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Integrating ESG and Organizational Dimensions : A Comprehensive Model for Overall Corporate Performance Assessment

Intégration des dimensions ESG et organisationnelles : Un modèle complet pour l'évaluation de la performance globale des entreprises

Ismail MOUFID
PhD student
National School of Business and Management of Tangier
Abdelmalek ESAADI University, Tangier, Morocco
« Marketing, Logistic and & Management » Laboratory

BENBBA Brahim
Higher Education Professor
National School of Business and Management of Tangier
Abdelmalek ESAADI University, Tangier, Morocco
« Marketing, Logistic and & Management » Laboratory

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Abstract :

Corporate performance evaluation is a critical practice that plays a significant role in monitoring an organization's effectiveness and ensuring its success, competitiveness, and long-term sustainability. Traditionally, performance assessments have relied heavily on organizational and economic-financial metrics. However, the evolving expectations of stakeholders have prompted a shift towards a more comprehensive understanding of corporate performance, leading to the development of the concept of Overall Corporate Performance (OCP). This new framework incorporates not only traditional financial indicators but also integrates environmental, societal, and governance (ESG) dimensions. In this article, we present a novel operational and combinatorial model that merges ESG factors with internal organizational dimensions. This model aims to facilitate a holistic evaluation of OCP, adopting an integrated and balanced approach. By explicitly identifying key performance indicators (KPI's), key risk indicators (KRI's), and key compliance indicators (KCI's), we provide a structured methodology for quantifying and measuring performance across the various dimensions of the model. This comprehensive evaluation framework allows organizations to assess their Overall Corporate Performance in a manner that reflects both their financial health and their commitment to sustainable practices. The proposed model not only enhances the understanding of corporate performance but also aligns with contemporary trends emphasizing the importance of ESG criteria in business operations. By doing so, it addresses the growing demand from stakeholders for transparency and accountability in corporate governance. The integration of these dimensions into performance evaluation is essential for organizations aiming to thrive in today's complex business environment, where social responsibility and environmental stewardship are increasingly prioritized alongside financial success.

Keywords :

Evaluation Model ; Overall Corporate Performance ; ESG dimensions ; Organisational dimensions ; Metrics.

Résumé :

L'évaluation des performances des entreprises est une pratique essentielle qui joue un rôle significatif dans le contrôle de l'efficacité d'une organisation et dans la garantie de son succès, de sa compétitivité et de sa viabilité à long terme. Traditionnellement, les évaluations des performances reposent largement sur des mesures organisationnelles et économico-financières. Toutefois, l'évolution des attentes des parties prenantes a conduit à une compréhension plus globale de la performance des entreprises, ce qui a conduit au développement du concept de performance globale de l'entreprise (PGE). Ce nouveau cadre incorpore non seulement les indicateurs financiers traditionnels, mais aussi les dimensions environnementales, sociétales et de gouvernance (ESG). Dans cet article, nous présentons un nouveau modèle opérationnel et combinatoire qui fusionne les facteurs ESG avec les dimensions organisationnelles internes. Ce modèle vise à faciliter une évaluation holistique de la PGE, en adoptant une approche intégrée et équilibrée. En identifiant explicitement les indicateurs clés de performance (ICP), les indicateurs clés de risque (ICR) et les indicateurs clés de conformité (ICC), nous fournissons une méthodologie structurée pour quantifier et mesurer la performance à travers les différentes dimensions du modèle. Ce cadre d'évaluation complet permet aux organisations d'évaluer leur performance globale d'une manière qui reflète à la fois leur santé financière et leur engagement en faveur de pratiques durables. Le modèle proposé permet non seulement de mieux comprendre la performance des entreprises, mais il s'aligne également sur les tendances contemporaines qui soulignent l'importance des critères ESG dans les activités des entreprises. Ce faisant, il répond à la demande croissante des parties prenantes en matière de transparence et de responsabilité dans la gouvernance d'entreprise. L'intégration de ces dimensions dans l'évaluation des performances est essentielle pour les organisations qui souhaitent prospérer dans l'environnement commercial complexe d'aujourd'hui, où la responsabilité sociale et la gestion de l'environnement sont de plus en plus prioritaires, parallèlement à la réussite financière.

