ABSTRACT

1) TITLE OF THE THESIS:
“CORPORATE SECTOR-
VOLUNTARY SERVICE ORGANIZATIONS-
LINKAGES IN THE FIELD OF SOCIAL WORK”

2) STATEMENT OF THE RESEARCH TOPIC:
“How to bring Corporate Sector and VSOs together and what should be the proper linkage between these two agencies so that the social welfare activities can be carried out in the best possible manner”.

3) SIGNIFICANCE OF THE STUDY:
The study assumes great significance since the number of issues which the society is required to tackle are many and every problem is caused by a multiple factors but it is always possible to find out the chief factor, the contributive factors and reasons for the development of the problem. Social problems can be solved when individuals in a society, Corporate Sector, VSOs, and other agencies come together. In the irreversible process of liberalization and globalization, the Corporates have awakened towards their obligations to the society. Corporate Social Responsibility (CSR) is becoming the buzzword in the Corporate world and therefore, Corporate Sector is interested in discharging their responsibility towards the society. However, they are short of grassroots workers and lack grassroots approach.

VSOs on the other hand are playing a major role in the welfare of the society. Seamless crosscultural interaction has led to the increasing crossborder philanthropy. It is for VSOs to market themselves not only to Corporate Sector within the country but also across the world especially
to NRIs. VSOs are the fabric of the society and can bind together the have-nots of the society through a common thread of development, provided they have the funds, accountability and professional approach. I, therefore, feel a study of this nature will certainly establish the platform for bringing Corporate Sector and VSOs together. The research therefore, assumes significance and focuses on understanding the needs of both the sectors and develop models based on the study.

4) DEFINITIONS:

CORPORATE SECTOR - Includes all the joint stock companies, which are doing business activities of production and distribution of goods and services (including service sector) to the general public. The parameters of selecting the Corporate Sector have been explained in the fieldwork. For the purpose of study, the terminologies namely, Corporate Sector and Corporate are used synonymously.

VOLUNTARY SERVICE ORGANIZATIONS - Group of persons organized on the basis of voluntary membership who pursue activities to relieve sufferings, promote the interest of the poor, provide basic social services, or undertake community development with a view to bring in social welfare. They undertake voluntary activities not to earn the profits but to bring in the social development and have a welfare state. These organizations have less full time employees and more volunteers who do the work in the honorary capacity. For the purpose of study, the terminologies, namely, VSOs, NGOs, NPOs, VSSOs are used synonymously.

LINKAGES: It is establishing a network/partnership between two or more agencies/and or individuals. In my case, the linkage between the Corporate Sector and the VSOs forms the main problem of my study and an attempt is made to find out the proper nature of linkages between
these two types of organizations with a view to achieve the maximum welfare of the society as a whole.

5) PERIOD OF STUDY:

The study refers to the latter part of the 20th century, but to provide a better background for the study, a brief review is taken of the evolution of the social welfare concepts from the ancient times and more particularly in the early years of 20th century. For Corporate Sector, a brief review of the practices of various communities is touched upon. However, the focus is more towards recent developments in Corporate Social Responsibility. Similarly, the evolution of the concepts of Dana and Dakshina, the various religious concepts of charity are entwined and the present practices of the VSOs are highlighted.

6) SOURCES OF DATA:

The secondary data/information was collected through various sources, namely, British Council Library, Indian Merchant’s Chamber Library, Bombay Chamber of Commerce and Industries, CII, Rotary Club of Bombay West, Lions International District 323A3, Internet, Web Page, Research Findings of Action Aid, magazines, books, periodicals, and journals.

