Forum for Reflection and Debate: People, the Heart of Companies

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Abstract—**A forum for reflection and multidisciplinary and multi-professional debate is established to discuss and define relevant and significant indicators that facilitate the identification, differentiation and promotion of inclusive companies. Following an exhaustive bibliographical review, the debate focuses on four axes: inclusive companies, work teams, corporate social responsibility and responsible marketing. The conclusions highlight a series of differential characteristics of an inclusive company: a) Open Company: with the capacity to listen, transparent, in coherence with society, committed and responsible; b) Leadership that inspires, legitimates and stimulates; c) Work in teams managed by values; d) Fair remuneration for its workers; d) Creation of an environment that respects and promotes equality and diversity and rejects all forms of discrimination; e) Guarantee of universal accessibility; f) Promotes medical and health care to guarantee hygiene and safety at work; g) Promotes the reconciliation of work and family life as well as teleworking; h) Fosters continuous updating and recycling; i) Promotes professional development; j) Fosters strong links with the community, promoting volunteering, making donations, etc. k) Care for the well-being of its teams; l) Treats its workers, customers and suppliers fairly, and m) Has corporate social responsibility integrated within its founding principles. By defining quantitative and qualitative indicators, we provide a business management tool based on the management of people in organizations. The reflection, debate and knowledge generated on this expert forum is aimed at knowledge transfer in four areas: research, education, entrepreneurship and business.**

Index Terms—**Corporate social responsibility, inclusive companies, responsible marketing, work teams**
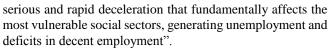
I. INTRODUCTION

The University of Girona held the 1st Forum for reflection and debate on inclusive, open and democratic companies. It took place on October 18, 2016, and was a meeting place designed to reflect on the Vusiness project [business, with a "V" for values], which aims to promote smart, open, democratic, sustainable and inclusive companies that inspire the future. The project is run by the Arpa Research Group (Grupo de Análisis de la Recepción de las Pantallas Audiovisuales), which forms part of the University of Girona's Department of Philology and Communication.

According to Echazarreta and Costa (2017), "In the current environment, the world economy has suffered a

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serious and rapid deceleration that fundamentally affects the most vulnerable social sectors, generating unemployment and deficits in decent employment".

The recession has had a negative impact on economic activity, increasing unemployment and destroying quality employment, while at the same time deteriorating living and working conditions. Some 7.2 million jobs were destroyed and only 2.4 million created in Europe between 2008 and 2012, a negative balance of 4.8 million jobs in just four years. In the specific case of Spain, there was a significantly higher rate of job destruction than in most European Union countries, due to its specialization in the construction industry and jobs being destroyed due to the housing bubble and the subsequent collapse of the sector. In addition, the impact on certain social groups has been exacerbated by the policy of cuts, aggravating the effects of the crisis (Rocha & Aragon, 2012).

According to Ioé (2011): "A quarter of households whose annual income does not reach the Minimum Interprofesional Salary are in a situation of poverty or at risk of it". As a direct consequence, society presents an increasingly unequal distribution of wealth. As regards access to home ownership, there was an increasing indebtedness among working families until the crisis put an end to real estate speculation. Although in recent years it is true that the prices of real estate purchase and rental have fallen, unemployed families have also lost a significant amount of purchasing power and now have greater difficulty accessing credit. Furthermore, 93,000 home foreclosures were registered in 2009 and 120,000 in 2010 compared to 15,000 cases per year in 2005.

In addition to the above, the Spanish public authorities, faced with a mid-crisis unemployment rate of around 22% in 2012, have targeted economic recovery and the creation of employment, which has had an impact on the quantity and not so much on the quality of work (Merino, Somarriba, & Negro, 2012).

The digitization process and development of artificial intelligence have resulted in a profound and significant change in how work is structured in companies, in addition to that already mentioned deriving from globalization processes (García-Echevarría, 2018). Following Lombardero (2015), the fourth industrial revolution will be characterized by the digitization of 90% of work related to industry and services, an aspect that could be positive if used as an opportunity to develop a new economic model that facilitates the end of the current crisis in our markets.

According to Torrent-Sellens (2017): "Concern for the future of work is a recurring theme whenever a process of disruptive change in technology becomes evident. Economic analysis has indicated that technology does not destroy work,

but skews abilities and skills, and displaces tasks, jobs, occupations and people". In a new globalized economic environment, new forms and conditions of work are established, characterized by the following five elements: a) Integral use of information and communication technologies in all processes; b) Companies adopting a competitive strategy based on innovation; c) Flexible work organization; d) Skilled, versatile, and committed workers with a division of labor based on all types of knowledge; and e) Advanced human resource management (selection and work based on competences, ongoing training, variable remuneration, flexible forms of employment relations, etc.).

