

# Danone and PizzAut: a partnership linking purpose driven organizations

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TEACHING CASES 2024

ISBN 979-12-5596-104-8

# Introduction<sup>1</sup>

Danone group operates in Italy through one legal entity, Danone Nutricia SpA Società Benefit, active on three categories of products: dairy and plant-based products, baby food and medical nutrition. In line with Danone's vision "One Planet. One Health", the corporate goal is to combine profit and purpose.

Danone Italy's main responsibility is to market and sell global and local products in Italy and Greece. Typically, the company develops local marketing campaigns or adapts global campaigns to the Italian setting (e.g., by identifying local partners and ambassadors), manages the distribution and sales of products, and nurtures good relationships with the local stakeholders. Danone Italy developed either new products (like Activia Kéfir) or innovative HR practices (like the parental policy) that have been later adopted by the Danone group.

The leadership team of Danone Italy is striving to develop new business opportunities for helping the company to successfully combine Danone's dual social and economic mission. However, satisfying these two company goals is a continuous struggle as it is not easy to predict (ex-ante) if the strategic plan or decisions will satisfactorily address the trade-off between profit and purpose. This trade-off concerns every aspect of the company, from the products to the marketing campaigns, from the HR practices to the selection and involvement of external partners.

# Danone group in Italy

In Italy, Danone embraces a wide variety of categories, including dairy products, plant-based ones, infant formulas, specific weaning nutrition, and innovative solutions for healthy aging and the clinical management of patients. The company owns unique, iconic, local and global brands, such as Activia, Actimel, Alpro, Danacol, Danette, HiPro, SuperMario, Mellin, Aptamil, Fortifit, Fortimel.<sup>2</sup>

Consistently with Danone's Renew strategy, the sustainability strategy is founded on three pillars: Health, Nature, and People & communities (see Figure 1). Danone's use of business to generate a positive impact on the community – in a responsible, sustainable and transparent way – is witnessed by several awards and certificates. Mellin, Danone and Nutricia are certified by the Great Place to Work since 2011. In 2018 Mellin, Danone and Nutricia received the Legal Community Diversity Award, distinguishing themselves in the Family Care category for their great support for parenting. In 2018, Danone obtained the GEEIS Diversity Certification (Gender Equality European & International Standard), carried out by Bureau Veritas.<sup>3</sup> Since March 2020, Danone group operates in Italy as a Benefit Company (see Box 1). Since July 2020, it is B Corp Certified (see Box 2). In 2023, Danone Nutricia SpA was one of the top 15 employers of Great Place to Work.<sup>4</sup> In June 2023, Danone Nutricia SpA also obtained the Gender Equality Certification.

Danone focuses on four sustainability pillars: ethical, environmental, social and economic. Danone's effort to address the four sustainability pillars and to positively impact the community is evident in the plans to create a supportive and inclusive work environment (e.g., by supporting mental health issues). The company has also invested in assisting the elderly during the COVID-19 vaccination drive and the autism awareness.

Fabrizio Gavelli, chair and CEO of Danone Italy and Greece, highlights during interview for the case how Danone differentiates itself from other companies: "Innovation pays off because it differentiates. We try to make sustainability a competitive advantage, starting with the badge of B Corporation, and then seeing how to develop it for the future. For us, the company has an economic and social objective in line with the famous Riboud's speech of 1972."

Danone's effort to change the label of the products from "consume by" to "consume preferably by", to reduce food waste and poverty, is an example of combining business and purpose. This project was called "Best Before Date project", an innovative approach to determining the expiration date. The project aimed to restore value to food by involving the consumers in the fight against waste. The project started from the premise that the food is, in most cases, thrown away when it is still good, as the traditional expiration date is not the most suitable indicator for categories such as yoghurts and fermented milks. For example, the natural acidity of yoghurt prevents it from spoiling, maintaining its flavor and nutritional value for a long time. "Best Before Date" is therefore also a new way of communicating with consumers, who are called to develop greater awareness of the value of products and to be protagonists in the fight against the waste.<sup>5</sup>

According to Salvatore Castiglione (former Danone's Corporate Affairs Director) during interview for the case:

“We have been followed by everyone; we have brought down the paradigm. We offered the methodology used to understand and show the data. Logistics management and the supply chain should improve to produce some economic advantage. Key issues to reduce emissions concern the commitment to logistical bases, the reduction in the dispersion of refrigeration, and the transformation of the car fleet. In addition, we describe where to waste each pack on the packaging, i.e., the talking pack.”