The primary data was collected through the development of questionnaire for both the Corporate Sector and VSOs, pilot-testing the same. Finalizing the questionnaire based on the feedback received from the Corporate Sector and VSOs and administering the same to the target group. Personal Interview / personal discussion with Corporate Sector/VSOs, Interactions/panel discussion with associations like Bombay Chamber of Commerce, CII etc.
7) RESEARCH METHODOLOGY:
I have started the study with the comprehensive reading of the conceptual literature about all the aspects of the subject. This meant collection of secondary data from several published works and standard reading material related to the topic of research. An attempt is made to build the conceptual framework based on the logical analysis of secondary data.

The second part of the study consisted of primary research in identifying the Corporate Sector and VSOs working in the five sectors mentioned in the subsequent chapters. Random stratified sampling was adopted so that the sample was truly representative of the whole population of Mumbai. Primary data/information was collected by means of the questionnaire and interviews/panel discussion of the concerned respondents. Primary data so collected was then classified and tabulated questionwise separately for the Corporate Sector and the VSOs. On the basis of the analysis of the data, conclusion was drawn. In the light of this, the hypothesis was tested and finally recommendation, suggestions and expected benefits were highlighted for improving the present status of working of the Corporate Sector and the VSOs and establishing linkages of their expectations from each other.

8) HYPOTHESIS FRAMED:
The welfare of the society can be achieved only if there are agencies which possess the will and resources necessary to undertake the social welfare activities. The Corporate Sector has the necessary funds and professional approach for the purpose, but they experience the shortage of manpower and also lack the grass-root approach. VSOs on the other hand, have the will, proximity to grassroots and a zealous cadre of committed volunteers. However, they experience a crunch of funds, requisite professional approach for undertaking social welfare activities. If the two organizations can come together, with the common objective of achieving social welfare, they will be able to work more efficiently and effectively then in the past. Therefore, there is a need for establishing Linkages between the two types of organizations, viz., Corporate Sector and VSOs - for the welfare of the society.
9) LIMITATIONS:

The main limitation arises from the fact that a single individual undertakes this research which is a mammoth project. In spite of this limitation, an attempt was made to make this study as exhaustive as possible. The study was restricted to Mumbai City. However, Mumbai being the heart of India, both for the business and social development, the findings/recommendations of Mumbai can very well be used for other metros in India and for a country as a whole.

10) OUTLINE OF THE THESIS:

The thesis is presented in the following chapters:

I  INTRODUCTION
II  CORPORATE SECTOR – A PERSPECTIVE
III  VOLUNTARY SERVICE ORGANISATIONS – A JOURNEY
IV  NEED OF SOCIAL MARKETING FOR CORPORATE SECTOR AND VSOs IN THE FIELD OF SOCIAL WORK
V  NEED FOR CREDIT RATING OF CORPORATE SECTOR AND VSOs IN THE FIELD OF SOCIAL WORK
VI  CORPORATE SECTOR AND VSOs NETWORKING IN THE FIELD OF SOCIAL WORK
VII  TEAM BUILDING IN SOCIAL WORK FOR CORPORATE SECTOR AND VOLUNTARY SERVICE ORGANIZATIONS
VIII  LEADERSHIP IN SOCIAL WORK FOR CORPORATE SECTOR AND VOLUNTARY SERVICE ORGANIZATIONS
IX  BRIDGING THE GAP BETWEEN THE CORPORATE SECTOR AND VSOs THROUGH LINKAGES
11) **MAIN FINDINGS:**

The main findings may be stated as follows:

### A. Details about the Organization:

1) **Mission Statement:**

93% of the respondents for the Corporate Sector and VSOs have mission statement. However, majority of the Corporate Sector has not spelt out part of the mission statement, which incorporates social development.
2) **Business Objectives:**

72% of the VSOs have business objectives in terms of short term and long term. Some of them have short term and some of them have long term. It is also observed that 7% of the respondents have the same objectives for the short term and long term. For Corporates the nature of business is totally different hence the question was not administered.

