SYMPHONYA Emerging Issues in Management, 1, 2026
symphonya.unicusano.it

Ouverture de “Emerging Trends in the Global Landscape”

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Abstract

The current global economic landscape imposes a profound recalibration of traditional managerial and policy paradigms, compelling organizations to integrate strategic resilience and sustainability at the core of their business models. Geopolitical fragmentation, supply chain disruptions, and institutional vulnerabilities demand a structural shift from mere regulatory compliance toward a measurable and integrated environmental, social, and governance (ESG) pragmatism. Within highly symbolic sectors, market dynamics are continuously reshaped by digital innovation, semiotic narratives, and social media, which collectively redefine brand ethos and consumer identity relations by transforming passive buyers into active co-creators of value. A holistic approach is now an absolute imperative: embedded corporate governance and communicative innovation constitute the fundamental levers for securing long-term competitive advantage, institutional legitimacy, and business continuity in increasingly complex international markets.

Keywords: Strategic Resilience, ESG Pragmatism, Dual Materiality, Embedded Governance, Digital Ethos, Luxury Branding.

1. Beyond Scarcity: Strategic Resilience and ESG Pragmatism

The current economic scenario demands a radical rethink of classical management paradigms (Brondoni & Musso, 2023). The traditional liberal model has progressively yielded to an era characterized by geopolitical fragmentation, systemic shocks, and induced scarcity. In this volatile environment of “wild globalization”, competitive advantage is no longer exclusively driven by market share expansion and aggressive pricing, but rather by supply security, operational adaptability, and strategic resilience (Brondoni, 2022). Organizations are heavily pressured to

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Edited by: *Niccolò Cusano University* ISSN: 1593-0319

Risso, M., & Musso, F. (2026). Ouverture de ‘Emerging Trends in Global Landescapes’. *Symphonya. Emerging Issues in Management (symphonya.unicusano.it)*, (1), 1-4.
https://dx.doi.org/10.4468/2026.1.01ouverture

transcend mere cost-reduction strategies—which historically triggered a perilous race to the bottom in labor and production standards—investing instead in secure, localized, and long-term sustainable supply networks (Kraljic, 1983). This logistical paradigm shift effectively replaces the fragile efficiency of just-in-time systems with defensive, resilience-oriented strategies such as strategic vertical integration and friend-shoring, prioritizing operational continuity over short-term financial margins.

Concurrently, a substantial and structural evolution in corporate sustainability is underway. The paradigm is rapidly shifting from simple regulatory compliance to authentic "ESG pragmatism," conceived by modern corporate leaders as an essential shield against operational risks and a reliable guarantor of business continuity (Cici & D'Isanto, 2017). The integration of the United Nations' Sustainable Development Goals (SDGs) and the adoption of rigorous non-financial reporting frameworks—increasingly guided by the principle of "dual materiality"—represent absolute strategic imperatives in the contemporary business landscape (Fornasari & Traversi, 2024; Porter & Kramer, 2011). This dual perspective demands that firms simultaneously account for the financial impacts of external ESG risks on their viability and the socio-environmental footprints their operations leave on society, thereby aligning accountability with broader stakeholder expectations.

However, the alignment between formal corporate declarations and the actual, quantifiable measurement of sustainability impacts remains highly heterogeneous across industries. The true effectiveness of sustainability practices emerges in the dynamic, often unpredictable interplay between ESG performance and exposure to public controversies, effectively dispelling the persistent myth that sustainability inherently detracts from profitability. Firms must actively balance these opposing forces to avoid organizational obsolescence—preventing their descent into becoming highly controversial "sinking ships"—and optimize their strategic positioning toward profiles of absolute excellence and transparency in the medium to long term. In emerging markets, where institutional fragility, regulatory voids, and macroeconomic instability are prominent, overcoming these formidable challenges requires a robust "embedded governance" framework (Salvioni & Almici, 2022). Such governance transcends static compliance checklists; it functions as a dynamic capability that transforms socio-environmental constraints into stable levers for operational efficiency, adaptive decision-making, and long-term institutional legitimacy (Teece, 2007).

2. The Digital Ethos and Market-Driven Management

Profound structural and value-based shifts inevitably reverberate through global market dynamics, exerting a particularly transformative impact on highly symbolic and culturally sensitive sectors such as luxury. Emerging competitive dynamics and saturated traditional channels compel brands to explore hybrid, technologically advanced, and innovative communication tools to renegotiate their identities with their discerning target audiences. Contemporary audiovisual narratives, notably the increasingly sophisticated fashion films, emancipate themselves from purely promotional objectives to function as complex semiotic devices where pragmatic, utilitarian values meld seamlessly with ludic, utopian, and existential dimensions. Through these immersive digital narratives, brands successfully redefine the very concept of luxury, elevating it from mere material ostentation and conspicuous consumption into an authentic "art of living" and a conscious, aesthetically driven quest for slowness.

This profound renegotiation of the corporate ethos aligns seamlessly with the evolving paradigms of market-driven management (Lambin, 2009). Adopting a newly articulated ethos is not a mere aesthetic expedient or a superficial branding exercise; rather, it constitutes a core strategic capability essential for anticipating and proactively driving structural market changes before they fully manifest (Day, 1994). This managerial orientation inextricably merges market centrality with a deep sense of socio-ethical responsibility, engaging a multitude of stakeholders on a much more profound level (Freeman, 1984) and aligning economic value creation with the renewed moral and environmental expectations of a highly interconnected global society.

The digital ecosystem acts as the ultimate amplifier of these market dynamics, irreversibly transforming the relational paradigm between the firm and the modern consumer. In a context characterized by complex, disintermediated, and rapidly evolving information flows, the pervasive adoption of Social Media Marketing (SMM) platforms enables the cultivation of a bidirectional, hyper-personalized, and continuous connection with users (Kotler, Kartajaya, & Setiawan, 2021).

Through immersive entertainment, real-time interactivity, and the direct, authentic engagement of digital influencers and specialized online communities, firms successfully consolidate brand intimacy, interpersonal trust, and heightened brand consciousness.

These multifaceted elements translate into a decisive impact on consumer purchase intentions, actively embedding the once-passive consumer within the firm's ongoing value-creation narrative and transforming them into vocal advocates for the brand.

Ultimately, there is an undeniable, urgent imperative for a holistic and integrative approach to contemporary corporate management. The multifaceted capacity to skillfully navigate global supply asymmetries and market fragmentation (Brondoni & Risso, 2024), to firmly embed corporate governance in concretely measurable and transparent ESG practices, and to radically innovate digital communication codes currently constitutes the critical nexus for long-term success. Mastering this intersection of resilience, sustainability, and digital ethos ensures not only profitability but the very survival and enduring relevance of firms operating within today's hyper-competitive international markets.

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