Moreover, Danone Italy is also part of CO2alizione , the first working and sharing platform in Italy for companies committed to climate neutrality, based on an innovative model of stable collaboration. The companies participating in *CO2alizione*<sup>6</sup> become part of a real community, linked by the common statutory purpose and by the belief that only a radical collaboration will make it possible to honor the promise. The member companies participate in the activities of the 2023 CO2alizione program –including i) attending technical and training webinars, ii) joining working groups to find synergistic solutions to common problems, iii) codesign policy making actions, iv) sharing reporting models and participation in an annual summit of movement, v) reporting and publishing the actions and objectives achieved year on year - with the final aim of monitoring progress towards climate neutrality.

### *HR practices*

Danone introduced an important initiative to support employees in their roles as parents and caregivers and started recognizing the value of caring for children and vulnerable individuals inside the company. The project to support parenthood started in 2011 on the impulse of Sonia Malaspina (former HR Director), who presented a plan to the CEO, introducing ten rules to support maternity and neutralize its negative effects on wage gaps and employee disengagement. All programs that support employees' care are based on 4 pillars: cultural, organizational, economic and psychological. With regard to the parental policy, the cultural pillar provides 20 days of compulsory leave for all fathers (10 days more than the Italian regulation) to experience the care. The organizational pillar includes an important listening process, to understand needs and necessities to implement useful policies to prevent new mothers from quitting their jobs. Starting from that listening process, a flexible working model was born, very similar to what is now called smart working, which has given excellent results in terms of people's engagement and impact on the business. The economic support plan for maternity includes the doubling of the salary received during the optional maternity leave period (that leads to 60% of the salary during the optional leave instead of the 30% provided for by law) and the implementation of corporate welfare to a significant extent so to cover the needs of care and education of children. Lastly, the psycho-affective pillar implies that the HR director meets parents on their return from the leave to enhance that experience also from a professional point of view.

In 2017 the parental policy born in Italy has been globally extended to the Danone group, so reaching more than 100,000 employees in addition to the 600 already covered in Italy and Greece. This is how the Danone Global Parental Policy was born from the Italian commitment, with the aim of concretely helping new parents from a cultural, organizational, economic and psycho-affective point of view.

The company emphasizes the importance of distributing caregiving responsibilities equally between parents. The internal survey on the managerial skills of individuals before and after experiencing caregiving showed remarkable results as 100% of mothers returned to work and 100% of fathers took paternity leave. Moreover, it has produced a 50% female representation in executive positions, a positive internal birth rate (+8% vs data really low average rate in Italy), no gender pay gap for equal roles and seniority, and the certification for gender parity.<sup>7</sup>

The design of HR policies is intended to serve the employee's needs. So, for example, the company did not create an internal nursery, but signed agreements with several ones through the welfare. Then, it started the policy of one day of remote working in 2018, well in advance before the pandemic. Thanks to this attention, employees are highly engaged and like to participate in several initiatives (that report on Instagram on "idanoners\_Italia").

In 2018, Danone Italia was the first company to launch an Inclusive Diversity & LGBT policy, starting from the belief that in Danone people with different origins, culture, age and abilities work and grow, bringing new and unique points of view. Danone believes in diversity as a resource to be cultivated, because everyone's original contribution fosters agility, creativity and innovation for all. Promoting diversity at Danone means creating the conditions so that all persons are proud of their uniqueness, feel encouraged to express it, and are ready to embrace what is different and unique in others.

Strengthened by the journey dedicated to parents, in June 2020, Danone undertook another one to support those who take care of an elderly parent or a fragile person. Specifically, the company launched a Caregivers Policy starting from listening to volunteer Caregivers in the company. This policy, like the parental one, stems from the idea that care activities give better professionals to companies and society. Caregiving, in fact, improves skills and attitudes, such as listening skills, stress management and result orientation. Through the 4 pillars, Danone guarantees a 360° support to people who need to take care of fragile people within their family, such as dedicated e-learning courses, psychological support, work flexibility and targeted welfare.

Thanks to these innovative policies, in 2018 Danone received the Legal Community Diversity Award in the Family Care category for their great support for parenting. Moreover, in 2020 Mellin was included in the Top 20 brands of the Diversity Brand Summit 2020, the ranking of companies most dedicated to supporting and including employees.<sup>8</sup> Lastly, in 2022, Danone was ranked first for Diversity & Inclusion in the "Company for Generation" contest and won the first prize in the "Diversity & Inclusion" category promoted by Radar Academy - a Business School specializing in the training and enhancement of young talents.

