

Mother Yeast as a Successfully Entrepreneurial Innovation: The Case History of Porta1918

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Abstract: *The purpose of this contribution is to highlight how heritage represents, in some cases, the main company innovation on which to build its competitive success. To do this goal a case study was chosen for a small company that makes baked goods in a small town in Sardinia, from which it emerges that the "roots" were the main innovation to face the current challenges, but accompanied by the "wings" as "knowledge, technology, openness to relationships with other actors in the context. The approach followed is of a qualitative narrative type and the case history is constructed through a mix of sources.*

Key words: Entrepreneurial Innovation, heritage marketing, stakeholder marketing, value co-creation.

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1. Introduction

The attention given to long-lived companies by scholars (Goto 2006; Corbetta & Salvato, 2012; Napolitano & Marino, 2014; Napolitano et al., 2015; Riviezzo, Skippari, & Garofano, 2015) has gradually led to the emergence, in business economics studies, of a specific branch, aimed at investigating the weight and the strategic role that the historical memory and the cultural resources of the company can have in its own competitive advantage, also in terms of propensity to innovation. These studies are becoming increasingly clear, both in Italy and abroad, as a key to understanding the use of historical heritage as a vehicle for building, re-building and communicating the identity and values of the company (Montemaggi & Severino, 2007). In the last ten years, marketing literature has clearly highlighted the role of heritage in the competitive strategies of companies and the centrality of the same in the construction of engaging experiences for the various stakeholders with whom it enters into a relationship, still few studies have so far been made to build a wide and articulated case history.

In order to enrich the literature that which refers to heritage as a lever of competitive advantage, in this work we focus on how the heritage inherited from the past configures, in some cases, as the most important innovation of the present and of the company's future, even for very small companies. This research therefore fits into that line of studies that believes that the past should be interpreted in an evolutionary way, to look towards the future through the strategic improvement of one's experience (Arnold, Davies, & Ditchfield, 1998; Urde, Greysier, & Balmer, 2007; Martino & Brignone, 2013; Riviezzo, Garofano, & Napolitano, 2016; Napolitano, Riviezzo, & Garofano, 2018).

To achieve this goal, a case study was chosen concerning a small company in Sardinia, whose headquarters is located in a town of just under 6,550 inhabitants, which produces baked goods, and which over time has managed to combine its "roots", identified by the entrepreneur himself as the main innovation to face the current challenges, with the "wings" of knowledge, technology, openness to relations with other actors in the same context. All elements that allow the company to build and reconstruct, without interruption, an articulated system of experience, from which all the stakeholders, internal and external and with which it enters into a relationship, benefit in a process of co-creation of value where collaboration and learning are the keys to organizational success.

The approach followed to build the case is of a qualitative narrative type (Gabriel, 1991; Boje, 2001; Czarniawaska, 2004) and different sources were used: in-depth interviews with the entrepreneur and analysis of stories and documents already produced from the same company.

The work is structured as follows: we present an analysis of the essential literature on the subject of heritage and innovation; we focus on the methodology and on the information detection framework; we present the case study and we illustrates and discusses the results obtained regarding the heritage strategy. The last point is devoted to the conclusions and limitations of the present work with some possible developments of the same.

2. Literature review

The need to communicate the identity of the company to its various stakeholders and to pursue a competitive advantage over its competitors has led, in recent years, to the affirmation of studies on cultural heritage marketing. To date, however, this concept does not yet have a univocal and shared definition, neither in literature nor on the operational level (Loulanski, 2006; Rizzo and Thorosby 2006; Napolitano, 2015). The central idea of this body of study, however, can be identified in the use of historical heritage as a vehicle for communicating the

identity and values of the company (Montemaggi, Severino; 2007) differentiating it and making it more competitive with respect to competitors and allowing them to strengthen relationships with customers, enriching them with empathy and emotion (Napolitano, Riviezzo, Garofano, 2018).

Below we focus on the concept of the "past" as a key to innovation for the future and then see how in an increasingly complex and dynamic context this innovative capacity finds greater expressive possibilities in the ability to build adequate multilateral relationships (and not only dyadic) and more transparent with the plurality of stakeholders with which companies interact (Hillebrand, Driessen, & Koll, 2015). Against the background of these two conceptualizations there are the processes of collaboration and learning that are at the base of the activities of co-creation of value.

