

In this issue

- An alternative Stakeholder Management Tool
Srikant Kumar Bhadra
 - An Analysis of its Implementation in Pharmaceutical Sector
Priyabrata Panda & Sovan Mishra
 - Brand Personality from Corporate Social Responsibility: A Critical Review of the Brand Image through CSR
Diptendu Ghosh, Pratapaditya Ghosh & Biswajit Das
 - Indian Railway's Renewed Vision: Inclusive and integrative growth through commercial focus and social commitment
Biswajit Das & Nibedita Sahu
 - Corporate Social Responsibility: Engagement of IT Infrastructure in Mobilizing Community
Shiv Sankar Das
 - Introducing Corporate Social Responsibility (CSR) to a spiritual and 'superstitious' India
Ankur Joshi, Pawan Verma, Priyanka Dutt & Puneet Bindlish
- Case Study Section
- Kesoram Industries Ltd. Managing a Sustainable Supply Chain: A Case Study of BIRLA TYRES
M. Pattnaik
 - CSR in TCS – A case study
Priya S Mahapatra
 - CSR: Overcoming The Sustainability Challenge
Arjun Singh, Pranaav S. Chandy & Angad Singh



Theme-based Special Issue on Corporate Social Responsibility



School of Management, KIIT University
Bhubaneswar - India

Parikalpana
KIIT Journal of Management
[ISSN – 0974-2808]

Board of Advisors

Prof. N.L. Mitra

Chancellor, KIIT University

Prof. P.P. Mathur

Vice Chancellor, KIIT University

Prof. Ashok K Sar

Dean, School of Management, KIIT University

Members of Journal Committee, from SoM, KIIT University

Biswajit Das

Iipseeta Satpathy

Pooja Mohanty

Punyslok Dhall

Surbhi Kapur

Editorial Board

Artatrana Ratha, St Cloud State University, USA

Ashish Dwivedi, Hull University Business School, Hull, UK

B. K. Mohanty, Indian Institute of Management Lucknow, India

Badar Alam Iqbal, Aligarh Muslim University, Aligarh, India

Damodar Suar, Indian Institute of Technology Kharagpur – India

Rajen K Gupta, M.D.I. Gurgaon, India

Sailabala Debi, School of Management, KIIT University, Bhubaneswar, India

Saswata Narayana Biswas, Institute of Rural Management (IRMA), Anand, India

Sushanta Mallick, School of Bus. & Management, Queen Mary, University of London

Wee Yu Ghee, University Malaysia Kelantan, Malaysia

Editor

R. N. Subudhi

(Professor, School of Management, KIIT University)

e-Mail: editor@ksom.ac.in

© **School of Management, KIIT University**, Bhubaneswar

Published by Dean, School of Management, KIIT University, Bhubaneswar.

Printed at: Print-Tech Offset Pvt. Ltd.,

Disclaimer: The publisher and or editors cannot be held responsible for errors or any consequences arising out from the use of information contained in this journal. The views and opinions expressed do not necessarily reflect those of the publisher and editors.

Parikalpana

(KIIT Journal of Management)




• Vol-9 (II) • 2013 •

CONTENTS

Editorial

- **An alternative Stakeholder Management Tool Conflict-Consensus-Collaboration** 1-11
Srikant Kumar Bhadra
- **SA 8000 : An Analysis of its Implementation in Pharmaceutical Sector** 12-21
Priyabrata Panda & Sovan Mishra
- **Brand Personality from Corporate Social Responsibility: A Critical Review of the Brand Image through CSR** 22-33
Diptendu Ghosh, Pratapaditya Ghosh & Dr. Biswajit Das
- **Indian Railway's Renewed Vision: Inclusive and integrative growth through commercial focus and social commitment** 34-46
Dr. Biswajit Das & Nibedita Sahu
- **Corporate Social Responsibility: Engagement of IT Infrastructure in Mobilizing Community** 47-59
Shiv Sankar Das
- **Introducing Corporate Social Responsibility (CSR) to a spiritual and 'superstitious' India** 60-64
Ankur Joshi, Pawan Verma, Priyanka Dutt & Puneet Bindlish
- **Case Study Section**
- **Kesoram Industries Ltd. Managing a Sustainable Supply Chain: A Case Study of BIRLA TYRES** 65-75
M. Pattnaik
- **CSR in TCS – A case study** 76-81
Priya S Mahapatra
- **CSR: Overcoming The Sustainability Challenge** 82-90
Arjun Singh, Pranaav S. Chandy & Angad Singh

Parikalpana: The KIIT Journal of Management, is indexed with:



500,000+ serials
100,000+ publishers
900+ subject areas
200+ languages

TYPES OF SERIALS PUBLICATIONS

DEPTH OF KNOWLEDGE

An alternative Stakeholder Management Tool Conflict-Consensus-Collaboration

Srikant Kumar Bhadra

Asst. Manager (CSR and R&R)

Aditya Aluminium (Hindalco)

srikant.bhadra@adityabirla.com

ABSTRACT

This paper is based upon the concept of stakeholder theory and integrated corporate social responsibility. The paper has tried to present how interest of stakeholder has been integrated in to the business interest through CSR. Community and community groups have been taken as the main stakeholder in the process of formulating and implementing Corporate Social Responsibility, which we usually mean in the context of a social and philanthropic responsibility of a company. The crux of the paper is to present two cases where in one case presents corporate social responsibility in operational risk management approach and other one presents the CSR in a value creation approach. Both the approaches in this paper has been presented as an integration approach, one is integrated with business objective to manage the risk, mostly in reactive way, where as the other one is integrated with core business value chain and purpose in proactive way. Both approaches are equally necessary and if can be combined in an integrated development approach becomes effective and sustainable.

Introduction

The relationship between business and the society has been studied since decades with outcomes being influenced by the prevailing economic paradigm at a specific point in time. The idea that business has duties towards society and more specifically towards its identified constituent (or stakeholder) is widely acknowledged. Adam Smith's 1776 opus, *The wealth of Nation* is considered as the landmark of modern capitalism (smith, 1991). Smith's proposition states that when business is free to pursue profits and efficiency, it eventually benefits the

common good, that is, it serves both its interest and those of society at best (Lantos,2001). Milton Friedman's neo classical theory advocates on Smithian argument by explaining that profitability is the ultimate social responsibility of the business if done in an ethical way and in lawful manner. The classical view on CSR is mostly based on the neoclassical economic theory using notion such as the free market, economic efficiency and profit maximization, emphasizing on pure profit making view and wealth creation for company and shareholders. This theory

says that pursuing socially responsible objectives by the manager may impair their performance in achieving the organizational objective i.e profitability and on other hand it believes that there are Government and other civil society organization to look after the socially responsible action which the managers are not equipped to perform. This is known as shareholder model of CSR, emphasizing more on profit making view. However the concept of CSR has gone through a process of evolution within a shareholder-stakeholder debate. In contrast to shareholder model, the stakeholder theory is based on the notion that beyond shareholders, there are several agents with an interest in the action and decision of companies. Stakeholders are the groups and individual who benefits from or are harmed by, and whose rights are violated or respected by corporate action (Freeman, 1998). In addition to shareholders include creditors, employees, customer, suppliers and the communities at large. The stakeholder theory asserts that companies have a social responsibility that requires them to consider the interest of all parties affected by their action. According to Porter and Kramer (2002) Friedman's argument has two implicit assumptions: social and economic objectives are separate and distinct and by addressing social objectives companies don't provide greater benefit than is provided by individual donors. But the dichotomy between economic and social objectives is a false one because companies do not function in isolation from

the society in which they operate. In long run, the social and economic goals are inherently conflicting but integrally connected. Freeman et al (2004) correctly consider that the shareholder single-objective view is a narrow view that cannot possibly do justice to the panoply of human activity that is value creation and trade i.e business. Thus there are two basic concept of CSR, one is narrowest concept which includes economic responsibility alone and other one is the wider concept which includes more than one dimensions of social responsibility aiming to satisfy all the stakeholders that directly or indirectly influence business environment. However the concept of integrated corporate social responsibility is the widest and most comprehensive concept of CSR. The responsibility is built into the business strategy of the company and it includes responsibility towards all stakeholders. According to A. Carol (1991) CSR is presented through four dimensional pyramid; economic social responsibility, legal, ethical and philanthropic social responsibility. Base of the pyramid is made out of economic responsibility, while the legal, ethical and philanthropic responsibilities arise out of it. This means the corporation must earn profit to carry out its philanthropic responsibilities. K. Krkac presented the concept of CSR as a house of social responsibility. The first three responsibilities make up the three level of house, while the fourth, philanthropic responsibility, makes up the roof of the house. In the context of

stakeholder theory, the concept of integrated CSR is presented by four concentric circles, where the inner most circle represent the core business responsibility i.e profit making, this inner circle is wrapped with legal and ethical responsibility while the outermost circle is the philanthropic responsibility.

Essence of the Paper

The paper is essentially based upon the concept of stakeholder theory and integrated corporate social responsibility. There are many typologies and classification of the stakeholder of a business entity such as primary and secondary (Clarkson 1995) based upon the role of an individual or group and their influence or impact on health of the organization. The primary are those without whose continuing participation corporation cannot survive, these are shareholders, employees, suppliers, vendors, customer, communities and government. The secondary are those who are not in transaction with corporation and are not so essential for survival. These are media and civil society organization etc. However, the stakeholder in the range of primary, secondary and tertiary mostly based upon the extent to which an individual or group or an organization is being affected or benefitted due to establishment of Industry. In this way the employees, suppliers, vendors and customers are the primary stakeholder, community is secondary stakeholder as it is immediate to the primary stakeholder to get directly affected or benefitted due to

industry, at tertiary level Government, political organization and civil society organization are the stakeholder to influence the business environment of the company. The paper has tried to present how interest of stakeholder has been integrated in to the business interest through CSR. Here, community and community groups as the main stakeholder, have been taken, in the process of formulating and implementing Corporate Social Responsibility which we usually mean in the context of a social and philanthropic responsibility of a company. The crux of the paper is to present two cases where in one case presents corporate social responsibility in operational risk management approach and other one presents the CSR in a value creation approach. Both the approaches in this paper has been presented as an integration approach, one is integrated with business objective to manage the risk mostly in reactive way, where as the other one is integrated with core business value chain and purpose in proactive way. Both approaches are equally necessary and if can be combined in an integrated development approach becomes effective and sustainable. The former approach is exclusive in nature where as the later is inclusive in nature, trying to create an equity in distribution of benefits due to industrialization across different section of stakeholder communities. The paper also tries to highlights the different CSR conflicts based on the perception and attitude of different stakeholder and how it can be

addressed to have a participatory approach in implementing CSR. The section below throws light upon the CSR conflicts.

CSR Conflicts and stakeholders' perception

The basic purpose of existence of any business entity is to improve the quality of life of the people, broadly called as stakeholder. However the communities who are in close vicinity of Industry and get affected due to process of land acquisition, loss of livelihood, pollution and many other direct and indirect impact of industry become the key stakeholder in the process. In the process of setting up or running a business unit or an industry and implementing its social responsibility there are few **fundamental conflicts** between the stakeholder and the corporation which is termed in this paper as **CSR conflicts** leading to a dilution in the spirit in carrying out social responsibility jobs.

Community Vs Corporation

For any industry as *Friedman* define: 'Profit making is the social responsibility, as it is the core objective of any business unit, based upon which corporation carry out other responsibility'. Profit making is the economic responsibility and is the base for legal, ethical responsibility, as depicted by *Caroll* in his CSR-pyramid structure. Hence any business manager has the perception: "we are here to make profit not to do any charity", based on principle

of pure profit making where little manipulation can be accommodated in the business strategy in the stakeholder dialoguing process. Corporations are not responsible for all the world's problems, nor do they have the resources to solve them all (Porter and Kramer: 2006, pp13). Corporations are not inexhaustible source to address every problem of society. In contrary to this approach, J.N Tata says, community is the very purpose of existence of Industry. Community on other hand who are affected due to establishment of Industry has the ambiguity of being ever neglected by the company as company often fails to meet their expectation. The feelings of marginalization due to loss of their livelihood assets or a transition from Have to have not and inability to cope up with changing economy due to industrialization make the people often arrogant and build many expectation and aspiration among people. Community often looks local *Industry as sole destination of employment* for generation after generation as they were living on the same piece of land for generations together, on other hand no industry can afford to give employment to all aspiring people from the community in a competitive business environment. Similarly people always expect the corporation must be at their disposal to address all issues related to their socio-cultural life such as health, education and infrastructure development forgetting Government as the key agent in the development process. The inherent feelings of being the **son of soil** make the people

sometimes put their demand indiscriminately on industry. On other hand Corporation takes CSR as an undue expenditure instead of a social investment forgetting their obligation and generosity towards community for their innate contribution to Industry by leaving their soil. The other dimension is that the changing leadership and dynamics of different sociopolitical group often influence the corporation in its process of implementation of different development activities in the villages leaving bottom of societal pyramid at lurch, being excluded from the development process.

Government Vs Corporation

As per shareholder theory, Corporation or the business manager are there to earn profit for shareholders and the company while Government and other civil society Organization are there to take care of development issues of the community or society at large. Government on other hand perceive corporation as the major contributor and key agent in the development process of the state. Government being one of the key stakeholder in the process of industrialization perceive corporation as positive gap filler in the community development mostly in infrastructure development in the area of health, education and communication. Government and political organization often inadvertently impose developmental activities on corporate without realizing how these are going to benefit the common

people, whether there is any other areas more inevitable that certain projects, what is the role of the government machinery and whether there is possibility of synergy between Government and the corporation in implementing development project etc. Corporation used to get pressurized from different political forces for favoring certain group of people in various ways, making CSR ultimately a social and political conflicts rather than a consensus for development. Thus the Corporation used to take development project or CSR as a conflicting business interest and **risk aversion strategy** instead of looking it as a responsibility or obligation or social commitment towards community. In this way corporate social responsibility instead of being a part of sustainable development process, is used as a tool for stakeholder management in the business management process.

Civil Society Vs Corporation

Civil society Organization plays vital role in development process, particularly in reaching the unreached that are often excluded from the mainstream due to lack of education, awareness and poverty. For several decades Corporations have been the target of several anti-industry campaigns by the civil society actor. This is pertinent to note that many CSOs view corporation as enemy (Heap; 1998 Yazji, 2006) and strange bedfellows (Prickett, 2003), and find it difficult to associate with them on ethical and moral ground. However, the present decade has

witnessed a new trend in the relationship between civil society and Industry – the development of collaborative relationship, purpose of which ironically appears to benefit business's image than the society. Civil society Organization like Government always perceive corporation as key contributor and donor in the development of the poor people. There are numerous organization supported by Trust and foundation of many corporate, like Tata Trust, to carry out their development interventions in poverty stricken pockets of India. Thus the relationship between the civil society organization and Industry is quite old in the development history. CSOs look corporate as a partner in their development intervention. However there lies a line of conflict in approaches of both the organization, the civil society organization claims, they are pro-nature and focus on development of people without any hazardous impact on nature, while on other hand Industrial activities are against the natural harmony. There are many instances in the past where there is a conflict between the interest of the civil society Organisation and the Industry on issue of negative and deleterious impact on environment and biodiversity. The local CSOs expect, corporate should extend their support to them in implementing development projects in the area so as to combat ill effect of industrialization and also to improve the access of people to better health, education and livelihood, whereas corporation always view CSOs as a conflicting agent in the stakeholder

management process. In implementation of social responsible action, however the CSOs are the pioneer and have set many example of successful development intervention in partnership with the local Industry. The fact that social development being not the domain of business entity, they should look forward for a synergy with the civil society organization.

Integrating Stakeholder's Interest: CSR in green Field projects

In the context of this paper, the case presents CSR as an outcome of conflicts, communication and consensus with the stakeholder. CSR in a green field project is different as it involves socially sensitive issues like land acquisition and displacement. With an objective to smooth the process of setting up the industry, generally corporate integrate community or stakeholder's interest however often in response to community's needs and reaction. This may be termed as conservative model of CSR in green field project to gain trust and confidence of the people.

The area adjoining Sambalpur and Jharsuguda can be characterized as backward in all the development parameter, however in early 2000, the setup of industry like Vedanta and Bhusan in the vicinity had brought some change in the economic perspective of the area, creating new avenues of employment for the people. But there was still stiff opposition of people for further process

of industrialization in the area due to various reason, mostly attributed to ill experience of Hirakud Dam displaced people for not being compensated adequately, lack of confidence on Government machineries in the stringent land acquisition process and fear for not being able to cope up with changing economy due to loss of agriculture. In the process, there were changes in the village dynamic and leadership creating mostly three categories of stakeholders within the community. The first category “people who are at bottom of pyramid” perceive Industry as a cause of their vulnerability due to loss of land and agriculture, remain in apprehension of being marginalized due to livelihood insecurity. They have usually opposed industry but remained passive. Restoration of livelihood and access to better health and education services are the basic need they thrust upon that Industry should provide to them. The second category “people at top of the pyramid” who have some positive and savoring experience with existing Industry, have the ability to influence the business environment of the company and have resources to participate in development process due to industry set up and perceived Industry as a boon for their economic prosperity, however act as key stakeholder to influence the decision of company in any developmental intervention in the village. They often use the people of bottom of pyramid as a shield for them to arm twist the project authority. They always expect better employment,

health and education for their children through Corporation. The third category; “socio-political group” who often take the cream of development due to Industry through acting as a balance between two other categories of community stakeholder. The decision related any developmental activities in the villages are mostly taken by them. Thus within different conflicting groups of stakeholder community, corporate social responsibility of Industries has always acted as a communication tool to build trust and confidence with the stakeholder while addressing existing development issues in the area. The expectation of stakeholder is mainly built on three issues, such as existing developmental gaps mostly in the field of infrastructure in the villages, adverse impact of industry on local community and people’s perception based on assumed or perceived benefits from company. In response to the stakeholder’s expectation, companies are taking three areas of intervention, infrastructure development, health, women empowerment etc. Companies are involved mainly spending their CSR budget on construction of CC road, community halls and school building in the villages, conducting health camps and providing free medicine. They are also renovating ponds and installing tube wells and supplying drinking water during water scarcity in summer. However, all these development efforts are put to build the initial relationship with the community and gain their confidence to smooth the project activities. Although the development is

happening mostly in terms of infrastructure development, the people who are at bottom of the society are largely excluded. Although the wage availability and cash income has increased, however challenge is whether that is sustainable after the construction job of the company is over. The case represent a beginning of building a platform for the development of people, however there is need of collaboration to have an inclusive growth of the people as Porter and Krammer (2006) rightly said Corporation are not responsible for all world's problem and solve them all. CSR in isolation cannot bring development of people to cope with changing economic climate.

Integration of stakeholder's interest with business value chain: Integration with business value chain.

In this paper, 'BILT-Harsha community development project' has been taken as the case representing Corporate social responsibility integrating the interest of stakeholder-community with business leading a sustainable development process for the poor and marginal farmers in Jeypore of Koraput district. The project was primarily focused on creating alternate livelihood opportunities for people in the periphery villages, so as to reduce the pressure on local Industry (Bilt) for employment of people living in periphery villages. This is a case of Conflict-consensus and cooperation among all stakeholders to proactively

respond to the need of the community in a sustainable way.

Harsha Trust has collaborated with Ballarpur industries limited (BILT), under their CSR initiative, to improve the quality of life of the families residing in the villages around their SEWA paper mill at Jeypore subdivision of Koraput District in South Orissa. The collaboration began in the year 2002, since then, Harsha Trust has been working on livelihood enhancement of the poor community around Sewa paper mills. The initiative which started as a community development programme in 10 villages has expanded to 150 villages covering 3000 families.

Harsha trust started initial intervention with promotion of women Self Help Groups (SHGs) with poor tribal families around the Sewa paper mill in year of 2002. Initially there was little apprehension among the community people regarding the interventions, however with consistence efforts from the professionals of Harsha trust, the apprehension turned to a long standing relation based on trust and commitment. In 2003, Hasha trust started taking intervention on livelihood through SHGs bank linkage program. The initial intervention was mostly to make people bankable with the local grameen bank (Regional Rural Banks) and help them to get loans from the bank to timely apply inputs in their paddy cultivation, for which they used to take loan from local money lender with high interest rate, mostly in form of agricultural produces. By end of 2003,

about 60 SHGs were formed and Harsha trusts started taking vegetable cultivation with the families in small patch of their homestead to generate cash income for the families and in summer 2004, maize was taken as the major intervention in upland which was used to remain fallow or grown with small millets, after exposure visit to Umakote of Nabarangapur District. Within 2003 to 2005 all these efforts were counted as experimentation with different livelihood intervention such as improved paddy cultivation, vegetable and maize cultivation, Banaraja poultry, goat rearing etc. At that point of time the district administration was having reservation to support the SHGs promoted by Harsha trust as it was supported by paper mill, however after lot of efforts, in 2005, one group got linked with SGSY program to start the dairy. The experience was not encouraging due to many reason mostly attributed to the selection of breed. In mid 2005, with support of Bilt, 3 units of poultry farms started, however the intervention needed a scale. Harsha trust convinced the local administration and bankers to go for an exposure trip to PRADAN and after that exposure visit the local banks agreed to finance for poultry under SGSY, thus in 2006 poultry started taking momentum with active participation of local banks and administration. In 2006-07 financial year, the number of unit reached at 85 farms and a poultry cooperative was registered under Odisha Self Help Cooperative Act. By 2012, there are 185 families involved in this

activity. The activity took a next leap when SDTT (Sir Dorabji Tata Trust) supported Harsha trust to set up its hatchery in Rayagada under ownership of the Cooperative and the poultry as a livelihood opportunities brought a revolutionary change in developmental perspective of the area, resulting in replication of the activities in the neighbouring districts of Koraput by supports of banks and government.

On the other hand, success of maize was replicated with many other families. The mere coverage of 15 acres in 2004 was quickly spread to coverage of about 100 acres in 2006, resulting in establishing a linkage of maize production with poultry farming through a setting up a feed mill with support from Bilt and DRDA, Koraput. In year of 2006, as Bilt proposed, Harsha trust integrated its agriculture intervention with pulp wood plantation on marginal land which was lying almost unused and people used to lease it out to local money lender for eucalyptus plantation, the raw material for paper industry. The intervention started with 200 acres of plantation in 2006 with support from Bilt. The cooperative was also formally registered under Orissa Self Help cooperative Act in the year 2008 to further expand the activity and institutionalize the intervention. The pilot project on agro-forestry was initially supported by Ballarpur Industries Limited (BILT) and had been guided by Harsha Trust at the field level. ASA agencies limited provided loan and technical support to the cooperative. The loan was given to the cooperative at 8%, which subsequently

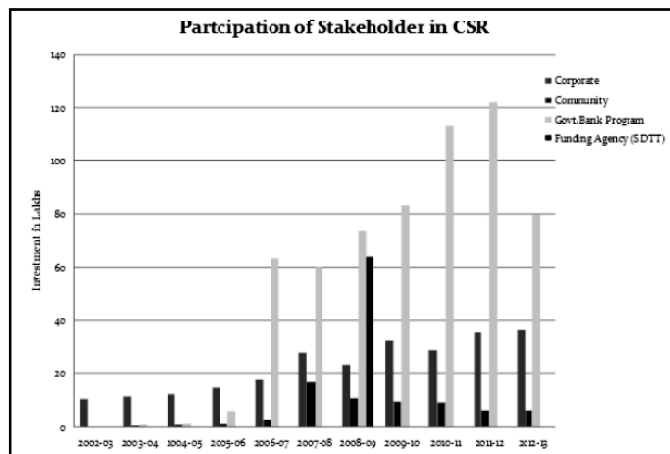
passed on the loan to the Joint Liability Groups (JLGS) of 5 to 10 farmers at 9% and the JLGs to the farmers at 10%. A farmer takes up plantation in one or two acres of eucalyptus plantation in its own degraded land by availing loan through the cooperative.

