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SECOND CHANCE

How Human Empowerment can Prompt CSR and Fresh Marketing

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A Special Acknowledgement to Prof. Luca Carrubbo

To my Beloved Grandfather,

SECOND CHANCE

*How Human Empowerment can Prompt CSR and
Fresh Marketing*



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PhD Economics and Politics of Markets and Enterprises

Marketing Path

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Light,
Blue,
Light Blue Butterfly
they say that you stand for Destiny
“We are rulers of our Destiny”,
but Universe, with its daily surprises,
which subvert our life
has demonstrated that is more complex than so.
You Stand for Freedom.
You Stand for Resilience.
You are the Energy that comes into Extreme Situations.
You are the Blue Angel that protects us,
when we feel lonely and hopeless.
You are the friend that pushes us to make a move
when we think there is nothing left to do.
You are that small voice that suggest us to take off that paper from the
ground, by reminding how beautiful are the mountains, the sea.
Light,
Blue,
Light-Blue Butterfly
let’s demonstrate that
being the rulers of our destiny doesn’t mean having it in our hands.
But knowing it. Shaping It.
In a way which is in syntony with all the other species,
reacting to events with Ideas, Motivation, Positivity,
Creativity, with the Willingness to Improve the State of the Art.

Now, all has a Sense.

That Burden, of deciding for my Life goes away,

and I Feel Free.

Would you help me to use this freedom in a Wise way?

Would you remind me that with our actions we don't decide for our life,

but for all the others'?

Would you support me when I want to glorify, respect, and render it unique?

This is the only way to give a true value to mine.

Knowing that I Don't rule it.

But that...

I have the Capability to Create the Conditions!

When I think, I don't feel alone.

When I think, I remember who I am.

When I think, I see this life holy.

When I think, I widen my view,

I start to forget about my small garden

and I want to cultivate all the needy others,

so that, some other light, blue, light blue butterflies will born,

In a Virtuous Circle.

Now, I know What do you Mean,

Sweet Creature.

You are THE TOUGHT.

Myriam Dramisino

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SECOND CHANCE AT A GLANCE

Second Chance, is a philanthropic and business project run on the field with the final aims of:

- 1) Helping all people that have some disadvantages in their lives which hinder them from living the lives that all human beings deserve (i.e. homeless, people that have lost their work after the pandemic, people that do not have a specific role in society, emarginated and borderline people and so on). So it like a rehab program for them with the objective of enhancing them in having their Second Chance.
- 2) Supporting companies, which are not properly sustainable or do not apply the CSR and fair-trade principles with consequences on their image, revenues and on the overall humanity tout court (being companies with their activities determinant in emissions control, values deliveries and so on, beyond directly responsible for the working conditions of their employees and the health of the clients that consume their products), in:
 - understanding and internalizing the true value of CSR, far from a greenwashing approach
 - rehabbing their image
 - increasing their brand equity with direct consequences on their sales
 - developing unprecedented marketing

So it like a rehab for them with the objective of enhancing them in having their Second Chance.

This project aims at reaching these objectives with a mix of qualitative and quantitative methodologies with an empirical approach.

1)Qualitative and Experimental Studies: FOCUSED ON HUMAN EMPOWERMENT

Thanks to ethnography, in-depth interviews, focus groups, direct and indirect experiments this work aims at investigating:

- which are the consequences of the collaboration of unsustainable companies and homeless over company DNA and image;
- which are the consequences of the collaboration over the lives of homeless and their reintegration in society;

2)Quantitative Studies: FOCUSED ON ECONOMIC INCENTIVES

- which are the consequences of the philanthropic organic line (a % of its sales will be devolved for charity to homeless) inserted by the company with charitable aims by unsustainable companies over that company DNA, brand equity and sales;
- which are the consequences of the economic incentive given by companies through the means of the devolution of % of the earnings coming from organic brand extension to them, over the lives of homeless and their reintegration in society;

3)Comparison: ECONOMIC INCENTIVES VS HUMAN EMPOWERMENT

Then, by comparing the two studies and their respective results, it aims at understanding if for the rehab of homeless and of companies is more effective the ECONOMIC INCENTIVE (the % over the sales of organic products devolved to them, used in the quantitative model) or the HUMAN INCENTIVE (the collaboration between them and managers investigated in the qualitative), which is the right mix for both and understanding why one fits more companies than homeless and vice versa.

Only thanks to this methodological mix is possible not only demonstrating some insights but also understanding the deep meaning of the results, also from the point of view of the protagonists.

Second Chance thanks to the triangulation of qualitative studies and quantitative outcomes concludes that:

- 1) Collaboration with companies works for homeless;
- 2) collaboration with homeless works for companies;
- 3) so, for both homeless and companies human empowerment is a valuable rehab method to provide both with their second chance;
- 4) the human incentive is more effective over homeless than the economic one;
- 5) the economic incentive is useful for companies to improve their sales in the short-term;
- 6) the economic incentive and the human incentive are both fundamental for companies for reaching all their CSR results and maintaining the results in the long-term;
- 7) in effect, human empowerment has positive effects on companies DNA thanks to the true understanding and interiorizing principles of the CSR;
- 9) the insertion of an organic fair-trade line with philanthropic aims has positive effects over brand image thanks to the role of perception with direct consequences on brand equity and sales of the parent brand.

The concepts of “The Less”, the “ Retroactive Effect” are well explained across the thesis and in specific sections (2.2 and 3.3.3). Homeless and The Less are used as quite indifferently throughout all the work, because this thesis, after the pandemic aims at helping more indigent people than only homeless. So homeless is the main protagonist taken as an extreme symbol of other deprivation conditions. Also CSR and sustainability are at times used as interchangeable because both are fundamental in this work and the life of a company tout court and for a specific storytelling choice. Well acknowledging the difference between these concepts, if a company lacks CSR cannot be sustainable and vice versa, so they are used together in this work as they are both functional in the same way for this project. Considering that, across all the material, some explanations may seem to lack, or may be misunderstood it have been written these two explanatory pages.

Second Chance is a peculiar and unprecedented project that provides readers with fresh insights and practical solutions to improve the state of the art, if taken for what it is, in its peculiarity. The same managerial implications and real improvements on the lives of the protagonists would have not been possible without a risk margin and some innovation in the methodologies. Is crucial then, understanding the huge potentialities of keep on studying this subject in this way, which is in line with the ambitions of the objectives. Thanks to its peculiarities and vision, it really provides the subjects with a Second Chance. Follows that, it is important to read it from the perspective of these major goals.

All the revolutions start from a little detachment from the tradition, but are those that open new views up and provide humanity with new tools to improve life, which is the primary scope of research.

1. Introduction & Research Aim

In the period 2019-2020, homeless in Europe were about 700 thousand, a ten percent more than ten years ago. The situation worldwide is not better, for example in Canada more than 235.000 live homelessness conditions, up to 2023 in United States of America more than 553.000 have slept at least one night out in the street. This list could go on, also because **homelessness includes as well some more concealed and subtle forms of deprivation**. On the other hand, by pretending, falsifying, being unsustainable or falsely sustainable, some companies are getting extremely rich. Even if concepts as transparency, sustainability and accountability are progressively getting more consideration from companies, this is still not enough to make them understand. According to a recent USA study, out of 100 companies who set such objectives, only 2 achieve them. Some companies use these concepts in a greenwashing logic. In the last 50 years there have been many company scandals to demonstrate how managers can act in a cynical and evil way, damaging consumers, environment and so themselves: i.e., Lehman Brothers, Volkswagen, Bp, Parmalat and many others in different ways.

Homeless, under a material point of view have nothing, but something that makes them incredibly rich: time. So, who is richer? A businessman that earns a lot of money and seldom has the time to spend them, or a homeless that has no money, but all the time he wants, to live his life. How could they collaborate to compensate their weaknesses and create synergies of their strengths?

Human empowerment is at the basis of this research work, at the end of the path, indeed, both could have a second chance. On the one hand, companies, that throughout years have conformed to a policy that does not consider biodiversity, or human needs or whatever is relevant for the prosecution of our species will have the

chance to learn a new management style and reconsidering the entire value chain. On the other side, by collaborating with managers, homeless, will understand that consumerism world does not only consist of evil and selfish people who only care about money. They might start to understand that their choice to retire from society is not the best option. The key is knowing how it feels like when *their opinion is important for someone*, that is, having a specific *role and utility in society*. For homeless, the co-creation (*i.e.* Polese, F., Carrubbo, L., Megaro, A., Sarno, D. 2018; Troisi, O., Carrubbo L, Maione, G., Torre, C., 2017; Polese, F., Carrubbo, L., Caputo, F., Sarno, D 2016), collaboration, with companies represents the last frontier in integration programming.

With respect to other inclusion programs for homeless, it does not start from the principle: home first. According to my studies, what they primarily need, apart from something that everybody can give them as comfort goods, is to be important for someone or the realization of something. They need to know that there is somebody in the world who cares for their opinion. What if this person it is the manager of an important company?

Before having the time to answer, an unforeseen event subverted our life. Its name is Covid-19.

When the sanitary emergency encounters extreme deprivations like homelessness, poverty, and marginalisation, it immediately worsens them, so that social division and inequalities emerge. In fact, homeless normal conditions, that already act as negative determinants to their health, combined with the pandemic, become a further exclusion and isolation element. **The pandemic is increasing their invisibility.** Suffices considering that, during the sanitary emergency, people without a residence and a doctor are prevented from the right to have a sanitary support. Which is the logic

according to which the *third article of our constitution* underlines the importance of equal opportunities to then see them constantly denied by the designated institutions? Why, despite a perfect theory, facts continue excluding some categories of people from some fundamental human rights? Among the huge number of ministerial decrees for the infection containment there has been nothing about the safeguard of homeless health neither about the people involved in support organizations, till July 2020, advocated by networks and humanitarian realities. The result is an increase in homeless mortality and a deterioration of their quality of life.

Another reality heavily damaged by the pandemic context is for sure business. Istat (14th December 2020), reports that, above two over three Italian companies have seen their profits reduced. Namely, the 32.4% of them (with only its 21.1% of employee occupied), are experiencing operative risks and are posing under serious discussion the possibility to continue their activity. The 37.5% have required the public subsidy for credit and liquidity. Only the 80% of them have obtained it. There is, furthermore, the 15.00% of companies with high risks, which employ 1.2 million of people of which 900.000 of the third sector. This picture is just a small part of all the economic disadvantages that small and medium companies are undergoing because of the stop caused by the pandemic, along with their lack of fast adaptation capability, business flexibility, economic resources for visual and core change, a variation in the taste and needs of consumers, and the e-commerce giants climbing.

This means that a huge percentage of people have lost their job, are taking payroll subsidies, or are risking losing their workplace. According to the Cnel, the two working categories most hit by the pandemic are women (also pregnant), and the youngest. It seems like, Covid-19 has inexorably and constantly faded the years of commitment and activation spent in order to conquer work and social equality rights. In effect, the Cnel reports that, the already under averaged occupation data about working women (less

that 50% of women aged 15-64 are occupied) got worse with the sanitary emergency. For what concerns young people, the number of occupied which have less than 34 years has decreased by 4%.

The same reasoning is valid for Corporate Social Responsibility. In effect, being hindered by the pandemic and its consequent protocols, some companies, *have compensated the loss of time and resources, by dedicating less space to the implementation of their sustainability strategy*. Margherita Sartorio, CEO of Ixè, indeed, has hypothesised a contraction in CSR investments for about 16%. On the other hand, this difficult situation rendered more visible the unsustainable pre-pandemic business standards, stimulating the interest of a huge number of companies for CSR. About eight out of ten companies are starting to get interested about fair trade, environmental concerns, production emissions and other sustainability components.

At a turning point, there are two choices: regretting the past, or looking ahead to find innovative ways to improve the future.

After one year of study, during the pandemic, Second Chance ©, has evolved into a project aimed at providing with a second chance, companies, and people that for different disadvantaged reasons, need it, by the means of research and marketing tools. All forms of deprivation and deviation have something to learn and to recover from this project, having similar and complementary needs.

As anticipated at the beginning of this chapter, this project has been originally conceived as the last frontier integration program for unsustainable companies and homeless, leveraging on the variables time and money. Nevertheless, the pandemic has completely revolutionized economic, CSR and philanthropy paradigms so as

research and social priorities. Enlarging the view and involvement from homelessness to *less*, originally conceived cutty-corner concept that includes all other forms of deprivation sharpened by the pandemic. The less, then, represents all perspective, all people that have a lack in their life, a form of deprivation which hinder their lives. The Less helps this work to include other needy people and realities beyond homeless in the study run. In this way all those people and companies damaged by Covid-19 consequences, are part of the recovery program.

In effect, Following SVA, business should be read and lived as a system, in which all the elements and stakeholders have to be considered and taken into account into company decisions. The firm is not an island, but well contextualised. It cannot avoid considering and empathising with the context and its constant changes. Concept in line with Barile 2008 and Golinelli 2009, in their conceptualization of the systemic vital approach.

Companies continuously strive for innovative ways to capture consumers and improving their profits. This is becoming increasingly difficult for most of them. Issues related to environment, fair trade are becoming increasingly important, so unsustainable *companies are starting to get trapped in their laziness and impudence*. They pose in communication all their trust, and, at the end, their strategy results inconsistent, being the **same over the time** and **similar to competitors**. Some of them, **acting only on the last phases of the value propositions are forgetting about strategic marketing**, brand identity, product quality, and other fundamental prerequisites. So their communication is not effective and uncomplete. It does not reflect real and coherent behaviour. Customers which are increasingly wiser, notice it and make their choices.

Companies have an even huger than before responsibility toward customers, with the evident need of becoming more accountable, ethical, and aware. They are, indeed,

among the first responsible for the future of our planet and society. There are no profits without care for people and environment. Only in this perspective companies, have a future and the chance to establish a sound, enduring relationship with their clients in the long run. Now, during emergency times, more than ever. On the other hand, because of the pandemic, many companies are living hard times. This project can be, for them, an occasion to revamp their business thanks to the second chance support. So, companies have a double role in the experiment, they can potentially be unsustainable companies, disadvantaged realities, or both. At the end, they will have the chance to transform their recovered energy in *human empowerment*, resulting in an **unprecedented virtuous circle**.

Protagonists are also people that embody social disadvantages. The new homeless, today, are people who have lost their job because of the pandemic, who have lost some relatives, or simply their hope for any reason. There is a less in each of us, especially in these lonely, hard times. This pandemic has in part **disrupted the politically correct veil, showing the different latent forms of social division** which were already present before, and that Covid-19 has finally and tragically rendered it evident.

Current surveys, being based on the usual classic target, bring to similar insights between different companies and over time, resulting in non effective value propositions and communication strategies. It is right there, in the streets, that real needs come up and evolve, and the answer to problems, the solution. So there, from those people can be found precious insights.

Economy is a vital system (*i.e.* Barile, 2008, Polese, 2018) a human science (*i.e.* Lionel Robbins 1932, De Gennaro 2015), for this reason I cannot remain indifferent to the hurt screams of the *less*, and I want to give it a *Second Chance*. Thanks to the involvement of companies which also need help, and by the powerful means of marketing tools.

This work is aimed at understanding if and to which extent human empowerment vs economic incentives has positive consequences on CSR, Marketing of companies and at the same time can enable needy people to improve their life. So, on the one and it will be studied the conditions under which human empowerment can create a Second Chance for companies, on the other it will be analysed how needy people can have their Second Chance thanks to human empowerment. At the basis of human empowerment in this work there is the relationship between companies and needy realities.

This will be investigated into two forms:

1) Analysis of a Social Ethnographic experiment of collaboration between homeless and companies.

What do companies need to change their lives? It will be compared the human empowerment methodology with other clues which tend to mainly satisfying material needs, such as home first and the economic incentives coming from a philanthropic brand extension by a company.

It will be investigated with qualitative marketing and experimental techniques, also run on the field, during the six months of research in France.

2) Analysis of three brand extension cases in the organic industry which give part of the revenues to the homelessness cause.

Which are the consequences for companies and for homeless?

It will be investigated with marketing qualitative and quantitative tools.

Second Chance also aims at helping companies to improve their business, by providing them with **unprecedented managerial solutions**. In effect, already prepared packs of solutions, cannot solve the new managerial problems (Barile, 2008). If they really want to insert innovative elements in their strategy, survive and detach competition they

need to completely rethink their approach. The pandemic is just one of the events that has rendered this necessity urgent and clear. They need to see their business with different eyes. So this research project aims at **providing companies these new eyes**, those of people that are partially outside of the consumerism circle as homeless, those of whom is inside business which are in difficulty, those of people that cannot buy their products, those of the less. This is a way to see marketing management from a different perspective. It is crazy yes, it might undermine the current and the dominant practice. But it can work, and if works there will be unprecedented benefits for companies, customers, and all stakeholders.

A real revolution.

2. Literature Review

In this chapter some of the most relevant literature for this project will be critically discussed, so this is not a systematic literature review. First, it will be described theoretical framework, with all the literature pillars which compose this project will introduce the chapter. In order to visualize and properly understand how the various topics of this project are related, the theoretical framework is also schematized at the end of the relative section. Each of the pillars will be exposed throughout the chapter with relative subsection which will focus some peculiar aspects, interesting for this project. Then, the chapter will end with the exposition of the gaps individuated (2.5) through to the literature analysis. The chapter will end with the theoretically frameworked model to study in order to render the overview about the theoretical background of this project complete and link it with the core chapter three.

2.1 Theoretical Framework

This research aims at providing unsustainable companies and all needy realities, as homelessness, poverty, and other forms of deprivation with a second chance. In order to accomplish this objective and explore all the possibilities, some reference topics have been individuated. Here follow the main areas of the reference academic literature, with relative motivations and relevance for this research.

- The first research theme is Homelessness (2.2.1). Academic literature about homeless, with its limits and gaps is the one that prompted this project at first. Homeless are the subject at the centre of the research. Being them completely outside the consumerism circle, can become an irreplaceable source for companies. As “experts believe that homelessness encompasses a wide range

- of insecure housing situations and some groups are at higher risk of homelessness than others.”(Teixeira 2017), and because of the importance of taking into account the other forms of deprivation which characterise these days, homelessness will be analysed, under the biggest issue of “The Less (2.2)” and its interesting and innovative literature. It is new, because, this is an original content elaborated for this project, but, at the same time, many scholars treated it without even knowing it. There is a less in each of us, in each society and we cannot ignore its needy scream, starting from individuating the relative literature is a good starting point to give legitimacy and attention to this concept.
- The second research pillar is the literature about Lack of CSR (2.3) by companies. About its meaning, concrete cases, and company crimes. Unsustainable companies will be the second subjects involved in the recovery experiment.
 - CSR (2.4) with its standards, tools and new post-covid protocols will have a fundamental role in prompting companies toward a new virtuous path. For this reason, academic literature about Corporate Social Responsibility will be key in determining a sound theoretical framework.
 - Trust (2.5), a key component of human and business relations, and Brand Equity accelerator. Trust is a fundamental aspect to determine the final effect of human empowerment over companies and homeless so as to evaluate the importance of economic incentives over companies and homeless. In particular, it will be analysed *The link CSR-Trust in the Case of Credence Goods (2.5.1)*, which are the organic brand extension with philanthropic aims. It will be also studied the mediating role of *Consumers’ Perceptions (2.5.2)* in probably generating trust with positive consequences on brand image and sales of the parent brand itself.
 - Covid-19 Pandemic (2.2.1;2.2.2;2.4.2) has changed, revolutionized, underlined, make emerge the above mentioned thematises, putting them under an unprecedented light and condition. For this reason, research pillars will be also

analysed under the covid-19 perspective when functional to the research. Mainly because the pandemic has changed the condition of the two subjects of reference (homeless and companies), and widened the perspective of Second Chance, from homeless to the less, as explained in the introduction.

2.1.1 Selection Criteria

This literature review aims at exposing in an original way, the studies which respect at least two of the following criteria.

They are/ have:

- High Relevance and Authority for the reference community
- Original Idea and view about the topic
- Different perspective with respect to my theoretical view about the topic
- Similar perspective with respect to my theoretical view about the topic
- Relevant Updates
- Ancient, notable, and key for the topic
- Consider phenomenon in a systemic logic
- Authors who are the maximum experts of the topic
- Authors who are young, promising, unconventional in their view

They will be exposed, divided per research subject, following a reasoning instead that a chronological path. Only the Covid-19 references can be cutty corner throughout the paragraphs.

These research pillars will be the academic source of complete information about the topics object of the project, in order to then detaching from them and developing an innovative view, after having found the relative gaps in the reference literature.

2.2 The Less in Literature

What the less is and how is it contextualised in the academic literature? Do scholars have ever treated this theme? The less is an original ad hoc elaborated content. With this concept, I will try to express, explain, experiment, and support all the deprivation forms which, for different reasons can be assimilated to homelessness. The need to insert it, has born together with the consideration of the Pandemic in my studies. It made me reflect about all the people hit by the social, sanitary, and economic consequences of Covid-19, so I have asked myself why just supporting homeless? What is the difference between a homeless and a person which has just lost his job with no money left in the account and a family to carry on. According to my studies, homelessness, is not properly a choice, even when the first interested people declare so. Also for Weiss P.O. 2020 “Who lives under the bridges, does not do it for choice but for necessity and the growing presence of homeless on the Italian capital city streets is a manifestation of the worsening of the social and economic crisis of the nation”. Together with his team, he conducted a valuable ethnographic study about homelessness in Rome. We will have chance to go more in depth in these studies in the proper exploratory research section.

A researcher, who cares for the future of our society, cannot ignore, the social consequences of the Covid-19 pandemic. So, this is the less. Many scholars afforded it, in different ways, maybe without even knowing it. In this section, I will analyse homelessness and the other forms of social deprivation included in the less literature, considering all the relevant studies, and those which are most fit and most interesting for the economy of this research.

2.2.1 Homelessness

Literature Selection Process

There is a quite wide and varied scientific literature about homelessness pertaining to different research branches: *medical* mainly focused on homeless physical and mental diseases; *sociological* centred on their daily lives, their part in society and the role of society and rulers in preventing/generating and coping with this issue; literature centred on *integration programs* for homeless, which are focused on different principles and priorities. One of the most popular current, is formed by the *census studies*, different classification attempts, locating, counting these “specimens”. In spite of this, it is really hard to conduct a census about homelessness considering their very nature. Above all, is it useful ? When a scholar runs research about a certain topic, on which basis should decide the research current to enrich? Is a matter of research community of reference priority, is it a matter of strategical thinking about the probability to be published? Is it a matter of affluence of sources ? What about the point of view of the people involved in the topic itself, what about their priorities, the reasoning about *which kind of research could really impact the phenomenon they are studying?*

*After an in-depth review of all kinds of homelessness literature, has emerged **an approach that seldom poses the priorities of homeless at the centre.***

So, one day, when starting to study on the same known literature about homelessness I have asked myself, a series of questions which have finally defined my reference literature relative to homelessness, the first pillar of “Second Chance”.

1. Which historical period is the threshold for papers?

At first, I had no doubt, that the best choice would have been referring to the new homelessness literature. Then I have realised that there are some long-standing

papers, book and ethnographic studies which are fundamental in order to fully comprehend the phenomenon. Furthermore, some of them haven't been valorised enough, have original ideas with respect to the recent streams, because are more authentic and more genuinely had the aim of helping these people. So, I will be reviewing the newest, because innovation is key, and the oldest.

2. What is more useful for homeless, **as a person** (more than as a specimen), knowing how many do they are and how they are distributed in the world, or how to help them to live a better life?

The answer brings me to choose the integration program literature, also considering the huge relevance that the "housing first" is having in saving a lot of needy people. I believe that studying integration is the most efficient way in which scholars can really impact the phenomenon offering a real contribution to the life of the people they are studying.

3. On which branch do I want to focus?

I have chosen the socio and behavioural_current which fits the most my project and is a discipline which, often and successfully intertwines with marketing. This mix will be key throughout the whole research project.

Please Note: similar questions, and a fine selection has been done for all the research topics which are the pillars of the research, mentioned one by one in the theoretical framework. For the homeless section, the overall reasoning is mentioned here, considering that homeless literature selection criteria have prompted and inspired all the other topics' research and the experimental project itself.

Homelessness according to Scholars

"About Poverty", in the 90s the sociology of poverty, in an unprecedented way. Georg Simmel, with his acumen, fine spirit of observation and participated empathy for social

facts, made definitely emerge naked poverty. For this reason, I refer the start of academic studies about homelessness to this date. In effect, till all the other forms of poverty or poverty tout court were ignored, it was impossible finding some room for homelessness. The value of its work relies in different aspects:

1) The Recognition of the very nature of the poverty phenomenon, giving it dignity and giving it back the complexity which characterise it. He denied the too simplistic binomial poverty= lack of money, to heighten the reasoning to the sociological aspects which it is made of, especially the lack of social recognition and fair rights.

2. The Relativistic View (Capello and Porcellana, 2017), which implicitly underlines all the limits of being deterministic in treating such an argument.

Under the sociological current, which is the one analysed here, Anderson, in 1932 written “ The Hobo: the sociology of the homeless man”. It is one of the first monographic work of the famous and founding for sociology, School of Chicago. The primary characterization of this work is the pioneering use of the participant observation, within ethnographic methodology, as the main research method. His aim was to truly help marginalised realities. This is what I hope for the future of academy, that in the last years is losing the genuine scope for which it is born. This is the aim of this research, first of all helping. The ethnographic methodology is the most effective way to deal with these kinds of issues, otherwise, on the back of a desk, one can only elaborate data, studying all the numbers and conditions possible, but without really knowing them. With the consequence of producing fertile works, fit for the academy, but not for providing a real contribution, which should instead be the real mission of a researcher. So, this work, with its richness of material and depth of comprehension of the phenomenon, gave life to an important research style for homelessness.

It is clear since the whiteness, then, that the “home of homelessness” in terms of research advance is America. Here, indeed, has born a sectorial literature namely

composed by ethnographic studies, mostly analysed with the ethnographic lens. Is there, in America, that in nineties, has born one the most determinant rehab program for homeless: housing first. It is an idea of Dr. Sam Tsemberis, which developed it in New York, in the early 1990s, with the aim of preventing homeless people with mental illness from living on the streets (Tsemberis and Eisenberg, 2000). The support (Busch-Geertsema, 2012) also comprehends the decentralization of services, and along with the provision of a home, its normalization. These characteristics renders it unique. In that period, there was a substantial difference with the other support programs (Tsemberis and Eisenberg, 2000; Sahlin, 2005; Atherton and McNaughton Nicholls, 2008; Busch-Geertsema, 2013) for marginalised, mental sick and diseased people: the house was granted, this was the first mandatory step. No matter the behaviour of the person helped, no matter the reaching of rehab steps, their fragility was considered, understood, and prized as well with a home. It could be written an entire thesis about the difference between housing first, and for example the “staircase of transition” methodology, or the linear residential treatment’ or the ‘treatment-led approaches’ which seem to hold the subjects more responsible. All the approaches aim at housing homeless, but with opposite philosophies and priorities.

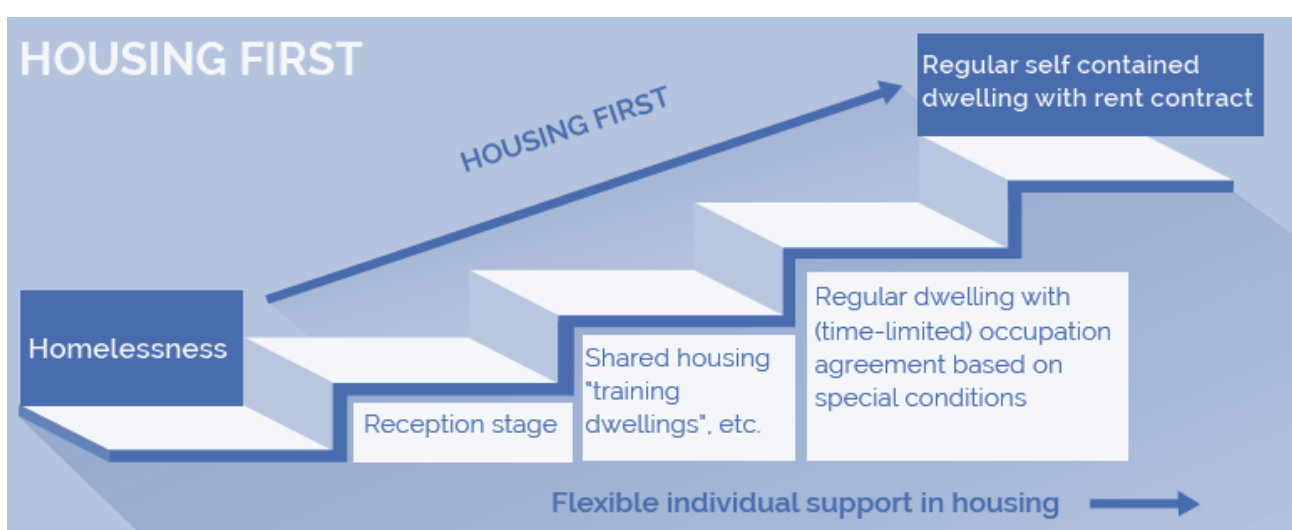


Image 2.1 'Housing First vs Staircase of Transition'. Source: housingfirst.eu

Safety, which automatically brings them to correctly utilize the social services that they need (Pleace and Bretherton, 2013, pp.26-7). On the other, the Staircase of Transition is based on the housing readiness criterion. According to it a homeless person, in order to be ready for housing has to achieve and maintain a series of steps which confirm his fit with the new life they are offering him/her. I am not a researcher who prefers easy solutions, so, at a first study, I had unwrapped the housing first. First, because it seems too easy and does not imply a true commitment by homeless, with the risk that they keep on doing the things and living the same life. Risk that is not present with the staircase which undergoes the obtainment of a house to a series of condition to accomplish which imply the respect of their physical and mental health (i.e., no drugs and alcohol). Second, because this research project aims at demonstrating that is not a house the first thing homeless and people that live “the less” conditions need. Then, going more in depth in the study, I have decided that housing first is exactly the integration program which I will consider here, both as a reference and counterpart, for the following reasons:

1. It is the most utilised, it has been posed in practice with respect to others that have only been theorized. Worldwide and in Italy there are some realities which are practicing it. This gives me the possibility to stay in contact with a vivid reality, fact that could have not occurred with other rehab programs which have lost ground, vanished, or are not used in Italy. How Charles Darwin teaches, the survival itself, determines the fit with the reality that surround it and vice versa. Not only the other programs lacked something important or were too, time and money consuming, but turned out to be ineffective in the measure of their total or partial extinction.

2. Previous and substantial research have demonstrated its effectiveness with respect to other integration methodologies, (Dennis P. Culhane et. al 1990s; Sahlin, I. 2005;

Sahlin, I. and Busch-Geertsema, V 2005; Pleace, N. 2008) that is why housing first also has the attention and participation of the federal government.

3. I have better reflected about the principles, the economic reasons, and the sociological studies behind the choice to give a house independently and firstly. At the basis of everything there is trust. "I trust that, giving you the conditions for living a safer life; the reasons to behave as a deviant, or a retired or a marginalised person diminish". So, in some cases it won't even be necessary to remind to the ex homeless i.e., to take a shower.

4. I have asked myself, If I were homeless, would I need a home, would I need it now? For now, I have no answer, but there is a probability that my instinctive answer would match my primary material lack. Before doing my own original study, I cannot take for granted that house is not the primary need and solution for homeless.

5. I strongly appreciate that homeless are considered as independent people, perfectly capable to act for their best, perfectly capable to chose. Obviously, it depends on case by case, but even in extreme conditions, coercion is not the solution. In every business, in every collaboration, reciprocal trust is at the basis.

6. This program intends to follow the people housed also after that the house is assigned, accompanying them in all their path and providing them an individual help (Busch-Geertsema, 2013, p.211). This should be an integrant part of every kind of support. Temporary help does not enhance their, by definition temporary, lives.

7. Housing, first of all is a human right, rather than the achievement of a series of integration measures.

In the late 1990s, pioneering American social research, Dennis P. Culhane and colleagues showed that there was a small group of people with very high needs, who made long-term and repeated use of homelessness services, yet whose homelessness

was never resolved. This problem persists now, that is why this project aims at offering an unprecedented solution to plant a seed in this direction.

For what concerns Italy, the first academic studies about the theme date back to 1930-40. Homeless are studied as withdrawn subjects, external to the markets. Interestingly enough, it is exactly this the reason that could render them an interesting subject to study for marketers. Considering the variety of the phenomenon and approaches, the most recent work about homeless are quite interdisciplinary, i.e., Guiducci 1980, Gazzola 1997, Barnao 2004, Levorato *et. al* 2017, Dua 2017. In spite of the time and energy spent, difficultly Italian research is truly near to the subjects and their lives. It can be because of the methodology (there is few or no ethnography and high aversion to the risk of field research), culture, social distance from the phenomenon (the opposite was for Anderson that, has written the hobo, when he was about to exit from homelessness, and, this, real and not academically constructed proximity with the phenomenon is one of the biggest values added of the work as himself has declared). In Italy, valuable and interesting for the direction of the present research, is the work by Pierre Oliver Weiss (2020), which undertaken ethnographic research about Rome Homeless. He characterized and lived these people for what they really are. They are persons beyond the social phenomenon they live, the political implications, and the government lacks they represent. Weiss recognized the difficulty of such a field work, especially for a foreign researcher in Italy as him. At the same time, he implicitly admits the lack of this kind of research in Italy and by Italian scholars. I share the thought that there is no way to treat this topic if not in the direction of empathy, and true comprehension of the people studied, things that cannot come by just collecting data.

Is it Possible being Homeless with a Home?

There are many reasons why homelessness cannot be generalized or simply reduced to the concept of the lack of a home. Also the sociological research denotes a great variety in the homeless experience and lifestyles (Snow and Anderson 1993). Homelessness, indeed, finds synergies in the context of which they are part, and so in the socio-historical period. This is why after the covid-19 pandemic, the meaning and situation of homeless has evolved again. This research takes into strong consideration the new reality in which disadvantaged people are living and starts from the awareness that it has poor sense today speaking about homelessness tout court. Another important value added of Anderson 1932 masterpiece is indeed the description of the different components of the variegated phenomenon that he describes, (*i.e.*, seasonal workers, the migrant non-workers, the guardian, the thief, the homeless, the person without a job and so on). It suffices this list to understand that this paragraph's title is a good question. Ethos is the "European classification about the dangerous housing exclusion situation". Even though I do not share classification proposals when it comes to human phenomena, the different profiles they describe, confirms my view about homelessness. It is ***a whole and variegated world which cannot be reduced to a simple residential condition***. According to a Report by the Catholic Magazine "Avvenire", social inequalities are getting sharper during and after the pandemic. Not only the percentage of families without home is rising, but also the number of people without a job, or even, of groups which ***live in their home as homeless***. This is very interesting. As long as the scissor among the poorest and the richest widens, social disparities grow, and homelessness comprehends other kinds of social emergences. That is why, Second Chance, is aimed at offering a supporting all of them. In detail, Ethos signals four homelessness typologies: homeless tout court; people without a proper home; people who live an uncertain housing condition, people that live in inadequate housing conditions. Their classification implies the awareness that this social and

personal condition refers to people with different poverty levels and diverse degrees of social exclusion, so why at the end are they treated and studied as a category?

2.2.2 Social Disadvantages and Dysfunctions

As anticipated in the previous sections, the Covid-19 Pandemic, has intensified some social differences and, simultaneously, has rendered visible some others. Namely, the social disadvantages other than homeless on which it makes sense to focus the attention are divided in two blocks. They comprehend situations with similar consequences:

a) Unemployment, Poverty, Social Exclusion

b) Misuse, Disengagement, Deviance

These two groups of social disadvantages are particularly relevant for this research because:

- 1) Some of them are strongly linked with the Covid-19 Pandemic, which this project intends to consider throughout the whole research
- 2) It is an important touch point between the less and unsustainability, being some unsustainable companies part of the less, as we will see in this section
- 3) Are too often overlooked in the most recent literature and also by media. Heuristic of availability, agenda setting and other manipulation of perception mechanism, contribute to the over exposition of the most impressive and “media-ble” occurrences and urgences. As a consequence, these social phenomena, less suitable for media, and less financed for research, are not enough mentioned and studied.
- 4) They represent one the reason why the project is shifted from homelessness tout court to embracing all the less.

Unemployment, Poverty, Social Exclusion

According to the systemic vital approach (Golinelli, 2010; Barile, 2009; Barile & Polese, 2011; Badinelli et al., 2012a, 2012b; Barile & Saviano, 2013; Barile et al., 2014). The study of the enterprise cannot be undertaken without a proper comprehension of the huger social and cultural context, beyond economic. (Golinelli, 2016). Its evolution is influenced by phenomenon that change ongoingly change it. For this reason is important taking these socio-economic phenomena into account when it comes to studying new corporate behaviour and strategies. Sanfelici (2020), noticed how, the good response of the government to tackle the medical issues related to covid-19, has not corresponded to care for connected social problems, “but few plans in the mitigation stage and a lack of community involvement.], instead, [.. a community social development approach can help to build concrete actions in this direction.” I have appreciated this study for its sincerity and concreteness which sometimes lacks in literature. Furthermore it is suitable for this review being focused on the Italian context so as the present project. Among the social issues which the Covid-19 pandemic has worsened, for sure *unemployment* with all its consequences is one of the most devastating. In Italy, only comparing February 2021 with 2020 the number of occupied people has decreased by 954000 unities about 1 million, with a percentage of young unoccupied of 31.6 % (Istat up. Apr, 2021). Even worse is the increasing of data about idles, up to 700 000. Why aren't they searching for a job? They believe is it impossible? Do they prefer getting subsistence funds? Are they depressed for the social situation? Somehow homeless can be compared with “inactives”. They are told to be “impudent people who do not want to work” . This is an important point of contact between these two worlds. It is clear, indeed, that one can be turned into the other easily, despite Fitzpatrick 2017. Is exactly for these intertwining between losses, that the cross-concept of The Less rose up. Blustein *et. al* 2020, starting from the parallel between the loss of work and life at the same time, they noticed how unemployment tout court

presented different characteristics with respect to the one caused by the Covid-19, especially under the psychological point of view. “People with precarious work experience chronic stress and uncertainty, putting them at risk for mental health, physical, and relational problems [Blustein 2019]. These risk factors may further worsen the effects of the COVID-19 crisis while simultaneously exposing inequities that existed before the crises” (Blustein, 2020). The consequent poverty deriving from precarious or absent work, has a lot of consequences on the family and social life, in most cases sharpening the scissors between the poorest and the richest. These are exactly the two worlds which are supposed to dialogue during this project. Also the youngest are vulnerable (World Bank Group, 2020; International Labour Organization 2020; Blustein 2020; Cohen-Scali, V. *et al.* 2018). Here, they will be treated as they well deserve, as they represent the present and the future. To determine their destiny are not only their efforts, but a series of opportunities which are decided by the chance and render the lives of two children of the same age so different. The place where one born (*i.e.*, Nairobi vs Los Angeles), the family (*i.e.*, labourers vs doctors; health vs with mental diseases; honest vs criminals) and so on. But, a system based on peer opportunities should not overcome the chance? Shouldn’t it offset these inequalities? As we know, this is true only in theory. So, what we, as scholars, can do to prompt some changes towards peer opportunities? First of all, affording problems with a practical and problem-solving attitude as the studies which I have mentioned in this section. The key is education (Levin, 1995).