Mots clés : Modèle d'Evaluation ; Performance globale de l'entreprise ; Dimensions ESG ; Dimensions organisationnelles ; Métriques.

Introduction :

Measuring, evaluating and steering overall corporate performance (OCP) is essential to ensure its success, sustainability and sustainable development. Traditionally, this performance has been assessed by focusing primarily on organizational, economic and financial measures. However, as the expectations of stakeholders - such as investors, customers and society at large - evolve towards a growing demand for transparency, social, environmental and governance responsibility on the part of companies, it has become imperative to integrate ESG dimensions into this assessment and make informed decisions by adopting sustainable practices, thus contributing to their long-term success in an ever-changing environment.

It is against this backdrop that the problem this article seeks to address is : What operational and combinatorial model of ESG dimensions and internal organizational dimensions would enable a holistic evaluation of OCP ?

We would like to remind you that measurement provides the raw data, evaluation interprets this data to assess performance, and steering uses this information to actively guide the company and direct its decisions towards achieving strategic objectives.

This being the case, our practical methodology consists in proposing a theoretical framework that enables us to link together different variables (in this case, ESG and organizational dimensions) so as to obtain a global and coherent vision of a system (in this case, overall corporate performance). This methodology is structured around the following successive phases : identification of the key dimensions of OCP, selection of relevant metrics to assess each dimension, schematization of interdependent relationships between dimensions, and suggestion of a rating scale and aggregation of scores.

In this article, we begin with a brief review of the literature on the OCP approach and models for its assessment and/or management. Next, we present the methodology used to develop our model for evaluating OCP, and its breakdown into eight dimensions (three ESG dimensions and five organizational dimensions). We then proceed to operationalize the model's dimensions by means of KPI's, KRI's and KCI's adapted to each dimension. We conclude with a reminder of the limitations of current models (including the Overall Corporate Performance Evaluation Model - OCPEM), the managerial and scientific implications of our research, and avenues for future research.

1 - Approach to the concept of Overall Corporate Performance (OCP) and models for its assessment and management : literature review

1.1 - The concept of Overall Corporate Performance :

The word "performance" has its roots in the old french verb "parformer", meaning "to accomplish" or "to execute". Its meaning then broadened in English, giving rise to the noun "performance", which encompasses both the completion of a process or task, the results obtained and the success attributed to it (Pesqueux, 2004).

We can also define "performance as the ability to act according to a wide variety of optimality criteria, in order to obtain the production of a result" (Jacquet, 2011).

Without going back over a detailed reading of the concept of performance, and its multidimensional and contingent nature, we shall retain (Marion & al. 2012) that it is inseparable from the notions of effectiveness, efficiency, coherence and relevance.

For their part, Atamer & Calori (2003) developed an explanatory equation for performance by equating it with effectiveness, which is the product of the strategic position of the resources that the company can mobilize and the quality of their implementation.

But despite all the developments it has undergone over the decades in managerial literature, the concept of performance remains ambiguous, all-encompassing, inclusive, vague, difficult to define, measure and polysemous.

By "polysemic" or "polythetic", Bourguignon (1997) means that the term performance can be interpreted in countless ways, depending on the context in which it is used (economic, social, sporting, etc.).

Indeed, as the role of the company in society has evolved, so has the concept of corporate performance : the traditional view of performance as limited to a short-term economic-financial vision of the company is gradually being replaced by a broader, more global and multidimensional vision of performance.

The concept of OCP emerged in Europe with the emergence of Sustainable Development (Capron & Quairel, 2010), and its origins date back to the 1950s in the USA with the concept of Corporate Social Responsibility (CSR).

It should be noted that a CSR strategy proves to be an essential lever for the overall performance of organizations, since it is part of a continuous improvement approach, following a "Triple Bottom Line" vision (Elkington, 1994).

However, Baret (2006) defines OCP as "the aggregation of economic, social and environmental performance", or Reynaud (2003) as "the combination of financial, social and societal performance", while Germain & Trébucq (2004) describe it as "the combination of financial, social and societal performance".