After completion of three planting seasons (2006, 2007 and 2008) covering 844 acres of eucalyptus plantation; the cooperative approached NABARD to support for expansion of this intervention. Looking at the opportunities and quality of plantation, NABARD readily sanctioned a loan of Rs209 lakh and grant of 20 lakh under their Umbrella Project on Natural Resources Management to take up 1000 acre of eucalyptus plantation in June 09. Nabard project is contingent upon the buyback guarantee from BILT for all the plantation that the cooperative raises and grant from BILT to meet the administrative cost of the cooperative for five years. There is a tripartite agreement

between the cooperative, BILT and Harsha trust where BILT has provided assurance to buy all the pulpwood at Rs 1500/ton or the market price whichever is higher, would support administrative cost of cooperative for next five years and Harsha Trust would provide support to build the capacity of the cooperative in terms of its governance and operation. There are now more than 2200 families involved in this programme and have taken up eucalyptus plantation in 3300 acres.

Thus CSR which was started with few families in 2003 created such impact in lives of people, creating real value for the community and the corporation in a sustainable way.

If the participation of Bilt, Community and Government and banks together in terms of financial contribution to the CSR project is plotted in graph, this will look like this,



The graph speaks CSR is not just tool to respond conflict or is not **an image building exercise** rather it is a platform for collaborative approach for sustenance of corporate and community.

Conclusion

Corporate Social responsibility has many facets of developmental perceptive. Both the cases present two dimensions of the CSR and its impact on life of people. There are many hurdles in implementation of social responsible action with the community and meet their expectation. Corporate social responsibility is often looked as a unidirectional approach, i.e from company to the community, that is why, in most of the CSR led development program, the participation of the community is not very common. People as well as the government used have high expectation from the company to do the CSR mostly in form of Grant in Aid kind of approach, for which there is big question of sustainability in all CSR program. So there is need of active participation of the Government in the form of formulating policy and guidelines to implement CSR in a development approach. Similarly the company should look at building social and human capital as well. And the community should look company as catalytic agent to the development rather than a parallel system to Government, where in they have to participate actively and take the ownership. The first case while

representing CSR a tool to pacify the stakeholder's conflict, the other one brings solace for us by representing CSR as an approach to sustainable development and inclusive growth. *Thus CSR is not the manifestation of conflict rather a consensus and collaboration of all key stakeholders of the company-community, civil society Organisation and the Government for sustainable development of people.*

Reference

F. Nedica, F.Vladimr 2011; CSR in context of Stakeholder Theory; Economics and Organization Vol. 8, No 1, 2011, pp. 1 - 13

Manuel Castelo Branco & Lúcia Lima Rodrigues 2007; Positioning Stakeholder theory with debate on CSR; EJBO Electronic Journal of Business Ethics and Organization Studies; Vol. 12, No. 1

F. Wayne 2008, Stakeholder Participation and Corporate Social Responsibility; researchbank.rmit.edu.au

B. David P 2005; Corporate Social Responsibility and Social entrepreneurship; Journal of Economics & Management Strategy; September 2007, Vol. 16, Issue 3, pp: 683-717



SA 8000 : An Analysis of its Implementation in Pharmaceutical Sector

Priyabrata Panda

Research Scholar, Ravenshaw University, Cuttack
pandapriyabrata@rocketmail.com

Sovan Mishra

Research Scholar, Ravenshaw University, Cuttack
sovanmishra90@yahoo.com

ABSTRACT

The present empirical study reveals certain interesting facts about SA 8000. The study is conducted among the field workers of pharmaceutical sector. This study is aims at diagnosis of different contents of SA 8000 and to analyse the implementation of SA 8000 among the field workers of pharmaceutical sector. A sample of seventy respondents from fifteen companies is drawn purposively for the study. A questionnaire of eighteen questions is sent to each respondent and their reactions are well observed. The questionnaire is analysed through appropriate statistical tables, charts and diagrams. This study portrays the working life of field workers of pharmaceutical sector of Odisha. Moreover present research work has explained the problems which are facing by the employees of such sector. In the concluding part valuable suggestion are made for better implementation of such social accountability standard.

Key Word: Accountability, Standard, SA 8000, Field Worker.

Introduction:

Corporate Social Responsibility (CSR) is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as the local community and society at large. The success of the business also largely depends upon its CSR. The importance of corporate social responsibility has

increased to significant extent since last decade. As a result different guidelines, parameters and standards for implementation and execution of CSR strategies have been developed which are Global Reporting Initiatives (GRI) (1997), AA-1000(1999), Social Accountability-8000, United Nations Global Compact (2000), OECD guidelines for MNCs, (1976/2000), Caux

Round Table (CRT), Global Sullivan Principle (1999), ICCR guidelines for measuring business performance etc. In this study only Social Accountability (SA) 8000 is analyzed.

Social Accountability (SA) 8000 is an international certification standard. It influences organizations to develop, maintain and apply socially acceptable practices in the workplace. It was created in 1989 by Social Accountability International (SAI), an affiliate of the Council on Economic Priorities. The standard is based on the principle that ensuring workers rights and well being which is an investment in human resource that leads to a healthy and sustainable workplace for all. (Shukla and Pattnaik - 2012).

SA 8000 is viewed as the most globally accepted independent workplace standard. It can be applied to any company, of any size, worldwide. SA 8000 certification addresses issues including forced and child labour, occupational health and safety, freedom of association and collective bargaining, discrimination, disciplinary practices, working hours, compensation, and management systems.

SA 8000 : Implementation Requirements

1. Child labour

The company shall not engage in or support the use of child labour.

The company may employ young workers, but where such young workers are subject to compulsory education laws, they may work only outside of school hours. Under no circumstances shall any young worker's school, work, and transportation time exceed a combined total of 10 hours per day, and in no case shall young workers work more than 8 hours a day. Young workers may not work during night hours.

2. Forced and Compulsory labour

The company shall not engage in or support the use of forced or compulsory labour as defined in ILO Convention 29, nor shall personnel be required to pay 'deposits' or lodge identification papers with the company upon commencing employment.

3. Health and Safety

The company, bearing in mind the prevailing knowledge of the industry and of any specific hazards, shall provide a safe and healthy working environment and shall take adequate steps to prevent accidents and injury to health arising out of, associated with or occurring in the course of work, by minimizing, so far as is reasonably practicable, the causes of hazards inherent in the working environment. The company shall appoint a senior management representative responsible for the health and safety of all personnel, and accountable for the implementation of the Health and Safety elements of this standard.

4. Freedom of Association & Right to Collective Bargaining

The company shall respect the right of all personnel to form and join trade unions of their choice and to bargain collectively. The company shall, in those situations in which the right to freedom of association and collective bargaining are restricted under law, facilitate parallel means of independent and free association and bargaining for all such personnel.

5. Discrimination

The company shall not engage in or support discrimination in hiring, remuneration, access to training, promotion, termination or retirement based on race, caste, national origin, religion, disability, gender, sexual orientation, union membership, political affiliation, or age.

6. Disciplinary Practices

The company shall not engage in or support the use of corporal punishment, mental or physical coercion, and verbal abuse.

7. Working Hours

The company shall comply with applicable laws and industry standards on working hours. The normal workweek shall be as defined by law but shall not on a regular basis exceed 48 hours. Personnel shall be provided with at least one day off in every seven-day period. All overtime work shall be reimbursed at a

premium rate and under no circumstances shall exceed 12 hours per employee per week.

8. Remuneration

The company shall ensure that wages paid for a standard working week shall always meet at least legal or industry minimum standards and shall be sufficient to meet basic needs of personnel and to provide some discretionary income. The company shall ensure that deductions from wages are not made for disciplinary purposes, and shall ensure that wage and benefits composition are detailed clearly and regularly for workers; the company shall also ensure that wages and benefits are rendered in full compliance with all applicable laws and that remuneration is rendered either in cash or check form, in a manner convenient to workers.

Review of Related Literature

Becchetti and Constantino (2006) used a comparison approach in their study, conducting a survey of 120 Fair Trade certified and non-certified fruit farmers in Kenya. They reported that certified farmers appear to have greater satisfaction with prices and incomes, greater crop diversification, and higher food consumption and dietary quality than non-certified farmers.

Social Awareness and Voluntary Education (SAVE) (2002) opined that SA8000 standards have made tremendous impact on the working

conditions of the workers in the SA 8000 certified companies. SA8000 have provided an opportunity to the workers the right to organize. This is a key and valuable input of SA8000 standard in the companies. According to Richard Hewitt, Member of the European Parliament (2002), “SA8000’s experience in the field offers valuable lessons to all those working to turn corporate social responsibility words into action. M. J. Hiscox, C Schwartz & M. W. Toffel raised question on proper execution of SA 8000. These authors ponder over whether this code represents substantive effort to improve working conditions or merely symbolic efforts that allow organisations to score marketing points and counteract stakeholder pressure by merely filling some paperwork. A Shukla and A Pattnaik (2012) has made a study on impact of SA 8000 certification on contract workers. They made a questionnaire and one hundred twenty worker’s response to such is observed. The authors found that with the implementation of the standard improved the life of the workers in company with better working conditions.

Objectives of the Study

This empirical analysis is made to reach the following objectives.

- To diagnose different contents of SA 8000.

- To analyse the implementation of SA 8000 among the field workers of pharmaceutical sector.

- To dig out whether the concern companies are providing the benefits of SA 8000.

- To find out whether the concern employees are aware about such standard.

Research Methodology

Research methodology renders a ways and means to conduct the study. It gives the roadmap to continue the work. Present study includes a sample size of fifteen pharmaceutical companies. Seventy field workers of such companies are respondents for the study. Data is collected from both the primary and secondary sources. Different research articles on such area are referred. Journals of ICAI, ICSI are also followed. A questionnaire is prepared and reactions of respondents are observed. Different statistical tools, tables and diagrams are used for analysis of data.

Analysis of Data

Table 1 explains the name of the companies included for the study and the number of respondents from each company. More than one respondent is selected from each company because the field workers are working in different divisions under different divisional managers. This study includes the medicine representatives who are spread all over Odisha.

Table 1: Name of companies and number of respondents

SI No	Name of Company	No of Field Workers (%)	SI No	Name of Company	No of Field Workers (%)
1.	Wallace Pharma	5(7.14)	9	Cardila	5(7.14)
2	Mankind	3(4.29)	10	Cipla	7(10)
3	Glenmark	3(4.29)	11	Dr Reddy's	4(5.71)
4	Alchem	4(5.71)	12	Lupin	4(5.71)
5	Aristo	4(5.71)	13	USV	5(7.14)
6	Pfizer	3(4.29)	14	Macleods	3(4.29)
7	Bicon	6(8.57)	15	Ipca	6(8.57)
8	Ranbaxy	8(11.4)		Total	70 (100)

Source: Data compiled.

The above table shows total of fifteen companies and seventy respondents. Highest number of respondents belongs to Ranbaxy Pharmaceutical which is just

above eleven percentage of total respondent. Lowest numbers of respondent belong to Mankind, Glenmark, Pfizer and Macleods which is just above four percent.

Table 2: Knowledge about SA 8000

	Having knowledge	(%) of response	Having no knowledge	(%) of response
SA 8000	4	5.7	66	94.2

Table 2 displays the poor knowledge of respondents about SA 8000. Even their company provides certain SA 8000 services but majority of them do not know the

existence of SA 8000. In this present study only 5.7 percent respondents are aware about such standard and 94.2 percent do not know about SA 8000 requirements.

Table 3: Working time requirement

	Working more than eight hour	(%) of response	Working in holiday	(%) of response
Yes	33	47.1	8	11.4
No	37	52.9	49	70
Can't say	Nil		13	18.6
Total	70	100	70	100

Source: Data compiled

Table 3 here above represents the working hour requirements. 47.1 % respondents have reacted that they have no working hour. They have to wait and execute their duty without taking the number of hour in to their mind. They have never complained about such

arrangement because of the fear of the loss of their job. 52.9 % of sample units are working within the schedule time .In the other hand 11.4% units said that they are working in holidays, 70% of them are not said to work in holidays and 18.6% cannot say anything.

Table 4: Remuneration requirement

	Getting salary in time (%)	Getting adequate salary (%)
Yes	62(88.5)	13(18.5)
No	8(11.5)	57(81.5)
Can't say	Nil	Nil
Total	70(100)	70(100)

Source: Data compiled.

The above table reveals that majority of sample units are getting their salary in time i.e. 88.5% and only 11.5% respondents are not satisfied with the timing of receiving

their salary. On the other hand 18.5% respondents are satisfied with their salary and majority of workers are not satisfied with the amount of salary they are getting.

Table 5: Suffering in Corporal Punishment

	Transfer (%)	Undue influence (%)	Verbal abuse (%)
Yes	63(90)	59(84.3)	6(8.6)
No	7(10)	Nil	55(78.6)
Can't say	Nil	11(15.7)	9(12.8)
Total	70(100)	70(100)	70(100)

Source: Data compiled.

Table 5 shows the corporal punishments which are suffered by employees. 90% respondents have given transfer notice which they think as punishment. While 84.3% respondents are illegally

influenced and 8.6% of total respondents are suffered with verbal abuse. 15.7% and 12.8% respondents unable to say anything about undue influence and verbal abuse.

Table 6: Discrimination at work place

	Caste (%)	Religion (%)	Age (%)	Sex (%)
Yes	Nil	Nil	44(62.8)	16(22.8)
No	70(100)	58(82.9)	20(28.5)	54(77.2)
Can't say	Nil	12(17.1)	6(8.5)	Nil

The above table portrays certain sensitive issues regarding discrimination at workplace. Discrimination regarding caste is nil which is well satisfactory. But regarding religious discrimination, 17.1%

employees unable to say anything. 62.8% respondents are suffered in age discrimination. Senior workers seek respect from juniors. Discrimination regarding sex is high among these workers.

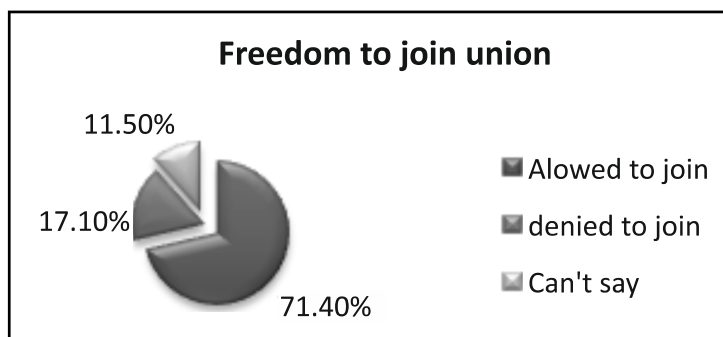
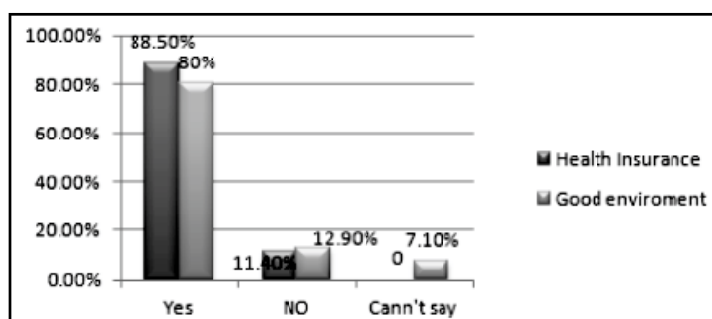
Figure 1: Free to join association or union

Figure 1 shows that majority of total respondents are free to join or form association or union which is 71.4%. On the

contrary 17.1% respondents are influenced to join or form any association. While 11.5% employees can't say anything.

Figure 2: Safety and healthy environment requirements

Source: Self compilation of data.

Figure 2 reveals that 80% of respondents are satisfied with their working environments and 88.5% respondents have insured their health. Only 12.9% respondents have not satisfied with their working environment. Here 12.9% employees yet to insure their health. In addition 7.1% employees cannot give a rational view about their working environment.

Findings and suggestion

- 1) After conducting the case study on SA 8000 standards in pharmaceutical sector it can be said that everyone wants a better working standard but no one knows about the global guidelines and parameter for such and their employer also do not disclose anything about this. The company must educate their employees about regarding this social accountability standard.
- 2) Moreover these companies need to take steps to implement SA8000 standard to improve the working life of its employees. The company may get the benefit of SA 8000 in long run.
- 3) SAI must take adequate steps to force these companies to implement better compensation to workers so that they receive remuneration sufficient to their survival.
- 4) It is found that employees are forced to work more than eight hours even few are influenced to work in holidays. This practice should be checked by the concern company and employees must be awarded with fair justice.
- 5) It is observed that few employees are not getting their salary in time. The company must fix the time and deliver their salary in the fixed time.
- 6) SAI must take adequate steps to force these companies to implement better compensation to workers so that they receive remuneration sufficient to their survival.
- 7) It is found that transfer is an easy instrument in the hands of authority. Transfer to distance places may force the concern employee to leave their job. Verbal abuse and unethical influence is a matter of concern also. These factors may negate the motive of these workers.
- 8) This empirical study finds some female medicine representatives. 22% respondents are discriminated by sex. Working in this field by female employee is a challenging task indeed. In the male dominated society female workers are discriminated to certain extent in this sector also. The company and the authority must provide a healthy and safety environment in which the female workers can work freely.

- 9) This diagnosis revealed that majority of employees have health insurance and 80% respondents are satisfied with their current environment. This is a noteworthy point that companies are providing good working environment along with health insurance.

Conclusion

No doubt SA 8000 increases the social commitments of the companies. It will yield to company in long run. The companies should think in win-win basis to implement the social standard. It also enhances employee retention and reduces employee turnover. But the above study reveals certain serious facts which violate SA 8000 requirements. The employees can't do anything about it due to fear of losing their job. The international organisations should come forward to protect the interest of these internal stakeholders. It can be noted that SA 8000 gives freedom to join association or union. But this study shows that few employees are denied to join the association. This violates the basics of SA 8000 which should be restrained.

References

- Adam, A, M, M. & Rachman, more, D. 2004, The methods used to implement an ethical code of conduct and employee attitudes, *Journal of Business Ethics*, pp-225-244.
- Barrientos, Stephanie and Sally Smith. 2006. The ETI Code of Labour Practice: Do Workers Really Benefit? Institute of Development Studies, University of Sussex.
- Be Schorner, T, & Muller. M 2007, Social standards towards an active ethical movement of business in developing countries, *Journal of Business Ethics*, pp-14-22.
- Benneer, Lori S. and Cary Coglianese. 2005. Measuring Progress: Program Evaluation of Environmental Policies. *Environment* 47(2):22-39.
- Coglianese, Cary, Jennifer Nash, and Jonathan Borck, 2008. Evaluating the Social Effects of Performance-Based Environmental Programs. Paper prepared for presentation at the Conference, "Dialogue on Performance-Based Environmental Programs: Better Ways to Measure and Communicate Results," Harvard University Kennedy School of Government, March 11, 2008.
- Darnall, Nicole and Stephen Sides. 2008. Assessing the Performance of Voluntary Environmental Programs: Does Certification Matter? *The Policy Studies Journal* 36(1): 95-117.
- Esbenshade, Jill. 2004. Monitoring Sweatshops: Workers, Consumers and the Global Apparel Industry. Philadelphia: Temple University Press.
- Gobbels, M & Jonker, J 2003, AA 1000 and SA8000 compared; A systematic comparison of contemporary accountability standards, *Managerial Auding journal*, 18, 1.pp-54-58.

Gobbels, M & Jonker, J 2003, AA 1000 and SA8000 compared; A systematic comparison of contemporary accountability standards, *Managerial Auding journal*, 18(1.pp-54-58)

Heckman, James J., Hidehiko Ichimura, and Petra Todd. 1998. Matching as an econometric evaluation estimator.

The Review of Economic Studies 65(2): 261-294.

Shukla A. & Pattnaik A. 2012, SA certification- A boon for contract workers, case study in a navaratna CPSE, *The Odisha Journal of Commerce and Management*, May 2012, Vol III.pp 50-59, ISSN 0976-8599.



Brand Personality from Corporate Social Responsibility: A Critical Review of the Brand Image through CSR

Diptendu Ghosh

Ph.D. Scholar, School of Management, KIIT University, Bhubaneswar
diptendu_g_2000@yahoo.com

Pratapaditya Ghosh

Jadavpur University
pghosh792@gmail.com

Biswajit Das

School of Management, KIIT University, Bhubaneswar
biswajit@ksom.ac.in

ABSTRACT

The brand managers of companies keep on trying to 'break the code', to establish their brands as the most preferred or premium brands by reflecting on CSR in sighting trust. Though the managers are professionally trained and have years of experience on the job, they tend to forget the basics of CSR associated with brand management. To attain brand image lot of importance is given to measures like Brand Equity Index (BEI) and its allied attributes, which contribute to the BEI. But a few other measures also play equally important roles in deciding the position of brands, which are not as popularly known.

Peter Drucker's brand vitality, which is a measure of brand marketplace momentum, brand value perceptions, emotional connection to the brand and differentiation etc. also play dominant role. These attributes are inter-dependent and work in cohesion to present the brand to the customer as a personality. This effect is known as brand personality. The article is based on the critical thinking of the relevance of brand personality to the CSR of any company, which the brand managers need to think in a long-term manner and work out on the attributes. These attributes as a result would work in cohesion and complement mutually to make a strong brand personality through CSR applications, which would lead to a long-term customer image.

Introduction

In today's world of intense competition and ever-changing conditions in a dynamic market, managers in various

organisations leave no stone unturned to create a strong brand. Each of them is working very hard to maintain and

increase the market share of their products. They are constantly trying to increase the brand equity of their respective brands because a strong brand will enable them to have a stable position in the market. This is where the concept of brand personality comes in. Brand personality plays an important role in creating brand equity. The CSR initiatives of a company play a very important role towards the development of a brand personality.

In the words of David Aaker, brand personality is the “set of human characteristics associated with a brand”. It refers to the emotional relationships formed by customers with the brands they use. Brand personality is a perception from the customer’s viewpoint. It is subjective in nature. Just as opinions differ from person to person, similarly the brand personality varies from one customer to another, across regions and different sections of society. It can also undergo change over a period of time. If we consider the example of the brand Maggi noodles, it brings out different memories in different people. For some it reminds them of their college days, when they had Maggi in hostel; for a few it is easy to take around and does not require high degree of culinary skills; whereas for others it is a comfort food almost like a reliable friend. The customers have developed a special bond with the brand.

According to the United Nations Institute for Training and Research website, “Corporate Social Responsibility (CSR) can be understood as a management

concept and a process that integrates social and environmental concerns in business operations and a company’s interactions with the full range of its stakeholders.” Since, the concept of brand personality actually refers to personification of a brand—it is expected by customers that the brands they use behave like responsible and socially aware citizens. CSR activities should not be mistaken for philanthropy. In this era of business, undertaking CSR initiatives is not a choice for a brand. In order to survive and gain acceptance in the market, a brand needs to project itself as a socially responsible corporate citizen.

It is generally believed that a customer will purchase a product, which has traits similar to his/her own personality (Russell W. Belk, 1988) or someone the customer aspires to be (Naresh K. Malhotra, 1988). Every rational human being wants to be associated with positive traits like compassion, honesty and sincerity. So, they will also want to use brands which enhance the above traits of a customer. For example, customers are more inclined to choose brands which are environment friendly, funds some cause towards the upliftment of the poor or develops products without testing it on animals.

Even though brand personality is developed from the customers’ viewpoint; the company can communicate or project a particular personality to the customers. The company through its people, its brand advertisements, packaging and most

importantly through its CSR activities can present a certain personality for a brand. Over time, the company can also change this brand personality through various means if it so desires.

As Kevin Keller had stated in his brand equity model, the general questions that a manager would want to address are:

- What sort of person would this brand be?
- What might your relationship be with this person?
- Now, why do you think this person is like this?

When managers try to answer these questions they decide what kind of a personality would their brand to be when introduced to the market. The key is to treat the brand just like as if it were a person. Managers need to think if the brand were a person, what gender it would be of, what style of clothes he/she would wear, the places he/she would visit, books he/she would read, it would be understated and elegant or loud and friendly and many other such aspects. A person gets the respect and acceptance of society when he/she abides by certain societal and cultural norms and is morally upright. This applies to a brand as well. A brand cannot remain viable if it engages in activities which are disapproved by society at large or is considered morally inappropriate. For example, Foxconn Technology Group is a Taiwan based company which assembles the iPhone and the iPad which are products under the

Apple brand. Recently it was accused of running sweatshops in China. After this news broke out Apple immediately started reviewing the labour standards in China. Consumers are very sensitive towards these aspects of a brand; they might refrain from using Apple products if they know that the employees of the company are ill-treated. Hence, Apple took action very quickly to prevent any further damage.