3) **Manpower:**

Ratio of volunteers to full-time employees varies from 1:1 to 1:30 and more depending upon the nature of social activities since VSOs cannot afford the cost of the full time Employees

4) **Corporate Social Responsibility:**

92% of the Corporates have said Corporate Social Responsibility is important. The reasons are:

- We earn profit from the society and need to give back to the society
- Part of corporate values and mission statement
- India needs Corporates for development.

5) **Social Objective as one of the Corporate Objective:**

80% of the corporates who have responded have stated clearly that social objectives need to be one of the corporate objectives. However, more than 60% of the Corporates have not clearly specified the social objectives.
B. Areas of Operations:

1) Areas of Working:

It is observed that Corporates and VSOs are working at least in one of the five areas selected by the researcher. However, they operate in more than one area. Corporates are also working in the areas of:

- Community Development
- Plantation
- Education
- Rural Development.

2) Areas of Strength:

The areas of strength are:

<table>
<thead>
<tr>
<th>VSOs</th>
<th>Corporates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grassroot contact with workers</td>
<td>Capacity to adopt and maintain villages</td>
</tr>
<tr>
<td>Committed Staff</td>
<td>Committed employees</td>
</tr>
<tr>
<td>Dedicated Workforce</td>
<td>Professional approach</td>
</tr>
<tr>
<td>Education and training</td>
<td>Education and training</td>
</tr>
<tr>
<td>Counseling and care</td>
<td>Research, Counseling, Infrastructural facilities</td>
</tr>
<tr>
<td></td>
<td>Funds</td>
</tr>
</tbody>
</table>
3) **Sources of Funds:**

For VSOs, the sources of funds in order of priority are

a) Individuals
b) Foreign funding
c) Trusts
d) Corporates
e) Central Government
f) State Government
g) Local bodies
h) Voluntary organization

For Corporates, the sources of funds are:

a) Percentage of profit
b) Chief Executive Officer
c) Employees
d) Central Government
e) Others
f) State Government

C. **Expectations:**

1) **Association with Corporates:**

Only 30% of the VSOs have associated with the Corporates are carrying out social activities. This means VSOs

- have not worked with Corporates in the past
- have worked but not happy with the working relations
- have apprehensions in working with Corporates.
2) Employee Welfare:
Nearly 50% of the Corporates have employee welfare as the social objective. Other 50% have not responded.

3) Objectives for Supporting Social Causes:
The first five objectives in terms of priority are:

<table>
<thead>
<tr>
<th>VSOs</th>
<th>Corporates</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Contribution to Society</td>
<td>1) Contribution to Society</td>
</tr>
<tr>
<td>2) Vision &amp; Mission</td>
<td>2) Vision &amp; Mission Statement</td>
</tr>
<tr>
<td>3) Moral Obligation</td>
<td>3) Social Approval</td>
</tr>
<tr>
<td>4) Commitment of the Founder/Senior Exec</td>
<td>4) Company Image</td>
</tr>
<tr>
<td>5) Social Approval</td>
<td>5) Shareholders Approval</td>
</tr>
</tbody>
</table>

4) Why do VSOs approach Corporates?
Corporates are of the opinion that VSOs approach them mainly because of
➢ Past performance
➢ Expertise
➢ Matching with company’s vision and mission
➢ Financial/Non-financial benefits
5) **Benefits of Working:**

<table>
<thead>
<tr>
<th><strong>VSOs Perception</strong></th>
<th><strong>Corporates Perception</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Funding by corporates</td>
<td>1) Common social objectives</td>
</tr>
<tr>
<td>2) Sharing of resources</td>
<td>2) Sharing of resources</td>
</tr>
<tr>
<td>3) Common social objectives</td>
<td>3) Company image</td>
</tr>
<tr>
<td>4) Access to markets</td>
<td>4) Management skills</td>
</tr>
<tr>
<td>5) Employment opportunities</td>
<td>5) Funding</td>
</tr>
</tbody>
</table>

