeger, 2010; Pache & Santos, 2013; Ebrahim, Battilana, Mair, 2014).

In order to analyze and find solutions to hybrid tensions, the stakeholder approach proposed by Gigliotti and Runfola (Gigliotti & Runfola, 2022) is the model of choice. As a result of a longitudinal empirical case study involving the Fair Trade cooperative, the authors developed a taxonomy of main stakeholders, related tensions, empirically observed solutions and corresponding relational paths. This framework allows for the recognition of tension areas for each relevant category of stakeholders and then to identify an appropriate relational path in order to solve those tensions. This new original lens to observe and manage hybrid tensions is very appropriate for this case study, considering the relevance of interpersonal relationships in the HM approach. According to Knutsson and Thomasson (Knutsson & Thomasson, 2017), the essence of the hybrid form does not consist of the pure combination of separate logics. Navigating tensions rather drives to the creation of an entirely novel hybrid logic and identity, characterized by new organizational goals and strategies, expressed in hybrid behavior.

3. The Risana Outpatient Clinic

The “Risana Outpatient Clinic”, a service and work cooperative represents the unit of investigation of this study. It is located in the Municipality of Figline and Incisa Valdarno, in the province of Florence.

3.1 History

The Risana Clinic was founded in 2008, at the initiative of a small group of founding members linked to the world of health-care, and in particular, to the dental profession, one of whom had already been the owner of a professional practice active in Incisa Valdarno for over ten years. The shared purpose was to create a health, dental and other specialty Outpatient Clinic, inspired by the “culture of giving” and the principles of the Economy of Communion. The Clinic would be established at the EoC Lionello Bonfanti business center, inaugurated just two years earlier (Argiolas, 2017; Bruni, 2014). The explicit *raison d’être* of the new reality, “putting the person at the center”, is manifested first of all in the choice of the legal form: a cooperative, a legal institution that by nature favors the personal, relational and sharing element among the participants, putting the economic purpose in second place (Battilana & Lee, 2014; Baldarelli, Maticena & Pascari, 2017). The focus is on excellence of services, but accessible to all. A questionnaire was distributed to a thousand families in the area, in order to investigate which health services were identified as necessary and at the

same time lacking.

The first group consisting of 12 members was motivated and cohesive. There was a charismatic leader, who animated the team - the dentist who owned the previous practice. She also possessed professional competence, strong commitment and good entrepreneurial and managerial talent. Her leadership style was open, inclusive, based on broad involvement and full confidence; everyone, dentists, assistants, secretaries and collaborators, were invited to participate in the construction of the new clinic, even sharing in the decisions relating to furnishings (Mintzberg, 2009). Always in line with the same ideals, the founding members also decided to create an association, called “Salve! Health to share Onlus” that supports the cooperative, developing initiatives for the promotion and dissemination of EoC values in the health-care sector and in particular, to raise funds to subsidize dental care or other medical specialties for people in economic difficulty.

Table 1 summarizes the Risana Clinic main information, comparing the start-up phase to the current one.

Table 1 – Risana Outpatient Clinic in numbers, 2009 versus 2021

Sector: health services - Core business: dentistry		
Other activities: various specialist medical services		
	2009	2021
Coop. Associates	12	22
Turnover	€ 254.000	€ 1.092.000
Clients	4.000	15.000
Employees	7	13
Dentists / Hygienists	3+1	12+3
Doctors	3	11

3.2 Mission

Art. 3 of the Statutes specifies the purpose of the activity as follows: “The cooperative is not for profit; its purpose is the pursuit of the general interest of the community in human promotion and the social integration of citizens. The cooperative was created to offer services in the health and social-health sectors and is inspired by the principles of the Economy of Communion, [...] The members believe it is fundamental to recover a vision of medicine based on respect and the value of the dignity of human life and to combine it with technological and scientific progress for a professionalism that points to excellence and brings the person back to the center of interest in the medical art. [...] Annually the Members’ Assembly, on the proposal of the Board of Directors, allocates resources to the development of the Cooperative, to training and to special solidarity funds both

for indigent people and for social and health-related projects inspired by the principles of the Economy of Communion”.

The current Health Director of the Risana Clinic, as well as a founding member and charismatic leader of the activity, expresses it thus: “To combine the values of the Economy of Communion with a service to the person centered on the true good of the person ... considering the” Evidence based medicine “(EBM), which [...] means a health that is based on the evidence of the theories, protocols in use, for the good of patients [...]. Here, perhaps, what more we wanted to bring was to look at each patient as a person, unique with his priorities, his needs, his economic possibilities, his personal resources, and therefore beyond the expectations etc., and therefore practically succeeding in having the value of appropriateness, combining clinical and technological excellence but with the possibilities, resources and expectations of the individual patient” (I-01).

