



ALMA MATER STUDIORUM  
UNIVERSITÀ DI BOLOGNA

Research group on:

# **Sustainability Transition Management**

Department of Management

Alma Mater Studiorum - University of Bologna

# WHO we are and WHAT we do



Matteo Mura  
Associate Professor of  
Management Control Systems



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Associate Professor of  
Business Management



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Assistant Professor of Sustainability  
Transition Management



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Assistant Professor of Sustainability  
Transition Management



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Mario Nicolas Mora  
PhD Candidate in Future Earth



Natalia Cardena  
Research Assistant

## Research on:

- Sustainability performance measurement systems
- Sustainability transition of industrial ecosystems
- Decarbonization strategies in companies and value chains
- Sustainability reporting
- The effects of climate change on firms: mitigation and adaptation

## Grants from:

- EU Commission; National Governments
- Private organizations

## Teaching to:

- PhD in Management; PhD in Future Earth - University of Bologna
- Undergrad and MSc, School of Engineering-University of Bologna
- MBAs and Executive Master - Bologna Business School



# MULTI-SCALARITY approach to sustainability transition research

## TOPICS

## MAIN THEORIES

## DATA

### POLICY level

- Sustainability transition of industrial ecosystems
- Sustainability transition scenarios
- Spatio-temporal analyses of CO2 emissions in EU hard-to-abate industries
- Emissions Trading System

Transition theory / Multi-level perspective / Relational economic geography / Institutional theory

- EU countries (27)
- EU industrial ecosystems (276 regions + 1,192 provinces)
- 5,300 Factset sample worldwide

### COMPANY AND VALUE CHAIN level

- Sustainability performance measurement systems
- Decarbonization strategies in companies and value chains
- A network analysis approach to supply chain decarbonization
- Circular economy in SMEs and bio-based industry
- Sustainability reporting and disclosure

Systems theory / Stakeholder theory / Institutional theory / Signaling theory / Legitimacy theory / Boundary spanning / Social connection CSR / Social Network Analysis

- 3,928 Italian firms (SUMM Lab)
- Top 30 CDP manufacturing
- Top 10 EU oil & gas firms
- 250 Italian SMEs
- 1,386 Italian firms – 2,290 dyads CRIF database

### INDIVIDUAL level

- Cognitive biases in sustainable operations and supply chain management
- Innovative work behaviour

Bounded rationality / Prospect Theory / Heuristics / Expected utility theory / Theory Planned Behaviour

- Interviews with purchasing officers
- Survey of healthcare personnel

# Grants

## PUBLIC BIDS: EU Commission and National Governments

- **BRC – Building Responsible Competitiveness (2007-2009)**
  - **EU Commission**
  - Unibo, ResPortugal, Követ, Respect, Forética, CSR Europe
- **Sinergia project on BM innovation (2013-2016)**
  - **Swiss National Science Foundation**
  - Unibo, EPFL Lausanne , ETH Zurich, USI Lugano
- **Circular Economy in Italian SMEs (2017-2018)**
  - **Italian Ministry for the Environment**
  - Unibo
- **Re-Industrialize (2018-2020)**
  - **EU Commission, Climate KIC**
  - Unibo, Wuppertal Institute, Provadis, Engie, The Climate Group
  - [www.climate-kic.org/areas-of-focus/sustainable-production-systems/our-initiatives/re-industrialise/](http://www.climate-kic.org/areas-of-focus/sustainable-production-systems/our-initiatives/re-industrialise/)
- **B-Plas: Bioplastics from Sludge (2017-2021)**
  - **EU Commission, Climate KIC**
  - <https://site.unibo.it/b-plas/en>
- **CROSS LIFE: Crotonic Acid from Organic Sewage Sludge (2022-2026)**
  - **EU Commission**
  - Unibo, Unisiena, Vinavil, Unigrà, AqA, BPlas
- **Integrated Platform for Enhanced Analysis of Environmental, Social, and Governance (ESG) Reports (2024-2025)**
  - **Next Gen EU / PNRR CN-HPC**
  - Unibo, Unina, UniSalento, Ifab, EmilBanca, CRIF, Bper, Confindustria Emilia