Another commonly used definition is that of the European Commission (2011) : "Overall corporate performance is the ability of a company to create long-term value for its shareholders, employees, customers, suppliers and society as a whole". This definition emphasizes the creation of long-term value for all the company's stakeholders.

OCP is therefore defined by multi-criteria, multi-stakeholder indicators, rather than by a single measure. It also implies the concept of Global Responsibility (GR), which, in line with Stakeholder Theory (Freeman & McVea, 2001), that the company must satisfy the requirements, needs and interests of its stakeholders.

Thus, an organization's commitment to the "Environment, Society and Governance" is assessed through ESG criteria, enabling extra-financial analysis.

1.2 - Models for evaluating and/or steering OCP :

Several models and methods have been developed in the literature to evaluate and manage corporate performance (Renaud & Berland 2007).

We will limit ourselves to mentioning a dozen of them, namely those that seem to us to be the most integrative with regard to the concept of OCP (Striteska & Spickova, 2012 ; Stella Ravelomanantsoa et al., 2018 ; Pesqueux, 2020 ; Elmgasbi Alladyn, 2019).

These models are summarized in the table below.

Table 1: PGE evaluation and/or management models

Model	Author(s)	Principles
1 - Balanced Scorecard (BSC)	Kaplan and Norton (1992)	It is a strategic performance management tool that combines objectives and financial and non-financial KPI's classified according to four areas of analysis covering the following dimensions : Finance, Customers, Internal Processes and Organisational Learning.
		This model emphasises the importance of

2 - Skandia AFS Navigator	Edvinsson and Malone (1997)	intangible and intellectual capital, and the particular attention paid to human resources and customers is what really sets it apart.
3 - Triple Bottom Line reporting (TBL)	Elkington (1997)	The TBL is the Anglo-Saxon approach to measuring OCP ; It defends the idea that OCP should be measured in terms of its triple contribution to economic prosperity, environmental quality and social capital.
4 - Global Reporting Initiative (GRI)	NGO (Non Governemental Organisation) founded in 1997 and considered to be the world benchmark in sustainable development reporting	This model recommends KPI's in the following areas : Economy, Environment, Human Rights, Social Relations, Working Conditions, Corporate Social Responsibility, etc. The KPI's used for non-financial reporting are intended to provide information on the company's economic, environmental and social performance and impact.
5 - Stakeholder Performance Model (PP)	Atkinson and al. (1997)	This model adopts the Stakeholder approach as the basis for thinking about the performance of organisations ; the performance system to be adopted should be determined according to the identified stakeholders (shareholders, customers, employees, community) as well as the company's business strategy.
6 - Performance Prism Model	Neely and Adams (2001)	This model focuses on the stakeholders involved in an organisation's environment from five perspectives, taking into account stakeholder satisfaction, stakeholder contributions, strategies, processes and capabilities.
		According to this model, OCP refers to a

7 - Global Performance Model	Reynaud (2003)	synthetic approach to performance : economic, social and environmental.
8 - Sustainability Balanced Scorecard (SBSC)	Bieker and Gminder (2001)	The BSC has been rethought by adding a fifth CSR (Corporate Social Responsability) axis, in addition to the four traditional perspectives : the company's societal performance is not subordinated to its financial performance ; these two dimensions are taken into account simultaneously and the five axes of the model are considered to be interdependent.
9 - Coherent and Reactive Performance Management System SYPCo-R	Marif (2021)	The author develops a SYPCo-R, based on the notions of : - Coherence : the system's internal condition for responsiveness ; - Reactivity : quality enabling the system to respond effectively to all potential events in its environment. The Key Performance Control Components (KPCC) in the SYPCo-R approach are based on the quadruplet : Objectives - Potential events - Decision variables - Performance indicators
10 - ISO 26000 Model	International Organization for Standardization (ISO)	ISO 26000 is an international standard that provides guidelines for Corporate Social Responsibility. It proposes an integrated approach to assessing corporate performance, taking into account social, environmental, economic, ethical, governance and stakeholder dimensions. ISO 26000 encourages companies to adopt responsible practices and contribute to sustainable development.