2.1. The past as a key of innovation of the future

One of the main elements of the appeal to the Heritage concept in business studies is to conceive the heritage inherited from the past as a "reservoir of meaning" that allows to identify new opportunities for dialogue both with consumers (Montemaggi & Severino, 2007) that, more generally, with all the relevant stakeholders of the company. However, despite being closely connected to the past and with the history of the company, heritage differs from the latter (understood as a sequence of facts) because it becomes a key to understanding the present and the future (Balmer, 2011) allowing a reinterpretation of historical details that take on a different meaning for the present and for the future and that give life to products and services full of significance (Balmer & Burghausen, 2015; Burghausen & Balmer, 2014; Urde et al., 2007). In this perspective, the past is interpreted in an evolutionary way in order to look towards the future, strategically enhancing the company's experience (Arnold et al. 1998, Urde et al., 2007; Martino, 2013, Riviezzo et al., 2016, Napolitano et al., 2018).

If, on the one hand, the "reservoir of meaning" constituted by the past is expressed in the creation of new products and services, on the other hand, it feeds new forms of communication and relationships. Among the expressive forms of heritage in organizations there is a close link with storytelling that allows to confer greater legitimacy and uniqueness to the enterprise itself (Suddaby, Foster, & Trank, 2010), surrounding it of an "imaginary halo" that makes its reputation more positive (Lucci & Sacchi, 2014) and contributes to justifying its strategies (Brunninge, 2009).

Whether one conceives it from a merely communicative point of view, or analyzes it from that of product strategies, the concept of heritage and its operational application require a "moment" in which the company management becomes aware of the importance of the heritage historian and decides to use it under different strategic points of view. This is why heritage is not the boring and dusty reminder of times that no longer exist, but rather the value basis for understanding how to innovate today, without renouncing one's roots. Innovation therefore means change but this change can develop within the limits in which it generates awareness and, therefore, learning (Beckman & Barry, 2007).

Once aware of this, the link between heritage and business strategy is expressed in a process perspective that presents itself as an integrated whole of planned, organized and controlled activities (Napolitano, Riviezzo, & Garofano, 2018).

Particularly interesting in Heritage studies is the concept of corporate heritage identity that Balmer (2011) identifies in the traits of organizational identity that have remained relatively constant over time and where other identities of institutions, places and cultures converge. The strength of this concept is not only in the knowledge and awareness that lead then to enhance the Heritage of the company itself, but in "opening" the organization to the creation of a system of stable and lasting relationships with stakeholders, from which it can learn and to which it can teach, in a seamless process. Indeed, the correct management of heritage

requires mutual trust between the company and its stakeholders and depends on the ability to balance authenticity and affinity in these relationships. In this context, the foundations of value co-creation are identified, expressed through continuous dialogue, resource sharing (operand and operant, according to the terminology of Ballantyne & Varey, 2006), assumption of responsibility and transparency.

2.2. Innovation through infra and intra-organizational relationships

The inclusion of heritage in business strategies requires that they focus on the elaboration of the past in a futuristic way, on symbolism, on anticipating change, on rapid reaction to the crisis, on maintaining public support and on creating empathy (Balmer 2009). In other words, it is necessary that managers, through the assumptions of the co-creation of value, give life to a relational context that favors innovation through mutual learning. One of the ways to make this possible is through the care and operation of the pillars of the DART model (Pralhad, Ramaswamy, 2004a, 2004b, Ramaswamy & Gouillart, 2010). This model takes the form, respectively, of a) the propensity for dialogue intended not as a simple receipt of information but as a space for the construction of the relationship based on a system of rules that allows an orderly and productive interaction; b) on access to the possibility of using the asset / resource according to its own specific spatial and temporal methods for each client, which allows to generate increasingly positive experiences for them; c) on transparency, that is the possibility of establishing relationships based on the sharing of resources and on the reciprocity of advantages, this means, in turn, working to build relationships based on mutual trust; d) on the evaluation of the risks deriving from the interaction and use of a given good and / or service. If read systemically, the four pillars now listed allow the company to develop new skills and to involve consumers more in business life, making them real collaborators of the company (Melis, 2018).