## PRIVATE ORGANIZATIONS

- Dubai Chamber of Commerce, Camst, Coop, Corriere della Sera, Granaloro, Intesa San Paolo, Rekeep, Unipol



# Academic Publications (2021-2024)

1. Mura M., Longo M., Zanni S., Boccali F., Visani F. (forthcoming) "From outcomes to practices: measuring the commitment to sustainability of organizations" *Environmental Science and Policy*.
2. Vagnini C., Vieira, L. C., Longo, M., Mura, M. (2024) "Regional drivers of industrial decarbonisation: a spatial econometric analysis of 238 EU regions between 2008 and 2020". *Regional Studies*. DOI: 10.1080/00343404.2024.2380369.
3. Canal Vieira, Longo, Mura (2024) "Impact Pathways: The hidden challenges of Scope 3 emissions measurement and management", *International Journal of Operations and Production Management*
4. Canal Vieira, Longo, Mura (2024) "Responding to a wicked problem: How time, sense of place, and organisational boundaries shape companies' decarbonisation strategies", *Organization & Environment*. DOI: doi.org/10.1177/10860266241229
5. Mura M., Longo M., Zanni S., Toschi L. (2023) "Exploring socio-economic externalities of development scenarios. An analysis of EU regions from 2008 to 2016", *Journal of Environmental Management*, Vol. 332, 117327. DOI: doi.org/10.1016/j.jenvman.2023.117327
6. Canal-Vieira L., Longo. M., Mura M. (2022) "From carbon dependence to renewables: The European Oil Majors' strategies to face climate change", *Business Strategy and the Environment*. DOI: 10.1002/bse.3185
7. Zanni S., Mura M., Longo M., Motta G., Caiulo D. (2022) "Indoor Air Quality monitoring and management in hospitality: an overarching framework" *International Journal of Contemporary Hospitality Management*. DOI: doi.org/10.1108/IJCHM-12-2021-1549
8. Canal-Vieira L., Longo. M., Mura M. (2022) "Will the regime ever break? Assessing socio-political and economic pressures to climate action and European oil majors' response (2005-2019)" *Climate Policy* DOI: 10.1080/14693062.2022.2044283
9. Mura M., Micheli P., Longo M. (2021) "The effects of performance measurement system uses on organizational ambidexterity and firm performance", *International Journal of Operations and Production Management*, Volume 41, Issue 13, Pages 127-151. DOI: 10.1108/IJOPM-02-2021-0101
10. Rettab B., Micheli P., Mura M., Mellahi K., Pereira V. (2021) "The perceived value of measuring the impact of CSR performance on CSR investment: evidence from the UAE", *International Studies of Management & Organization*, DOI: 10.1080/00208825.2021.1959879
11. Canal Viera L., Longo M., Mura M. (2021) "Are the European manufacturing and energy sectors on track for achieving net-zero emissions in 2050? An empirical analysis", *Energy Policy*, doi.org/10.1016/j.enpol.2021.112464
12. Zanni S., Motta G., Mura M., Longo M., Caiulo D. (2021) "The Challenge of Indoor Air Quality Management: A Case Study in the Hospitality Industry at the Time of the Pandemic", *Atmosphere*, Vol.12, No. 7, pp. 880, DOI: doi.org/10.3390/atmos12070880
13. Mura M., Longo M., Toschi L., Zanni S., Visani F., Bianconcini S. (2021) "Multilevel-growth modelling for the study of Sustainability Transitions", *MethodsX*, In Press, DOI: doi.org/10.1016/j.mex.2021.101359
14. Mura M., Longo M., Toschi L., Zanni S., Visani F., Bianconcini S. (2021) "Industrial Carbon Emission Intensity: A comprehensive dataset of European Regions", *Data in Brief*, DOI: doi.org/10.1016/j.dib.2021.107046
15. Mura M., Longo M., Toschi L., Zanni S., Visani F., Bianconcini S. (2021) "The role of geographical scales in sustainability transitions: An empirical investigation of the European industrial context", *Ecological Economics*, Vol. 183, DOI: doi.org/10.1016/j.ecolecon.2021.106968
16. Longo M., Mura M., Vagnini C., Zanni S. (2021) "Sustainability measurement: Evolution and methods", in Jingzheng Ren (Eds.) *Methods in Sustainability Science*, Elsevier, ISBN: 9780128239872