It is important to focus on the cultural aspect of brand personality (J. Aaker, 1997). Perception of brand personality varies across different cultures. The symbolic use of brands differs across cultures. For example, in countries like China where collectivism is prevalent; a brand which is seen as being conventional and conforming will be successful in such a country. On the other hand a country like the United States celebrates the expression of individuality, freedom and non-conformism; so a brand which comes across as being creative and carefree will be successful there. A political leader of a poor country, where the citizens do not even get two square meals a day, is severely criticized for using luxury brands in public. That is why to maintain an approachable, simple and humble image, such political leaders always refrain from using brands exuding luxury and exclusivity in public. Animal rights activists will not use leather products and people who support this cause will refrain from using similar products. That is the reason why most of the time in the brand packaging it is mentioned that the particular product of

the brand is eco-friendly or is developed without animal testing.

The home country of a particular brand will always enjoy a special treatment from the citizens of the country. The domestic customers treat the brand as 'one of their own' as if the brand were a human being. For example, when Bharti Airtel, an Indian telecom company wanted to acquire South African telecom company MTN it could not be successful. It was mainly because the South African Government wanted to maintain the 'South African character' of the brand. The customers of South Africa had formed an emotional relationship with the brand; they did not want to part with it by selling it off to a foreign company even if it meant sacrificing a few benefits and privileges.

Brand Personality Dimension Model of J. Aaker

In the paper titled "Dimensions of Brand Personality" (1997), Jennifer Aaker devised a model to explain and measure brand personality through five different dimensions. In the study, to identify the dimensions of brand personality, 631 subjects rated 37 brands on 114 personality traits. The results pointed out that customers perceived brands as having five distinct dimensions of personality, each divided into a set of facets:

- Sincerity (down-to-earth, honest, wholesome and cheerful)
- Excitement (daring, spirited, imaginative and up-to-date)

- Competence (reliable, intelligent and successful)
- Sophistication (upper class and charming)
- Ruggedness (outdoorsy and tough)

A confirmatory factor analysis was also carried out in the study where 180 subjects rated 20 brands in 10 product categories and 42 personality traits provided additional support in the study. In the end she concluded that "the framework of brand personality dimensions, as represented by the 42-item Brand Personality Scale, is reliable, valid, and generalizable."

Traits were measured using a five point Likert scale (where 1 is equivalent to not at all descriptive and five is equivalent to extremely descriptive) where subjects were asked to rate the degree to which the 114 personality traits described a particular brand. The researcher mainly used positively valenced traits because brands mainly evoked positive associations and the ultimate objective of the study was to find out why customers would purchase a particular brand. This implies that the traits used are positive and desirable traits (<http://faculty.unlv.edu/angeline/3710BrandPersonalityClose.pdf>).

The traits used in each of the facets are mentioned below :

- Cheerful (cheerful, sentimental and friendly)
- Daring (daring, trendy and exciting)

- Spirited (spirited, cool and young)
- Down-to-earth (down-to-earth, family-oriented and small-town)
- Honest (honest, sincere and real)
- Wholesome (wholesome and original)
- Imaginative (imaginative and unique)
- Up-to-date (up-to-date, independent and contemporary)
- Reliable (reliable, hard working and secure)
- Intelligent (intelligent, technical and corporate)

- Successful (successful, leader and confident)
- Upper class (upper class, glamorous and good looking)
- Charming (charming, feminine and smooth)
- Outdoorsy (outdoorsy, masculine and Western)
- Tough (tough and rugged)

The traits mentioned above are desirable to become a socially responsible and morally upright brand. Figure 1 given below is a diagrammatic representation of J. Aaker's model of Brand Personality Dimensions.

Figure : 1 - Brand Personality Scale

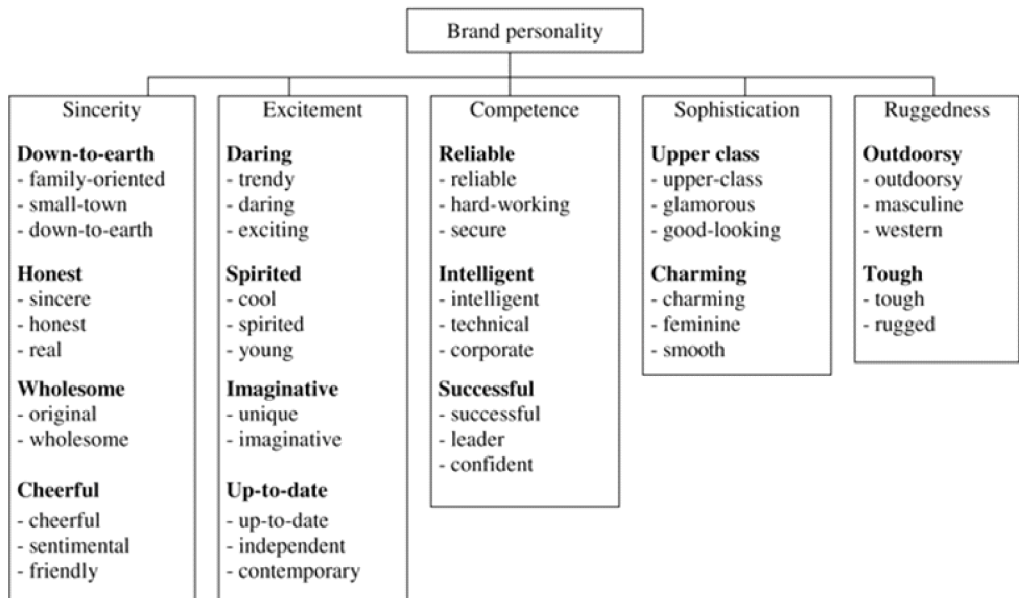


Figure 1. Brand Personality Scale.

Source: Aaker, J. (1997). Dimensions of brand personality (p. 352). *Journal of Marketing Research*, 34(3), 347-356. doi: 10.2307/3151897

Determinants of Brand Personality

Mentioned below are the factors which are commonly believed to determine brand personality.

Characteristics of the product: The product features play an important role in shaping up a brand's personality. The key areas are given as follows:

- **Main use and users of the brand**– the personality of a brand will vary depending on whether it is used by men or women, the youth or the aged, the rich or the poor, students or professionals, by the city dwellers or the rural residents, the season in which it is used and many other factors. It also depends on where it is used, indoors or outdoors and the purpose for which it is used. For example, the soap brand Lux is considered feminine because it is mostly used by women, Gillette brand on the other hand is considered masculine.
- **Price**–the price of the product decides whether the brand will be labelled elitist or whether it will be up for mass consumption by the commoners. For example, the luxury brand Mercedes Benz, is perceived to be exclusive, snobbish and classy mainly because it is unaffordable to most people. A Cadbury Dairy Milk chocolate is not very expensive and available to most people, so it

is considered approachable and friendly.

- **Packaging**– the way the product of a particular brand is packaged is a key determinant of its brand personality. Visual objects have a strong impact. Moreover, the package often stays for longest with the customer, so forming opinions about the brand by looking at the packaging is natural extension of that fact. For example, the packaging for brands used by youths is bright and splashy which conveys a lot about the brand. On the other hand packaging for brands used by the aged is subtle and sober so that it does not clash with the brand personality. Often the customers look out for a mark in the package which states that the product is eco-friendly. So, the brand often needs to project itself as being environment friendly.

Advertisements: The way a product is promoted plays a very decisive role in developing the personality of a brand. When a customer sees an advertisement for any brand, he/she starts forming associations with the brand based on the visuals. For example, when Tata Docomo was first introduced in the market, its advertisement was very refreshing and its jingle was being hummed by all who heard it. Even though it was a new brand, it had formed a personality in the minds of the customers very soon. It was young, almost

like a new kid on the block and held a lot of promise. So a lot of young college students started switching to this network, because it was some brand they could relate to easily.

Most companies tend to choose their brand ambassadors with a lot of care. They try to make sure that the celebrity representing the brand is a right match for it. For example, cosmetic companies tend to change their brand ambassadors often, because they want fresh young faces to represent their brand. Similarly, sports companies try to rope in successful sports stars to endorse their brand; so that the brand is also looked upon as successful and competent. It is also seen that when a brand ambassador is embroiled in some major controversy or has trouble with the law due to their personal behaviour, the company terminates their contract and brings someone new to represent the brand. This shows how much influence the brand ambassador has on the brand personality.

The Amul brand does not have a celebrity as its brand ambassador; instead it has a cartoon character called the Amul girl representing it. It has been the brand ambassador of Amul for the last fifty years. This girl is chubby, cute, precocious, naughty and yet extremely adorable. So, when one thinks of Amul, the image of this girl constantly flashes in the mind. We can say that this girl is the brand personality of the Amul brand.

The company logo is like the signature of the brand; it makes a brand authentic

and also enhances its personality. A brand which has a classy and understated logo like Tata, will be viewed to have a different personality than Apple, whose logo is a half-bitten apple.

Sponsorship: The kind of events or organisations sponsored or supported by a brand also adds to building its personality. Customers tend to associate the brand with the underlying features of that event or organisation. Beverage brands like Coca Cola and Pepsi are the main sponsors of sporting events like cricket or football. Hence, these brands come across as sporty, playful and rugged. Brands typically used by women sponsor fashion shows and beauty pageants. Hence, such brands are considered beautiful, delicate and pretentious. The 'Classmate' brand of ITC supports education of underprivileged children and is looked upon as selfless and caring because of this CSR activity.

Age of the brand: the period of time for which a brand has been in a market, determines whether it will be seen as old or young. IBM was the first producer and seller of computers in the market. Then after a couple of years Apple entered the market as a competitor to IBM and started producing and selling computers. One can view IBM as the old king and Apple as the young rebel. It is due to this reason IBM is considered being old and Apple as young.

Some brands will always be seen as young or old because its main users belong

to a definite age group. For example, Johnson & Johnson brand for baby products will always bring the following qualities to mind—innocent, adorable and cute. When a company is constantly re-inventing a brand by changing the logo, advertisement or packaging, then the brand will always remain new and young in the minds of the customers.

Overall corporate personality: Just as a parent can influence the personality of a child, similarly the personality of the company also has an effect on the personality of its brand(s). A company which acts like a good corporate citizen has a stable financial position, engaging in CSR activities and working within the framework of law is respected and earns the goodwill of its stakeholders. So, its brand(s) will also be associated with those qualities. In India, the Tata companies are respected and trusted by all. Hence, its brands always have an edge over others in the market because of the good corporate personality of their parent company.

A company who has trouble with the law, is involved in unethical practices and has a poor financial position is looked at within caution. Psychologically customers tend to think that the brand(s) of such a company will also be dishonest, that is, will cheat them, by being of low quality.

The people representing the parent company of a brand like management and employees contribute to shaping the brand personality. Facebook is owned and

founded by the young entrepreneur Mark Zuckerberg. In public appearances he is always casually dressed and comes across as someone who is level-headed and a non-conformist. Similarly, the Facebook brand is like an extension of the personality of its owner-founder, defying conventions and informal. Azim Premji, Chairman of Wipro engages in a lot of philanthropic activities, the brand personality of Wipro is positively influenced due to this.

Combining brand personality and corporate social responsibility

Many companies around the world are using CSR related activities to leverage their brand and enhance their brand images. But the very act of combining the two in the real world can be difficult. When used with other promotion techniques, CSR yields the most effective results in terms of increased awareness and enhanced perception.

CSR activities can also be embedded within promotional activities for this purpose. But managers need to look into the CSR-promotion fit. Research shows that low-fit initiatives negatively impact customer beliefs, attitudes, and intentions no matter what the firm's motivation, and that high-fit initiatives that are profit-motivated have the same impact. Furthermore, customers consider the timing (proactive versus reactive) of the social initiative as an informational cue, and only the high-fit, proactive initiatives led to an improvement in customer beliefs, attitudes, and intentions.

Importance of Brand Personality

Understanding the brand personality is very important for managers because it is one of the factors influencing brand equity. Some of the reasons why the concept of brand personality is important are given below.

Brand personality and CSR

One of the major tools of promoting a brand is corporate social responsibility. Not only does it serve the purpose of promoting a brand name and bringing it in the spotlight but also elevate the brand perception in the customer's mind. Benefit of CSR activities include improved financial performance (Johnson, 2003; Miles and Covin, 2000)

CSR also cultivates the marketplace and improves the environment the business has to run in to a certain extent. The global market scenario is fast changing and customers now have a much larger basket of products and brands to choose from. Hence, for a business to thrive, the organisation has to establish a long term relationship with the customers.

Indulging in CSR related activities gives the company a huge leverage to improve their brand image. Isolated activities may satisfy the immediate need of a societal problem and the company can term it as 'CSR' but they don't have a lasting image in the customer's mind and slowly these impressions fade away and die down in the clutter. For CSR to be successful in its entirety, companies must

take integrated programmes, targeting the various aspects of the societal problems.

CSR can be used as an alternative method to enhance the brand image and when used along with the other attributes, it will improve the brand personality and make it more 'people and society friendly' and hence more attractive to the present and potential customers.

Facilitates understanding: The concept of brand personality help the managers understand better how their brands are perceived by customers. It helps companies to know whether their brand strategies are achieving the desired results and change it accordingly. For example, the Blackberry brand of cellular phones was traditionally used by business professionals. The brand was viewed as being formal, mature and serious. The company changed its advertisements a few years back to make the brand appealing to the youth. It can be said that the brand got a makeover so that more customers would be willing to buy it. So, in this case we see that company understood what the customers thought of the brand. The company could devise its strategies accordingly; it could either let the prevailing personality of Blackberry reign or it could choose to re-invent the brand. The company chose the latter option and this strategy has worked quite well for the brand.

Inculcates brand loyalty: The emotional attachment which a customer forms with a particular brand makes the customer

loyal to it. If we apply the concept of Maslow's hierarchy of needs, after the basic want is satisfied the customer tends to escalate a brand to a higher level to satisfy his/her need for companionship, emotional attachment and self-esteem. When a customer forms a personal relationship with a brand, he/she will not easily give up on that brand even if the price fluctuates or new substitute products are available in the market. This behaviour ensures a steady demand for the brand in the market (Brand Personality Creation through Advertising, Ouwersloot, H. and Tudorica, A., 2001).

Similarly, there are some brands which are symbols of high social status for their owners. No matter how high the price is there will always be customers willing to buy them. For example, luxury pen brand Mont Blanc is always desired because it stands for luxury and exclusivity. So, the people using it also like to make a similar statement or aspire to be seen possessing the same qualities. Such brands are held at a very high pedestal by customers.

Personality is unique: One of the reasons we admire the famous personalities is because each one of them is unique. If anyone tries to impersonate a human personality everyone will be very quick to discover the fraudulent act. So, is the case with a brand. When a brand acquires the status of a personality, customers will be quick to spot any form of impersonation.

Due to brand personality, a brand cannot be replaced easily. In fact over time it helps a brand to have a stronger presence in the market. It helps a company to maintain its market share and sometimes a brand can also be sold at a premium in the market because of its personality. It gives a company a relatively strong and stable position in a market. This helps the company to focus on other areas like improving organisational efficiency and expansion in other geographical regions. There are many companies which started off with one reliable and trusted brand and became giant corporations later on.

Introduction of new products: When a brand has a certain established personality, it becomes easier for a company to introduce new products. The company can bring out new products, which complement the existing brand personality, under the same brand name. For example, Dove started off with offering soaps. It later introduced shampoos, conditioners and recently hair oil; all under the same brand. All these products complement each other, rendering the brand as being essentially feminine.

Sometimes companies adopt a different approach. A company analyses the personality of its existing brand in the market. It may be observed that the personality of the brand is such that it is not able to reach out to all customers. So, in this case the company can introduce a brand with very different features to appeal to a specific section. For example, Titan

introduced the 'Fastrack' brand of watches and bags, which came across as young, trendy and pocket friendly. As a result the youth could relate to the brand and started using its products. Titan also sells 'Raga' watches which are aimed at potential women customers.

Social change: It is often seen that famous personalities are the brand ambassadors of various social causes. These famous personalities hold a lot of power, so they are likely to be more effective when they ask people to support a certain cause or organisation. Same is the case with a brand personality. When a trusted and respected brand appeals to a customer to support a worthy cause, the customer is often likely to support it. A well known brand personality can also help spread positivity and a feeling of well being. Many brand advertisements are made asking people to support various causes like environment protection, road safety or simply asking people to treat everyone with respect and kindness. CSR initiatives help to build connection with the consumers (Porter and Kramer, 2002)

For example, 'Tata Tea' had launched the campaign called 'Jaago Re' to spread awareness about the rampant corruption in this country and urged the people to fight it. Here, a simple brand became a voice for seeking change in the system. This naturally made people associate the qualities like honesty, courage and leadership with the 'Tata Tea' brand. This 'Jaago Re' campaign was both an advertisement and a CSR initiative.

Conclusion

Nowadays the customer is treated as the king. Companies are pursuing different strategies to woo customers to buy their products. In such a scenario the customer based concept of brand personality is of special significance. Managers need to have better understanding of the personality of their brand(s), the factors determining it and its importance. As already discussed, the main factors which determine the brand personality are the features and uses of the product sold under the brand, advertisements used to promote the brand, events or organisations promoted by the brand, period of time for which the brand is in the market and the overall corporate personality of its parent company.

The brand personality helps a product to stand out in a fiercely competitive market, facilitates understanding of customers' opinions about a brand; and helps to build brand loyalty among its customers. This ensures that a particular brand is able to maintain its market share and profitability which will enable the managers to devise better strategies and achieve their corporate goals. Corporate social responsibility not only promotes a brand and makes the marketplace more aware of the brand (brand awareness) it also brings along a 'humane' character to the brand personality. It gives out the message to the potential and existing customers that the organisation is not just concerned with making profits but also cares about the marketplace, the society and the business environment on the whole.

Reference

Naresh K Malhotra “A Scale to Measure Self-Concepts, Person Concepts, and Product Concepts”, *Journal of Marketing Research*, Vol.18 (Nov 1981)

Ouwersloot, H. & Tudorica, A. 2001. Brand personality creation through advertising. Maxx Working Paper Series. University of Maastricht.

Polonsky, Michael & Jevons, Colin (2006) Building a corporate socially responsible brand : an investigation of organizational complexity, in Patti, ANZMAC 2006 : pp.1-7,

J. Aaker 1997; “Dimensions of Brand Personality”, *Journal of marketing research* Vol XXXIV (August 1997), 347-356.

Johnson, Homer H., 2003. “Does it pay to be good? Social responsibility and financial performance,” *Business Horizons*, Elsevier, vol. 46(6), pages 34-40.

“Environmental Marketing: A Source of Reputational, Competitive and Financial Advantage”, M. Miles and J.G. Covin, 2000.

Russell W. Belk, 1988; “Possessions and the Extended Self”; *The journal of consumer research*, Vol 15, Issue 2 (Sept 1988), 139-168.

M.E. Porter and M.R. Kramer, 2002; “The Competitive Advantage of Corporate Philanthropy”, *Harv Bus Rev.* 2002 Dec;80(12):56-68, 133

<http://faculty.unlv.edu/angeline/3710BrandPersonalityClose.pdf>

<http://www.fuelyourbranding.com/the-5-dimensions-of-brand-personality/>

<http://www.investopedia.com/terms/b/brand-personality.asp>

<http://www.moneylife.in/article/who-played-spoilsport-in-the-bharti-mtn-deal/2256.html>

<http://www.reuters.com/article/2012/03/27/us-apple-china/dUSBRE82Q06420120327>

<http://www.sciencedirect.com/science/article/pii/S0148296305000342>

<http://www.slideshare.net/sjhus/brand-personality-presentation>

<http://www.unitar.org/event/introduction-corporate-social-responsibility>



Indian Railways' Renewed Vision: Inclusive and integrative growth through commercial focus and social commitment

Biswajit Das

KIIT School of Management, Bhubaneswar, India

biswajit@ksom.ac.in

Nibedita Sahu

Research Scholar, KIIT School of Management, Bhubaneswar, India

1281034@ksom.ac.in

ABSTRACT

Quoting from the “Vision 2020” report published by the Ministry of Railways in December, 2009, “In the coming decade, Indian Railways will continue to keep its service focus on the underprivileged and the poor; even as it expands its services for the more fortunate”, it is imperative to reflect on the fact that the Indian Railway’s implicit vision has gone through a metamorphosis of late which is to deepen and broaden the agenda of inclusive and integrative growth and increasingly become aware of their role as a catalyst of social and economic change.

The phenomenal dependence of the travelling public in India on Indian Railway, which is at the threshold of a resurrection, is growing exponentially day by day. Today, it is the principal mode of transport which carries about 1.3 million tonnes of freight and 13 million passengers daily. It is the world’s largest single employer with about 16 lakh employees in its payroll. In its endeavour to become an excellent rail transport network of the world, the IR has helped launch itself towards a path of gigantic growth and development combined with holistic sustainability.

Keywords: Indian Railway’s vision; Social responsibility; Subsidized fares; Profitability.

Introduction:

The Indian Railways, called as the “Life line to the Nation” (<http://indianrailways.gov.in>) is 150 years old and is the biggest civilian employer in the world with over 17 lakh employees. It carries about 1.3 million tonnes of freight and 13 million passengers daily across the

length and breadth of our country. Corporate Social Responsibility has always been an integral part of the Indian Railway’s functioning since ages. As per “*Vision 2020*” report published by the Ministry of Railways in December, 2009, “*In the coming decade, Indian Railways*

will continue to keep its service focus on the underprivileged and the poor, even as it expands its services for the more fortunate. It will cater to the needs of the people across geographies and income strata as well as ethnic, religious and social diversities. It will better connect centres of commerce and industry, places of pilgrimage, historical sites, and tourist attractions, as also ports to hinterland. Railways also must reach the remote and underserved areas of the country to bring them into the national mainstream of development". As outlined precisely in the *VISION 2020* report, IR has four strategic national goals:

- Inclusive development, both geographically and socially;
- Strengthening national integration;
- Large-scale generation of productive employment; and
- Environmental sustainability.

Though railways have been playing the role of an agent of cultural and socio-economic catalyst since ages, of late it has realised its greater role of a conduit of inclusive and integrative growth. So this paper intends to evaluate the aspects of inclusive growth potential of IR under conducive environment which is socially and economically acceptable, with emphasis on the transport need of the poor not only by reduction of travel cost, but also through other holistic approaches.

1.1 Corporate Social Responsibility

In the "Corporate Social Responsibility Voluntary Guidelines", 2009 (*Corporate Social Responsibility Voluntary Guidelines, 2009 Ministry of Corporate Affairs, India Corporate Week, Dec, 14-21*) http://www.mca.gov.in/Ministry/latestnews/CSR_Voluntary_Guidelines_24dec2009.pdf, it is emphatically conveyed to corporate India to voluntarily adopt CSR. The guideline is a forward-thinking, affirmative move by the government as is evident from its view that "CSR must not be seen as philanthropy and, in fact, needs to be merged with core business vision and goals." So we can underscore the fact that Indian Railways have opened up in the right direction to achieve a holistic growth status in the near future.

1.2 CSR - A synonym to Sustainable growth

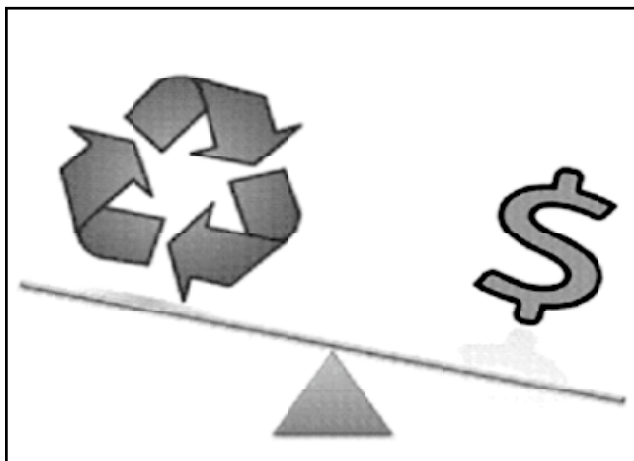
Quoting our former President A P J Abdul Kalam at an CSR award function organised by industry body Assocham (Ref:-*Corporate Social Responsibility should be sustainable: APJ Abdul Kalam, PTI Dec 20, 2012, 10.29PM, IST, <http://www.assocham.org/>*) "CSR if it is implemented with **sustainability** as a focus, then it enhances business sustainability, provides new opportunities, develops **customer loyalty** and improves **stakeholder relationship**". He added "sustainability has assumed greater importance as it directs towards **conservation of the environment** and

building **social infrastructure** so that a part of the prosperity reaches the bottom of the pyramid and touches the lives of the citizens”. It should become an integral part of corporate strategy, management

practices, business operations and product development”.