Misuse, Disengagement, Deviance

It is the typical dualism of life since the beginning of the creation era that introduces the counterpart of poverty, the contrary of lack of opportunities. Having it all, does not mean being satisfied with it or exploiting this luck. This is the case of deviance and other negative behaviours from **people which have all the opportunities to be good**

people and do the contrary, all the chance to be educated and prefer the way of the deviance, more possibilities than the others to succeed, instead they fail. They fail because they are rich and become homeless because of mental illness, they fail because they are rich and behave in a selfish evil way, they fail because they have huge responsibilities towards humanity for their role in society and take bad decisions, they fail because they do not choose to support life but to cause deaths. They fail because they are not engaged in nothing other than themselves and their selfish interest, because they are not ethically and morally engaged, they do not succeed in being good and successful in the long-run, because, for them, deviance is the normality. This is the other side of the less. They represent part of the meaning of this project. It is not discounted that a poor person needs more help than a rich and corrupted one, and , what if by collaborating they find unprecedented reciprocal benefits? The moral disengagement by people which have all the means to do behave correctly, have ancient roots. Bandura, with its 1993 book depicted it with acumen and wealth of details. The most relevant chapters for this research are Chapter 2: “Mechanisms of Moral Disengagement” and the Chapter 5: “Corporate World”. The true value added is the analysis of both the mechanisms which induce bad conduct and of those that auto-justify the individuals to goodly coexist with them. The first concepts have been experimented by Zimbardo (2008) and Milgram (2009), and the second by Sykes and Matza’s (1957) *Neutralization Techniques*. They are mainly studied as a prerequisite and pre-emptive series of justifications to behave badly and not an ex-post explanation. The *Moral Disengagement* theory explains the whole behaviour and for the first-time answers to the question “how is it possible behaving in an evil way and feeling good with the proper self?”.

Dr. Bandura individuates four loci of moral disengagement: the behavioural, agency, effects, and victim, and considers one by one in depth. Each of them acts simultaneously toward the displacement of responsibility from the evil actions

perpetrated. For example: “*there is a good aim to support which justifies injurious means*”, or “*everyone in that context do like this*”, it is fault of the victim which *deserves* such malevolent conduct toward him/her, “the consequences of these immoral actions are not so dangerous so that we can sleep well and go on with our life”. In the corporate case, ***group dynamics and roles play a fundamental part in the perpetration of immoral facts***. Namely, having a specific task, in a group with defined and accepted rules, allows the subject to be *distant from its responsibilities* that pass to the role itself, without jeopardizing the proper authentic self (Montani, E. 2017). When it comes to moral disengagement, then, it implies a dualism between the worker and its functions and the person, which detaches the evil conduct from the moral reactions, so disabling the self-condemnation mechanism. Economy is instead one of the most human of the sciences (οἶκος νόμος). Profits and ethics, businessman and persons, company and personal decisions should go in the same direction, only in this way, indeed, is it possible preserving life. Contextualising this theory into Covid-19 preventive measures can be particularly interesting (*i.e.*, Zajenkowski 2020; Alessandri et. al 2020). Even though these studies for now are mainly concentrated on personality traits and context more than on the responsibility of the business. Nivette *et al.* 2021 found out that “Non-compliance, especially with hygiene-related measures, was more prevalent in males, and in individuals with higher education, higher SES, and a non migrant background.” This is coherent with what this section is underlying. Moral disengagement is also and especially a prerogative of people which have all the means (*i.e.*, education, economic resources) to behave in compliance to the common social meaning of “good”. They prefer to comply with other accepted rules, (of their family, corporate, group, theirs’) which are deviant.

2.3 Lack of CSR

The literature about irresponsible behaviour by companies, has even more ancient roots with respect to the one about CSR. This reminds us, that beyond definitions, the substance of a good or evil conduct by companies and people that lead them, is a fact since the beginning of the productive era.

Irresponsible behavior by a company is manifested in different forms, even though the root is one and simple: lack of care for life and biodiversity (the life of workers and employees, the life of flora and fauna, and the entire planet, the own life). Namely we can mention the most studied in literature:

- 1) Greenwashing
- 2) Unfair Trade
- 3) Corporate Frauds
- 4) Any other behaviour which is not transparent and misleading for consumers
- 6) Any production standard which does not consider biodiversity
- 7) Any company policy which does not consider human rights

Here I will focus my attention on the most dangerous and subtle forms of unsustainability which, in the recent literature is often overlooked. Is important giving the clear message that CSR does not only mean the trivial care for the environment, so as the other way around. Now we will see how dangerous can be, meanness in managing business, which is to say, when unsustainability becomes a proper crime. I hope this section will make understand how serious and banal irresponsibility can be, the need of a clearer and stricter regulation about it, the individuation of some criminal conducts in our society. Sometimes criminals are among the people in which we usually pose more trust and not the Lombrosian stereotypes which we have in our imaginary

as consequence of ignorance, prejudices, and the heuristic of availability. Opening the eyes of readers and colleagues, offering concrete solutions, being near to the issues we are treating, this for me should be the true mission of any scholar nowadays.

2.3.1 *When it Becomes a Crime*

The Roots of the Reflection about Corporate Crimes

A study, which has deeply signed the history and is still today a reference is White-Collar Crimes, by Edwin Sutherland. For the first time, he gave the name of crimes to irresponsible actions by companies and politics, and without fear (not without consequences), named their distinguished authors as “criminals”.

Here we have the 1949 definition of White-Collar Crime by Sutherland, which we will understand and analyse throughout this dedicated section:

“Crime committed by a respectable person and of elevated social condition while unrolling his occupation”.

This definition is so clear and actual that is still the most utilised in criminology. We don't have an entity as accountable for facts and offences, but a person, like all the others. The fact that this person, is richer, more important, respectable, and distinguished, should not justify the lack or mitigation of the punishment, but, at the contrary, renders the crime wider, huger, more serious. Even if Milton Friedman (1970) and Edwin Sutherland, never had the chance to talk, agreed on the personalisation of the fact. Friedman, with conviction, argues that a company cannot be responsible, people that work in it that might or not have this liability. The same affirms Sutherland for another concept linked to the lack of CSR, unsustainability. It is not the company, which is a criminal, but the responsible of it, which are criminals, because while

unrolling their job, commit evil, unsustainable, facts by taking important decisions. So, the company apex is the responsible, and employees have the responsibility of not practicing the thought, as intended in the banality of the Evil by Hannah Arendt (1963). This is easily explicable by the Zimbardo experiment (1973), which tested how, good people, influenced by the context, can commit evil actions, which will be exposed in the next section. It is incredible how all this authors, which represent the excellence, in their relative fields, even if lived in different ages, have dialogued through their thought and culture, returning us some important theories and the unique concept that managers are responsible for unsustainable actions by companies, so they are criminals. After Sutherland others authors defined in their way white-collar crimes, so that we can divide them in subjective or status-based definitions (i.e., Sutherland, Geis) and objective or formal (i.e., Shapiro, Green G.S.). In spite of their limits, the subjective studies, analyse more dangerous crimes. On the contrary, objective studies have the limit of not posing in the right evidence damages, they are more focalised on “blue collar crimes”. According to Shapiro, for example these crimes are intended under the perspective of *abuse of trust*. Green instead analyses WCC as *occupational crimes* and Geis as *upperworld crimes*. All of them, under different perspectives, have added an important contribution to the definition and studies about White-Collar Crime, research which lacks in the most recent times. Donaldson and Preston (1995) with their important founding article “The Stakeholder Theory of the Corporation: Concepts, Evidence, and Implications” for CSR stakeholder interpretation within a different research context, get to similar conclusions of Sutherland. By raising the issue of justification and decomposing the stakeholder framework in some nested aspects (normative, instrumental, and descriptive), they conclude that, from a managerial point of view: the role of managers and the management function should be emphasized and considered as “distinct from the persons involved within the Stakeholder Model” (Donaldson and Preston 1995). This implies their individual full

responsibility for their business decisions and actions, again. “It is the responsibility of managers, and the management function, to select activities and direct resources to obtain benefits for legitimate stakeholders” (Donaldson and Preston, 1995). We will be back on the stakeholder concept, in the paragraph dedicated to CSR. Their punctual schematization of the stakeholder theory, in its direct consequences intertwines, Sutherland thought, in fact they conclude their papers suggesting a legal version of the model, in order to have proper legal judgements for evil behaviour by managers, finding justification in its normative base.

In the Early 80s, a stand-alone scholar identified the possibility of opportunistic behaviour by managers, Williamson (1985). According to him, considering their fundamental role, they might undertake opportunistic and self-aggrandizing practices with high probability. Clearly, it is easier behaving in this way, when:

- There are no specific rules which prevent these specific actions, or they can easily be circumvented.
- The responsibility goes to an entity, or a group of people and not to a single individual.
- One is a distinguished, important person who benefits trust and privileged directly connected with its role.
- There is a Double Standard of Judgement.

Sutherland research has been feared and hindered for its innovative view about the very concept of criminal and the *individuation of crimes at the highest social level: the untouchable*. That is why his book has been published only some years before its death, and forty years after its conception, depurated from names and the chapter three. Only in 1983 the integral version has been published. This demonstrates how strong elites determine the lack of perception of violations. He has been the first to individuate and declare a double standard of judgement between white collar crimes

and the criminals as intended in the collective imaginary and depicted by media in the perspective of the Elite Deviance (Simon & Hagan, 1992). Denouncing a huge reality and unclosing truths which still nowadays are considered uncomfortable. Another important contribution by Sutherland, fully coherent with the reason why this project aims at rehabbing unsustainable companies, are the multiple consequences of Corporate Crimes and the articulated characteristics of the damage caused by WCC:

1. A Wide-Spread
2. Long-Term Impact
3. Exponential Mechanism

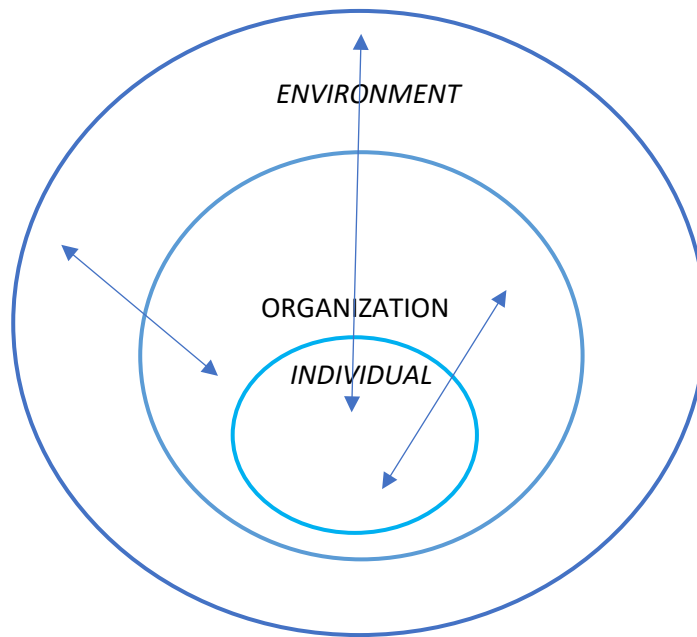
The big role that companies and their apex have in society, implies trust and consequent social distrust when criminal facts occur. Trust, indeed, is a key concept in economy analyses by many scholars during time (*i.e.*, Castaldo 2009, 2010; Perrini *et al.* 2009; Pivato *et al.* 2008; Chaudhuri and Holbrook 2001, 2002; Morgan and Hunt 1994; Rosseau *et al.* 1998). Companies, with their products, are integrant part of our life, hope, expectation, health, which is why we buy brands that we trust. The damaged caused by a corporate crime has effects on workers, consumers, families, and the rest of the economy. When there is a huge economic scandal, a systemic crisis occurs accompanied by social depression mining the psychological autonomy of each single citizen or client. Apart from the economic damage, the consequences of Corporate Crimes are varied and dangerous. They are Physical (W.K. Black 2007 ; M.B. Poveda 1994; Clinard, 1990). Poveda (1994), indeed, states that the economic damages caused by white collar crimes, are so huge that all the popular crimes together don't even reach the 10% of the one caused by a white-collar crime. Namely, he quantifies the damage also in terms of working days missed. Interestingly enough, those missed for violations implying non-fatal damages are 5.9 million, instead those missed for professional diseases and working accidents are 60.4 million! In concrete there are

plenty of cases which demonstrate how corruption can really kill: Ilva Case, Taranto; Diesel Volkswagen 2015, Ford Pinto 1970. Damages are also, psychological (Shower and Wright 2001; Levi in Schkegek and Weisburd, 1992), for instance, self-esteem loss, anxiety and depression, enduring rage, and consequent repercussion on familiar and social relationships. Edwin Sutherland has been the first to mention the big social damages caused by WCC. The crimes, committed by distinguished people during the unrolling of their working tasks, generate mistrust and consequent recessions, as in the case of the Argentinian bond scandals, or even diffusion of illegality (see the experiment of abandoned cars by Professor Zimbardo in Palo Alto and Bronx 1968 and the Broken Window Theory) and crisis of the democratic participation all deriving from the *criminogenic factor instilled in society*. Sutherland's research also has the unique and priceless value of having punctually and systematically followed the criminal career of three firms. He is extremely substantiated in his analysis, by telling, matching pieces to construct the naked truth, providing details. Interestingly enough, also Cesare Lombroso, well-known for his studies on the physiognomy of criminals, also studied the upperworld crimes in its work "L'Uomo Delinquente". In that book he clearly adds to its studies about the atavism of the stereotyped delinquent characterised by certain facial features, the awareness of the *degeneration typical of upper social classes*. He, for the first time, speaks about *evolutionary criminality*. With respect to indigency, he states, "wealth is source of as many abjections". These reflections started for the first time, after the Rome Bank Scandal occurred in 1892. According to Lombroso, the criminality of well-offs is fraudulent, sophisticated, evolutionary. The fact that, to be sentenced are in most cases poor and destitute people is due to distortions in the criminalization process.

The Normalization of Deviance

Once theoretically frame-worked this important concept, which represents an important criterion and prompter of this research work, is important specifying that, here, the intention is not to stigmatize the author of the corporate crime for the sake to do it, following the 'Sutherlandian' obsession for the author and its privileged condition. On the contrary, this study aims at rehabbing these realities and people, offering them a second chance, the chance to change their decisions, the chance to switch corporate practices toward life and respect. Managers are responsible yes, but many times are pressed by an evil system, have not the right means to understand the real reach of their decisions, the courage to lose their benefits or to denounce mean practices. Their employees, which respect these decisions are responsible as well, for not practicing independent thought, for complying with a selfish sick system, for not having the courage to accept the consequences of leaving their position. The courage that makes our nowadays heroes, i.e., the Whistle-blowers. The biggest limit of Sutherland study about white-collar crimes is properly the obsession for the stigmatization of the author of the crime, without considering all these aspects, which renders top managers humans with all their limits. *Stigmatization is a point of start, not the arrival.* Only when these realities are individuated, involved, and rehabbed we can be satisfied. This is what academic studies should prefer, rather than just declaring, and build after having destroyed. That is why this section is dedicated to some studies about the system in which corporate crimes act. At the basis there is the thought that, to eradicate corporate crimes *it is necessary to act on the organization as well.* The organization can be read as a is an interdependent vital system (i.e Golinelli 2016; Barile 2016/17; 2009). In many cases, indeed, is the ***corporate culture itself to foster deviance by rendering it a normal practice.*** When it is not possible to act on the

organization, indeed, the criminal behaviour occurs repeatedly. In the reference literature, there is an interesting case which deserves attention for the economy of this research, the “Shuttle Challenger” (*i.e.*, Vaughan, D. 1998; Kramer, R.C in Schlegel and Weisburd 1992). The possibility that, an explosion could have occurred in the take-off phase, was known since the beginning, so the decision to launch has been completely irrational. Basically, there has been a problem in the controls which is linked with the commonality of objectives of NASA (which saw its funding reduced and was pressed about the possibility of further cuts) and the Morton Thiokol (whose existence depended on that on the delivery of these propellers to NASA). NASA pressed, pushed the Morton Thiokol. The result of this reciprocal conditioning are low controls. Are these low controls perceived for what they really are? As a crime by these organizations? Not! **This crime occurs because this kind of behaviour is perceived as normal, as compliant to their corporate culture.** This fact exactly confirms *the theory of the differential associations* by Edwin Sutherland, according to which “the criminal behaviour is learned in an environment in which the favourable definitions to crime are greater with respect to those adverse”. The more the subjects involved observe a certain deviant practice within their organization, the more their critical thought towards it decreases till perceiving it as the normality. This confirms how trivial the evil can be (Hannah Arendt 1963). When the conditions process persist and the decisional process remain the same, the deviance is repeated over time. Some years later from the Shuttle Challenger case, the 1st of February 2003, the “Shuttle Columbia” disintegrates while returning back, seven crew elements die. This is the normalization of deviance. That is why it should be acted on the system and not on the individual only.



Scheme 2.2. 'The influence of the organization on the individual'. Source: adaptation from Dr. Eleonora Montani 2017.

It also implies a certain dose of neutralization, necessary to accept the risk. With respect to it, we have Sykes and Matza's support, which in 1957 studied the techniques neutralization with competence, and wealth of details. Each of us, regardless the social class, has values and legitimates the social order. So according to them, committing a crime is a choice, not caused by a reactive mechanism, but by a series of neutralizations which eradicate the social constraints rendering the crime more feasible. The neutralizations consist of a system of defence, which has the aim of weakening the sense of guilt and responsibility deriving from committing facts which are against the social order, well known by them. A series of neutralizations, as a sort of self-justifying process, together with other conditions, favour deviance. In that moment, it is not perceived as a crime, by the author which is justified by a series of excuses for the fact, which make it perceive as the only way to accomplish a certain objective personal or corporate. In particular, here are some neutralization techniques:

1. Refusal of Responsibility
2. Negation of the Damage

3. Denial of the Victim

4. Blame to the Blamers

5. Recall to superior devotions.

Obviously, the neutralizations alone, cannot represent the cause of a criminal behaviour, they create and find synergies in society and in the cultural or subcultural context. Is important noticing that , a subculture is not only the baby gang down the street, but also the corporate culture. The big value added of this theory, which makes it extremely actual and useful to explain corporate crimes, is the shift from the attention to social and structural factors, to the way in which they are lived and interpreted. A criminal is a criminal, he/she is not mandatorily a poor person living in conditions of economic and social deprivation. Everyone can potentially violate, rules in which he believes. Other reference studies about the sociology of the organizations within the studies about corporate crimes are Vaughan, D. (2002); Tonry and Reiss, 1993; Erman and Lundman 1978. Considering that this is a field project, particularly interesting, are the experiments by Milgram 1963 and Zimbardo's Stanford Prison.

"The Social Psychology of this century gave us a big lesson: at times is not the kind of person who we are, but the situation we live to determine our actions". (Stanley Milgram, 1974). The sample is divided in two artificial roles " the teachers" and the "pupils". The teachers are posed in front of a current generator and have to administer the shocks to the students, for each error by the pupils, the shock is incremented by 15 volts. Scholars used some schematic sentences to induct the sample to continue. In the experiment, the authority is indeed represented by the experimenter E. The subjects which confirm or not the hypothesis of Milgram is the sample of the teachers, the victim is the sample of the students. Also variations, (positions, status, action) introduced have provided interesting results. The focal dilemma of the experiment was if, to which extent, and why "the integrity that rules the aggressive tendencies, loss its

influence when the subject is incorporated in a hierarchical structure”, (Milgram 1963). As hypothesized, the subject did not refuse to administer the shock, for no reason, it was enough the presence of the experimenter to be convinced that administering the shock was the only way to participate to the experiment. It was a legitimate authority, which with specific sentences was asking so. It hasn't been possible for them practicing their well-nourished independent thought. The same was for all the people which knew the problems of the valve of the shuttle challenger and launched it, or of all the people working in Parmalat which knew about the gap of about 15 million euros and did not talk. This is not a corruption case, nor a bad governance one. It is a failure in the internal controls, explicable with the aforementioned experiments and studies. But the Parmalat Case made more damages from the economic or ethical perspective? This is exactly the point, the difference in the pain and the endlessness of the damage. The economic gap can be filled, all the rest is more difficult to recover for the collective psychology, especially if never mentioned and overlooked. “The moral problem of Parmalat, the one that is interesting for the social scientists is *how* about 50 people have been able to behave like this and keeping the secret” (Sapelli, 2004). We well know this code of silence mechanism, which now also pertains to the managerial anthropology. So, holding the responsibilities of company vertices, is important not to stigmatise them in Sutherlandian way, overlooking all the rest of people which did not practiced ethical, and critic thought. According to Milgram experiment, is also the distance from the results and the subordination of their actions to render them easier. From its experiment, Milgram concluded that “we cannot count on human nature for saving a man from the brutality of other men, when the orders come to a perceived legitimate authority”. So, distance, subalternity and obedience form the lethal mix for evil actions. According to Ash and his experiment on conformity (1951), an important relevance in guiding the human actions is *the group*, even though it has no authority on the subject. He wanted to demonstrate that individuals are not able to subtract

themselves to the influence of the group even though it contrasts the perceived data. Applied to our theme here, for example, even though a biologist knows that a certain percentage of pesticides is novice for health, and tests it, if the experimental group tell that is okay, pressed by the company, he will perceive that this “goodness” is true and will act in compliance with this thought. That is to say, in compliance with the deviance of its organization, that is normal for him. Also Zimbardo with its Stanford Prison Experiment (1971) explained why some evils actions are committed by trivial, good people. In this case, is *the pression of the context* tout court to be predominant. Otherwise, how it could be explained that some good university students started to behave as criminals ? They were put in the Stanford prison with the roles of “guards” and “prisoners” , and **the evil context prevailed their good nature**. So evil that the experiment has to be interrupted. Now, we can imagine as all these components, *context* (Zimbardo 1971) *authority* (Milgram 1963) and *group* (Ash 1951) being present all together in a company can determine the unsustainable behaviour which we see in company scandals, corporate crimes, and frauds, moral disengagement. The difference is that the situation is worsening with respect to the era in which these experiments have been run. Now, is enough the expectation of a stage to betray human life. The real issue at stake is progressively lower so as the threshold of yielding to the banality of the evil. Only the thought can give us a chance to change and improve towards life, and that is why scholars should critically practice it trying to take their role in the salvation of humanity.

2.4 CSR

In this paragraph it will be critically described the CSR literature fit for this project. Together with the concept of CSR they will be conceived also sustainability and other related concepts as a literature choice of the author and for synthesis and similarity of aims.

It was 1962, that spring was different from the others, it was the spring of a new era, because a new awareness came up, thanks to Rachel Carson masterpiece “Silent Spring”: it was the era of Corporate Social Responsibility. For many scholars, we comprehended, this is the watershed between pre-CSR and post-CSR, in terms of awareness and care by scholars, companies, consumers, in turn. In that period, environmental issues, policies, and movements started being mentioned in the political agenda. Ten years later, the acknowledged lack of resources by states for the entire economic system and bound to fail by XX century, generated the first environmental conference in Stockholm. For the first time it has been spoken about a limit to the growth, but with an anthropocentric view, so we cannot properly speak of CSR and sustainability tout court yet.

From a managerial point of view, a proper theory, which incorporated and articulated the sustainability concept is the ‘Triple Bottom Line’ by John Elkington with which he argued that it was possible and desirable finding mutual winning solutions from the economic, social, and environmental standpoint. Clearly, in 1994, its win-win-win approach and the concept itself were innovative, revolutionary, and think-forward. With its book “Cannibals with Forks”, John wanted to out-loud convey the message that companies are cannibals and that by keeping on with this system, the end is near. The comparison with cannibals was perfect because it implies the auto-goal, rendering evident that the exploitation of resources will turn against us, and no-one else’s’. By caring for the three Ps Elkington model elements, some companies have started to improve. Obviously, CSR is a controversial and multifaced concept which cannot be reduced to charity, or fair trade, or media strategy or anything else which is mono-dimensional and centred exclusively on the returns for companies, as intended by Milton Friedman in 70s. So, the tools to measure economic assets need to be remodulated by inserting the CSR values in the bottom line of company balance sheet

(Tencati 2019). For years, the triple bottom line, has represented an important reference point for making progress in this sense.

2.4.1 Beyond The Triple Bottom Line

Nowadays, and with the pandemic even more, companies and governments need to go beyond every scheme. The author itself withdrew the concept of Triple Bottom Line in 2018, “this is probably the first management concept subjected to a recall by the person who invented it”, affirms John Elkington during an interview released to the Marketing Journal, because it “has failed to bury the single bottom line paradigm”. According to him, companies, are still giving different weight to the three Ps, posing all their efforts for profits. Sustainability is, instead a determinant and an integrant part of the bottom line, but it requires commitment and care for the other two dimensions, people, and planet. The triple helix concept, as intended originally with the aim of changing the capitalistic system, is still valid, but, hasn’t been adopted for what it really is. As a result, it has to be changed in the form. There are other dimensions and stakeholders that need to be considered, unforeseen events to be overseen, new upgraded standards to be added. In few words a “more comprehensive approach”(Elkington 2018). This is not far from what suggested by the vital system approach (i.e. Golinelli,2010; Barile, 2009; Barile & Polese, 2011; Badinelli et al., 2012a, 2012b; Barile & Saviano, 2013; Barile et al., 2014) and its “ deep ecological vision” which encompasses which encompasses an eco-centric logic according to which Earth, Humans and Nature are not separated from the natural environment, (Barile 2016/17 in Golinelli, 2016), in a systemic logic. It also implies central role of companies for sustainable development. In following works, this current has read the sustainability concept under the systemic vital approach lens and provided significative contributions also in terms of companies survival strategic. This holding, why companies maximum aspiration is still survival and not life? Why they aim to sustain their damages? This

research will try to answer these questions, try to prompt them toward the whole assumption of their responsibilities. In a beyond-sustainability logic, If companies still want to be good, nowadays, they need to accelerate the process, be authentic, really care for their people, their planet, life itself. The only way to fully preserve Biodiversity is to render it the production standard itself (Vandana Shiva, 1992). So, rather than just reducing wastes, companies should rethink their entire value chain, their patterns of production, and, as a consequence, consumers will change their patterns of consumption. That is why, the circular economy concept (*i.e.*, Kenneth E. Boulding 1966; David W. Pearce and R. Kerry Turner in 1989; EU Commission, 2014, Murray et al., 2015), in spite of being extremely fashionable at such, does not fully fit today's problems. For a conceptual matter: we would rather need to reduce the production first, in a 3Rs logic reduce-reuse-recycle (Sihvonen and Ritola, 2015). For a matter of Barriers (Grafström & Aasma, 2021), which, standing for the conventional economy limits, “downgraded” the circular economy idea, to the economy tout court.

The matter, indeed, is not only recycling, but being more efficient in the production, reducing wastes and consumption and only then, properly recycle and upcycle. So, the key word here, is prevention (Tencati, 2019), and all the policies need to be redesigned according to this fundamental goal.

This, means completely rethinking the entire value chain (Tencati and Pogutz 2015)

- instead of focusing the attention on how to reduce or offsetting the emissions=> concentrating on how not to pollute at all, by changing the production standards, the kind of energy used, the raw and natural resources necessary. The same natural resource, involved at the beginning of the production process as energy, provides different outcomes in terms of emissions according to the quality and type of process used. So, it is not only a matter of what, but also how.

- Instead of focusing on the latest value chain components (product, communication)=> going straightforward to the origin of the problem, at the beginning of the production plan, this not only mean changing the first steps of the value chain in terms of production, but, and above all, in terms of mentality.

Here comes into place one of the most valuable and significant ecologist activists ever, Vandana Shiva. According to her, indeed, “Preserving biodiversity is impossible, till it is not assumed as the main logic of the production itself [...]. Is not indeed unavoidable that the production is counterposed to diversity: the uniformity as productive model, is inevitable only in the context of control and profit”, Vandana Shiva” (Biodiversity: a third world point of view” 1992, par 2, p. 7). She suggests a revolution: biodiversity as the production standard itself. Preserving the differences and the natural cycle of each form of life would it be an animal or a person, a plantation, or a seed, is fundamental. According to her, indeed it is not an exception but *an imperative to survive* (Shiva, V. 2013). That is why **just recycling, is not enough**. It is too late. Reducing could be better. Key actions can be reducing everything, redesigning the companies’ activities since the very beginning, and integrating the CSR values in the balance sheet.

Going beyond the triple bottom line, also implies going beyond the very concept of sustainability. Sustainability is not the best option we can opt for. The word itself implies staying in the defence, limiting, “sustaining” the damages, rather than doing something good. What about completely changing the standards? On the other hand, Sustainability means somehow “recognizing the limits” (Tencati and Pogutz, 2015), this would be great. But **the final aim should be having no reason for sustaining or limit something which is wrong in the origin.**

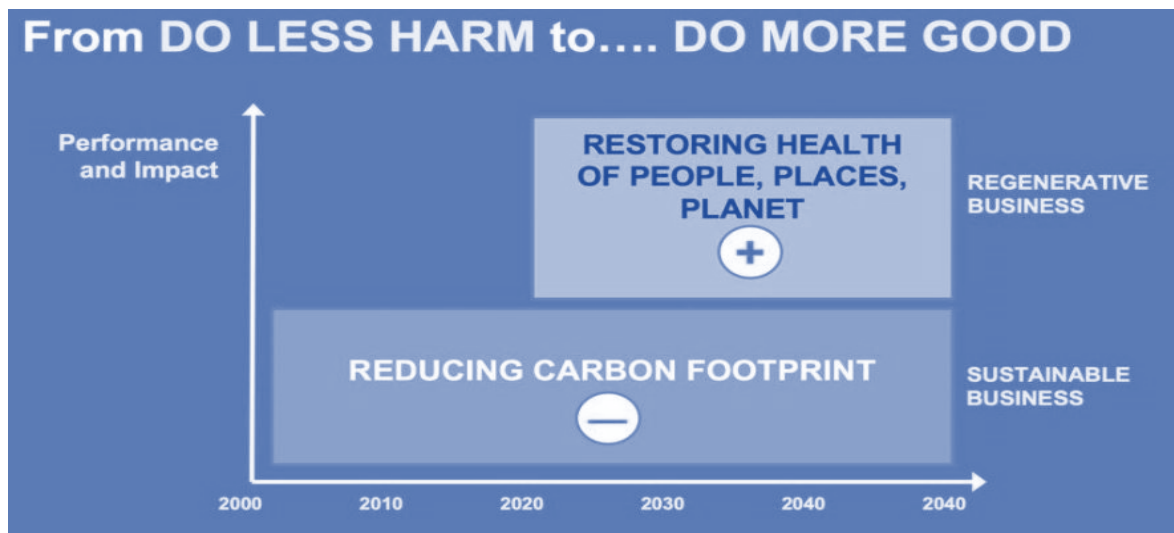


Image 2.2 'Beyond Sustainability'. Source: www.forbes.com

As Harvard professor Greg Norris pointed out, a sustainable company tries to reduce its ecological footprint, instead a regenerative business does not think to harm less, but to also do something good. There is a huge difference among these two approaches. Completely rethinking business in the life perspective implies **increasing the socio-ecological footprint rather than just reducing the carbon footprint**. Only in this way companies can be more profitable and resistant in the long run.

2.4.2 Brand Equity and CSR

When it comes to brand extension, the product category, the how and what, really make the difference. In particular, the choice of introducing an *organic line* into the brand portfolio is strategic in terms of brand equity and wise in terms of responsibility. When this decision is not a greenwashing strategy, the risks of brand equity dilution move to the background. With their study, Larceneux, Benoit-Mereau and Renaudin demonstrated that “depending on brand equity, the marginal effect of organic labelling information in terms of perceived product quality varies. When brand equity is high (low), the organic label appears less (more) effective “, (2011, p.1) meaning that brand equity has an important role when it comes to an

extension into the organic market.

However, regardless of the brand equity level, an organic label makes the environmentally friendly attribute salient, which has a positive impact on perceived quality” (2011, p.1). This demonstrates the flexible and strategic role of brand equity that mediates the relation without definitely shaping it. As a proof of how relevant is the value of the immaterial capital that a brand represents for a company, there are also the variety of perspectives adopted in literature, in particular the concept of Organic View of the Brand (OVB) developed by Iglesias and Ind, (2013), in their visionary paper ‘The organic view of the brand: A brand value co-creation model’, which includes stakeholders as determinants of the resulting value of a brand. This is even more true when it comes to sustainable value propositions or when a company is or is trying to undertake a serious CSR path, (for ex. Donaldson and Preston, 1995, Perrini and Tencati, 2006). An interesting contribution, which affords the brand equity theme intertwining it with sustainability, namely organic products, is by Magali *et al.* 2017. It analyses store equity comparing two strategies by the store, a such, the insertion of cheap store brands and the insertion of organic store brands. Interestingly enough, they discovered that packaging is a fundamental purchase prompter for cheap brands, by contrast organic high value-added brands leverage on quality and so a simple packaging no frills is more than enough to well compete and satisfy ‘organic purists’. Another diffused practice in literature, to read the relation CSR-Brand Equity is by starting from CSR. In effect CSR can have important effects on brand equity, and not only the vice versa is true. Perrini *et. al.*, (2009), studied the impact of CSR Associations on Trust, in the specific case of mainstream retailers. By starting from the awareness that organic products have a “credence attribute”, they demonstrated that yes CSR is an important determinant of Brand Equity, but thanks to the important mediating role of trust. As this work has represented an important prompter and reference for this work, it will be analysed

more in depth later, in the pertinent section relative to trust. Even if in a quite different research context also Pivato, Misani and Tencati, reached similar conclusions about the important relationship between CSR and Brand Equity, articulated in the concept of brand loyalty and mediated by the guaranteed construct of trust. But what about the direct influence that CSR can potentially exercise on Brand Equity? Some authors have tried to explore it (i.e. Guzmán, and Davis, 2017; Fatma, Rahman and Khan, 2015; Blumrodt, Bryson, Flanagan, 2012), but obviously it is more critical when it comes to credence goods, for which a solid mediator (i.e. trust) seems unavoidable.

2.4.3 Greenwashing

A ground-breaking term for Greenwashing, is “ecopornography”, mentioned for the first time by the advertiser Jerry Mender in the early 60s, the first step for a true care for Corporate Social Responsibility. Some companies, running the zeitgeists, started to describe themselves, in their advertising, as green. But we have to wait years later to see the true Greenwashing. Indeed, once that, scholars, institutions, consumers acknowledged, that, often CSR was just communicated rather than fully integrated and promoted in companies activities, together with the concept of CSR, also its counterpart started to be theorized. Namely, the term “Greenwashing” has been coined in 1986, by the American environmentalist Jay Westervelt. He used it, in one of his essays, to stigmatise practices of the hospitality industry which seemed using CSR in order to promote the towel reuse, with the final aim of just saving money rather than a true care for water waste, CO2 emission or whatever genuine environmentalist aim. Considering that there is no rigid definition of greenwashing due to its multifaceted nature, (Lyon and Montgomery 2015), the same holds for its study, recognition, and stigmatization. The Body Shop Case is for sure among the most

discussed and interesting greenwashing case studies in literature. It is complex and articulated as it is about a company which started with true activism and environmental principles. What happens then? What is the key to explain the negative turnaround from environmentalism to greenwashing? What renders this case fundamental for CSR scholars? Do, multinational have a role in the greenwashing rise? For sure, Corporate social responsibility (CSR) has become a “must-have” for large and in particular well-known multinational corporations (MNCs) (Aguinis and Glavas 2012; Bondy et al. 2012). There are different ways to pursue it, and, some of them rather than undertaking a long and tough CSR path from scratch decide to buy some smaller companies which are strongly CSR oriented. This is becoming a growing trend (Kearins and Collins 2012, p. 71.) In this way they are not just buying a new business, but moreover a green brand image. They immediately upgrade their eco profile adopting existing CSR practices from external constituents with high CSR credentials (Austin and Leonard 2008; Mirvis 2008). Is It greenwashing? It depends on how their path together will prosecute. That is what scholars have tried to discover throughout some emblematic cases such as the L'Oréal's Body Shop, Unilever's Ben, and Gerry and Grom, Tom's of Maine by Colgate, Danone's Stonyfield farm (Austin and Leonard 2008; Balmer et al. 2007; Mirvis 2008; Nazarkina 2012). The distinctive business models of these acquired firms allow them to be classified as “socially oriented enterprises” that, in spite of their profit orientation, may be seen as counter-models to the “conventional” profit-maximizing multinational corporation (Wickert, Vaccaro, Cornelissen 2015).

2.4.4 The Evolution of CSR during the Pandemic

Greenwashing actions by companies, have been unmasked by the Covid-19 pandemic, because companies with a sound and authentic Corporate Social Responsibility strategy have reacted better to it (Ding et al. 2021). With their empirical study, indeed,

Ding *et al.* demonstrated that CSR activities are among the elements that have determined the *resilience* and survival of some companies, along with other peculiar characteristics considered in their model. Only truly sustainable companies have been capable of reaching their 2019-2020 environmental and social concerned targets during the pandemic, and to maintain their fair production standards. The others', falsely responsible, have definitely been hit against an undelayable and incontrovertible truth: ***there are no profits in the long run for unsustainable businesses.*** So as there is no future for life, if business practice keep on being based on selfish and short-term criteria.

