

**Cristina Santos Rojo
Esther Pagán Castaño
Javier Pagán Castaño**

Case Second chances... Are they for everyone?

**Social marketing applied to
social and occupational
integration in Valencia**

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There is a teacher's manual intended as a pedagogical complement.
It is available to teachers who use this document as teaching material.
editorial@esic.edu



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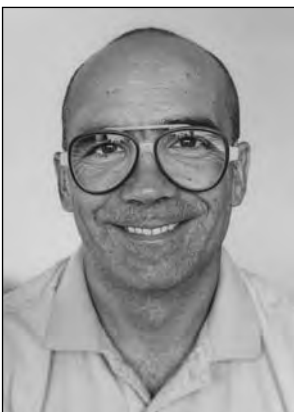
Cristina Santos Rojo

Holder of a PhD in Law from the University of Valencia, Cristina has a master's degree in Advertising and Communication and a diploma in Digital Marketing from ESIC. She teaches undergraduate and postgraduate programmes at the ESIC Valencia campus. She currently holds a research position as Core Researcher in the Research Department at ESIC Business & Marketing School. She has extensive experience in public and private universities in Spain and has performed a teaching visit at the University of Munich. Her recent work has focused on teaching innovation and labour law.



Esther Pagán Castaño

Holder of a PhD in Marketing from the University Jaume I of Castellón and a degree in Psychology from the University of Valencia, Esther also has a master's degree in Secondary Education from the University Jaume I of Castellón. She is a member of the teaching faculty and the research department at ESIC Valencia. She developed her professional career at the Activa-t Educational Foundation in the creation of educational programmes to promote deliberative pedagogy in the classroom through tools such as debating. She has also worked as an evaluator in different European projects of social and occupational integration for groups at risk of social exclusion.



Javier Pagán Castaño

Javier is the Director of the Activa-t Educational Foundation, a Corporate Coach, and a PhD student at the Universitat Jaume I. He has completed a leadership and organisational coaching programme at the Institute of Psychosynthesis (London), a master's degree in coaching and development from the University of Portsmouth (UK) and an International MBA from the Instituto de Empresa and Loyola University Business School. He is also a senior AECOP-certified coach and holds a degree in Economics from the University of Valencia. He has worked as a project leader and team manager in Spain and abroad and is part of the teaching faculty at ESIC Business and Marketing School in the subject of critical thinking.

*Original case study designed by **Cristina Santos Rojo, Esther Pagán Castaño and Javier Pagán Castaño** under the supervision and coordination of **Ximena Muñoz Vivas and María Guijarro García**. The case study was developed as a basis for class discussion and not as an illustrative example of effective or ineffective management.*

The data used in this case study are based on real facts. The situations and people appearing in the case study are fictional but are designed to represent reality as accurately as possible.

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Juan, still unable to return home, continues to search for information at his office. He is motivated and intrigued and needs to set up a meeting with his Human Resources Director and the Director of the Tax and Legal Department as soon as possible. Juan is the CEO of an industrial waste cleaning services company, which has consolidated its position in the Valencian market thanks to its innovative integrated waste management service that includes physical and administrative management, as well as personalised waste minimisation plans.

After 10 years of steady growth at the local level, the plan to expand in the region began in 2010. A visit from Vicente, a former master's degree classmate, has given Juan enthusiasm and a different vision of how to approach the expansion plan. Vicente shared his experience at the law firm where he works, where the entire team spends 10 hours a week providing free services to inmates with no financial resources.

Vicente told Juan what it has meant for him to accept this responsibility and the need to raise awareness among more local companies about the potential social impact of focusing on social reintegration. Would Juan be willing to hire people at risk of social exclusion?

1. Social exclusion... a widespread problem that we can do something to mitigate

In Spain, many organisations work with groups at risk of social exclusion, providing them with resources and offering them opportunities to reintegrate back into society. Social organisations, NGOs, companies (especially since the rise of corporate social responsibility) and government initiatives at the national, regional or local level are all examples of this phenomenon.

We have the chance to take actions that contribute to the improvement of the society in which we live. We only need to consider concepts such as social inclusion and exclusion in order to embrace social commitment, an ethical approach to social problems and a commitment to action and collaboration in our development as future professionals.

But first let us understand the concepts of social inclusion and social exclusion. The concept of inclusion is often expressed as the mere “summing” or “adding” of someone or something, when in fact it encompasses deep and sensitive social issues. According to UNESCO, inclusion is an approach that responds positively to people’s diversity and individual differences, meaning that diversity is not a problem, but an opportunity for the enrichment of society.

In the European Union, social inclusion is a set of actions aimed at enabling people who are deprived, segregated, marginalised or at risk of poverty or social exclusion to have the opportunity to participate fully in social life.

Social inclusion is an approach, a concept and a historical process, where the main pillar is the recognition that all people have their own abilities and potential, different from others. Inclusion seeks to encourage and ensure that everyone is “part of” and does not remain “separate from” society. Social inclusion means recognising the importance of people’s abilities, opportunities and dignity to participate in society on the basis of equal opportunities.