Source : Developed by ourselves

This synthesis suggests that of all the aforementioned models, it is the SBSC which seems to capture the concept of overall performance in the most integrated way possible, thanks to its sophistication over time, through the different versions and adaptations proposed by numerous practitioners and researchers. The model thus remains a flexible conceptual framework that can be adapted according to the needs and specificities of each organization.

However, it is important to mention the following :

- The Governance dimension seems not to be explicitly taken into account in the aforementioned models;
- These models are not sufficiently explicit in terms of operationalization in the form of metrics and key indicators for measuring overall performance, broken down into KPI's, KRI's and KCI's, as we will develop below.

2 - Our OCP Evaluation model :

2.1 - Methodology for developing the Model :

The limitations identified in previous models prompted us to propose a combinatorial model encompassing all dimensions recognized in specialized literature.

Our model is based on a number of key managerial theories, including stakeholder theory (Freeman, 1984), resource and competency theory (Jay Barney, 1991), and institutional theory (DiMaggio & Powell, 1983). Each of these theories brings a unique perspective that enriches our understanding of a company's performance in a complex environment.

Stakeholder Theory recognizes the complexity of a company's environment and the plurality of interests of different stakeholders **(**shareholders, employees, customers, suppliers, local communities, etc.**).** Resource and Competency Theory emphasizes the importance of intangible resources **(**strong governance or advanced environmental management), which can create competitive advantages by enhancing the company's reputation, attracting talent, or reducing certain costs (energy, regulatory). Institutional theory, for its part, highlights the influence of regulations, social norms and values on managerial practices.

Our model aims to enhance the operationalization of OCP evaluation, and introduces eight key axes, divided into two main categories : "ESG Performance" and "Organizational Performance."

ESG Performance includes three dimensions - Environmental, Social, and Governance (Baselli, 2017) - grounded in frameworks such as Corporate Social Responsability (CSR), the

Triple Bottom Line (TBL) model, the Global Reporting Initiative (GRI), and Stakeholder Theory.

Organizational Performance is ligned with the company's value chain and comprises both Operational and Support Activities.

Operational Activities focus on :

- Production and Logistics Performance (Jalal & Nmili, 2020) : Represents a company's ability to produce and deliver products or services efficiently and effectively, meeting quality standards, timelines, and competitive pricing.
- Customer, Marketing, and Sales Performance (Karim & Zarou, 2020) : Encompasses the actions taken to attract, convert, and retain customers.