According to Mendizabal and Errasti (2006), "The globalization of competition and information and communication technologies allows companies to generalize subcontracting and outsourcing processes with decisive consequences for industrialized countries. Under these conditions, the processes of 'business relocation' become a central element of an economic and social offensive that directly affects the productive fabric and social rights of workers", having a relevant and negative impact on employment. The victims of this dynamic in industrialized societies are usually the less qualified workers.

According to Echazarreta and Costa (2017), "In order to overcome the current economic system, which is a source of inequality and exclusion, the main objective of so-called inclusive companies is to reinvent themselves and evolve towards a business concept in which the collaboration, participation and involvement of employees are indispensable and determining factors".

Studies conducted by Eguiguren (2011), Executive Director of The Global Alliance for Banking on Values (GABV), conclude that the management of economic and social crises, delocalization, globalization and climate change, among others, promotes and accelerates the search for alternative economic models capable of laying a more solid foundation and providing a better response to the shortcomings of the current capitalist model. Eguiguren highlights the need for companies that act in the global market with a sense of ethics, responsibility, transparency, democracy and participation; companies that are led by corporate values characteristic of an inclusive business culture at the social level, sustainable at an environmental level and wise at the level of using technology in the service of quality of life.

In this environment, the ARPA Research Group (Grupo de Análisis de la Recepción de las Pantallas Audiovisuales), which forms part of the University of Girona's Department of Philology and Communication, is promoting the **Vusiness project (business with a "V" for values]**. This project promotes open, democratic, sustainable, inclusive companies that make intelligent use of technology with the aim of serving as an inspiring model in the fields of research, education, entrepreneurship and business.

In order to lay the scientific foundations for an alternative model based on companies with values within the framework of the Vusiness project, a thorough, structured and methodical bibliographical review has been carried out since 2015 to identify the conclusions of the most relevant studies in this respect.

In order to contrast and expand the information gleaned from the bibliographic review phase, three forums have been held to reflect and debate on inclusive, open and democratic companies. The first is entitled: "People, the heart of companies"; the second: "Smart companies, generating future"; and the third: "Sustainable companies in the face of climate change". In total, some thirty professionals have actively participated in the three forums, which address inclusiveness, sustainability and good use of technology.

The model will be presented at different American universities: Harvard University, MIT-Massachusetts Institute of Technology, Emerson College, Boston College and Suffolk University in Boston.

Currently, with the aim of transferring knowledge to the business world, 50 professionals are collectively creating the "Valometer", a tool for measuring 50 business values linked to identity, administration and management, people, sustainability, and smart technology in companies. Simultaneously, a group of experts in entrepreneurship and business consulting are developing the "Vusiness Plan" - a business plan model with values to guide future entrepreneurs.

II. METHODOLOGY

The 1st Forum "People, the heart of companies", was held on October 18, 2016 in Meeting Room SD2 at the University of Girona's Faculty of Tourism. Dr. Ramon Moreno, vice-rector of Planning, Innovation and Business, took charge of the inauguration. Reflection revolved around the unique aspects that shape inclusive companies, which promote values such as equality, transparency, co-responsibility and accessibility, and ultimately improving people's quality of life.

Participants included Dr. Carles Serra, Assistant Rector of Social Commitment; Mr. Agustín Matía, Owner of Down España; Mr. Cayetano Alemán, former machinist at Aconda Papel; Mr. Javier Blázquez, Technical Coordinator of International Projects for the ONCE Foundation; Mr. Mohamed El Amrani, project coordinator at Suara Cooperativa and 2014 Princess Social Foundation Award; Ms. Esther Carreras, External relations manager for the "La Fageda" cooperative, and Ms. Khaoula Echaouech, an unemployed geographer.

The session was organized and run by Dr. Carmen Echazarreta, director of the Arpa Research Group, expert on gender issues and Professor of audiovisual communication and advertising, and Albert Costa, PhD student at the University of Girona.

III. THE DEBATE

The main objective of the Reflection Forums is interaction between different professionals related to the business sector to discuss and define relevant and significant indicators that facilitate the identification, differentiation and promotion of open, democratic and inclusive companies. The reflection and debate generated on this forum of experts serves to generate qualitative research.

At the **inclusiveness** level, the following specific objectives were proposed in line with the conclusions drawn by Echazarreta and Costa (2017):

- To overcome the current economic system, which is a source of inequality and exclusion.

- To promote inclusive companies that generate opportunities for development and aim to improve the quality of life of people who suffer from social exclusion.
- To describe the main characteristics of inclusive companies, which are based on the following four founding principles: values, team management, corporate social responsibility and responsible marketing.
- To promote inclusive companies that contribute to the common good, championed by leaders who promote the use of information and communication technology as a means to improve citizens' quality of life.