Considering all of the above, as well as the social, community dimension, the broad scope of the purpose of the activity, regarding the object and the recipients, it emerges clearly that this is a hybrid, multidimensional mission (Jaeger, 2010; Battilana & Lee, 2014; Baldarelli, Matacena & Pascari, 2017; Ceraulo, 2021).

3.3 Governance

Art. 3 of the Statute itself is explicit as to the governance style chosen by the promoters of the cooperative: “The centrality of the human being in every initiative of the community, with particular attention to people who do not have the resources to express their potential, the fraternity lived in the workplace and the culture of giving in the economic world are the basic principles of the organization of work and company management. The internal dynamics and governance of the Cooperative will be based on participation and reciprocity through management bodies and processes, which can become “structures of communion” inspired by the spirituality of unity, the specific purpose of the Focolare Movement “.

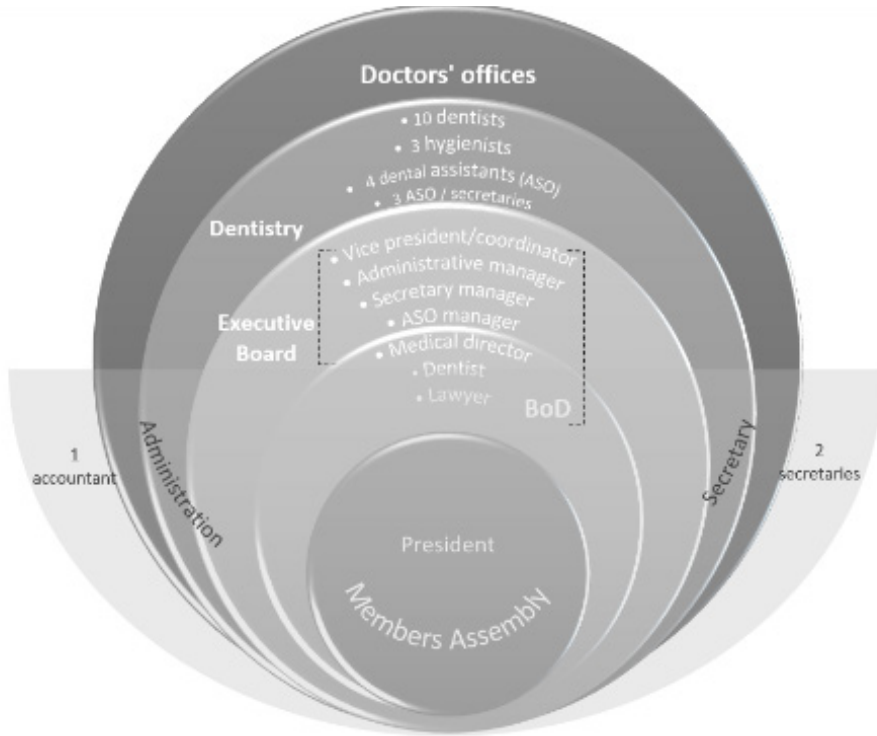
From the point of view of the organizational structure, there is a President, a Vice President and a Board of Directors (BoD) with 5 members, representative of the functional areas and professional figures of the Clinic. The Medical Director participates by right in the Board of Directors. There is also an operational team, made up of de facto members of the Board of Directors daily present in the Clinic, with the addition of a representative of the ASO (Dental Practice Assistants, that is, dental assistants). The operational team actually carries out a coordination and connection function, effectively creating a collegial and participatory direction (see Fig. 1 - the circular diagram expresses the prevalence of horizontality, the absence of effective hierarchies; the concentric circles represent levels of decreasing

decision-making breadth from the center to the periphery; the administrative function, in gray, is traversal to all levels). Even if all of the members of decision-making bodies are cooperative members, it is worth underlining that 57% of Risana workers, employees or free-lance, are not cooperative members.