# Non-Academic Publications

## Reports

1. Mura M., Longo M., Canal Vieira L., Mora N. (2023) «Decarbonizzazione di imprese ed ecosistemi industriali. Stato dell'arte e sviluppi futuri». Report per **Intesa-San Paolo**. Disponibile a questo [link](#).
2. Paleari S., Braschi A., Dell'Isola M., Delle Site V., Di Donato A., Maffini F., Mallone M., Mura M., Vignali R. (2022) «Report del Tavolo tecnico per lo studio di proposte in tema di risparmio energetico destinate alle Istituzioni della Formazione superiore e agli Enti di Ricerca» Report per il **Ministero dell'Università e della Ricerca**. Disponibile a questo [link](#).
3. Mura M., Longo M. (2018) “Le piccole e medie imprese italiane di fronte alla sfida dell'economia circolare”. Report per il **Ministero dell'Ambiente, della tutela del Territorio e del Mare**.
4. Melahi K., Micheli P., Mura M. (2015) “CSR practices and Measurement in Dubai”, Report for the **Dubai Chamber of Commerce**.

## Case Studies

3. Zanni S., Miandar T. (2022) ““Stop smoking like a chimney!”, but what if you don't have one?”. **Bologna Business School Case Series. ECCH – The Case Centre**
4. Mura M., Longo M. (2020) “Trading-off between utopia and business opportunity in WASP”. **Bologna Business School Case Series. ECCH – The Case Centre**

## Newspapers articles

4. Mura Matteo, Longo Mariolina “Ora nuovi modelli (con nuove norme) di produzione e consumo” **Corriere della Sera**, 11 gennaio 2022
5. Mura Matteo, Longo Mariolina, Canal Vieira Leticia “Lotta al carbone. Scenari possibili”, **Corriere della Sera**, 9 novembre 2021
6. Matteo Mura ha curato la realizzazione (insieme a Luigi Gia e Paola Jadeluca) del dossier “Economia Giusta. Oltre la CSR” (11 pagine) pubblicato su **Affari & Finanza** il 21 ottobre 2019.
7. Matteo Mura ha curato la realizzazione (insieme a Luigi Gia e Paola Jadeluca) del dossier “Economia Giusta. Oltre la CSR” (11 pagine) pubblicato su **Affari & Finanza** il 18 ottobre 2018.
8. Matteo Mura ha curato la realizzazione (insieme a Luigi Gia e Paola Jadeluca) del dossier “Economia Giusta. Oltre la CSR” (11 pagine) pubblicato su **Affari & Finanza** il 9 ottobre 2017.
9. Longo M., Mura M. “Clima, l'ONU chiede di accelerare. Per l'industria la sfida più difficile”, **Affari & Finanza**, 21 ottobre 2019.
10. Mura M., Longo M. “Aria inquinata, un piano globale di reindustrializzazione a basso impatto”, **Affari & Finanza**, 18 ottobre 2018.
11. Mura M. “Modelli di business alternativi per limitare sprechi e CO2”, **Affari & Finanza**, 9 ottobre 2017.
12. Longo M. e Mura M. “Economia circolare e sviluppo sostenibile. Cosa resta ancora da fare”, **Corriere Imprese**, 18 settembre 2017.
13. Bergami M. e Mura M. “Il sistema delle PMI al bivio (decisivo) della sostenibilità”, **Sole 24 Ore**, 11 giugno 2017.
14. Longo M. e Mura M. “E' finita l'era degli shareholder. Le aziende oltre al profitto devono creare valore”, **Corriere Imprese**, 15 maggio 2017.
15. Longo M. e Mura M. “Profitto ad ogni costo. Una logica vecchia che non funziona più”, **Corriere Imprese**, 24 aprile 2017.





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