### *Danone Institute*

In 1991, Danone Institute was founded with the aim of representing an interlocutor on the complex issues of human nutrition.

“Our aim is to focus on life’s turning points, from -9 months to +100 years. In other words, we want to identify and act on those crucial moments that impact one’s lifestyle and alimentation habits, and which are therefore fundamental for one’s wellbeing.”<sup>9</sup> says Lorenzo Morelli, President of Danone Institute and Professor and Head of the Institute of Microbiology and Centre for Research into Biotechnologies, Catholic University of the Sacred Heart.

Over the years, the Institute has carried out scientific studies and important training and information initiatives for health professionals, for pediatricians, dieticians, nutritionists and geriatricians. Fabrizio Gavelli highlights the importance of the Institute in building the culture of nutrition fighting against the fake news.

Since January 2011, Danone Institute is a Foundation, thus reinforcing its total independence from Danone Italy. The Italian Danone Institute is part of the international network of Danone Institutes, present in 10 other countries around the world. The network involves over 200 leading experts from the most diverse disciplines including nutrition, clinical nutrition, food science, physiology, microbiology, toxicology, pediatrics, endocrinology, internal medicine, genetics, sociology and psychology.

Danone Institute aims at spreading the culture of nutrition and is committed to publish the ITEMS volumes and to promote their diffusion among health operators. Each volume is written by members of the Scientific Board of the Danone Institute and by Key Opinion Leaders in collaboration with important specialists. The volumes are distributed during the main congresses dedicated to food and nutrition and may be freely downloaded from the website. Titles of books include: “Preserve muscles and physical efficiency for successful longevity”, “Sustainable nutrition from conception to adolescence” and “Protein transition. Variety in food choices for the health of humans and the planet”.<sup>10</sup>

### *Marketing of products*

Danone Italy employs a dual-objective strategy when it comes to promoting their product categories. On the one hand, they adhere to the conventional approach, spotlighting the inherent benefits of their products. On the other, they embark on an innovative path, intertwining their offerings with social projects. This avant-garde approach manifests through a diverse range of initiatives aimed at championing various social causes. These initiatives bolster the company’s bottom line and lend considerable support to the associated social endeavors.

Danone Italy places great emphasis on the meticulous selection of partners for these social projects, ensuring they align seamlessly with its mission of promoting health, inclusivity, and consciousness. While sales figures hold significance, they aren’t the primary metric of success in

these collaborations. The focal point lies in building brand equity, a symbiotic process where both parties witness an upswing in their worth, subsequently unlocking new avenues for business growth.

To put it succinctly, these partnerships are geared towards amplifying the underlying message, forging connections with diverse communities, and ultimately magnifying the societal influence. This approach underscores Danone Italy's commitment to thriving both as a business and as a responsible corporate citizen.

Giulia Bernieri (Senior Brand Manager of Mellin and Danette) explains the connection between the two goals: "The dual business model is inherent in Danone's commitment to business success and social progress. They are both important, beyond certification. For all brands we try to identify causes that are linked to our brand purpose."

When talking about purpose and the goal of the brand itself, Giulia says: "Brand purpose is the chain of joy: the idea is to find more relevant causes to support and to look for other partners and realities (people, environment and community) we can interact with to generate a positive impact." Danone invested a lot of time in partners' selection as it is not easy to identify the best partner for a collaboration. A good way to start this process is looking at the stakeholder's map. Danone developed the social "Megaphone model" the steps of which include the analysis of the brand and its positioning, the socially relevant cause, the partner expert, the action, the creative campaign ambassador, Danoners' engagement, social impact, and media impact) to create a win-win collaboration (see Figure 2). According to Maia Ottogalli (Head of Public Relations & Corporate Communications of Danone Italy), during interview for the case:

"Social and environmental sustainability cannot be made at the expense of economic sustainability. Otherwise, the success or the survival of the company itself is put at risk. I can contribute to a cause if I generate profits. This is a compass to understand which causes to marry and which not. But it is also difficult to do the right choice, as there must be a double objective." On this issue, Salvatore adds: "This is a sensible topic. You may sensitize the public opinion and the regulator, but each decision should be carefully considered *ex ante*. NGOs have their goal, and we have our own."