From the second half of 2019 on, in the midst of the pandemic, we find academic papers about how covid-19 is shaping and will change the future of companies. Among the others, the most significant for this study, are focused on the next role of sustainability. Not surprisingly, indeed, consumers' with the pandemic have raised their environmental concerns, their care for what they buy. Some of them tend to live slower, healthier and to dedicate more time and care to what they buy and from which company. As a consequence, they value CSR much more. The popular education, in this sense, is also rising. In order to survive, most of companies should rethink the evil capitalistic assets and convictions on which their business is based. Shouldn't be companies to educate consumers in this direction? This is subverting more than one socio-economic, marketing, and environmental rule. We, as scholars and citizens, cannot do anything else that acknowledging it in order to improve the future of companies, consumers, environment, quality of life and the entire planet. Kotler intuition is 100% coherent with Tencati and Pogutz, 2015, paper in which they claim for companies to recognize the limits of our planet, with its precious and scarce resources. The pandemic has accelerated this process of recognition. On which issues, are the most important scholars focusing on, and why? First of all, the marketing guru, Philip Kotler in 2020 concentrated his attention on the rise of "The New Normal" and

the new lifestyles which characterise the life of consumers during and after the pandemic. He also described the consumption habits during the Pandemic. This is one of the most interesting marketing studies which links consumer behaviour and marketing with the Covid-19 and CSR thematic which are pillars of the Second Chance experiment. According to us “this period of deprivation and anxiety will usher new consumer attitudes and behaviours that will change the nature of today’s Capitalism” (Kotler 2020). This will imply an evolution of the CSR practices and an upgrade in the marketing communication; more original, more authentic, centred on things that really matter for consumers and anti-consumers as well. According to He and Harris (2020), the pandemic related to Covid-19 represents an opportunity for companies in going in this direction and to start to seriously address the global and environmental challenge (He and Harris 2020). In their opinion, marketing, will have a strong revolution, in its content, because the activities of companies will change, in the context, in the form, in terms of proximity with authenticity and ancient values. This is in perfect line with the rest of the relevant literature analysed here, which intertwines the covid-19 crisis, with the change of the capitalistic standards, and consumption habits. The change of marketing strategies in this sense is both a consequence (according to the relevant literature already explored) and a cause (according to me in the second chance project). I strongly believe in *the power of marketing in shaping the future of businesses* and prompting a new CSR path for companies which goes beyond sustainability. CSR should be present in all the steps of the production flow and of the value chain, since the idea conception itself, not only in the communication phase. Giving the right space to new consumers and non-consumers is a good starting point towards this direction. Among the new normal lifestyles, individuated by Kotler (2020), the “life simplifiers”, the “degrowth activists”, “climate activists” and the “conservation activist”. Interestingly enough, these profiles perfectly fit the Second Chance project, and are in line with the theses of CSR scholars expressed in this work, in the respective paragraph.

If a Marketing guru like Kotler, mentions these new forms of consumption or non-consumption, why shouldn't Second Chance do the step forward? Why shouldn't companies consider these shifts in citizen's habits and see them as a target to explore? When different companies **Reach and interview the same targets over time is like when we ask to grandmother an objective opinion about us.** It is reassuring yes, but it is not up to date, not original, tautological somehow. With the arrival of the heaviest form of capitalism the citizens turned out into consumers (Schumpeter, 1950; Smith 1776; Friedman 1970; Kotler 2020), people are defined for a great portion by what they buy. Now, with the end of the world as we knew it, **the consumer is turning in a citizen again, but more conscious, more responsible, more attentive.** His buying activity is less intensive and leaves the floor to other *more authentic forms of experience*. The experience won't be the one studied in marketing in the last twenty years, but personal. So as sustainability won't be intended as in the triple bottom line model, but beyond. **According to Kotler, indeed, the anti-consumerism will change capitalism forever,** this in perfectly in line with the Second Chance intuition. This is a natural evolution. If we just consider the two assumptions on which capitalism is based, it might be debatable if or not people have an endless hunger of goods (the last trends, especially those related to the post-covid-19 consumption habits are demonstrating the contrary). It is for sure not true that the planet has endless resources. **Being based on false paradigms, the capitalism as we knew it, is bounded to end,** as our life itself if old capitalism persists. Kotler, in his 2020 paper, hypothesizes the end of capitalism. The process, can start with the contraction in consumption by people which will undertake anti-consumeristic behaviours, passes for the need to rise tax rates to cover the deficit, touches the delegitimization of the richest, to end with the final change which will be a certainty after the Covid-19 crisis. This is the welcome to a new era for business in which people will be more aware of what and how they consume. Namely the most significant forecasts are the following:

- Staying home leads consumers to become producers of their own food needs. More home cooking, more gardening to grow vegetables and herbs. Less eating out.

-We place more value on the needs of our family, friends, and community. We will use social media to urge our families and friends to choose good and healthy foods and buy more sensible clothing and other goods.

-We will want brands will spell out their greater purpose and how each is serving the common good.

-People will become more conscious of the fragility of the planet, of air and water pollution, of water shortages, and other problems.

“We expect that many people will start searching for places where they can live out some new values that offer them more hope and satisfaction. More people will become conscious of **climate change, income inequality, poverty, hunger, homelessness, poor living accommodations**, racism, guns, and other issues.” (Kotler 2020).

Ikram *et al.* (2020), in their study, tried to include the Pandemic in the integrated model of the firm, but the truth is that *not all the events can be forecasted or included in the annual plan of a company*. What has to change, indeed, is not the algorithm or the models of forecasting as they hypothesized, but the mentality, as Kotler has affirmed. There are studies that place Covid-19 among the events which has stopped Corporate Sustainable development and its commitment in this direction (*i.e.*, Ikram *et. al* 2020, Sartorio 2020, ONU 2021), so as others which are hypothesizing exactly the opposite (*i.e.*, Ding *et al.* 2021, Kotler 2020, He and Harris 2020, Sartorio 2020, Deloitte 2021). According to me and my studies, being the pandemic a deterrent or an engine for Corporate Social Responsibility doesn't matter, both can be true. What is incontrovertible, instead, is the new awareness about it. If we consider that is exactly from the capability of thinking that relies on the salvation of Humanity (Arendt 2010),

this is a **no return point for having a better economic system**. Economy is indeed the most human of the sciences (Robbins 1932, De Gennaro 2015) and does not match with the capitalistic system which is instead bound to end (Elkington, 2018).

2.5 Trust

Reasoning in a brand extension logic, what about the trust generated by brand extensions into organic lines? Can the notion of trust in a brand, being completely assimilated in, and understandable by the most known in literature notion of brand equity? Most of the influential empirical studies explored the importance of trust without systematically controlling other important determinants of consumer choices (Nuttavuthisit and Thøgersen, 2015). *Arjun Chaudhuri* and *Morris B. Holbrook*, key figures in the trust literature, have been some of the few to note the difference between trust in a brand and brand equity, mediating the relation between the two by the means of attitudinal and behavioral loyalty in a subtle but sound cause-consequence theoretical and logical framework, which confirms the paramount attention that further research should pose on both the aspects of the trust in a brand. Simply using the well-known and widely explored brand equity concept won't be enough in order to deeply understand the antecedents and consequences of brand trust in the case of organic products. Chaudhuri and Holbrook have been pioneers in signaling *trust as the principal antecedent of customer's loyalty*. Furthermore, they've been among the first ones to introduce, articulate and insert the brand affect construct into a brand loyalty model. Giving life to a fresh and new stream of research which does not renounce to the cognitive and perceptive dimension. Interestingly enough, in "The Chain of Effects from Brand Trust and Brand Affect to Brand Performance: The Role of Brand Loyalty", (2001), they proposed the construct of brand affect as a factor to combine with brand trust, posing them at the same level as antecedents of brand loyalty. This has been a brave

choice, considering the classic stamp of the trust literature to which the academic world was used to. Also in their subsequent refining work “Product-Class effects on brand commitment and brand outcomes: The role of brand trust and brand affect” (2002) brand affect plays a fundamental role, confirming and reinforcing the previous study. Furthermore, as revealed previously, in their aforementioned work, (2001), by finding two components of brand loyalty, attitudinal and behavioral, *they definitively sealed with their incontrovertible mark, the historical dualism existing in literature between the cognitive and the behavioral sphere*. In a way that sees these two concepts coexisting rather than conflicting and providing, even if indirectly, an innovative point of view. In the same model, these two dimensions are then translated in the competitive dimension (market share and premium price). Their paper, (2001), and the model proposed there, has an important role for this research in order to deeply understand the relationship of trust and brand equity and how to articulate them in the model of the present research.

From the literature analysis results also clear that “trust is an extendible concept” (Castaldo, 2018, quote from live conversation). This means that a particular care of all its potential aspects is necessary in order to keep consumers’ trust in a company. In explaining the compoundness of trust as a construct, key is the body of research by Denise M. Rousseau *et al.*, (1998) in which trust is approached in an instructional way to understand it better and definitively. Namely, the main thesis proposed is that trust is a complex construct composed by different facets and levels. They even come up with a complete list of them. The importance of this contribution, apart from the educational and explicative efforts, relies on the definitive legitimacy of trust as a proper construct and furthermore as a compound multi-layered one. It is applicable in many contexts and in the same context to different product categories and typologies providing various feedback and requiring diverse requisites to be fed for consumers. Finally, a complete and sound literature review

about trust, cannot avoid mentioning the masterpiece by Morgan, M.R. and Hunt, S.D. "Commitment Trust-Theory of Relationship Marketing." (1994). This work, apart from the incontrovertible contribution given to trust literature tout court, has been pioneer of a marketing stream that recognizes the power of relationships with customers giving life to a research current which links the importance of trust with the key role of *engagement*. Here, trust, has been proposed as a mediator and determinant of *relationship marketing* together with commitment. This has resulted in an innovative and complex way to articulate and flank the trust construct, which used to be seen in literature more as an objective than a mediator and more by a solo than a pair (apart from some illuminating exceptions as the aforementioned contribution by Chaudhuri and Holbrook). Key has also been the gamble to make interact a spontaneous concept as trust as a completely will-dependent one, posing the basis for a literature which mix and matches constructs with more freedom, whatever they are and whatever the discipline they come from, provided that they are useful to demonstrate a theory or to give an innovative contribution in literature.

2.5.1 The link CSR-Trust in the Case of Credence Goods

The focus of research which explores the relationship between CSR and Trust is relatively recent (Perrini *et al.*, 2009). How stated by Krittinee Nuttavuthisit and John Thøgersen, (2015), at the beginning of their research work about the importance of consumers' trust for the emergence of a market of green products, consumers' trust is a key prerequisite for establishing a market for *credence goods*, such as green products.

This notion of green products can be easily extended to organic products that are credence goods, and that's why trust plays an important role. Even if the person that trusts is completely exposed to the risks deriving from his role (i.e. Mayer *and*

Davis, 1995) he doesn't necessarily represent the most vulnerable part, because, at the end, the "trusted" destiny will completely depend on how and how much the person who is supposed to be the one who trusts, decides to pose faith in its project and products. Therefore, the success of an extension into organic, strongly depends on the trust that consumers will reserve to it. Indeed, no one can deny that "there is a paramount need for companies across all sectors to ratchet up trust levels and alleviate consumer anxiety" (Castaldo, 2009, p.28). This is even more true when it comes to credence goods. For example, in their aforementioned research work, Nuttavuthisit and Thøgersen, (2015), found out that the lack of consumer trust is a barrier for the development of a market of organic food (in Thailandia). Other studies concentrate on the topic of retailers and private labels' influence on trust, in particular, Castaldo, (2009), reached an unexpected and important conclusion having demonstrated that PLs purchases are an antecedent of trust and not vice versa. Considering that, CSR precedes trust (i.e. Perrini *et al.*, 2009), the more the company is perceived as authentic and committed in CSR, the better for the success of the extension. In their aforementioned research work Perrini *et. al.*, (2009), specify the credence attribute of organic products and consequently the important role that trust plays when it comes to credence goods, distinguishing between Calculative, Cognitive and Value-Based (i.e. Castaldo, 2007) articulations of trust explored in literature. Considering that the relationship between a company and a consumer can be merely based on convenience as well as on strong loyalty and shared principles, all the three concepts can be applicable. Even if when it comes to CSR people should base their evaluations more on values, and so *Value-Based* trust, at times they don't fully believe in the CSR actions of a company. Nevertheless, they can trust its new products anyway, based on *calculative trust* (i.e. Shapiro *et. al.*, 1992), that make them believe, for example, that the company would never compromise its reputation by inserting a new product of inferior quality or based

on *cognitive trust* that, for example, make them think about all the past situations in which they've been satisfied by the products of that company.

According to Morgan and Hunt with their Commitment-Trust Theory, (1994), trust should be approached as the confidence one party has in an exchange partner's integrity. This confidence results from the consumer's perception of business fairness and honesty. It is thanks to this perception that consumers trust in the brand potentially increases and may be strongly fed by the insertion of organic lines by traditional brands. In effect, it's more credible and valuable a company that starts by selling traditional products and then extends its lines into organic only when has reached good sustainability standards, than a company that starts with a 100% organic offer, fully committed in CSR and then changes, somehow downgrading its offering in terms of variety and quality of the assortments; or worst, results involved in a scandal. This is because, the *negative effect of distrust on consumers it's much stronger than the positive effect of trust, especially when it comes to credence goods*.

In their academic paper Pivato *et al.*, (2008) take the case of organic food to examine the relation CSR-Trust, arriving to demonstrate that when consumers perceive a company as committed in CSR, they pose more trust in it and in its products. This is very strong and important as a relation also considering that CSR, at times, is not tangible or measurable (also considering that most of consumers don't know the sustainability indexes and standards). Furthermore, in these perceptions a strategic role is played by information. Is better to inform consumers about CSR actions or not? If we follow this reasoning, for sure, yes, and is also better to render more tangible a sustainable policy, for example, by introducing products that exemplify it (i.e. Fair-Trade, Organic). By starting from this awareness, some companies have even

rendered tangible a CSR policy, that in reality doesn't exist, best known as greenwashing (i.e. Ramus and Montiel, 2005). After all, the immediate success should not be the first objective of a company. Trust plays a fundamental role in determining brand loyalty (i.e. Chaudhuri and Holbrook, 2001; Pivato *et al.*, 2008) and so willingness to buy. Playing with it, it's dangerous: trust can be easily gained (i.e. Value-Based) and even faster loosed (i.e. Cognitive). For this reason, *CSR perception should be accompanied by a coherent sustainability path* by the firm. In effect, "socially oriented companies can achieve competition advantage in those business areas where trust is crucial in determining consumers choices." (Pivato *et al.* 2008, p.9). Namely, this is particularly true when it comes to credence goods, such as green, fair trade, organic products. (Pivato *et al.*, 2008; Perrini *et al.*, 2009). Starting from this promising literature base, a spontaneous question arises: can the insertion of an organic line boost a CSR perception and so determine the trust of consumers' in the brand overall value proposition? This is part of what this work will try to explore and disclose, giving unprecedented importance to organic lines extensions, rather than to a more generic CSR approach, and to their effects over brand equity.

2.5.2 Consumers' Perceptions

Perceived quality, defined as "consumer's perception of the overall quality or superiority of a product or service with respect to its intended purpose, relative to alternatives" (Aaker, 1991) is positively related to brand equity and is identified as one of its dimensions (Aaker, 1991; Kamakura and Russell, 1993; Feldwick, 1996; Motameni and Shahrokhi, 1998; and Yoo *et al.*, 2000).

Consumers' trust in, and purchase of, organic food depended on their perception of the retailer's general social performance (i.e. Pivato, Misani and Tencati, 2008).

People, in the context of a purchase, and in the role of consumers, often make inferential judgments, that help them in forming rightly deduced or wrongly assumed conclusions. Namely, there are two basic inference processes well-known as induction and deduction. In their Springer Publication book on consumers' perception of quality, Kenyon, G.N and Kabir C. S., (2015), define inductive reasoning as "the process of taking specific information and generalizing a conclusion" (p.45) and deductive reasoning as "the process of developing specific conclusions from general principles or assumptions." (p.45). In the case of organic food, a clear example of inferential judgment is the diffuse thought than the higher the price the better the quality. Consumers' perceptions and *inferential judgments* play a key role in this research work because some of the hypotheses it is trying to test, is all about *what consumers perceive rather than how they behave*. Perception is an antecedent of consumers' purchase behavior and of trust. *Duty of the company would be avoiding misalignments between consumers' perceptions, expectations and the final outcome*. Inferential biases and misalignments, in fact, are among the most important determinants of the *attitude-behavior gaps*, known in literature also thanks to the contribution of Boulstridge and Carrigan, (2000) and intended as "the existing gap between consumers' positive attitudes toward green issues and their inconsistent and often conflicting consumption behavior", (Moraes, Carrigan and Szmigin, p.103), in the case of green products. Both companies and consumers try to ritualize these gaps in different ways, for instance as signaled by Moraes, Carrigan and Szmigin, (2011), some groups of consumers addressed the inconsistencies by forming consumption communities with their own values and everyday practices. Though this is an interesting way to elaborate the issue, for the economy of this work, the individual aspect related to personal perceptions, is by far more important. So, here, the attitude-behavior gaps will be mentioned and studied in their original formulation and then intertwined with consumer perceptions

of quality and inferential biases. Some other studies have reformulated the concept, for example Hornik's knowledge-behavior gap, (1999), or the integration by Chatzidakis, Hibbert and Smith, (2007), with the five Sykes and Matza's, (1957), neutralization techniques. For the aforementioned reasons this study won't go in depth onto these variants of the original theorization. It, applied to organic purchase behavior, is simple: people have certain values, thoughts, attitudes, they describe themselves as "green", "eco-friendly" and so forth, and that is why they state to consume organic products. At the same time, they don't act as they believe, as they think, as they state. For example they declare to buy organic food, instead they actually buy only organic dairy, they think that palm oil is harmful but then they buy food that contains it, they declare to care about labour conditions but at the end they don't buy fair trade products as they are too expensive; or lastly they declare to be 'clean lifers' and to avoid polluting as they care for environment, albeit using an huge amount of bags by organic retailers only to show their eco-friendliness (the paradox of 'green to be seen'. Van der Wal, A. J., Van Horen, F., Grinstein, A., 2016). There, in the space between the declared attitude and the effective behavior lie the gaps. In other words, they have knowledge about sustainable lifestyle, are highly motivated and are taking some action (Power and Mont, 2012), but important researchers show that, often, these people are not able to conduct all the environmentally friendly behavior they aspire to. At times the functioning is simple and linear and the misalignment between the attitude and the behavior has no other reasons than factual inconsistency and incoherence tout court, motivated by factual or cognitive reasons. There are, however, other cases in which the reasons behind such gaps are more profound and have to do with perception, our subject matter here. This implies that, not only the perception of quality is often preponderant with respect to consumers' principles and grocery routine, but also that the perception of themselves is biased by the perception

about what they are buying. Perceptions, indeed, are crucial in shaping consumers' attitudes toward a brand and, in most cases, also behavior. Costabile, (2001), asserts that "satisfaction or the relation between customers' perceptions and expectations, is the main antecedent of trust." (Castaldo, 2007). Kenyon and Sen, (2015), elaborated on the expectation theory examining with care the three pillars of perceptions: credence, search and experience properties. *Credence Properties* are "those product characteristics [...] that cannot be discriminated even after the product, or service, has been purchased and consumed" (Keyon and Sen, 2015). Organic products are credence goods (e.g. Mitra and Reiss, 1999; Fotopoulos and Krystallis, 2003; Kastarsens and Belz, 2006; Castaldo *et al.* 2009; Nuttavuthisit and Thogersen, 2015). This aspect of perception is only one, but the most vulnerable to biases in this case. In fact, they state that "customers frequently must rely on either information from a credible source" (at times the brand itself, Ed'), "or make inferences from past experiences with similar items" (its non-organic counterpart by the same brand, Ed'), (Kenyon and Sen, 2015). This reasoning aligns with the first main research area of this research body: the insertion of organic lines by traditional brands increases the trust that consumers have in the brand as a whole, thanks to the mediating role of perception, and incentivizes the sales of all the brand lines. Based on this premise, companies that outperform their competitors in optimizing the perception of their brand will succeed in boosting sales and encouraging repeat purchase, as well as satisfying the expectations of their clientele (Zaghi, 2018).

3. In the homeless literature, too few attentions are dedicated to the real needs of homeless as humans with the right to express their preferences and objectives, to be achieved with legitimate means.

They are exposed like a phenomenon to quantify, a social disease to solve, a burden to unload. Second Chance aims, instead, at exploring them as people tout court.

4. In the same references, they emerge like a unicum, a category. Second chance, beyond underlying the different deprivation cases, renders visible to academic and practitioners, their *personal traits* and *needs*, which are *unique* and *individual*. So, while in the literature relative to rehab programs, there is a program valid for a category, Second Chance aims at posing the basis for personalisation of the path according to individualities.

5. The rehab programs analysed, mainly take into account material aids as primary. This research, aims at investigating if the lack of other treatments is a gap and discovering if needy people always need material aids primarily or something else.

6. In the literature dedicated to anti-consumerism people and targets, lacks a paper which considers their profile as a target to interview.

7. In effect reference literature aims at understanding the alternative lifestyle of these subjects and understanding their different sourcing places other than common market. This project, instead, puts under the spotlight their unexpected care for products and respect for production, the very reason of their retirement from buying condition, their deep knowledge of the topic. Having individuated this aspect for the first time, aims at discovering if and how they could potentially be seen as interviewed and advisors of products and consumption for companies.

8. In the trust literature, before trust there are antecedents as CSR, the insertion of fair-trade products, brand affect. This research aims at discovering if also a

collaboration with a need reality and involvement of it in the value proposition process has an influence on trust. Furthermore, it aims at exploring if the perception, mediated by CSR, is necessary or the relation can also be direct. So as to suggest the logic behind second chance as a potential new trust driver for the reference literature. It also investigates a new mediator, which is unprecedented marketing.

9. In the current analysed literature, the CSR perception, generates brand equity thanks to the mediating role of trust. This research aims at discovering if also the direct relation is valid.

10. Current studies about Brand Equity tend to decompose it in all its valuable and determinant elements. This research aims at discovering all the relations that characterise it and its direct effect on the willingness to buy, and to know if and how this is possible *without the need of decomposing it*.

11. Current studies are focalised on rehab programs which, provide immediate and temporary aids and seldom care about the maintenance of these people lives. They are focused on short, immediately visible (for ads and funds) and not long-term results. On the contrary, Second Chance, is *focused on definitive solutions* and aims at discovering which is the key to make the aid intervention *more effective and long-lasting*.

12. Current studies which treat social disorders, deviance, crimes, take the lower class as the protagonists, in a heuristic of availability logic. This studies, following a brave research current puts on the spotlight the deviance and difficulties of the managerial class. The common criminality idea is just the result of a series of distortion (i.e. agenda setting, heuristic of availability, broken window effect..), aimed at covering some more huge and dangerous for humanity forms of deviance.

What differentiates this research from the last aforementioned stream it follows, is the willingness to give a Second Chance to these deviant managers.

So, this project is not aimed at accusing them but at acknowledging the existence of this issue and in helping them.

13. Current literature aims at rehabbing street people with mental illness, addictions, and problems with the law. But, all these characteristics can pertain to managers, and not small law issues, but huger and worst, at times. This research aims at rehabbing managers, first of all, covering a gap in the rehab literature.

14. Homelessness ethnographic and empirical studies, are contextualised in the urban panorama. Homelessness is studied as a typically urban occurrence. But, is it so? According to Hannerz (2009), the answer, is not predicted. His research shows as, poverty and deprivation (*i.e.* The Less), are not only an urban phenomenon. Being this investigation not typically urban, I will try to answer this question and simultaneously cover this gap in literature.

15. This project also covers a methodological gap in the reference literature. In spite of the real issue, most of literature about social diseases are desk and theoretical. Based on five years of field and desk experience, these studies bring the certainty that only desk research, not only cannot solve the problem, but neither can bring a contribution nor for academics neither for practitioners.

Furthermore, this project, together with the most suitable field research, brings some methodological innovations which can be usefully employed in the future to implement the current academic theory on the topic.

This research aims at covering the aforementioned gaps in the academic literature and in the managerial practices. The just pointed out lacks in literature, perfectly summarize what this project is, and is aimed at. This is the last frontier of integration program for irresponsible companies and disadvantaged people, aimed at supporting

every form of deprivation and deviance by the means of human empowerment and marketing. It finds its concretization in the cooperation between them and a reciprocal compensation of their needs, which can generate unprecedented synergies. Furthermore, it aims at investigating the value of human empowerment with respect to the economic value and vice-versa for irresponsible companies and for homeless.

On the one hand we have the economic incentive:

- for homeless it can be some money for example the ones deriving from the donation coming from the charitable organic line of the company, an immediate gratification, a temporary input, a material help without a relation with the giver;
- for companies for example can be the immediate profits coming from a temporary CSR action, the earning of money and brand image coming from a charitable action such as the donation of % of the earning of their extension to homeless without knowing them, their situation, the street, any marketing action which is aimed at fast and easy result without a true CSR commitment.

On the hand we have the human incentive:

- for homeless can be the collaboration with companies the one described here, the consequence of each true relationship he/se has which does not imply a passive aid, human help without immediate gratification, true care by someone, true understanding by external and internal inputs;
- for companies for example the start of a true CSR path without any marketing action, the internalization of CSR principles, the collaboration with disadvantaged realities studied in this project, any philanthropic action made after having known and lived the problem they are supporting.

These will be compared for both, it will be studied why one works for companies and not for homeless and viceversa, it will be investigated the right mix for both and what do they have in common when it comes to incentives.

This project will also explore innovative levers for marketing, thanks to brand extension into organic with charitable aims, to be concretized in turnkey managerial solutions. So it will be prompting the implementation of new and more effective marketing strategies, which allow companies to make the difference with respect to competitors and maintaining customers' attention and trust.

To sythetize, the research scope, the final aims are complemetary and concrete: OBTAINING A SECOND CHANCE FOR IRRESPONSIBLE COMPANIES SO AS A SECOND CHANCE FOR DISADVANTAGED PEOPLE BY THE MEANS OF HUMAN EMPOWERMENT.

3. Project Development

In this chapter will be described how the project has been developed.

The first section (3.1) circumstances the project into a specific social, historical, and economic context. Just after, diverse sources help the reader to appreciate the value of the study for academic and practitioners (3.1.1), and its unicity in the academic context (3.1.2). Finally the relevance of the project is expressed by a specific real case which threats the same topic with a similar approach (3.1.3) and the Organic Industry (3.1.4).

The second section (3.2) presents how the research is designed. First of all, an exposition of the research questions (3.2.1). For each research questions there is the relative research propositions (3.2.2) that compose the structured model (3.2.3). It also comprehends two important elements, *the less* and the *time*. They have a fundamental role and are further differentiating elements w.r.t. current studies which treat the same topics.

The third section (3.3) is entirely dedicated on the very advancement of the project. First, qualitative studies (3.3.1), complete with insights' interpretation and the relative codification table; then all experiments (3.3.3) will be explained with the relative reference research propositions, just after a block is dedicated to quantitative studies (3.3.3).

The fourth section is entirely dedicated to the in-depth study and investigation of the experiment Reversal of Fortune (3.4).

The last part of the chapter, is dedicated to the studies which have been run in France (3.5), including a comparison with the Italian project (3.5.1).

3.1 Background Data & Relevance

This research finds its roots in a deep sensibility and consideration of the social context, which has consistently changed throughout the years of redaction. So, the work is constantly updated, being its final aim to find uplifting and recovery strategies.

So, why today speaking about CSR and Philanthropy is fundamental? Which is the value added of this project in the socio-cultural, economic, and sanitary context ? Data will answer.

The effects of the Pandemic on CSR

If on the one hand Covid-19 has represented a CSR accelerator for companies, only a small percentage of them have then concretize it, in a real responsibility path with concrete targets. The research “sustainable futures” by EY, presented during the EY Sustainability Summit, made on a 260 companies sample, found out that, the 70% of companies has planned a CSR strategy, but only 39% of them has turned it into quantitative targets, and even less, 23% has set a timing to reach them. In spite of this, in business, targets and deadlines are fundamental. Otherwise, the concreteness and realisation of the objective is mined. The lack of right timing and commitment, when it comes to sustainability represent the unawareness about how decisive CSR is for present and future. On the other hand, the pandemic has also played a role in preventing companies to commit for responsibility for the 44% of the companies tested, that are forecasting to downsize their CSR initiatives in the short run.

The focus is exactly the short term. The pandemic, has posed the attention on contingencies, putting the long term, more important objectives, on the background. This has created a defensive attitude by many companies, who try to survive rather

than investing on their future. Indeed only the 17% of companies interviewed are in line with the ONU sustainability objectives.

Climate change is now the most important theme on the table for companies, after Covid-19. Despite this, only 8% of the sample has a strategic and investing plan about it.

Socio-Economic consequences of the Pandemic

Oxfam, in its 2021 report has named covid-19 as the “Virus of Inequalities”. In effect, this pandemic has sharpened the social and economic differences rendering opportunities, access and all the other fundamental rights different according to the economic situation. With the tragic result that the people that were already at the bottom of our society have now more than worst economic conditions, and vice-versa. The 2022 Oxfam report, states that, during this pandemic, not only ***our economic system is not yet ready for protecting the rights of the weakest*** and most emarginated people but has even actively favoured those who are already wealthy. Italy is going to see its pre-existing multidimensional inequalities deteriorated, (Oxfam Report 2022).

The latest data of the World Bank about the extreme poverty dynamics on a global scale, calculated the number of the “new poor” for Covid to 97 Million in 2021, in spite of a recovery with respect to the previous year. With this “category” they refer to people with a daily income of less that 1.90 \$ per day. It is a rising of the extreme poverty, without historic antecedents, (Oxfam Report 2022). Referring to the poverty threshold of 5.50 \$ available per day, as monitored by the World Bank, there are 163 Mln of new indigents. Their percentage has increased by 2% in the last year, for a total amount of 3.3 billion people.

Unfortunately, the aforementioned data, are not circumscribed to a specific part of the world. The pandemic has brought a strong increase of the poverty worldwide. With

respect to the pre-pandemic period we have about 160 Mln of needy people more, they live with less than 5.5 \$ per day.

Actually is the structure of the economic system itself which produces inequalities. This is perfectly in line with the core of this project and with the focus on a true responsibility which starts from changing the very structure of the production system and the way in which profits are seen. The same is for homeless, the “homeless phenomenon” is a construction of the society itself, which only accepts the standard way of living, considering idoneous lifestyles only those who are equal on to each other and controlled in the thought, in a common thought. This is the way in which our economies and societies at the moment work. This system put in a disadvantaged condition people that are different, rendering the poorest even more indigent and neglecting their opportunities. This situation, hits for example also women, whose balance this discomfort at their expenses, with their unpaid homework. For the same reasons in many parts of the world, needy people, women, ethnical minorities are obliged to leave the school, so compromising their possibility to scale up in society or at least having the tools to survive in it. Other vulnerable categories that worth mentioning are the youngest, precious workers and all the others which are less covered by the social security cushion.

So, we are experiencing a global (worldwide) and local (Italy) retreat, and a step back with respect to for instance:

- Objective 1: destroy poverty

- Objective 10: reduce inequalities

In the ONU Agenda 2030.

In this new post-covid phase we have to restart from these objectives and remembering of those weak people which can become a resource and strength for our society.

The aim here is to demonstrate how precious their contribution could be, trying to put under the spotlight some biases in our economic and social system and giving turnkey managerial solutions to solve them.

3.1.1 Contribution for Academics and Practitioners

This research integrates CSR, Philanthropy and Marketing literature. It is the first time, that needy people represent the means through which unsustainable companies can be rehabbed and not the vice-versa. Considering “housing first” (Tsemberis and Eisenberg, 2000), this project has the potentiality to prove that it is not properly a house what do they really need, or at least not the first priority. Second Chance also contributes to that Marketing academy which is thriving to address the new emerging needy realities, post-pandemic and the New Normal (Philip Kotler 2020). Starting from the conviction that managers have a huge responsibility toward human life and biodiversity, this project addresses to non-responsible businesses to prompt them toward a CSR path. It refers to the academy which aims at outdoing the triple bottom line (John Elkington 2018), beyond sustainability, underlining the defensive nature of the word itself “sustaining” implies limiting the negative effects), by for example taking biodiversity as the principle of production itself (Vandana Shiva 1992). We aim at improving life, so the first non-academic stakeholder is the planet itself and the entire society. It provides with fresh insights and turnkey solutions companies, and philanthropic organizations. Some firms will be prompted to revise their strategy, to insert new CSR objectives in their agenda, to avoid greenwashing, to commit and realise how determinant their decisions are. They will acknowledge the importance of a direct contact with the realities they aim to aid with their initiatives, to render their

intervention more authentic and effective. These strategy adjustments will be turned into an increased and sounder balance sheet. Non-profit organizations will discover alternative innovative methodologies. Last but not least, this research could be insightful for the minister of work and social policies in stopping considering disadvantaged people as burdens to which administer aids, but instead as resources to enable.

3.1.2 Innovation Brought

Maybe the most innovative aspect of this work is that, beyond being so subversive to create a shock in the reader, has at the basis a strong theoretical and methodological knowledge. In effect, even if the topic is completely new, at least view in this perspective, uses traditional methodologies so as in-depth interviews, ethnography, structural equation modeling, but in a different way, with a different aim.

The final aim is, in effect, a real improvement in the lives of the protagonist together with the scope of providing peers with new tools and a new perspective to read CSR, POVERTY and MARKETING. This will bring fresh insights and innovation to the old academy.

It affords in an unprecedented way an ancient but still unsolved social problem as poverty.

It finds new source of inspiration for the marketing of companies, which tend to find insights among the same people, receiving the same answers and so developing similar and not outstanding marketing strategies.

It poses the person at the centre of the project: the homeless and the manager and thanks to the human empowerment coming from their collaboration arrives even to quantitative outputs. It so, subverts the logical order and does not follow already existent works, but is exactly for this reason that it can work, that it can really improve

the state of the art it can really change the vision of managers, the result of companies and philanthropic association and the lives of disadvantaged people.

When this project was presented for the first time in front of the Unisa Commission, that have chosen mine among many others, deciding to finance it the president told me: “ You have not found a research gap, but a proper hole!”. They liked it, they accepted the challenge, they have appreciated the innovation that this project would have brought not only to the academy but also to humanity.

All ambitious changes are misunderstood, but at the same time, without taking risks, nothing changes.

I could have individuated a small research gap, with a comfortable topic, doing a questionnaire and then using the quantitative techniques which I master (as you can see for the thesis), but this work would have remained one of the others, nothing would have changed.

This works comes from the research endeavour of shaking the academy while respecting it with sound knowledge and mastering of many methodologies.

With respect to the actual reference research panorama, it is the only one which encompasses in a unique program two uplifting projects.

Another important innovation stands in the approach, most of the literature about the topic, indeed, bases its pillars on statistics about the number of poor people, the percentage of them, which is sick, how many categories of poor people do we have. The same is done with CSR and irresponsible companies. With the result that the qualitative part, the core and the content are often overlooked. This project encompasses both data and the deep interpretation of them at the service of a practical final aid. It is the first one academic field project which tries to make two distant worlds collaborating for the improvement of their respective conditions.

It is the first time that poor people are considered as:

- People tout court (and so not pertaining to a proper category with common characteristics)
- People on which to count on
- Insightful people
- Useful elements in the society
- People who can provide help beyond passively receiving it.

So, this project tries to overcome the barriers and prejudices coming from some of the previous studies, starting from the baseline that:

- ✓ IT SHOULD NOT BE TAKEN FOR GRANTED THAT DISADVANTAGED PEOPLE NEED HELP,

=>especially when it is forcefully administered

=>especially when it consists of mere subsistence without any improvement plan

- ✓ IT IS NOT DISCOUNTED THAT THEY NEED ONLY A MATERIAL HELP
- ✓ HUMAN EMPOWERMENT IS NOT A NEGLIGIBLE ASPECT FOR ANY REHAB
- ✓ IT IS OBVIOUS THAT THEY NEED IT IN THE MOMENT THAT OTHER PEOPLE DECIDE

When philanthropic brand extensions are analysed, the focus is mainly on the fit of it, on the risk that can derive from the lack of a fit between it and the parent brand. This studies, thanks to the innovative concept of the retroactive effect, demonstrates that a brand extension can have effects on the sales of the parent brand itself, thanks to the mediating role of CSR perception and the rehab of its image.

Second Chance is one-of-a-kind rehab program for companies and managers, it is hardly possible finding it in the reference literature and rehab projects. All the projects aimed at prompting the managerial class, indeed, place targets to reach without

practically providing solutions of how to do it. Furthermore, the usual rehab projects are mostly focused on criminality, different forms of addictions, disadvantaged people which are often associated with mental sickness, addictions, and other negative social aspects to rehab. But they don't take into account that irresponsibility by a company is a form of criminality. (Eleonora Montani 2019).

And, actually, one of the worst, wider and heaviest, since involves different important stakeholders:

Workers

Environment

Customers

Suppliers

And so their global health.

This project tries to recall companies how their contribution is key in the prosecution of humanity.

This does not mean in any way judging them in any way but just trying to prompt them in the understanding the topic to then start a CSR path.

So there are many innovative and unexpected aspects in this project.

In few words,

the innovation,

Is Second Chance Itself.

It will keep on living and enhancing people lives after these pages.

It is not that, after all, the mission of a researcher?

3.1.3 Reversal of Fortune 2005

Important evidence, to support the relevance of this analysis and the goodness the field methodology here employed, is the social experiment “Reversal of Fortune” (Santa Monica, CA, 2005), a film documentary written by Robert DeMaio, directed, and produced by Wayne Powers. It answers to the question “what would happen if a homeless is given 100.000\$ and the freedom to spend them how he wants?”. This piece has had such a resonance that there are diverse comments and reference about it worldwide, so as an interview by the queen of TV intimate talks, Oprah Winfrey, and collected in “From rags to riches,” published in 2006 on her official website.

It is important specifying that, this experiment has been sorted out, when this experiment Second Chance, was already started by two years and the idea already planned by three years. So it is not a reference in methodological or brainstorming terms, but it open ups a world it terms of relevance and antithesis, revealing itself to be precious in demonstrating and re-confirming:

- the cruciality of the topic worldwide;
- the correctness of the methodology (1 subject, 24h monitored and tested);
- the lacks about the topic in the academic literature;
- the uselessness of providing homeless with money and material staff (see the review and the results) and, as a consequence, the:
 - correctness of the insights and the very foundation of Second Chance
 - thesis itself, namely RP6 and RP7 (see the ad hoc section 3.4 and that dedicated to experimental results 4.2.7).