In short, the aim of social inclusion is that all citizens, regardless of their origin, status and circumstances, can fully enjoy their rights and develop their potential as individuals.

On the other hand, social exclusion is a process of loss of integration or participation of people in society in different economic, political and social spheres (PNAIN, 2013). Education, employment, housing and health are the most relevant areas in the processes of exclusion, and they affect, in isolation or in combination, people or groups in a precarious situation or belonging to a particularly stigmatised group, either because of their origin (belonging to a certain ethnic or religious group), gender (male or female), physical condition (disabilities) or sexual orientation, among others. The main elements defining exclusion are:

- *If there are people who are excluded, it is because there are societies that exclude...* Exclusion is a socially constructed concept, ascribed to a society and a specific historical moment. In order to solve it, actions must be oriented towards both the excluded person and the excluding society.
- *It is linked to citizenship.* It entails the recognition of being a member of society, with the same rights and obligations for all the people who make

up that social group. Exclusion is a situation of social inequality and lack of rights.

- *It has different levels.* A person may be excluded in one or more social spheres, in different ways and to different degrees.
- *It is a process.* Exclusion must be approached from a dynamic perspective, as a continuum (inclusion–exclusion) in which people are placed in each position according to specific circumstances, situations or moments.
- *It is a multifactor and multidimensional phenomenon.* Exclusion processes are explained by multiple factors, which in most cases are interdependent and associated with the person's spheres of life: employment, housing, education and social relations.

On the other hand, it is important to identify the factors that lead to exclusion. A simplified list includes:

- *Employment factors:* from permanent or stable employment vs. unemployment, or precarious or unstable jobs.
- *Economic factors:* stable income, home ownership... vs. lack of income or housing, indebtedness and economic instability.
- *Personal factors:* people with motivation, health, capacity, initiative vs. people who are dependent, unmotivated, disabled, with addictive dependencies (alcoholism, drug addiction...), depression, lack of perspective, ill, afflicted by accidents or crime.
- *Social factors:* good relations with family and friends vs. isolation, affected by family crises or breakdown of group solidarity.
- *Cultural factors:* integration vs. stigmatisation, cultural maladjustment and illiteracy.

2. The role of business in social inclusion

Juan spent that night searching for more information and discovered that Spain is increasingly becoming a country where companies have a strong social commitment. He selected the best examples of social inclusion plans. With Juan's usual enthusiasm for new initiatives that help to create a better world, he met with Clara, his Finance Director, and Roberto, his Human Resources Director. The meeting lasted longer than expected. From the enthusiastic atmosphere that everyone had at the beginning, the points of conflict began to appear and the meeting became more complicated than expected.

Organisations have a key role as social actors in reducing social exclusion, especially through inclusion or reintegration into the labour market. In this sense, there are different ways in which they can contribute.

On the one hand, we have social institutions such as NGOs and foundations whose *raison d'être* is to contribute to the solution of social and social problems, focusing all their efforts on this aim. An example of these entities in Valencia are Villa Teresita, Casa Caridad and YMCA, whose activities are aimed at promoting a training process that leads to personal and group growth and the labour and social inclusion of people at risk of exclusion.

Another set of social actors are **social and occupational integration companies**, which are created with a clear and consistent mission: to enable the integration and social and occupational training of people in a situation of social exclusion as a transition to ordinary employment.

These companies target their activity, equipment and resources at one of these groups:

- Recipients of minimum integration income or members of their household.
- Persons who cannot access any of the benefits referred to in the previous paragraph for any of the following reasons:
 - Young people from institutions for the protection of minors.
 - People with drug dependency problems or other addiction disorders who are in the process of rehabilitation or social reintegration.
 - Prison inmates whose situation allows them access to employment, as well as parolees and ex-prisoners.
 - Juvenile inmates whose situation allows them access to employment, as well as probationers and former inmates.
 - People coming from alternative accommodation centres.
 - People from prevention and social integration services.

The time that these people spend in this type of company is usually temporary as their activity is aimed at developing the minimum skills and competences through training so that, in the near future, they can find a job for themselves.

Work integration companies are covered by a specific legal framework (Law 44/2007), which stipulates, among other things, that 80% of income must be allocated to the production process and employment of workers. This type of company dedicates its profits or profitability to continuing to employ people. Fortunately, more and more work integration companies are entering the market.

Social and occupational integration companies are concerned with accompaniment and the creation of a personalised itinerary that enables integration into the labour market through the following stages:

1. Provide a welcome and counselling service to understand the person's situation.
2. Develop a personalised work plan.
3. Conduct job specialisation workshops to perfect knowledge and skills.
4. Offer employment at a work integration company, to put into practice what has been learnt in the previous phases.
5. Finally, allow people to enter the regular labour market.

The sectors that have been most concerned with promoting this type of company belong mainly to the service sector, industry, construction and, to a lesser extent, the agricultural sector. In terms of the business areas, common areas are recycling, commerce, hospitality, food, courier services and graphic arts.