Founding missions were proposed, such as overcoming the economic crisis, combating social inequality, counteracting the aging of the population and curbing rapid urbanization.

Inclusive companies improve the quality of life of people who suffer from social exclusion. According to the United Nations Development Program, inclusive companies focus their mission on eradicating extreme poverty and hunger; achieving universal education; promoting gender equality; reducing the child mortality rate; improving health, ensuring environmental sustainability; and promoting global partnerships for development.

The debate on inclusiveness in companies was organized around four aspects that according to Echazarreta and Costa (2017) stand out in related previous studies: inclusive companies, team management, corporate social responsibility and responsible marketing.

IV. INCLUSIVE COMPANIES

What characteristics identify an inclusive company? What is meant by inclusiveness? Is there a lack of education on the subject?

The economic slowdown has significantly increased the number of unemployed (Rocha & Aragon, 2012). According to Cayetano Alemán, a 57 year-old who is long-term unemployed: "The only jobs are small ones for a few days or weeks... After 33 years in a paper factory they closed and I was made redundant. When you **submit your resume you see they're looking at your age**. Everywhere accepts your resume but even if they don't tell you, a younger guy always comes in. It's normal, a businessperson is more likely to train a young guy than an older man, even if you already have experience. **The arrival of machines has also resulted in a significant loss of labor**, with toll stations, for example. We've replaced people with machines. Another problem is the temporary nature of contracts, the young people of today won't even have 15 years of social security contributions. While they're being given temporary jobs, for hours, weekends, they'll never contribute enough. Why don't we retire them at 50? Pre-retire them, have them training young people".

Inclusive companies are characterized by offering more efficient services to improve citizens' quality of life and well-being (Echazarreta & Costa, 2018). According to Javier Blázquez, coordinator of international projects for the ONCE foundation, "Inclusive companies are characterized **by**

having a more open mind, not being closed to new challenges, new possibilities, new jobs, different people, and considers that **everyone can contribute something to their organization**. The model of integrating people with disabilities has evolved towards inclusion, which means **different people are working in the same environment, or in an environment that is not different**".

According to Mohamed El Amrani, project coordinator for the Suara cooperative and president of the association *Xarxa de Convivència* (Coexistence Network), "The inclusive company has to be one that is capable of **listening, is more human, closer** and of promoting **internal communication** to encourage the **participation of its workers**".

Esther Carreras, External Relations manager for La Fageda, states that "An inclusive company is one that **does not exclude any group** for reasons of gender, race, etc. There is a need to teach this, and it would be important to start in primary school. For ideas to change, some generations must pass. **If the main value of a company were the person**, and all the other values pivoted around the person, all companies would have another path".

Javier Blázquez of the ONCE Foundation states that we are experiencing a second industrial revolution. The mechanization of processes entails society having to adapt to technology and considering whether **machines should contribute to social security**. In this sense, Mohamed El Amrani affirms that part of the benefit of said contribution would have to be invested in **development, knowledge and research**.

For Khaoula Echaouech, an unemployed geographer, one of the main characteristics of the inclusive company would be "**acknowledging the diversity that exists in society**. Because fortunately we are not all equal and we find various different kinds of groups in society".

The crisis has affected the general population, and specifically the most disadvantaged. In this context, according to Agustín Matía, General Manager of Down España, "In the labor sphere, the challenge is to get people with Down syndrome **actively working, as autonomous as possible, as integrated as possible in their society**. There are 35,000 people with Down Syndrome in Spain, only 5% of whom work in an ordinary environment; if we add a sheltered environment, it still doesn't reach 15%. As for the disabled in general, 35% work."

Commenting on the challenge for people with different degrees of disability, Esther Carreras, External Relations manager at La Fageda, says: "**We like to talk about people with different abilities**. At La Fageda, people with a disability certificate drive a tractor on a farm, something that many people without that certificate would not be able to do. There is a lack of education in this area, and it would be important to start it from primary school".

With regard to employment opportunities for people at risk of exclusion, she explains that La Fageda is a special employment center where around 130 holders of the intellectual disability certificate or people with severe mental disorders work. They make yogurts, ice cream and jams and also provide gardening services for public and private spaces. They also have a community integration service, which was created in 2007 and consists in trying to integrate people with a disability certificate into ordinary companies because their

certificate allows them to do work outside the framework of the center. To promote integration, the center informs companies of the benefits of the Law on the Social Integration of the Disabled (LISMI), although Carreras states that sensitivity on behalf of human resources managers employed in ordinary companies is the key to their labor market integration.