The different brands of Danone actively promote health awareness initiatives of people's well-being. Moreover, they activate and sensitize the community with respect to global issues related, for instance, to diversity, inclusion and gender equality. All these social causes are used in the advertisement to empower the consumers, by giving them the option to improve their health.

While it is a powerful model, it is not easy to produce the same results with all products and partners. Giulia remarks: "It is a replicable model, but not easily. We cannot replicate it on another product with the same partners."

A first social and business project concerned the brand Actimel. The project was organized with Auser (a voluntary based organization for active aging) during the campaign of vaccination

against the COVID-19. Danone and Auser launched a crowdfunding campaign to help old people to go to the hospitals and get the vaccine. The social ambassador was in this case the soccer Player Leonardo Bonucci. The campaign has been repeated also more recently.

Another example of a successful partnership was the combination of the product Danette and PizzAut, a social project where the goal is the inclusion in the work environment of autistic people. At first glance, Danette and PizzAut do not have so much in common, but Danone thinks that this special case represents a new form of marketing.

The social campaign involving Danacol and Policlinico Gemelli as partner and Elio as social ambassador was successful in capturing the interest around cardiovascular issues (e.g., through dissemination of information and a free cholesterol test) and raising brand awareness and revenues. In the future, Danone would like to associate a social cause and identify a social ambassador also in relation to eating behavior disorders and to the low birth rate. The model can be applied to all products, but to be successful, the company should identify the right partners and ambassadors.



## PizzAut: A Journey of Inclusion

One of Danone Italy's noteworthy social projects is its partnership with PizzAut, an innovative pizzeria in Italy. In 2023, Danone provided for free to PizzAut the jingle and the claim ("troppo buono") used to advertise Danette. Moreover, together with other companies, Danone financially supported the opening of a second pizzeria in Monza. See Box 3 for more details.

This move represents an important innovation on how to combine profit and purpose. It was a risky project of brand activism as it was difficult for the company to identify the tribe, i.e., customers' groups emotionally connected through similar values, and to assess ex ante the potential impact on revenues or brand equity. According to Fabrizio Gavelli, the CEO of Danone in Italy: "If part of Italian investments in advertising would be used to support similar initiatives, then we would have a large impact on the society. This is a new idea of marketing, strictly related to 'doing business for good'".

Despite initial doubts about the connection between pizza and dessert, the partnership showcased the common purpose shared by both initiatives: i.e., to help people and create a better world. The campaign's video was a collaborative effort by volunteers and stakeholders, reflecting the collective commitment to the cause.

For PizzAut, the partnership was a chance of gaining visibility around Italy and worldwide. Nico Acampora, the founder, reminds the collaboration with Danone: "We went to Danone. It was very nice, a strong involvement. Some things were planned and others not, Lorenzo played the drums. It was a human alchemy before social intent or communication. It was a growing motivation for meeting people. I spent more time hugging than doing anything else."

From Danone's point of view, the campaign was a great success, if measured using the indicators of the traditional campaigns. The survey results show that 76% of the 1,152 respondents think the overall liking was very good (vs an average around 50 or 60%), 72% agree that the reputation has increased, and 60% that the reliability has improved.<sup>11</sup> Moreover, all the free media generated in newspapers associated with the brand of PizzAut contributed to the growth of the brand equity of both initiatives.

Giulia Bernieri says: "Testimonial of the social causes plays its part in the amplification. We didn't have our own fan base. But a strong message comes from Nico and its staff. Everyone has embraced the cause and cooperated. I think the good fortune of being at Danone is to work on projects like this."

The economic response was positive, but the social one was even more rewarding. PizzAut experience is transforming the employees affected by autism. Since the beginning of the project, Nico has observed the development of social and intellectual skills of the employees: "Before they didn't speak, and now they take orders from 220 strangers. They had minimum attention thresholds and now they work, they take public transport. If there is no applause, they ask me what went wrong while before they were intimidated by people."

Fabrizio Gavelli commented the results of the partnership:

“We had 44 million contacts worth 1M euros of media value, with credibility and 100% positive sentiment. There are two things in the Megaphone Model: media impact (44 million people reached) and social impact (we are helping 35 people who work here). The first KPI is to sell more, but if we can do it with a social impact, it’s better. From the business point of view, we had encouraging results as well. In the period January-April 2023, the value sales of Danette grew by +8% compared to the previous year”.