Taking up the DART model, Ramaswamy, Gouillart (2010) highlight how the perspective of value co-creation proposes a redefinition of the way companies interact with stakeholders, both to allow their wider and deeper participation in the creation process of value, and to make themselves part of mutually enriching flows of experience. Following the same reflections, Ramaswamy and Ozcan (2014) argue that value co-creation involves a real paradigm shift, shifting attention to a perspective in which people with their relationships and interactions are at the center of the creation process. The analysis of the evolution of studies on value co-creation has the merit of highlighting how, for an organization, in order to legitimize itself in its own reference environment, it becomes of vital importance to build adequate relationships for and with all relevant stakeholders.

The importance of referring to all stakeholders and not only to customers becomes the center of literature studies that has developed, in recent years, around the concept of stakeholder marketing (Bhattacharya and Korschun, 2008) suggesting, in this way, that value co-creation is even more effective if it goes beyond simple dyadic relationships (Hillerbrand et al., 2015). The concept of stakeholder marketing, in fact, refers to “activities within a system of social institutions and processes for facilitating and maintaining value through exchange relationships with multiple stakeholders” (Hult, Mena, Ferrell, & Ferrell 2011: 57). While recognizing the centrality of customer relations, the marketing stakeholder emphasizes that they can be influenced by relationships with other subjects that are variously interested and / or involved in the stories of companies and in value creation processes (Grönroos, 1997; Gummesson, 2008). This perspective, to be more precise, tends to emphasize the priority of systemic effectiveness, deriving from the overall consideration of all the interested parties, compared to that of every single part, to which an actor must feel free to ask everyone involved to give up to the maximization of his/her own specific objectives for the benefit,

instead, of the pursuit of the general objectives of the group of actors involved in a collaboration network.

This aspect, easy to declare and noble to pursue, is less verifiable in terms of concrete experience. In this sense it becomes useful, for theoretical and operational purposes, to analyze concrete cases so as to expand the reference literature on the subject and offer scholars and managers opportunities for reflection on the many experiences, positive and negative, that are found in reality. This research work helps to make up for this gap by enriching the literature with a case study that presents many positive aspects consistent with the prospects of heritage marketing, stakeholder marketing and value co-creation.

3. Methodology

The analysis is qualitative and is based on a single case (Yin, 1994, 2006), considered paradigmatic in this context with respect to the supported thesis, on the basis of which we want to highlight how the heritage inherited from the past can become over time the main innovation for company survival and the compass that favors and directs strategic adjustment processes (Rowley, 2002). The specialty of the case study is linked to context factors (a peripheral and marginal territory in the context of the European Union, even isolated and distant from the continent), to the very small size of the company and to the fact of operating in a traditional market context (the production of bread and cakes).

To do this we proceeded with the collection of material and documents both in online and offline channels. Particularly helpful were the interviews with Gianfranco and Riccardo Porta, the last two generations of entrepreneurs, who today manage with an activity that has become the center of interest for many consumers in southern Sardinia and, in particular, the city of Cagliari with increasing success.

The collected material has been analyzed in its content (Bell, 2001; Bell, & Bryman, 2007) and the results are presented in narrative form (Czarniawska, 2004) in the belief that, thanks to it, we can grasp the proper elements which are object of analysis: ability to transmit the original corporate values over time and the capacity to generate, pivoting on the first, fruitful processes of innovation of every type: product, process, organization, communication. The large amount of data collected did not require the use of any particular software for its treatment and everything was done through the reading and listening of the same by researchers who then shared their perceptions giving rise to the following text.

4. The case study

4.1. *The origins*

The Porta company was founded in 1918 in Gonnosfanadiga, a small town close to Cagliari, known for the proliferation of numerous initiatives related to the processing of flour for baking. This latter tradition is still found today. In those years Sardinia was a very poor region and most of its young people were forced to join the army. In the cities there were basically women, children and the elderly. At the end of the war those who had the good fortune of returning home tried to resume agricultural and livestock activities.

In 1918 Mrs. Chiara Noli, married to the breeder Giovanni Porta, dedicated herself to the production of bread: her mother yeast was born a live substance, deriving from the fermentation process of a part of the flour dough left uncooked that the heirs of the fourth generation have "discovered" to be the most important innovation of today's business success.

Ms. Chiara's skill was to enrich the dough with the right amount of water so that the fermentation process would make that dough rise as much as possible, which then, when properly processed and baked, gave rise to a bread with a light consistency, easily digestible,

fragrant and pleasant to the palate. At the time, Chiara Noli's bakery produced three types of bread.