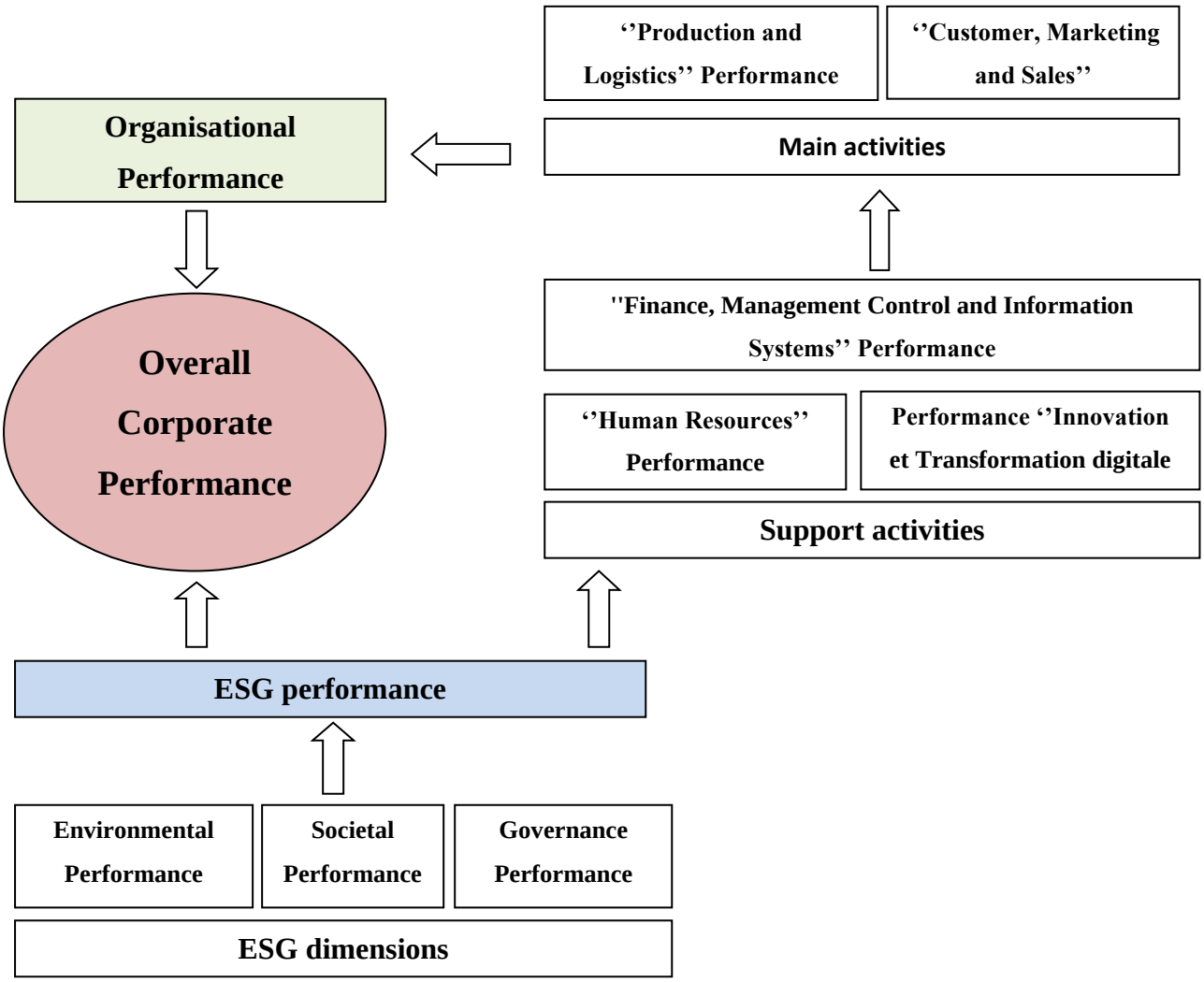
Support Activities include :

- Finance, Management Control, and Information Systems Performance (Benhammou & al., 2024) : Reflects a company's capacity to optimize financial resources, management control, and information systems to achieve strategic objectives.
- Human Resources Performance (Danet, 2016) : Captures the company's ability to attract, develop, and retain top talent, fostering an efficient and sustainable organization.
- Innovation and Digital Transformation Performance (Bribich et al., 2021; Esseman & Nafzaoui, 2024): Relates to the company's ability to integrate digital technologies and innovate across processes, products, and business models to enhance efficiency, competitiveness, and market value.

This eight-dimensional model allows for a more holistic, integrated, and practical evaluation of OCP. Breaking down OCP evaluation into distinct axes, it facilitates setting Objectives and Measurable Indicators for KPI's, KRI's, and KCI's, thereby improving the operationalization of performance assessment.

The model can thus be broken down schematically as follows.

<u>Diagram 1</u> : Overall Corporate Performance Evaluation Model (OCPEM)



<u>Source</u> : Developed by ourselves

For the logic of articulation of the model, we make the following two postulates. Firstly, ESG dimensions are increasingly considered to be key success factors for companies, and secondly ESG dimensions affect the internal organizational dimensions in the modeling of the PEG evaluation (Hirigoyen & Poulain-Rehm, 2015; Cherry, 2021; Janah & Sassi, 2021; Naeem Muhammad & al., 2021; Quintiliani, 2022; Ramić, 2019; Whelan & al., 2021).

Of course, this second postulate does not hold up to the fact that there are cases where internal organizational dimensions can have an impact on ESG dimensions, for example when the company implements policies and procedures to improve its ESG performance. .

That being said, in our model, each key dimension of overall performance is associated with specific metrics that can be quantitative or qualitative, which would allow to evaluate and monitor progress, identify areas for improvement and make informed strategic decisions based on a global assessment of all factors, leading to a sustainable and balanced performance of the company.