By way of analogy, Javier Blázquez, Technical Coordinator of International Projects for the ONCE Foundation, explains that the Foundation aims to eliminate all types of barriers, whether physical, technological or intellectual, so that all people have the same rights to access all areas of life: education, work, leisure, culture, etc. To promote labor market integration, the ONCE Foundation has a business group known as the Ilunion group, which comprises more than thirty companies from different sectors: industry, technology, cleaning, security, media, a contact center, hotel chains, etc. It was created because companies with more than 50 employees in Spain must comply with a 2% quota of employees with disabilities according to the LISMI. "Most companies do not comply with it, or don't want anything to do with it," Blázquez notes. "The Ilunion group is an alternative, a way to comply with this law. To comply with the LISMI, companies can hire workers or contract the services of special employment centers, provided at least 70% of the staff at these centers have disabilities. In the end, this indirectly generates jobs for people with visual, auditory, physical or intellectual disabilities. There are currently some thirty thousand people working In the Ilunion group."

Referring to the sphere of terminology used in Spain, Agustín Matía, General Manager of Down España says, "One of the problems we have is education, and that is because the inclusive concept is not well understood here. We're using a concept that comes from English -"inclusive"- which is a translation of the Latin-based word '*inclusivo*'. It is understood better if we use the Latin-based term than talk about 'inclusive' organizations and companies. The '*inclusivo*' model implies that companies are very open, incorporate the diversity of society itself, and think more about people. The more organizations adopt a model of openness to the environment, the easier it is to generate this culture of change. For this reason, **the objective is for the organization to change its model towards an open organizational culture, with a capacity for listening, which is transparent, coherent with society, committed and responsible."**

He continues: "Inclusive companies are those that transfer the concepts of participation and dialogue from the outset and the ones normally more open to understanding diversity. They are more likely to have express commitments as a social option to the big problems we face, such as disability."

Another issue that the General Manager of Down España considers key for inclusive companies is the challenge posed by integrating the younger generation into the labor market, who, he says, "come late to the labor market, late to the emancipation process". He predicts that they will work for little more than fifteen years and that there is a danger they will find themselves on the streets at fifty, even if the retirement age by that time will be seventy. He recalls Servan-Schreiber's *American Challenge*, an economic

analysis book about the 1950s and '60s that describes how the post-war and the technological revolution of the century influenced the economy. "**Companies that opt for the open model and inclusion are notable throughout the process, not only when recruiting people; rather it's a cultural process**. It's a process that nourishes the company's own project. This is what characterizes the difficulties of inclusive dynamics. **Inclusive processes are processes of cultural change for the entire organization to make them truly include all human diversity: race, gender, age, disability, etc**. The problem is that to make this adaptation you have to change the whole concept of the company because **the real challenge in disability is not employment but education not being committed to inclusion."**

According to Javier Blázquez, "The word change is fundamental. The problem is fear of change and adaptation". He stresses that although sensitivity is the seed, training is needed to address people's ignorance regarding what is happening and how to act when hiring a person with a disability.

By way of example, he explains that the ONCE Foundation conducts an awareness-raising campaign that usually coincides with the Christmas period. One of the ads describes a situation where the head of the accounting department has hired a special colleague, a blind person. To announce this to all employees, he prepares an e-mail in which he notifies everyone that he imagines the blind person will need to be helped in even the most basic matters, that he will probably be shy and have difficulty communicating, and that they will all need to be patient and hope that he does not take long to adapt to the new job. While he is writing the e-mail we see the blind person enter the company, take the elevator, go up, go back down, go for a coffee with a colleague, sit in front of his computer and start writing with his screen reader. Suddenly, the accountant realizes the situation, deletes the e-mail and simply writes, "Today a new colleague is joining us, let's all welcome Juan". According to the Technical Coordinator of International Projects for the ONCE Foundation, the only way to overcome this fear is to eradicate it through knowledge, training and awareness.

Continuing the theme of prejudices, Mohamed El Amrani, project coordinator at the Suara cooperative, describes three key elements to counter them. On the one hand, the education system must educate children about inclusion. The second aspect he highlights is a lack of leadership. And finally, he emphasizes the role of the media and how they can help raise awareness and influence society.

The General Manager of Down España warns that one of the problems of educating about inclusion or diversity is "relating disability to a simple optimistic discourse, in the style of the United Nations when it presented its objectives for the millennium. These kinds of discourses sound like pleasant music that no one in their right mind can say no to. But the difficulty lies in modern societies being different, complex, and full of inputs and contradictions. **In the area of diversity, one element when building an inclusive society is for society to accept the challenges that lie ahead with clarity and awareness. Therefore, disability should not be adorned with terms related to eliminating the difficulties, problems or complications inherent in it, that's a mistake. We must accept the reality of disability and describe it in all its complexity**. This is why language is decisive as an

element of change but can also be counterproductive as an element that blurs reality."