6) **Limitations:**

<table>
<thead>
<tr>
<th><strong>VSOs Perception</strong></th>
<th><strong>Corporate Perception</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Interference</td>
<td>1) Lack of transparency</td>
</tr>
<tr>
<td>2) Pressure</td>
<td>2) Lack of accountability</td>
</tr>
<tr>
<td>3) Lack of Involvement</td>
<td>3) Lack of resource</td>
</tr>
<tr>
<td>4) Dumping ground for obsolete equipment</td>
<td>4) Lack of planning</td>
</tr>
<tr>
<td>5) More management less leadership</td>
<td>5) Wastage of resources</td>
</tr>
</tbody>
</table>

7) **Expectations:**

<table>
<thead>
<tr>
<th><strong>VSOs Expectations</strong></th>
<th><strong>Corporate Expectations</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Resource mobilization</td>
<td>1) Transparency</td>
</tr>
<tr>
<td>2) Project proposal, preparation, Execution &amp; monitoring</td>
<td>2) Accountability &amp; responsibility</td>
</tr>
<tr>
<td>3) Manpower support</td>
<td>3) Beneficiaries</td>
</tr>
<tr>
<td>4) Networking</td>
<td>4) Causes supported</td>
</tr>
<tr>
<td>5) Marketing the products of VSOs</td>
<td>5) Matching of Vision/Mission statement</td>
</tr>
</tbody>
</table>
D) Social Accountability

1) Social accountability: Corporates & VSOs who have responded agree that they are socially accountable due to the following reasons:
   - Beneficiaries are part of the society
   - Obligation to the society
   - To be responsible Corporate citizen
   - Corporates and VSOs are part of the society and therefore, they are required to be accountable to the society

2) Measuring Corporate performance: Corporates believe that their performance is required to be measured on all the parameters, namely;
   - Commitment
   - The impact of the program
   - Motivating employees for participation in the development project
   - Mobilization of resources
   - Networking the company

3) Social audit will help VSOs for better transparency: 89% of the respondents believe in social audit. It is a good beginning from the VSO's perspective.

4) Should Corporate undergo social audit?: 67% of the respondents agree that Corporate should undergo social audit. 33% have not specified the reasons why a Corporate should not undergo social audit. It is a very strange phenomenon.

5) Credit rating similar to Corporate will enhance the image of VSO: Both Corporates and VSOs agree for credit rating of VSOs and believe that the image/credibility of VSO will certainly be improved/enhanced.
E) Networking

1) Importance of networking: Both the Corporate Sector and VSOs believe that networking is important. Networking between them will help in achieving the goals of social accountability. The reasons given are:
   ➢ Sharing of resources
   ➢ Sharing of information
   ➢ Avoid duplication of work
   ➢ Better co-ordination and improved efficiency
   ➢ Extended reach
   ➢ Synergy
   ➢ Better utilization of funds

2) Part of networking: Both Corporate Sector & VSOs have agreed to network based on the following considerations:
   ➢ VSOs in similar fields
   ➢ Corporates in similar fields
   ➢ Funding agencies
   ➢ Volunteers
   ➢ Local bodies
   ➢ Government

3) Sharing of all the information: VSOs are ready to share information for the following reasons:
   ➢ Transparency of operation
   ➢ Capacity building
   ➢ Increases knowledge and forms database for learning
   ➢ Sharing of skills/strengths
   ➢ Avoid duplication of work
   However, Corporates have cited internal policy and confidentiality as the reasons for not sharing the information.
4) **Information you would like to share with each other:**

Both Corporates and VSOs agree to share the following information.

- All what is required to achieve the social objectives
- Areas of strength
- Operational skills
- Professionalism
- Education, training & development
- Resource mobilization

5) **Information you would like to receive from partners:**

VSOs and Corporates would like to receive the following information from each other.