It is obvious that these different dimensions of the OCP are closely linked to each other, forming a complex network of interactions which impact either positively or negatively this performance.

Based on an extensive literature review, we identify four types of interactions between the dimensions of the OCP.

Positive Interactions enhance overall performance by creating leverage effects. For instance, investing in employee training can positively impact the company's economic performance by increasing productivity and improving the quality of products or services.

Negative Interactions have a detrimental effect on overall performance. For example, investments in environmental protection may negatively affect economic performance by increasing operational costs.

Neutral Interactions do not significantly impact overall performance. For instance, regulatory changes may have a neutral impact on company performance if they are anticipated and integrated into strategic planning.

Contingent Interactions vary in their impact depending on context. For example, the effect of a CSR investment on economic performance depends on factors such as the nature of the investment, the competitive environment, and stakeholder expectations.

However, fully incorporating these interactions and their effects on OCP remains a significant challenge for existing models.

2.2 - Operationalization of the dimensions of the model via KPI's, KRI's and KCI's :

It should first be emphasized that due to their global approaches, the many models presented in the literature devoted to the management of the overall performance of organizations are not sufficiently explained to facilitate their operationality and instrumentality at the company level.

Few authors have proposed operational approaches to facilitate the practical application of their models, and even fewer have provided enough indicators to identify each dimension of overall performance (Marif, 2021) in terms of KPI's, KRI's, and KCI's.

KPI's (Key Performance Indicators) are the first generation of indicators, consisting of quantitative or qualitative measures that evaluate a company's performance and key outcomes in relation to its strategic and operational goals.

KRI's (Key Risk Indicators) are the second generation of indicators, KRI's assess the risks and vulnerabilities faced by a company, providing insight into the presence or likelihood of potential events that could impact the organization.

KCI's (Key Control Indicators) are the third generation of indicators, KCIs, evaluate the effectiveness of a company's controls and processes, focusing on risk management and ensuring regulatory compliance.

A broad review of the literature (Al-Matari & al., 2014 ; Neely, 2004 ; De Souza Barbosa & al., 2023 ; Asih & al., 2020 ; Setiawan & Hardi Purba, 2020 ; Domınguez & al. 2018 ; Van der Stede & al., 2006) allowed us to summarize these indicators in the table below. We will limit ourselves to keeping a maximum of three KPIs, KRIs and KCIs for each dimension or sub-dimension, so as not to end up with developments that are too long (Practical Risk Training, 2023 ; Equinov Acciona, 2023).

Table 2 : Measurement of Overall Corporate Performance by KPI's, KRI's & KCI's

Dimension	Key Performance Indicators (KPI's)	Key Risk Indicators (KRI's)	Key Control Indicators (KCI's)
1 - Environmental Performance : Objectives : Promote sustainability & minimise risks	- Greenhouse gas emissions (tonnes of CO2) per production unit - Water consumption per unit of production - Percentage of waste recycled as a proportion of total waste	- Risks associated with regulatory changes on carbon emissions - Risk of water shortages for the company's operations - Risks associated with inadequate waste management	- Compliance with environmental standards and regulations - Monitoring energy and water consumption - Internal audit of environmental practices
2 - Social Performance : Objectives : Creating value for sall stakeholders	- Stakeholder satisfaction rate - Investment in social responsibility initiatives - Workforce diversity and inclusion	- Risk of conflicts with stakeholders - Risk of regulatory non-compliance - Reputation risk in the supply chain	- Number of people benefiting from social initiatives - Creation of sustainable jobs - Investment in local communities

3 - Governance Performance : Objectives : Supervision of interactions and relations between the various Stakeholders	- Composition and independence of governance bodies - Level of compliance with regulations and governance standards - Assessment of the quality of financial reporting and transparency	- Risk of conflicts of interest within governance bodies - Risk of non-compliance with governance regulations - Risk of fraud and corruption within the company	- Adoption and implementation of sound governance policies - Internal audit and assessment of compliance with governance standards - Regular assessment of the effectiveness of governance bodies
4 - ''Finance, Management Control and Information Systems'' Performance **- <u>Finance component</u> :** <u>Objectives :</u> Evaluate a company's financial performance, value creation & operational efficiency	- Realised sales - Return on equity - Debt-to-equity ratio	- Liquidity risk - Risk of non-recovery of trade receivables - Risk of financial fraud	- Regular monitoring of key financial indicators - Internal controls on financial operations - Financial risk management policies