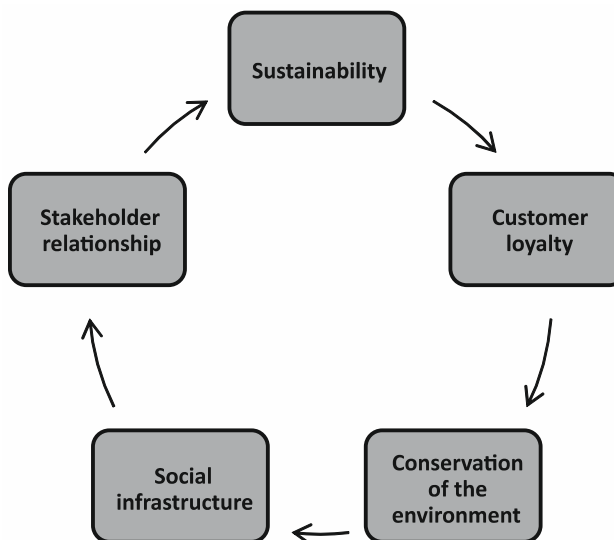
1.3 The definitive Objective of CSR in Indian Railways

Achieving the ideal equilibrium between **Commercial Focus** and **Social Commitment** -
The renewed vision of Indian Railways as outlined in **Vision 2020, MOR, 2009**



<http://news.socialyell.com/540/social-responsibility/the-csr-dilemma/>

Five cornerstones of CSR - From the quote of Dr A.P.J. Abdul Kalam



1.4 The criticism about CSR

There are some criticisms underscoring the not-so-healthy aspects of CSR, (<http://www.corporatewatch.org/?lid=2688>) like it being a marketing publicity stunt to perk up reputations and gain popularity. It is sometimes indicted of being a smokescreen with no real bearing on the functioning of the organization.

Contrary to above, CSR is accepted as part of the solution to make sustainable and human development a reality (*Archie B. Carroll and Kareem M. Shabana*). Taking a leaf from all favourable views about CSR, it has been observed that Indian Railway has embraced responsibilities towards the communities in which it operates as well as its

commitment to safety. It also strives to have a positive impact through its business operations and with the way it engages with all its stakeholders like local communities, customers, suppliers, employees and society at large.

Delving deep into the new found vision of Indian Railways, the vision is divided into 4 sub-visions, each of which are analysed from the applicability perceptive and on how IR has continuously reinventing itself to achieve those sub-visions in each of the 4 categories within the organizational framework.

Study of existing plans of Indian Railways towards achieving the renewed vision of Commercial Focus and Social Commitment.

2.1 Inclusive development, both geographically and socially				
Projects undertaken	Incisive Commercial Focus (A)	Strong Social Commitment (B)	Both A & B	Inferences & Sources
Socially Desirable Projects under "Pradhan Mantri Rail Vikas Yojana". Fund created to Implement Socially Desirable Projects in 12th Plan and serve Unserved and Underserved Regions.		*		Railway loses revenue. <i>Vision 2020 report</i> (Release ID :70190) (Release ID :70191) (Release ID :80883) http://pib.nic.in/newsite/erelease.aspx
Projects in Under-developed areas of Orissa, Jharkhand, Chhattisgarh, Bihar, Maharashtra, North-east region. Rajya Rani Express connecting state capitals to important cities in those states, Investment and implementation of railway project in North Eastern Region, a dedicated North East Region Rail Development Fund (NERRDF) has been created.			*	The social gain is more than the economic gain. (Release ID :69574) (Release ID :70179) (Release ID :75108) (Release ID :78818) (Release ID :80564) http://pib.nic.in/newsite/erelease.aspx
Special trains, augmentation of coaches during air-India strike, vacation times, examination times.			*	Railways gain both economic and social mileage from such decisions. (Release ID :71864) (Release ID :81957) http://pib.nic.in/newsite/erelease.aspx
Commissioning computerised passenger reservation facilities on more locations, introduction of more Trains.	*			Railways gain in revenue. (Release ID :57661) (Release ID :58155) Railway Budget 2010-11 http://pib.nic.in/newsite/erelease.aspx
Longest Tunnel Made Through Pir Panjal in Jammu & Kashmir.			*	The social gain is more than the economic gain. (Release ID :89346) http://pib.nic.in/newsite/erelease.aspx

MOUs with neighbouring countries like Bangladesh, Pakistan, Nepal, and Tibet for railway track expansion.	*			Railways gain in revenue. (Release ID :83485) (Release ID :87143) (Release ID :91600) http://pib.nic.in/newsite/erelease.aspx
MOUs with Germany, Japan, Belgium, Austria, Spain, China for technology adoption.	*			Railways gain in revenue. (Release ID :82163) (Release ID :85667) (Release ID :87481) (Release ID :88651) (Release ID :88096) (Release ID :89474) http://pib.nic.in/newsite/erelease.aspx
New Line Construction by Rly undertaking, IRCON in Malaysia	*			Railways gain in revenue. (Release ID :72310) http://pib.nic.in/newsite/erelease.aspx
Export of Diesel Locomotives from DLW to Mozambique and securing a niche in the international market.	*			Railways gain in revenue. (Release ID :46543) http://pib.nic.in/newsite/erelease.aspx
Running Red Ribbon Express, Mother Express, Yuva Express, Special trains to transport live saving drugs, drinking water, fodder free of cost to areas affected by natural calamities.		*		Railways gain in social capital. (Release ID :56848) http://pib.nic.in/newsite/erelease.aspx
Providing small shelter through Sukhi Griha Scheme to economically backward people living by the side of railway track.		*		Railways gain in social capital. http://pib.nic.in/newsite/erelease.aspx (Release ID :70188)
Modern luggage trolley service at Howrah station to assist senior citizens and women passengers in boarding and alighting from coaches		*		Railways gain in social capital. (Release ID :58147) (Release ID :70522) (Release ID :81907) Railway Budget 2010-11 http://pib.nic.in/newsite/erelease.aspx
Mobile ticketing van 'Mushkil Aasaan' scheme for issuing reserved and unreserved train tickets			*	Railways gain both economic and social mileage from such decisions. http://pib.nic.in/newsite/erelease.aspx (Release ID :56848)
Introduction of 'Mobile Helpline' for the convenience of railway users.			*	Railways gain both economic and social mileage from such decisions. (Release ID :91784) http://pib.nic.in/newsite/erelease.aspx
More Concession For Senior Citizens, more facilities for cancer patients, concession to Orthopaedically Handicapped/Paraplegic Persons in Rajdhani, Shatabdi Trains, concession in rail fares to blind persons and mentally retarded persons.		*		Railways gain in social capital. (Release ID :72322) (Release ID :72303) (Release ID :72847) (Release ID :82593) http://pib.nic.in/newsite/erelease.aspx
Celebration of International women's day, holding family planning sterilisation camp, diabetes camp, health-check-up camps, yoga camps, vigilance awareness week for employees.		*		Railways gain in social capital. (Release ID :77006) (Release ID :88705) http://pib.nic.in/newsite/erelease.aspx
Setting up Archery & Table Tennis Academy		*		Railways gain in social capital. (Release ID :69015) http://pib.nic.in/newsite/erelease.aspx
Facilitating Community participation through ZRUCC, DRUCC and Parliamentary Consultative Committee on		*		Railways gain in social capital. (Release ID :74705) (Release ID :77345) http://pib.nic.in/newsite/erelease.aspx
522 Hospitals and Diagnostic Centre for its employees.			*	(Release ID :58146) Railway Budget 2010-11 http://pib.nic.in/newsite/erelease.aspx
'Rashtriya Swasthya Bima Yojana' to be extended to porters, vendors and hawkers		*		Railways gain in social capital. http://pib.nic.in/newsite/erelease.aspx (Release ID :58172) (Release ID :73912) (Release ID :87618) Railway Budget 2010-11

R2CI – Railways' Policy for Connectivity to Coal and Iron Ore Mines.		*		Provides incentive to developers by way of return of capital invested in the construction of the line over a period of 10-25 years through a surcharge on the freight. Railways will undertake maintenance of the line after the ownership of the line is transferred to Railways. (Release ID :69979) (Release ID :77485) http://pib.nic.in/newsite/erelease.aspx
Intensive Awareness Campaign to Educate Road Users on the day of International Level Crossing Awareness Day on 9th June.		*		Railways gain in social capital. http://pib.nic.in/newsite/erelease.aspx (Release ID :72531)
Girl students up to Graduation are eligible for free Monthly Season Tickets (MSTs) for travel between station serving their institute to residence.		*		Railways gain in social capital. http://pib.nic.in/newsite/erelease.aspx (Release ID :72675) (Release ID :75043)

2.2 Strengthening national integration

Projects undertaken	Incisive Commercial Focus(A)	Strong Social Commitment (B)	Both A & B	Inferences
Running of special trains, additional bogies at the time festivals like Rath yatra, Dussera, Chhat, Kumbh Mela, Examination special trains, new Express Trains introduced during Sikh Pilgrimage			*	Railways gain both economic and social mileage from such decisions. (Release ID :80886) (Release ID :83570) (Release ID :88343) (Release ID :91540)
Running of special trains for annual Ajmer Urs			*	Railways gain both economic and social mileage from such decisions. (Release ID :84316) http://pib.nic.in/newsite/erelease.aspx
Celebration of B. R. Ambedkar's Mahaparinirwan Diwas, Anti-terrorism day, Quami-ekta week, Rajbhasa week wherein employees pledge not to resort to violence and settle all differences through peaceful & constitutional means.		*		Railways gain in social capital as well as revenue. (Release ID :70183) http://pib.nic.in/newsite/erelease.aspx
Organising cricket matches like Ranji match, All India railway cricket, athletics, level tennis tournaments.		*		Railways gain in social capital.
Allowing the public to use Railway's infrastructure like railway stadium, community halls, shopping areas, parks with nominal fees and opening reservation counters in strategic locations.		*		Railways gain in social capital. http://eastcoastrail.indianrailways.gov.in/view_section.jsp?lang=0&id=0,4,268&newsType=archive
Organizing Bharat Darshan tours, Religious tour, Luxury tours.			*	Railways gain both economic and social mileage from such decisions. <u>Examples</u> Steam Express DHR Joy Ride

				<p>Exotic Sikkim Mata Vaishnodevi Darshan Singapore - Malaysia tour from Mumbai Mahaparinirvan Express Royal Rajasthan on Wheels' Bharat Tirth yatras 100 Year Old "Punjab Mail" Train is the theme of Indian Railways Republic Day Tableau in 2012. (Release ID :57562) (Release ID :57925) (Release ID :58204) (Release ID :79857)</p>
Organizing purpose-specific mobile exhibitions on trains running through the entire length and breadth of our country.		*		<p>Railways gain in social capital. Examples Mobile exhibition on awareness for HIV/AIDs Mother Express – Tribute to Mother Teresa Science Express Popularising science among school children. Vivekananda ExpressTribute to Swami Vivekananda Sanskriti Express - tribute to Kaviguru Rabindra Nath Tagore (Release ID :58174) (Release ID :69286) (Release ID :70178) (Release ID :70202) (Release ID: 91022) Railway Budget 2010-11</p>
Presenting Railway Republic Day Tableau tribute to Kaviguru Rabindra Nath Tagore, depicting the longest tunnel in Kashmir.		*		<p>Railways gain in social capital. (Release ID :69286) http://pib.nic.in/newsite/erelease.aspx</p>
Setting up Railway Cultural and Heritage Promotion.		*		<p>Railways gain in social capital. (Release ID :58144)</p>
Commonwealth Exhibition Train and setting up five Sports Academies at Delhi, Secunderabad, Chennai, Kolkata and Mumbai and creation of sports cadre.		*		<p>Railways gain in social capital. (Release ID :58149) Railway Budget 2010-11 (ReleaseID:70201) (Release ID :85550) (Release ID :87143) http://pib.nic.in/newsite/erelease.aspx</p>
"Janam Bhoomi Gaurav" express to promoting Rail Tourism will connect important historical and educational places.			*	<p>Railways gain both economic and social mileage from such decisions. (Release ID :70180) Railway Budget 2011-12</p>

2.3 Large-scale generation of productive employment				
Projects undertaken	Incisive Commercial Focus(A)	Strong Social Commitment (B)	Both A & B	Inferences
Growth with Jobs and not Jobless Growth paradigm.			*	Renewed vision as a catalyst of change, wherein railways gain both economic and social mileage from such decisions. Vision 2020 report
Open up new avenues for employment in the primary, secondary and tertiary sectors.			*	Primary – Direct employment through competitive exams. Secondary – Employment through quota like sports, scout & guide, culture, compassionate, ex-serviceman Tertiary – Employment through contracts undertaken with private parties, awarding license for setting up shops in rly stations etc. (Release ID :78719) http://pib.nic.in/newsite/erelease.aspx
Rail Land Development Authority (RLDA)- Allows participation of private developers for development of Multi Functional Complexes (MFCs) at five stations namely.			*	Generating non-tariff revenue from railway land and new avenues for employment. (Release ID :69435) (Release ID :82600) http://pib.nic.in/newsite/erelease.aspx
Developing Mega Multimodal Logistics Parks (MMPLs)- At selected locations along the Dedicated Freight Corridors (DFCs) reducing logistics cost in supply chain for customers.			*	Cost-saving measure at the same time opening up employment opportunities for the local youth. (Release ID :47117) http://pib.nic.in/newsite/erelease.aspx

2.4 Environmental sustainability				
Projects undertaken	Incisive Commercial Focus (A)	Strong Social Commitment (B)	Both A & B	Inferences
E-procurement and e-auction to ensure transparency and economy			*	Reducing paper-work and red tape in the organizational functioning. Railway Budget 2011-12
Development of a comprehensive web-based data bank for land and asset management for optimum utilization of resources.			*	It aims at the improvement of organizational efficiency and efficacy. Railway Budget 2011-12

Collaborative Project SIMRAN, jointly developed by IIT, Kanpur and RDSO, a Real Time Train Information System (RTIS) meant to provide reliable information on train running.			*	It is a step towards accurate and instant information dissemination, thus reducing lot of paper-work in the logistics and also eliminating the need of enhanced tangible resource allocation. (Release ID :76758) http://pib.nic.in/newsite/erelease.aspx
Extend web based system of allotment of iron ore rakes to coal traffic.			*	This aims at large-scale reduction of paper-work, eliminates the hassles associated with booking of rakes. Railway Budget 2011-12
Free supply of 14 lakh CFLs to railway households, Regenerative braking in Mumbai EMUs. Windmill at ICF, Chennai. Increased use of solar energy at LC gates, stations etc. Use of bio-diesel, CNG and LNG in locos, workshops etc. Installation of Bio-Toilets in Trains			*	All initiatives are part of renewed vision of sustainable growth. (Release ID :74374) (Release ID :80903) (Release ID :86615) (Release ID :85870) http://pib.nic.in/newsite/erelease.aspx
Declaration of the year 2011-12 by MR as the 'Year of Green Energy'.		*		An initiative as part of renewed vision of sustainable growth. (Release ID :70196) (Release ID :90752)
Plantation on Railway Land. About 94 lakh saplings were planted each during 2009-10 and 2010-11. Target of plantation of saplings during 2011-12 is 100 lakh.		*		An initiative as part of renewed vision of sustainable growth. http://pib.nic.in/newsite/erelease.aspx (Release ID :75046)
Train Reservation Ticket can be booked through Mobile Phone and No Need to Carry Ticket Print-Out, Mere Display of Message on Mobile is Sufficient during Travel.			*	An initiative as part of renewed vision of sustainable growth. http://pib.nic.in/newsite/erelease.aspx (Release ID :79323) (Release ID :84888)

3. Propositions to achieve better CSR orientation of Indian Railways in each areas of strategic importance

3.1 Inclusive development, both geographically and socially

- Encouraging and allowing more private participation in building private railway sidings connecting to mining areas, food processing plants, raw material production centres, and port areas.
- To attract high-valued customers, IR can introduce “Happy Hour” concept in passenger as well as freight sector with variable charges for transport of human lives and goods.
- “Aadhaar” number should be use by IR to maintain a database of customers and can segregate them on the basis of different criteria and develop schemes accordingly.
- More ties with immediate neighbouring countries with track expansion, technology transfer, human resource transfer
- Revamping the Customer Services arena which can be through devising innovative, customized, personalized service schemes for foreign travellers, niche business community class.
- IR has to design sufficient incentives so that private profit seeking attains broader public interest objectives. So IR has to invest in socially viable and relevant projects even if they are not perceived as commercially viable.
- Playing greater role in local communities by working on social projects that enhance the lives of local people.
- Taking cue from Canadian Railways, Indian Railways can develop a collaborative process through which municipalities and the railway could work to reduce the costly intervention of courts and regulators in the resolution of community-based disputes and to engage other industry players in turning the model into an industry-wide standard.
- Pursuing “good neighbour” approach to preventing, and resolving, disputes that can occur when people work and live too close to railway premises.
- Just like Canadian Railway, Indian Railway can embrace corporate donations program called Community Connect is more sharply focused on community relations and aligned with the company’s business objectives.
- All india campaigns like polio vaccinations, India heritage awareness, Anti alcoholism campaigns, HIV Aids, child labour, missing children and beggars, etc. may be conducted by using railway networks, infrastructure.
- Idle accident relief medical vans of railways can be used for conducting health camps in rural areas.
- Railways can invest in villages along the railway network or in other words can adopt some villages/pockets, under-nourished areas along its track.

- Just like Canadian Railways, Indian Railways can once a year operate a Holiday Train that crosses the country stopping in communities along the way to raise awareness and collect money and in-kind donations, which are then distributed to the needy through food collection agencies.

3.2 Strengthening national integration

- Indian Railways need innovative approach for infrastructure development. Hinterland development of a port is one of them. Creating Special Economic Zones (SEZs) near ports, improving road and communication network for the hinterland of a port with partnerships with state government and other private organizations, will add meaningful development of the entire coastal region of the Indian peninsula.
- Model like “Community Consultations”, an intensive social interface program followed by Canadian Railways to resolving disputes, improving relations and understanding between the industry and the public and helping the company improve its safety and environmental performance, can well be followed by Indian Railways.
- Community Connect Line, a toll-free line is an important part of Canadian Railways community relations program which has allowed the company to identify emerging issues and address these more proactively than it has been able to in the past.

Through such initiatives, Indian Railways can be closer to people and improve its image in the eyes of general public as well.

- Tie-up with educational institutes for student transport schemes within India, which will contribute to the revenue as well as inculcate a sense of national integration among young Indians.

3.3 Large-scale generation of productive employment

- In any outsourcing activity, priority should be given to micro and small enterprises in the vicinity, which will contribute to employment of local man power.
- Emphasizing on IT Conducive work environment resulting in instant communication in case of eventualities, hiring quality manpower, enhancement in deployment of IT applications in scale and scope in passenger and freight operation activities will result in increased earnings, reduced operating costs, effective utilization of human and capital resources and boosting of the image of Indian Railways
- Initiating accounting reforms, adopting liberalised work culture, eliminating colonial practices in its functioning will attract best manpower to its fold.
- Continue to improve ethical trading policies by encouraging suppliers to also adopt an ethical trading culture and infusing ethical endeavours in decision-making criteria. That will

- attract good private business enterprises to invest in railways.
- Ensuring to devise policies that look after the welfare of staff and also ensuring they work in a safe environment in and out of the office.
- Deploying a team of dedicated individuals to work on CSR and the railway-community interface. The CSR team should reintroduce into the job descriptions of employees and front line managers duties related to community relations and to train them in the tools needed for engaging and interfacing with stakeholders.
- Indian Railway passes through many tribal areas and villages where many cottage industries, handicrafts business, local produce markets are located. IR can play a crucial role in collection of handicraft items, local produce and other artisan products which can be sold in towns for economic benefits thus playing an important part in reducing the connectivity issues of the rural areas to the market.
- Proposal for replacing business travel with virtual meetings and presentations provides for potentially significant savings in terms of cost, time, manpower, energy. This should be encouraged in railway organizations.
- Unutilized lands along railway tracks can be used for setting up plantation project of jatropha, from which bio-diesel can be produced for locomotives. Railways can add to its carbon credits. This land can also be used for shelter for homeless, schools for girls, hospitals and other community purposes.
- Railway infrastructure can be utilized for cause related marketing and advertising for corporate to ensure cleanliness and advocate other important social causes. Extensive use bio fuels and other renewable sources for supply inside coaches and for traction solar, biogas, Wind Energy, Solar Energy, Hydro Electric Power.
- Religiously following pollution norms and aspiring for getting ISO certification in environmental protection, energy conservation issues.
- Promoting the use of biodegradable materials and switch to biodegradable packaging in place of non biodegradable packaging in its passenger amenities arena.
- Putting in place an eco friendly waste management system in station

4 Environmental sustainability

- Rail track and vehicle assets have long lives and high recyclability at the end of life, which reduces raw material demand. Similarly Regenerative braking through Electric traction offers the potential for new energy source infused back into the track. The railways should not rest on its glory and continue to develop its “green” initiatives.

premises in addition to educating the masses and enforcing rules for waste disposal.

- As part of CSR activities, taking initiatives to build toilets in villages through which railway track passes would discourage use of railway lines for the purpose. Investment in new technology for cleaner ecological outputs and recyclability of railway scraps.

Conclusion

Angel Trains of United Kingdom considers itself to be a good “Corporate Citizen” [<http://www.angeltrains.co.uk/en/corporate-social-responsibility/>] and this fits with their strategic vision to be Britain’s leading rolling stock asset manager with their core value of integrity. Taking a leaf from UK Railways, Indian Railways could follow a holistic approach towards growth and expansion and aspire to be a “Corporate Citizen” and a “Role Model” for other corporate of our country.

As we know, social responsibility is about going beyond regulations and providing good returns to shareholders, Indian Railways could see CSR as an evolutionary process wherein IR can look at its core businesses to evaluate how it can use its resources and special assets to contribute to sustainable communities. Railways can also raise awareness of CSR within the organization by providing an opportunity for employees, customers and communities to come together to help people in need.

References

Corporate Social Responsibility Voluntary Guidelines, 2009, published by Ministry of corporate affairs, GOI.

Vision 2020, in December, 2009, published by the Ministry of Railways.

http://www.assochem.org/events/recent/event_751/Address-CSR-Summit-and-Excellence-Awards-2012.docx

<http://www.corporatewatch.org/?lid=2688>

The Business Case for Corporate Social Responsibility: A Review of Concepts, Research and Practice, Archie B. Carroll and Kareem M. Shabana, *International Journal of Management Reviews* (2010), DOI: 10.1111/j.1468-2370.2009.00275.x, http://www.academia.edu/419290/The_Business_Case_for_Corporate_Social_Responsibility_A_Review_of_Concepts_Research_and_Practice

<http://pib.nic.in/newsite/mainpage.aspx> — Accessed on 21-1-13 at 6.00pm

<http://www.indiacsr.in/en/?p=6585> — Accessed on 21-1-13, at 4.00pm

Indian Railways – Moving Towards Better Passenger & Goods Services, Akshey Kumar, <http://pib.nic.in/feature/feyr2001/fapr2001/fl60420011.html>

<http://www.angeltrains.co.uk/en/corporate-social-responsibility/>

<http://eastcoastrail.indianrailways.gov.in/>

<http://indianrailways.gov.in>

Corporate Social Responsibility: Engagement of IT Infrastructure in Mobilizing Community

Shiv Sankar Das

PhD Scholar, KiiT University

Shivsankardas85@gmail.com

ABSTRACT

Corporate social responsibility can be key to the development of economy; implemented through IT infrastructure; linked to the community at large. The impact of V-SAT for educating and linking people to the mainstream through portals and kiosks; on the pricing of the field produce and agricultural products have eliminated the middle men in the transaction process of the business. There by it has given a genuine price to the farmer and for that matter the producer. All the government agencies need to exercise efforts to implement social responsibility employed through tech savvy approaches. This has none the less; already contributed substantially and is an ongoing process to mitigate poverty by catering profits and provide food security in the villages. Project Shakti, e-haats, e-chaupals models can be emulated and replicated by the corporate for the elevation of the economy in their multifaceted manner. This research article intends to encompass ideas pertaining to the application of IT Infrastructure for elevating the economy of a select village named Khantapara, which is deprived of the amenities of knowledge infrastructure. It hinges on the examination of field based study undertaken.