<table>
<thead>
<tr>
<th><strong>VSOs from Corporate</strong></th>
<th><strong>Corporate from VSOs</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>- Areas of operation</td>
<td>- Areas of operation</td>
</tr>
<tr>
<td>- Management systems</td>
<td>- Achievement of VSOs</td>
</tr>
<tr>
<td>- Training</td>
<td>- Project proposal</td>
</tr>
<tr>
<td>- Funding policies</td>
<td>- Funding policies</td>
</tr>
<tr>
<td>- Help in carrying out SWOT analysis</td>
<td>- Project management</td>
</tr>
<tr>
<td>- Help in development of vision/mission Statement</td>
<td>- Services offered by VSOs and the cost of providing such services</td>
</tr>
<tr>
<td>- Development of infrastructural facilities</td>
<td>- Benefits to the society</td>
</tr>
</tbody>
</table>
F) **Association between Corporates and VSOs**

1) **Apprehension:** VSOs have apprehensions in dealing with Corporates due to the following reasons
   - Interference
   - Mismatch of ideologies
   - Corporate control
   - Conflict of interest
   - Non-cooperation
   - High handedness
   - Take the credit for VSOs work

   However, Corporates have no apprehensions in dealing with VSOs

2) **Helping each other to discharge social responsibilities:** Both the Corporates and VSOs agree to support each other in discharging social responsibilities. They are ready to help each other in one or more of the following:
   - Work for a common cause
   - Have regularity in meeting and share areas of achievement and concern
   - Resource sharing
   - Be an interface with the society and the Corporate
   - Work together in preparation of project proposal, project management and project control
   - Sharing of management skills with leadership styles
   - To bring in professionalism
   - Research, training and development
12) HYPOTHESIS WHETHER PROVED OR DISPROVED:

The hypothesis for investigation in the thesis was as follows:

The welfare of the society can be achieved only if there are agencies which possess the will and resources necessary to undertake social welfare activities. The Corporate Sector has the necessary funds and professional approach for the purpose, but they experience a shortage of committed manpower and also lack the grassroot approach. VSOs, on the other hand, have the will, proximity to grassroots and a zealous cadre of committed volunteers. However, they too experience a crunch of funds, requisite professional approach for undertaking social welfare activities. If the two organizations can come together with the common objectives of achieving social welfare, they will be able to work more efficiently and effectively then in the past. Therefore, there is a need for establishing linkages between the two types of organizations - Corporate Sector and VSOs - for the welfare of the society.

The study revealed that the Corporate Sector as well as VSOs posses the will and the resources necessary to undertake social welfare activity. The Corporate Sector has the necessary funds and the professional approach, which is the weakness of the VSOs. They are short of committed of manpower and grassroot approach, which is the strength of the VSOs. The researcher found that what Corporate Sector has VSOs lack, and vice-versa. The researcher on the basis of extensive research concluded that if a linkage is established between the two entities through a mechanism to synergize their collective energies and resources without compromising their values, the welfare of the society can be accelerated. Therefore, the researcher concludes the hypothesis of the present study stands proved.
13) SUGGESTIONS AND RECOMMENDATIONS:

Corporate Sector - VSO Linkages, it is in the best interest of the society that the two entities soon realize the significance of linkage and the benefits to the society. The researcher found that the way to social upliftment is the formation of a working and fruitful "Corporate Sector - VSO Linkages" by using marketing tools, research, strategy, networking, credit rating, understanding the importance of team building and leadership. With the above in mind, the researcher has given the recommendations titled Isolation To Synergy – A Voyage
"Isolation to Synergy - A Voyage"

OBJECTIVES OF VSOs
- Contribution to society
- Moral obligation
- Commitment of founder member
- Social approval

LIMITATIONS OF VSOs
- Transparency
- Accountability
- Resource planning
- Professionalism

OBJECTIVES OF CORPORATES
- Contribution to society
- Social approval
- Company image
- Moral obligation

LIMITATIONS OF CORPORATES
- Interference
- Lack of involvement
- Social issues
- Pressure