- **Management Control component :** Objectives : To ensure that the company achieves its financial and operational objectives **- Information System component :** Objectives : Monitor the performance of the IS, measure its contribution to the company's objectives and detect any problems	- Budget compliance rate - Target achievement rate - Production costs per unit of product - Information system user satisfaction - Information system availability (planned and unplanned downtime) - IT resource utilisation rate	- Variation in the rate of achievement of objectives compared with the previous year - Production cost drift - Non-compliance with budgets - Risk of loss of critical data - Risk of non-compliance with data protection regulations - Risk of security breaches and cyber-attacks	- Effectiveness of performance monitoring - Monitoring of control processes - Operational risk assessment - Data backup and restoration plan - Information security policies and procedures - Regular security and cyber-attack resistance tests

5 – ''Human Resources'' Performance : Objectives : Evaluate the effectiveness and performance of the HR function and talent management within a company	- Employee satisfaction rate - Staff turnover rate - Retention rate of key employees	- Risk of non-compliance with labour regulations and health and safety standards - Risk of social conflicts and strikes Risk of social conflicts and strikes - Risk of key talent leaving for competitors	- Human resources management policies and procedures - Skills development and continuous training programmes - Evaluation of employee satisfaction through regular surveys
6 – "Innovation and Digital Transformation" Performance **- Innovation component :** Objectives : Promote innovation and encourage the adoption of new technologies to maintain a competitive advantage	- Number of new ideas or concepts developed - Number of certifications and	- Risk of lack of competitiveness due to a lack of innovation - Risk of exceeding budgets	- Innovation management process (generation, evaluation, implementation of ideas) - Collaboration with external partners

- **Digital Transformation component :** Objectives : Improve operational efficiency and customer experience	patents obtained - Percentage of revenue from new products/services - Number of digital transformation initiatives implemented - Reduction of operational costs thanks to digital transformation - Percentage of revenue from new digital channels	linked to innovation projects - Delay of innovation projects - Risk of resistance to change from employees - Risk of increased vulnerability to cyber attacks - Risk of not controlling costs linked to digital transformation	to foster open innovation - Training and development of employee innovation skill - Employee training and awareness plan for digital transformation - Regular evaluation of the effectiveness of the technologies implemented - Governance and monitoring of investments linked to transformation
7 – "Production and Logistics" Performance - **Production component** : Objectives : - Evaluate the effectiveness and efficiency of the production chain ; **- Logistics component :**	- Total rate of return - Unit cost of production - Reject rate - Supplier compliance rate with	- Risk of major equipment break downs - Risk of shortage of raw materials - Risk of non-compliance with production deadlines	- Detailed production planning - Quality control at each stage of production - Planned preventive maintenance - Supplier selection and evaluation

Objectives : Evaluate the performance of suppliers in terms of quality of products or services provided, delivery times, costs and other important criteria	quality standards - Supplier delivery time - Total cost of ownership of assets	- Risk of supply chain disruption - Risk of fluctuations in raw material prices - Risk of non-compliance with delivery deadlines by suppliers	process - Clear and well-defined contracts with suppliers - Supplier performance monitoring mechanisms
8 – ''Customer, Marketing and Sales'' Performance Objectives : Ensure customer satisfaction, loyalty and experience	- Customer satisfaction rate - Rate of return on marketing investment - Market share	- Risk of non-compliance with customer requirements and expectations - Order fulfillment time - Product recall rate for manufacturing defects	- Implementation of proactive, reactive and efficient customer service - Proactive complaints management and rapid resolution of customer issues - Management of relationships with distributors and dealers

Source : Developed by Ourselves

The operationalization of our OCP evaluation model obviously requires a crucial step, namely the weighting of the ESG dimensions, the operational dimensions and the KPI's, KRI's and KCI's of each dimension.