There are numerous and almost uniformly agreed passages in the interviews with the members of the team of the Clinic, coop members and non-members, attesting to the above, that is to a serene, family-like working climate based on collaboration and engagement, on reciprocal and gratuitous relationships. Regarding the decision-making processes, the vice president puts it this way: “Question (D): the decisions that are made: is there someone who has the last one word, or is it all decided unanimously? Answer (R): No, it is decided collectively. - D: Collegially. And as long as there is no unity, it is not decided R: In short, it is debated. D: We argue. But the point of arrival is still a shared point. A: Oh yes” (I-05). A collaborating hygienist tells how she was positively affected by this style of behavior: “They have a concept of life, how can I say? a little bit far from me, ok? But it is a concept that I like. The fact of sharing, the fact of always being of help to others, I like that. It’s nice. I see it in the things that people who belong to this group do; that they do not because there must always be an ulterior motive. So it comes to me willingly to me too, if sometimes I am asked for a favor, or what, to do it” (I-29). One of the founding members describes the company organization chart in this way: “Here you breathe an air of friendship and collaboration, where people’s roles never mix, they always remain well defined, but at the same time, it is a place of great collaboration, mutual trust, respect and I would say that, if I had to define it, there is no top-down type structure with one or more people at the head, but there is more of a horizontal type structure with concentric circles, where naturally at various times someone can be a reference and authoritative and in other moments, however, trust is still given” (I-12). A collaborating dentist goes even further: “It’s not always easy to relate with very different people, who have very different stories, come from very different backgrounds, but it’s also very beautiful, isn’t it? In the sense, that is, trying to make a company like a small community is an important goal” (I-28).

Therefore, here too we see the features of a multi-stakeholder and participatory governance, consistent with the corporate mission (Battilana & Lee, 2014; Baldarelli, Maticena & Pascari, 2017; Ceraulo, 2021). The interviews also show appreciation for the periodic training sessions organized by the company for staff, aimed precisely at the development and consolidation of relational skills, considering the reference values in the EoC culture (Argiolas, 2017; Mintzberg, 2009; Baldarelli, 2005).

Fig. 1: Organization chart of the Risana Clinic (author's representation)



3.4 Accountability

The information system of the Risana Clinic produces the classic financial reporting according to the law, consulting qualified external professionals for the preparation of the financial statements and its audit. The relatively small size of the business, the fact that most of the shareholders are workers, as are most of the members of the BoD, in fact reduces the perception of the need for a formalized internal reporting system with respect to corporate life and the achievement of its goals. Many of the communications relating to this type of information are conveyed orally, in the course of periodic meetings and moments of informal exchange (such as lunch breaks), or through mail and internal messaging platforms.

As regards the reporting to external stakeholders, the self-assessment document drawn up at the request of the competent authorities for the granting of the health authorization already contains the provision of a “color” budget in narrative form, according to the RainbowScore approach (Golin & Parolin, 2003), in accordance with the guidelines for running an EoC business (<https://www.edc-online.org/en/impresse-alias/linee->

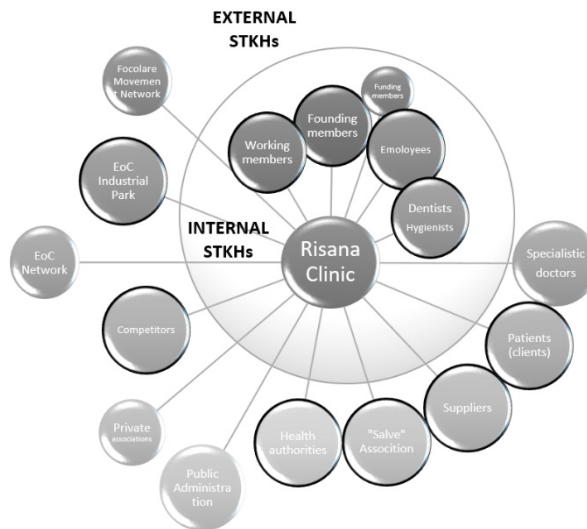
per-condurre-un-impresa.html), as an expression of voluntary reporting to better account for the plurality of objectives pursued and achieved through business activity, for the benefit of the various stakeholders (Baldarelli, 2005; Jaeger, 2010; Baldarelli, Maticena & Pascari, 2017; Ebrahim, Battilana, Mair, 2014; Ceraulo, 2021).

It also highlights the opportunity of reporting tools suitable for expressing the value linked to the typical elements of an EoC enterprise, such as that of reciprocal and gratuitous relationships, which have proved to be crucial in the management of the pandemic emergency (Baldarelli & Del Baldo, 2017).

3.5 Stakeholders

A map of internal and external stakeholder has been drawn, key-stakeholders are written in bold (see Fig. 2).