EXPECTATIONS FROM CORPORATES
- Resource mobilisation
- Project proposal, preparation, execution and monitoring
- Manpower support
- Networking

EXPECTATIONS FROM VSOs
- Transparency
- Accountability and responsibility
- Matching vision
- Causes supported

CORPORATE-VSO LINKAGE

Volunteers/Individuals/Institutions

Welfare of Society

Funding Agency

Government
As the name suggests, the model depicts an integrated approach to social cause as a co-ordination of activities and duties of both corporates and VSOs. This is a representation of the synergistic effort of both the entities. The model is built in two phases - PHASE I - the isolation phase which explains the current situation as it exists in terms of the working of these two bodies in isolation bringing out their objectives of existence and work and the shortcomings faced by each of them in pursuit of social cause. The next phase, PHASE II - the linkage phase conceptualizes the joining hands of these two groups and striving for a common cause.

**Phase I: The isolation phase**

Currently, majority of the Corporate Sector and VSOs are working in a parallel manner when it comes to social welfare. Both have similar goals and objectives, however, they function separately. As can be seen from the findings of the two projects, it is very clear that for both the corporates and the VSOs, the main objectives include contribution to society, social approval and moral obligation. However, their order of importance varies for the two entities concerned.

Another major factor is that for corporates social welfare may be a means to gain a more favourable image in the eyes of the people at large while for the VSOs it might be nothing more than pursuing the commitment of a founder member. Nonetheless there definitely exists a common ground for both these bodies when it come to serving the society.
Working in isolation, as is prevalent, does give rise to its own set of limitations or shortcomings. Corporate Sector faces inadequacies when it comes to social work. First and foremost, there is a dearth of Corporate Sector that possesses a strong commitment to social welfare. For most of the Corporate Sectors, service to society does not figure in their top priority list. Secondly, there is a time crunch for activities such as these. However, there is a sea change in the thinking of the Corporate Sector. More and more Corporate Sectors are now treading the path of social good and this can be routed through their felt need for a "Corporate with a heart image". Corporate Sector is not aware of the right channels of carrying out the entire process. They do not have adequate knowledge about the approach that they must undertake to achieve their goal of social accountability. For Corporate Sector, VSOs are not a credible source since they are not fully aware of the method of operation of the latter and also are not sure of whether, VSOs share their belief and objectives. Even VSOs for that matter have not considered the corporate channel for the betterment of society and more often than not work directly on their own.

For the voluntary agencies, the main limitation includes shortage of funds and their major concern area is the sourcing of finances for its activities. Majorities of the VSOs strive on the donations obtained from high net-worth individuals or trusts. Corporate donation is not very prevalent in most of the local VSOs. Another shortcoming for the VSOs is the lack of adequate infrastructure for smooth operations. Shortage of personnel who are permanently employed also is a limiting factor and most of the VSOs visited function mainly with the help of volunteers. This does not breed accountability in the organization and hence results in inefficiency. Professionalism is not the forte of these non-profit organizations. Most of the VSOs, which exist, are local bodies with limited resources and limited areas of operation, be it geographical or sectoral.
Therefore, it is clear that these entities working on their own in similar fields are not self-sufficient. There are areas where one is stronger than the other and also areas where one can overcome the constraints of the other. All this brings us to a common solution or the second phase called the linkage phase

**Phase II: The Linkage Phase**

Corporate Sector and VSOs have common goals, however, their approach to service is different. They have their own set of values. Therefore, an innovative approach is required which will bring Corporate Sector and VSOs together. It is evident that these individual bodies are of complimentary in nature considering what they are strong at and where lie their weaknesses. Hence, for better working and proper utilization of resources, both monetary and non-monetary, the answer lies in joining hands. That is, linkage is the key answer to overcome the limitations or shortcomings of each other. The linkage may include the coming together of Corporate Sector and VSOs working in either the same field or dissimilar ones. This will empower the social movement from a narrow minded blinkered approach to a more professional and structured one.