Brief Description

Ted is a forty-five-year-old clochard for twenty years, which lives under an old boat in S. Monica. He has a family, in Sacramento, but he is not part of it. His condition is in part due to circumstances, maybe his family even tried to suggest him something different, but obviously this has not been enough. Despite in part, they have almost forgotten him, more comfortable. On the one hand, Ted is indigent, on the other, he enjoys his free life, where he can *afford the luxury of calling friends only the people in which he really trusts*. For example, an 18-years-old guy which works at the same recycling plant where Ted brings bottles and cans that collects daily, to make ends meet.

So, somehow, Ted *has his own routine, his own work, his daily tasks*. So, in its parallel, different life he has the same elements of whatever ordinary life, even if in the “poorest and freer version.” The people towards which he is indifferent, people who he can trust, a “home” economy and its proper organization of space, time, and things.

When he finds the 100.000 \$ dollars he was working, searching for cans as usual. Only after some perplexities and fears, he accepts the ideas that this money pertains to him.

The first thing he does?

He goes to the landfill, as usual.

The rest of the story and details will be described and commented in details in the ad hoc section.

3.1.4 The Organic Industry

Contextualization in Second Chance

Organic, has a role in this research as is the charitable brand extension chosen to develop the quantitative model. That is to say, a brand extension into organic from a mainstream company that for that specific product decides to donate a % of the sales to charity, in this specific case for homeless.

It has been chosen for its democratization potential. Remaining in the topic of social disadvantages, poor people also lack the right of eating healthy, so trying to render the organic a normal production system is one of the components which helps giving more opportunities to disadvantaged realities.

Another opportunity starts from the % of money directly devolved to them; will it really help them in improving their living conditions? It is more useful an economic incentive like this or a human one as a dialogue, a role in society, new friends? We'll see the answers and how to find them across the thesis.

Some Information

Organic industry derives from the organic movement taking place in 1940 to counter the negative effects of some new chemical pesticides. So, the organic market is routed in the quest for safer and more natural products guided by health concerns and lifestyle. The organic tendency has progressively earned ground among companies and consumers, resulting in a growing market guided by both sizable demand and increasing offer. More specifically, during the first years of 90s there were two main movements, the biodynamic agriculture founded by Steiner in Germany and the Britannic Soil Association founded by Lady Eve Balfour to promote biological

agriculture. When we refer to organic, the last one is the stream we keep as a reference point. From Organic 1.0 to Organic 3.

Fig 4: The Path Toward Organic 3.0



Source: adapted from Federbio.com

In the very first phase of organic 1.0, the Soil Association (1946) conquered the creation of a registered trademark for organic products, along with the introduction of some production guidelines. Even more important, thanks to the Soil Association some legal standards and quality controls have been set to grant value and authenticity of the organic agriculture origin of products. This first phase of the organic movement was also marked by the foundation in 1972 of IFOAM Organics International, reference point for organic agriculture worldwide. Its foundation, has represented an important step forward toward the consideration and inclusion of the different interests and stakeholders of the organic value chain in a unique and common view, representing the main underlying principles. This has been the gatekeeper for the start of a new fundamental era: organic 2.0, that the world is currently undergoing. Initially, it has been mainly characterized by the introduction of soil production standards and official certifications in various countries. Organic have been better recognized by the law of an increasing number of countries with more specific regulations. Among the others,

Europe and United States, in the eighties, were those with the most advanced and detailed norms. Important challenges related to value chain, raw materials and fertile ground availability and administrative concerns have been overcome or handled in order to reach a good level. Organic 3.0, with a look to the future, represents a series of actions that could be undertaken in order to improve the actual situation and standards of organic produce worldwide, coping with different challenges. As such, there are some specific directions to address 3.0 according to IFOAM Organics International, which, has released an important document for the present and future of organic. It is also with respect to these challenges that this work aims to provide a contribution.

Which Organic

Organic Line BE with a % of the Revenues devolved for Philanthropic Aims

Organic industry, here, refers to B2C market of finished products. The product categories considered throughout this work in particular are food products, beauty, and personal care and finally garments. In this way, the field of research and action is clearly circumscribed while not too narrow, in order to leave margin of maneuver for cross-industry reflections and implications, nowadays to be considered as strategic and fundamental. The attribute 'organic' to a product or line, here, is reserved to 100% organic and certified productions; while some inevitable references to hybrid solutions may occur; because the industry of beauty and garments are at a diverse stage with respect to food and are experiencing some different dynamics in terms of value propositions, commitment and authenticity choices. Furthermore, it is important to underline that, legal standards, do not always match with consumers'. Considering the determinant and priority role of consumers, their standards will be considered as well, and intertwined with the official ones in order to have a complete overview. These

definitory choices will grant both objectivity and completeness of the research and of the solutions proposed.

The kind of organic insertion investigated here is the one with philanthropic aims. So the company do a brand extension in the organic fair trade with the aim of allocating a % of these revenues for humanitarian aims. In this specific case for coherence with the subject matter, to Homeless. This will allow to evaluate the effects of these economic incentives over disadvantaged people and compare it with the human one.

Facts & Figures

The top countries in terms of revenues are in value order: United States of America, Germany, France, China, Canada, Italy, United Kingdom, Switzerland, Sweden, Spain. In terms of consumption, however, the situation is different, as the ranking for the ten leading countries provides a quite different order: Switzerland, Denmark, Sweden, Luxembourg, Austria, Leichtenstein, United States of America, Germany, France, Canada. Focusing on Europe, the European market for organic products was worth 35 billion USD in 2023, with Italy positioned in the top ten.

In Italy, likewise worldwide, the sales of organic products keep on growing, and the leading channels continue to be supermarkets, which generate more than fifty percent of organic products sales.

The highest organic share of total agricultural land, by region, is Oceania (6.5 percent), followed by Europe with 2.7 percent. In the European Union, the organic share of the total agricultural land is 6.7 percent. (FiBL & IFOAM Org.Int. annual report 2023). In 15 countries, 10 percent of the total agricultural land is used for organic production, remarkably most of those countries are in Europe. Italy is the fifth among the top ten countries for the highest increase of organic land with + 303'071 hectares.

Trends

Home is becoming the hub of healthy lifestyle and so all the elements that concern the time spent in it. From food preparation, to home cleaning and elimination of bacteria, from quality of life at home to better sleeping rhythms, people will start to change their frenetic unhealthy life. Awareness seems to be the key word. Trends more specifically related to food, see different preferences rising in the panorama: indulgence, natural, protein, free-from, taste, convenience. The most recent diets are progressively nearer to the Mediterranean after that its benefits for health have been known worldwide. About the packaging, organic and natural products, are more and more wrapped in biodegradable and natural packaging, coming back to the old brown paper bags or using new 100% organic materials. Consumers not only appreciate it, but require it, as they tend to appreciate coherence in the offer.

For what concerns some new consumers profiles, Clean Lifers are up to now the most relevant target to observe from a green offer perspective and will become even more fundamental in the next future. Their full optional clean reasoning is something more than a mantra. They are mainly divided into the more radicals and those others more flexible, but for both quality, freshness and origin of the ingredients is fundamental. The experience trend will soon involve also eco-targets more and more prone to living also green experiences and not only buying eco-friendly and organic products. On their side, companies and retailers mainly involved in food production and retailing are familiarizing with organic beauty products. About nutritional habits the future goes in the direction of a progressive improvement of the quality of calories swallowed per day, meaning that natural fats, in particular olive oil will continue to gain ground in the diet of the developed countries, where no or a little space seems to remain for animal fats. Vegetable consumption is on the fast rise. About the packaging, consumers will become even more demanding, especially for natural products. Convenience should not substitute design, but complement it as it continues to be important for consumers as a choice criterium and quality indicator.

3.2 Research Design

This Research is divided into two parts and methodologies which are two ways to investigate the effects of human empowerment on CSR, Marketing and needy people.

In the first part it will be investigated the effects of human empowerment over CSR of companies and needy people thanks to qualitative, and experimental direct and indirect analyses.

In the second part, it will be analysed the quantitative model aimed at discovering if and to which extent the philanthropic brand extension into organic lines by irresponsible companies generates:

-a positive effect over the brand equity of the company and so on the sales of the parent brand. *Companies Second Chance*.

- an effective improvement in the lives of the needy people to which the sales of these organic lines go to=> that is to say, do homeless lives improve thanks to material donations? *Homeless Second Chance*.

3.2.1 Research Questions

- which are the consequences of the collaboration between unsustainable companies and homeless over company DNA, CSR internalization and brand image?
- which are the consequences of the collaboration over the lives of homeless and their reintegration in society?
- does human empowerment help both in improving their situation effectively?
- which are the consequences of the organic line with charitable aims by unsustainable companies over company DNA, brand equity and sales?

- which are the consequences of the economic incentive given by companies through the means of the devolution of % of their earning to them, over the lives of homeless and their reintegration in society?
- for the rehab of homeless is more effective the ECONOMIC INCENTIVE (the % over the sales of organic products devolved to them, used in the quantitative model) or the HUMAN INCENTIVE ? (the collaboration investigated in the qualitative studies)
- for the rehab of irresponsible companies is more effective the ECONOMIC INCENTIVE (the % over the sales of organic products devolved to homeless, used in the quantitative model and the consequent earnings) or the HUMAN INCENTIVE ? (the collaboration investigated in the qualitative studies)

The Less

Together with time, it will represent the fil rouge that crossovers the two apparently far worlds of companies and disadvantaged people.

For what concerns the companies involved in Second Chance, their less, is represented by their part that need to be rehabbed. So, their less is represented by their unsustainable or greenwashing policy, their evil selfish choices which don't consider biodiversity and their clients in the very essence of people and human beings, which are not fair with their workers, which have not realised that the only way to do business implies care for life in all its forms and facets.

About homeless, the less represents an evolution of the subject interest of this research, the shift from homeless to the less to embraces a larger bunch of people that need support and can gain benefits from the collaboration with companies and the involvement in this project. The less, has born because of, and after, the covid-19 pandemic, to render this research more useful for humanity in this specific socio-sanitary and cultural context. It represents the disadvantaged human quote of the

experiment. Some of these people homeless with a home, the home they don't have is for example their job, their faith, their relatives (for example dead during the pandemic), their willingness to stay in society as active members.

The less is the starting requirement for being involved in the Second Chance project. It is the big container that joins together common people and companies in the same destiny and sees them with the same needs, improving and having another chance to do things differently. So, this bridge-variable, turns out to be fundamental both for experimental and conceptual reasons. For its theoretical role, there is the specific scheme (scheme 3 from chapter 3). We will see how it will be employed throughout the research.

Time

Time is a fundamental element of this project. It has represented a crucial point of reflection and a premise to start. Starting from the concept of richness, which apparently pertains to companies, I have changed the perspective. Under these new lenses, I have found out them being poor in terms of time, crucial element of live of which homeless are instead plenty of. So we have:

- homeless that have much time and few money
- managers that have money and few time

This is an important linking aspect between these two lives, which can turn out to be fundamental for enriching both lives.

3.3. Project Implementation

Each research proposition has been investigated with a mix of qualitative and experimental methodologies.

3.3.1 Qualitative Studies

Focus on Human Empowerment

Research Propositions

RP1

Disadvantaged people, by interacting with irresponsible companies, and in helping them in their path toward CSR, might understand that their contribution is important and eventually recover the willingness to have a second chance. Investigate if and to which extent the human incentive works for homeless.

RP2

Managers of irresponsible companies, by interacting with disadvantaged people, can truly understand the role of their responsibility for biodiversity and so the importance of undertaking a coherent Fair Trade and CSR path. So they could start doing actions to get their second chance. Investigate if and to which extent the human incentive works for irresponsible companies.

RP3

Marginal people and all those who are outside of the consumerism circle, can represent a source of fresh insights for companies, also as targets to interview.

RP4

By having these new feedback, companies with a high likelihood could develop unprecedented marketing.

RP5

As a consequence they might finally diversify their marketing strategy w.r.t. competitors.

RP6

Disadvantaged people cannot be categorized as a whole. They are individuals with distinct reasons and diverse needs. This implies that, treating them all in the same manner, is not the best way to prompt an integration path and supporting them throughout it.

Methodological Note: this explains the choice made by Reversal of Fortune in 2005. Qualitative research does not demonstrate but rather explains and does not aim at providing general results. So, for instance, what is valid for Marco, may not be valid for the others. Is the preliminary principle that holds and is generally valid: the very fact of treating each needy person as unique and the importance of creating the conditions for their recovery rather than the vice-versa.

RP7

Human empowerment is more effective than economic incentives when it comes to reintegration of homeless, especially if freely chosen.

When the rehab happens for a free choice it has a high likelihood of being more effective and long-lasting. When the choice of making a change, an upgrade in life is spontaneous and comes from new awareness (determined by contact with different

realities as in the case of SECOND CHANCE) it has more potential to determine a true and enduring life improvement.

Observation

This is the explorative methodology per definition. Necessary to generate insights.

Observation has been so utilized before the start of the project and in the process of it.

The observation environments have been:

- streets
- homeless communities and hospitalities
- aid associations locations
- companies HQs
- town halls
- and all context individuated in the very progress
- houses of managers
- houses of disadvantaged people

Observe the subjects (both selected and random) in their natural environment is a really precious source of information. When practiced in the participative methodology has in the mid phases of this project, is really emotionally intensive and stressing but provides the researcher with the very essence of his subject matter. Only in this way it possible to know how really the two realities studied live, behave, feel.

To grant rigour, just after the participative experience, if the researcher does it in first person, have to stop the process for a certain time lag necessary to recover neutrality and objectivity. So the researcher, as a tightrope walker has to softly walk inside and outside people stories, try to get the most as possible while getting involved. He has to put in the shoes of the subjects, understand and emphasise with them and then disown all this when it comes to collecting information and arriving to results. It is really difficult and not for everybody. In spite of the prejudices that accompany them, qualitative methodologies are really difficult, rigorous and such strong understanding capabilities to potentially change the history of a topic.

Observation technique is completely free of biases, which is why, in spite of its generality is among the most accountable among the qualitative studies. In effect “If the doors of perception were cleansed, Blake used to insist, we’d see the world as it truly is, which is to say, infinite” (Elkins, 2000). This is what I aim to do with observation see the phenomenon I am studying in its naked reality, this is one of the difficult things in life, but when achieved offers fertile ground for strong research. Only starting from the trueness of a phenomenon, rather than on pre-conceptualised data, the study will be trustworthy, free of over structure biases and useful for all stakeholders.

Ethnography

It consisted in ethnography tout court, nethnography and participated ethnography.

This choice is because each of these sub-methodologies have specificities that are useful for the economy of this research. Namely: ethnography is the basis and grants more objectivity and reliability with respect to its sub-categories; nethnography has been necessary in order to align with the target and the topic and useful in terms of the quantity of feedback.

Participative ethnography is more subjective and provides a useful contribution in terms of comparison of data. It offers a different and inner perspective, which has not to be used as a filter but as a tool to isolate and extract some elements that otherwise would have not been even visible. The objective here is to have some primary information about the phenomenon that this body of research aims to investigate.

Namely, observing and interacting with homeless and managers in their natural purchase environment allows to respectively have interesting insights about the research propositions 1 and 2.

To confirm their relevance from a marketing point of view. It has been interesting noticing how the face-to-face feedback at times were very different from the n-ethnographic ones, demonstrating how embarrassment barriers continue to exist when it comes to qualitative research. In order to overcome those barriers, means as telephone, computer, and other filters, can usually provide a support. In this specific case this is valid for what concerns managers, aids associations representative and town hall members which are used to these communication means. Not for homeless and most of disadvantaged people which, being less used to formal communicative codes don't express their full potential through these indirect means. So, e-ethnography has been utilized with them and the communicative barriers have been overcome thanks to like projections and other empathy prompters, which rise the trust and so increases the spontaneity of the answers.

After each ethnographic session (they have been three in total), the jotting method has been utilized in order to have synthetic and key notes, always updated, and to then follow them up once left the research environment. The final analysis will allow to

validate insights and eliminating biases while underlining the most interesting contributions.

In-Depth Interviews

The kind of phenomenon investigated, requires explanation, introspection, articulation of thoughts, all things that an in-depth interview grants. So, a random sample of twenty-five people has been interviewed on an individual basis and in the face-to-face form. This qualitative research form requires enough *openness* and flexibility by the researcher to gain unexpected insights that may put under discussion all its intuitions, again. Fundamental aspect for a good heuristic process. The in-depth interview formula has been developed in line with the sound basis of the non-directive interviewing. The post-modern conception of in-depth interview, indeed, goes in the direction of a transformative and assertive approach that seeks to subvert the colonizing tendencies of standard interviewing (Smith,1999). The conduction style has been in line with this postmodern conception, while not overlooking what represents the best for the economy of this research. For this reason, a receptive interviewing with assertiveness has been necessary to grant a minimum standard in terms of manoeuvre margin. The interviewing form adopted has been semi-structured in order to have enough rigour and at the same time keeping the necessary flexibility to catch consumer's in their more spontaneous and genuine expression. Parker (2005), indeed, argues that there is no such thing as a completely structured interview "because people always say things that spill beyond the structure before the interview starts and when the record has been turned off." These moments are precious and insightful, and, at times, can solve the entire interview. That is why this research cannot renounce to unplanned moments of epiphany, supported by probing questions. Plans b, c and even d have to be considered, in order to understand the reason of every single unexpected answer. At the same time, a pre-determined set of questions has been necessary to conduct the research in the right direction and to finalise interviews for

the right purpose. These in-depth interviews will also provide a more complete idea about the insights gained thanks to ethnography, in a methodological triangulation logic. The insertion of projective techniques, for the major part in the form of pictures and videos presenting small stories, will render the interviews more dynamic, interactive, creating a sort of informal playful atmosphere that can contribute to make the informants relax and be spontaneous. Among the projective techniques, shopping list, has been used to investigate RP3 and to test non consumerism targets brand personality.

It consists of the interviewee listing and explaining the characteristics of the individual who would be keen to buying certain products. In this way, the *social aspect of consumption* can be better described. The interesting of this technique is the unexpected conclusions to which it can lead, providing useful insights not only in terms of habits, preferences, and perception of the others, but moreover revelations about *self-concept* and self-perception. People, indeed, describing the others, reflect on unknown aspects about themselves as people and consumers. In this case it can offer even more interesting insights being addressed to targets which have opposite characteristics with respect to customers, but can as well have their own shopping list and reveal their perspective about existing customers.

Focus Groups

They are collective sessions which include the selected subjects, in a dialogue.

It can be declined in different forms according to the degree of informality, participants, and the role of researcher, which can moderate, participate, remotely or in presence observe.

Throughout this study it has been run five focus group sessions in different modalities, all with or without the insertion of projective techniques:

GROUP A= DISADVANTAGED PEOPLE

GROUP B= MANAGERS OF IRRESPONSIBLE COMPANIES

- group a, group b, researcher in its role of mediator

- group a + researcher, to go more in depth of some aspects of this specific group, study internal dynamics and communication codes, their perception about group b, their auto-perception.

- group b+ researcher, to study internal dynamics and communication codes. Understand the role of the authority and the influence of the context, understand if there are normalization of deviance dynamics and their level of settling.

- group a, group b, researcher in the secret observative modality, to see the interaction dynamics without manipulating any aspect of the relationship and dynamics between the selected subjects

- group a, group b, group c as control

- group a, group c, group d (optional e, f, g), so the selected subjects plus guest groups pertaining to stakeholders but not directly involved in the project i.e. the representative or social or aid associations.

This methodology has been used in different phases of the study, preliminary and core. The preliminary session, together with observation and ethnography has generated the insights than transformed in the research statements.

During the core part of the study, focus groups have explored RP1 and RP2. Key for this phase the role of small tasks during the session.

Then focus group have been determinant for the last points to explore in research, namely for what concerns RP6. In this context, key to confirmatively end the validation process have been the projective technique of role-playing. The Role-playing (J.L.

Moreno 1934; E.Erikson 1963; De Michele, 2010; Ghianda et al. 2012), is a tool used in different contexts, sociology, difficult teaching that helps the protagonist to better understand something that is other from them, thanks to acting, imagination and reality

It answers for example to the following questions: “ What would you do in the shoes of X?;” “ What would you feel if you would be in this X situation?.” It uses for example the following statements “Let’s pretend that you, X are Y and that you Y are X;” levelling it up, “Let’s pretend that you, X are Y and that you Y are X, and that you are in this situation. What would you do?.” This technique is also useful to test objectivity of perspective, level of perception and auto-perception, problem-solving (useful in a perspective of employing some elements of A in B).

Insights’ Interpretation

The interpretation of the in-depth interviews’ transcripts will be developed with the classical codification and thematization tools, so as to get helped not only with vertical reading but also with the most complete and insightful horizontal one in order to compare in an organic way the various interviews. Apart from the mandatory transcription phase, the interpretative procedure, indeed, comprehends a phase of reiteration, during which the in-depth interviews are read many times in order to get the most interesting insights. Then, the codification phase, which represents the attribution of codes to recurring elements, after that, the different codes are grouped in themes, during the thematization step. The last two components of the qualitative analysis are the connection of themes with the different research questions and triangulation, during which the different qualitative methodologies are put together in a cross-interpretation logic. In the marketing literature there are plenty of methods to read and interpret qualitative research and in-depth interviews specifically, but some

are more suitable for this body of research. First of all, foreseeing and then collection of data provided by participants. Collection is a clever way to gather data already having a clear project in mind of which kind of them are necessary, somehow reflecting beforehand about them. It has been useful in order to then organize and prioritize them properly on the basis of a thematic criterium. After a reiterated listening, the priority in the transcription has been given to those interviews which contained at least one insightful reasoning or revelation, at times not even forecasted and coherent with the research area, in order to be the more objective possible and not to leave the floor only to interviews that simply confirmed the research preliminary intuitions. So as that, out of the total number of interviews effectuated, the more fit for the research aim have been transcribed. This preliminary selection has permitted to use the interviewing material in a complete way both learning from confirmatory and subversive contributions. Crucial for a correct interpretation, has been always asking why and then linking these whys with elements of the phenomenon that may have been wrongly or rightly overlooked. Creating codes and then grouping them in wider themes has allowed to finally create an explicative and clear pattern, perfect for interrelating interviews in a horizontal reading approach, the most stimulating and insightful up to now. For what concerns coding, the preferred approach has been the “Vivo Coding.” It has consisted in a verbatim codification which derives codes directly from participants quotations. This represents an added value for the overall analysis, keeping it the most faithful possible to the expressive intentions of the interviewee. Here follows the interpretation grid, in order to provide an idea of the procedure employed for interpretation.

Coding Table

<i>VIVO CODES</i>	<i>THEMES</i>	<i>QUESTIONS</i>	<i>REF. INTERVIEW</i>
<i>Verbatims of Recurring Elements from The horizontal reading of In-depth Interviews</i>	DAILY ROUTINE	Q1; Q2	P: Group A, Group B
	FEARS	Q3	P: Group A, Group B
	SALIENT PAST	Q5	C: Group A, Group B
	AVAILABILITY	Q2;Q4; Q15	P: Group A, Group B
	PROBLEMS	Q7; Q8; Q9	C: Group A, Group B, Group C
	TIME	Q4; Q23; Q26	P,C,E: Group A, Group B, Group C
	MONEY	Q10; Q27	P,C,E: Group A, Group B, Group C
	RELATIONSHIP WITH PEERS	Q11; Q12; Q26	C,E: Group A, Group B
	REL.WITH DIVERSITY	Q 12;17; Q30; Q31	P,C,E: Group A, Group B
	FAMILY	Q6; Q13	C: Group A, Group B
	WORK	Q17;Q33	C,E: Group A, Group C
	DEVIANCE	Q14	C:Group B
	NEUTRALIZATIONS	Q3; Q15	C: Group A, Group B, Group C
	FEELINGS	Q10; Q18	C, E: Group A, Group B

Verbatims of Recurring Elements from The horizontal reading of all In-depth Interviews	DESIRES	Q15	C: Group A, Group B
	HOPE	Q5; Q11; Q27	P, C, E: Group A, Group B, Group C
	FRUSTRATION	Q16	C: Group B, Group C
	COMMITMENT	Q9; Q15	P, C, E: Group A, Group B, Group C
	CONSUMPTION	Q18	P, C: Group A
	DOMESTIC MANAGE	Q19	P; C; E: Group A
	DISCERNMENT	Q20	C: Group A, Group B, Group C
	EXPERIENCE	Q2	C: Group A, Group C
	PERSONAL TRAITS	Q4; Q28	P, E: Group A, Group B
	AWARENESS	Q13	C: Group A, Group B, Group C
	UNICITY	Q17	C: Group B, Group C
	RESPONSIBILITY	Q11; Q12; Q17	C & E: Group A, Group B, Group C
	REL WITH AUTHORITY	Q16	C: Group B, Group C
	INTERACTION	Q3; Q18; Q31	P, C, E: Group A, Group B, Group C

Verbatims of Recurring Elements from The horizontal reading of all In-depth Interviews	HELP	Q22	C: Group A, Group B, Group C
	COLLABORATION	Q17; Q22	C: Group A, Group B, Group C
	TRUST	Q1; Q2;Q5	C: Group A, Group B
	DIVERSITY	Q4; Q13;133	P,C,E: Group A, Group B
	HELPLESSNESS	Q14; Q20	C: Group A, Group B
	REHAB	Q16; Q18; Q20; Q22	C: Group A, Group B, Group C
	CHANGE	Q15; Q16 Q18; Q22	C: Group A, Group B, Group C
	SECOND CHANCE	Q20;Q22	C: Group A, Group B
	MARKETING	Q25	C: Group B, Group C
	TARGETS	Q24	C:Group B, Group C
	STAKEHOLDERS	Q16; Q24;	C:Group B, Group C
	CORPORATE CULTURE	Q1;Q31	A,E: Group B, Group C
	ACHIEVEMENTS	Q23; Q25; Q27	E: Group A, Group B
	SATISFACTION	Q11; Q27	C,E: Group A, Group B, Group C
	NEW AWARENESS	Q25	E: Group A, Group B
	HABITS	Q26	E: Group A, Group B
	LESSON LEARNT	Q29	E: Group A, Group B

	<i>CHOICE</i>	<i>Q28</i>	<i>E: Group A, Group B</i>
	<i>FREEDOM</i>	<i>Q27</i>	<i>E: Group A, Group B</i>
	<i>BEHAVIOR</i>	<i>Q14; Q26</i>	<i>C,E: Group A, Group B</i>
	<i>ATTITUDE</i>	<i>Q29</i>	<i>E: Group A, Group B</i>

Table 3.1: In-Depth Interview Codification. Source: Own Elaboration from In-Depth Interviews

Table Key

P= Preliminary

C= Core

E= Ex-Post

Group A = Disadvantaged People

Group B= Managers or Irresponsible Companies

Group C= Representatives of Aid Associations/ Social Dept of Town Hall

3.3.2 Experiments

RP1

Non-Conformity Study

(starting from Ash Exp, Myriam Dramisino, University of Salerno 2021)

This personally elaborated experiment, on the basis of the Conformity study by Ash (1951). It is aimed at understanding if there/ what are the peculiar elements in the character of some homeless which bring them not to be affected or influenced from the pressure of society to conform to average life standards.

This is aimed only to those subjects which declare their life condition as a choice and not an obliged condition due to their economic condition.

Learned Helplessness Experiment

(Martin Seligman, 1967 University of Pennsylvania)

This experiment is aimed at understanding if some of the disadvantaged people involved in the project behave in this way and live this life, because of this bias.

It makes them behave as there is nothing more to do, because they have experienced a failure. It is called learned helplessness when a subject does not attempt to get out of a negative situation because the past has taught them that they are helpless.

Hawthorne Effect (Henry A. Landsberger, 1955, Chicago)

This is a constant and random experiment used throughout the different experimental section as control. It assesses if the subjects involved in an experiment behave in a certain way just because they know that they are being tested.

A Class Divided (Jane Elliot, 1968)

This experiment will be utilized during a role-playing session. In the RP1 perspective, it will be interesting how homeless will feel in the shoes of managers and understanding if they will feel less a sense of marginalization. It would be interesting understanding how the social label they bring is negatively affecting their behaviour.

We will see how our two classes (disadvantaged people and managers) will behave in this interesting joke of role.

RP2

Non-Conformity Study (Myriam Dramisino 2022, from Ash 1951)

This personally elaborated experiment, on the basis of the Conformity study by Ash (1951). It is aimed at understanding if there are the special elements in the character of some managers which bring them not to be affected or influenced from the pressure business standards and behaving differently.

This experiment is for those who represent an exception in the business panorama in terms of outstanding and true fair-trade and CSR.

A Class Divided (Jane Elliot, 1968)

This experiment will be utilized with managers during a role-playing session. It is aimed at making them understand how it feel to feel as different and discriminated, as in the shoes of emarginated people.

This exercise, in effect was born with the intent of supporting Caucasian students in understanding the effects of racism and prejudice. By repeating the exercise and reversing the roles, Ms Elliot has found out that, not matter the characteristics, the group which feels being the minority and feels emarginated has worst outcomes because of the effect of prejudice. She has demonstrated that also Caucasian can feel a minority with respect to afros and so feeling minus and performing worst.

This implies that people should work all together as a whole and supporting each other, only in this way there won't be social abuses. This experiment has also demonstrated how social label can affect the very behaviour of people on the basis of prejudice and discrimination.

We will see how our two classes (disadvantaged people and managers) will behave in this interesting joke of role.

Learned Helplessness Experiment

(Martin Seligman, 1967 University of Pennsylvania)

This experiment is aimed at understanding if some of the disadvantaged people involved in the project behave in this way and live this life, because of this bias.

It makes them behave as there is nothing more to do, because they have experienced a failure. It is called learned helplessness when a subject does not attempt to get out of a negative situation because the past has taught them that they are helpless.

Hawthorne Effect (Henry A. Landsberger, 1955, Chicago)

This is a constant and random experiment used throughout the different experimental section as control. It tests if the subjects involved in an experiment behave in a certain way just because they know that they are being evaluated.

Normal Refusal of Deviance

(Myriam Dramisino, 2022, University of Salerno, from Vaughan 2016)

The expression "Normalization of Deviance" by the sociologist Diane Vaughan founds as root cause of the Shuttle Challenger the repeated choice of NASA officials to fly the space shuttle despite a dangerous design flaw with the O-rings. The Normalization of Deviance occurs when people inside an organization become so insensitive to deviant

practice, being part of that contest, that it no longer feels wrong. So, this explains wrong behaviours assimilated within corporate/government culture itself.

Starting from this important concept, this new experiment tries to explain which are the reasons that might bring company managers to pass from seeing a wrong and evil behaviour within their company as normal to see it for what it is and so starting to refuse it, starting to see as normal the exact opposite conduct. It becomes then normal refusing deviant company decisions and actions, even though they are part of the corporate culture. The aim so is to discover those elements which can provoke a change of vision and make managers detaching from their company culture in order to see it objectively to then establish a new, more responsible internally recognized normality standard.

RP3, RP4, RP5

Diversely Consumers Experiment

(Myriam Dramisino, University of Salerno 2022)

Use new, different, unlikely consumer people as a target to interview for current marketing insights.

Most of global companies, routinely check the brand affect and other brand performances throughout different kind of customers feedback, the majority of them recently coming from customers tracking through cookies. They expect answers in order to track their results and also plan improvements in their value offering. They also do them in order to gain insights about how to shape the communication strategy. They do it on their usual customers, prospect, or random customers. They don't do it to non-consumption targets which comprehends different clusters, for example the ones who refuse to buy for a principle, radical non-consumption movements, together with

those who buy overlook-able portion of merchandise. Disadvantaged people are among these clusters, they are not a target and so they are not interviewed.

This experiment, test which and how useful can be the insights which come from “Diversely Customers” target. They are not non-consumers, they simply have different consumption habits, for a matter of income or choice. Thanks to this experiment it will be tested if and to which extent their diversity could bring unexpected answers and unprecedented insights.

RP6

Role-Playing (J.L. Moreno, 1934, E.Erickson, 1963)

Born in the psychodrama, now role playing is an effective technique both in the business and in the formative environment.

It is argued that ‘active-experimental’ role playing constitutes a promising experimental strategy, because it can potentially overcome the fundamental experimental problem that arise in virtue of the relational nature of social psychological phenomena (John Derek Greenwood, 1963).

Here is used to reach two aims:

- 1.Formative=> trying to live the other’s live and situation they can know better each other and develop some new skills to approach collaboration
- 2.Experimental=> having fresh insights about how the protagonists would act in presented situations and scenarios, in order to better understand some traits as: resilience, commitment, discernment, independence, empathy.

It answers to questions like:

How would you feel if, you are in a difficult moment, and someone that you don’t know arrives and give you something?

How would you feel in, in a difficult moment, instead of having the possibility to speak, and express your feelings they give you food ?

The aim is to make both the groups understand in some situations and in the shoes of the other one, to create awareness, understanding and spontaneous empathy. Indeed, only is the collaboration is really felt and wanted to have the huge potential of changing their respective situations. In effect, starting from the collected insights, this research is proposing that if the rehab is spontaneous and starts from new awareness the results will be more effective and long-lasting.

There is a fine line between the role and the acting, a good role playing is that one which is embodied without being acted, only in this case answers will be genuine, and it has also formative functions as aimed here.

A Class Divided (Jane Elliot, 1968)

It will be utilised again to invert the roles. It will test the reaction that people who administer/ decide for this kind of aid for disadvantaged realities will have when labelled as a treated unicum.

Hawthorne Effect (Henry A. Landsberger, 1955, Chicago)

Random Control (for details see the previous sections in which it has been also employed).

Reversal Of Fortune (Wayne Powers, 2005)

Experiment Question:

“What would happen if I gave a homeless person a million dollars? Would the sudden windfall help them change their lives for the better, or would it just make them worse?” (Powers, 2005).

Beyond the results of experiment section you can also consult a section 3.4. entirely dedicated to the analysis of this experiment.

RP7

As anticipated, this research proposition which aims at understanding if is more effective and durable a chosen or an induced rehab can only be assessed throughout time and so ex post.

What can be done, in the meanwhile, is testing traits of the subjects which can make inherit the durability of induced upgrades, as in the case of Ted, for example.

And also during and after the project making a comparison between the Selected Subjects, the ones which are participating to the Second Chance project and the control groups, one which doesn't participate to any rehab and one which is aided by an association.

These experimental intentions give life to the following experiment.

Marshmallows on the Titanic (Walter Mischel, 1972, Stanford University; Cameron 1997, Dramisino 2022)

Part 1

The names come from the different elements that these experiments aim to explore all together and which characterise the famous story.

-Love Element

-Obstacle Element

-Resilience Element

-Trust Element

-Durability Element

-Capability of Remembering Element

The three groups of subjects have been isolated and asked.

1. to write, isolated, their version of the Titanic Story
2. if they would have wanted the recompense for this effort, before or later

Related to Task 1

The results are divided in three categories:

POTENTIAL 1 those that use the same elements of the story with the same meanings.

POTENTIAL 2 those that use the same elements of the story messing up and drastically changing their meaning.

POTENTIAL 3 those that use other elements to arrive to the same meaning.

It has been previously studied, that people which pertain to the first group, are the only those can potentially be ready to do any actions because forced, and interiorizing them till the point of making them last. So, if the usual aid and rehab programs want a chance that the results on their people last, should have in their group people pertaining to POTENTIAL 1.

If subjects are 2 or 3, there is a high likelihood that are not ready to interiorize stories, actions, changes just because an external authority ask so, or they do it, but in their own manner, which is for example using the house as a party place and not as a basis to find a job and having access to social security, using psychologists to speak about futility and not solving the problems that people which have planned the rehab would like to etc.

Related to Task 2

The choice of taking immediately or procrastinating the receiving of the recompense as in the case of children that decide to eat a Marshmallow before or later have

important implications. According to Mischel Experiment, indeed, Mischel those who deferred gratification were significantly more competent and received higher SAT scores than their peers. So it will be interesting among managers and homeless who will opt for “marshmallowing.”

Part 2

Furthermore, this experiment has another key element to attest, people that have at least 50% of the elements in their personal traits are more likely to commit in life to any project and completing it successfully.

With a high likelihood people which, are able to express the elements of the story, giving to them their personal connotations, third option, are those with the highest likelihood of having these traits in their personality.

These means that, if people pertaining to Group 3, are induced to forced rehab, they fail even though they have the best potential to succeed in life and having a durable upgrade.

Second chance aims at helping everyone, but, moreover, divergent intelligences which are often overlooked.

Reversal Of Fortune (Wayne Powers, 2005)

Experiment Question:

“What would happen if I gave a homeless person a million dollars? Would the sudden windfall help them change their lives for the better, or would it just make them worse?” (Powers, 2005).

Beyond the results of experiment section you can also consult a section 3.4. entirely dedicated to the analysis of this experiment.

Triangulation

In order to draw results, a cross interpretation of the different qualitative methodologies is necessary. Unifying the results detected from ethnography, in-depth interviews and nethnography will allow to have a complete view and enough rigour in the analysis.

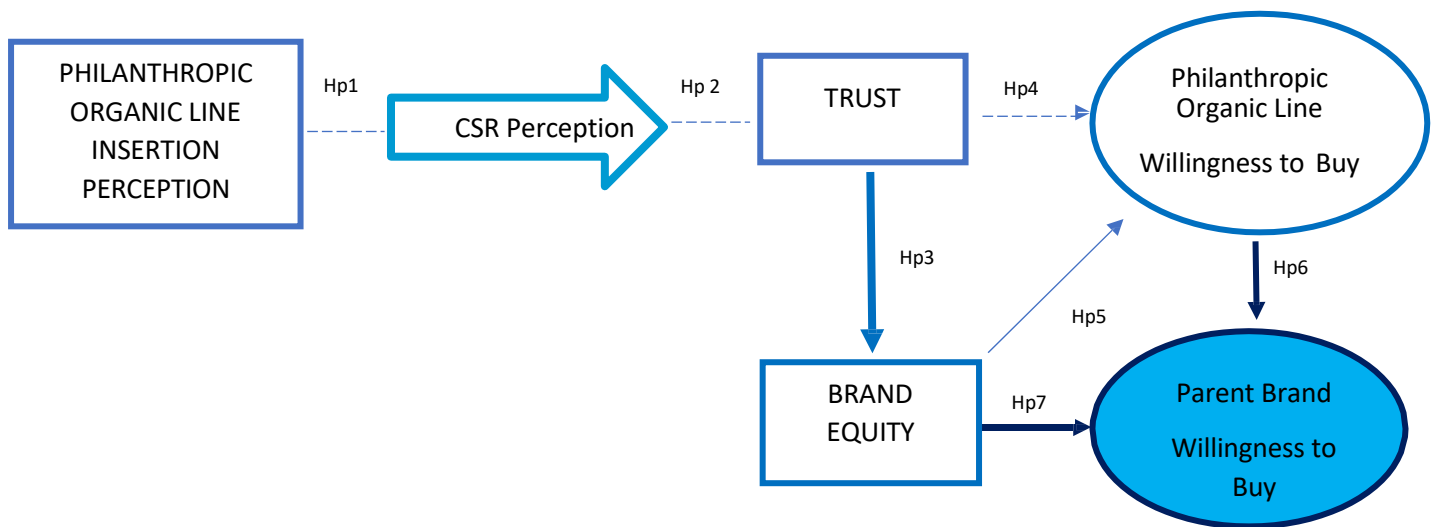
3.3.3 Quantitative Studies

Focus on Economic Incentives and Business Solutions

After an accurate study of the selected academic literature, a model within the theoretical framework has been developed in order to guide the hypotheses testing. Each construct will be measured thanks to a specific scale, comprehensive of items. They will be all inserted into a structured questionnaire in order to better explore some specificities related to the main hypotheses. For what concerns the main research area: The insertion of organic lines by mainstream brands with philanthropic aims increases the trust that consumers have in the brand as a whole, also thanks to the mediating role of CSR perception, and incentivizes the willingness to buy the parent brand, here follows its concretization in hypotheses testing elements inserted in a proper structural model adapted from the model developed by Pivato, Misani and Tencati, (2008), and supported by Aaker and Keller model,(1993), and Chaudhuri and Holbrook's relations, (2001).