According to Carmen Echazarreta of the University of Girona, "When we talk about education we must base it on two axes. On the one hand, it is essential to use training to break prejudices and stereotypes, which are normally built on negative aspects; it is not about showing pity, since strategies, procedures and actions will then be too protectionist and often limiting the possibilities. And on the other hand, **it is about being aware of who everyone really is and their diverse capacities, taking inspiration from Gardner's multiple intelligence theory**."

The Technical Coordinator of International Projects for the ONCE Foundation, Javier Blázquez, relates the above to the fact that it demonstrates how **these different capacities exist and can be used and promoted for the purposes of employment.** According to Blázquez, different studies conclude that deaf people perform better than people who hear well in very noisy environments, since this continuous noise affects the way people work in manufacturing and machinery environments. "**Studies show that there are a number of disabilities that become capacities when doing certain jobs. For example, when performing repetitive and monotonous tasks, people with intellectual disabilities are able to work for hours without there being a loss of production**."

Continuing with inclusive companies, Agustín Matía states that **the Vusiness project's aim of encouraging companies to have values has consequences in terms of rebalancing or changing the actions of these organizations. Therefore, under the surface it involves generating organizational change**.

To analyze the definition in more detail, Albert Costa of the University of Girona adds three concepts related to inclusive companies. First, he says that although we usually focus on the workers in an organization, **it is important to also take into account customers and suppliers and consider to what extent the organization respects them and considers establishing fair conditions and prices on both sides**. Second, he focuses on the **democratization of communication thanks to the Internet and social networks**, which guarantee that customers of companies are informed about competitors' prices and conditions, while at the same time allowing them to report or rate certain business practices. And third, he talks about the **importance of defining the company's values through a participatory and open process that workers, customers and suppliers are all involved in and facilitates their alignment with the mission and vision of the company**. This concludes the first section, in which one of the most recurrent key ideas that generates consensus is to define the inclusive company as open: which means having the capacity to listen, being transparent, in coherence with society, committed and responsible.

V. TEAM MANAGEMENT

Is the basic idea that the management of a company based on values is more collective than individual? What role do work teams have? What dynamics should these teams have?

In respect of this, Mohamed El Amrani, project coordinator at Suara Cooperativa, says, "**Knowing what**

value each worker brings to the company is key to managing a team well; knowledge management is essential, as well as fair compensation for workers.**"

For his part, Javier Blázquez, Technical Coordinator of International Projects for the ONCE Foundation, believes that "**companies must move from an absolute pyramidal hierarchical, military-style model, from top to bottom, to a much more dynamic style of team management that creates these working groups**". He gives the example of leadership by projects, in which the most competent person with the most specific knowledge of each project is the one who leads it. He also proposes a more collaborative model, comprising teams based on **flexible structures, in which roles are exchanged according to each project or service, and which encourage continuous updating and recycling**.

Continuing with the theme of team management, the representative of La Fageda states that "the pyramidal hierarchy is coming to an end. We are talking increasingly about collaborative teams, in which each member contributes all their strengths to the group. At the individual level, if each professional has internalized the values, mission and vision of the organization, the relationship with their work environment is hugely facilitated and it becomes easy to add more elements." She believes that it is important for different teams to empathize with one another in an organization. At La Fageda, for example, she argues that the team in charge of production and the one in charge of welfare need to work in coordination with one another, as they need to consider issues such as whether it is more important to buy a new machine for yogurt production or a van to transport the disabled workers home.

For his part, in relation to work teams and their management the project coordinator at Suara Cooperativa states that it is important to move from the **ego to the echo, to move from an egocentric part of team management to a more collaborative ecosystem, teams driven by values**.

The General Manager of Down España states that "**for a work team dynamic to reflect its values it must be open, focused on innovation, transparent by conviction, focused on interaction with its suppliers, customers and fans and very socially involved**". He reflects on the idea that society usually preconceives company management based on values as being more collective than individual, despite the classical and neoclassical business management discourse throughout this century, as well as discourse regarding entrepreneurial talent and the successful entrepreneur tending to focus on the individual, citing the case of Steve Jobs, who appears omnipresent and whose individual talent is always highlighted. He therefore shows that the values projected onto one of the most modern and successful companies are related to the individual.

For his part, Mr. Javier Blázquez, Technical Coordinator of International Projects for the ONCE Foundation, contrasts the idea that Steve Jobs can be seen as a pyramidal leader or as a promoter. **He believes that each individual team must have a facilitator who inspires, legitimizes, stimulates and promotes personal development.**

On this point he describes **Scrum, a tool that facilitates agile team management**. The way a scrum advances in rugby was the inspiration for the tool's founders, Nonaka and Takeuchi, to call an agile way of working, typical

of technological companies such as Honda, Fuji-Xerox and Canon. Scrum introduces a process in which a set of good practices is periodically applied to collaborative work as a team, subdividing any project into tasks. The entire team estimates the time they think it will take to complete the task. The time allocated to each specific task is then the average of the times given by the whole team. The Scrum method allows workers to get involved in and commit themselves to a team.