With the association of these two agencies, will arise a set of expectations both for the Corporate Sector and VSOs. The suggested model is aimed at meeting common objectives by overcoming individual constraints. The main expectations of the Corporate Sector will be a thorough transparency of operations of VSOs and their accountability. This would enable the Corporate Sector to identify the right VSOs for the purpose of networking and ensuring the fact that there exists a congruence of goals between them.
On the other side, VSOs will mainly look at resource mobilization and a managerial implementation of projects undertaken. If they were to work hand in hand with the Corporate Sector, the VSOs would expect the Corporate Sector not to interfere in the methods of working or give directions for the same.

The Corporate Sector - VSO linkage established will be the functional unit in the direction of a social cause. These entities will formulate their implementation plans on the basis of their goal congruence. There will be an equal participation of both parties in the implementation of projects, consolidating their individual strengths. The plans may include schemes under taken, joint programs organized, education drives or just some projects or campaigns for social cause. The main aim will be to serve the community jointly thereby, resulting in less wastage of resources and appropriate channelization of ideas and funds. The focus here is not on quick-fix short-term problems but on a more enduring long-lasting relationship for the sole purpose of the betterment of the society.

However, the source of the ideas will be nothing but the community itself. It will be the community needs that will dictate the actions of the two agencies. The voluntary agencies will remain in contact with the community at large, sensitive to its needs and wants. The needs will then percolate to the Corporate Sector. Corporate Sector with their monetary support and competence in the implementation of the projects will be able to channelize the functioning. This will also help VSOs to work in a more refined and efficient manner.

Thus, the researcher feels that it is purely a marketing situation and both the Corporate Sector and the VSOs need to redesign their marketing strategies. It is on this marketing strategy that the success of the "Corporate Sector - VSO" linkage lies. Need I say any more?
STRATEGIC RECOMMENDATIONS:
FOR CORPORATE SECTOR

1) Have social development as part of mission statement and written document.

2) Have separate social community welfare department (or any name) with a focus on social development. The department to be headed by a Senior Manager with the authority & responsibility within the policy framework.

3) Treat the social community welfare department as a cost centre like any other department. The performance of the department to reflect in the Annual Report.

4) Carry out the Social Audit by an independent agency to give credence to its operations.

5) Be responsive, i.e., the Chief Executive officers, to respond fast and allow the VSOs to develop/establish contacts with the department. Delegate authority with responsibility to the senior managers to operate within the broad framework/policy guidelines.

6) Carry out market opportunity analysis in the area of social work.

7) Use marketing concepts/tools to market to the VSOs with a view to establish viable linkage through marketing strategies.

8) Interact with associations and communicate to them the areas of interest and profile of VSOs with whom the Corporates would like to interact. This would facilitate matching of frequency, better utilization of resources and networking.

9) Offer the training programs and services to VSOs in team building and leadership in managing their operations professionally.
FOR VOLUNTARY SERVICE ORGANIZATIONS

Specific suggestions are as under:

1) Develop organizational mission/vision statement, which ultimately will lead to defining organizational objectives and marketing objectives. (refer Fig. 1)

2) Carry out market opportunity analysis. The environmental forces acting at the market place are given in figure 2.

3) Marketing Research to match needs of the Corporates with that of VSOs.

4) Market Segmentation, i.e., to segment the corporate market based on the kind of “GIVING”, they are interested in and what are their requirements.

5) Use Social Marketing tools, namely, 11Ps effectively.

6) Use marketing strategies to attract and retain the corporates with a view to “BUILD & MAINTAIN BRIDGES”.

7) Develop Networking among similar VSOs & similar corporates as a viable long-term solution.

8) Be prepared for Credit Rating to establish credibility and credence to its operations.

9) Develop Leader Managers who can take / manage the teams effectively.

10) Undertake training & development programs for SKA (Skill, Knowledge & Attitude).