Fig. 2: Risana Clinic's Stakeholder (STKHs) map (key-stkhs circled in bold)



4. Case analysis

4.1 The pandemic scenario in Italy

The Covid-19 epidemic hit Italy, as in China and then, unfortunately, in many other countries, like a violent tsunami, causing immediate disastrous effects on several levels and triggering a series of negative repercussions, whose echo is still far from dying out. The drastic measures to contain the

contagion imposed by government authorities, from social distancing to total lockdown, have led for most enterprises significant reductions in turnover, with consequent negative repercussions on liquidity and profitability (Cesaroni, De Martini, Pencarelli, 2020). At the end of 2020, more than 33 percent of the companies with fewer than ten employees were considered at risk. Among the most affected sectors, with the most vulnerable activities, are construction, trade, tourism, catering, entertainment activities and other personal services (ISTAT, the impact of the health crisis on businesses, 2020). Tuscany, and especially the province of Florence, was also hit hard. In July 2020, IRPET, “Istituto Regionale Programmazione Economica della Toscana”, estimated a decrease in industrial production in Tuscany in the first four months of the year compared to the same period of the previous year of 21.9%, compared to an Italian average of 18.6%, and foreseeing an even worse scenario for Florence and its province (- 23.4%, IRPET, 2020).

From the point of view of the economic sector to which the Clinic belongs, two aspects should be highlighted. It was found that in general private activities operating in the field of health services benefited in 2020 from an increase in demand, caused by the saturation of the National Health Service for the pandemic emergency. This phenomenon, however, has not been reflected in the specific field of dentistry, in which public service is almost non-existent. Suffice it to say that the 2019 share of private healthcare expenditure for dental treatments in Italy was equal to 92% of total expenditure, compared to 56.3% for specialist medical services, 23.3% for diagnostic services and 9.3% for hospital services (Statista, ISTAT ID 796183). As for the impact of the crisis on the dentistry sector, ANDI (Associazione Nazionale Dentisti Italiani) attests an average decline in turnover in 2020 of 13%. Through a survey carried out by ANDI itself in October 2020 on a sample of 1888 dentists, the main cause identified is the decline in care and treatments, in turn determined by the economic difficulties of families, and, to a lesser extent, to fear of contagion and travel restrictions (ANDI, 2020 Report).

4.2 Risana pandemic crisis management and tensions' analysis

The present section provides an overview of the main events involving Risana during the pandemic. Relevant situations are labeled with an alphanumeric code: e.g. [S1] and will be referred to during the analysis phase. Key passages are written in italics.

2019 is a satisfying year for the Risana Clinic: turnover still growing, gratified patients always bring new ones, investments related to the start of the activity are amortized, younger dentists, after the first years of running-in, begin to pay off. The company's financial situation improves, creating the conditions to tackle new development projects, with the expansion of

the offer of health services and in particular the opening of a multipurpose space for active seniority, next to the Risana Clinic.

The reconstruction of corporate events in the context of the pandemic event is mainly based on the series of interviews collected by each of the people belonging to the clinic team. The accounting data drawn directly from the information system and processed for the purposes of the study allow to evaluate the net economic impact: however, the testimonies of those who lived directly from the inside those difficult months reveal all the drama and the complexity of the scenario, as well as the dynamics of decision-making and operational processes that characterized that period. The main facts, their implications, critical factors and reactions put in place by the company will be presented below, through the lens of the institutional logic tensions among the involved stakeholders.

4.2.1 Situation 1

February 2020: the rapid spread of Covid-19 infections in China is followed with moderate concern.

Beginning of March 2020: the epidemic worsens day by day, restrictive measures are needed in increasingly wider areas of the territory. The network of contacts of the Risana Clinic with health experts, the presence of a family doctor - who guarantees an immediate communication channel with the health authorities - and the direct line with the police forces allow the company to have accurate and prompt information on the restrictive measures in the process of maturing, sensing a few days in advance which scenario was about to take shape. *Despite the uncertainty of the period, it was decided to hire an employee, a former collaborator who was looking for work again after a period spent abroad.* The medical director says: "Arrived at that moment, precisely because of the relationship of trust, of gratitude, for what she had done, she made us decide to immediately include her for a few hours a month, but this new fresh, gritty workforce has brought a great liveliness and also helped all the changes of holidays, so much so that in September with the increase in work we found ourselves able to integrate it with more hours and gradually and now it is practically, it has reached the number of hours he wanted to do" (I-01). A decision made for the good of the person, which later turned out to be positive for the business. This choice, fully consistent with the company's mission, is an expression of inclusive, person-centered management. (Chillemi, Gui, 1997; Baldarelli, 2005; Schlag & Melé 2020) – [S1]. Based on the anecdotal evidence, it is possible to analyze potential tensions in relation with the involved stakeholders, applying the abovementioned stakeholder-based theoretical framework (Table 2):

Table 2 – Stakeholder Tension Analysis In Situation 1 [S1]

Situation	Involved stakeholders	Tension area	Organization's solution	Relational Path	EoC Institutional logic values and practices
S1	Coop members	Sustainability	Focusing on mission and corporate values	Community-based / Co-decision-making process	Gift, reciprocity