According to Fabrizio, two key decisions concern the social cause (for example autism is a highly relevant cause because it affects 600.000 families in Italy) and the credibility of the social ambassador (Elio, the leader of the band “Elio e Le Storie Tese”). Fabrizio is conscious that this strategy involves risks as there are trade-offs between the economic and the social goals of the business: “There are trade-offs as in all things. If you follow the rules, you don’t run any risks. But, in the end, you have to disrupt”.

All the achievements discussed by the campaigns and the partnerships contributed to the financial scenario of Danone Italy. According to the results of the third quarter of 2023,<sup>12</sup> in Europe, sales were up +5.1% on a like-for-like basis, driven by +9.2% growth in price and -4.1% in volume/mix. Growth was led by the good performance of Danone, Actimel, Alpro, Evian and Aptamil, highlighting the success of the Dairy and Plant-based products.



Figure 1: Danone impact journey  
Source: Danone Integrated Annual Report 2022.



Figure 2: The Megaphone model  
Source: Danone

### **Box 1: The benefit corporation**

The benefit corporation is a type of for-profit company, whose legally defined goals include profit and a positive impact on the society, the workers, the community and the environment. This corporate form was firstly developed in the US (initially in Maryland in 2010), later adopted also in several other countries like Italy (2016), Colombia (2018), and France (2019).

In 2016, Italy became the first European Country and the second one in the world to introduce the legal status of “Società Benefit”. The law defines common benefits as either the creation of positive effects, or the reduction of negative ones, versus people, communities, the environment, and other stakeholders. Companies which want to become Società Benefit should specify in their statute the common benefits that they intend to pursue. Consistently, the directors of a Società Benefit should govern the company taking into consideration the interests of both the shareholders and the stakeholders.

In addition, a Società Benefit has to appoint one or more individuals as impact manager, who will pursue the common benefit and report company's activities in a complete and transparent way. A Società Benefit is, in fact, also required to prepare an annual benefit report, that will be published on the website and added to the annual financial statement. This report does not only inform the stakeholders about the overall social and environmental performance of the company, but also help directors and shareholders to meet their duties and to exercise their rights.

### **Box 2: The B Corp**

B Corporations (or B Corps) are companies that meet rigorous standards of social and environmental performance, transparency, and accountability. To obtain the certificate of B Corp, companies should reach a minimum score (i.e., 80 out of 200) in five key dimensions (i.e., governance, workers, community, environment, and customers). B Corps represent a new breed of businesses committed to meeting high standards of social and environmental performance while simultaneously pursuing profitability.

The B Corporation movement began in 2006 when B Lab, a non-profit organization, introduced the B Corp certification to address the growing concerns about corporate social responsibility and environmental sustainability. Initially centered in the United States, the movement has since expanded its reach to all continents, reflecting its global significance in transforming business practices. The B Corp certification is no longer limited to a specific region or economic powerhouse; it has spread to developed and developing nations alike, counts with over 6.000 certified B corporations in more than 80 countries and over 150 industries.<sup>13</sup>

### **Box 3: PizzAut**

PizzAut was founded by Nico Acampora to provide employment opportunities for individuals with autism, motivated by his own personal story where he has a young kid with autism and seeing his affection for making pizza at home, Nico thought of the logo “PizzAut nourishes inclusion”. PizzAut embodies a powerful model of social inclusion as it is intended to challenge common misconceptions about autistic people's capabilities.

Autism, also referred to as autism spectrum disorder, constitutes a diverse group of conditions related to development of the brain and affects about 1 in 100 children.<sup>14</sup> They are characterized by some degree of difficulty with social interaction and communication. Other characteristics are atypical patterns of activities and behaviors, such as difficulty with transition from one activity to another, a focus on details, and unusual reactions to sensations. At the same time, they have also special abilities: for example, Lorenzo can associate the day of the

week with your birthday in a few seconds and play instruments, while others young workers are very detailed oriented and can remember every order of the table.

Nico would like to change the Article 1 of the Italian Constitution, from “Art. 1 Italy is a democratic Republic founded on labor” to “Italy is a Democratic Republic also founded on our work”, challenging the idea that autistic people are not capable of contributing to the society. This initiative focused on nurturing dignity and autonomy through work, proving that barriers often exist in people’s perceptions rather than reality.