Study Model

Fig 2: Amos Measurement Model



Source: Own Elaboration from Literature

*PHILANTHROPIC ORGANIC LINE INSERTION: the insertion of an organic line by a mainstream company which encompasses the devolution of a % of the sales of that product for charity, in this case in particular to homeless.

* CSR PERCEPTION: the perception by customers that, that company is committed in CSR

* WTB: willingness to buy by the customers toward the new organic line and toward the parent brand

Model Key:

-  =Mediated Relation
-  =Direct Relation
-  =Relation shaped by the CSR perception
-  =Relation shaped by the retroactive effect

Hypotheses

The first three hypotheses are inspired and adapted from the structural model proposed by Pivato, Misani and Tencati in the academic paper, (2008): “The impact of corporate social responsibility on consumer trust: the case of organic food.” In order to fit this body of research, their relations, have been adapted as follows: the construct named CSPR has been turned into CSR Perception; Brand Loyalty, which is one of the elements composing brand equity has become Brand Equity, tout court. Finally, has been found an antecedent for the entire relationship proposed there: organic line insertion perception.

The first hypothesis aims to explore if, and to which extent, the insertion of organic lines by a mainstream company that decides to donate a % of the sales coming from this line for charity, generates a perception of responsibility and accountability about the company in consumers’ mind.

H1: The insertion of an organic line by a mainstream company with philanthropic aims, positively relates with a perception of CSR by the consumer for the same company.

If this is true, it will be necessary to test the role of this perception as a mediator in this model, meaning discovering whether and how much the CSR perception will have effects on the increase of consumers’ trust.

H2: The perception that a company is socially and environmentally committed positively relates with the trust in the same company.

So, the relation between the organic line and trust is mediated by the CSR perception. Trust is an extensible concept, brand equity is a multidimensional concept. The third hypothesis, which sees trust related with brand equity, is a pillar of the literature on trust and brand equity, even if in different forms, mainly

referring to one or more its dimensions, rather than to brand equity tout court. Pivato et al. in their aforementioned 2008 paper proposed a positive correlation between trust and brand loyalty (a dimension of brand equity), Chaudhuri and Holbrook in one of their numerous papers about trust, (2001), also correlate trust with brand loyalty decomposing it in purchase loyalty and attitudinal loyalty. Here, the same concept and relation has been revisited in a more traditional and comprehensive form, because all the aspects composing brand equity have a fundamental role for this research. The relation proposed in the third hypothesis, indeed, is between trust and brand equity instead that between brand equity and one of its dimensions (i.e. brand loyalty, brand awareness, brand perception). If the third hypothesis will be confirmed, trust, will feed and reinforce brand equity and so the willingness to buy of the new inserted organic line, resulting in hypothesis four.

H3: Consumers' trust in a brand positively relates with brand equity.

H4: Consumers' trust in a brand positively relates with the consumers' willingness to buy of the new philanthropic organic line.

There are two hypotheses related to the effects of brand equity: the fifth hypothesis concerns the new organic lines willingness to buy.

H5: Brand Equity is positively related with consumers' willingness to buy the philanthropic organic line.

One of the most decisive hypotheses to test is the sixth, because if it is true, confirms one of the pillars of this research work, (will the insertion of organic lines by traditional brands increase the willingness to buy the parent brand?)

H6: Consumers' willingness to buy the new philanthropic organic line, thanks to the mediating role of the retroactive effect, is positively related with the consumers' willingness to buy the brand overall value proposition.

There are two hypotheses related to the effects of brand equity: the seventh hypothesis concerns the willingness to buy of the brand as a whole.

H7: Brand Equity is positively related to consumers' willingness to buy the parent brand.

How results from the aforementioned hypotheses, the overall model is thick with a new theoretical link introduced here: the retroactive effect. Important element, which generates and strengthens all the effects that organic lines have on the parent brand. Its validity will depend on the coherence of the model test with respect to the research area aim. So as that, potentially, not only the hypotheses will be true, but validated and empowered by a brand-new conceptual relationship.

The Retroactive Effect

The logic behind the creation of this new element has been the recognition of the important role that the insertion of the charitable organic line, has, not only for its own sales, but also in improving credibility and potential sales of the parent brand being in this way retroactive. The retroactivity concept means that something new has an effect on something that has already and previously been created, something that existed before it and on which it has determinant effects. It takes the name from the same principle in law, when a new law has the power to be effective also for past situations that existed previously of its formation. Literally, retroactivity means "the fact and the condition to have effects also for the past" (Treccani, 2018). In this context it consists in the retroactive effect of the new product line over the parent brand and its lines (mediating the relations between the parent brand and its extension). Overlooking it, would bring to similar conclusions of many other studies. This research, instead, aims to provide an innovative contribution, that is why considering this effect and formalizing it has been necessary. Its contribution is fundamental also in providing a measure and a support to the conceptual linkages for which a scale has not been formulated yet in literature.

Questionnaire

In order to test the hypotheses of the model, a structured questionnaire has been confectioned containing open, closed and semi-closed questions in order to catch all the necessary aspects. It represents the synthesis of the overall research path, and each set of questions stand for a specific research goal and hypothesis. The very first part (introductory section), aims at understanding which kind of consumer the informant is. Matching these data with the results of the questions relative to scales is for sure fruitful and interesting in order to understand meaning of results. Economics, in aesthetic terms, being among the most humanistic sciences, implies the understanding of the world. Informants are not numbers and nor even results, but rather meanings. From section one to section 5, there are some set of questions pertaining to scales chosen to test the single hypotheses. After that, follows “The Shopping Cart Experiment” which represents both a way to create a playful and dynamic virtual environment for consumers and to get some useful insights from their choices. Section eight contains a scale that measures the degree of greenness, in order to compare informants’ self-conceptions about their care for the environment with the results of other questions. Quite often, people that declare to be “green” do not act coherently with this credo, resulting in a completely biased self-perception. Some companies exploit this bias to sell products that at the basis have greenwashing criteria. This aspect can reveal interesting insights not only for the present research but also for other research in the field. The following part, with a mix of scales and own elaborated questions aims at understanding the preferences of consumers and their thoughts about organic products according to the product category and which are the main reasons why they buy organic products. Thanks to this part will be possible to detect which is the strongest category up to now, how the different categories are related, how they are similarly and differently evaluated by consumers. The last section aims at discovering more

in depth those people who seem to buy organic products also for a matter of social recognition, and so for those who have scored from 4 on in the sentence “I will buy organic products with philanthropic aims only if other people will notice it” or in “I buy organic charitable products to affirm my role in society”, a scale about the sensibility to social recognition has been administered. Some other questions have been added in order to have clearer results. The questionnaire ends with the canonical personal data.

In order to collect data, the questionnaire has been spread via an anonymous link generated by Qualtrics the same online professional software with which the questionnaire has been built. This has granted an easy and quick fruition along with the diffusion through different channels (E-mail, WhatsApp, Facebook). The collection of data has been a full-time task, which has taken two weeks to collect 255 answers, of which 225 to be considered valid. The choice of stopping at this quota has been reasoned and forecasted in advance. According to the canonical theory, this questionnaire works with at least 204 answers. This result has been calculated by multiplying the number of items pertaining to each scale, for the total number of constructs forming the model. A number lower than this threshold hasn't been considered acceptable, then. Fifty-one individuals more than the threshold have been considered the ideal number on answers estimating that about 20% would have potentially soon been deleted for credibility matters (missing values, time-to-answer, incomplete answers). This number has granted to have enough margin of maneuver to validate the model while not overlooking the balance between number of answers and time available to elaborate data. Considering all the other limitations a huger sample would have simply been useless, with the potential to obstacle or weight down the analysis for no reason. Furthermore, this analysis has a sound theoretical and qualitative research base, to complement and the quantitative one and then doing a comparison between human incentive

investigated with qualitative investigation and economic incentives, the focus of the quantitative study. In effect here qualitative and quantitative methodologies are key tools with the same importance. Another criterium for the acceptability of this number of cases has been, indeed, the quality of the answer. Considering that, for this research work, numbers are only a part of the reasoning, a reading of the content of each single answer has represented a further criterium to decide when the answers were enough. So, the answers have been considered enough:

1. After the threshold of $204 + 20\% * 204$
2. When the 90% of that answers have been retained valid and interesting

Then starting this number, 255, have been extracted the valid answers, 225. After that period the questionnaire was closed, in order to open a new important chapter of this work: analysis.

Sample

The non-probabilistic sample is based on convenience. The choice of its composition has been guided by the purpose of the research and the core target. So, 58% of the sample has been purposely selected to grant that the target to analyse was present and was the majority. This percentage is represented by Millennials, age range 24-38 years old (for the details on this target profile see the section 3.3.5 about millennials), more sensible to social and environmental purposes. The rest of the sample has not been selected methodically in order to then compare the core target with the rest of the population and to assure variety of point of views in the answers. Even if part of the sample is casual, an ongoing monitoring of the answers has granted enough representativity for each product category, in order to run the analysis properly.

Marketing Scales

The questionnaire contains some of the most influential marketing scales coherent with the research goals. For each single construct forming the structural model, a scale has been chosen. Only in few cases some dimensions have been deleted or some questions have been added, in order to keep the reliability of the scale while never overlooking the importance of creating a questionnaire that goes straight to the main points while gaining all the information necessary. In order to double check, after the analysis, the reliability of the scales will be tested, with Cronbach's Alpha.

The brand extension into organic lines with philanthropic aims has been measured with the Consumer Evaluations of Brand Extensions scale (Aaker and Keller 1990). Both CSR perception and Trust have been measured by the relative scales by Pivato, Misani, Tencati (2008) in their research work "The impact of corporate social responsibility on consumer trust: the case of organic food." This paper is key in formulating hypotheses and constructing the study model. So, in order to demonstrate the same correlations in this new structural model there is no better way than using the same scales. Brand Equity has been determined with a relatively new multidimensional scale "Multi-Dimensional Consumer-Based Brand Equity" by Yoo B. & Donthu N. (2001). This scale contains a good balance between tradition and innovation and so well fits the style and goals of this research. The basis from which they start, indeed, is the most reliable possible: brand equity framework of Aaker (1991, 1996a) and Keller (1993). Creating an updated and integrated version of it, Yoo and Donthu have conceptualized the MBE (multidimensional brand equity), articulating it into brand loyalty, brand awareness, perceived quality and brand associations. Also, the presence of the perceptive dimension has been a prompter in the choice of this scale. For what concerns the simpler constructs of willingness to buy of the organic extension line and of the parent brand products,

they've been respectively computed by a scale contained in "Green products: Altruism, economics, price fairness and purchase intention." Pramod Iyer, Arezoo Davari, Audhesh Paswan (2016) and a scale used by Petrevu, Sanjay and Kenneth R. Lord (1994). This has constituted the basis of the structural model. Some other scales have been inserted in order to obtain a clearer profile of the informants also from a psychographic perspective. For example, the personal attitude toward environmental and social responsibility. This data will be fundamental in order to judge in a more comprehensive manner the phenomenon and to reach more concrete managerial implications.

Chart 2: Marketing Scales' Table

These scales will be utilized to measure each construct at the basis of the seven hypotheses to test, that compose the study.

Construct	Scale	Dimension	Items
BRAND EXTENSION INTO ORGANIC LINES WITH PHILANTHROPIC AIMS	<i>Consumer Evaluations of Brand extensions.</i> (Aaker, D. A. and Keller, K.L. 1990) "Consumer Evaluations of Brand Extensions" <i>Journal of Marketing</i> , 54: 27-41.	Open-Ended Elicitation of Associations	Open-ended associations will be obtained first for the original brand and then for the set of extensions. Respondents will be asked to take roughly 30 seconds to write down the associations of thoughts that come to mind when they consider the idea of purchasing each brand name product or extension.
		Attitude Toward the Extension	1. Perceived overall quality of the extension (1=inferior, 7=superior) 2. Likelihood of trying the extension assuming a purchase was planned in the product class. (1= not likely, 7= very likely).
		Quality	3. Overall quality of the original brand.

		Difficult	4. Perceived difficulty in designing and making the extension (1= not at all difficult; 7=difficult).
		Fit Measures	5. The extent to which the products are substitutes that they would select between in certain usage situations (1=low, 7=high) (SUBSTITUTES). 6. The extent to which the products would be used together in certain usage situations (1=low,7=high) (COMPLEMENTS). 7. Would the people, facilities, and skills used in developing, refining and making the original product be helpful if the manufacturer were to make the product extension? (1=not at all helpful, 7=very helpful) (TRANSFER).
PERCEPTION OF CSR RELATIVE TO A BRAND	<i>"The impact of corporate social responsibility on consumer trust: the case of organic food."</i> Pivato S., Misani N. and Tencati A. 2008. <i>Business Ethics: A European Review</i> , 17 (1): 3-12.	Environmental	1.Brand X is very sensitive to waste recycling and recovery 2.Brand X is sensitive to environmental protection 3. Brand X is environmentally aware
		Consumer	4.Brand X satisfies consumers' needs. 5. Brand X protects consumers' interests and rights on a voluntary basis. 6.Brand X assures quality along the whole supply chain
		Employee	7. Brand X guarantees equal opportunities for employees. 8. Brand X cares for occupational health & safety 9. Brand X provides fair economic treatment to all employees

TRUST IN A BRAND	<i>"The impact of corporate social responsibility on consumer trust: the case of organic food."</i> Pivato. S Misani N. and Tencati A. (2008) <i>Business Ethics: A European Review</i>, 17 (1): 3-12.	Trust	1. I trust (Brand X) 2. You can always count on (Brand X) 3. Brand X is reliable
BRAND EQUITY	<i>Multi-Dimensional Consumer-Based Brand Equity.</i> Yoo B. & Donthu N. (2001). "Developing and validating multidimensional consumer-based brand equity scale" <i>Journal of Business Research</i>, 52: 1-14.	Brand Loyalty	1. I consider me to be loyal to (Brand X) 2. (Brand X) would be my first choice.
		Perceived Quality	3. The likely quality of (Brand X) is extremely high. 4. The likelihood that (Brand X) would be functional is very high.
		Brand Awareness/Associations	5. I can recognize (Brand X) among other competing brands. 6. I am aware of (Brand X) 7. Some characteristics of (Brand X) come to my mind quickly. 8. I can quickly recall the symbol or logo of (Brand X). *All items are measured using a 5-point Likert scale anchored at 1="strongly disagree" and 5="strongly agree"
WILLINGNESS TO BUY FOR PHILANTHROPIC ORGANIC LINE	<i>"Green products: Altruism, economics, price fairness and purchase intention."</i> Iyer, P., Davari, A. and Paswan A. (2016) <i>Social Business</i>, 6 (1): 39-64.	Purchase Intentions	1. It is very likely that I will buy green products 2. I will purchase green products, the next time I have a need 3. I will definitely try green products *on a 1-7 strongly disagree-strongly agree scale **here green products will be substituted with: organic line

WILLINGNESS TO BUY FOR PARENT BRAND	<i>“Comparative and Non- Comparative Advertising:</i>	Willingness to buy	1. It is very likely that I will buy products from (Brand X) 2. I will definitely try products from (Brand X)
	<i>Attitudinal Effects Under Cognitive and Affective Involvement conditions. Petrevu, S. and Kenneth R. L. (1994). Journal of Advertising, 23(2): 77-90</i>		

Source: Own Elaboration

SPSS Analyses

The answers will be properly inputted into the software IBM SPSS, version 25, in order to test the hypotheses in an effective and rigorous way. The last stage of the analysis, namely the validation of the entire model, will be undertaken with AMOS with the SEM technique, which fits hypotheses put in sequence as that one of the structural models described above. This program is manageable directly by the SPSS program. In order to test the model, the following analyses will be undertaken: Univariate Descriptive Analysis of the sample; Explorative Factor Analysis; Confirmatory Factor Analysis; Cronbach's Alpha; Structural Equation Modeling in Amos, (specification of the model, identification of the model, estimation of the model, test of the model fit, manipulation of the model).

3.4 Reversal of Fortune 2005

The in-depth study of this documentary has a fundamental role exploring the research propositions, together with all the other aforementioned methodologies.

Thanks to an in-depth study of the entire experiment.

Furthermore, the very fact that, a similar experiment has huge resonance among experts and media, demonstrates the cruciality of the topic and the fact that academy up to now hasn't found yet the way of treating and managing it. Being homelessness a social phenomenon, which happens in everyday life on the streets, it cannot be analysed only in theory, so beyond of the live sessions I have held with the selected protagonists, analysing this experiment to make comparison and triangulate the other studies is a clever way to live perceptions, observe behaviours in first person, even if kms away.

While most of academics research about homelessness focuses on COUNTING HOW MUCH they are, and on facts and figures; in order to find solution to a problem this

research focuses on CONSIDERING WHO they really are, WHAT do they really need to improve their life, IF they need to.

For this reason it needs to rent methodologies from Social Marketing and CB, anthropology and to recover material not only from academic literature but also other kind of sources. This is the only way to find solutions which really bring a theoretical contribution both to academy and practitioners.

Starting from the payoff: “I am not a bum. I am a human being” (Ronald Davis, 2020), let’s start the adventure throughout Ted’s experiment.

3.4.1 Study and Interpretation

The following study is also intertwined, in a triangulation logic, with the other qualitative explorations. For these reasons, below there are the recurring elements and verbatims, underlined with the proper colour code relative to the theme. The colours are valid throughout the work, so to get to organic results and don’t overlooking any word or detail by any qualitative study.

In effect, this analysis contributes to explore the research propositions and to have important confirmations and insights.

For going more in details about the results please consult the relative chapter and table (4.1), in which all verbatims from different relevant explorations are together, grouped in themes, in order to arrive to insights validation with the horizontal reading.

Original Research Question:

What would happen if a homeless is given 100.000\$ and the complete freedom to use them?

Part 1: Ted's Life Before Having found 100.000\$

"I don't want much..."

1A. Home and Personal Care

Interestingly enough, even if Ted has not a proper home, tends to recreate in the smaller version all the routines typical of a property. He has an **organization for the few things he owns**, and, for them, he feels a sense of property.

If it is not necessary (for particular weather conditions, robbery etc.) he does not change the place and status of his home. **He comes back every day at almost the same time at its place.** As all the other people.

1B. Work

Each day at the same time he takes its bike and goes around to search for cans to bring to the landfill. He has a work, which he has chosen to do, rather than asking for charity. **He seems liking his job** which assures him a meal each day , smoke, and beer. He counts on it and, from the attitude with which he does it, it seems giving him a dignity and social inclusion.

1C. Social Life

The only person who he really trusts is the landfill guy. So, as many other people he has the intersection work + social life. He really likes and loves his friend. For what concerns the other hypothetical homeless friends that surround him, **he doesn't trust them**, he does not consider them friends.

About love life, he declares that he **would enjoy having a girlfriend**, but **"who would ever stay with a homeless"** he considers even difficult the only fact of approaching a woman for him, because some of them can think he and his friends are searching for money or whatever. When touches this point, he seems **frustrated** and **resigned**.

1D. Relationship with Money

Regular. He doesn't seem desiring/evaluating it as holy, as instead happens in other cases of deprivation. He works, as so **he gives to money their right importance**, not exaggerate but doesn't even disregard it.

1E. Relationship with Family

His family lives far from him. The distance, together with his social condition has determined an **almost null relationship**. In any case, he seems in part attached to it, from time to time they call each other.

From their side, **Ted original family, have not committed** to solve Ted's situation and neither to support him nor materially neither psychologically.

1F. Preliminary Ted's Profile

By observing the whole documentary, more than once, with different methodologies and under different lights one of the sentences which captured the most my attention has been: "it is my life, **I don't want to change it**" which is in perfect compliance with "I don't want much." Ted's life is simple and humble, not complete, but is doing quite good everything summed. **He is not satisfied, but he is contented.**

The subtle but substantial line between satisfaction and being contented exactly delineates Ted's profile. On the one hand, he is **smart, quite ambitious, and even self-confident**, on the other, he lacks the right attitude and willingness to render its potentialities a material and concrete achievement. Ted himself recognizes these traits of his personality by saying "**I could have done much more.**"

By observing Ted's social attitude and relations we can notice that he is **quite reliable, trustworthy**, and **serious** in the things he decides to do and with the few people **in which he decides to pose his trust** and affect. In spite of the fact of trusting few people and so, for example, having **just one friend in which he trusts**, **he is a sociable person**. A sign of

it, is that people that surround him are positive and happy with him, the fact that he succeeds in keeping his job and that it is strongly intertwined with his social life. Another important element, which characterise its profile, the **awareness**. For example he knows that, for a homeless is far more difficult than for other people finding a partner. In spite of having a pragmatic mind and defining, he is also a quite **pessimistic view** pertaining to its condition.

Part 2: Ted Finds 100.000\$

When Ted while unrolling his job finds a package with 100.000 \$ inside the garbage, cannot believe his eyes.

He is **scared**.

After having realised that they were money, **he thinks about all the negative possibilities linked to it**: the money is false, the money is a trap etc.

After having deeply reflected, he realises that he truly has this money all for himself and that he can do whatever he wants with them. The only drawback ? **Freedom**.

Freedom is a key element in Ted's life, so as for many other disadvantaged people. Freedom can be for them a source of life or death. Ted's life is somehow a **choice of freedom**. The choice is also a key aspect when studying homeless lives. Who determines that being homeless is a social disease? At times a poorer life, is the price they decide to pay for living without any social coercion.

The first person to which Ted talks about having found the money is his friend of the landfill.

His emotional status is **happiness**, but not excitement nor enthusiasm. It seems like he is seeing another him having found this money, as a spectator. This is a typical process which humans do when would like to detach from a certain situation, do not accept it or cannot believe it.

Part 3: Ted's Life with 100.000\$

The first part of this section is logically divided by all the things he chooses to do with the money, with all the respective gains and drawbacks, consequences. In the second part all the human life spheres will be singularly analysed and described.

Before using money, the very first thing he does, **is asking his best friend of the landfill if he needed some money**. This denotes Ted's **generosity** and the willingness to immediately pay back people that deserve it.

1st Purchase with the 100.000\$: locker for bicycle

This is the first signal of the **conservative attitude** Ted's shows throughout all the experiment. Before starting to buy, **he thinks about how to preserve things he already has**, so as he does with his affects, caring about what does his friend need.

For what concerns the other homeless who are somehow part of his daily life, but which he doesn't consider as proper friends, he is generous as well but in a separate way. He offers to one of them the receipt of the landfill he gained that day. It is quite a **superiority attitude**. I have enough elements to consider it a prosecution of his usual behaviour with them. Hence, not generated by his new economic possibilities but rather from the **awareness of his intellectual superiority**, **his reliability and moral integrity w.r.t them**. This is an interesting point to analyse as he **does not consider himself as a part of that "community."** This confirms Second Chance RP6 that each disadvantaged person is first of all a human being, and so unique, with unique needs and its preferences about how to live life and which kind of help ever asking or accepting.

2nd Purchase: An Experience

He brings his trusted friend to the Luna Park. This fact denotes how young he is despite his hard life. The capability to preserve its own “I Child” inside, is an important asset of the personality and has even more value in deprivation conditions (expert, year).

This choice evokes that, what he lacks the most has an important immaterial component. This seems **in antithesis with his indigence**. On the contrary, the **experience** is such a fundamental element in clochards’ lives, to allow them seeing at it in the right way, giving it the right importance which society tends to overlook. It will become even more evident in the next sections in which I will analyse how Ted considers the time.

The sharing is another characteristic of this moment. It confirms that Ted is a sociable person which has all the capabilities, not only to have a social nucleus around him, but also to select it in a reasonable way.

These aspects, together with its preliminary profile are evocative of the reason, the producer of the documentary has accurately chosen Ted as the protagonist.

He has all the intellectual potentialities to well exploit the 100.000\$ to turn its life around.

Conversely, this act can be considered a sort of anticipation of how Ted would manage money, in an irresponsible childish way.

3rd Purchase with the 100.000\$: A Motel Room

He judges it expensive. He knows that his permanence there is just temporary, or he risks spending all its money.

Once inside, he first of all, shaves himself. For simple necessity or it represents for him a sort of cathartic gesture, to remove the homelessness label. The question about if he has done it for himself or for society still remains open.

His personal care prosecutes with the laundry, this means that **if he would have had the possibility he would have cleaned his clothes more often**, exactly as all the other people. In spite of prejudices about the rough personal care of homeless.

The possibility of having a room with all the comforts, brings the possibility of having a partner to spend the nights with, chance that Ted doesn't lose. The story is not particularly successful or affective, the woman seems interested to the condition and his money, but he has no intention to be defrauded by her.

An interesting aspect, at this point is its relationship with the work. First of all, **searching a new job is not among the first things he does**, secondly he keeps his previous job. The moment after having found the 100.000\$ he brings the cans just found with him at the landfill. He continues working and goes to his job place. Why? **Is that only a routine or does it have a deeper meaning?** For sure for him **the working environment is a family**, considering that his unique and best friend works at the landfill. Furthermore, this denotes once again his **pragmatism and the capability of remaining himself**, at least for now, regardless the unexpected fortune.

4th Purchase with the 100.000\$: A Flight to Sacramento

He decides to join his Family in Sacramento, after many years of separation. Calling his family, is one of the first thing Ted does once in the motel room. Despite the distance, he seems having a relation of trust with them, immediately revealing the money just found.

This willingness of re-joining his origin family indicates his quite **rooted values**, which street life hasn't jeopardized.

It also stands for his **desire of integration**. In effect, when he tells to his friend that he is planning to go in Sacramento to **finally meet his family he seems proud of himself**. It is an achievement for him. It is unknown if the choice of not nurturing the relationship

has been by Ted himself because **he felt inadequate** or taken by the family which somehow **didn't accept having a clochard member** or refused to help him. A fact is that, if the family would have tried to incentivize and stimulate Ted, he might not have been in this indigent situation.

This is the **second experience he buys with money**, confirming that, living emotions, being with people is a **central aspect of Ted personality**.

Ted's Balance-Sheet vs Ted's Balance

One week after having found 100.000\$ Ted's Balance was 98, 178.100\$.

Six weeks after having found 100.000\$ his balance was 32000\$.

Six months after having found 100.000\$, Ted doesn't reveal his balance. His family suppose he has less than 5000\$.

He seems more stressed with respect to when he was poor. He now has **more concerns** as for example the **search of the work**, the home, and the **fear of finishing the money**.

In spite of this, he doesn't seem to take seriously enough the value of them:

- he doesn't actively search for a job of at least with not enough determination
- he doesn't consider the possibility of saving money. Maybe he doesn't even have the cultural elements to save money, but he also doesn't take seriously the help which the financial advisor offers to him.

About his situation, he declares "everyone expects something out of me, while I try to manage all this s**t." This **unexpected negativity** denotes his lack of capability in managing his duties, which in a few times turn out to represent a stress for him. He **isn't**

even able to afford situations that he judges as stressful, and this turns into a vicious circle.

The key question is why, after having found this money, is unhappier than when he was indigent on the street? On the answer to this question, rely on the SC keys.

Having these economic resources, and so a material helps to improve its life, hasn't been his choice.

This is a central point in explaining all his following behavior and the difficulty and resistances in turning his life around.

In effect is both excessive and evocative this reaction. The pressure he feels, how he manages it, let understand that he might not have the cultural tools to use money correctly neither to save them. In effect, he also refuses the help that he has at complete disposal of business, financial and psychology experts. He doesn't have these figures frame-worked in his mind, and, because of non-conformity strong traits, he lives every advice as authority, which he refuses.

Also his social life seems crashing. He is far from the only person he trusts, he is far from the landfill and the new old friends he is attending do not seem to satisfy him. More than a woman shows up for Ted, but only for money. He also married one of them, but he is unhappy, because he is Smart and understand her interested behaviour. So, observing all the aspects of Ted's new life, It is like that he is living in small, the problems or rich men, which are stressed for business management, are unhappy with women because they only want their money so as their friends. But also this, from a rational point of view is absurd, because he, in reality was not managing billions, he just needed to follow advice and living a normal life. Why this has not been possible for him? He was not used to it, he was not used to manage feelings, business, daily practical issues, he had panic, he was not ready. He fears a life which is different so fears people which are

so different from him, he would never spoken with a well-dressed person, he doesn't trust a person like this. Nobody has accompanied him in a path to know the different, and even appreciate it, till arriving to learning from people which are different, as instead Second Chance advise.

Part 4: Ted's Life after the 100.000\$,

TED GOES BACK TO HIS USUAL LIFE.

This fact, doesn't need other words, is the exact demonstration, that:

- material aids are not always the best and first solution to help disadvantaged people
- when the aid is induced, happens for external circumstances and not for willingness and awareness it is not effective and lost lasting.

This confirms RP7.

Ted was not Ready.

. Ted was not ready because I lacked the following elements on his wallet:

- Possibility to chose if, when, how
- Social Skills
- Commitment
- Awareness
- Willingness to change
- Collaboration with the Diverse

This is just an example that makes us understand why many rehab does not work, does not endure, why many homeless do not change their lives. This is also a primary insight that human empowerment works more than economic incentives for disadvantaged

people. That is why second chance, exploring the elements that are at the basis of an upgrade, tries to include them in the receipt for an innovative and effective aid program.

3.5 The French Study

Second Chance had the significant possibility to wear French clothes. This international element is, for sure, a strong point for the reliability and relevance of the study. It has indeed prompted comparisons, confirmations, fresh insights, and unexpected research answers. Considering the available time lag, this is important, because in three years it have been compressed an Italian and French overview in a dizzying but satisfying tour de force which have brought to important results.

In France I had the change not only to study in new laboratories and with new colleagues, but also to proceed with my field project. In effect, In Toulon I have collected unprecedented insights, knew local needy realities, both disadvantaged people and irresponsible companies, collect their precious experiences and see them protagonists of my France sessions.

All these elements signify that Second Chance has also found fertile ground in France. The French case represents both a source of further inspiration and control of this project. In particular the value added it has provided is related to:

- innovative scenarios
- quality of data
- quantity of data
- support team for assistance and
- supporting team and material for live reportages
- live remote sessions with international subjects

- new methodologies
- field experiences
- analysis of the subject matter in non-urban contexts
- study the sea as an enhancer/deterrent for the homeless life
- study how weather influences the homeless conditions

Second Chance, Toulon Version, has also preliminary covered one of the gaps individuated. Having effectuated studies also in small French villages by the sea, I have in part answered to Hannertz 2009. With a high likelihood homelessness is not only urban. Obviously, the quantity of individual, for demographic and geographic reasons decreases, but along the sea and in non-urban realities, I have found more homelessness realities than expected. This key insight needs to be deepened with ad hoc studies and gives the hint for further research.

Six months of field research have been also precious for having a valid constant comparison, between the Italian already collected data and the new insights. Furthermore, the France Experience have been a guide the third year of research, in which my experience was sounder, and I had new awareness. So, thanks to this experience now my research approach is more mature, and my project has improved step by step and evidently with respect to its dawn. This also demonstrates the fruitful that path me and my tutor did together.

3.5.1 Comparison with the Study in Italy

Comparing the Italian and the French case has provided the researcher with another important perspective and benchmark. Toulon, indeed, has a rich portion of needy

people and those that live on the street. Furthermore, in Toulon they are constantly helped by volunteers and people sent by the town hall with material aids. At the point that: “that is why they keep on living on the street, they don’t lack nothing, so they are not encouraged to change life.” This sentence, from a live in-depth interview to a Toulon citizen expresses a quite common opinion about the homeless situation.

By doing ethnography and constantly interviewing needy people in Cote d’ Azure I have the confirmation that:

They are all different, and diverse reasons to be in that situation. Some of them have not other choice, others consider it only a temporary situation till having enough money to go back in their country. For others poverty and nomadism represent a lifestyle and a way through which feeling free and not getting overwhelmed by the system. Other have a work and a home. So, being diverse the reasons behind their situations, different are their exigences and the way in which they could be helped, if it is the case of helping them, confirming RP6.

From this comparison is also derived that according to the lifestyle and network of help present in the territory the results of the integration attempt, change.

Touch Points

- Most of people encountered on the street, demonstrate a strong willingness to speak and express their desires and feelings;
- as a consequence, they demonstrate that, for them, being listened to, is really important;
- among disadvantaged people, there is a strong willingness to improve and only few of them imagine their current life as definitive;
- learned helplessness symptoms both among managers and some homeless;

- good results at the end of the path/dialogues series;
- most of homeless want to feel responsible for their life but not for the situation in which they are;
- they tend to explain it with a series of neutralizations;
- neutralizations are diffused also among managers to justify irresponsible decisions.

Differences

- Greenwashing is more present;
- there are more companies aware of the problem, but most of them don't give the right value to it;
- an example of it is the diffusion of Bio, which is a commodity rather than a high standard organic nice-to-have
- instead, in Italy there is less awareness, in most of the cases the lack of responsibility is for a matter of ignorance;
- among managers, only a negligible portion manifest learned helplessness, they are strong and in many cases they don't act for idleness but for strategy;
- on the street, there are more people that are there for life choices rather than for being obliged to w.r.t. Italy;
- aid associations are more active w.r.t. Italy;
- in spite of expecting a better improvement of the poverty situations, this element results being a prompter for sticking in that situation, living almost as a comfort zone in the discomfort;

- on the other hand, the elements that work for aid associations encountered in Toulon seem to do this more as a Mission and for real empathy with respect to the Italian subjects met;
- gap and black with the Italian group as an important test;
- the collaboration between the two selected group of subjects is more difficult;
- overcoming the reciprocal prejudices is more difficult for both;
- common people seem to accept homeless as part of a normal city panorama, instead In Italy they accept it less and would like the state to intervene for help but also for the city decorum.

3.5.2 Pics of Material Collected in France and Italy



Myriam, Rafael, Yassen in one of their daily talks



Pic 3: Myriam, Rafael, Yassen in one of their daily talks



Pic 4: The Syntony between Myriam and Raf





Pic 5: The Syntony between Myriam and Raf.



Pic 6: In-Depth-Interview to Rafael



Pic 7: In-Depth Interview to Rafael Part 2





Pic 8: Observation in the Nearby of the Station of Toulon



Pic 9: Gerard, expresses with shyness its difficulties



Pic 10: Gerard, is not focused on the interview.



Pic 11: He's looking for Jan, with which he has just had an arg.



Pic 12: Janette is more suitable for the project.



Observation in the Toulon City Centre



Pic 14: Participated Observation in the City Centre



Participated Observation in the City Centre Pic 15



Francesco just after an In-Depth Interview



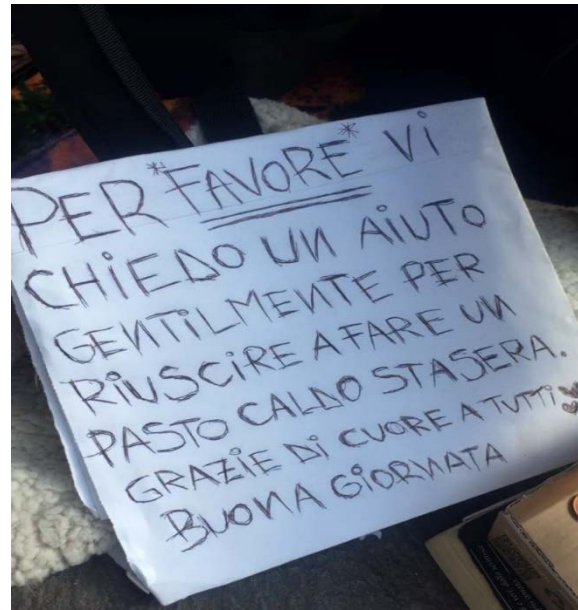
Francesco N., immortalizing the 1st Ethn. Session



Pic 18: Me and Francesco, N., during an In-depth Interview.



Pic 20: Francesco N. shows that he has prepared an aid paper for the Morning...



Pic 21:and one for the Evening!



Pic 22.: Francesco reveals some crucial intimate details about his life



Pic 23 : Francesco expresses his uneasiness, he is ready to change, strongly committed to the project



Pic 24: Smoking and Hand Details



*Pic 25: Street Life and its Must Haves-Plaid
Street life and Must Haves-Pen*



*Pic 26:
Street
Life and
its Must
Haves-
Bag*

Pic 27:



Pic 28: Francesco N., lowers his Defenses, he is Fully part of the Project, he wants to have his Second Chance.

4. Outcomes

In this chapter all the results will be described and explained.

Firstly, qualitative findings (4.1), articulated in “observation and ethnography” (4.1.1) and in “in-depth interviews and focus groups” (4.1.2). Then a paragraph is entirely dedicated to triangulation (4.1.3) with the respective synthetic table (4.1.4) and key takings (4.1.5).

In the second section, will be exposed all the outcomes of the experiments (4.2). Each experiment tests one or more research propositions (4.2.1; 4.2.2; 4.2.3; 4.2.4; 4.2.5; 4.2.6; 4.2.7; 4.2.8).

Then, results will be presented and explained (4.4).

Then, in the section 4.5 will be exposed the quantitative results, Sample Composition Description (4.4.1); Model Outcomes (4.2.2).

To conclude, the overall results will be in-depth theoretically and critically discussed (4.5), for each of them taking into account which of the literature gaps has been filled and the other important contribution this study is providing literature with.