4.2.2 Situation 2

March 9, 2020: total lockdown is triggered. The activity of dental practices (ATECO code 86.23.00) is not included in the list of the essential activities. Only emergency services (toothache) are allowed. In addition, the dental staff and consequently the entire clinic are exposed to a high risk, since it is a disease that spreads by oral infection. Official security protocols are not yet available, partial and fragmented information is circulating and Personal Protective Equipment (PPE), starting with the masks, are difficult to find. Part of the staff of the Risana Clinic resides in other municipalities, some even in other Tuscan provinces, and the difficulty in moving around is added to them. The worry is great and there is no lack of fear, but *Risana team reacts promptly and compactly*, as well expressed, albeit with different accents, by each of them: “Then S. (the Medical Director) was very good on that occasion to be present and point of reference, [...] it was a day, a normal morning, immediately she said: let’s do this, let’s write this, let’s send this to everyone, move the appointments... that is, there was a decisive intervention, in short, that made me very happy” (I-31). “...It was necessary to understand what our role was in this situation. Any case, more than a role [...] how to survive, right? Even as a company or ... the service to the person ... even at a total level of person” (I-08). “It was asked who preferred to stay at home without working, who preferred to come... Being among the closest, and in any case the one that is not that I have at home maybe subjects who could be at risk of contagion, maybe a moment older... So I felt it, just to leave my colleagues at home” (I-13). “All the work done for ten years before, of participation in decisions, of involvement, of circularity, of management, has been seen as a result in these difficult times, where we have all cleaned up together, we all sweated together, and each gave up something,... so we say that we have these famous relational assets and this widespread participation has rewarded the company in a decisive way, so

that precisely not only we did not stop when there was the possibility to restart, but we started in fourth gear” (I-01). *One of the winning strategic moves was the timely implementation of the safety protocols, made possible by the professional resources available among the network of collaborators of the study, and by the cooperation of the entire personnel, who participated in the on-line training sessions organized during the closing weeks, and then activated themselves on the basis of their respective skills and the specific area of activity for the elaboration of the protocols and the procurement of the necessary PPE, making available free of charge even unpaid hours* (Bruni, 2014; Gui, 1999; Baldarelli, 2005; Mintzberg 2009).

“Surely a nice thing was trying to organize ourselves in small, almost spontaneous groups, because we needed these protocols, and therefore in order to get back to work, the fact that we started working in groups, we also felt at home, in my opinion” (I-24) (Mintzberg, 2009). “In May, when the protocol came out, we started on the 4th, around the 20th the protocol of the dental offices came out, which was just slightly less rigorous than ours. [...] We were ready, indeed, with a slightly more severe procedure, which we decided to continue to maintain the severity we imposed ourselves, because it was dictated by a self-awareness that, we achieved together” (I-01). We can observe here the strong sense of community that characterizes the entire corporate structure, fueled by unity of purpose and consolidated in the ability to self-coordinate, make the best decisions quickly and implement them effectively. (L.B. Specht, in Baldarelli, 2005, 88; Mintzberg 2009; Melé, D. 2012) - [S2]. The stakeholder’s framework application to situation 2 shows the following relationships (Table 3):

Table 3 – Stakeholder Tension Analysis In Situation 2 [S2]

Situation	Involved stakeholders	Tension area	Organization’s solution	Relational Path	EoC Institutional logic values and practices
S2	Workers	Strategy	Continuous corporate values education, team building, sharing of responsibilities	Co-governance	Gift, reciprocity

4.2.3 Situation 3

The timely preparation of protocols and protective measures has allowed the Clinic to resume activities safely as soon as the competent au-

thorities authorized this. *The quality of the interventions put in place and the discipline of all the staff, who have continued and continue to respect them to date, has transmitted to patients a sense of trust and security, triggering a virtuous chain of word of mouth.* Starting from August 2021, a questionnaire aimed at measuring the degree of satisfaction was administered to the customers of the Risana Clinic: the analysis of 87 questionnaires confirmed an overall level of customer satisfaction very close to the maximum value also with regard to safety measures. *Despite rising costs, no speculation was made: high quality service and fair prices continued to be granted, allowing the minimum possible price list adjustment, transparently communicated to customers.* The family doctor collaborating with Risana confirms “And the patients also do very well here, both because of the welcome and because the environment is beautiful; they are all very happy when they come here” (I-36) - [S3]. This situation highlights not only fidelity to the mission, but also the ability to contribute to a wider common good, according to the authentic spirit of an open community (Argiolas, 2017; Frémeaux & Michelson, 2017). The empirical evidence here suggests the following set of relationships (Table 4):