The weighting of the dimensions can be defined based on several factors, including the company's strategic objectives, stakeholder expectations, and the industry and environmental context. For example, a company that has a vision of sustainable development could give more weight to ESG dimensions, while a company that focuses on economic-financial performance could give more weight to operational dimensions.

Regarding the rating and weighting of the metrics (KPI's, KRI's and KCI's) of each dimension, they could be done based on several factors, including the strategic importance of the indicator, the difficulty of measuring the indicator and data availability. For example, a metric that is critical to business success may be weighted more heavily than one that is less important.

This being said, it is worth recalling the existence of several methods of weighting dimensions and indicators in a OCP evaluation model. The most common are Subjective weighting (this method consists of determining the weightings based on the opinion of a group of experts), Objective weightingt (his method consists of using quantitative data to determine the weightings) and Mixed weighting 'this method combines the two previous approaches).

As an example for an automotive industrial company, we could suggest the following weightings for the dimensions used in our model: Environmental (15%), Societal (10%), Governance (10%), Finance, Management Control and Information System (15%), Human Resources (10%), Innovation and Digital Transformation (10%), Production and Logistics (15%) and Customers, Marketing and Sales (15%).

The rating of the metrics (KPI's, KRI's and KCI's) of each dimension could, for its part, be carried out on a scale of 1 to 5, where 1 is the lowest and 5 is the highest.

The overall performance would then be estimated as follows :

Overall Corporate Performance = Σ (Dimension Weighting * Metric

Finally, let us point out the need to highlight the interactions between the different dimensions based on the notion of feedback loops. For example, an improvement in environmental performance can promote customer satisfaction, which in turn can lead to an increase in economic performance.

Conclusion:

Through this article, we have recalled the multidimensional nature and complexity of the OCP concept as well as the contributions of the different integrative models for its evaluation and management.

In the current state of research on this topic, models such as the updated CSR version of the Balanced Scorecard (BSC), the Triple Bottom Line reporting, and the Global Reporting Initiative (GRI) provide a segmented view of overall performance across three dimensions (economic, social, and environmental). These models assess each dimension separately and then compile them without accounting for the correlations, interactions, and mutual influences among them.

Capron & Quairel (2015) thus believe that "the question of the feasibility of this integration is technically raised and for the moment unresolved. We encounter attempts especially in the economic/social and economic/environmental interfaces, but no initiatives capable of significantly integrating the three areas."

Furthermore, the analysis of the different models for measuring, evaluating and managing overall performance developed in the literature and/or used by companies shows the persistence of several shortcomings and our model is no exception. On this subject, Nils & al. (2013), remind us that there is no satisfactory evaluation system. These limits are both conceptual and methodological, or linked to the failure to take into account the reciprocal interactions between the different dimensions of the OCP.

However, the marked emergence of advanced technologies, sophistication in data analysis and agile methodologies could play an increasingly crucial role for effective performance management in a complex and dynamic context.

The managerial implications of our model can be summarized as follows :

1. Enhanced Strategic Management : The model offers a more comprehensive, holistic perspective on strategic management for OCP, enabling better-informed decision-making.
2. Integration of ESG Dimensions : Incorporating environmental, social, and governance (ESG) factors would improve the company's reputation and relationships with stakeholders, reduce risks, and foster innovation and competitiveness.

On the scientific front, this model has implications for advancing theoretical knowledge, refining research methodologies, and developing new, potentially more relevant tools for assessing OCP.

Future research on the issues addressed in this paper should focus on two main areas :

1. A More Integrative and Cohesive Approach : Research should prioritize a synthesized, integrative approach that considers coherence, interactions, and reciprocal influences among different dimensions, including causal models linking various explanatory factors of OCP.
2. A Strategic and Collaborative Framework : Research should examine OCP as a social construct co-created and negotiated between company management and stakeholders (Renaud & Berland, 2007). Additionally, considering other intangible capital elements, such as brand capital, knowledge capital, and organizational culture, along with risk management, could enhance the identification and evaluation of OCP.

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