Another element that helps team management, according to Esther Carreras, External Relations manager for the Cooperative "La Fageda", is the organization managing its **internal communication** effectively, since a key factor in motivating workers is to keep them informed about everything the organization does. **It is key that the organization cares about the welfare of its teams and promotes medical and health care to ensure hygiene and safety at work**.

For his part, Carles Serra, Assistant Rector for Social Commitment at the University of Girona, adds a key factor in team management, which is **educating in values**: "Companies have to imbue their values in their workers. Democratic and participatory processes that educate in values have to be worked on. When we speak of deliberative democracy, it means dialoguing, giving reasons, building, which workers usually respond quite reasonably to. Sometimes we equate democracy with everyone's opinion and we would probably agree that an informed opinion is better than one that is not. If you work using debate and deliberation, informed opinion gradually imposes itself and the whole organization moves forward". **He also points out the need to reconcile work and family life through the employment of new models and environments such as teleworking.**

With regard to the idea of educating in values, Agustín Matía, General Manager of Down España, says that the collective configuration of values is important for the organization itself: "The more participative a process is, the more democratic the education system, the more work is done learning in teams. When more inclusive dynamics are generated, these are not neutral, they have an underlying axiological basis that is collective, participatory, and community-based, which can sometimes partly explain reasons for their rejection. What you are looking for is to change the mental schema, the perceptions of the workers that are going to form part of those teams and will transfer it within an organization, in a company. It's a collective process. **No sustainable organization can be based only on the ideas of one person. Organizations are currently very dynamic and changing. The pace of interaction is so fast that if they are not collective processes they are not sustainable**. A company that is socially connected with its workers, customers and opinion leaders will constantly change as a result of these interactions, which involves loss of the classic concept of control."

To conclude this section, Mohamed El Amrani's opinion on the values that promote team management are as follows: "When a company wants to transmit values, it transfers knowledge. When it does this, it is important to bear in mind that there are two types of knowledge: codified, which I can transmit through "read this" and "the company is this", and tacit knowledge, based on experience, ideology, value;

transmitting the latter is more complicated and becomes one of the challenges for companies."

We conclude the second section with some key ideas for defining the inclusive company in more detail. These are: **Leadership that inspires, legitimizes and stimulates; work in teams driven by values; remunerating its workers fairly; fostering continuous updating and recycling; promoting professional development and caring about the well-being of its teams; promoting medical and health care to ensure hygiene and safety at work; and promoting the reconciliation of work and family life as well as teleworking.**

VI. CORPORATE SOCIAL RESPONSIBILITY (RSC)

Social responsibility is fashionable right now, because it is strategic for many companies, but how should social responsibility be applied to make it more than just a strategy?

Esther Carreras of "La Fageda" begins this section, stating that **socially responsible companies have CSR as a principle, integrated in their founding principles, not as a separate department**. And socially responsible actions emerge from all departments as a consequence. **They treat their workers, customers and suppliers fairly**. Although having a separate department can be a good starting point to internalize what CSR entails and means, in the end it has to be integrated within the very pores of the company. When a multinational contributes money to an NGO, it can be a simple "make-up" operation, whereas true social projects are already socially responsible from their conception.

In the same vein, Javier Blázquez states that CSR has to be a transversal axis of the company and not the last little tab at the bottom of the company website. **A key factor is that companies work on credible aspects of CSR**. He gives the example that many claim to use disability in their strategies and this is not always true.

To conclude the section, Agustín Matía comments that there is increasing evidence of social pressure being at the heart of companies carrying out social actions. This leads us to four ideas. First, a 2016 scientific study concludes that **customers expect CSR to be incorporated within the different processes of manufacturing and selling products and in the rendering of services**, and not just in an isolated way to execute actions with a social dimension.

Second, **he criticizes the fact that companies implement social actions**. **He argues that companies can choose, decide, collaborate and coordinate the implementing of actions with different actors from the third sector, who operate and specialize in the social field**. The mutual understanding between the company and the organization can lead to **the action being strategic, relevant and fundamental.**

Third, **he criticizes companies applying CSR according to the manuals produced by North American universities,** where the reality is significantly different, since CSR has been in place and evolving there for over fifteen years. **It is important that CSR is carried out in line with the relations existing in each community.**

Finally, in fourth place, he states that when companies are clear on their values, they are integrated and communicated without the need to sell them. If CSR is not integrated into the structure of the company, it will be just

another layer, like impact and quality systems, along the lines of that noted by Esther Carreras and Javier Blázquez.