Table 4 – Stakeholder Tension Analysis In Situation 3 [S3]

Situation	Involved stakeholders	Tension area	Organization’s solution	Relational Path	EoC Institutional logic values and practices
S3	Customers	Reputation, legitimization	Prioritizing safety and health for everybody	Co-“Risana experience”, Communication	Trust, reciprocity

An unexpected site inspection carried out by the health authorities on 30 September 2021 confirmed the adequacy of the protection measures still in place. The PPE adequacy was first attested by the fact that no one, neither among the staff, nor among the patients or other people who were exposed to the Clinic, got sick. Here is what a dentist reports: “It was very challenging. However, in short, we have adjusted the shot, along the way; now we have resumed at an almost normal pace. We have also seen that the anti-contagion rules still work. They told me that no one here got sick after all” (I-33).

4.2.4 Situation 4

The rapid growth of clients’ demand for health care obviously meant a heavier burden on worker’s daily agenda. On the one hand, the clinic

needed to increase the production volume, in order to balance the lockdown turnover loss and free-lance personnel (dentists), whose income is directly linked to the production volume, shared the same goal. On the other hand, employees (dental assistants and secretaries with fixed wages) paid more attention to work quality, instead of quantity. Security protocol requirements and hygienization activities absorbed much more time than before. *The agreement between the two divergent interests is rebuilt daily through dialogue, aiming for the common goal.* A dentist says “the trend here in Risana is however that of trying to listen to everyone and make meetings, even with a certain frequency, among health workers, employees... This produces decision-making processes that are unique in the dental environment, where usually there is a director who decides, the owner or the administrative director or the director of health care in the larger ones ... all those others must obey. Here is something a bit different, in short ... which is not easy, because in any case listening to everyone, making everyone participate, implies a capacity for sensitivity that is also considerable on the part of those who then have to pull the strings, in short” (I-28) - [S4]. Also in this case, the community logic prevails, which through the search for consensus aims to identify the optimal situation from time to time (Baldarelli, 2005; Argiolas, 2017; Schlag & Melé, 2020). Situation 4 anecdotal evidence allows individuating the following (Table 5):

Table 5 – Stakeholder Tension Analysis In Situation 4 [S4]

Situation	Involved stakeholders	Tension area	Organization’s solution	Relational Path	EoC Institutional logic values and practices
S4	Workers	Sustainability, Core Values	Negotiating appropriate decisions	Co-decision-making	Dialog, gift, reciprocity

4.2.5 Situation 5

Many of the dentists working at Risana Clinic also have their own clinic, where they have complete freedom and control and a higher margin on revenues. However, Risana offers them a unique experience: “the professionals who work there, many are very good specialists in some branches ... especially in recent months I feel a good possibility of dialogue and collaboration among us” “we have some working time dedicated to this and also informal moments, such as lunch breaks” (I-9) - [S5]. The strength of the community and the sharing of a higher order purpose even engages competitors in the company (Argiolas, 2017; George et al., 2021). Situation 5 can be described through the following (Table 6):

Table 6 – Stakeholder Tension Analysis In Situation 5 [S5]

Situation	Involved stakeholders	Tension area	Organization's solution	Relational Path	EoC Institutional logic values and practices
S5	Competitors	Sustainability, Strategy	Value-added processes, sharing of knowledge and responsibility	Co-working	Dialog, gift, reciprocity

4.2.6 Situation 6

The persistence of the administrative staff has also allowed the Outpatient Clinic to seize all the opportunities for financial and economic support offered by government authorities and trade associations, accessing non-repayable grants of a sufficient value to reach a substantial budget balance in 2020. A loan at a subsidized rate was also activated, thanks to the strengthening of the Guarantee Fund for SMEs. Management control suggested introducing a slight adjustment to the price list, on average equal to 5%, to compensate for the higher costs produced by the implementation of the protocols. Finally, a cooperating member intervened with an extraordinary grant of 35 thousand euros. The sense of belonging, the common commitment to the corporate purpose and the spirit of community give rise to behaviors inspired by gratuitousness, even exceeding the contractual duties. (Bruni, 2010; Gui, 1999; Baldarelli, 2005; Mintzberg, 2009) - [S6]. The theoretical framework applied to situation 6 provides the following results (Table 7):

Table 7 – Stakeholder Tension Analysis In Situation 6 [S6]

Situation	Involved stakeholders	Tension area	Organization's solution	Relational Path	EoC Institutional logic values and practices
S6	Coop members	Sustainability, Strategy	Enhancing available competencies, activating internal and external stkh networks	Co-decision-making, co-governance	Trust, reciprocity

The analysis of the interviews collected also confirmed that the information gradually available on the relevant aspects of the crisis - risks, preventive measures, progress of group work, trend of results - was promptly made available to all those involved, including patients. Strong mission engagement and participatory governance are linked to multi-dimensional accountability practices. (Baldarelli, 2005; Jaeger, 2010; Baldarelli, Matace-
na & Pascari, 2017; Ebrahim, Battilana, Mair, 2014).