4.2. The first generational change

The bakery grew in production and reputation and a contribution, in this sense, came from the introduction of more mixers driven by a single motor. At the beginning of the fifties Giovanni and then his wife Chiara died, leaving the management of the bakery to his son Peppino who inherited both the desire not to surrender in the face of difficulties and the ability to be generous with the most needy from his mother. Those were the years immediately following the end of the Second World War. In a destroyed and poor country, however, the American military arrived, which among other things brought many new features and different innovations. Among the latter "brewer's yeast" began to spread which "seduced" many of the bakers of Gonnosfanadiga to the point of inducing them to replace the natural yeast they had used until then. Mr. Peppino Porta, however, did not want to give in to this temptation and, although even among his family and collaborators there were those who told him of the opportunity to switch to brewer's yeast, he continued to "refresh" his mother Chiara's yeast and, with two batches of bread a day, he allowed himself to keep the family in more than decent living conditions.

4.3. The first market difficulties, the third generation of entrepreneurs and the beginning of a strategic path.

In the advent of the sixties and seventies, the bakery went into crisis, so much so that production was reduced to just three days a week and Mr. Peppino, who in the meantime had six children including Gianfranco, the oldest (born 1957) and Marcello (born 1961), was forced to send them to work in the vineyard on days when the bakery did not produce. In the seventies Mr. Peppino left the reins of the business to Gianfranco and Marcello who in 1980 proceeded with the expansion of production and the purchase of a new oil-fired oven. The two brothers understood, however, that this could not be enough compared to a market that was rapidly changing: a slow recovery began, which resulted in the search for new markets and with the first sale, in 1985, in the context of the city of Cagliari through the supply of bread to a trattoria and subsequently with the participation in a fair, in 1987, in which they began to make their production known to a wider audience.

The years that followed were full of events so as to profoundly change the structure of the company: in 1990 an electric oven was purchased and with it the first marketing operation was born, through which the company tries to intercept the interest of the consumers with a communication that highlights products made with an "ecological oven". It also buys a fermentation cell that allows braiding more frequently (twice a day) and in 1994 the production is transferred to a new plant (the current one), not only wider and more welcoming but suitable for further expanding production alongside bread making pastry. In terms of distribution, it must be remembered that at the time there was a law in Italy (No. 426 of 1971) that regulated the opening of retail outlets and that each municipality, through the so-called "network adaptation and development plan of sale" set clear limits to the opening of the shops. This circumstance meant that the company Porta, which had moved to the new plant to maintain the sales point in which they had previously operated, was forced to purchase a commercial license for another 20 million Italian lire from another operator.

In 1998 proceeded with the expansion of the sales network: opening of a sales point in Serramanna, a town not far from Gonnosfanadiga, and in 1999 with a third sales point also in Gonnosfanadiga.

An important turning point in the history of this company came in 1998 when Mr. Gianfranco decide to participate in a training course organized by the LAG Monte Linas in

collaboration with a group of professors from the University of Cagliari on the subject of marketing, and this triggers the innovative and managerial skills of Mr. Gianfranco who, availing himself of the precious consultancy, prepares the first promotional brochure of the company, develops the first contacts with other productive realities of the territory and tries to forge alliances aimed at promoting itself not as a single company but as a network of productive realities of the single territory, Medio Campidano.

However, this need to adapt to the changes underway was not fully understood by the brother Marcello, with whom it was decided in 2001 to terminate the collaboration by selling the latter's shares, in part to Mr. Gianfranco and in another part to his sister Maria Chiara. The SNC thus re-formulated in the social structure is joined by a new company, a limited partnership (sas), for the management of the sales points. The latter, therefore, takes over four sales points (the existing ones of Gonnosfanadiga and Serramananna and two new ones in Samassi in 2006 and Pabillonis in 2009) while the former remains as the owner of the production activity until 2007, the year in which it takes over managing a new sales point in Villasor.

In 2003 Mr. Porta, always with the collaboration of the LAG and the advice of university professors, in collaboration with the municipality gives rise to the first bread festival and the practice for obtaining the recognition of Gonnosfanadiga with the brand "City of bread", while in 2006 the factory opens to students becoming the first didactic laboratory in Sardinia. In Gianfranco's mind, the importance of training is increasingly clear and, for this reason, pushes another brother (Angelo) employee of the company to take part in training courses that allow him to improve his manual and intellectual skills. Furthermore Mr. Gianfranco understands the strategic importance of breaking down the "walls" of individualism and mistrust, which characterized so many economic operators, and in this way creates the conditions for the birth of the Bakers Association, of which he will become President in 2008.