We conclude this third section with some of the ideas that have been highlighted: **the socially responsible company has CSR integrated within its founding principles; it treats its workers, customers and suppliers fairly; and it has strong links with the community, encouraging volunteering, making donations, etc.**

VII. RESPONSIBLE MARKETING

Thinking in terms of marketing actions, which display features of responsible marketing?

Thanks to new technologies, companies' customers, workers and suppliers have ample opportunities to easily create and publish content and leave their testimony about their experiences. In the first quarter of 2017, Facebook had almost 1.9 billion active users, while in a single second 3,600 photos were shared on Instagram and 100,000 tweets posted on Twitter (Borgatti, Everett, & Johnson, 2018).

This new reality generates the need for organizations to manage opinions. Citizen journalism represents a fifth power that allows a democratic and civic citizen force to oppose the new dominant coalition of media groups

In this new communicative environment, Moreno (2008) concludes that **responsible marketing aims to satisfy the rational, weighted and proportional needs of consumers via the manufacture and marketing of products and services**, for which it obtains a reasonable and fair price as compensation and aspires to obtain sufficient profit to continue contributing to social development and ensure the licit compensation of those who risk their capital and dedicate their work to it.

Esther Carreras, External Relations manager of the "La Fageda" coperative, sets the ball rolling by explaining that in their case: "We manufacture yogurts for the Catalan market. With the profits we obtain from sales, we reinvest and guarantee the durability of the project. Our competitors are large multinationals such as Danone and Nestlé, unparalleled with regard to budget. At "La Fageda", **we do not have the money to advertise in conventional media such as radio, press or television, but we have found a very powerful marketing tool related to transparency**. "La Fageda" is located in a privileged environment in the middle of a protected Natural Park, and for 15 years we have been receiving visits at our facilities, until we finally set up a visitor service. **Each year, more than 40,000 people come on guided and organized visits**. Schools, universities, organizations, and families at the weekends. Through the visits they see how the yogurts and jams are prepared: sensorial marketing throughout the visit. We never ask them to buy the product because of who we are. On the packaging we invite you to visit our facilities and not to buy from us just because we are a social project. We want to sell because of the quality of our products. Most people who visit us come because of word of mouth. Because of our size we cannot sponsor anyone in economic terms, but we do contribute products to activities related to blood donation, excursions, marathons, etc. Quality is our law, we produce about 60 million yogurts a year."

Javier Blázquez, Technical Coordinator of International Projects for the ONCE Foundation, adds his opinion on the suitability of the strategy adopted by "La Fageda": "On the one hand, **it manages and controls it word-of-mouth advertising**, an essential element in marketing, and on the other **it focuses actions directly on its target public"**. Des de la Fundación ONCE lo desarrollan a través del Grupo Ilunion: "In our hotels consumers find comfort and quality, they are very well adapted and have a good design. In a normal hotel when you are given an adapted room you think you are in a hospital. At an Ilunion hotel, you do not even notice. **To design good marketing strategies you must first have a good product and be very committed to your company. It's important to create an environment that respects and promotes equality and diversity and rejects all forms of discrimination."**

He explains one of the most successful advertising campaigns run by the ONCE Foundation under the title "Prepared", in which three well-known figures worked with a disability for a whole day: "The chef Ferran Adrià wore earbuds with music playing to prevent him from hearing, the president of Coca-Cola Iberia, Marcos de Quinto, worked blindfolded, and the president of Microsoft Ibérica, Maria Garaña, sat in a wheelchair all day. Each of them worked for a day with a disability. It was a report aimed at allowing them to see how it felt having the disability and to realize the difficulties it involved in the workplace, as well as improvements that they would have to make in order to contribute and hire more people with disabilities. **Companies must guarantee universal accessibility**."

Finally, he explains that in the city of Venice they organized a marathon and set up provisional wooden ramps over all the canals. After the race, visitors to Venice demanded that the ramps not be removed.

Carles Serra, Assistant Rector for Social Commitment at the University of Girona, recounts from his experience: **"In our society, charity as such is frowned upon. When people go shopping, they do not want it to be for charity. First we have to have a good product that works; marketing has to be responsible and subtle."**

Agustín Matía states the following: "**We ask companies to be responsible for the entire process they ultimately carry out to produce a product or service**. The ideal goal is for the company to use marketing in relation to that, as Ausonia does at P&G, which collaborates with research against breast cancer. When consumers perceive dissonances they become increasingly critical; this is what happened with the tobacco companies that tried to cover up the carcinogenic consequences of smoking for years."

In this fourth section, we have highlighted a couple of key ideas to be able to implement responsible marketing, such as the company **creating an environment that respects and promotes equality and diversity and rejects all forms of discrimination and guaranteeing universal accessibility.**

VIII. CONCLUSIONS

By way of conclusion, the participants define inclusive companies in their own way, highlighting the characteristics and attributes that should lead to the development of indicators.