4.1 Qualitative Findings

For a matter of conciseness and relevance, the preliminary investigations will be mentioned throughout the paragraph when particularly significant.

4.1.1 Main Insights: Observation and Ethnography

First, these qualitative analyses have been run preliminary in order to evaluate the actual situation of the protagonists free from hawthorn effect and any other possible bias. It has allowed not only to have a clear and factual knowledge about their lives but also investigating which could have been the most suitable subjects for the Second Chance project.

As anticipated in the previous chapter, observation has been regular and participated.

From a preliminary observation has come up that, marginalized and needy people, are really huge, confirming the post-pandemic data. They are different for social and economic background and their difficulty could be economic, mental or any other. So, a homeless can be part of this experiment as a needy and marginalised person, so as not. At the same time, could be part of this experiment a person which apparently has a perfectly integrated in society life, a big family which has downgraded its lifestyle because of the inflation, a young single mother, a man that has just lost its his job because of the pandemic.

So, the first important finding from the observation is that:

Needy people are not a unique category. There could be several reasons for being in an inconvenient situation (RP3).

By observing homeless in different geographic areas of Italy and France has come up that according to the lifestyle and network of help present in the territory the results of integration attempt change.

By observing a group of Milan homeless during their daily life I have noticed that, even though they have not a fixed place, they tend to recreate the home atmosphere and have their own *domestic economy*. This result is quite unexpected and interesting, to

be investigated throughout the research. They tend to have a domestic order and organization, are quite jealous of the few staff that they have. They do calculations about what they can buy, and also reserve better shopping or grocery for specific moments.

Usually, homeless are quite diffident between each other, and their similar condition, doesn't necessarily render them friends; this is also one of the reasons why they prefer to stay on the street rather than living in a support structure all together. Also helping each other is not a frequent practice. The reasons of these interesting aspects discovered will be understood thanks to the in-depth interviews and possibly confirmed/disconfirmed in the other two layers of this research.

Ethnography has been really precious for this project because has allowed to be part of these two opposite realities, living their lives, understanding the reasons that drive their principles and behaviour. Ethnography has provided this research with daily insights and helped to orient and focus the project on the most important aspects emerged.

It has been observed that the company context and the authority play a fundamental role in driving principles and decisions. This acknowledgement has prompted the Normal Refusal of Deviance experiment, together with reflections and communalities found with the Milgram Experiment (1961, Stanford University).

Ethnography has also represented a key tool to understand which would have been the more suitable subjects for the experiment in terms of character, resilience, willingness to make a chance.

An important takeaway from ethnography, during the core of the project has been seeing how, thanks to the contact with disadvantaged realities, managers progressively changed their attitude toward the others and the help. As a consequence this has had

small but progressive ramifications on their decisions about CSR, fair trade, marketing (RP2, RP3, RP4, RP5).

Further, during the project, being part of the process I had the chance to see that, the moments in which homeless felt more collaborative and committed, were those when they participated in company decision process, or simply in discourses with the manager, when someone asked them about how they really felt, or an opinion, a favour. This drives me to grasp that, *when they feel comprehended and important for someone, they start to feel part of a context and reducing the barriers which labels them as “different”, (RP1)*. Their excitement and happiness were not so evident instead when they are offered material help, especially when it is taken for granted that they need it and that they would be happy with a penny or a piece of bread. In that moment, from their faces it was like they were thinking: “in my shoes would you be happy with that? Why do you expect me to be?” In that moment they feel different and labelled, alone. Their reaction is not a matter of being demanding, but about their dignity as persons. The reasons behind these behaviours will be better understood thanks to in-depth interviews and focus groups.

4.1.2 Main Insights: In-Depth Interviews and Focus Groups

In the preliminary phase, which concurred with other tools to generate research propositions, from the focus groups emerged the following outcomes:

- Difficulty in the dialogue with the experimenter;
- Difficulty in an open dialogue between each other, caused by a different communication code;

- The subjects available to do the experiment tried to find a common communication code between each other;
- Unexpectedly common aspects between irresponsible companies and disadvantaged people have emerged;
- When the experimenter mediated the focus group the subjects, on the one hand showed more willingness to collaborate, on the other were less authentic and showed less empathy.

As anticipated in the methodology chapter, focus groups have also been employed to explore research proposition, with the cross testing of experiments and qualitative quantitative methodology.

RP1

- Focus group with the selected subjects;
- In-depth interview to evaluate what this experiment means for them.

From the results of the in-depth interviews (schematized in the relative table) has emerged that:

- Disadvantaged people are quite **reluctant** to express their feelings during a querying moment as the interview is, but instead are more prone to express them during everyday life moments;
- the ones available to do the experiment, declared their strong willingness to make a **change**. Among them the 74% is quite suspicious about the fact that this **second chance** could come from a company and about the participation of managers in general;
- they declared hating being treated as **different**, even when positively;

- thanks to the role-playing projective technique it has emerged that, by **interiorizing** the lifestyle of subjects completely different from them, the protagonists **become more open to the possibility of a change**.

This has been confirmed also from the focus groups and observation:

- ✓ When social excluded people feel considered and treated as all the others, show **positive feelings**;
- ✓ these positive feelings tend to be transformed in positive attitude and productivity of assignments;
- ✓ during post-experiment, the 54% of the homeless in-depth interviewed, involved in the project, has **declared the willingness to do this experience**;
- ✓ from how they talk, even during the interview, the upgrade our subjects are evident.

While homeless and disadvantaged people were interacting during the focus group it was evident the difference of the quality of their communication between the preliminary and the core, decisively improved.

Both seemed more aware of a **collective objective**.

It was not easy speaking, acting, and behaving as a team, but both sides showed to attempt.

Thanks to the role-playing projective technique it has emerged that, by interiorizing the lifestyle of subjects completely different from them, the protagonists become more open to the possibility of a change.

In the case of Social Excluded people (RP1), the focus was on understanding from dialogues and group dynamics, if, and to which extent, collaborating with people fully inserted in the social and economic contest would prompt an upgrade.

RP2

PRELIMINARY

- In-depth interview to assess the availability, fit and attitude regarding this possibility

CORE

- Focus group with the selected subjects
- In-depth interviews

Main Insights:

- ✓ Managers, being already used to dialogic communication are more fit for being investigated with this methodology;
- ✓ fifty-four percent of them declared of starting to **feel responsible** for the growth path of the disadvantaged people involved in the experiment;
- ✓ at the question, why you don't feel the same liability for your employees and clients, numerous answers contained the codified word: **diversity**;
- ✓ the very fact of being in tight contact with realities and people which could be hypothetically enhanced or damaged even indirectly by their economic activity strongly contributes to their **change of attitude**. *Now these people are concrete, have a name, a character, they exist. They cannot no more fake they don't, with their usual neutralizations*;
- ✓ what makes the difference between **attitude** and **behaviour** is something that the majority of the interviewed people tend to ignore, also because it can bring the o uncomfortable topics such as Greenwashing.

During the focus group, the possibility to confirm RP2 has become a certainty. Whether in the preliminary focus group all subjects where separated, in the core, they the teams formed by our irresponsible companies and disadvantaged people, were merged. This

team spirit was evident also during the projective techniques and small task assignments in which homeless tried to advice managers. Both were happy to feel useful for each other. It also has emerged the **unawareness** of their borderline situation, as most of them only though about the homeless rehab and not the vice-versa.

The ex-post in-depth interview to selected managers also confirms the bottom-line of RP2, indeed:

- Thanks to the role-playing projective technique it has emerged that, by interiorizing the lifestyle of subjects completely different from them, the protagonists become:
 - more **open to the possibility of a change**;
 - more **aware** of their **responsibility** toward people who don't have the same economic possibility of them;
 - starting to query if the status quo is still the best way to employee company resources;
 - get interested in these people lives and as a consequence querying information about philanthropy.

What counts more is the **change in the attitude** emerged both comparing the preliminary with the ex-post in-depth interviews and during the focus groups.

Declared to **have learnt something** new, and that they will do their best to apply it.

RP3, RP4, RP5

- In-Depth Interview to Managers for understanding:
 - which are their selection criteria for targets' interviews
 - which kind of insights do they expect
 - their improvement potential
 - the company areas in which to intervene

- corporate culture leaks and failures

- their willingness to make a change

- their openness to the project

- In-Depth Interviews to Homeless for understanding:

- their consumption habits

- their relationship with products and money

- their thought about companies

- their awareness about the kind of contribution they can provide with their feedback

- their openness toward the project

Interviews to Managers Main Insights:

- When companies select people to interview for having prospect **consumers' feedback**, who are not their clients, they choose them among an already well-known bunch of people, available to fill random questionnaires and already interviewed by other companies. They are mainly selected according to the “medium customer” imaginary, or ready interviewed blocks, that are bough in bunch to fasten the querying process.

- They expect **new insights about creative changes** to apply to their products, improvements to implement, problems to fix, aspects which the consumer enjoys the most, or nothing when they do only as a mere procedure, emptied of its meaning and utility.

- From the in-depth interview, results evident, both from the way in which managers speak about these subjects and from the content of their answers that they don't really see these **target** subjects as people, and this make them **lose the very core of their potential**.

- The main aspects they would like to improve thanks to consumers' feedback are related to the following areas:

Product: functionality, attractiveness

Brand: Identity, TOM, Associations

Marketing: social media Power, Effectivity of the omnichannel communication

-The interviewed managers, which represent companies that have accepted the project, show their availability to make a change. In spite of this, they are not aware of the kind of upgrade needed to positively affect them and the others' lives.

- Most of them tend to see business as a separate world. They don't catch the human aspect of it. They seem not to know the that, how their value proposition is produced, used, and lived, has both social and environmental consequences. Or they know it but **use neutralizations to ignore it.**

-This means that the starting point should be the **awareness**, and this confirms again RP2.

In-depth Interview to Homeless Main Insights:

-Surprisingly enough, homeless do have specific consumption habits and routine, along with a **"domestic economy"** for the management of their personal space and objects.

-They do not refuse the very fact of buying, or the consumerism itself, as in the case of targets who specifically decide in their life not to consume from the current distribution. Beyond the evident **money problem**, which limits their **consumption**, what also reduces it and renders it different are interesting aspects of their lives:

By being obliged to live with only few things, they have learnt that, at the end, they do not need much more. This is the "airplane luggage effect", also people who have better economic possibilities, by living some **experiences so as a residence change** (or any

precarious living condition) or making a trip with the possibility of bringing only a small luggage, that they finally have all the essentials and at time they realise also that is better living with less (i.e. less stuff, more happiness, Graham Hill, 2017, Ted Talks).

They give more value to what they have, so there are **no commodities** for them. Almost **everything they have is not replaceable**. This aspect is unprecedented and could determine a revolution for those brands who are wondering which are the aspects which render almost equal goods different one from each other. It could answer to the question of how to determine **brand affect** for replaceable products, it could inspire companies to embellish and make the commodities precious, it could in spite **marketing** on which are the aspects to leverage in order to determine a secure buy.

Each object has an energy and a story. It requires energy to be acquired. Not everyday they want to exchange this energy.

- Their imaginary about companies is divided into those who see business and companies as the heaven. These are the ones that have an aspirational view of it. And the other half which sees them as too cynical and lacking the right sensitivity. In none of those subjects, I have read unawareness, envy, or ingenuity, they seem to know the topic of which they are speaking about, some of them are even ex-managers.

- Sixty-eight percent of the sample do not really know which kind of **contribution can bring to companies**, knowing their usual indifference toward them. But show a particular **willingness to participate** to the project and to give their contribution.

-I can see **hope** in their eyes when they speak to me, even if they declare not to have any expectation about the success of the experiment.

RP6

- In-Depth Interview to Homeless

to investigate if and to which extent they feel different from each other and how it seems from their words and compare it with the perspective of managers and aid associations.

-is this true?

-is this a real issue?

-how do they feel about that?

-according to them what do society expects from them?

-Do they represent a category?

- Is that determined from their appearance, living condition o from what?

-which is their most profound desire about aid organizations toward them

-which is their most important desire in life

- In-Depth Interview to people who work in these organizations.

-their activity

-what they think they do right and what not

-is a choice by them or bigger?

-how they would like to help them if they could

-curiosities, episodes

- Focus Group

⇒ With projective technique role-playing

⇒ Mainly focused on role-playing to investigate how managers would feel if treated all in the same way.

In-Depth Interview Main insights:

- Surprisingly, when I have started to touch this topic in the in-depth interview, before having the chance to develop it, has emerged that this is one of the main **problems they face with aid associations** and one of the reasons why sometimes they **refuse their help**
- A good portion of the interviewed doesn't like the fact that their need is implicit and clear even if they don't ask anything
- So they ask themselves why?
- The answer that many provide is that **they are part of a category, of people that are different**
- is something that the most of **the interviewed feel inside**
- About this, they feel almost like objects, others like **a problem for society**, some other like the last **useless** ones
- This may sometimes generate a **vicious cycle** according to which they are pushed by these aids and consideration of them as a burden to confirm this, **being passive**, not **doing anything to change their situations**
- There are times in which they have a hint to do more and in some cases they coincide with moments in which they are heard, they have felt important somehow, **considered as individuals with their peculiarities**
- So dialogue, *consideration* and **differentiation** are key for an auto analysis of their situation
- A portion of them confirmed that they want to have a choice **between their life and a new one**, and **the choice should be only up to them**.
- When this choice is **forced** that they feel bad, not ready and they sometimes **rebel with actions and lack of gratefulness**

- The reasons are mainly related to **timing and ways in which the change happens**. Most of people from the aid associations are **not aware** of this issue.
- Unfortunately, it has resulted that people working in these contexts, do it as it would have been whatever the context, **not as a mission**.
- A good portion of them, **don't have the necessary knowledge**, study, and about the poverty and social thematic, this unavoidably weaken their help efforts
- From their answers and their non-verbal language, only few of them have the **necessary empathy to unroll this work**
- They don't seem to adopt a precise strategy** or to effectively mind of the success of their actions, but they just **execute their ordinary help routine**
- There are few of them, that instead do this work for passion, they really want to give a contribution to society and to disadvantaged people, those are the ones which offered key detailed feedback.

Focus Group

a)General Interaction

This focus group involved:

- ✓ Managers (representatives of companies which need to improve their responsibility standards)
- ✓ Disadvantaged people (here represented by indigents, homeless, people which life has had a strong downgrade after the Covid-19 pandemic)
- ✓ Representatives from aid associations
- ✓ Town Hall Representatives (standing for statal authorities)
- ✓ No Mediation by the Experimenter

The overall interaction has resulted positive and interesting enough to plan another session to assess ex-post results.

The subjects which interacted the most with each other where managers and disadvantaged people. This is normal considering the fact that they were already interacting since months, with respect to the others subjects which were special guest, ad hoc for the experiment. So, this bias need to be considered for the economy of the final results. Another bias, is again related to the presence of town all people and aiding associations representatives that rendered somehow more laboratorial the conversation and hinted the hawthorn effect.

Most interesting points touched related to the RP and progress in Managers-Less interaction:

- what do homeless really need => after the wrong assumption that their help is more than enough;
- how the society could contribute;
- disadvantaged people express their discomfort in being always considered as people to help;
- managers for the first time defended disadvantaged people point of view;
- managers and homeless start to be a team and helping each other in expressing the respective point of view;
- If managers seem to understand the point of disadvantaged people, subjects coming from the social aid department of the town hall and from aid associations appears unaware of the real exigences of disadvantaged people;
- they express negative judgements when they try to express their independence and value;

- this aspect is really worrying** because these people are the ones which pass more time with needy ones and those who are in charge of uplifting their lives;
- this, not only confirms rp4, but also poses the accent on how the system is only politically and theoretically correct but not effective for unique direct interested
- a positive element is that the end of the focus group, at least a small percentage of the subjects which in the beginning were reluctant toward the independence of needy people and the affirmation of their **individual identity**, posed to the experimenter questions, to go more in-depth in the issue;
- some from the town hall declared their **willingness to study more in-depth the situation**, their willingness to improve, they asked for material and for the possibility of organizing more often this kind of meetings. So I have scheduled a **meeting with them to inform them** and maybe put the basis to develop a strategy which uses **joint efforts and synergies**.

b) Projective Technique: In His Shoes

The role playing has offered important insights. In effect, managers, in the shoes of disadvantaged people, provided with study with important answers and unprecedented topics to analyse.

- The 61% of the interviewed have started to realise **how unfair their behaviour** has been toward people that have not had their same possibility to study and to have a rich life.
- They **feel frustrated**.
- They **start to lose their attitude and energy** while they talk when they are in the shoes of disadvantaged people.
- This is an indicator of how they judge them with their filters more than of how really poor people feel. Quite interesting.

-The 98% of the managers participating to the focus group, during the “in his shoes” projective technique declared of being not properly treated and enhanced by society and disown their own behaviour toward their new momentaneous identity.

RP7

Ex-Post Phase 1: QUAL

- In-Depth Interviews to the subjects
- Focus Group SC (experimenter)
- Reversal of Fortune 2005

This is something that can be better verified after a certain time-lag from the rehab, so ex-post.

Main Insights From post-experiment in-depth interviews to Disadvantaged People

- the 79% of the interviewed expressed the **willingness to choose if making change** in their life or not;
- they **suffer the fact that people surrounding them imply that they need help** and that is kind of help is material;
- this seems **blocking their path** toward the change;
- the 84% of the interviewed wants to **choose the timing** of new commitments for their lives;
- in terms of **responsibilities for actions** the interviews revealed just the opposite instead, so they would like to choose if and when improve their life but most of them

don't want the responsibility of the failure if this doesn't happen or doesn't happen properly;

- this is due to a huge period of life spent without ever taking decisions, actions and responsibilities which generates **passivity and neutralization**;

- A significant role for this problem is still generated by the different forms of aids they encountered;

- the very fact of not having the possibility to choose for their life, seems starting in them a **defensive mechanism** which only has negative consequences for their life;

- by interpreting their words, mimicking and thinking, has emerged that this has to do with their profound and enduring (at times) relationship with different forms of violence.

Main Insights From post-experiment in-depth interviews to Company Managers

- once having completed this path, all of them **hope the improvements that have started thanks to this project will endure**

- the 89% of them is **worried about it**;

- put in front of the possibility to go back to their **previous unhealthy habits**, they attribute this possibility to the **timing necessary to absorb** this information and inserting them in the company policy;

- **awareness** is a recurrent word and always related to positive associations attached to the durability and reality of the project results;

- **money** is repeated in the context of forced help, it seems they rather prefer care, dialogue than a temporary aid,

- in order to feel comfortable with the people that want to help them, they tend to elaborate a relational idea of them, completely **detached from the material aspect**. They start to give trust when they feel listened to, somehow understood in their condition,

- maybe finding some touch points with people that seem to have everything but live a well some serious problems;
- *commitment* is the second most used recurrent word, negatively related to bad company practices and positively related with the capability to go on with the just undertaken CSR path;
- the ones which have decided to speak with sincerity, confessed that, when they just tried to *comply with CSR standards* because of fashion, scandals, necessity reasons, they only intervened on the last elements of the value chain such as *communication*;
- they told that, the majority of company members had no idea of which are the real *principles and reasons of responsibility*;
- the ones which are in charge of the CSR strategies in the company, expressed the *difficulty* of integrating good and sustainable practices in the farm;
- interestingly enough, many realised how useful it is experiencing and getting *to know disadvantaged realities* personally and an informative element;
- hinting for philanthropic actions and
- deterring from *irresponsible behaviour*.

4.1.3 Coding Table

“I don’t trust nobody, me neither”.

“You get up the morning, and you would like to do something...something”.

“Friends ? If they I would have true friends I wouldn’t be here.”

“Passers-by are already bored and sad, so for papers should be kind and funny.”

<i>VIVO CODES</i>	<i>THEMES</i>	<i>QUESTIONS</i>	<i>REF INTERVIEW</i>
Everyday I get up and the first thing that I do is reading a book. I love it. I am very bored. My life is boring home, work, family. I have prepared two papers, one for the morning and one for the evening, to ask for aids. At times I feel obliged to live this routine. I would have like having a routine, instead everyday is an adventure and a fight. I walk around to see if there is someone that I know just to make a talk.	DAILY ROUTINE	Q1; Q2	P:Group A, Group B
I fear to fail. I fear not having a second chance for my mistakes. I don't want to spend all my life on the street. I am not scared by spending some days without eating, but without speaking. I don't contradict my boss and I execute the tasks even if I don't agree because I fear him. I fear people that hit and steal us our things when we are on the street. I fear living in community.	FEARS	Q3	P:Group A, Group B

The future scares me, there is no future for people like us.			
We were happy together. I was a shy insecure child. My father used to get drunk and hit my mother. I have spent 10 years in prison. In my previous company I was fired for corruption.	<i>SALIENT PAST</i>	Q5	C: Group A, Group B
Yes I would be Happy to participate. I have all the time that you want. I would like to help so yes. My company is at your complete disposal. Please stay and change the rules here, we need a revolution. Ok if I Participate you premise you won't leave us when the experiment is over? Let's do it! I am always available for new experiences. I am available to learn something new, not to follow rules! If there are rules tell me now, I am out.	<i>AVAILABILITY</i>	Q2;Q4; Q15	P: Group A, Group B
Everyone expects something out of me, while I try to manage all this s**t.	<i>PROBLEMS</i>	Q7, Q8, Q9	P, C, E: Group A,

I have a serious health issue, so nobody wants to hire me. After work I drink too much. I don't feel comfortable with the corporate culture .			Group B, Group C
I have no time, sorry. Time for me is money. I would like to spend more time with my sons, at times I envy households which can dedicate their time to family. Time is my friend, we spend all long days together.	<i>TIME</i>	Q4, Q23, Q26	P,C,E: Group A, Group B, Group C
I do this job only for money. I am poor. If only I had some money. It is the reason our company exists. I Can live without money, I cannot live without my bride instead.	<i>MONEY</i>	Q10, Q27	P,C,E: Group A, Group B, Group C
I don't trust the people that are in the street with me. I don't want to share anything with my colleagues. With the other managers there is no dialogue. I have found in him a friend.	<i>RELATIONSHIPS WITH PEERS</i>	Q11, Q12, Q26	C,E: Group A, Group B

If I don't know something I am scared. No, he is so different from me. I follow the instructions of my boss because we think in the same way.	<i>REL. WITH DIVERSITY</i>	Q12;17; Q30, Q31	P,C,E: Group A, Group B
Family? I would like to dedicate more time to my family, but I always work. When I have lost everything at the slot-machines, my bride left me. He is all my family. I have two children, but they are not with me because of my condition. For me, my firm is like a family.	<i>FAMILY</i>	Q6, Q13	C: Group A, Group B
You know what? I work hard from 9 in the morning to 8 in the evening, and now that our results are these, I am asking myself if it is really worth it. I don't have a work, but is fine. I would like to work, you know I am able to do many things.	<i>WORK</i>	Q17, Q33	C,E: Group A, Group C
For me is normal asking my employers to cut costs on the raw material. We all do like this. I don't see other alterative.	<i>DEVIANCE</i>	Q14	C: Group B

It is business young lady.			
It is not my fault, the CEO asked me to do so. I have to do it, I have no alternatives. In the end people from those countries die also for poverty and other reasons not for our pesticides, they are bound to it anyway. I am in the street because I have lost my job, because my family do not want me no more, because society do not accept me, it is not up to me.	<i>NEUTRALIZATIONS</i>	<i>Q3, Q15</i>	<i>C: Group A, Group B, Group C</i>
I feel that something doesn't work well here. I have a constant feeling of failure. I feel blessed, I am poor, but I feel reach. I am super happy of this project. I feel comfortable when people really want to know me. I don't feel confident with these topics.	<i>FEELINGS</i>	<i>Q10, Q18</i>	<i>C, E: Group A, Group B</i>
I Don't Want Much. I would like to work also considering what is correct. I want to go back in Portugal, when my leg goes better, I have finished with the street, here in Toulon, I come	<i>DESIRES</i>	<i>Q15</i>	<i>C: Group A, Group B</i>

back to my daughter in Portugal.			
I hope Second Chance can change my life. For the future we aim at being carbon neutral, at least I hope it. These people are desperate, there is no hope in their sights. We hope to be useful with our daily contribution. Everyday I go there, and I hope to find him, alive. Hope, what a word. And you? What do you hope for us instead? I wish our daily work during this project can really improve ours and their condition.	<i>HOPE</i>	<i>Q5, Q11, Q27</i>	<i>P, C, E: Group A, Group B, Group C</i>
I Could Have done Much More. I don't like going in the street and doing this job, I am only trying to do something different. In my company my opinion doesn't count, there is always someone more important than me. We are not able to concretize decisions, we always change, this is frustrating. Everyday the same, I don't like my life, as it is.	<i>FRUSTRATION</i>	<i>Q16</i>	<i>C: Group B, Group C</i>

If I would committed I could have achieved more. I feel scared by this word. I hope managers also will commit in our project together. I have always committed that is why today I am a top manager. Thanks to committed we collaborated well together. I will personally commit for the studies of Marco, and we are going to take him with us.	<i>COMMITMENT</i>	Q9, Q15	P, C, E: Group A, Group B, Group C
I like to buy when I am happy. I only buy the necessary things. I don't have time to buy.	<i>CONSUMPTION</i>	Q18	P, C: Group A
I have all my staff in in a boat and is organised according to the time of the day in which I use it. I have to pay attention because they just stolen me the mobile phone. When I go away I bring all my staff with me.	<i>DOMESTIC MANAGE</i>	Q19	P, C, E: Group A
I am reflecting about how these people suffer in silence and I have always ignored them. Yes, our corporate culture is deviant.	<i>DISCERNMENT</i>	Q 20	C: Group A, Group B, Group C

I distinguish between who helps us for pleasure and for duty. We don't need any charity, we need someone that believes we can change our lives.			
I have seen things that people shouldn't even imagine. I have only had bad experiences. Living this experience together is unique.	<i>EXPERIENCE</i>	Q2	<i>C: Group A, Group C</i>
I define myself kind and patient. I am determined to the objective. I don't know, you have to tell, how do you see my character? I have a Machiavellian mind when it comes to business.	<i>PERSONAL TRAITS</i>	Q4,Q28	<i>P,E: Group A, Group B</i>
I Could have done Much More. We know it is not easy. It is impossible turning a failing company into a successful one without the contribution of each member. I know that I am wrong, but I don't know how to change.	<i>AWARENESS</i>	Q13	<i>C: Group A, Group B, Group C</i>
They are special, thank you for letting me know them. I feel blessed, there is nobody with my life, and I	<i>UNICITY</i>	Q17	<i>C: Group B, Group C</i>

am happy with what I have. We, as company aims at differentiating from the others. Yes, is important, but is difficult, we have not time to appreciate them in their unicity. I See them happier when their characteristics are seen as unique and appreciated for that.			
I am not responsible for the behaviour of my suppliers. I feel a huge responsibility for all my employees, for their lives, so I strive for the best in order not having to do further cuts. I don't like to have responsibilities.	<i>RESPONSIBILITY</i>	Q11; Q12; Q17	C, E: Group A, Group B, Group C
If the big head asks me to do so, I execute, without even asking me why. What he asks to do we do, it is law. I am scared by him.	<i>REL WITH AUTHORITY</i>	Q16	C: Group B, Group C
When I take decisions I have to interact with many people, is somehow a teamwork. It has been really exciting working e everyday with them. I feel happier when I have someone with which sharing my experience.	<i>INTERACTION</i>	Q3,Q18,Q31	P, C, E: Group A, Group B, Group C

Everyday I have discovered something new, by speaking with my managers. You know what? I would take inspiration from how he has behaved in this interaction.			
I don't need any help. Ok, I have taken the corporate funds dedicated to CSR for personal aims. Now do you still want to help me?	<i>HELP</i>	Q22	<i>C: Group A, Group B, Group C</i>
I prefer working alone. I am the only responsible for my life, is better. Now we are a team, I could have never believed it. Collaborating with them is everyday an adventure, for the first time since I work in this company if feel that I am doing something useful. I don't know how to do they refuse to collaborate.	<i>COLLABORATION</i>	Q17; Q22	<i>C: Group A, Group B, Group C</i>
I don't Trust Nobody. I feel Like in a vicious Circle. Nobody in my family have ever had a normal life with a house, a home why for me it should be different?	<i>TRUST</i>	Q1, Q2, Q5	<i>C: Group A, Group B</i>
Nobody wants to offer me an opportunity because I am not like the normal people.	<i>DIVERSITY</i>	Q4; Q13;133	<i>P,C,E: Group A, Group B</i>

We are inclusive in our company, diversity is a value for us. I don't feel different I only feel unlucky. Why they suppose that I would be happy to live there? Just according to how I am worn. With our assistance We aim to reduce differences and disparities.			
Is ok, I have learnt to deal with failure. There is nothing to do If you quit corporate rules you are out. I stay in this company even though is irresponsible because I have learnt that I have no other choices.	<i>HELPLESSNESS</i>	Q14; Q20	<i>C: Group A, Group B</i>
A rehab program? No is not for me. I don't need anything from nobody. Yes I think I would need a makeover to take my life back again.	<i>REHAB</i>	Q16 Q18; Q20; Q22	<i>C: Group A, Group B, Group C</i>
it is my life, I don't want to change it. If only I could have a new opportunity everything could change. I would like to have more time, to stay with my family, to change this insane lifestyle on centred on work work work.	<i>CHANGE</i>	Q15;Q16 Q18; Q22	<i>C: Group A, Group B, Group C</i>

Yes, I want it. If only I could have a second chance. What is it ? Everybody needs a second chance in life..but also me? Are you sure?	<i>SECOND CHANCE</i>	Q20;Q22	<i>C: Group A, Group B</i>
We do good marketing, we communicate everything, and we push every ad on the maximum. They only do marketing with us, that s** is basic. I don't want to give my image for marketing. I have to admit in my company they don't really know nothing about marketing and go for attempts.	<i>MARKETING</i>	Q25	<i>C: Group B, Group C</i>
We aim at reaching those people that still don't buy our perfumes. Those people are not our target why should we interview them? Our target is not responding to our value proposition as always. They are not interested in helping us, we are not an objective for them to sell something.	<i>TARGETS</i>	Q24	<i>C: Group B, Group C</i>
We take into account the opinion of everybody, but not of external stakeholders.	<i>STAKEHOLDERS</i>	Q16; Q24	<i>C: Group B, Group C</i>

Really? I didn't know that environment is within our stakeholders. I would like to do things right, good for everybody, but I can't with these few funds.			
I don't know what to say, we are organised in this way, we work like this. We don't ask ourselves if it is right, and the consequences, are our internal rules. We have determined standards, but they are not enough. We are colleagues, but at a human level we are not friends or anything. For us is normal using communication guided by the fashion. Yes, but is his fault, I only execute.	<i>CORPORATE CULTURE</i>	<i>Q1;Q31</i>	<i>A, E: Group B, Group C</i>
My family has never reached important objectives, so I feel bound to the same life. I want to achieve to insert CSR in our value proposition. I will enter this company that has hosted us. For me is already an achievement having decided to participate and never quitted this project.	<i>ACHIEVEMENTS</i>	<i>Q27</i>	<i>E: Group A, Group B</i>

We have to succeed in better selecting our suppliers.			
I am not satisfied about how things work in my company. I am not satisfied, we go in the street to help homeless, but at the end we don't see them improved. Since I am part of this project I feel satisfied. I am satisfied about how we have collaborated.	<i>SATISFACTION</i>	Q11, Q27	C, E: Group A, Group B, Group C
Now I know that it is not my fault. Finally we realised that our company needed a radical change. Thanks to CSR our business is new, and we see people happy. I know that what I am, what I say, what I think it can be valuable and so I want to improve my life.	<i>NEW AWARENESS</i>	Q25	E: Group A, Group B
After Second Chance I have dropped some bad habits. I cannot renounce to my vices, even if I would like to diminish them. I used to take the decisions fast without thinking about more sustainable alternatives, instead now. I wake up every morning at six, I go to buy a newspaper, I do my breakfast and then I go to	<i>HABITS</i>	Q26	E: Group A, Group B

work, finally my life is normal.			
Now I have realised that our company don't succeeds for other reasons. We are superficial in the end. It is useless sticking in these situations, we don't go ahead and backward, we need a move. I don't want to spend my all life with subsistence. I'd like to have a family, so first I will search for a job. These people as not as I had imagined them. It is incredible how many things I can discover by helping people different from me. Is important taking into account the consequences of our corporate choices. Maybe I Don't need to do something only because the CEO tell me so, even if I know it is not right. Am I wrong?	<i>LESSON LEARNT</i>	Q29	<i>E: Group A, Group B</i>
I know I can choose for my life. With our decisions we can change people lives. We have chosen to redesign our value chain and drop al the unsustainable suppliers.	<i>CHOICE</i>	Q28	<i>E: Group A, Group B</i>

I don't want to be free, I prefer to be happy. Now I finally feel free to take my decisions. I have always strived for freedom, instead look at me now, following stupid rules. Thanks to this experience now I know that nobody can buy my freedom with money. I am what I am, I am free to tell everybody, to be myself.	<i>FREEDOM</i>	Q27	<i>E: Group A, Group B</i>
Yes, they tell me and my dog that we cannot stay here, so I prefer to always change place. We tend to opt for decisions that can give us immediate profits. I don't like the behaviour of my employees when they have to commit for something different. So, we behave as they would expect as to, we simulate, so they are happy.	<i>BEHAVIOR</i>	Q26	<i>E: Group A, Group B</i>
When I feel pressed I tend to defend myself. I always take positively news regarding the work environment. We as associations are completely open to suggestions and collaborations.	<i>ATTITUDE</i>	Q14, Q29	<i>C, E: Group A, Group B</i>

Table 4.1: Horizontal Reading Coding Table. Source: Own Elaboration from In-Depth Interviews.

Table Key

P= Preliminary

C= Core

E= Ex-Post

Group A = Disadvantaged People

Group B= Managers or Irresponsible Companies

Group C= Representatives of Aid Associations/ Social Dept of Town Hall

4.1.4 Triangulation

As anticipated in the chapter dedicated to methodology, triangulation is fundamental for the success of qualitative methodologies.

So, beyond the horizontal reading of in-depth interviews, the triangulation implies the horizontal analysis of all the utilized qualitative methodologies.

From these analyses the five qualitative assumptions resulted correctly validated together with other interesting insights come up.

rp	Observation	Participant Observation	Nethnography	Ethnography	In-Depth Interviews	Focus Groups	Triangulation Feedbacks
1	✓	✓		✓	✓	✓	CONFIRMED AT SECOND READING-MEDIUM CONSISTENCY
2	✓	✓	✓		✓		CONFIRMED AT FIRST READING HIGH CONSISTENCY
3				✓	✓	✓	NEW INSIGHTS-POSITIVE FEEDBACK-DISCREPANCIES BETWEEN TALKATIVE AND EXPERIENCED METHODOLOGIES
4		✓	✓		✓		BETTER EX-POST TESTING-GOOD RELIABILITY PREMISES FOR RP5 TO COMPLETE THE VALIDATION
5			✓		✓	✓	CONFIRMED AT THE THIRD READING RP3,4,5 HIGH FIT AND CONSISTENCY-EX POST RECHECK
6	✓	✓	✓	✓	✓	✓	CONFIRMED-THIRD READING-MED.CONSITE NCY-HINT FROM ROLE-PLAYING
7			✓		✓	✓	NEW INSIGHTS-HIGH CONSISTENCY-GOOD BASE FOR POST VALIDATION

Table 4.2: Triangulation. Source: Own Elaboration

4.5.1 Key Takings

From Triangulation, the preliminary insights result fully confirmed.

1. Disadvantaged people, by interacting with irresponsible companies, and in helping them in their path toward CSR, will understand that their contribution is important and might recover the willingness to have a second chance.
2. The managers of irresponsible companies, by interacting with disadvantaged people, can understand the role of their responsibility for biodiversity and so the importance of undertaking a coherent Fair Trade and CSR path. So they can have their second chance.
3. Marginal people and all those who are outside of the consumerism circle, are a source of fresh insights for companies. They are a good and innovative target to interview. By having their unprecedented feedback, companies can finally diversify their marketing strategy, detaching competitions and having better results.
4. Disadvantaged people cannot be categorized as a whole. They are individuals with several reasons for being in that situations and diverse needs. This implies that, treating them all in the same manner, is not the best way to prompt an integration path and supporting them throughout it.
5. When the rehab happens for a free choice is more effective and long-lasting. When the choice of making a change, an upgrade in life is spontaneous and comes from new awareness (determined by contact with different realities as in

the case of SECOND CHANCE) it determines a true and enduring life improvement.

6. For the reintegration of homeless the human incentive is more effective than the economic one.

4.2 Experimental Outcomes

4.2.1 Non-Conformity Study (RP1; RP2)

From the experiment effectuated on the selected subject group A, B, and control group, resulted that, the individuals which have “non-conformability” characteristics are more likely to understand the value of each other and being positively influenced by the experimental interaction.

This means that, for example, F.A. (homeless group) which have opposite characteristics to those of Ash experiment, will be more likely to positive interact with the manager of the company selected for him, G.T and this will provide a high likelihood that during this interaction RP1 will be confirmed.

The same reasoning is valid for G.T (managers group). If G.T have non-conformism characteristics will, with high probabilities, make an upgrade in terms of mind-set and company strategy, confirming RP2.

So, the selected subjects of the two groups, which have resulted positive to the non-conformity study are those with the highest likelihood to confirm RP1 and RP2. It will then be really interesting compare this result with the ones of the following experiments.

4.2.2 Learned Helplessness Experiment (RP1; RP2)

This is a fundamental experiment as demonstrates one key point that the two selected groups have in common: a learned helplessness aspect on their characters, generated by life experiences, context, condition, inner traits.

Unfortunately, homeless subjects which are subjected to learned helplessness are more than the half of the total to those participating at the project, but, interestingly enough not much more with respect to managers.

This data is quite shocking, considering the opposite lifestyle the conduct and how managers are considered in the social imaginary as strong and self-confident subjects.

According to sociology and interpersonal dynamics experts when people have important aspects in common (CIRCUMSTANTIAL / INNER) they have. Namely, the circumstantial so as the social and economic status, the marital status, the daily environments attended favourite initial conversation, but the inner ones so as the same fears, values, priorities, are those with provide more potential or any kind of relationship between the two:

- more probability to find touch points during conversations
- more probability to have a fluent dialogue
- high collaboration potential
- high team-working capabilities

When this is matched with other aspects which they don't have in common, it avoids the boring effect and adds the durability and effectiveness to this interaction to long-lasting in time:

- curiosity

4.2.3 Hawthorne Effect (All RPS)

It can happen that, the selected subjects behave in a certain way, just for the conditioning that it creates the awareness of being assessed in an experiment.