In 2002 the SNC opened, with the contribution of the LAG, the local products sales center, born with the intention of recovering a historic place in the town of Gonnosfanadiga to make it a reference point for the distribution of local products.

4.4. The fourth generation of entrepreneurs and the transition from an emerging strategic approach to a deliberate one based on the values of heritage

If, with the third generation of the Porta, it was possible to counteract the crisis and successfully re-enter a difficult market such as that of bread-making in which the industrial giants began to work, a decisive turning point comes with Riccardo, son of Gianfranco, who despite having breathed the air of bakeries in the childhood years, decides to enroll after secondary school at the University as far from home as possible, even to meet other people and explore the world to understand where his place could be in the future. Thus he arrived in Urbino where he graduated in 2011 in economics and business management and his dream was, after graduation, to take a sabbatical visit to India.

In the summer of 2010, however, while he was on the farm with his uncle Angelo, intent on refreshing sourdough, he asked him questions and became curious about this procedure: he discovered the story of that piece of fresh pasta rich in many microorganisms, alive since the time of his great-grandmother Chiara, still able, after so many years, to make pasta leaven and give rise to that product that cannot be missing from the tables of every person. So it was that Riccardo had the intuition to transform that story into what is now the basis of the company claim: grandmother Chiara's mother yeast. Riccardo understood at that moment that the real strength of the company, what he still defines as the main and most important company innovation, was the inheritance, the heritage of values and knowledge inherent in that bit of fresh pasta (photo 1).

Photo 1 - Grandmother Chiara's sourdough



From that moment on, a new phase of the management of the company began, passing from empiricism to programming, from the randomness of circumstances to the planning of the present and the future, from “emerging” strategic decisions to a set of deliberate decisions (Mintzberg, 1989). Today the Porta1918 company is a respectable company with 39 employees, which has a total turnover of over 1.8 million Euros and, as illustrated in the following pages, with interesting innovative projects that herald important growth prospects.

5. The pillars of the heritage innovation strategy and the results achieved so far

The advent of Riccardo Porta in business management was not easy because the other employees saw him as the "son of the owner", graduate, but totally unaware of how the company worked. This led him to renounce his eighteen year old dream to enter the business full-time and "get his hands dirty" by humbly carrying out all the business tasks, a circumstance that allowed him to understand the processes more thoroughly and identify potential and limits.

His presence however begins to be felt and his preparation, his humility but also the desire to put his studies to good use, make him a subject totally integrated in the business management, up to the point that, always with the active support of the father Gianfranco, it can see the first results, especially in the awareness of the identity values of the company and the need to communicate it in a more effective and modern way. One of the results of this action is the claim "We have been kneading the same sourdough for over 100 years", which stands out on the home page of the Porta1918.it website and which is the foundation of this company's heritage strategy, which celebrated its 100th anniversary of life in 2018 with a special event that involved the entire town of Gonnosfanadiga, as well as several other companies with which the Porta family interacts and co-creates value for the entire territory. The same claim, although declined in different expressive forms, is now repeated in every sales point (as can be seen from photo 2 in which it is written with a felt-tip pen on a wall that resembles a school blackboard, we "refresh" our #pastamadre for over 100 years") and all the staff are fully aware of it.

Photo 2 - The claim written in a wall of the Guspini store



To understand how the innovativeness of value inherited from the past is today the compass of corporate identity and behavior, it is useful to recall what Riccardo said in 2016 at the Unica & Imprese event dedicated to innovation, promoted and organized by the University of Cagliari. The day Riccardo Porta began by stating that, even if what he was about to say could be considered a paradox, for his company the main innovation behind the growing success was "grandma Chiara's mother dough" that every day, for over a hundred years, it is refreshed daily. Always on the site, on the page that explains the corporate philosophy, it can be read:

Our guide is always grandma Chiara's sourdough, her passion, her love for local raw materials and her extraordinary desire to always improve.

To these solid roots, Riccardo and Gianfranco, with the support and consent of all the company staff, have followed a marketing strategy that involved all the company levers.

As far as the product portfolio is concerned, it has been expanded and qualified, so that today it is divided into three product lines, bread, fresh pasta and pastry, each of which allows the satisfaction of every kind of desire through multiple references. Strengths of the bakery are the "whole grain civraxeddu" and the "Sunday bread". Nonetheless, in the confectionery sector, it is necessary to remember the whole grain amaretto, awarded at Expo 2015 by Coldiretti as an innovative Sardinian product of the year (Photo 3). Recently then the portfolio has been enriched with the pizzas in the pan and the stuffed buns that are having great success.