Keywords: CSR, IT infrastructure, Community, Economy

Introduction:

Corporate social responsibility can be key to the development of economy; implemented through IT infrastructure; linked to the community at large. The impact of V-SAT for educating and linking people to the mainstream through portals and kiosks; on the pricing of the field produce and agricultural products have eliminated the middle men in the transaction process of the business. There by it has given a genuine price to the farmer and for that matter the

producer. All the government agencies need to exercise efforts to implement social responsibility employed through tech savvy approaches. This has none the less; already contributed substantially and is an ongoing process to mitigate poverty by catering profits and provide food security in the villages. Project Shakti, e-haats, e-chaupals models can be emulated and replicated by the corporate for the elevation of the economy in their multifaceted manner.

This research article intends to encompass ideas pertaining to the application of IT Infrastructure for elevating the economy of a select village named Khantapara, which is deprived of the amenities of knowledge infrastructure. It hinges on the examination of field based study undertaken.

In my words I can explain it as one of the interfaces for the development of our rural economy; implemented through IT infrastructure; linked to the community at large. The IT-KIOSK plays a key role in implementing CSR. This helps in education and employment to the people. All the government agencies exercise efforts to implement social responsibility, employed through implementation of IT-Infrastructure and it is a concept where the organisation takes into account the interests of the society by taking responsibility for the impact of their initiatives on the people of that particular region, the farmers, the consumers and other stakeholders. Many Corporate Houses have taken CSR initiatives in our state and Northern Odisha as well. Training in Industrial Training Institutions ensures the unemployed youth to earn better livelihood with a promise that the candidates will be absorbed into the new industrial projects of the parent company.

CSR in India

In the case of India, scholars have traced the overarching role of tradition, spirituality, and respect in the evolution of CSR (Balasubramanian, Kimber, & Siemensma, 2005; Jose, Bandi, & Mehra,

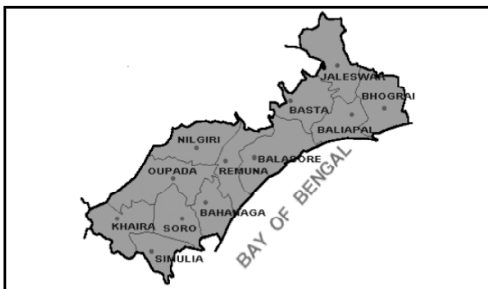
2003; Mohan, 2001; Sagar & Singla, 2004). In its historical form, CSR in India has been dominated by a philanthropic approach consistent with the long-standing tradition of close business involvement in social development needs. More recently, CSR has received an impetus from the emergence of nonfamily businesses, "corporate will," and government and public expectations (Mohan, 2001, p. 111). Scholars note that Indian CSR is now an important part of the movement away from "rapid-growth, export-oriented, cost advantaged- focused strategies to longer-term, business development initiatives" (Balasubramanian et al., 2005, p. 82). The consideration of CSR in the Indian IT sector was motivated by the industry's pivotal role in the country's emergence as a strong global contender. India's Department of Information Technology noted that the IT industry's contribution to the national economic output has nearly tripled from 1.2% in 1997-1998 to 3.5% in 2003-2004. In fiscal year 2004-2005, the IT industry index outraced the market with a 45% jump, compared with the Bombay Stock Exchange's 15% growth and NASDAQ's 4% growth (Mitra, n.d). On a lighter note, one author quipped, "Thanks to Indian IT's growth story, India is now better known for its techies and call agents rather than its elephants and snake charmers" (Mitra, n.d).

Corporate sector in our country has spread the initiatives across the 20 states and Union Territories with Maharashtra gaining the most from it, almost 38% of the

CSR activities are focused in the state, which is then followed by 12% in Gujarat, 10% in Delhi and 9% in the state of Tamil Nadu. The 'Eco Pulse on CSR for the 2009-10 says in the month of June almost 300 corporate houses has identified 28 different themes for the CSR activities, of which Community welfare tops the List followed by Education, Environmental, Health as well as Rural Development. India's rural market, more specifically, is potentially huge at 720 million consumers (>70 per cent of population), though constituting less than 30 per cent of the country's GDP (Annamalai and Rao, 2003). CSR needs to be understood in the following way; for making of profits there is displacements of poor people due to acquisitions of lands or due to operations impacting on livelihoods which are the means of survival which is further resulting in pollution of water, land and air (impact on natural resources). The investors and consumers are pressurizing the more on the business models for maximizing their returns which is giving an immense impact on the un-organized and low bargaining people.

IT INFRASTRUCTURE IN BALASORE DISTRICT, ODISHA

Demographic Situation of Balasore District, Odisha, India



Balasore is situated in the Northern part of the state of Odisha having a sq.km of 3806, having 2 sub-divisions; 7 numbers of Tahasils are present, 12 numbers of C.D.Blocks, NAC represent 3, Grampanchayats represents 289 and there are 2952 villages in Balasore Dist. The total number of Inhabited & Uninhabited villages present are 2587 and 365 respectively in the Balasore Dist. The total population according to the 2011 Census of the Balasore District is 2317419 out of which the Male are 1184371 and Females are 1133046; (Ref: to District Hand Book Balasore; 2005-06).

The Rural population in the District of Balasore is 1804140 and of Urban population is 220368 hence the Density of Population is 532 Per Sq.Kms.

Balasore District has 2323 Numbers of Primary Schools out of which 1265 are Upper Primary with 3556 numbers of Teachers and 526 numbers Secondary schools with 4199 teachers; General colleges comprises of 2 Junior college and 2 Degree college.(Ref; to Population Census 2011-12)

The total Population in the area of Khantapara is around 121002 out of which 61589 are males and 59413 are females; the total no of skilled workers present in the region is 28509 out of which male is 26798 and female is 1711 ;(Ref; to Population Census 2011-12).

A developmental initiative has been introduced to acquire the development of the community based in the village of

Khantapara which is situated in the district of Balasore. An IT-Kiosk in the region has imparted knowledge of connectivity and enables the producer to exercise informed choice by connecting to local markets.

Few of the initiatives are **e-choupals-An OMFED Initiative**, which has become a developmental approach, adding value to the Agricultural & Milk thus helping in improvement of the economy of the farmer. **NESCO Kiosk** has been set up in the villages of the districts of Balasore as a common service centre for payments of Electricity Bills; Many banks have started the scheme of Village takeover to improve the investment climate in the villages of Balasore District; “**e-Grama**” a initiative by the Government of Odisha is under way to help the people in the district of Balasore; **Placing of an IT-Officer** in the collect orate office in the Balasore Dist has bought up acceleration in the process of IT establishments in the region. **Project Sambhab** has come into effect providing people a sense of relief during the time natural calamity.

The study undertaken by Automobiles Company, TNS Automotive, India has been ranked second in global CSR, The study was focused on a public good will index and India received 119 points in the index against a global average of 100, Thailand was at the top slot with 124 points.

IT Infrastructure (IT-KIOSK)

In the year 2003-04 Govt of Odisha launched the self-help-scheme giving in the details of IT-Kiosk with an objective to

create employment among the people of Balasore dist which is underway in the village of Khantapara. Initiatives such as special financial package were devised to promote the self-employment scheme by giving the subsidy for setting up IT-Kiosk in different regions of Khantapara region. This scheme focuses not only to provide self-employment opportunities but also to bring up the much waited IT infrastructure in the District of Balasore.

The objective is to create the self-employment opportunities for the unemployed educated youth in the village of Khantapara in the district of Balasore. According to the Govt statistics the scheme has continued till the year of 2006-07 with the target to open 1700 kiosks, and the targets fixed to open 400 to 500 kiosks in the subsequent years to come.

Who Can Set Up A It-Kiosk

In Balasore region many unemployed youth with a minimum Matriculation level of education has set up a Kiosk. Women with more Qualification and Handicapped person gets a special consideration, Any Self-Help Group is also eligible for setting up of an IT-Kiosk if any member of the group have acquired the minimum qualification of HSC certificate.

The entrepreneurs have arranged a sum of Rs.60000/- to 185500/- to set up a IT-Kiosk with an Subsidy of 25000/- given from the Govt side.

The services offered by these Kiosks are E-mail, Internet Browsing, DTP work,

Computer education, Photography, PCO etc are a part of the IT-Kiosk.

Infrastructure Required For Setting Up An It-Kiosk In Balasore District

For setting up an IT-Kiosk we generally require a Floor area of say 200 to 300 Sq.Ft Area, Hardware and Hardware and peripherals such as a Computer, a Dot Matrix/LaserJet/DeskJet Printer, a Digital Camera, a Fax Machine, a Scanner, a UPS 0.5 KVA (LI), a Computer furniture, a PCO (Optional). A telephone link from BSNL or any private Internet Service Provider is available. Site Preparation like partitioning, painting, electrical wiring, electrical earthing is necessary, false-roofing and telephone connection is required for setting up of a successful IT-Kiosk.

Training

Training is provided to these entrepreneurs to develop their skills in handling the computers, Internet browsing, Peripherals etc; this type of training is provided by OCAC at its head office situated in Bhubaneswar, and other facility centres at Berhampur, Rourkela.

Investment Required In Setting Up Of It-Kiosk

The total Investment required considering the above Peripherals we get for a Computer (1 nos) we can take a sum of Rs/- 24,000 to 27,000, for a Dot Matrix/Laser or a Deskjet Printer (1nos) we can assume a sum of Rs/- 4000 to 14,000, for a

Fax Machine(1 nos) we take Rs/-15,000, For a Scanner (1nos) we take Rs/- 3,700 to 12,000, For a UPS 0.5 KVA (LI) (1nos) we take a sum of Rs/- 2,700 to 7,900, for Furniture's say for (8 nos) we take a sum of Rs/- 3,700 to 11,000. We also include other Investments such as Site Preparation, Inverter, Telephone, Internet Connectivity and Provisions for Contingencies we take an approximate investment of Rs/-7,000 to 23,000; Rs/-11,000; Rs/-4,000; Rs/-7,000 Respectively. Hence a we get a Total Investment required for setting of an IT Kiosk is in between **Rs.80, 000/- to 1,27,000/- approx.**

SWOT Analysis of It-Kiosk In Balasore Dist

If we analyse the Position of a IT-Kiosk in Balasore Dist we get different results such as considering the strength part there are some active and efficient entrepreneurs who has established the IT-KIOSK, and are trying to go beyond the boundaries of IT Kios. Here persons are adequately educated and they are well aware of the Maintenance part of IT-KIOSK. The district of Balasore has a high rural literacy rate and public is conscious about the usefulness of a kiosk. There is an efficient DRDA and highly effective Zilla Parishad and Panchayat Samiti. Now coming to the weakness part we see that; there are inadequate field staffs to share more knowledge for establishing an IT-Kiosk in the region, unwillingness of people for opening a IT-Kiosk due to the mindset of people, there is a lack of

departmental & inter-departmental coordination, Taking other aspects like water logging, lack of irrigation and poor quality roads are the major problem in rural areas, as a result people are not showing interest to avail the use of IT-Kiosk. More delay in receipt of grants for development programmes from Govt has bought a loophole in the opening of IT-Kiosk thus bringing in a breakup of Planning & Coordination in developmental procedure. Even the Rate of Return is not satisfactory as compared to the Investment made. Taking the opposite side; considering the Govt Schemes like MG NREGS, GGY, and IAY etc, are being implemented but in slow pace; the 73rd Constitution

Amendment and devolution of power to Panchayati Raj Institutions has resulted in development of the society but establishment of a IT-kiosk brings the threat of Political Interference, there is corruption at different levels during the programme implementation; Intra- village conflict based on party politics is delaying the implementation of the Project in the region.

Infrastructure Related To Manufacturing Industry

Details of Small scale Industries, Cottage Industries, Handloom Industries present in the area of Balasore Dist as per 2003-04;

TABLE-1

	2001-02	2002-03	2003-04
A) SMALL SCALE INDUSTRY			
Total no of SSI units	225	225	264
Total Capital invested (Rs. In Lakh)	629.94	817.16	525.48
Employment Generated (in No)	955	1044	1164
B) COTTAGE INDUSTRY			
No of cottage industry Setup	1300	1506	1129
Total capital invested (Rs. In Lakh)	197.2	325.02	185.19
Employment Generated (in No)	2219	2474	1859
C) HAND LOOM INDUSTRIES			
Total Capital Invested (Rs.In Lakh)	NA	NA	NA
Production (in Lakh sq.mt)	3.78	3.88	NA
Employment Generated (in No)	3038	2620	NA

Source: Directorate of Industries, Cuttack; Directorate of Textiles, Bhubaneswar; Directorate of Handicrafts & Cottage Industries, Odisha.

IT - KIOSK & Energy-A Snapshot of Balasore Dist

Energy:

Energy is one of the most important inputs for economic development and an important aspect in the life of people. In Balasore district 2443 villages out of 2586 (inhabited) villages (94.47%) which were electrified in the end of 2005. Govt. of India has implemented RGGVY (Rajiv

Gandhi Grameen Vidyutikaran Yojana) since 2007 to provide electricity to all rural house hold in the states within the calculated time frame for Five years. BGJY (Biju Gram Jyoti Yojana) has been setup in different district to cover villages which are not included under RGGVY; **The table represents Block wise Number of Villages to Targeted for Electrification and Setting of NESCO Kisok.**

TABLE-2

NO-OF VILLAGES TO BE SET UP WITH NESCO KIOSK (JAN SEVA KENDRA)

BLOCK	Un-Electrified	De-Electrified	Electrified	TOTAL
Bahanaga	-	-	159	159
Balasore	16	20	211	247
Baliapal	5	6	183	194
Basta	-	13	282	295
Bhograi	6	3	311	320
Jaleswar	-	34	174	208
Khaira	17	-	321	338
Nilgiri	6	9	121	136
Oupada	23	-	133	156
Remuna	9	7	236	252
Simulia	-	-	155	155
Soro	-	-	157	157
TOTAL	82	92	2443	2617

Source: RGGVY website.

NESCO, North Eastern Electricity Supply Company of Odisha has implemented IT-Kiosk as “JAN SEVA” which will collect Electricity Bill and will provide Valid Receipts on Behalf of Nesco; People are using this service and are getting Rebates on the calculated bill.

Placing of an IT-Officer;

The IT development came into effect with the recruiting of a District Informatics Officer by NIC at Balasore in 2001. Since then most of the IT related works of allied office are done throughout the district with the help of district Collectorate, are taken up and covered successfully. The aim of

NIC is to develop the IT culture within the administration at district level. With the change of time, IT being an integral part of the common human being, Government has taken the policy to bring information to common man. To make it practically possible and promote the same concept NIC has giving stress on

Computerization of Citizen Centric Services and helping district administration for E-Governance.

E-Choupal, The Concept

e- Choupal is a concept which undertook a noble approach by going into purchasing directly from the farmers by bypassing the local markets which are (called mandis) which are dominated by Middlemen, it is an internet Kiosk, a virtual market place where farmers can transact directly with other people. They have their own choices and subsequently having a high profit margin on their products; here the computer operator called as a sanchalak allow farmers to get use of technology even though they are computer illiterate; here the process involves as the farmers carry a sample of their produce to a local kiosk and they receive a spot quote from the sanchalak and if the farmer accepts the quote then the product can be sold directly to a collection centre where they are paid within 2 hours. The most important benefits arise from these concepts is that the lead time for receiving payments is 2-3 hours rather than 2-3 days, and transparency in the system. Today the e-choupal initiative comprises 6400 choupals, transforming the

lives of over 3.5 million farmers, in 38 500 villages in nine states of India. By 2010, the company has set a target coverage of 20 000 choupals for 10 million farmers in 100 000 villages, transacting \$2.5 billion in business; (From Corporate social responsibility through knowledge leadership in India; ITC Ltd and Y.C. Deveshwar;)

E-Choupal – An Initiative Approach by OMFED In Balasore Dist

The Orissa State Cooperative Milk Producers' Federation Limited (OMFED) is an apex level Dairy Cooperative Society registered under Cooperative Society Act – 1962. It came into existence, to integrate the milk producers in rural areas with consumers in the rural areas and with consumers in urban areas, OMFED's main activities includes promoting, production, procurement, processing and marketing of milk & milk products for economic development of the rural farming community in Orissa.

OMFED has come up with the initiative of helping farmers in the Balasore Dist regions by introducing **DATA PROCESSING UNITS (DPU)**, a form of IT-Kiosk in the regions where the milk is collected from the farmers. The units which collect the milk from the farmers are called Milk Collection Centres. The person responsible for collecting the milk from the farmers is the General Secretary of that Collection centre and he operates the DPU and gives the sheet containing the content of **Fat, SNF, and Quantity of Milk.**

This data processing units or DPU's is a device which calculates the content of Fat, SNF, quantity of the milk delivered by the farmers in the Collection Centre, it also gives the Rate of the milk and Amount of Money to be given to the farmer upon the delivery of the milk at the collection centre;

There are almost 542 numbers of Milk collections Centre present in Balasore Dist having a DPU's respectively for collecting milk from the farmers.

The formula for determining the SNF of the milk is given by

$$(\text{CLR}/4) + 0.21\text{F} + 0.34 = \text{SNF}$$

Where SNF = **Solid Not Fat**;

F = Fat;

C.L.R = Correct Lactometer Reading which tells the Density of the Milk, Collected from Lactometer Device.

The amount of money calculated from DPU's are paid to the farmers in every 4th, 14th and 24th dates of the month, Efforts are going on to pay the calculated amount to the farmers within 3-4 hours with the delivery of the milk at the Milk Collection Centre. After the Introduction of DPU'S in the Balasore Dist there is a significant growth in the Milk Procurement which can be visualised from the Chart given below;

TABLE-3

Balasore Milk Procurement (KGS per Day)

Mont	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
Apr	2401	8074	17156	24247	27354	20767	22707	23957	25992	31609
May	2487	8831	19136	24968	26120	20362	22035	25139	27947	33428
Jun	2233	8845	11038	25664	27261	19661	23877	27004	29539	31322
July	2143	8795	19217	27168	22993	18893	24430	29948	29879	32761
Aug	2159	8087	17823	23060	20114	16326	21473	27451	25788	32188
Sep	2281	7771	16788	20462	16257	15831	19283	26142	23171	28288
Oct.	1925	8613	17036	20844	16955	16491	19256	25126	21791	27141
Nov	2334	9619	18927	22194	16861	19055	19097	24781	23548	26592
Dec	4861	10727	24183	24817	18857	21095	19635	24776	25242	25242
Jan	4946	11650	22346	24230	19418	20767	19061	23166	25060	26559
Feb	5640	12274	22054	24311	19532	20221	18558	22632	25189	
Mar	6557	13919	22266	25093	20160	21293	20769	23275	28019	
Total	1151548	3562224	6937569	8733298	7681545	7017645	7614973	9235527	9493487	9031219
Ave	3145	9767	18999	23922	20990	19230	20848	25283	25930	29513

E-GRAMA- IT KIOSK

“e-grama” is basically an Intranet Portal, having some static and dynamic pages with Intranet e-mailing facility among different users of the Intranet; It makes the administrative process smoother and

brings people of the district closer on the sharing of official information. It brings accountability as both Micro and Macro results are accessible at the district level in easier operable forms. The Indira Awas Yajona (IAY) beneficiaries of the village

are unable to know the exact amount received from the Government at a particular time and the amount due to receive; in this part they have to run to the District or Block Head quarters which takes a lot of time for compilation and decision making; hence for resolving all this “e-grama” was conceived. Different groups were formed to discuss with the villagers regarding the information they require; The schemes are then finalised, and are put on the intranet. It is available in the language of odia. The resource persons organized different computer training programmes at block and GP levels. Nehru Yuva Kendra Sangathan volunteers organize training programmes in the villages through their ITRY centres. The ‘e-grama’ Virtual Network the “e-grama” project revolves around a network of computers and people, which we term as the “e-grama” virtual network.

Coming to the cost analysis part, the entire expenditure for the “e-grama” is available under DRDA and block funds for monitoring. The cost involved for customised software and training is zero as everything was done in-house. The important aspect of the project is self-financing of all “e-grama” IT-KIOSKS. At each e-grama kiosk, there is a PC client machine with Windows 2000 or above OS, one printer, one modem and one telephone. The total cost of the hardware is 50,000-60,000/- which is borne by the youth clubs and voluntary organizations working in the village; these kiosks are run by computer qualified and trained unemployed youths of

the local village, thus generation employment opportunities for them.

The cost for initial site preparation, electrification, furniture, telephone, computer and peripheral equipments is around 50,000-60,000/-; “e-grama” software is provided free of cost, which is developed by NIC; training literacy certificates and technical support is provided by

Nehru Yuva Kendra and NIC free of cost; now if we calculate the monthly income and expenditure of kiosks, we get the following details as for electricity charges, telephone bills, honorarium of IT volunteer and printing, cost of paper gives an amount of Rs 300-400/-; Rs 300-500/-; Rs 1500 to 2000/-; and Rs.800 to 1000/- respectively approximately in all levels; thus the total comes to Rs.2900/-. Now coming to the income part we get for Computer Literacy Training to Local Youth, Employees, Businessmen, SGH members etc @ Rs.50/- to Rs. 200/- at Rs. 3500/-; For selling of forms and different services information on Govt schemes & others as per the chart given below we have a amount of Rs.1000/-; Job typing & Data Processing we have Rs.1000/-; and income from Internet use we get Rs.1000/- hence the total income comes around Rs. 5600/-. Now average Monthly Income we get Rs.5600-Rs.2900/- = Rs.2700/-. For economic viability of the Kiosks, they are provided with a rate chart for selling different forms to the villagers and for providing various services to the villagers. Computer training

on fundamentals of computer and MS-Word, MS-Excel, MS-power point is provided to the villagers at a low cost for which certificate is awarded by NYKS at the village KIOSK. For generating more revenue, the KIOSKS are undertaking DTP and data entry work;

Data Management

To start with, each “e-grama” KIOSK is provided a Compact Disk (CD) from NIC, containing the “e-grama” portal. All are given adequate training, sponsored by NYKS, on how to copy the CD and configure the IIS for running “e-grama” portal at their local machine. Every month, one updated CD is provided to the KIOSKs through the computer operator of the block offices. Whenever they need the latest information or want to send e-mail to officials of district administration or below, they connect to the “e-grama” intranet portal through modem, which is ported on a server at NIC. They are provided authenticated user ID and password to access the intranet portal. Different services are provided at the Kiosks such as different forms in Oriya and English are sold, Household information of all the villagers; can know various developmental programmes, the information & products services by Self Help Groups are kept in internet, Village wise beneficiaries for schemes like Annapurna, Antodya Anna Yojana, TPDS, APL and BPL are provided here, details of PDS distribution of rice and sugar are provided, details of retail centres, All the guidelines and booklets prepared by Govt.

for different programmes in Oriya like Agriculture, Health, Education, Sanitary Programme, Drinking Water etc are provided at the KIOSK.

Project Sambhab an initiative has come into effect in the area of Jambhira in Balasore district which focuses on providing 2 ways video audio communication system between Emergency Operation Centre (EOC) and Cyclone Shelters, IT equipment like Desktop, Computer, Digital Inverter, with AC, furniture and lighting systems have been provided to the shelters.