Before enrolling the employees in a restaurant, Nico ensured that they had the training necessary to provide the best service for the customers. He opened Aut Academy (financed through regional grants) that trains 12 autistic people, that later become employees in the pizzeria. Nico split the employees in two categories, pizzaioli and waiters, based on their inclination to work with flour and water. Classes concern how to receive the clients, how to approach the table, how to present and show all the options available on the menu of the pizzeria. After the meal, the employees clean the tables and the seats, and ensure that the area is ready for the next customers.

The first experience was organized in a pizzeria rented the day (Monday) in which it was closed. Nico advertise the opening using social media, and in one day got 6.000 booking requests, for a restaurant with a capacity of 150 people. Unfortunately, the Covid-19 abruptly stopped this experience. To not lose momentum, Nico organized a pizza food truck and started to serve buildings and companies. Nico developed various initiatives to increase people’s awareness of autism and PizzAut. He, and later his staff, attended “*Tu sì que vales*” shows in tv. Moreover, the 29<sup>th</sup> of July of 2020, PizzAut parked the food truck for a day in Piazza Montecitorio, where the team cooked for the parliamentarians and the Prime Minister Giuseppe Conte. To celebrate that day, they introduced on the menu of PizzAut a special pizza called “DPCM” (Decreto Presidente del Consiglio dei Ministri).

Later, Nico opened the first pizzeria run by people with autism in Cassina de Pecchi the 1<sup>st</sup> of May 2021. Moreover, Nico designed bot the restaurant and several practices to help autistic employees to perform their work. For example, each table lacks a chair at the head of the table. There is, instead, a red line delimiting a virtual space where the waiters could bring and leave food and beverages on the table, without having physical contact with the customers. Moreover, as autistic people have a higher sensibility to sounds, movements and the number of people in the same place, there are short walls delimiting various zones where they may perform their activities. Also, the restaurant has a special acoustic structure to reduce the noise, and all the utensils (including bottles) are made of an indestructible material, for security reasons and to avoid stress if they fall on the floor. They used a tunnel oven as the staff can be distracted and risk to burn the pizza.

The 1st of April 2022, PizzAut visited Piazza San Pietro in Rome to prepare pizza with the food truck for the homeless people. Nico highlights important moments with Pope Francis during visit at the Vatican, where Nico put the apron in His Holiness and Pope said, “*You are demonstrating that the disabled person can be the good Samaritan*” (see Figure 3). The Pope thanked PizzAut’s staff by saying that “*There is an economy that puts man at the center and then there is a waste economy that does not consider man, we must decide which side we are on*”.



Figure 3: The meeting with the Pope and Nico Acampora

Source: Milano Repubblica. “*Che emozione, l’incontro con il Papa: ma ora la favola PizzAut deve continuare.*”

On the 2<sup>nd</sup> of April 2023, the World Autism Awareness Day, PizzAut inaugurated the second restaurant in Monza. The President of the Republic, Sergio Mattarella, visited the pizzeria the same day and during the visit he said “This is a compliment for me because I am one of you (see Figure 4). Thank you”, while thanking the PizzAut workers at the end of lunch while they sang to him in chorus “Mattarella one of us”.<sup>15</sup>



Figure 4 - Opening of the restaurant in Monza with the presence of the president of Italy.  
Source: Rai News. “Mattarella all’inaugurazione di PizzAut: “Sono uno di voi.”<sup>16</sup>

All these initiatives show a positive result for the staff. According to Nico: “They are more capable, more competent, more confident, they read emotions.” Also, Nico is happy to see the engagement of the family of the workers and other volunteers, that help to maintain everything working in both restaurants: “I have a series of volunteers who give me a hand, parents or not, who follow administration, email management, purchases, and other tasks.”

PizzAut is an ongoing project developing several new ideas (e.g., openings in new cities, partnering with some companies) to employ autistic people. For instance, this includes the creation of a chain of Pizzerias with a social mission. Furthermore, Nico receives numerous requests and emails from people around the world who express their interest in contributing to and replicating this concept and purpose in their own restaurants.

When questioned about being a father figure for the young workers, Nico replied: “I don’t want to be a father figure; I want to be an employer. I am an employer who loves them and is comfortable with them. I try to emancipate them. I have strong educational responsibilities without being a parent.” Moreover, when Nico was discussing his dream, he said: “Closing PizzAut because other companies hire the kids.”, discussing that in a perfect world would not existence any discrimination on the hiring process and the workers could have the opportunity to work anywhere.

# Endnotes

1. This case has been prepared as a basis for class discussion and not to assess whether the strategies and decisions adopted by the companies mentioned have been effective or ineffective.
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