Photo 3 - Whole Grain Amaretto (Whole Grain Amaretto)



The quality of these products derives from a careful selection of raw materials, all zero kilometers and acquired in the Sardinian context (durum wheat) or, for what is not found in this region in the Italian territory. Also in this case knowledge was placed at the basis of the decisions and, in this sense, the competence of academics from the University of Sassari was used. Here, then, that after having recovered the Cappelli wheat, the Porta company was among the first companies to promote its cultivation and use in bread-making, winning in 2012, the Rome Award. At the base of the decision to make further investments aimed at enhancing other types of ancient cereals, however, there is the idea that biodiversity is of real value.

Thanks to this strategy, the prizes are multiplying and the last in order of time (2019) is that of the "2 breads" issued by Gambero Rosso through which the Porta1918 company is counted among the best ten bakeries in Sardinia, which was highlighted with a post on the Facebook page:

*Beyond the recognition that fills us with pride and encourages us to improve again, we are very happy that a guide has been made that focuses on the #pane and artisan bread-making. This is very good!
And thanks to Alessandra Guigoni for the article and for the attention that she has always shown for our sector!*

The pricing policies clearly reflect the corporate values inherited from the past: they were designed to give value to the quality of the production without forgetting that bread, as Riccardo reported in the interview, "is a food of sociality that must never missing in the tables of any family and, therefore, not only must it be good but also accessible", going in this way against the current compared to other competitors, who also make quality a distinctive element, to which, however, they make even market prices correspond to triple to those practiced by the Porta company. The sense of community present since the time of Grandma Chiara is reproduced in different forms, a further expression of a heritage of strong and rooted values.

Also the distribution has had a redefinition both in quantitative and qualitative terms; today the Porta bakeries are ten, three of them in Gonnosfanadiga and two in Cagliari. To these fixed sales points in 2019 was added the caravan that intercepts the increasingly widespread fashion of street food (photo 4) with the claim of "growing dough on the street". Particularly significant, also in this case, is the narrative that supports the initiative, as can be seen from the website:

While food fashion relegates simple products into the gourmet glass bell, we decided to go the other way: to bring back good leavening among the people, on the streets. Thus StreatPorta is born.

Photo 4 - The StreatPorta caravan



Finally, promotion and communication are the business areas in which the company has invested the most in the last six years: from the redefinition of the logo and the brand identity to the preparation of an integrated and coherent offline communication system (headed paper, business cards, leaflets, posters, etc.) and, above all, the online one with the review of the company website, the opening of social profiles on Facebook (which counts just under 5700 followers) and Instagram (2207 followers) through which each day they maintain a constant relationship with the lovers of their products through videos and photos that allow them to appreciate the products and the processing phases of some of these (Photo 5).

Photo 5 – Su coccoi



An important element of the new communication's strategy is the layout of the store designed in 2018 and currently implemented in the Cagliari and Guspini sales outlets. The new layout it is inspired by a modern, minimal and elegant architecture, aimed at giving value to its products. It comes with anthracite gray walls, dark brown or anthracite furniture and large glass or steel surfaces. What is most striking when entering the point of sale is the presentation of the bread which is displayed as if they were paintings in an art gallery (photo 6).

Photo 6 - Breads at an exhibition



In terms of communication, the events must be remembered and, among these, "the celebration of the century" held in Gonnosfanadiga on 7 October 2018, defined by Gianfranco Porta as

an opportunity to rethink our past and what the future holds for us, a future in which we must put bread at the center of our table and our life as an element of cultural, social and economic development for our territory.

Riccardo Porta, in this regard, kept in mind that

the idea of this festival was born a long time ago and saw the participation not only of the Porta family and of our collaborators, but in its organization three students who have competed and won a contest, organized in collaboration with the teacher of Marketing of the Faculty of Economics of the University of Cagliari, on the organization of the celebrations of our centenary.