OSWAN

OSWAN know as **Orissa State Wide Area Network** has come into effect in the district of Balasore with establishments of a 2 Mbps Data link from the Secretariat to the District office.

It is provided with various facilities such as video conferencing, VOIP, Teleconference, Fax, Web enabled applications and Wan based applications. The Ip phone directory for collector is 1040, ADM is 1043, OSWAN VC room 1042.

(Source: <http://www.oswan.gov.in/IPDirectory.asp?GL=5&PL=7 & SL=4 & blk=BALSO>)

OTHER CSR ACTIVITIES IN THE REGION OF BALASORE

Some of the CSR activities which has been initiated by Balasore Alloys is for the Development of a ICU in District Head Quarter Hospital, Repair of Police

Hospital at Balasore, Development of G K Bhattar Hospital, Jaleswar, Balasore; Construction of class rooms in Banchanidhi, Construction of science block in local women's college. (Please refer to URL: http://www.balasorealloys.com/corporate_responsibility.html). **AGMARKNET** is a portal of Directorate of Marketing and Inspection, Govt. of India which helps in providing up-to-date market information on Agricultural products to farmers. This has been implemented in 58 RMCs in Orissa that provides commodity prices and arrivals and mode of transportation; Coming to other initiatives like **Project Punarbas**, which mainly focuses on the Rehabilitation & Resettlement activities, the website gives the developmental projects running in the state (<http://www.punarbass.in/>).

CONCLUSION

Corporate Social Responsibility in India is being adopted in a slow pace, very few companies have adopted CSR strategy to sustain a long run, In the Balasore district small IT-Kiosks are being established; with subsidy arrangement provided by the Govt & under the guidance of OCAC, thus generating entrepreneurship skills among the youths, initiatives taken by Omfed by installing DPU's in the Milk Collection Centre has brought smiles in the face of farmers, generating way for income. Steps taken by Nesco in the District of Balasore by

establishing Kiosks for the easy payment of Electricity Bills and providing Rebate to the customers, thus generating knowledge of IT among the people of Balasore District. More IT-Infrastructure initiatives need to be implemented in Balasore Dist, although Govt. has bought up schemes on e-Governance but neither of the schemes is reaching out to public in a greater way, thus creating a communication, knowledge gap among the people of the District.

Reference

- Agarwal, S. (2008) *Corporate social responsibility in India*, Sage publications Ltd Chandrasekaran, V. & Balachandran, V. (2004) *Corporate Governance and Social Responsibility*, PHI Publisher.
- Comprehensive District Annual Plan 2011-12, Balasore District.
- E-choupal Case study From India, Information Technology and Social Enterprise. E-choupals use Internet Kiosks to Increase Food Transparency, Jan 2009.
- Omfed data abstracted from <http://www.omfed.com/organisation.asp?lnk=org>.
- Nesco <http://www.nescoodisha.com/customer/JanaSeva.asp>.
- Directorate of Industries, Cuttack ; Directorate of Textiles, Bhubaneswar; Directorate of Handicrafts & Cottage Industries, Odisha ;

- Corporate social responsibility through knowledge leadership in India: ITC Ltd and Y.C. Deveshwar;
- TABLE-01 gives the Distribution of Manufacturing Infrastructure In the Balasore District; TABLE NO-02 gives The number of village to be set up with NESCO KIOSK Called JAN SEVA KENDRA;
- (Please refer to URL: http://www.balasorealloys.com/corporate_responsibility.html, for more information on CSR by Balasore Alloys.
- Source: <http://as.ori.nic.in/nicosu/default.html>.
- Source: <http://www.oswan.gov.in/IPDirectory.asp?GL=5&PL=7&SL=4&blk=BALSO>.
- “e-Gram” concept sourced from Mr. R.K. Das is the Technical Director, Department of I.T., Government of India, NIC Berhampur. Nabin K. Naik is the Regional Co-ordinator, Min Y &AS, Government of India, NYKS, Berhampur.
- TABLE NO-03 gives the Growth Rate of Milk Procurement of Balasore District after Implementing of DPU’S, Rate chart; sourced from Mr. Dharendra Kumar Das, Is the General Manager, Omfed.
- Source : <http://www.punarbhas.in/>.



Introducing Corporate Social Responsibility (CSR) to a spiritual and ‘superstitious’ India

Ankur Joshi

Research Scholar at Management Development Institute, Gurgaon, India
ankurjoshi87@gmail.com

Pawan Verma

Management Development Institute, Gurgaon, India
dr.pawanverma@outlook.com

Priyanka Dutt

Assistant Professor in the Department of Management Studies at IIS University, Jaipur
priyanka.m.dutt@gmail.com

Puneet Bindlish

Research Scholar at Management Development Institute, Gurgaon, India (MDI)
puneetbindlish@gmail.com

ABSTRACT

The Bhartiya (Indian) biocentric worldview and associated social responsibility as an integral part of society. Without any formal structures of social charity, the Bhartiya way of life is intertwined with social responsibility. Some of important concepts presented include: First being from Bhartiya traditional values and belief of nishkaam karm meaning selfless action. Second is the discourse of dharm-karm meaning the deeds and action for society which has not only been talked about but practised too. Third dimension is that of Sarve Bhavantu Sukhina meaning well being of all through cooperation and coordination, which has remained a guiding philosophy for ages.

An analysis has been done by comparing extrinsic ways of social welfare through formal CSR and Bhartiya social structure's capability of intrinsic sustainability in undertaking social welfare.

A discussion on how, Bharat (India) as a nation could evolve a framework to establish a balance between extrinsic and intrinsic motivations towards social responsibility. The paper concludes with a discussion on the need for inducting Bhartiya philosophies into the character of leadership and management.

Keywords: CSR; Spirituality; Leadership; Spiritual leadership; Confluence; Convergence; Integral; Unified

Introduction:

In recent times, researchers from various domains of management like environmental management, economics, strategy, public policy and management, to name a few, have developed interest in corporate social responsibility (CSR). Porter and Krammer (2006) have stated that since companies are held accountable for the social consequences of their activities, companies are left with no choice but to embrace the concept of CSR and they have felt need to introduce global policies to ensure best practices in every market (Knowledge@Wharton, 2009). Further it has also been remarked that business and society are interdependent and should not be considered as contradictory forces. But the view of considering CSR activity has been sought, as a detrimental to corporate goals and hence discourse developed on the lines of its strategic aspect. This philosophy emanates from the anthropocentric worldview and often termed as philanthro-capitalism.

The present paper highlights aspects related to biocentric worldviews as they are applied to CSR. Also, in particular, the *Bhartiya* (Indian) biocentric worldview and associated social responsibility as an integral part of society, has been reviewed and reflected upon. Without any formal structures of social charity, the *Bhartiya* way of life is intertwined with social

responsibility. Some of important concepts presented include: First being from Indian traditional values and belief of *nishkaam karm* meaning selfless action. Second is the discourse of *dharm-karm* meaning the deeds and action for society which remained not only normative, but practised too. Third dimension is that of *Sarve Bhavantu Sukhina* meaning well being of all through cooperation and coordination, which has remained a guiding philosophy for ages. Here 'all' encompass not only with human beings but with all living beings, plants and nature as a whole.

Since *Bhartiya* companies may not share the same worldview as westerners' on the strategic aspect of CSR owing to the concepts mentioned above. Subsequently, a discussion on how, in particular, *Bharat* (India) as a nation could evolve a framework to establish a balance between extrinsic and intrinsic motivations towards social responsibility. To look CSR as a strategic one and concept which is necessary to undo the harm done to society by business action or it is a phenomenon to integrate the societal values, individual's principles, government's rules and regulations and corporate goals. The paper concludes with a discussion on the need for inducting *Bhartiya* philosophies into the character of leadership and management.

Discussion

Nishkaam karm

Bhartiya traditional values and belief of *nishkaam karm* meaning selfless action finds important place in various scriptures. Bhagwad Geeta chapter 2 verse 47 goes

कर्मण्येवाधिकारस्ते मा फलेषु कदाचन ।
मा कर्मफलहेतुर्भूर्मा ते सङ्गोऽस्त्वकर्मणि ॥

Karmanyevaadhikaraste maa phaleshu kadachan |
maa karmaphalaheturbhur maa te sango-astavakarmani ||

Meaning: One has right to work, perform activities but no right over results. One keeps on working without thinking about what results that would yield.

Dharm-Karm

Dharm-Karm ke kaaj (deeds and action for society). This philosophy stems from the view of integrating the individual goals, social goals and corporate goals. Every human being part of society has to perform some actions, dedicate some time or efforts to the well being of society.

Other dimension that emanates from this is that of survival through cooperation ensuring well being of everyone, which takes us to next discussion.

Sarve Bhavantu Sukhina

Sarve Bhavantu Sukhina meaning well being of *all* through cooperation and

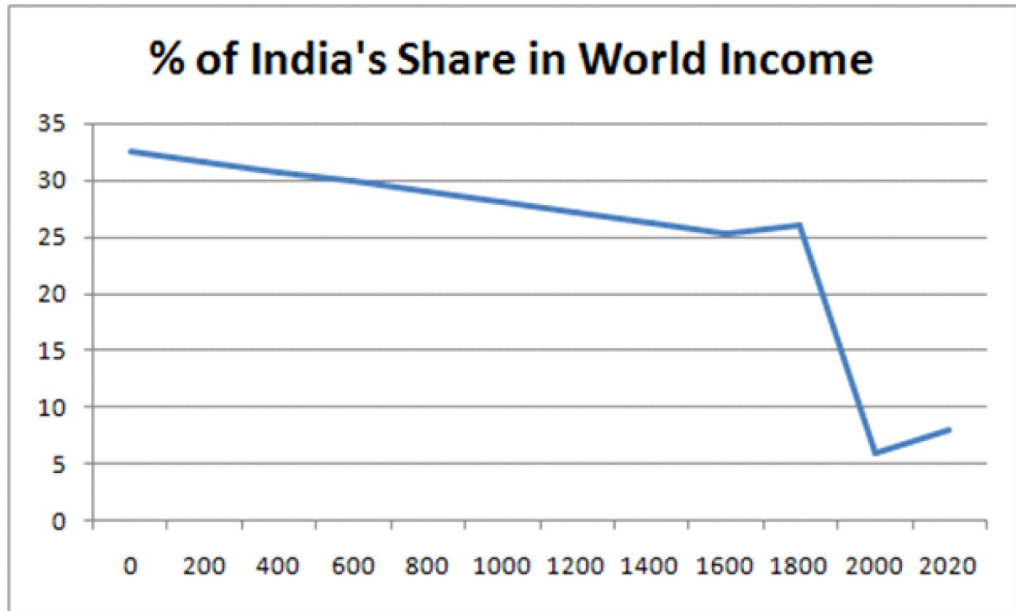
coordination, which has remained a guiding philosophy for ages. Here ‘all’ encompass not only with human beings but with all living beings, plants and nature as a whole.

Above stated philosophies are just indicative of the world view which is biocentric. Every step of human action is linked with nature which is termed ‘mother nature’ and also linked with the society. The integration of sensitivity of nature and basic needs of individuals and society could be termed optimum amongst all the existent approaches.

The objective is the paper is to search for such phenomenon and propose them for consideration in the academic domain and for industries to take a stance to revert back to Bhartiya sustainable model. The paper does not propose something new, never tried before; the focus is to draw attention to the vast wisdom left by ancestors, which can be applied.

History of Bhartiya Economy

The span of 100 or 200 years of history is not ample to establish any phenomenon. This lead us to Historical Statistics by Angus Maddison and it was evident that “sone ki chidiya” (a golden bird) was not a phrase but a hard fact. Bhartiya contribution to world income was roughly 28-30% till early 1800s.

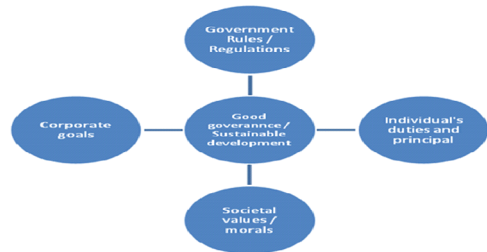


Source: Derived from Historical statistics by Angus Maddison

The graph is reflecting two areas: - First one is the economic indicator (income) and other is aspect of sustainability. The economy could sustain itself for nearly 2000 years!! ***This explains the aptness of striking balance between economic growth and sustainability.***

Conclusion

Based on the discussion it can be concluded that government's policy instead of enforcing the CSR guidelines, focus should be on creating environment wherein corporate revert back to traditional methods of sustainable economic development. Also Bhartiya companies need not to follow Strategic CSR, instead and CSR approach which is biocentric in nature.



Further research

The research area can be explored in various dimensions. Existing models based on Bhartiya sustainability model are awaiting researchers. Case studies could be developed highlighting the methods and benefits of the model. Cow based economy have been proposed by some organisation, their processes could be studied and reverting back to sustainable model would become easier.

References

1. Knowledge@Wharton (2009). The Sichuan Earthquake and the Changing Landscape of CSR in China. Retrieved December 26, 2012 from <http://knowledge.wharton.upenn.edu/article.cfm?articleid=2213>
2. Porter M.E & Krammer M R (2006). Strategy and Society: The Link between Competitive Advantage and Corporate Social Responsibility. Retrieved December 26, 2012 from <http://hbr.org/2006/12/strategy-and-society-the-link-between-competitive-advantage-and-corporate-social-responsibility/ar/1>
3. Maddison A. World Population, GDP and Per Capita GDP, 1-2003 AD. Retrieved January 10, 2012 from <http://www.historicalstatistics.org/>



Case Study : I

Kesoram Industries Ltd. Managing a Sustainable Supply Chain: A Case Study of BIRLA TYRES

M. Pattnaik

Dept. of Business Administration, Utkal University,
Bhubaneswar, India-751004,
Email: monalisha1977@gmail.com

It has been approved the formation of an internal Sustainable Supply Chain to “develop the strategies and tools necessary to accomplish Birla Tyres vision of sustainable sourcing.” As described in its latest Report and internal documents, Birla Tyres envisioned a sustainable supply chain *“we continue to operate in certain sectors where our customers trust our strategic vision. Cement and tyres, the two significant business of Kesoram have seen a mixed year. To meet the challenges of these dynamic markets and to continue on our journey of success, we have necessary foresight, strategy and preparedness.”* They believed that Birla Tyres’ existing sustainable supply chain efforts led the tyre industry; however, it also identified many issues Birla Tyres still needed to address in order to achieve its vision.

The supply chain management focuses the system of managing and controlling the entire logistic movement, starting from suppliers’ point to receiving of goods/raw materials and dispatch of finished goods after final production,

through different channels, into the hands of the customers. The supply chain management constitutes a very pivotal role for the effective functioning of the organization. For different flow, like (i) physical flow of material (ii) document flow (iii) information flow etc. different channels come into play. Selection of channel depends upon the nature of the product, target customers, supplier base etc. The channel should always be selected carefully based on the strategy the company wants to follow and the risks it wants to take. Operation control of these channels may be executed by Company’s own staff or by hiring professionals.

Birla Tyres had successfully influenced many of its suppliers to improve their social, environmental, and economical impacts. In particular, the company hoped that by understanding the relevant challenges and opportunities, Birla Tyres could build on that success in the years ahead will be determined by the readiness to anticipate and be proactive to the fast changing business and regulatory environment while remaining fully committed to their corporate

and social responsibility. This will ensure a beneficial experience for all their stakeholders, customers, employees, bankers' dealers and suppliers. So that Birla Tyres has built a solid reputation for quality and is now recognized as one of the best tyre manufacturers around. In the process, Basant Kumar Birla CEO, and his worldwide supply chain management team would have to answer some difficult questions:

- How should Birla Tyre prioritize sustainability relative to other supply chain goals (e.g. providing the right thing at right time and minimizing cost)?
- How should Birla Tyre reconcile different sustainability expectations and priorities around the world with the understanding that TPM, Japanese formula based upon zero accident, zero break done and zero down time so that the optimum production can be achieved with minimum cost which impact the global brand?
- How should Birla Tyre selected lot of kaizen like (i) reduction of transit time of the vehicles (ii) reduction of inspection time have been selected and steps are being taken to reach the goal by bench marking in its sustainable supply chain efforts?

Birla Tyres' Supply Chain

History

Kesoram Industries Ltd is a Public Limited Company promoted by Late G.D.

Birla in the year 1928 having its Corporate Office at Kolkata. Under the Company's Banner first a textile business (manufacturing of textiles) was started. Thereafter in course of time different units were developed and inducted. Presently, the company is controlling the business of cement, tyres, rayon, chemical, paper etc. with an annual turnover exceeding Rs.7000.00 crores.

Birla Tyres, under the Kesoram's umbrella was born in the year 1988 at Chhanpur, Balasore, Odisha. After the demise of Late G.D. Birla, B.K. Birla took over the charge of the company and under his initiation Birla Tyre was established.

Originally, the unit was started for manufacturing of automobile tyres, tubes and flaps with installed capacity of 120 M.T. per day. Commercial production was started in the year 1992. Since then the unit has increased its capacity by adding machines at different times. Presently, the installed capacity has been increased to 272.5 M.T.

In the year 2008, a second tyre plant was established by the same promoter at Laksar, Uttarakhand, Haridwar with installed capacity 320 M.T. per day to manufacture automobile tyres, tubes and flaps. In the year 2010 the 3rd unit was set up for the manufacture of truck radial tyre with capacity 150 M.T. Subsequently, a 4th unit has also started simultaneously for two wheeler/three wheelers with capacity of 80 M.T. In the year 2011 passenger car radial was under

construction at Balasore with installed capacity 70 M.T. per day. At present the same is under project stage and likely to be completed by 2013. Birla Tyres has an annual turnover Rs.3800.00 crores from all units. It spends about Rs.34.00 crores towards inbound logistic and Rs.74.00 crores for out bound logistic. For different channel function and operation Birla Tyre is spending about Rs.58.00 crores. These are the annual expenditure under the entire channel and supply chain system.

Birla Tyres a unit of M/s. Kesoram Industries Ltd. Was set up to manufacture Automobile Tyres, Tubes and Flaps in the District of Balasore, Orissa started commercial production with effect from 01.03.1992. The plant was set up in Technical Collaboration with "M/s. Pirelli Ltd., U.K." A subsidiary of International giant Pirelli group of Italy being one of the largest manufacturer of tyres in the world. Birla Tyres, part of Kesoram Industries Limited, was founded in 1991. Birla Tyres manufactures tyres for automobiles, trucks, buses, motorcycles, heavy machinery vehicles, tractors and other farm machinery. Birla Tyres set up its first tyre manufacturing plant in Balasore in the Indian state of Orissa in 1991 alongside Italian tyre manufacturer Pirelli.

In a span of two decades, Birla Tyres has become one of the most well-known tyre manufacturers in India. With its new manufacturing plant in Laksar-Haridwar, Uttarakhand, the company has surged

ahead in the tyre business. Built within a record time of a mere 10 months, Birla Tyres plans to invest a total of approximately INR 2300 Crores in the state-of-the-art Haridwar factory which has a production capacity of 44,00,000 truck tyres per annum.

Birla Tyres exports to more than 50 countries and reported a turnover of over INR 350 Crores earned from exports alone between 2009 and 2011. On the domestic front, Birla Tyres has a 3200 strong network of dealers spread across the length and breadth of the country to cater for the Indian tyre market. Birla Tyres employs over 170 sales officers and engineers, stationed at strategic locations to offer round the clock Claim Settlements and unparalleled customer services. Birla Tyres has earned various national and international accreditations including the ISO 14001 certification. It has a broad product range, with the Victus series for truck and bus radials and Road Maxx series for motorcycles being the latest offerings from the company.

Birla Tyres had to face difficulties as well such as the increase in natural rubber prices or labour unrest in the manufacturing plant in Balasore. The profits too have taken a severe toll in 2011. Compared to a profit of about INR 237 Crores in 2010, Birla Tyres has suffered losses to the amount of 210 Crores in 2011. In a move to correct the situation, the company is in the process of revamping and reorganizing its management operations. With a new

management strategy that intends to focus on better usage of the capacity of manufacturing plants together with aggressive marketing and an altered product mix with a shift towards the more profitable passenger car and two-wheeler tyres products, Birla Tyres hopes to recover from the losses in the near future.

The Indian tyre market for truck and bus radials is set to grow at a tremendous rate owing to the infrastructure development in India. In a bid to enter and win the Indian radial tyre market segment, Birla Tyres is set to increase the production of truck and bus radials by a whopping 85 tonnes per day in the manufacturing plant at Haridwar in a move that would require an investment of INR 350 Crores. The tyre manufacturing plant in Balasore is slated to receive an investment of INR 450 Crores to increase the output of passenger car radials by a figure of 80 tonnes a day.

The plant is equipped with best and sophisticated advanced machineries from world leaders of tyres machinery manufacturers such as Berstorff, (Germany) C.A. Litzler, (U.S.A.), Comerio (Italy), Pirelli (Italy), Mitsubishi (Japan), Spadone (U.S.A.) along with indigenous machineries from L&T McNeil, Farrel Anand and Alferd Herbert etc.

The Company has been awarded the ISO 9001 Certificate in December, 1994 in recognition of its Quality Management System. It is the first tyre Company in the history to be awarded ISO 14001

Certificate in recognition of its Environment Management System in the year February, 1998. The Company has also won QS 9001 Certification in March, 1999. The Company has started Total Productive Maintenance (TPM) activities for further strengthening the quality of product and personnel increasing efficiency and controlling cost and awarded the Certificate in October, 2001.

The Plant was initially established with 120 M.T. production capacity concentrating upon production of Truck and Bus Tyres, Tubes and Flaps. Subsequently the production capacity was increased to 149 M.T. during the year 1999-2000. The Unit also simultaneously established Radial Tyre Plant which started production since November, 2000 with production capacity about 5 M.T. per day to produce only passenger car tyres. Presently, our installed capacity is 272.5 M.T. and plant is running with full capacity in both the cases.

The indigenous sale is built up through OEM, DGS&D and replacement market. TELCO, Ashok Leyland, Mahindra & Mahindra & TAFE, are the regular OEM customers. The company has seventy two distribution points spread all over India for direct sales to the replacement market. The export is made to various Countries like, U.S.A., U.K., Canada, Brazil, Sweden, Singapore, Ireland, Norway, Spain, Germany, Bahrain, Algeria, Nigeria, Peru, Philippines, Malaysia, Bangladesh, Nepal & Vietnam.

The prevailing market situation has compelled the Company to concentrate on TPM norms which have helped immensely in cutting down all the hidden losses thereby drastically reducing the cost of production. This has helped to withstand the tough competition and company is constantly striving to sustain the present status.

Success Point

Birla Tyre has been established with an overall market share of about 16% of the total tyres sold in the Country. Out of total sales made, 50% sale is in replacement market, 30% sale in export market and rest 20% in OE Market.

Birla Tyre has been awarded the “Best Company of the year” many a times in its life span from the state of Orissa. It has been awarded “The Tyre Company of the Year” from ATMA. It has received the Chief Minister Award, “Golden Peacock Shield” twice in the year 2001 and 2006. CII, Odisha Chapter also awarded trophy and shield in different occasions. For quality performance also Birla Tyre has been awarded innumerable prizes from different circle. For the highest export from the State it has received trophy twice in its life span.

Capacity Building

All incoming materials from different vendors to each receiving point of all units are being transported by trucks/tankers. 100% road transportation has been formulated all over the Country. Very few cases where full truck load is not required,

materials are brought through courier services or part consignment load basis. A full truck load can be Ex work basis or FOR at site basis and for Birla Tyre both cases are applicable. Birla Tyre’s incoming sources are multi sources basis so different registered have different agreement protocol. For plant & machinery/capital goods are transportation, both the parties, Birla Tyres & transporters have to follow some other terms including general as above.

Normally, entire automobile tyres have been divided in two segment, i) Truck & Bus, ii) Passenger & LCV. So entire gamut of marketing, like sales channel, logistic, networking, adverting and selling also depends upon which category of tyres are being produced. Birla Tyres has focused on producing of 95% on trucks & bus including LCV category and rest on passenger category as mentioned in its Vision & Mission statement. The company has promoted its distribution channel through C&F as well as selling agents on commission basis. There are 212 RDC Points through out the Country where depots have been facilitated. Each Depot has been assigned to specific agency, who is working as C&F Agent after accepting a token security deposit. This security deposit also depends upon the volume of transaction and location advantage. Besides this, company has 20 number major mother go downs, which is being controlled by company centrally deploying its own staff. Every day as per marketing plan, finish goods are being dispatched

from all the four plants located in two places and first stored in twenty mother depots. Under each mother depot one C&F agent office & go downs have been attached in such a way that finish goods can be easily transferred at minimum time. From all these C&F points, actual sale to dealers is made. Company has direct control up to C&F points.