So, this test has been effectuated during each experiment and each insights validation.

From the experiment, resulted that:

RP1: Hawthorne effect, was present and predominant, in homeless. For this reason, insights and aspects have to be reconsidered more than once, so as some interactions have been repeated during other random moments.

The strong presence of the effect here, is due to the fact that the first research proposition is mainly referred to the first part of the project. In effect, during the first half of each experiment the Hawthorne effect, is almost a constant and stronger because the subjects are not used to be evaluated and so continuously think to the questions they are posed. So, their behaviour is strongly conditioned by this fact, generating strong biases.

This is also valid for RP2.

RP2: Surprisingly, hawthorn effect was even more present for managers.

RP3,RP4,RP5: The effects of experimentation conditioning are starting to decrease and considered the low effect they had on the final validation, in this case it has not been necessary running the experiments more than once.

4.2.4 A Class Divided (RP1; RP2; RP6)

This experiment has been used both purely and in form of projective technique (i.e. role-playing) during focus groups.

The most important takeaways from this experiment are:

1) put in front on a different treatment because of peculiarities which makes them somehow different, also people who are usually completely inside society, and considered at the top of it start to feel discriminated

2) when this fact is correctly internalized (thanks to introspection and reflection) and discussed with the experiment and the other group (through spontaneous/systematic dialogues) it can with high likelihood generate first of all understanding and in some cases a sentiment of empathy toward the other group.

Concretely:

When the Manager O.R, feels discriminated during the ad hoc “A class divided” experiment, starts to better understand how O.O., which has just lost his job, feels.

3) As a consequence, there is a positive link between the results 1 and the insights 2 which can then be considered fully validated by this experiment.

Concretely: Due to the awareness/ empathy developed toward the practical condition and psychological feeling of O.O., O.R, by interacting with him for the project, will probably start his and his company responsibility process

Is the same valid also for disadvantaged people toward managers? And so is I1 validated as well.

The experiment, conjugated with other methodologies have demonstrated that, in spite I1 is fully validated by the overall study and by triangulation, not necessarily the class divided experiment can validate it alone. This is due to the fact that, the critical thought of disadvantaged people, is not full and not fully recovered by the project. Furthermore, it is obscured by years of hate, discrimination, and prejudices. So, if for managers is easier empathising with poor people, for them is not so easy doing the same with managers.

During the experiment, only for the 41% of the homeless subjects 1 and 2 have been valid.

In spite of this, for what concerns RP4 there are communalities in the reactions. On the one hand, managers, which were used to a certain homogeneous, and disqualifying vision of homelessness start to understand the personality of each. Just considering them as people and not a category is a validation of I4. On the other hand, thanks to the interaction with them, disadvantaged people are the live demonstration of it and guide managers in this awareness path, which day by day takes prejudices off.

4.2.5 Normal Refusal of Deviance (RP2)

The reasons which can render normal the refusal of deviance in managers according to the experiment are:

- responsible corporate culture

When the company is irresponsible:

- strong individual personality accompanied by positive values
- initiative spirit
- negative experiences as customers of irresponsible companies
- awareness of the negative consequences of un-fair trade; environmental novice production, and all the company practices which can damage stakeholders.
- contact with disadvantaged realities

The last point is a further validation of I2.

4.2.6 Diversely Consumers Experiment (RP3; RP4; RP5)

It will be evaluated if and to which extent their diversity could bring unexpected answers and unprecedented insights.

From the interviews to people outside of the consumerism circle it has come up the following most important answers:

Insights:

According to these, we can conclude from the experiment it has resulted that:

- the answers which people outside the consumerism circle provide to companies about their value proposition are not detached from reality and are pertinent.
- they are different between each other, and the majority of the answers is not biased by the casual answering questionnaires effect, as often happens with customers compiling appreciations questionnaires and forms
- according to managers the insights they offer are interesting enough to be at least reviewed
- managers didn't expected the majority of answers which is positive for not repeating the same errors
- managers are positively surprised by the insights received and declared the willingness to go more in depth

After the experiment:

Interactions, sessions, results

This experiment has been really interesting and has demonstrated the high likelihood of I3, which is then validated.

4.2.7 Marshmallows on the Titanic (RP3; RP7)

Part 1

CONCERNING TASK 1

The results of the experiment to which have participated, the selected subjects and the two control groups show that:

Among the Group A (Participating to the Second Chance Group) the 67% behaves as the POTENTIAL 3: use other elements to arrive to the same meaning.

Among the Group B (Participating to Other Rehab Program), control, the majority is subdivided between POTENTIAL 2, 41%: use the same elements of the story messing up and drastically changing their meaning, and POTENTIAL 3 option 39%: use other elements to arrive to the same meaning.

Among the Group C (Non-Participating to Any Rehab), control, the slight majority, 37% fits POTENTIAL 1: use the same elements of the story with the same meanings.

From the combination of the groups with their potential, according to the experiment results that:

- 1.The only group which is fit for a standardised rehab program is Group C, which unfortunately does not pertain to any rehab program.
2. Clearly, aid associations/ social equips etc, in this case, on the one hand have not correctly selected people which are suitable for a forced and standardised rehab.
3. On the other they have not chosen the right upgrade methodology for the rest.
4. Our group, A, is focused and centred for this project, because, being a 3 POTENTIAL, they are at the exact place at the exact moment. In effect, they have more chances to reach results in their life with rehab program which are freely chosen.

CONCERNING TASK 2

Among Managers: 59% Have chosen to defer the gratification.

41% Have chosen to take it immediately.

Among Homeless: 37% Have chosen to defer the gratification.

63% Have chose to take it immediately.

Among Target Customers: 19% Have chosen to defer gratification.

81% Have chosen to take it immediately.

This unexpected result, means that:

-The % of managers who, according to Mishel, are smartest and with high intellectual potential are not perfectly in line, with their role. They are the majority, but there is a non negligible % of them which have chosen to take immediately the recompense, showing unexpected childish and irrational traits.

-The % of Homeless which chosen to defer the gratification, is higher than expected. How is possible that smart people, with hight potential, rational and with highest possibility of success (Mischel 1972), are in this indigent situation? So, we find the answer in the system, in people which have not believe in them, in their lack of commitment, and other internal and external reasons. But holds the fact that companies, often do not select the smartest people, and judge them by the appearance. This also corresponds to “ why great people quit jobs” (Christie Lindor, 2018). So, the SAT score of one of my homeless can be higher that than one of one of my managers.

-The % of target customers, which are the typical target of interview, in a huge percentage have chosen to take the recompense immediately. This according to Mischel 1972 is an indicator or a non outstanding intelligence or potential.

But they have a job and my homeless not.

But they get interviewed for have feedback on products and my homeless not.

So this confirms the very sense of the project together with RP3, homeless can be a source of fresh insights for companies. Both as collaborators that as per targets to

interview. At least they would perform better than the median people to which companies are used to.

Part 2

Our group A, has also demonstrated to chose 71% of the elements, of the Titanic, and so to be fit and ready for the upgrade.

On the other hand, B has chosen only 2 out of the 9 Titanic elements, and group C 4 out 9.

So, A, and C are the most likely to succeed in the long run to a rehab program. But while A, is the right hands, C has not been selected from nobody. C instead has demonstrated to have all the characteristics to interiorize principal elements of upgrade useful for its future life.

So, considering Part 1 and Part 2, this experiment has demonstrated the high likelihood that when people chose freely their rehab path, the upgrade can be more effective and lost-lasting both for managers and disadvantaged people.

4.2.8 Reversal Of Fortune (RP6; RP7)

Experiment Question:

"What would happen if I gave a homeless person a million dollars? Would the sudden windfall help them change their lives for the better, or would it just make them worse?"
(Powers, 2005).

Experiment Answer:

Nothing. Shortly he will go back to his usual life.

Which is totally in line with the research proposition 7 that asserts that the economic incentive is less effective than the economic one.

The analysis of this experiment has confirmed RP6 and RP7, together with the relevance of the entire project and research propositions.

For details, please consult the ad hoc section 3.4 in the chapter 3. In effect, assuming that all homeless need money as the first thing as brought to the failure of Ted's rehab (RP6) and to an only temporary helps without effectiveness and durability, also because not chosen but induced (RP7).

4.3 Discussion on Results and Literature Contribution

About The Methodology and Approach and the relative literature, it has been demonstrated that:

1) Most of the existing literature about homeless and poverty aim to know *how many* they are. It is also important understanding *why* they are in this situation and *how* to solve it. The answer is not easily found by only putting numbers together even if in the most correct and elaborated way. When it comes to humans there is a variability which generate biases and needs to be understood also under a qualitative and experiential point of view. Numbers are for sure useful, but, two equal numbers can have different meanings. My duty is to *understand the complexity behind each of these numbers in order to find solutions* to improve the state of the art.

2) Inserting this contribution into the experience-based of Anderson 1932, also goodly undertaken by Weiss 2020; this study confirms that qualitative, Experimental and Field methodologies best fit research about people, more relative than deterministic (Capello and Porcellana 2007).

3) Trying to see if the baseline of the Systemic Vital Approach (i.e. Golinelli, 2010; Barile, 2009; Barile & Polese, 2011; Badinelli et al., 2012a, 2012b; Barile & Saviano, 2013; Barile et al., 2014) was somehow applicable also to a human empowerment management research project as second chance, have found out various touch points, so confirming its centrality and meta-disciplinarity. Thanks to Second Chance, there is now a further demonstration that SVA is useful to read any phenomenon, economic, social, behavioural. Here follow the main common points individuated:

- ✓ Centrality of Co-Creation in business dynamics (Carrubbo, L., Troisi, O., Maione, G., Torre, C. 2018; Polese, F., Carrubbo, L., Caputo, F., Sarno, D 2016). So the involvement of consumers and non consumers in the value creation process, hypothesized in Second Chance finds its confirmation in its match with VSA.
- ✓ The very fact of seeing the Company as a system which has a proper life, made of interactions: VITALITY.
- ✓ The SVA definition of Manager, which includes CSR:” company executive which has the responsibility of conducting a firm and the relative decisions.” In effect, my entire research is centred on the objective of making managers interiorize their responsibilities, deterring greenwashing approach without a true understanding and empathy at the basis.
- ✓ The consequent eco-centric and vision in a CSR logic.
- ✓ To centrality of *awareness* and *understanding*, necessary to improve business problems to find the perfect match in the value that the system vital approach gives to the “understanding the reasons at the basis of the discomfort.”
- ✓ For what concerns the concept of consonance, there is a partial but significant match in the “*necessary complementarity of resources*” among the actors involved in the vital system. As in the case of our managers and disadvantaged people, *i.e.* money and time.

With respect to SVA, this project, by reading business-society dynamics in a human empowerment logic, substitutes the concept of sustainable development, with that of beyond-sustainability and good development. The concept of survival, worked in SVA, is here substituted by the of life, aiming at reducing the double gap from no survival possibilities (without CSR) to survival and from survival to life, tracking the feasibility case by case.

About Homelessness and the relative literature, the study has confirmed the reliability of the first research proposition so:

Collaboration with companies works for homeless.

Disadvantaged people by interacting with irresponsible companies might understand that their contribution is important and eventually recover the willingness to have a second chance, this works more than economic incentives such as the devolution of funds deriving from the insertion of a philanthropic organic line.

1) In effect, in some cases it is not a home or anything material that disadvantaged people need in order to improve their life. This concept integrates (Tsemberis and Eisenberg, 2000; Dennis P. Culhane et. al 1990s; Sahlin, I. 2005; Sahlin, I. and Busch-Geertsema, V 2005; Pleace, N. 2008), by recognizing its correctness. At the same time, doing a step forward with respect to it: at times house is not the very first thing that homeless need, the evaluation must be done case by case. Needy people should be the protagonist of their uplifting experience, they have to decide when, and understanding **why** their life need to change. This is something that comes from the inside, from **awareness**, from true need of change. It happens in the mindset first and only then in the lifestyle. So, unfortunately the feeling of safety coming from home (Tsemberis and Eisenberg, 2000), is not a sufficient condition to determine the voluntary access to statal and social security services as, instead believed and stated by Pleace and Bretherton in 2013. There is a high likelihood that, some homeless, marginalised, and other needy people, just desire to be listened, to have a voice, to know that what they think and say is important. This is what they have demonstrated during the project, a strong willingness to be considered as part of society and of expressing not only personal desires but also general opinion. So, it could be that in spite of (Tsemberis and Eisenberg, 2000; Dennis P. Culhane et. al 1990s; Sahlin, I. 2005; Sahlin, I. and Busch-Geertsema, V 2005; Pleace, N. 2008), the first thing they need is **a voice** and

consideration. Which, as stated by RP1 and RP7 can represent a willingness to change prompter. Disadvantaged people suffer in being treated with prejudices even when with good intentions. They would like to be heeded and known for who they really are. If someone would listen to them, they would tell what they want.

2) Even if staircase of transition rehab program, is not among the in-line references, the results show an important touch point with my thesis, namely as stated in RP6. In effect it intends to follow the people housed also after that the house is assigned, accompanying them in all their path and *providing them an individual help* (Busch-Geertsema, 2013, p.211). *Personalization*, indeed, should be an integral part of every kind of support. Temporary help does not enhance their, by definition temporary, lives. It also confirms the rightness of also considering the literature review point of view which detach the thesis, diversity can enrich and even from it is possible to find unexpected synergies.

3) Answering to Hannerz (2009), homelessness is not an only urban phenomenon. It can happen in every context, as it depends slightly more on inner conditions than from external environment and opportunities. The combination of both determines the condition, but for sure is not only the urban context to create the reason to be for homelessness.

3) It is not taken for granted that between a homeless and a manager is the first one who needs rehab. For example, when managers don't use ethic in their decision and business policy, driven by Moral Disengagement (Bandura, 1993). Or when evil decision become normal for heads and employees, reiterating decision which damage stakeholders (Vaughan, D. 1998; Kramer, R.C in Schlegel and Weisburd 1992), they should be rehabbed.

About Corporate Crimes and the relative literature, Second Chance has confirmed the soundness of the second research proposition, it is true that:

Collaboration with homeless works for companies, In effect, human empowerment has positive effects on companies DNA thanks to the true understanding and interiorizing principles of the CSR.

Managers of irresponsible companies, by interacting with disadvantaged people, can understand the role of their responsibility for biodiversity and so the importance of undertaking a coherent CSR path. So they could start doing actions to get their second chance.

1)Deviance is not only present in the lowest social classes, (Simon & Hagan, 1992). So all the literature which is focused on the mental illness and disease of criminal and people from the street is limited, stereo-typed and affected by the heuristic of availability. At times, the mental damages to common people, are directly caused by the elites (Shower and Wright 2001; Levi in Schkegek and Weisburd 1992), for instance, self-esteem loss, anxiety and depression, enduring rage, and consequent repercussion on familiar and social relationships. Cesare Lombroso, well-known for his studies on the physiognomy of criminals, also studied the upperworld crimes in its work “L’Uomo Delinquente.” In that book he clearly states the awareness of the degeneration typical of upper social classes, he for the first time speaks about evolutionary criminality. He states, with respect to indigency “wealth is source of as many abjections.”

2)If people pertaining to far worlds, with huge but different problem, use their diversity and their reciprocal resources to collaborate for an improvement, this can generate good results for both, more than existing rehab programs. Step by steps, by eliminating neutralizations (Sykes ad Matza 1957), corruption, greenwashing (Ramus and Montiel, 2005; Lyon and Montgomery 2015; Austin and Leonard 2008; Balmer et al. 2007; Mirvis

2008; Nazarkina 2012), deviance (Vaughan 2016), will emerge as a problem and that will be the basis from which making a change.

3) Referring to the analysed literature, a fruitful way in which two opposite words can use synergies to improve their respective situations, is in the relationship with authority (Milgram 1963; Arendt 1963, 2010;) and pressure of the context (Zimbardo 1971, Vaughan, 1962) and the group (Ash, 1951). Throughout Second Chance experiments, we have discovered that, on the one hand managers have strong Conformity (Ash 1957) characteristics which render them weak toward the authority and prone to follow what is normal for the context, even if deviant. As Ash states, Important relevance in guiding the human actions is *the group*, even though it has no authority on the subject. He wanted to demonstrate that individuals are not able to subtract themselves to the influence of the group even though it contrasts the perceived data. This is exactly what is bringing them and their company in bad situations. On the other hand, there are homeless that have strong non-conformity, (Dramisino, 2022) characteristics, having inside the seed of the independent whistle-blowers. Their excess of critical thought and unconventionality has brought them in their indigent situations. So, a way to levigate these extremes but both valid if enhanced, characteristics, is the dialogue and the collaboration between both to reach an equilibrium between conformity to the evil and pure anarchy. For example, in the Parmalat case (Sapelli 2004), maybe it was enough even only one of my good elements here, to reveal the truth and stopping the situation, or one was enough to stop the shuttle challenger to taking-off, or the pieces of Volkswagen to be not recalled from production. So, diversity, is a precious resource, that companies should use rather than ignore or even avoid.

4) With respect to the reference literature, second chance aims at providing deviant companies with a Second Chance. Here, the intention is not to stigmatize the author of the corporate crime for the sake to do it, following the 'Sutherlandian' obsession for the

author and its privileged condition. On the contrary, this study aims at rehabbing these realities and people, offering them a second chance, the chance to change their decisions, the chance to switch corporate practices toward life and respect. The biggest limits of Sutherland (1949) study about white collar crimes and in part also of Lombroso first works, are respectively the stigmatization and categorization of the author of the crime. Stigmatization is a point of start, not the arrival. Only when these realities are individuated, involved, and rehabbed we can be satisfied.

About Marketing Strategies, here has been explored and so confirmed the third research proposition:

Marginal people and all those who are outside of the consumerism circle, can represent a source of fresh insights for companies, also as targets to interview.

Customers are considered as targets and clusters. This studies, by uncovering the value of enhancing of peculiarities and personality, poses the accent of taking into account the personality and unicity of their clients, as people, before than as customers. If with the capitalism (Schumpeter, 1950; Smith 1776; Friedman 1970; Kotler 2020), people where mainly defined for a great portion by what they buy. Now, the consumer is turning in a citizen again, but more conscious, more responsible, more attentive. His buying behaviour, is now oriented toward more authentic forms of experience.

Second Chance have validated the trustworthiness of the fourth research proposition, so is true that:

By having these new feedback, companies with a high likelihood could develop Unprecedented Marketing.

Thanks to the collaboration between homeless and companies, guided by human empowerment has emerged that disadvantaged people and all the others that are

outside of the consumerism circle can be a rare and precious source of insights for companies in order to develop unprecedented marketing strategies and stand out w.r.t. competitors, that keep on replicating the same marketing communication among each other guided from similar insights, coming from similar targets.

The change of marketing strategies in this sense is both a consequence (according to the relevant literature already explored) and a cause (according to second chance findings). I strongly believe in the power of marketing in shaping the future of businesses and prompting a new CSR path for companies which goes beyond sustainability. This confirms He and Harris 2020 and Kotler 2020, marketing, will have a strong revolution, in terms of proximity with authenticity and ancient values, in terms of new targets and priorities. This is in perfect line with the rest of the relevant literature analysed here, which intertwines the covid-19 crisis, with the change of the capitalistic standards, and consumption habits.

Following this flow, we arrive to the confirmed fifth research proposition:

They might finally diversify their marketing strategy w.r.t. competitors. This, will affect brand trust, brand equity and the final willingness to buy.

All people, just for what they are, included non consumeristic targets, are a suitable target, as suggested in RP3. With positive consequences on the marketing strategy, RP4, and final shopping behaviour RP5. They can provide antecedents for unprecedented marketing strategies, with the demonstrated consequences on trust, brand equity and willingness to buy. So companies have to better interview, “life simplifiers,” the “degrowth activists,” “climate activists,” and the “conservation activist” (Kotler 2020), to improve their results and detach competition. According to Kotler, indeed, the anti-consumerism will change capitalism forever, and second chance have reinforced this thesis.

About Enhancement of the Differences and the relative literature, the study has confirmed the reliability of sixth research proposition so:

Disadvantaged people, with a high likelihood, cannot be categorized as a whole. They are individuals with diverse reasons and needs. Treating them all in the same manner, is not the best way to prompt an integration path and supporting them throughout it.

1)Disadvantaged people ***are just people***, they don't represent a category. So, in spite of Ethos classification, starting point which at least considers the variety of this world, it is still not enough. Any classification without the integration of interpretative data could be not satisfactory, because it is not the most suitable approach to the subject.

2)Not all of disadvantaged people have the same needs. The confirmation of RP6 contradicts all the studies and methodologies which standardise the help and the results. This is an invite for them to reflect and not a critique. Particularly detached from reality, are unfortunately, the Italian studies about the topic, which are few and out of focus. In effect, despite their appreciable interdisciplinarity (Guiducci 1980, Gazzola 1997, Barnao 2004, Levorato *et. al* 2017, Dua, 2017), they don't get the point and the aim, not determining then a final progress for the subject matter.

About Durability and Effectiveness of Rehabs and the relative literature, the study has confirmed the reliability of sixth research proposition so:

When the rehab happens for a free choice it has a high likelihood of being more effective and long-lasting. When the choice of making a change, an upgrade in life is spontaneous and comes from new awareness, it has more potential to determine a true and enduring life improvement.

“Reversal of Fortune” (Wayne Powers, Santa Monica, CA, 2005), represents the exact demonstration of this. 100.000 \$, arrived in Ted’s life for free and threw away in few months. So the questions are:

Did Ted really need it?

was it the right moment for him?

was it the right way to help him ?

The key to the bad result of this experiment is simple:

MATERIAL AIDS WITHOUT A PROPER SUPPORT ARE NOT ENOUGH TO MAKE HOMELESS PEOPLE CHANGE THEIR LIFE.

Why should they do it ? For example, you, that are reading now, would change your life only because you are forced by someone that gives you something material? Homeless, are people like of the others with their personality, preferences, reasoning, independence. We have also to consider that, forced help, without dialogue and attention, imply the judgement of their current lifestyles, which any attempt to change it, is an admission of considering it wrong.

As a final here investigated conclusion we can confirm that:

For both homeless and companies human empowerment is a valuable rehab method to provide both with their second chance;

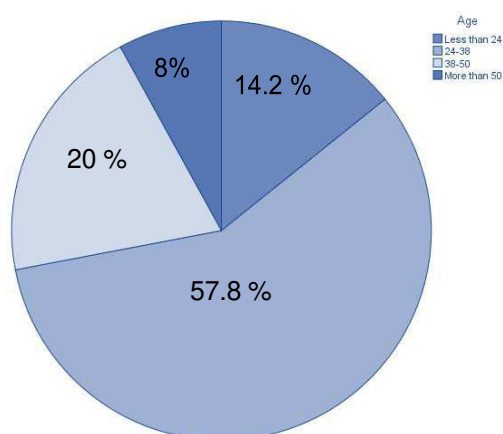
4.4 Quantitative Results

4.4.1 Sample Composition Description

The 225 people sample results good in terms of composition and variety and the target age (24-38), formed by *Millennials*, selected as an ideal target for organic products with philanthropic aims, is the majority, as initially purposed, namely 57.8%. The equilibrium among women and men in the sample facilitates the generalization of the results in terms of genre.

Age

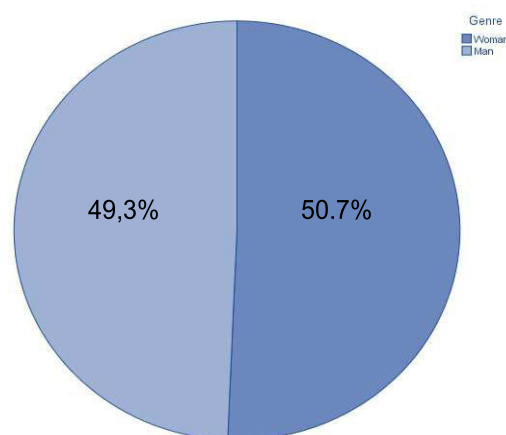
Graph 1: Sample's Age Composition



Source: SPSS Descriptive Univariate Analysis Output

Genre

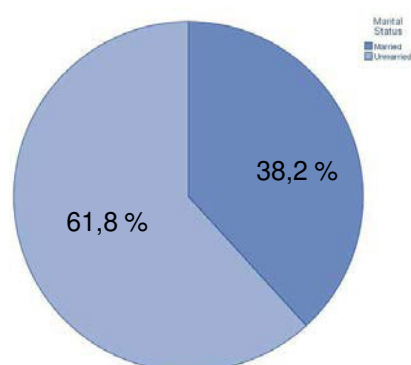
Graph 2: Sample's Genre Composition



Source: SPSS Descriptive Univariate Analysis Output

Marital Status

Graph 3: Sample's Marital Status Composition

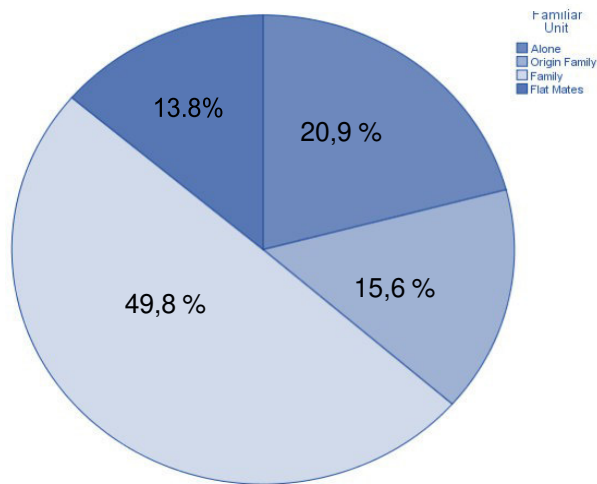


Source: SPSS Descriptive Univariate Analysis Output

Most of the people of the sample are not married. This does not mean that their familiar unit is mononuclear, indeed, the majority of the sample lives with their family that, according to the re-codification, here comprehends, both a family formed by married people and a cohabitation with the partner.

Familiar Unit

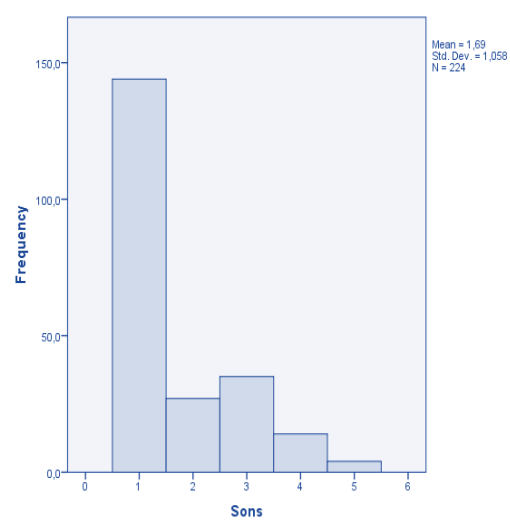
Graph 4: Sample’s Familiar Unit Composition



Source: SPSS Descriptive Univariate Analysis Output

Children

Graph 5: Sample’s Children Composition

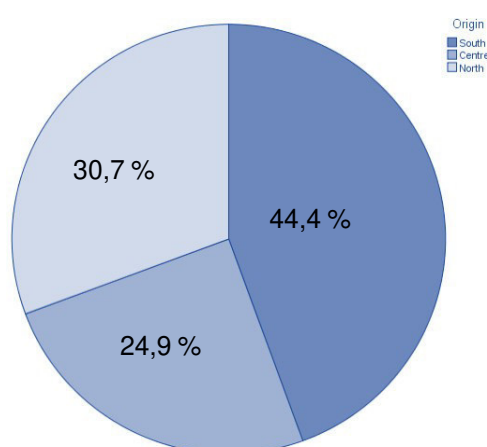


Source: SPSS Frequency Distribution Output

Apart from the 49.8% who live with family, the rest of the sample is homogeneously distributed among those who live alone 20.9%, with their original family 15.6% and those that live with flat mates 15.6%. This distribution perfectly matches the situation of children, the value 1 which stands for 0 children, only apparently is the majority; in fact, by summing the number of people who has 1,2, 3 and 4 children it can be noticed that people with children are a quite substantial group, perfectly in line with the profile of people that buy organic food usually. They are a slightly less portion than the rest, but buy in largest quantities and more often having a family with children and so caring for the health of all family.

Geographical Origin

Graph 6: Sample's Geographical Composition

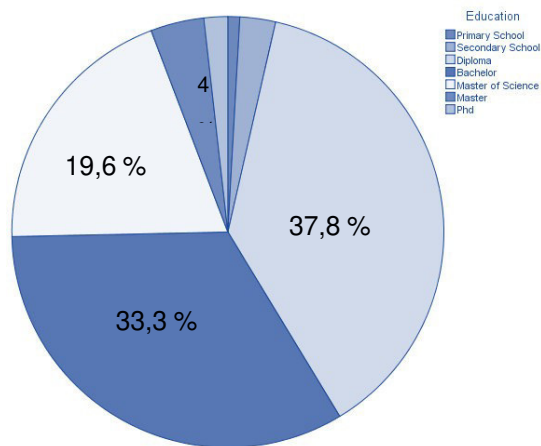


Source: SPSS Descriptive Univariate Analysis Output

The geographic distribution of the sample is balanced enough to extend the results to the entire Italian area. Not surprisingly, much of the sample is from the south, 44.4%. They are more prone to answering questions about brands, as they continue to believe in them. They are followed by northerners, 30.7%, and by people from the center, 24.9%.

Education

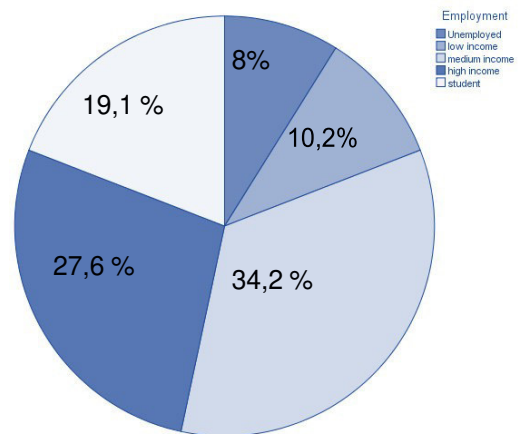
Graph 7: Sample's Education Composition



Source: SPSS Descriptive Univariate Analysis Output

Employment

Graph 8: Sample's Employment Composition



Source: SPSS Descriptive Univariate Analysis Output

Diploma is the highest single percentage. Unifying graduated people with people who have a Master of Science and people who have undertaken the PhD, the percentage of people with a high degree of instruction overcomes both the percentage of individual with a low degree of instruction and those with the diploma. This fact is perfectly in line with the *Millennials* profile of highly informed people and with the organic attitude which requires a certain degree of awareness about the topic.

For what concerns the employment, most of the sample has a medium income, and the second highest percentage is formed by students followed by high-income people, fact that confirms on the one hand the importance of the economic possibility to afford the price of the organic offering and on the other that is not necessary having a high income in order to be interested in it.

4.4.2. Model Outcomes

Explorative Factor Analysis

The explorative factor analysis has been run with the extraction method of principal components, with the Varimax rotation and, based on initial eigenvalues higher than one, inputting one hundred as the maximum number of iterations per convergence. In order to grant rigor for the analysis it has been run twice.

During the first attempt, for 8 items pertaining to two constructs (for more details look at the rotated component matrix table explanation), the weights internal to factors were less than 0,5, for this reason they've been eliminated from the subsequent factor analysis. By keeping them, also, the problem of interpretability of factors would have remained, compromising the entire analysis.

The results obtained after this items depuration well satisfies the criteria for the goodness of the analysis:

1. The **% Explained Variance** by each item should be at least 70%.

This criteria results verified being the total variance explained by the six factors of the model equal to 78,063 %.

Total Variance Explained						
Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	18,311	57,222	57,222	7,952	24,850	24,850
2	1,707	5,334	62,556	7,581	23,692	48,542
3	1,502	4,694	67,250	3,915	12,233	60,775
4	1,253	3,915	71,165	2,199	6,873	67,648
5	1,207	3,772	74,936	1,946	6,081	73,729
6	1,000	3,126	78,063	1,387	4,334	78,063

Source: SPSS Analysis Output

1. Communalities. The quote of explained variance by the factors of the single variables should be higher than 0,3-0,4.

2. Interpretation. The factor loadings should report weights for each single item composing the factor of at least 0,5. Once considered values over this threshold, if the correlation structure between the input variables and the factors is well defined, the interpretation results easier.

In this case, out of the initial six constructs the analysis has provided six factors, perfectly in line with the initially hypothesized model. The weights of each elements composing the factors are all more than 0,6. Constituting a great result to be accepted. Here follows the rotated component matrix obtained with the extraction method of principal components and with the Varimax rotation option, Kaiser normalization.

Chart 4: Rotated Component Matrix

	Philanthropic Organic Line Insertion Perception	Car Percepti on	Trust	Brand Equity	Organic Line WTT	Parent Brand WTB
Brand's Perceived Quality	0,814					
After, Brand's Perceived Quality	0,725					
Be Perceived Quality	0,666					
Brand recycling care.		0,804				
Brand environment protection		0,788				
Brand environment awareness		0,817				
Brand clients needs.		0,656				
Brand client's		0,780				
Brand value chain quality.		0,648				
Brand employees equal. opp.		0,741				
Brand employee's safety.		0,760				
Brand employee's economic		0,714				
Brand Trust			0,645			
Brand Constant Accountability			0,618			
Brand Reliability			0,662			
Brand Loyalty				0,663		
First Choice				0,655		
Brand Quality				0,681		
Brand Functionality				0,602		
BE Purch. Likelihood					0,846	
BE Purch. As Needed					0,806	
BE Sure WTT					0,836	
High WTB Likelihood						0,750
Sure WTT						0,738

Source: Own elaboration with data from SPSS rotated component matrix output.

Note: the wording of the items is written in an abbreviated form

For what concerns the first factor “Organic Line Insertion Perception” the items to keep are: brand perceived quality, brand perceived quality after having known that

the brand has an organic line, and the perceived quality of the brand extension. After all, they are the most important items of that scales for this research, so this is self-evident. The second factor “CSR Perception” is one the most numerous and sound, keeping all its items untouched, the same for the third factor: “Trust”. The fourth factor: “Brand Equity”, has conserved four of its original items, namely Brand Loyalty, Brand as the first choice, Brand Quality and Brand Functionality. For what concerns the fifth factor “Organic Line Willingness to Buy”, out of its original three items has kept exactly three items so as the last factor “Parent Brand Willingness to Buy” which has kept two items out of two. At the end of this explorative factor analysis, the results are quite coherent with what expected. The items eliminated were so similar each other that some overlapping problems could have compromised the significance of the model. The results of the Rotated Component Matrix are quite satisfying, because, even considering the limits of the analysis, all the original factors are kept, fundamental aspect for a research work that aims at demonstrating a specific reasoning for which all hypotheses are considered fundamental to demonstrate the thesis.

Starting from this promising base, the following step to present here is the confirmative analysis, factor by factor.

Confirmative Factor Analysis

This step, which aims at evaluating the internal consistency of each factor, has provided a clear idea of the percentage of variance explained by each factor. Being all percentages higher than 60% the result has been considered good and coherent enough to proceed with the aforementioned items and factors. Furthermore, the communality criteria have been considered as well, if during this phase the communality of one or more items would have been less than 0,5 this would have signified the need to eliminate it and to relaunch the confirmative analysis. Luckily, this has not happened, confirming, then, the validity of the original number of

factors hypothesized for the structural model and explored previously.

Cronbach's Alpha

After, has followed the reliability analysis of the scales with the Cronbach's Alpha index. *Ceteris Paribus*, this statistical index measures the reliability and validity, also in terms of time. It could happen, indeed, that some scales are valuable for one study in a specific context and not in another, or that what was true and reliable ten years ago is no longer valid today. Furthermore, we need to consider that, being the scales in English and the questionnaire in Italian, some reliability matters could have occurred.

It Is one of the most effective indexes in attesting scales' reliability. In this case, no surprises about its values have compromised the continuation of the analysis, as addressed by the explorative phase. All the values, indeed, are above the 0,7-acceptability threshold. This confirms the accuracy during the literature review phase and during the selection of the scales. Even in quite different contexts, indeed, the fact that more or less the same items have already been tested by some authoritative authors for important and remarkable research, has constituted a further and preliminary guarantee of reliability. The intuitions about the link between their studies and the present research are confirmed.

Chart 5: Cronbach's Alpha and

Factor	Cronbach's Alpha
Organic Line Insertion Perception	0,892
CSR Perception	0,959
Trust	0,955
Brand Equity	0,935
Organic Line Willingness to Buy	0,951
Parent Brand Willingness to Buy	0,956

Source: Own Elaboration with the data Cronbach's Alpha SPSS outputs

Analysis of the Model with Amos: SEM

Apart from the eight eliminated items, the model to test, is exactly the one initially hypothesized. The Structural Equation Modeling, (SEM), is a cross-sectional modelling technique which simultaneously estimates relationships between multiple independent, dependent and latent variables, generating different multiple regression equations in a single structure. It is more confirmative than explorative as a methodology. Considering it particularly fit to test the present research model, which has a series of constructs put in a logical sequence, the next quantitative phase has consisted in the final validation of the overall model thanks to the software IBM SPSS AMOS, and the SEM as a confirmative methodology.

In order to then evaluate the goodness of the model, the following indexes have been taken into consideration:

✓ GFI stands for Goodness of Fit Index. It is the proportion of variance accounted for, by the estimated population covariance. It measures how much of the effective input matrix is forecasted by the estimated model. In order to indicate

an adequate model, it should be ≥ 0.95 (Daire Hooper, et al. 2008). In literature, also values above 0,8 are considered adequate (Brown and Caddick, 1992).

✓ AGFI stands for Adjusted Goodness of Fit. It favours parsimony. It's cut-off for a good fit is ≥ 0.90 . (Daire Hooper, et al., 2008).

✓ CFI stands for Comparative Fit Index. It is classified into the fit indexes tests that make a comparison between the target and the null model. It evaluates which among concurrent models provides a better match with data. It should be higher than 0.9 in order to indicate a good fit (Bentler,1992).