In this growth process, the care of all the stakeholders with whom there are many elements of stakeholder marketing have been central (Hillebrand et al, 2015). Attention to people and their consideration as the foundation of business success is one of the constants never forgotten in the over one hundred years of activity that has emerged several times in the narrative without the need for solicitations. If grandmother Chiara is still remembered for having started to produce and give bread for the most needy, even if to keep a promise made for her son's health, today this same humanity emerges in many other aspects of the company's relational system and, if we consider the climate of mistrust and suspicion that a large part of western and European society in particular expresses towards the less fortunate and the different, here in this business history is inserted that of Mohamed, a boy of Moroccan origin, the son of an immigrant who used to stop at Gonnosfanadiga with his "bazaar" right in front of the "Il Frantoio" sales point. At his father's request, he was taken by Gianfranco in 2013 as a trainee to help with logistics. Gianfranco immediately noticed how this boy not only did his assigned tasks very well but he was curious and interested in helping colleagues engaged in the pastry making, so as to learn the secrets and manual skills. On the basis of this experience, in 2016 Riccardo proposed to "move" Mohamed to Cagliari to "force" him to learn the art of pizza, having him do adequate training. Today Mohamed is a strong point and pride of the company and in the laboratory in Cagliari he prepares different types of pizzas and many focaccias daily, offering innovative and highly successful combinations with the customers of the Cagliari sales outlets.

Finally, another fundamental pillar of the heritage marketing strategy or, more generally, of heritage entrepreneurship, is that which is based on the continuous and constant search for collaboration with other economic organizations of the territory. It can certainly be said that this research is almost obsessive and, until now, has been substantiated into at least two actions: the first, with great symbolic significance, is that of the entrance of the Porta 1918 company into the Sardex complementary currency circuit through which it has created the conditions to find other companies with which to "do things together" or, at the very least, find agreements to supply local raw materials necessary for production, marketing or service activities (such as catering) for business customers; the second refers instead to events organized together with other business realities (wine cellars, craft breweries, food and wine sales outlets, etc.), with the aim of promoting the territory, its value and the identities that characterize it, all without neglecting the involvement of artists, university professors, professionals in specific fields, etc.

6. Future perspectives and conclusions

The elements gathered through the documentary material and the interviews carried out with Gianfranco and Riccardo Porta show a healthy company, rooted in the present, projected into the future with solid personal and contextual historical values at the heart of its mission. The narration of the most significant moments of corporate life have confirmed the initial idea of how innovation does not coincide with the replacement of the past but with the ability to reinvent the same values from which the company originated every day. The ability to operate in an open relational context, with a multiplicity of stakeholders, many of whom are partners in different initiatives, as well as the propensity to give value to man's labor and, therefore, of every collaborator, are aspects that qualify its corporate identity.

In any case, the desire to improve company performance is still great, and there are several projects on which they are working. Among the latter the desire to establish a Foundation must be included, whose Statute is ready, having the realization of events, services, educational workshops, events, training activities, prize competitions, museum spaces, documentation centers as its social aim. In this context, the current building in which the Gonnosfanadiga factory is located is suitable for being expanded and completed with a museum in which to display the family's archival documentation, objects that are no longer used but that have done the company history, as well as a part to be used as a garden in which to plant all the indigenous grains that the family has recovered or intends to recover.

In terms of documentation, a book on the company's history is being prepared, on which Gianfranco is working with the help of relatives, friends and the elderly of the town of Gonnosfanadiga, so as to reconstruct the missing pieces of a 100-year-long route.

A third and significant field of intervention concerns the project aimed at involving employees in corporate communication, making them the active protagonists, especially on social channels. At the time of preparation of this work, the editorial plan is in the process of being completed and this requires each employee could be engaged to manage a section. Everyone can and must systematically tell the story from his point of view, through posts, photos and videos, both on Facebook and on Instagram. There will be those who will take care of following the section on raw materials, who will try to describe the different product lines, who will take care of the events, etc. The basic idea is that in this way the company can obtain benefits both from the cost side and from the point of view of the involvement and the greater sense of belonging of its employees.

On the theoretical level, the work confirmed the initial thesis according to which innovation, if not linked to solid roots, risks being a slavish adaptation to external change, heritage, on the contrary, representing the roots, wisely combines these two aspects so as it allows to never be caught unprepared for competitive changes. At the same time, it is through this dual matrix that the company continually renews itself and places itself as an axis of an articulated system of relations of co-creation of value with all relevant stakeholders.

As far as the limits of the work are concerned, certainly the individual case itself is limiting and this leads to broaden the search for other case studies that, under the constraint of longevity, make us understand the role of innovation in relation to the preservation of the values of the past.

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