In order to manage companies, corporate policies and values are required that result in a sustainable business culture at a social, economic and environmental level. Companies whose mission is based on ideals and values

committed to people and the planet contribute to the common good, while also being able to generate a similar volume of economic benefits to other companies (Eguiguren, 2011).

Agustín Matía, General Manager of Down España, states: "Socially responsible and inclusive companies must generate profit for environment. They must be **very open companies, willing to form part of society and interact continuously with it, the closer to the area they are in, the better; they must listen, be transparent, and be able to explain everything they do well. Companies have to respond to what society is like: if society changes, is open and its values are being transformed, that must be taken note of.**"

For his part, Carles Serra, Assistant Rector for Social Commitment at the UdG says: "One fundamental factor is alignment. They have to be flexible in their processes, treat people well, and have the capacity and willingness to introduce changes."

Cayetano Alemán, former machinist at Aconda Papel, adds a motivational and practical indicator: "Inclusive companies are those where after you arrive in the morning you feel like going back the next day, and when you leave you don't feel like just another number."

Esther Carreras, External Relations manager for the "La Fageda" cooperative, quotes a phrase from Confucius: "Choose a job that you like and you will not have to work a day of your life". She states that the ideal company is one that **contributes socio-economic value to society, has the capacity to adapt to the new times and ends up being an inspirational model.**
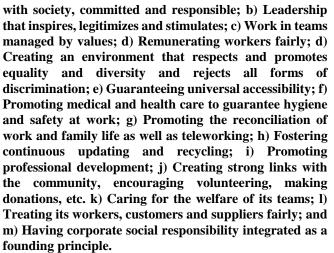
In the words of Javier Blázquez, Technical Coordinator of International Projects for the ONCE Foundation, "**The inclusive company would be an open, communicative, innovative, conscientious, multidisciplinary, inclusive company, with a strategy aligned to its mission, and that places the person at the center of all its processes.**"

Mohamed El Amrani, project coordinator at the Suara cooperative and winner of the 2014 *Fundación Princesa Social* Award, believes that the inclusive company "**is a company that fosters creativity and has a non-conformist spirit, but from the constructive point of view, that is to say, it is a company engaged in social and business activism**.."

Khaoula Echaouech, who is an unemployed geographer involved in various social projects in La Bisbal del Empordá, says that "**companies have to acknowledge and reflect the diversity that exists in society.**"

Carmen Echazarreta of the University of Girona concludes: **"The ideal company is one which is founded by people who truly work for the common good, reconciling it with the legitimate goal of working to obtain a benefit**. It is also worth highlighting that it can be different kinds of benefit: in the university it can be benefit in terms of research, quality of teaching or the well-being of the educational community in general, or if it is a commercial enterprise, economic benefit. We are talking about a third sector company with social benefit on all levels. **In inclusive companies, benefiting others is returned in personal benefit."**

Overall, we would highlight the following differential characteristics of inclusive companies: a) Open: with a capacity to listen, transparent, in coherence with society, committed and responsible; b) Leadership that inspires, legitimizes and stimulates; c) Work in teams managed by values; d) Remunerating workers fairly; d) Creating an environment that respects and promotes equality and diversity and rejects all forms of discrimination; e) Guaranteeing universal accessibility; f) Promoting medical and health care to guarantee hygiene and safety at work; g) Promoting the reconciliation of work and family life as well as teleworking; h) Fostering continuous updating and recycling; i) Promoting professional development; j) Creating strong links with the community, encouraging volunteering, making donations, etc. k) Caring for the welfare of its teams; l) Treating its workers, customers and suppliers fairly; and m) Having corporate social responsibility integrated as a founding principle.

Based on the characteristics described above, further tools should be developed that favor the evolution and promotion of inclusive companies and foster useful dynamics for combating the social effects of the economic crisis and the recession.

The discussion forum has highlighted that inclusive companies can benefit the social inclusion of people in vulnerable situations. Generating social value for groups at risk of exclusion undoubtedly helps combat poverty and marginalization.

Defining quantitative and qualitative indicators based on the conclusions of the forum "People, the heart of companies" lays the basis for creating a business management tool aimed at the effective management of people in organizations. The results of the bibliographic reviews and discussion forums focusing on the areas of inclusiveness, sustainability and technology and aimed at improving quality of life demonstrate the need and opportunity for an integrative model. Subsequently, experimental studies will be required to test the suitability of any tool that is developed as an instrument to identify and promote inclusive companies.

The results and qualitative conclusions of this forum need to be confirmed in subsequent research that includes other experts in the field. We conclude that, faced with these new changing scenarios and challenges, research in this field must be both multidisciplinary and systematic.

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