4.3 Risana performances

The comparison between the balance sheet and income statement for the year 2020 respectively compared to 2019 shows how the impact of the pandemic on Risana's economic performance has been significantly mitigated, if not neutralized; the decrease in the value of production has in fact stopped below 4%, against the average 13% of the dentistry sector, thanks to an increase of 25% in the number of clients. The extraordinary income from public interventions of economic and financial support made it possible to achieve a substantial balance in the budget (Table 8). Figures for 2021 show an extraordinary development in turnover, with a final result exceeding all expectations. The comparison of the value of the services produced and the turnover of 2019 and 2020 on a monthly level offers an even more immediate and effective reading of the speed of recovery implemented by Risana (Table 9).

Table 8 – Balance Sheet and Income Statement 2019-2020-2021

	2021	2020	2019
Receivables due from associates	-	-	750
Fixed assets	328.734	165.772	176.531
Current assets	231.916	207.526	135.845
Prepayments and accrued income	10.570	10.107	1.952
Assets	571.220	383.405	315.078
Provisions for risks and charges	-	-	-
Termination benefits provision	136.553	118.696	103.221
Current liabilities	182.354	109.471	76.728
Non-current liabilities	118.589	25.000	53.500
Accrued liabilities and deferred income	11.291	35.006	19.714
Liabilities	448.787	288.173	253.163
+ Owners' equity	85.100	96.918	57.933
Share capital	71.100	98.100	63.100
+ Profit / - Loss for the Period	37.333	(1.686)	3.982
Revenues	1.091.896	780.097	811.414
(comparison with the previous year)	39.97%	-3.86%	
Operating expenses	(1.020.020)	(806.680)	(804.801)
Operating income	71.876	(26.583)	6.613
Financial income and expenses	(9.798)	(512)	(893)
Extraordinary income and expenses	(17.921)	25.409	-
Net Income Before Taxes	44.157	(1.686)	5.720
(% of revenues)	4.04%	-0.22%	0.70%
Taxes	(6.824)	-	(1.738)
Profit / Loss for the Period	37.333	(1.686)	3.982

	2019		2020			
	Services	Turnover	Services	Rate	Turnover	Rate
January	64.902	61.759	67.992	5%	65.560	6%
February	68.733	65.634	71.465	4%	75.971	16%
March	62.432	64.740	22.595	-64%	27.076	-58%
April	63.508	67.410	12.354	-81%	9.336	-86%
May	75.042	77.936	45.082	-40%	45.440	-42%
June	72.093	68.483	67.494	-6%	65.848	-4%
July	67.190	72.288	92.621	38%	91.040	26%
August	37.782	40.715	55.720	47%	57.570	41%
September	61.306	57.739	73.774	20%	67.112	16%
October	82.765	77.367	86.461	4%	87.752	13%
November	76.185	75.841	90.283	19%	95.598	26%
December	61.631	78.952	69.259	12%	91.336	16%

Respecting the economic constraints is of course a necessary condition for the sustainability of the business. No less important for the Clinic was the possibility of continuing, during and after 2020, to offer those who turned to it good quality service at fair prices in conditions of maximum safety.

5. Discussion

The first research question of this study was: RQ1 How does a purpose-driven enterprise explicitly inspired by HM principles manage the tensions between the economic rationale and its social mission? The case analysis here presented suggests some interesting answers. First, it is important to underline that HO behavior was observed during a strong and unpredictable crisis period, where it is reasonable to suppose that organization's weaknesses appear more evident. In fact, potential tensions were found in terms of company sustainability, strategy, reputation, legitimation and core values (Gigliotti & Runfola, 2022). Analyzing the company's response to potential tensions in each of the six focused situations through the lens of the involved stakeholders, allowed delineating some typical relational paths that Risana was able to run: co-governance, co-decision-making, co-working, co-"Risana-experience" and communication. All these paths share a common root, the robust "culture of communion" (Argiolas, 2017; Baldarelli, 2005; Bruni, 2014; Del Baldo & Baldarelli, 2019; Gui, 1999) deeply embedded in the company, manifested through its pillars, dialogue, trust and reciprocity, plus gratuity, which characterize the daily working-style of each person within the Risana Clinic. According to what is typical in EoC businesses, the company staff make a true Pact to adhere to the mis-