Logistic & C&F transportation is done through company approved authorized transporters. 100% transportation is through truck. Transporters are responsible for any loss or damage caused to tyres in course of transportation.

Leadership

The company has been always looking to the quality aspect. In order to achieve this, it has been concentrated and focuses on the truck tyres segment. To standardize and maintain the quality company is following ISO standard for different activity. It has also adopted TPM, Total Productive Maintenance, being the formula/concept for zero break down, Zero maintenance and zero accident. Implementing all these theories in daily life has culminated in an decrease in the loss and wastage ratio and increased the productivity level. This could certainly promote the quality parameters and emphasizes the leadership.

Sustainable Supply Chain

Birla Tyres adopted automatic replenishment process of procuring Raw

Materials. Generally, 80% of Raw Material requirement is procured through open order basis. When stock reaches the reorder/critical level, its SAP system automatically give reminders and intimation is sent to suppliers. In case where there are multi suppliers, which lot from which supplier at what time should be received is being calculated. For this specific software TORA system is adopted. Through SIMPLEX formula logistic arrangement is done for the raw material supply, i.e. from which supplier, which warehouse have material will be sent to which unit of Birla Tyres.

For consumable Birla Tyre has system to procure material on JIT procedure. Very common and ordinary items where requirement is very large local vendors have been developed to supply immediately without disturbing the production. In this process, lot of shortage space is saved. For other group of consumable automatic trigger are being sent by SAP when stock reaches to reorder level. For third category regular requirement but quantity are not very high monthly and quarterly plan has been formulated. Orders are placed upon supplier for the whole year specifying to supply as per time schedule the required quantity. In formulating the Natural Rubber, daily requirement method the solution through SIMPLEX method which is done through SAP is as follows.

Presently, Birla Tyre is bringing Natural Rubber from ten different supplies including import of item. This Natural

Rubber is available in two form sheet and block/cake form. All cake form and one sheet form (RSS-III) are imported from Country like Indonesia, Malesiya & Thailand. Sheet rubber in the form RSS-IV is bought out from Kerala & Tripura where more than ten suppliers are involved. For procuring Natural Rubber advance booking system is invoke. Birla Tyres production process has been defined the mix of block & sheet rubber. Again, all suppliers' capacity to supply within the month is being planned out as per the monthly production/requirement plan considering the import substitute availability shipment when it is likely to be received. Mostly, imports are done again liquidating the Advance License free of duty. For this the import price is always lower then indigenous price. Seeing the stiff competition and cost constraint along with availability, sheet rubber & block rubber mix is also changed.

Per day requirement as per plant full capacity:

Plant I - Daily 110 MT x 30 = 3300

Plant II - Daily 125 MT x 30 = 3750

Plant III - Daily 60 MT x 30 = 1800

Plant IV - Daily 35 MT x 30 = 1050

Days dispatch to be made are also worked out through SIMPEX method and delivery schedule along with delivery date within the month is informed to each supplier considering the transit time to reach in each plant.

Like this other materials are also being channelized through this evaluation process where RM requirement is huge and supply source is many.

Social, economic & Environmental

With the establishment of the BT in the state of Orissa, mainly in Balasore town, the social and economic position of the inhabitants of the district has been drastically changed. Once upon a time prior to 1990 the district which was declared backward districts has now been considered as forward district. More than 1/10th population of the district is engaged to earn their livelihood by engaging them in Birla Tyres. Various jobs, direct and indirect were allotted in priority. Many peoples have been employed in the service. Company has also directly offered employment to many people like land looser, inhabitants of Balasore, passed out from local colleges. Accumulated incomes of all these, indirectly increase the purchasing capacity of people of the region.

Moreover, due to demand of trucks for incoming and outgoing purposes, local people have established the partnership transport business after a tie up with giant transporters doing business at national and international level. This also helps the growth potential of the people and helped to engage a section of people who can earn their livelihood indirectly.

Global Initiatives

The company is also engaged to export tyres to different countries like East

Asea, Middle East. Some European Countries and U.S.A. Export is done directly from different ports of India like Mumbai, Chennai, Tuticorin, Haldia and Kolkata. Besides this, export is also being made to Nepal, Bhutan, and Bangladesh. The annual export turnover is about Rs.600.00 crore. Finished goods are sent to these ports through inland road transport by fleet of trucks. Also export is done through channelizing agents, who held the export licenses and negotiated with foreign buyers to send the tyres. But process of sending to the ports is same as it is done in case of exporting goods directly. Clearing Agents have been authorized to execute export procedure at the ports.

Birla Tyre's Response

The company's supply chain has been very effective because it has promised to its customer that right thing in right time and in right place has to be delivered. This has been recorded as vision statement. All employees are motivated by the vision statement and vowed to achieve goal. Moreover due to induction of SAP the process becomes more easy and transparent to achieve the goal.

Outcomes

Our customers are very much complacent with the product of Birla Tyres. This resulted in dealers/sub-dealers to use our product, priority. Dealer commission, sub dealer commission is paid in time. Company also hold the dealer/

sub-dealer meet once in a year and recognized the best dealer's achievement. The company is very much keen in providing free services to that customer whose tyre failed within guarantee period. There are system to allow the customer benefit whose tyre failed, depending upon the percentage of failure and expiry of tyre life.

Achieving the Vision (Goal)

In the vision statement the company has committed to serve its customer by providing the right thing at right time with minimum cost. To achieve this company has taken different strategies to achieve this goal.

Birla Tyres has fixed the target for each function (activity wise) to achieve the goal. It has implemented TPM, (Total Productive Maintenance), the Japanese formula based upon zero accident, zero break down and zero down time, so that optimum production can be achieved with minimum cost.

Under TPM, the company has selected different programmers under its goal mission and ultimate customer satisfaction by on time delivery. This has been formalized by selecting different activity through Kaizen principle and evaluating those to achieve the goal mission.

Future plan

Birla Tyres is now very much watchful and cautiously stepping in the right

direction. Negotiation is under process with Pirelli, the giant Italian Company for partnership business. It is also thrusting its full effort to positioning in marketing and instilling the market share by focusing on new business.

Corporate Social Responsibility

On February 6th 2012, Giulia, Junior, Dai Ling and Yuxi, with the company of Sudipta, went for the second time to Birla Tyres, now with the new questionnaire about CSR activities. Birla Tyres first plant in Balasore was set up in 1991; it is a division of the B K Birla flagship Kesoram Industries Limited. It produces different types of tyres, to domestic use and also exportation; and it is recognized as one of the best tyre manufacturers in the business today, as also an oligopoly in Balasore. Birla Tyres has 4000 employees, and most of them are men. The industry provides to them free accommodation and food, so they can save on living expenses. Their salary varies around Rs. 15000. They do not have a social policy or CSR activities going on. Mr. S. Roy Choudhury told them that they had already provided drinking water to Bampada village through a tube well. He affirmed that Birla Tyres needs to work on some social project for the villages nearby, and is willing to help them in developing activities that meet the basic needs of the community. Close to Birla Tyres there are many villages where many workers live. When they went to Sutei Bodaga, they noticed that one of its main need is water supply, they have only 7 tube

well and they said that it was not enough to them. Somnathpur village, where a local person informed us that around 50 employees from Birla Tyres lived there, is a developed village compared to others that they visited; but the villagers complained that they have no electricity in their houses and that Birla Tyres promised to assure that for them. In Saraswatipur, they wish they had a better system of water supply; they only have 2 tube wells in a village with 50 families. In Bampada village, which is another village close to Birla Tyres, they have no facilities at all, but we think that maybe Birla Tyres could provide regular health camps, since the hospital is too far from them. Also in Chanapur village, they need regular health camps; After this long study in CSR activity, with visits, questionnaires and interactions, they could notice that CSR activities in Balasore are still just in the beginning. Though some big industries have done good social programs, there is still a long way to go to achieve the final destination, which is building a harmonious society between villages and industries. Nowadays, social responsibilities are becoming more and more important. An industry cannot eventually succeed without cooperate social responsibilities with the whole society. Industries should take these burdens to preserve the welfare and the benefits not only of their workers for they are the foundation of the whole companies. Meanwhile, other roles in this society also play significant parts. In one hand, they are the consumers of these markets. On the

other hand, they are the intersection and the fundamental elements of this society, who reflect the reality and the true feelings towards the quality of their life. Therefore, in order to make a better balance and develop a win-win long term way for both the people and the industries, some improvements are timely required in the industries.

Many industries do not have specific plan for CSR activities, even their managers or presidents cannot provide us with more details about CSR; they usually do it without a fixed action plan. They suggest them to come up with a specific standard of CSR activities and fulfill social responsibility. When an industry develops a specific social program, they are not only benefiting the society, but also their own image for its consumers and stakeholders. However, as they are doing it thinking about their profits, they have to make it effective. If they organize CSR activities just for good reputation, they are afraid that the villages may not get total development benefit. The CSR activities should be more practicable and improve the villages truly.

Looking forward

World is facing a global recession for which demand is falling internationally. America, Europe and some Countries are on the brink of Bankruptcy. Country like Greece, Turkey are declared debt country and EUC had bailed out to save them. India is also facing the same problem. Our growth has come down

drastically. Chief Economic Advisor had predicted a growth for 2013-14 within 5%. Industries have started feeling the pinch of the slow down. Automobile sector have started reducing their production quota. This will have automatic impact in tyre industries. All tyres manufacturing companies are also gradually heading for their production cut.

The Indian tyre market for truck and bus radials is set to grow at a tremendous rate owing to the infrastructure development in India. In a bid to enter and win the Indian radial tyre market segment, Birla Tyre is set to increase the production of truck and bus radials by a whopping 85 tonnes per day in the manufacturing plant at Haridwar in a move that would require an investment of INR 350 Crores. The tyre manufacturing plant in Balasore is slated to receive an investment of INR 450 Crores to increase the output of passenger car radials by a figure of 80 tonnes a day.

Tyre companies both Indian and foreign, are all headed to capture the Indian tyre market with many international brands such as Continental, Bridgestone, Goodyear and Michelin setting up shop on the Indian soil. For Birla Tyres, the competition is stiff, with all the major global players as well as Indian tyre majors such as MRF and Apollo Tyres vying for the top spot and the largest market share.

Basant Kumar Birla, CEO reflected on Birla Tyre's achievements as he

considered the challenges and opportunities that he discussed. His goal was to move beyond the sustainable supply chain and specific efforts to a more comprehensive sustainable supply chain strategy. He believed that Birla Tyre could and should retain its position in the industry as a sustainability leader, but what was the best path to reach that goal? His mind wandered back to some of the key questions:

- How should Birla Tyre prioritize sustainability relative to other supply chain goals (e.g. providing the right thing at right time and minimizing cost)?
- How should Birla Tyre reconcile different sustainability expectations and priorities around the world with the understanding that TPM, Japanese formula based upon zero accident, zero break done and zero down time so that the optimum production can be achieved with minimum cost which impact the global brand?
- How should Birla Tyre selected lot of kaizen like (i) reduction of transit time of the vehicles (ii) reduction of inspection time have been selected and steps are being taken to reach the goal by bench marking in its sustainable supply chain efforts?



Case Study : II**CSR in TCS – A case study****Priya S Mahapatra**

GM, TCS

priya.sm@tcs.com

Corporate Social Responsibility (CSR) in Tata Consultancy Services (TCS) is the case of an organization blending its social responsibility into its functional agenda so that CSR is a stream that runs through the operational aspects rather than being superimposed as an add-on activity. This derives from the fact that the organization has made a clear assessment of its competencies and has strategically decided to contribute to society what it demonstrably is best at doing for its own business progress and development.

By laying down clear parameters for intervention based on its operational strengths or core competencies TCS ensures efficiency in delivering on its social responsibility. It also ensures that the organization stays focused in direction and does not stray into areas that are better served by others with core experience and relevant expertise in those areas. Rather, TCS would seek to complement the social work undertaken by expert organizations by providing needed support. Eg. A health care system support for a health-service provider reaching out to needy populations or a system support for an organization/s reaching out to children in distress. In doing this, TCS strengthens the hands of the service provider in doing the socially

required task by making it more efficient and more effective and yet does not digress into fields unrelated to its business operations.

CSR in TCS is therefore an almost automatic extension of the work that the organization does and is embedded in the approach of the organization to the decisions it makes for its day to day functioning. Hence, rather than an afterthought, sound environmental techniques and all aspects of health and safety of all employees are founding principles for creating a work structure, regardless of where in the world the organization might be building its infrastructure.

TCS has ensured that all its newer and upcoming constructions are LEED certified and make optimal use of resources, ensuring minimum damage and, if possible, positive contributions to the environment. Thus, TCS has preserved the natural environment and habitats within many of its office premises and has contributed to restoring and preserving heritage sites in the country. This stems out of a thinking that is not mere philanthropy but rather the deep rooted belief that environmental preservation and conservation is fundamental to long term

sustainability of an organization – be it a company or for that matter a nation. It is not just socially responsible behavior but rather the survival instinct of a long-term player and clearly illustrates how CSR is intrinsic to business growth and prosperity.

Also recognizing the largely sedentary nature of the job and its young work force, the organization has strategically made the fitness message a mantra that resonates within it – not by mere messaging but by putting into practice what it preaches. Besides regular mass circulation of relevant and educative literature on the subject, TCS senior management, led by the CEO, run in marathons that TCS sponsors across the world, which bring in sponsorship income for social causes in addition to the primary objective of ingraining a fitness culture in employees. These marathons serve to generate social awareness and societal participation in keeping fit and healthy. Thus, although this activity qualifies as being socially responsible it also contributes to organizational health and sustainability - for ultimately TCS is an extension of the people who work for it and a strong and healthy workforce is a strong and healthy organization.

‘Fit for Life’ is another initiative with the lens trained internally on employees to motivate them to perform physical activities, which the organization recognizes and rewards by a corresponding monetary contribution to a social cause. A fit work force certainly contributes to higher productivity for the organization but equally importantly

contributes to a fitter and healthier society, where disease and illness are kept away through pro-active measures.

Staying with the workforce, ‘TCS-Maitree’, meaning friendship, is another core CSR strategy built around channelizing the energy and goodwill of a huge resource pool into socially relevant and productive activities. Through organizing regular events for employees and their families, ‘TCS-Maitree’ offers an avenue for TCS to embrace all family members of its employees in a feeling of belonging. But it goes beyond.....it also offers an opportunity for all so-inclined employees to volunteer their efforts towards activities that would result in social good or environmental benefit.

With a total employee strength of over 2,50,000 employees spread across 43 countries of the world small acts of volunteering add up to a significant amount of social good and help in creating a positive environment within the organization.

The essence of TCS-Maitree is to bring associates together to care and share in the spirit of friendship in the TCS community, and then reach out with the same spirit to the less privileged communities and environment. This serves multiples goals : of inculcating a spirit of giving in a young and impressionable mass of people - values that will stand them in good stead for life -, channelizing their energy and enthusiasm into productive work – rather than the alternatives of it being wasted or mis-utilized - and engineering social upliftment in the process.

Working together on social causes results in bonding and friendship beyond the confines of the work environment and inculcates a sense of pride within employees as regard the social values embodied in the organization for which he/she works. This shared value between an individual and an organization does not play an insignificant role in curbing attrition – thus once again establishing the link between social responsibility and business prosperity.

TCS-Maitree serves as an excellent example of engaging with employees to try to effect change at various levels – individual, societal and organizational. TCS-Maitree provides employees with a platform that, at the minimum, nudges them to think socially and environmentally and at its best has the potential to effect social change where it operates.

Activities under TCS-Maitree range from volunteering to improve the education standards of a school for underprivileged children through supplementary classes – which is offering one's time - to blood donation – which is offering of oneself to serve others. Volunteering efforts could result in the planting of trees – to care for the environment – or could result in clothing the disadvantaged – to care for fellow human beings. The range of activities engaged in are diverse and causes served vary as per the context in which the organization is set and the geography in which it is operating but the basic premise remains the same – 'do your bit in whichever way you can'. Whatever the contribution nothing is considered

insignificant or too small - as 'little drops an ocean make'!

Another strand of CSR that is seamlessly woven into business operations and ingrained into all TCS employees is the ethics and value system that the Tata Group embodies and practices. In terms of number of employees, composition of its of work force, locations and variety of work undertaken, TCS, as an organization, is very diverse. However, any employee, anywhere in the world, regardless of his/her nationality or ethnicity would unfailingly display the Tata values and ethics in both their dealings with colleagues or with outsiders. This imbibing of the Tata culture by such a widely diverse and geographically spread out resource pool is part of the CSR strategy that is embedded in the organization's way of functioning. It is a binding legacy that the organization takes forward very seriously as a social responsibility towards all its stakeholders, the first of which are the employees themselves. Stakeholder interactions need to reflect the practiced ethics and value systems so as to set an example for societal behavior. TCS considers this an intrinsic part of its social responsibility - where each individual in the organization represents the organization and has to unfailingly display the values and ethics the organization stands by. Setting the highest standards of integrity and living by the standards set is part of TCS's corporate social responsibility and TCS has an obligation to all stakeholders including vendors, suppliers, service providers, clients and society at large in this regard.

As a technology-driven knowledge-based industry TCS as part of its CSR strategy regularly interfaces and contributes to its fraternity's resource and knowledge pool through academic interface programmes, participating in events relating to science and technology, contributing to the field of education and innovation and providing its perspective as a thought leader when its opinion is sought. This is a natural extension of playing the role of a responsible citizen, in a position to influence thought and effect positive change, within its range of expertise.

In the same vein, TCS conducts IT Wiz - a rural information technology (IT) quiz - India's biggest quiz for school students studying between classes 8 and 12. The programme aims to build and enhance IT awareness among rural students, besides keeping them abreast of the latest developments in technology. IT plays an integral role in today's society and economy and is a key enabler for success in diverse fields. In becoming a national benchmark for the level of research, the intensity with which teams compete and sheer participation numbers TCS's IT Wiz has been able to reach out to and enhance knowledge levels of a vast segment of the student community, besides teachers, parents and educational Institutions across the country starting from the state of Karnataka and moving to the 12 cities across India - Ahmedabad, Bangalore, Bhubaneswar, Chennai, Coimbatore, Delhi, Hyderabad, Kolkata, Kochi, Lucknow, Pune and Mumbai. This year

marks the introduction of two new cities - Indore and Nagpur. This, again, is a CSR activity that is mutually beneficial for TCS and for society – bringing them closer for serving common goals – a potential resource pool and potential employment prospects, respectively.

TCS also recognizes that it has the opportunity and ability to contribute to nation building through the use of its core competency. By strategic intervention, through use of technology to improve the efficiency and effectiveness of systems of public use, TCS can play its part in improving services that impact peoples' lives.

Literacy is one such example of a flagship programme based on core-competency.

TCS recognizes that literacy is the foundation of a knowledge-based society and that the Indian population, especially women, are not benefiting from developmental programmes largely due to their being illiterate. In line with this, the organization has used its technological expertise to develop a tool for removing the scourge of illiteracy effectively and efficiently, by cutting down on time and improving on the delivery system. This has the potential for effecting wide-spread change in a country where illiteracy contributes significantly to social ills.

For tackling and rooting out adult illiteracy TCS is partnering with Saakshar Bharat at the Government of India level and various state governments. The Adult

Literacy software is available in 9 Indian languages and has already impacted many lives, especially women, with the powerful tool of literacy.

On invitation, TCS is also partnering with international governments to spread literacy in other parts of the world which suffer from low literacy rates.

Another tool of potential widespread reach and impact is M-Krishi – a technology based mobile service to the farmer providing him/her with useful information to better crop yields.

Other such technological interventions for societal benefit include a speech-therapy software for cleft palate patients of operation Smile Train, a software for Mumbai Mobile Creches - to track children of migrant workers to ensure their safety as well as continuity in their education and many others.

As part of the Tata Group, TCS also works on the mandate of the Tata Group on Affirmative Action.

Recognizing the disparity in society and the need to focus on neglected sections, the Tata group has framed an affirmative action policy to reach out and help the vulnerable populations. TCS is playing a significant role in facilitating the fructification of this policy by providing employability training and employment opportunities for such candidates.

TCS has reached its training resources out to distant and backward regions of the country seeking to offer these populations an opportunity to be

mainstreamed. Training and recruitment teams have been deployed to these neglected parts of the country to try and spread the reach of the social programme being carried out.

Inclusion is a very important agenda in the work that TCS does on CSR. The CSR strategy constantly tries to align its work opportunities with the inclusion agenda so as to give diversity a firm footing within the organization and also to create impact in areas where it is operating.

Within the organization TCS is focused on gender and diversity – trying to strike the best balance between empowering diverse groups within the overall context of operational efficiency and, in fact, seeking to benefit from the varying perspectives that such individuals might bring in taking the organization forward. The organization by design is slowly but surely evolving into a heterogeneous work force, where any individual regardless of their social dimensions has the right to speak out and be counted.

To generate awareness and create impact regarding diversity TCS has a programme for training specially-abled persons in Mumbai, striving to mainstream them through job opportunities post the training. TCS has also been sponsoring the ‘WE CARE’ film festival – a festival that highlights issues and challenges relating to disability and the need for sensitivity in dealing with such issues.

Across the world, TCS tailors its corporate social responsibility to best meet

the requirements of the concerned geography, so as to remain relevant and participate in the sustainability of the economy in which it is operating. For e.g. recognizing that heart is the number one factor contributing to mortality in the USA and the 2nd important factor in Canada, TCS is partnering with American Heart Association (AHA) in the American Heart Start initiative with a view to raise funds for research and build awareness in the local community on how to reduce the risk of heart disease. In Australia, TCS is partnering with the Australian Red Cross in running blood donation camps for TCS associates. In Edinburgh, TCS organized cricket tournaments that have raised funds for research on Blood Cancer. On the other hand, in Germany, TCS focuses its CSR efforts on education centres for children with special needs. In Hungary, too, TCS organizes Child Camps for underprivileged children. In China, TCS works on Library Projects to facilitate education for less privileged children through books and CD donations. These are just a few examples of the kind of CSR activities that TCS engages in world-wide. This list cannot be exhaustive as there are many, many such examples in each country where TCS operates, some of which are even region specific within a particular country, based on the locations of the TCS offices there.

Thus, though the dimensions of CSR may vary and the activities carried out be diverse, the context of CSR in TCS is set on the principle of sustainability, which

experience suggests can only carry forward generically as the organization grows, develops and strives for newer horizons if the activities performed are part of the core functioning of the organization. As opposed to set of tasks to fulfill a goal and reach a target – which might achieve which it had set out to do but might end there.

TCS views CSR as a long term obligation to all its stakeholders, from the immediate and tangible – its own employees - to the distant and intangible – society at large in the country in which it is operating. As an organization which takes this role, of contributing to the betterment of society through its presence in that society, very seriously, TCS has strategically woven CSR into its operations to ensure that social good is delivered as an outcome - in the very same way that its business profits are. With this approach the spotlight on CSR within the organization never wavers as it is given its rightful place within the organization's framework of operations.

As a case study TCS, as an organization, presents an intrinsic mode of CSR where the activities performed by the organization that serve a social purpose are meshed with the organization's business goals and method of functioning and where CSR is not divorced from business operations but rather seeks to strengthen and enhance the business's growth and its forward trajectory. It is a case of mutually beneficial and harmonious CSR that is self-fulfilling and therefore sustainable.



