



## Management Control Workshop

**“Performance Management Systems for a better future”**

**Hosted by University of Siena, Department of Business and Law, Italy, at Santa Chiara Lab  
in Via Val di Montone, 5, Siena, Italy**

**Co-organized with CHRONOS (centre for Critical and Historical Research on Organization  
and Society, Royal Holloway University of London, UK)**

**In hybrid format (online and in presence)**

**27<sup>th</sup> June 2023**

Over the past twenty years organizations and businesses have been growingly required to provide an active contribution towards addressing global challenges, including climate change, global pandemics, social inequalities, war conflicts, shortage of energy supply, food security, hunger, and not only, affecting society on a large scale (e.g., Reinecke, 2018; Benschop, 2021; Grimes and Vogus, 2021; Gümüşay *et al.* 2022). All of the above have provided images of future as disruptive and potentially catastrophic, following an ‘emergency imaginary’ (Opitz and Tellmann, 2015). This imaginary has called for prompt actions and decision-making from businesses and organizations in the *present* to address the emergency of the *future* (Beckert, 2021). But the future is also filled with imagination, triggering visionary projects and grand human ambitions, such as major innovations or scientific discoveries (see, e.g., Augustine *et al.*, 2018), as well as aspirations and organizational change.

These aspects question the role of management controls and performance management systems (PMS) in sustaining businesses and organizations in their attempts to address global challenges and sustain grand human ambitions. PMS have traditionally been regarded in terms of those means to achieve strategic ends. We need to think of design and implementation of PMS *differently* (Marchi, 2014), exploring new frameworks and paradigms (e.g., Riccaboni and Leone, 2010; Cinquini and Nørreklit, 2015; Busco and Quattrone, 2015; Nørreklit, 2017), multiple logics and social innovation (Busco *et al.*, 2017), in *different* sectors (see, e.g., Mariani *et al.*, 2016; Francioli, 2018; Trequattrini *et al.*, 2021), also in light of major technological advancements and digital transformation (e.g., Vitale *et al.*, 2020; Paolini, 2022; Centorrino *et al.*, 2022), and as organizations and businesses strive to provide a contribution towards global challenges and major projects for a sustainable future (e.g., Castellano and Felden, 2021). We also need to re-think of how images of futures are affecting the design and implementation of PMS, thereby creating expectations, affecting business models, strategies, decision-making and organizing at different levels.

This workshop aims to provide a space for discussing the role of PMS in sustaining organizations as they strive for a better future. It will discuss the following themes (but not only):

- The designing and implementation process of new performance management systems for shaping future.
- The role of imagination and frameworks in designing performance management systems
- The role of performance management systems in addressing challenges in specific industries (e.g., agro-food, energy, banking, manufacturing, etc.).
- Performance management systems, blockchain and digital innovation.
- Performance management systems for value creation, business models and supply chain.
- Performance management systems in small and medium enterprises as they strive for a better future.
- The role of performance management systems in contributing towards Sustainable Development Goals (SDGs).
- Performance management systems in turbulent environments.
- Performance management systems during times of crisis and recovery.

**Presentations of papers on the themes above and beyond are very welcome! Please, submit your extended abstract (approx. 1,000 words) or full papers by 15th May 2023, to [gianluca.vitale@unisi.it](mailto:gianluca.vitale@unisi.it). Acceptance of submissions for presentation at the workshop will be communicated by 30<sup>th</sup> May 2023.**

**Full papers will need to follow the editorial guidelines of *Management Control* (see: <https://www.sidrea.it/rivista-management-control>)**

**Scientific committee:** Giulia Achilli (Royal Holloway University of London, UK), Maria Serena Chiucchi (Università Politecnica delle Marche, Italy), Lino Cinquini (Scuola Superiore Sant'Anna, Italy), Paolo Collini (University of Trento, Italy), Roberto Di Pietra (University of Siena, Italy), Giuseppe D'Onza (University of Pisa, Italy), Elena Giovannoni (Royal Holloway University of London, UK, and University of Siena, Italy), Rosa Lombardi (University of Rome "La Sapienza", Italy), Daniela Mancini (University of Teramo, Italy), Stefano Marasca (Università Politecnica delle Marche, Italy), Luciano Marchi (University of Pisa, Italy), Riccardo Mussari (University of Siena, Italy), Hanne Nørreklit (Aarhus University, DK, and Scuola Superiore Sant'Anna, Italy), Ivana Raonic (Bayes Business School, City, University of London), Angelo Riccaboni (University of Siena, Italy), Matti Skoog (Åbo Akademi University, Finland), Gianluca Vitale (University of Siena, Italy).

**Selected papers in this workshop will be considered for a special issue (open access) of *Management Control*.**

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**Hybrid format (online from Royal Holloway University of London, UK, and in presence in  
Siena, Italy)**

**27<sup>th</sup> June 2023**

**Venue: Santa Chiara Lab in Via Val di Montone, 5, 53100 Siena, Italy**

### **Preliminary agenda**

10:00-10:20 Welcome address – Giuseppe D’Onza, University of Pisa, Italy, and Elena Giovannoni, Royal Holloway University of London, UK

10:20-11:20 Hanne Nørreklit, Aarhus University, DK, and Scuola Superiore Sant’Anna, Italy, introduced by Lino Cinquini, Scuola Superiore Sant’Anna, Italy

11:20-11:40 Break

11:40-13:10 Parallel sessions (chaired by Daniela Mancini, University of Teramo, Italy, and Paolo Collini, University of Trento, Italy)

13:10-14:30 Lunch

14:30-16:30 Parallel sessions (chaired by Rosa Lombardi, University of Rome “La Sapienza”, Italy, and Stefano Marasca, Università Politecnica delle Marche, Italy)

16:30-16:45 Break

16:45-18:00 Roundtable on “Performance Management Systems for a better future” chaired by Angelo Riccaboni (University of Siena, Italy). Panelists:

Maria Serena Chiucchi, Università Politecnica delle Marche, Italy  
Hanne Nørreklit, Aarhus University, DK, and Scuola Superiore Sant’Anna, Italy  
Susan O’Leary, Royal Holloway University of London, UK  
Ivana Raonic, Bayes Business School, City, University of London, UK  
Matti Skoog, Åbo Akademi University, Finland

18-18:15 Farewell and conclusions

20:00 -22:00 Conference Dinner