sion. This pact is renewed periodically (Argiolas, 2017). Risana's history tells that EoC was the inspiring context for the company's founders, who shaped the organization accordingly and took care of instilling those values, practices and purpose in each cooperative worker, from the beginning until the present. Considering the foregoing, it is plausible to conclude that thanks to HM/EoC values, Risana was able to manage tensions, hybridizing both market and social logics through a "culture of relationality", developing a new community-based institutional logic, a "communion logic" (Knutsson & Thomasson, 2017), encompassing EoC typical values: gift, dialogue and trust and best practices, reciprocity (Argiolas, 2017; Baldarelli, 2005; Bruni, 2014; Del Baldo & Baldarelli, 2019; Gui, 1999).

The second research question, RQ 2, was: is it effective? Document analysis shows how Risana's turnover has always increased, year after year, allowing a constant company growth. Even in 2020, the first pandemic year, the Clinic was able to deliver a good result, with a limited turnover decrease and a substantial economic and financial balance. 2021 performances exceeded all expectations, with turnover surpassing 1 million euros, thus allowing the Clinic to increase its social contributions, to expand investments and to create new job opportunities. Thus it is possible to answer that, yes, the HO behavior was consistent with its mission even during the crisis and effective in terms of company's ability to reach its desired goals (Ceraulo, 2021).

6. Conclusions

An increasing number of enterprises are answering the call for a greater contribution to society, fostering not only economic growth but also delivering environmental and social impact, explicitly embracing a broader social purpose for the common good.

Hybrid organizations, like social enterprises, lead the trend, warning that reconciling purpose and profit is by no means an easy task. In fact, market and social logics may conflict (Battilana & Lee, 2014), threatening the HOs effectiveness and even their survival (Zahra et al., 2009; Jaeger, 2010; Pache & Santos, 2013).

HOs literature is growing, providing increasing knowledge about their characteristics, challenges and behavior (Marinov, Metz, Alexander and Angeli, 2022).

The present case study contributes to this research stream, offering some insights over HOs tension management ability through a stakeholder framework (Gigliotti & Runfola, 2022), where a Humanistic Management approach is implemented (Spitzeck et al., 2010; Melé, 2016; Frémeaux & Michelson, 2017).

EoC values and practices (Argiolas, 2017; Bruni, 2014; Del Baldo & Baldarelli, 2017, 2019; Gui, 1999) deeply embedded in the organization here investigated, led to develop a specific “communion” institutional logic, hybridizing both market and social logic through a new culture of relationality (Knutsson & Thomasson, 2017).

The results of a single case study are not generalizable by definition. Further research is needed to develop a robust theoretical model.

However, this work offers some empirical evidence about how Humanistic Management may contribute in embedding a social purpose within a business case. Ultimately, a vision of a person-centered enterprise seems to emerge from this experience (Gustafson et al., 2020), a possible place not only for the creation and sharing of values, but also, according to the Humanistic Management theory (Melé, 2016), for human flourishing and fulfillment.

Appendix Research protocol

A) Introduction	<p>Objectives: explore through the Risana Outpatient Clinic case study if and to what extent Humanistic Management (HM) may help a hybrid / purpose-driven business to successfully handle tensions among different institutional logics, allowing to fulfill both economic and social goals</p> <p>Auspices: finding paths / strategic key-factors useful in successful hybrid logic tensions' management</p> <p>Research questions: RQ1 “How does a purpose-driven enterprise explicitly inspired by HM principles manage the tensions between the economic rationale and its social mission?” RQ2: “Is it effective?”</p> <p>Literature: Purpose, Humanistic Management theory, Economy of Communion theory, Hybrid Organizations' Theories, theoretical contributions about Pandemic in Italy.</p>
B) Information collection procedure	<p>Identification of information sources, presentation of credentials, request for authorizations, timeline of the surveys (25.06.2021-31.03.2022), collecting methods: document analysis, questionnaires (87), semi-structured and in-depth interviews (39, total duration: 16h:41m:25s, 267 pages of transcript, direct observations (130h). Guidelines on researcher behavior.</p>
C) Protocol questions	<p>Enterprises' description (history, mission, governance, strategy, accountability). Pandemic challenges and meaningful events. Company decisions / actions. Company performance. The role of the stakeholders. Post-Pandemic strategies.</p>
D) Report framework	<p>Data format: All paper documents have been transformed into PDF files; All voice notes (recorded interviews) have been carefully transcribed and signed. The numerical data were processed on excel files. All the documentation is registered catalogued as D (documents), E (data processing), I (interviews), O (direct observations), Q (questionnaires) and identified by a protocol number. The bibliography is listed at the bottom.</p>

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