Case Study : III**CSR: Overcoming The Sustainability Challenge****Arjun Singh**

Domain Lead, Beroe Inc.

arjun@beroe-inc.com**Pranaav S. Chandy**

Domain Lead, Beroe Inc.

pranaav@beroe-inc.com**Angad Singh**

Senior Research Analyst, Beroe Inc.

angad@beroe-inc.com

The importance of assisting in building a strong social base for a better future and laying the foundation for a better society has gained attention from all aspects as well as corners in life. Corporate social responsibility is also one part of this attention. From being a medium to give back in a small way to the world, to becoming a forefront in impacting social welfare, this activity has indeed taken center stage in the space of different social benefit areas. It is simply not just about branding or marketing alone. Today, with the infusion of a more socially aware workforce coupled with a deeper understanding and appreciation for the need to cater to the needy has driven CSR work to a whole new level. What has also fueled this area is the availability of a large corporate corpus to help bring in that strong impact we all aim for. A mixture of these dynamic enablers has contributed to the emergence of a powerful social tool that in itself has the ability to touch and transform lives worldwide.

Need of the Hour – Making CSR Initiatives Sustainable

Yes, there is no doubt on the fact that there are several areas that need attention. However, once you get into this vast ocean of social welfare it is easy to fall into the trap of where to start and what depths to reach. Tactically speaking, the approach would be to align organization goals, weigh in the factor of available surplus (both monetary as well as workforce for CSR), analyze the effectiveness of the area of work and see if the initiatives in itself can help deliver the value that is intended. The purpose of this paper is not to design an approach or find a solution on how to align CSR goals, but to go to a step post once CSR is incepted and the theme designed. The biggest challenge is that as a self-sustaining CSR arm how to make initiatives sustainable and also to understand at which point to alienate from activities that can be detrimental or non-constructive to the core work.

How we do it at Beroe

Samavesh
Helping Spread the Wings of Joy & Bringing Smiles to Faces

Samavesh – Beroe’s CSR Arm

Year Established	: 2009
Samavesh Meaning	: Inclusion
Goal	: Make a positive change to the society around us.
Motto	: Help Spread the Wings of Joy & Bring Smiles to Faces

**Team Size – 45 Active Members
150+ Beroe Volunteers**

Self Nominated & Young Result Focused Team

Areas of Social Welfare we Work on

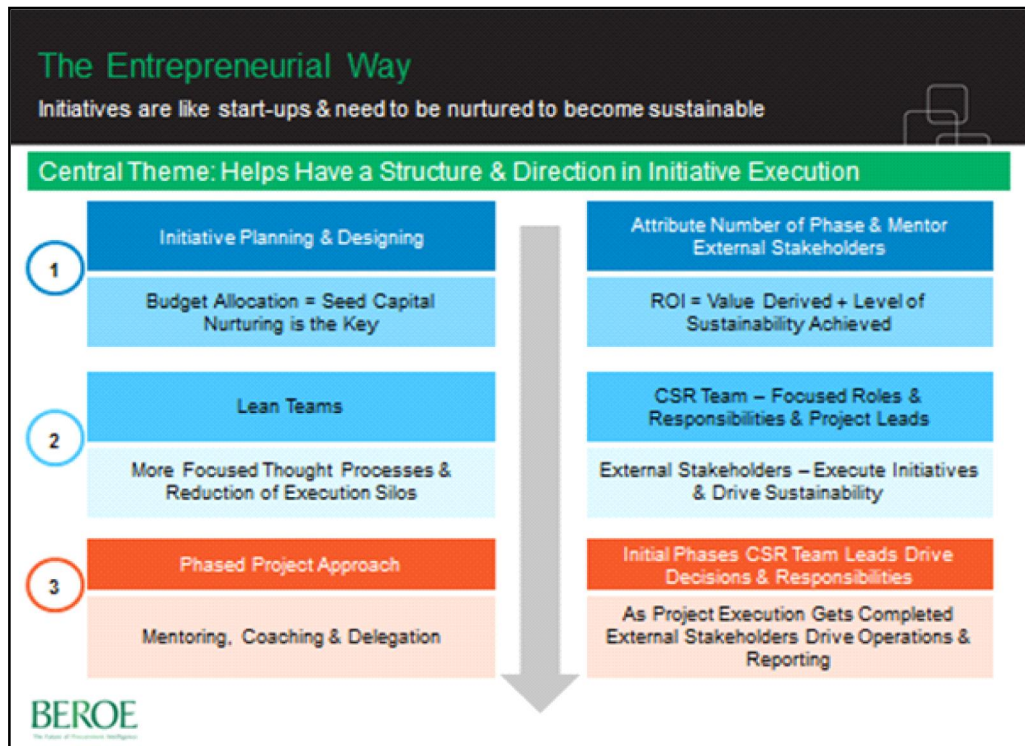
- Core Focus: Education – Infrastructure, Teaching Support, & Beroe Scholarships
- Green: Environment Protection & Tree Plantation
- Animal Welfare: Volunteering with Blue Cross
- Spending Time with the Elderly & Specially Gifted Children

BEROE
The Values of Tomorrow's Wellbeing

Beroe’s CSR arm Samavesh, which stands for ‘inclusion’, has worked since its inception in 2009 in delivering societal value through empowering people with education as the medium. Samavesh is a completely self-nominated team with a group of young, energetic individuals driven solely by their passion for social well-being. Our activities have centered on working with schools with depleted or limited fund availability in addressing core issues that help tackle day to day functions that in the long run impede delivery of value to students. The work touches areas of teaching sustenance, infrastructural enablement and scholarships. We also do work in the area of green sustenance and have made spending time with the elderly and specially-abled an integral part of our

CSR practice. In all the work we do the challenge is not on the execution or getting the operational framework of the activities in place, but in making initiatives become sustainable i.e. how the programs we design can become ones that deliver value over a longer period of time so that more areas of social welfare can be explored. The experience of working with multiple schools has helped us better understand the right approach (in the context of Samavesh’s approach to CSR) to making initiatives become ones that after a while become independent and sustainable.

Mentioned below are some key steps that are considered for every CSR initiative managed



1

Assess the value delivered through the initiative

Treat each activity as a business unit with ROI defined in terms of the value delivered

and not profit made. Budget allocation and release should be quick and smooth.

2

Managing Operations – have a small focused team

Yes, everyone wants to be a part of things, but one must look to have smaller teams (size would of course depend on the nature of the work and investment involved, however, the more lean the team size is, the more agile the operation becomes). This is to ensure that overcrowding of resources does not take place as it could lead to multiple heads involved in executing tasks that may not need too many resources, and

this in turn could slow down the process. Consider an e.g. where there is a team involved in sending out communications both internally and externally. Now imagine if the work can be distributed in a manner that in all a team size of 5-10 can together carry out the designing of the content, editing the same, maintaining relationships with external media partners and sending out the communications. Now if we bring in more

resources in this department, there could be a situation where too many people and views are involved in designing and sending, thus delaying output. This in turn can result in multiple stakeholders within the team getting involved in getting the work completed and subsequently making a simple operation complex and chaotic. However, smaller team sizes do not mean teams where the responsibilities are thrust open to just a few heads to manage all activities. Smaller teams actually reflect lean units where the right numbers of people are executing their roles and responsibilities.

The other advantage of having smaller teams execute work is that responsibilities

can be given more strongly to individuals and that additional resources can always be channelized towards more CSR activities.

Block out areas that can be taken care by benefit receiving groups on their own. Often when aid in various forms comes there is a tendency to push for more. Yes, there is always scope for more, but, sometimes it can become the nature of these groups to be over dependent on external help. As long as complete reliance on external help exists, the activities and initiatives will not become self-sustainable and this can affect long term value benefit.

3

Self-sustenance – Managing the transition

And the most important one – after a point withdrawal of day to day involvement from the activity; this is realized by transferring more responsibility to the team/leader(s) involved in executing the work from the side which receives the help. However, though initially this could look like a step which indicates that the involvement from the CSR units may become one simply associated as a cheque book donation; in true perspective this is not the case. What happens is that,

- as a CSR unit, initially the role is not limited to only assist in the activities, but also to train respective groups receiving the benefit in terms of how to execute the projects, map the value being added,

expand the horizon of the impact being delivered etc. Doing this helps the benefit receiving groups understand how their roles are critical in making the transformational work take the shape that was visualized

- the executing side receiving the CSR benefit/assistance is responsible for showing a ROI in terms of value and has to periodically show how the investments are being channelized

And lastly, the CSR unit only reduces its involvement in day to day work, however, constantly monitors the work and progress; the team has the freedom to step in at junctures when it feels the work has lost focus or momentum.

Case Study: Work with a local school in the field of education and infrastructure

1.1 Key Areas of Concern

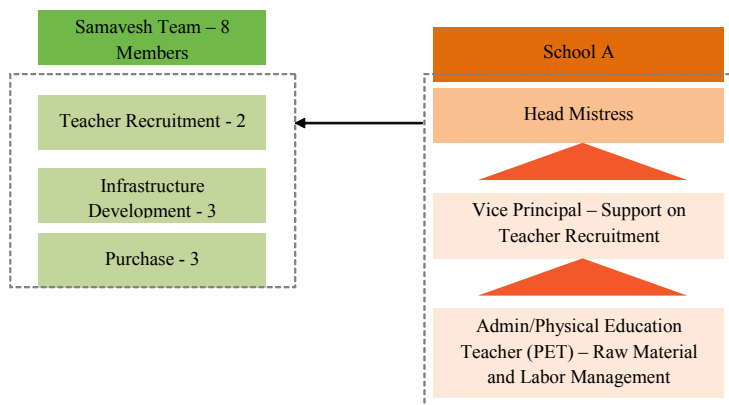
School A is operational in a lower income group colony set up by removing the slums around that area. In excess of 800 students from Grade 1 to 10 study. The major challenges for the school are

1. non availability of Tamil and Math's teacher due to lack of funds
2. no drinking water facility available
3. constructing a water tank, establishing appropriate piping connections to washrooms, and setting up a platform for taps for hand wash

Once the feasibility of working with the school was completed and work started, the CSR team observed that the school authorities played a passive role in terms of supporting the CSR team in its activities. The school was completely dependent on the team for all activities right from suggesting local vendors to

municipality approval for construction. In the case of finding a teacher for the subjects mentioned, the process got delayed as the teachers found by the CSR team did not fit into the school requirement.

However, the advantage the CSR team had was that we had a team of 8 members on this activity and that the team was clear that the school needed to also play an equally important role in making the initiative a successful one. The approach taken was to give the entire activity an entrepreneurial direction. The team was split into 3 groups; teacher recruitment, infrastructure development and purchase. For all the teams there were 2 internal stakeholders from the school side. The overview of the execution of activities from the school side was driven by the head mistress, while on the CSR front the team coordinated in getting the work completed. The team structure now was designed in line with getting stakeholders from the school involved in the operations. The Head Mistress' role was a critical one in terms of getting the school members to provide the right support for the CSR units.



1.2 Solution Roadmap

1. Purchase and Infrastructure Development

The purchase and infrastructure teams coordinated internally to help provide the necessary foundation for getting the work completed.

- ♦ A total sum of Rs. 1.25 lacs was allocated towards building the tank, tap system, piping and labor salary. The infrastructure team coordinated with the PET in organizing the labor. The 3 member team worked with the head mistress in getting the municipality approval cleared. Once this was done, the work on executing the project was put in place. A time period of 3 months was set as the maximum limit in terms of getting the project completed.
- ♦ The first 1.5-2 months saw the team involve itself more regularly in getting the plans approved, purchasing the material and disbursing the salaries. However, at all points of the project the team ensured that the PET, who was the school stakeholder in the project also played a critical role in all the work carried out. The goal was to make the PET well versed with the operational aspects of the project; so that

once the work was completed he played a vital role in managing the maintenance and sustainability of the project.

- ♦ As the PET worked with the team his understanding of the way things were executed laid the foundation for us to reduce our involvement in the day to day function of the project. The last month and a half saw the PET become more independent in getting the work executed, while the CSR unit now involved itself in monitoring the progress and managing the funds.
- ♦ By the end of the 3rd month the project was completed and the school could see how its involvement in the execution process helped smoothen the entire process. What also came out of this entire activity was that the PET got some students on board to help monitor the maintenance and report to the CSR team regularly on the condition of the infrastructure and repairs if needed. Making the school feel a sense of self accomplishment and a direct connect with the output has now resulted in the school carrying out most maintenance operations on its own in the last 3 months, while the CSR unit monitors their progress, disburses the monthly

maintenance charges and involves itself when critical aspects need to be addressed.

- ♦ The 2nd phase of this project has also begun, where we are working on getting an RO drinking water system involved. The best part about the activity previously carried out is that now more and more students have begun supporting the PET in taking care of the project successfully completed earlier and is a direct result of school stakeholders appreciating the need to be active in the work carried out. Additionally, already within the first few days of the 2nd phase the CSR team has seen the school stakeholders take up more ownership in getting different pieces of work functional, thus making the progress even faster and smoother.

2. Teacher Recruitment

Recruiting the teachers was a difficult process as there were very few people who were ready to work in that area and the school authorities left the complete selection process to the CSR unit. As a result on many occasions there were expectation mismatches happening. A total of Rs 1.2 lacs/year was allocated for the 2 teachers.

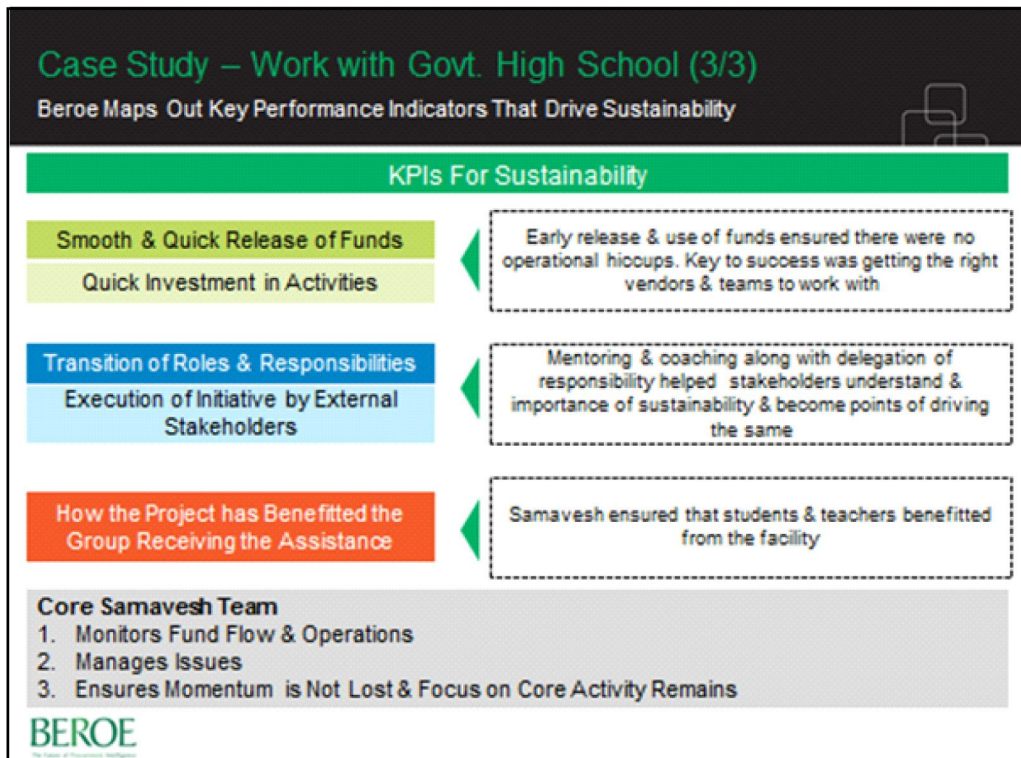
- ♦ The vice principal (VP) was made the internal stakeholder responsible for recruiting the teacher. The initial attempts to hire teachers for Math's and Tamil were not successful as on most occasions the teachers identified by the CSR team were not in line with the school needs.
- ♦ Thus, once we had the VP involved, she played a key role in getting other teachers involved in identifying potential hires, while the CSR team coordinated with various NGO groups to identify the teachers. At all points the VP was kept in the loop and this helped fasten the process of hiring a teacher.
- ♦ The outcome was that the Tamil teacher found also helped support the physical education training for girls, while the Math's teacher agreed to work with the school for at least 2 years.
- ♦ As long as the CSR unit worked independently in the initial phase the school was unable to see what needed to be done to get the right person for their requirements. Having the VP on board with the head mistress following up with the internal stakeholder created a sense of urgency to hire the teachers and get the curriculum gain

momentum. The need was directed towards getting someone to help the children get their syllabus completed and be ready in time for examinations, and this helped hire the right people faster than the earlier attempts. Now, the VP constantly monitors the progress of the teachers as well as how much the students are benefitting. The CSR team gets

the feedback regularly and assesses the progress. The funds are also released by the team monthly, while the head mistress and VP manage the expectations of the school and the CSR units.

- ♦ The syllabus of the students is on the verge of completion next month and students have begun showing remarkable improvement in their studies in these subjects.

1.3 Key Learning and Value Delivered



As a CSR team the approach was not only to monitor the progress but also map the ROI

in terms of value derived. The team followed the following check points at all times:

1. Map out parameters to measure ROI in terms of value delivered. For example how much the students had benefited from the facilities put in place, progress in academics, level of participation of students and staff in the activities, etc. helped evaluate this progress.
 2. Whenever there were additional requests for support on other areas the teams assessed on if the request could actually be taken care by the school itself or if the request was indeed one that needed to be addressed. The feedback from the teams helped the school get insights into areas where they could work on their own and also push back areas that were not relevant. This also helped keep the focus on the core area and distractions were minimal.
 3. Internal stakeholders were made responsible of the activities being carried out. The importance of the funds to be channelized appropriately was ensured at all times.
 4. Timelines were strictly adhered to, while quality of output was not compromised at any point of time.
- Keeping all these parameters in check helped execute the activities in the school smoothly and well within timelines. Additionally, the CSR team was successful in making the group receiving the benefit develop a sense of responsibility and accomplishment from the projects carried out.
- Thus, based Beroe's experience with CSR and making CSR sustainable, we believe that moving towards self-reliance and enabling groups receiving the external assistance to follow this path helps bring in sustainability in social welfare activities over a longer period of time.

The Authors are with Beroe Consulting India Pvt. Ltd.
ASV Chandilya Towers, Ground Floor
No. 263/3, B1 A1. Door No. 5/397, Rajiv Gandhi Salai (OMR)
Okkiyam Thoraipakkam, Chennai – 600 097



Notes to Contributors

The journal will include thematic and empirical research papers in the field of Business Management and allied areas, with emphasis on pragmatic orientation.

Before submitting the paper for publication, please ensure that this paper has not been sent for publication or published elsewhere, until you receive a communication from our side. Once a manuscript is submitted for publication, it will be screened by the editorial board to check: 1. fitness of the paper for publication in the journal, & 2. originality/ plagiarism (through software).

After the preliminary screening it will then be blind-reviewed by two independent national/ international reviewers, for the scientific merit, readability and interest. Unaccepted manuscript will not be returned; however, you will be communicated accordingly.

Accepted authors will be given one hard-copy of the journal and one soft-copy.

The manuscript should be neatly typed in double space on an A-4 sheet with 1 inch space on all sides in 12 Times Roman size font. The manuscript should be of maximum up to 5500 words, or 20 pages.

The references, as illustrated below, should be in American Psychological Association (APA) format, 5th Edition:

Reference from Journal:

Alkaike, H. (1987). Factor analysis and AIC. *Psychometrika*, 52, 317-332.

Reference from Edited book:

Browne, M. W. & Cudeck, R. (1999). Effects of Organizational Climate and Citizenship Behavior on Organizational Effectiveness. In K.A. Bollen & J.S. Long (Eds.) *Human Resource Management* (pp. 136-147). Newsbury Park, CA: Sage.

Reference from Book:

Luthans, F. (2002). *Organisational Behaviour*. New Delhi: McGraw-Hill International.
Booth, W. C., Colomb, G. G., & Williams, J. M. (1995). *The craft of research*. Chicago: University of Chicago Press.

Reference from online resources:

Hacker, D. (1997). *Research and documentation in the electronic age*. Boston: Bedford Books. Retrieved October 6, 1998, from <http://www.bedfordbooks.com/index.html>
Morse, S. S. (1995). Factors in the emergence of infectious diseases. *Emerging Infectious Diseases*, 1(1). Retrieved October 10, 1998, from <http://www.cdc.gov/ncidod/EID/eid.htm>

Smith, E. E. (2001). Internet term paper mills: The case for mandatory expulsion [Electronic version]. *Journal of Crime and Punishment*, 6, 123–139.

Newspaper Article

Goleman, D. (1991, October 24). Battle of insurers vs. therapists: Cost control pitted against proper care. *New York Times*, pp. D1, D9.

Newspaper Article (Online)

Markoff, J. (1996, June 5). Voluntary rules proposed to help insure privacy for Internet users. *New York Times*. Retrieved April 1, 1996, from <http://www.nytimes.com/library/cyber/week/yo5dat.html>

Newspaper Article (No Author)

Undisclosed settlement reached out of court in Michigan Biodyne civil suit. (1992, March 1). *Psychiatric Times*, p. 16.

Conference Paper (Published):

Kuroda, S. Y. (1988). Whether we agree or not: A comparative syntax of English and Japanese. In W. J. Poser (Ed.), *Papers from the second international workshop on Japanese syntax* (pp. 103–143). Stanford, CA: CSLI.

Dissertation:

Downey, D. B. (1992). *Family structure, parental resources, and educational outcomes*. Ph.D. dissertation, Department of Sociology, Indiana University, Bloomington, IN.

Checklists to be adhered to:

1. Cover Letter with a note on Title of paper, with contributor(s)' complete address.
2. Abstract of 100-120 words, with title of paper (in Separate Sheet/ page)
3. Full-text of article (with title of paper, but not with authors name/ affiliation)
4. Tables and figures/ graphs should be given in the end.

Manuscript Submission:

Please email all manuscripts only in MS-word/ RTF format to: editor@ksom.ac.in

Inquiries for current and back issues:

The queries can be addressed to:

Editor, ***Parikalpana*** (KIIT Journal of Management),
School of Management,
KIIT University, Bhubaneswar – 751024
ODISHA, India
Or, email the soft copies to: editor@ksom.ac.in

How to Subscribe KIIT Journal of Management ?

The journal can be subscribed by sending the filled in form with appropriate demand draft of any nationalized bank drawn in favor of KIIT University, Bhubaneswar, payable at Bhubaneswar. Please add Rs. 50 for outstation cheques. The subscription fee includes mailing charges.

The Subscription should be sent to:

**The Editor, Parikalpana, KIIT Journal of Management,
School of Management,
KIIT University, Bhubaneswar – 751024 Odisha, India.**

Subscription Rates	In India, Nepal & Bhutan (INRs) ₹		Other Countries (US \$)	
	1 Year	5 Years	1 Year	5 Years
For Individuals	Rs. 300	Rs. 1400	60	275
For Institutions	Rs. 300	Rs. 1400	90	425

SUBSCRIPTION FORM

1. Name of the Subscriber:
2. Designation:
3. Organization/Institution:
4. Postal Address:
Pin Code:..... Tel/Fax with STD Code.....
E-mail:
5. Cheque/Demand Draft No.: Amount:
Bank drawn on: Date:
6. Subscription: Please Tick: One Year Five years

Signature & Seal



National Management Convention (NMC) is an annual academic event of KIIT School of Management (KIIT University), where National Seminars are held on different themes. CSR was the theme for the last (6th) NMC. Selected papers, from among those presented in the last NMC, have been published in this special issue of ***Parikalpana***.



About the School:

School of Management, KIIT University is a constituent unit of the KIIT University, established under section 3 of the UGC Act, 1956. This is the 20th year of its existence. In these years, the school has made rapid progress to attain a position of eminence in the field of management education. In several prestigious rankings – this includes those by Outlook, Career 360, Open C-Fore – KSOM has been consistently ranked among the top B-Schools in India and as one of the finest in Eastern India. It has been rated in A Grade by National Accreditation and Assessment Council (NAAC). The school has tie-ups with world leaders such as SAP and Dassault Systems for offering highly industry-focused Technology Management courses. The school now offers BBA, MBA & Ph.D. programmes.

School of Management KIIT University

Campus-7, Bhubaneswar-751024, Odisha, India

Tel: 0674 – 2375 700 / 780, Tel (Fax): 0674 – 2725 278

Email: editor@ksom.ac.in Website: www.ksom.ac.in