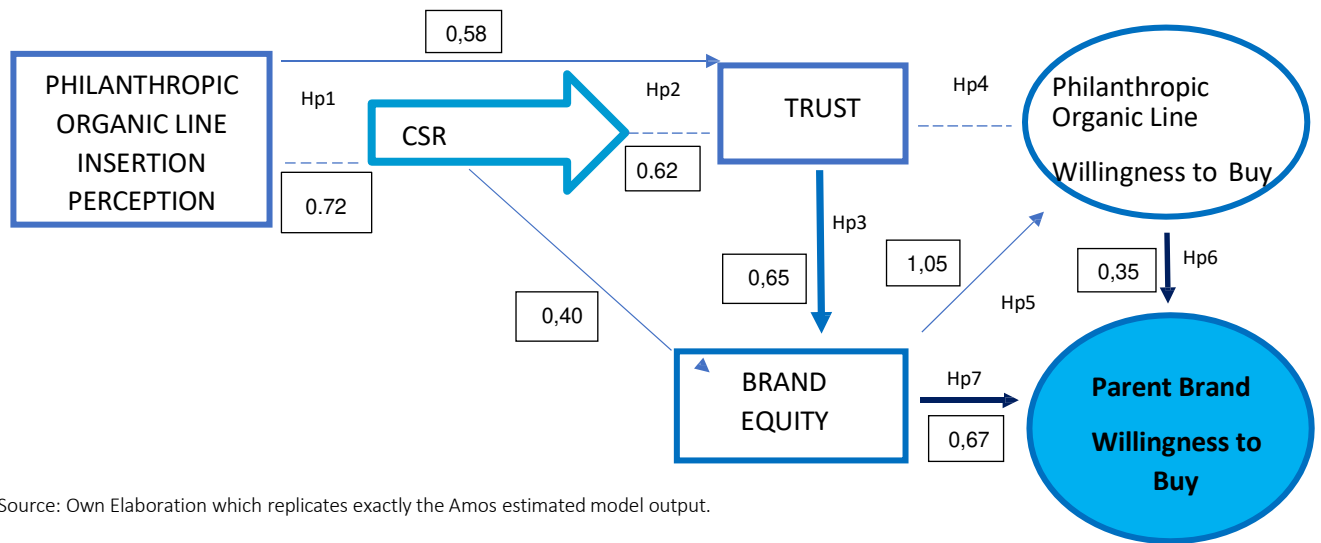
✓ RMSEA stands for Root Mean Square Error of Approximation. It is an absolute fit index which considers the approximation of the population. The upper confidence interval of the RMSEA should not exceed .08 (Hu & Bentler, 1998). It should be less than .08 (Browne & Cudeck, 1993).

Model Fit Summary

The four more important indexes for this analysis, show a good fit, meaning that the model well fits data. The GFI is 0,921, AGFI is equal to 0,867. The CFI being equal to 0,914 shows an ideal fit, finally RMSEA being 0,072 is in line with the academic accepted threshold.

Studied Model

Fig 8: Amos Estimated Model



Source: Own Elaboration which replicates exactly the Amos estimated model output.

From the Standardized Regression Weights results that: Organic Line Insertion Perception has a highly positive influence on CSR Perception (hp.1), which, in turn, positively influences trust (hp.2). Unexpectedly, Philanthropic Organic Line Insertion Perception also has a direct positive influence on trust, beyond the positive relation mediated by CSR Perception as initially hypothesized. Another new path resulted from the analysis and not initially forecasted is the direct positive influence that CSR Perception has on brand equity. Also trust, as initially forecasted, has a quite strong positive influence on brand equity (hp.3), which in turn has a huge positive influence on organic line willingness to buy (hp.5). In the initial model, the positive relationship between trust and organic line willingness to buy was hypothesized as both direct (hp.4) and mediated by brand equity (hp.5). In reality, the direct relation has resulted insignificant, but more than compensated by the important mediated effect. Finally, Organic Line Willingness to Buy, positively influences Parent Brand Willingness to Buy (hp.6), which is also positively influenced by brand equity (hp.7), thanks to the

important role exercised by the retroactive effect both in the sixth and seventh relation.

The hypothesized relations are all successfully confirmed, the model is reliable and valid. This means that: The insertion of organic lines by mainstream brands with philanthropic aims, increases the trust that consumers have in the brand as a whole, also thanks to the mediating role of CSR perception, and incentivizes the willingness to buy the parent brand. It also signifies that, for companies the economic incentive works so as the human one (thanks to triangulation we'll see that it is not the same for disadvantaged people). This confirms the relevance of the research area and the non-negligible contribution that this research adds to the present academic literature about CSR. Furthermore, the internal coherence of the constructs among items of the same construct is valuable. Considering all these elements the analysis results quite reliable.

4.5 Discussion on Results and Literature Contribution

This paragraph is aimed at making the point about the validation of the initial hypotheses and the contribution provided by each of them for the existing brand extension and brand equity literature.

As stated in the first confirmed hypothesis: The insertion of an organic line with charitable aims by a mainstream company positively relates with a perception of CSR by the consumer for the same company. In the context of Pivato, Misani, Tencati, research, (2008), CSPR was an isolated component, here instead a specific antecedent for it, has been hypothesized. Namely, the insertion of a philanthropic organic line, in this way substantiating and giving a new life to a classic and hugely investigated concept. This contribution aims at demonstrating that the insertion of an organic line with philanthropic aims can be a driver of CSR actions for the company itself and CSR perception for consumers. Furthermore, has been discovered that, also in this research context, Organic Line Insertion Perception also has a direct positive influence on trust, (i.e. Strub and Priest 1976; Doney and Cannon, 1997), not initially forecasted. So, the mediating role of CSR Perception is yes strong and important, but the fact itself of introducing an organic line, is already enough to generate consumers' trust, further confirmation of the huge positive impact that the introduction of an organic line has on consumers.

The perception that a company is socially and environmentally committed positively relates with the trust in the same company, confirming the second hypothesis. The research work of Pivato, Misani and Tencati concluded that "the more a company is committed in CSR, the better it communicates to its stakeholders and it's positively rewarded by specific actions by its customers" (2008) In their research context they were referring to retailers. The present work adds, instead a contribution, for what concerns mainstream brands proposing a new trust driver: the organic line, mediated by CSR perception. Being organic products credence goods (i.e. Castaldo

et al. 2008, 2009) the concept of trust and its antecedents play a fundamental role in this research context. Furthermore, CSR perception has also a direct positive influence on brand equity, and not only mediated by trust as in the reference literature of the model (i.e. Perrini et al. 2009; Pivato et al., 2008; Castaldo et al., 2008). This implies that, when consumers perceive a company as committed in CSR, that company is regarded better by them in terms of brand loyalty, perceived quality, brand awareness, which compose brand equity. (i.e. Guzmán, and Davis, 2017; Fatma, Rahman and Khan, 2015; Blumrod, Bryson, Flanagan, 2012), both thanks to the mediating role of trust and directly.

Confirming the third hypothesis, consumers' trust in a brand positively relates with brand equity. The references of this key relation are quite authoritative, namely Pivato et. al (2008) and Chaudhuri and Holbrook (i.e. 2001), whose first hypothesis of the model was: Brand Trust is positively related to both (a) purchase loyalty and (b) attitudinal loyalty. Being this relation already demonstrated by some among the most accredited marketing experts, the value-added, here, does not rely in the relation itself, rather in the way to read it and in the implications drawn. First, recomposing brand equity as a whole has allowed to recover some important aspects characterising consumers' perceptions with regard to it. In their aforementioned paper indeed, Chaudhuri and Holbrook affirmed that: "Almost all conceptualizations of brand equity agree that the phenomenon involves the value added to an offering by consumers' perceptions and of associations with a particular brand name (Aaker 1996, Baldinger 1990; Baldinger and Robinson, 1996; Bello and Holbrook ,1995; Dyson, Farr and Hollis,1996; Holbrook,1992; Keller,1993; Park and Srinivasan,1994; Winters,1991). "However, in this large growing literature the role that brand trust and brand affect play in the creation of brand loyalty as a determinant of brand equity outcomes has not been explicitly considered." (Chaudhuri and Holbrook, 2001). Here this relation which sees trust as a direct

determinant of brand equity reconfirm to these constructs their importance, without the necessity of decomposing them.

The fourth hypothesis stated that consumers' trust in a brand positively relates with the consumers' willingness to buy of the new philanthropic organic line. Differently from what originally expected, this relation is significant only if mediated by brand equity. So, it turns into: Consumers' trust in a brand positively relates with the consumers' willingness to buy of the new organic line, thanks to the mediating role of Brand Equity. Perrini et al. (2009), pursuing the path undertaken by Castaldo et. al., (2009), investigated the link of consumers' perception that a firm is socially oriented with the consumer intention to buy the firm's products (Perrini et al., 2009). In coherence with these studies, the present research, indeed, apart from the theoretical concept of trust, aims at investigating which are the concrete consequences of it: people are more intentioned to buy that line. Differently from previous studies, here the concepts of willingness to buy are clearly formalized and not only implicit consequences deriving from brand equity, in order to give them more importance than before. In this way this body of research aims at providing some concrete, beyond theoretical, contribution, fully-equipped with turnkey managerial solutions to get to these results.

Brand Equity is positively related with consumers' willingness to buy the philanthropic organic line, perfectly in line with the fifth hypothesis of this research work and its background literature. For instance, in their study, Chaudhuri and Holbrook, (2001) have demonstrated the "potential importance of brand loyalty as a link in the determination of brand performance outcomes."

Also the sixth hypothesis which affirms that consumers' willingness to buy the new philanthropic organic line, thanks to the mediating role of the retroactive effect, is positively related with the consumers' willingness to buy the brand overall value proposition, is confirmed. Most of the brand extension literature is more focused on

the risks deriving from a possible dilution of brand equity rather than on the opportunities that can derive from the positive associations between the brand and the new line, if it is particularly strategic, as in the case of organic products. Aaker and Keller, (1990), in their work "Consumer Evaluations of Brand Extensions" hypothesize that "Higher quality perceptions toward the original brand are associated with more favourable attitudes toward the extension". (H1). Non-denying the truthfulness and soundness of this important statement, this work, even in limited conditions, has demonstrated that also the vice versa is valid: higher quality perceptions toward the extension have positive effects on the willingness to buy of the parent brand. This is one of the most original contributions of this work. The pillars of the aforementioned work: substitute, complements and transfer, revealed to be insignificant for the context of this research, confirming again that the fit is yes important, but not the unique parameter to evaluate the success of a brand extension, as stated also by the two marketing gurus Aaker and Keller themselves admitting the potential role of the parent brand over the extension: "A critically important strategic issue is the impact of the extension on the original brand. It can be positive" (1990).

Finally, as stated by the seventh hypothesis of the model, brand Equity is positively related with consumers' willingness to buy the parent brand, which is fully validated; confirming its consolidated status in the brand extension literature.

5.Conclusions & Hints

This chapter is dedicated to the conclusions which can be drawn from the results obtained and from the overall project mixing both qualitative and qualitative outcomes (5.1)

The first section is dedicated to managerial implications (5.2), as a fundamental output of this research, which aims at providing companies with concrete tools.

In the second part, will be presented improvements areas (5.3) and hints for future research (5.4) on the topic.

The third section is dedicated to the key takeaways of the project and its most important content, Second Chance Bottom Line (5.5).

5.1 Final Findings

By Mixing Qualitative and Quantitative results, and so, by comparing the human incentive with the economic one it can be asserted that:

Collaboration with companies works for both for homeless and for irresponsible companies. For both homeless and companies human empowerment is a valuable rehab method to provide them with their second chance.

For homeless and disadvantaged people the human incentive is more effective than the economic one, especially when it comes from a free choice and in the moment that they decide.

The economic incentive is useful for companies to improve their sales in the short-run. But, in order to reach all their CSR and revenues results and keeping them in the long-run both the economic incentive and the human incentive are key. Only if the company has really internalized CSR principles, far from a greenwashing approach, it will keep on generating brand equity with its products and communication. In effect, human empowerment has positive effects on companies DNA thanks to the true understanding and interiorizing principles of the CSR.

Thanks to the collaboration between homeless and companies, guided by human empowerment, has emerged that disadvantaged people and all the other, that are outside of the consumerism circle, can be a rare and precious source of insights for companies in order to develop unprecedented marketing strategies and stand out w.r.t. competitors, that keep on replicating the same marketing communication among each other guided from similar insights, coming from similar targets.

Finally, it has been demonstrated that the insertion of an organic line with philanthropic aims, has positive effects over brand image thanks to the role of perception with direct consequences on brand equity and sales of the parent brand.

So, considering all the results collected here, results evident that **human empowerment is the most effective tool to generate a Second Chance**. Only thanks to the human incentive (rather than the economic one) **the results achieved by companies and disadvantaged people are significant and long-lasting**.

5.2 Managerial Implications

Awareness is the Key Engine of every Upgrade.

Is important at this point reminding that on the one hand this is a human-oriented project, aimed at improving the life of disadvantaged people practically and for real. On the other this is a business-oriented project, which aims at offering turnkeys managerial solutions, beyond improving the existing literature. So, once acknowledged which the results are, here follows a complete guide of the individuated managerial solutions for each subject topic.

[Rulers should start having a long-term view of poverty.](#)

This vision would imply:

- a true life strategy behind the aids they administer to needy people
- a personalised aid plan
- a constant monitoring of the results (*i.e.* tracking, proxy address technologies could help)
- following them also when the integration program is completed to make sure it endures and overall that the subjects are happy with their new life.

Disadvantaged people should no more be treated as a social burden but instead a resource of information, time, experience, stories, rebirth.

Rules should know and transmit to their municipal ramifications dedicated to social, that, when a change is forced, is less effective and durable.

[Aid Associations should refine their method differentiating and customising the support.](#)

It is not easy, considering rules and funds, so incremental improvements according to the feasibility would also be good, along with the consideration of methodologies other than housing-first and related. They should render the shelters cosier and safer. Most of the people assessed, indeed, prefer staying on the street than being non properly treated both by personnel and peers in these places, starting from the absurd entry and exit hours till be hygiene. With the help of sociologists and state/private funds, they should change their overall plan both strategic and physical.

1. This also implies employing differently the time spent in the street. Remodulating the aid timings, places, modalities. There is diffuse dependence without a definitive solution. Thanks to the certainty of everyday primary necessity subsistence, it is diffused the tendency to take poor condition as definitive, subsistence as a habit and entering in the mindset that it is enough. This is damaging them.

They should never prefer surviving rather than living,

and this is also responsibility to the statal aid network. Material and immediate help should be revised and associated with something else. People inside the aid organizations should consider the long-term negative effects of these assistances and better think about what the most useful and important help for each of them, is, if they need it.

2. The above if, is another fundamental element on which to work. The aid needed from people, should not be taken for granted and neither forced. It is not fair and effective selecting the people that need help from how they are dressed and other conditions which imply an appearance judgement. Forced help, has indeed important negative consequences, explored from experts and here.

3. When homeless refuse some bread, instead of thinking to mental illness or bad character, the members of aid associations should try to ask themselves the very

meaning of that gesture, and maybe read the willingness to do a step forward. It is not bread who will make Gianluca leave the street, or Marco subscribe to university, or Claudio searching for a Job. They should think about it.

4. For disadvantaged people, the key to improve their lives consists of the right moment in which they realise that they want to make a change for themselves, in the moments in which they listen to the right people, in the occasions in which they think. In the frames in which they are happy to live their life.

Most of the times this coincides with understanding that their opinion and contributions are considered so as their voice is listened.

Companies should adopt CSR strategies with a long-term view and real commitment.

Despite sustainability is already an old concept, most of companies are still not getting there. The future goes towards directly changing the vision from: **limit the damages** (*sustain*) to **producing in a way which does not imply any damage** nor for the environment neither for workers (*create value*).

1. This and other studies have demonstrated the key role of CSR in the balance sheet. Indeed, when the social and environmental responsibility by a company is true, it provokes a CSR perception in the customer associated to that company, as demonstrated here. This will be transformed in trust toward that brand. Trust in a brand generates brand equity, which will become willingness to buy, as second chance as demonstrated.

So the hypotheses here highlight the importance of CSR not only for the immaterial capital of a brand, but also how it will be transformed in sales, which are among the primary objectives of a company.

2. This project has showed that the sources of CSR perceptions, can also be other than the well-known standard responsibility actions, for example the collaboration

with disadvantaged people and the help to them in uplifting their life. In Effect CSR and fair trade also imply taking care of people that have not good possibilities. To do this, is not enough making collections inspired to the street style, making random donations to just-known-by-name associations, devolve an irrelevant percentage of the company earnings to disadvantaged realities and spending three thousand more to communicate it by campaigns.

In order to take care of disadvantaged people it is necessary having a direct and lost-lasting contact with them. By speaking with them, there in the street, by doing constant focus groups, by involving them in their activities and see that if they can be useful and how.

3. In Business, coherence and transparency are fundamental as they have a direct influence on Trust, which is a crucial affect and profits driver. ***CSR is not an option for companies, but an ethic duty.*** The strategy has to be organic, coherent, and true, otherwise the trust process will result compromised.

4. To go in this more authentic direction, companies should provide their customers with new reasons to chose them. Now, it seems no more enough a good product and a smart communication. So, once fixed the responsibility issue, which should be a basis and not a nice-to-have, they should act on unprecedented levers. What has been done in this project is a good example of not only CSR and philanthropy but also unconventional communication. So, the key for companies to succeed is becoming irreplaceable in parameters which can be product or brand-related. Finding a cool way to be with their actual and prospects in their daily routine, rather than social media, can be a plus. So as involving them in the creative process, in first person, and for real, rather than with unpersonal contexts and fake opportunities.

5. More delicate issue is managing deviance in a company. I will provide some suggestions.

First, is important starting from these foundations:

- Any change has as basis the in-depth reflection about the state of the art and the willingness to improve, otherwise it has no chance to endure.
- Any company which is adopting evil, deviant actions, needs a rehab. It cannot go survive in the way it is behaving.
- Any deviant company has the right to a second chance. So, any deviant company members should not be accused but supported in developing awareness.
- Deviance in a company should be denounced by any person or employee who doesn't see it as normal, also if is only one.

“Dear whistle-blower, even if you are the only one, do not forget your right to be right and do not never doubt about it only because in your environment deviance is normal.”

- All people that in a company execute deviant orders, have their responsibilities as well for the evil actions acted.

The **contact with disadvantaged realities** is a useful way to pose companies in **direct relation to the consequences that their evil behaviour** has on stakeholders.

For example if a company is producing its t-shirts with GMO COTTON, to save costs, their employees and managers should be brought in INDIA, to see the conditions in which their direct and non direct workers live, and above all die, to work with that cotton.

The step forward, for the company to understand its own problem, and trying to have a recovery from deviance, is starting to **collaborate** with all the needy realities which they judge far from them. Till managers would only mention them in press-releases, know their face through humanitarian billboards and their characteristics by stereotypes, greenwashing and irresponsibility won't stop. They have much to

learn from these disadvantaged realities. How second chance as highlighted, this *human empowerment* tool can create the willingness to change and a new possibility for both.

Companies could Individuate New and Unusual Targets from which getting Insights

and fresh feedback. For example homeless, retired, against-consumerism, ethic-buyers, people that are outside the consumeristic circle for choice, people that have peculiar consumption habits, new consumption profiles individuated by Kotler 2020.

1. In effect, most of companies tend to replicate competitors strategies, losing market share and appeal and becoming, with their products quite a boring routine, that risks getting trapped in the *commodity-effect circle*. Fearing to risk they get stuck in the same habits, and so their *brand loses power and appeal* at the eyes of customers, which are the only ones entitled to determine its success and endurance. This experiment has indeed demonstrated that this anti-thesis works well when it comes to innovation, key element to success.

2. Anti-consumerists, according to Kotler 2020 study will be progressively growing, declining their profile in different typologies, from activists, to conservatives. Companies cannot overlook this, because they could be the target of the future. How to satisfy with products people that don't want to consume? It seems a paradox, but it should become a key question today, for not becoming a problem tomorrow when the number of these people will grow.

3. So, companies should see this new normality as a resource, an opportunity to do an upgrade. Anti-consumerism targets, indeed, according to the answers provided in this study, are a source of fresh and wise insights for companies. Interestingly enough, they have a particular care for products and give them unique values. So it could be interesting working with them to find de-commodification strategies.

The Key is Human Empowerment.

At the basis of a successful business strategy, nowadays there is always a strong human component. If companies don't empathize with people, don't see the persons behind their customers they would never succeed in the future with the new habits and standards coming up. In this case it has been explored how the collaboration between subjects which have complementary strengths and weaknesses can be at the basis of their rebirth, namely generating both CSR and fresh marketing and creating new life and business opportunities for both. There can be other ways in which expressing humanity while improving profits and I invite stakeholders to explore them.

5.3 Improvement Areas

The limit itself of this work is the topic itself, which is unprecedently being investigated, especially with this experimental approach. On the other hand this is the only one that allows a real revolution and a change in the knowledge about the topic, more than a gradual increase of it.

GEOGRAPHIC AREAS=> GOOD TO START

FUNDS=> QUALITY TO QUEST FOR IN THE FUTURE

COVID-19 RESTRICTIONS=> DID NOT STOP THE RESEARCH, GAVE IT SOME NEWNESS

DIFFICULTY OF TOPIC ITSELF=> UNISA EQUIPE STRONGLY BELIEVES IN THE PROJECT

RESEARCH EQUIPMENT=> FOUND ABROAD

LIMITED GENERALIZABILITY=> PURPOSELY

LIMITED TIME=> COMPENSATED WITH EFFECTIVENESS

RESEARCH TRADE-OFFS=> ENDEMIC

OWNED LIMITATIONS IN THE RESEARCH ENDEAVOR=> PHYSIOLOGIC

5.4 Hints for Further Research

Future research on this topic could focus on:

- *Covering all the individuated gaps in literature, in other ways;
- *Starting from the present literature review individuating new gaps, creating new research questions;
- *Extending the analysis to other contexts;
- *Extending the analysis to other towns in the same countries analysed here;
- *Creating new qualitative and quantitative methodologies and crossing them with the ones created and adopted here;
- *Making comparisons with existent studies;
- *Studying co-creation in a human empowerment logic, enlarging the scenario of stakeholders;
- * Identifying clusters within the targets that buy philanthropic organic products
- *Doing other Human Empowerment studies in a systemic vital approach logic to discover if it is possible keeping its distinguished and valuable baseline while updating it beyond-sustainability;
- *Individuating other fresh forms of CSR;
- *Studying and Signalling other corporate crimes;
- *Individuating the almost never-investigated responsibilities of customers in the corporate crimes;
- *Individuating other forms of collaborations between opposite and needy worlds;
- *Keep on studying Second Chance over time to see how it evolves with time and society changes

*Making a cluster analysis on the groups of disadvantaged people, if RP4 holds, there will be many clusters, it will be difficult finding touch points within those groups;

*By making a cluster analysis on the two groups of disadvantaged people and managers, can come up material for going more in depth in this already hypothesized aspect. In effect if within the same group there is poor consistency and among the two groups not enough differences, this further confirm Second Chance core concept, because demonstrates that managers and disadvantaged people are not two distinct groups, but just people.

* Studying, those targets that declare to be “green” and do not act coherently with this credo, resulting in a completely biased self-perception.

* Consequently, investigating the dynamics through which some companies exploit this bias to sell greenwashed products.

*Investigating other human empowerment plans, other synergies which can be useful both for companies and society.

Finally, It would be ideal taking insights from this study for finding new ways to help needy people and to prompt companies in undertaking a coherent CSR path.

5.5 Bottom Line

Our planet is sending us unequivocal signals.

Companies, which are the pillars of a system based on production, pollution, consumption and emission of wastages, cannot ignore the warnings that regard biodiversity and, consequently, our entire life.

“Preserving biodiversity is impossible, till it is not assumed as the main logic of the production itself [...] Is not indeed unavoidable that the production is counterposed to diversity: the uniformity as a productive model, is inevitable only in the context of control and profit. “

Vandana Shiva from Biodiversity: A Third World Point of View, par. 2, p. 70

Despite the polemics that surround it, organic agriculture and production, especially if with philanthropic aims, is a way to start a path toward a more sustainable production system and value chain which respects environment, workers, animals, and so works for the continuity of our species. No one can deny the poor sustainability of the classic production methods based on quantity rather than quality and making an excessive use chemicals and pesticides. Organic produce, with its quite strict standards do not comprehends pesticides and other similar substances or at least admits them only under the most dangerous thresholds and this is a certified certainty. Most movements and people against the

organic production, are basically terrified from its incredible potential power of radical change. The main objective, indeed, should be to uniform all the production systems to the organic ones, being a right of every individual, regardless of his

earnings, to live in a healthy planet, to breath clean air and to eat well in order to preserve body in good conditions.

Business with its products and communication is an integral part of our daily lives and identities. It cannot avoid being truly and fully responsible. The lack of a proper CSR, i.e. greenwashing activities aimed at short term profits, *undermines the existence of the business eventually and consequently of life itself.*

The pandemic is only one of the signals that we are at a no return point.

In this phase, the quest for *care* and *authenticity* are key. The need of *transparency* and *responsibility*, prompted by the pandemic, is not a fashion, but the future. Companies should then organise their business in this direction reconsidering their activities, offers and even value chain, when necessary.

Being sustainable is a step forward but not enough.

The next move should be avoiding to harm rather than just limiting damages, shifting from harm less to do good.

When it comes to innovating, acquiring a new sensibility, **disadvantaged people have a strategic importance.**

First, they live consumption at their own independent manner. It is exactly for this reason that they can provide fresh and unprecedented insights to companies, being precious partners in the CSR path.

They are *plentiful in time to spend fruitfully*. So, they are a resource to uplift, enable, insert in our society. Like something unique from which getting unprecedented contributions both for strategic marketing and recovery from deviance. On the other hand, they need concrete help, which is not the forced temporary satisfaction

of their primary needs. This work has indeed found out that the human incentive works more than the economic one for their integration in society.

There are studies that place Covid-19 among the events which has stopped Corporate Sustainable development and its commitment in this direction (*i.e.*, Ikram *et. al* 2020, Sartorio 2020, ONU 2021), so as others which are hypothesizing exactly the opposite (*i.e.*, Ding *et al.* 2021, Kotler 2020, He and Harris 2020, Sartorio 2020, Deloitte 2021). According to me and my studies, being the pandemic a deterrent or an engine for Corporate Social Responsibility doesn't matter, both can be true. ***What is incontrovertible, instead, is the new awareness about it.***

If we consider that is exactly from the capability of thinking that relies on the salvation of Humanity (Arendt 2010), this is a last call for having a better economic system.

Economy is indeed the most human of the sciences (De Gennaro 2015) and does not match with the **capitalistic system which is instead bound to end (Elkington 2018).**

The main goal of scholars, then, should not only be quantifying how many companies are surviving or are sustainable, but also showing and demonstrating that there are other more sustainable ways to manage a business making profits, **which include the prosecution of our species.**

The matter is not how much, but *how*.

The question does not start with *if* but with *when*.

This project has revealed some secrets that intertwine Business to CSR and Philanthropy and will characterize the next future of companies.

Now the choice between death or life is up to us, with our small daily choices, big business decisions, research, giving a hand.

All is folded in *how we give this hand*.



Courtesy of Saype-Turin



Courtesy of Saype-Paris



Courtesy of Saype-Bènin

Think about a handshake and now visualise it:

*Depending on the perspective from which we look at it,
it can be delicate or vigorous,
it can be even turned into a violent grip.*

*With a handshake two people can decide to collaborate,
for something good
or for something evil,
it suffices a handshake between two countries.*

for starting

or

ending a war.

*With a simple handshake,
people that are different,
can decide to collaborate together,
for a unique aim,*

this can be the one that converts their life

forever,

but

to change we need to think, so

we don't want soft handshakes,

we want those that are strong enough,

to remind us that we are together

in reaching the objective,

we strive for those that really shake us

and never quit

till the moment we keep our honour word,

as our Grandfathers handshakes.

A handwritten signature in black ink, appearing to read "Michael Gorman". The signature is fluid and cursive, with a large initial 'M' and a long, sweeping tail.

6. Annex

Chart 1: % Explained Variance Org. Line

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings	
	Total	% of Variance	Cumulative %	Total	% of Variance
1	2,470	82,322	82,322	2,470	82,322
2	,377	12,555	94,877		
3	,154	5,123	100,000		

Source: SPSS CFA Output

Chart 2: % Explained Variance CSR Perception

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings	
	Total	% of Variance	Cumulative %	Total	% of Variance
1	6,776	75,292	75,292	6,776	75,292
2	,665	7,387	82,679		
3	,426	4,737	87,416		
4	,285	3,171	90,587		
5	,228	2,538	93,125		
6	,215	2,394	95,518		
7	,165	1,831	97,349		
8	,123	1,363	98,712		
9	,116	1,288	100,000		

Source: SPSS CFA Output

Chart 3: % Explained Variance Trust

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings	
	Total	% of Variance	Cumulative %	Total	% of Variance
1	2,753	91,770	91,770	2,753	91,770
2	,150	4,999	96,769		
3	,097	3,231	100,000		

Source: SPSS CFA Output

Chart 4: % Explained Variance B.Equity

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings	
	Total	% of Variance	Cumulative %	Total	% of Variance
1	3,401	85,015	85,015	3,401	85,015
2	,306	7,660	92,676		
3	,157	3,924	96,600		
4	,136	3,400	100,000		

Source: SPSS CFA Output

Chart 5: % Explained Variance Org.Line WTB

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings	
	Total	% of Variance	Cumulative %	Total	% of Variance
1	2,735	91,183	91,183	2,735	91,183
2	,156	5,188	96,371		
3	,109	3,629	100,000		

Source: SPSS CFA Output

Chart 6: % Explained Variance Pa. WTB

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings	
	Total	% of Variance	Cumulative %	Total	% of Variance
1	1,918	95,908	95,908	1,918	95,908
2	,082	4,092	100,000		

Source: SPSS CFA Output

Chart 1: Cronbach's Alpha on Org.

Reliability Statistics

Cronbach's Alpha	N of Items
,892	3

Source: SPSS Output

Chart 2: Cronbach's Alpha on CSR

Reliability Statistics

Cronbach's Alpha	N of Items
,959	9

Source: SPSS Output

Chart 3: Cronbach's Alpha on Trust

Reliability Statistics

Cronbach's Alpha	N of Items
,955	3

Source: SPSS Output

Chart 4: Cronbach's Alpha on B. Equity

Reliability Statistics

Cronbach's Alpha	N of Items
,935	4

Source: SPSS Output

Chart 5: Cronbach's Alpha on Org.WTB

Reliability Statistics

Cronbach's Alpha	N of Items
,951	3

Source: SPSS Output

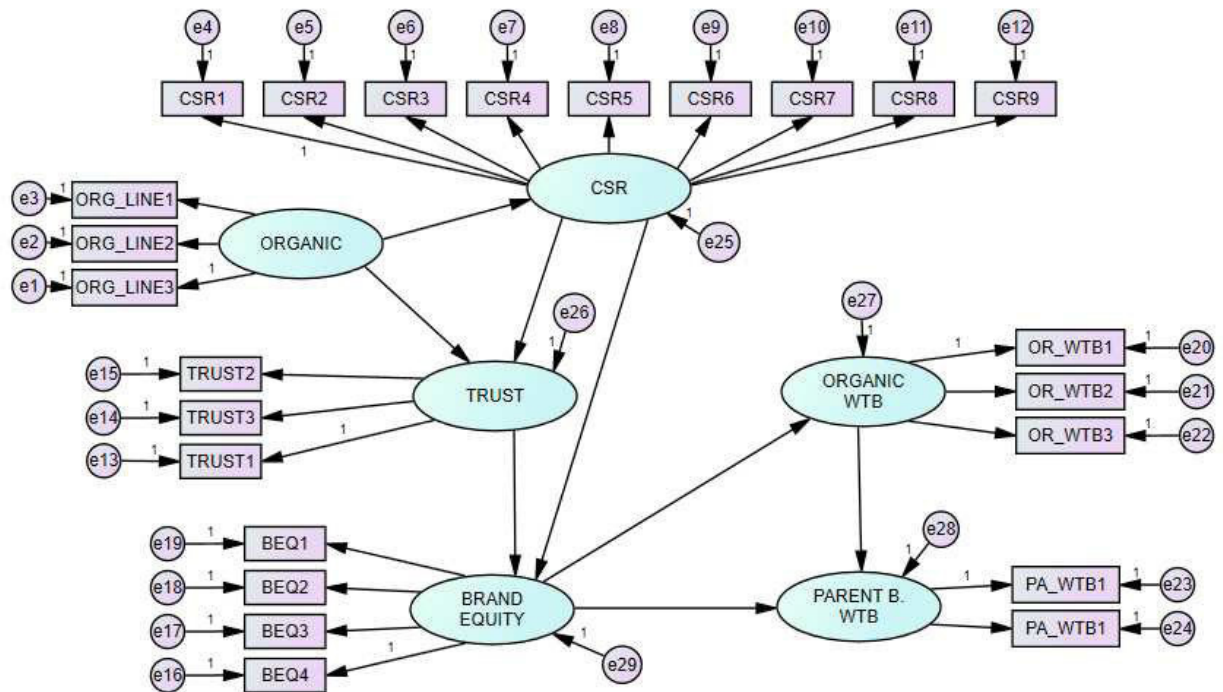
Chart 6: Cronbach's Alpha on Pa.WTB

Reliability Statistics

Cronbach's Alpha	N of Items
,956	2

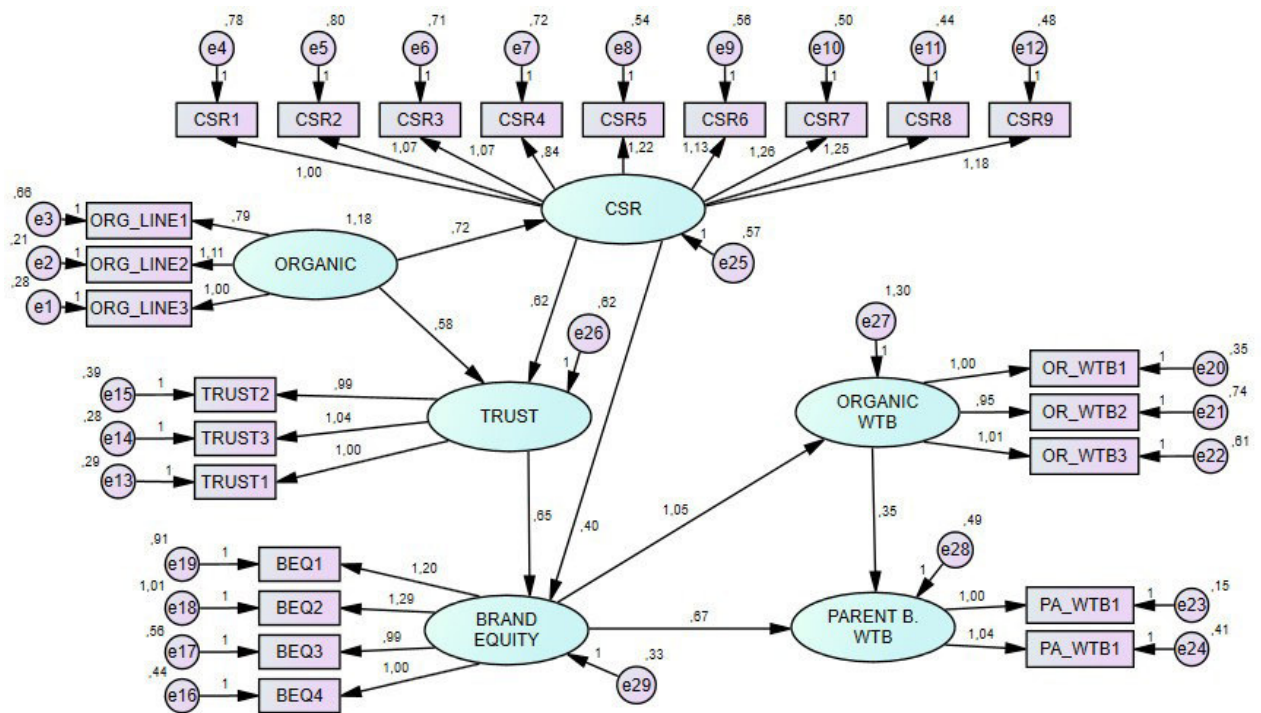
Source: SPSS Output

Chart 1: Amos Measurement Model



Source: Amos Output

Chart 2: Amos Estimated Model



Source: Amos Output

Chart 3: Regression Weights

		Estimate	S.E.	C.R.	P	Label
CSR	<--- ORGANIC	,717	,073	9,863	***	
TRUST	<--- CSR	,618	,097	6,376	***	
TRUST	<--- ORGANIC	,576	,093	6,177	***	
BRANDEQUITY	<--- TRUST	,652	,066	9,953	***	
BRANDEQUITY	<--- CSR	,403	,084	4,786	***	
ORWTB	<--- BRANDEQUITY	1,045	,074	14,195	***	
PAWTB	<--- ORWTB	,353	,057	6,189	***	
PAWTB	<--- BRANDEQUITY	,668	,077	8,627	***	
ORG_LINE3	<--- ORGANIC	1,000				
ORG_LINE2	<--- ORGANIC	1,111	,057	19,461	***	
ORG_LINE1	<--- ORGANIC	,791	,063	12,579	***	
CSR1	<--- CSR	1,000				
CSR2	<--- CSR	1,068	,087	12,304	***	
CSR3	<--- CSR	1,072	,085	12,668	***	
CSR4	<--- CSR	,841	,075	11,206	***	
CSR5	<--- CSR	1,218	,087	13,993	***	
CSR6	<--- CSR	1,130	,083	13,567	***	
CSR7	<--- CSR	1,259	,088	14,314	***	
CSR8	<--- CSR	1,246	,086	14,534	***	
CSR9	<--- CSR	1,180	,083	14,141	***	
TRUST1	<--- TRUST	1,000				
BEQ4	<--- BRANDEQUITY	1,000				
BEQ3	<--- BRANDEQUITY	,987	,051	19,399	***	
BEQ2	<--- BRANDEQUITY	1,290	,068	19,071	***	
BEQ1	<--- BRANDEQUITY	1,197	,064	18,850	***	
OR_WTB1	<--- ORWTB	1,000				
OR_WTB2	<--- ORWTB	,952	,041	23,246	***	

OR_WTB3	<--- ORWTB	1,012	,040	25,446	***
PA_WTB1	<--- PAWTB	1,000			
PA_WTB2	<--- PAWTB	1,040	,036	29,135	***
TRUST2	<--- TRUST	,991	,042	23,588	***
TRUST3	<--- TRUST	1,045	,040	26,151	***

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