11) Establish contacts with Associations & Agencies like Bombay Chamber of Commerce & Industries, CII, Institutes like TISS, Nirmala Niketan, NMIMS for undertaking Research, Consultancy & Training.
Fig. 1

SOCIAL MARKETING

Mission / Vision

Organizational Objectives

Marketing Objectives

Marketing Opportunity Analysis

Market Research

Market Segmentation

Social Marketing Tools

Implementation

Output

- Product
- Price
- Place
- Promotion
- Publicity
- Public

- Public Relation
- Personal Selling
- Political Elements
- Partnership
- People

Development Of Social Marketing Strategy
Fig. 2

ENVIRONMENTAL FORCES ACTING AT THE MARKET PLACE (MOA)

**TECHNOLOGICAL FACTORS**
- Government Investment in Research
- Development Of New Materials
- Sources Of Technology Transfer
- Manufacturing Practices

**ECONOMIC FACTORS**
- Employment
- GNP Trends
- Interest Rates
- Inflation
- Business Cycles

**POLITICAL FACTORS**
- Attitudes of Government
- Legal Framework
- Fiscal Framework
- Government Contracts
- Activities of Pressure Groups

**SOCIO-CULTURAL FACTORS**
- Attitudes to Recycling
- Awareness of Environmental Decay
- Consumer Lifestyles
- Demography Patterns
- Content of School Education
- Major Influences on Consumer Behavior
- Patterns of Consumption

**ENVIRONMENTAL FACTORS**
- Environment Protection Legislation
- Levels of Deterioration
- Sustainable Practices
- Activities Of Major Polluters
- Location/Dvpt of Major Polluters

MARKET
FOR ASSOCIATIONS (CII, CHAMBER OF COMMERCE, ETC.)

Specific recommendations are as under:

(1) To bring Corporate Sector and VSOs having concern in the matching area/social cause on a common platform.

(2) Document their areas of interest and the types of partners they are interested in establishing the linkages.

(3) Act as a coordinator to ensure smooth functioning of Corporate Sector and VSOs.

(4) Document the findings, identify critical success factors and critical failure factors. Develop the case studies.

(5) Based on the research carried out and experience gained, develop the document called
SUGGESTED STRATEGIC MODEL:

KNF - CV INTERACTIVE MODEL

Taking into consideration, I have developed strategic model which is described as under (refer fig. 3.)

Fig 3

KNF - CV MODEL

<table>
<thead>
<tr>
<th>VSO</th>
<th>ISOLATION(VSO)</th>
<th>SYNERGY</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACTION</td>
<td>INCOMPATIBILITY</td>
<td>ISOLATION(COR)</td>
</tr>
</tbody>
</table>

CORPORATE COMMITMENT
1) **Isolation VSO:**
Here, the VSO has concern for the society and is actively involved in the development phase. However, the involvement of the Corporate is low. Therefore, VSOs are required to market to the Corporates by using marketing tools.

2) **Incompatibility:**
Here, both the Corporates and the VSOs are working parallel. We need to bring them on a common platform. Associations can play a major role in bridging the gap between Corporate Sector and VSOs.

3) **Isolation Corporate:**
Here, Corporates are required to market to VSOs for networking with them. Its also an opportunity for VSOs to identify the Corporates who are working in the fields which are similar to VSOs. Both are required to market each other to serve the community.

4) **Synergy:**
It’s a perfect match between the two and if associations can act as a catalyst, then the society can certainly be benefited. Associations must bring out the success stories and document the procedures. Thereafter, circulate the procedure among the Corporates and VSOs to serve as guidelines.
PARTNERSHIP MODEL:
The partnership model will certainly help VSOs to develop partnership with various stakeholders involved in the development of the society. The partnership will produce the desired positive effect on the society. The partnership model is indicated in Fig. 4.

Fig. 4

PARTNERSHIP MODEL
EXPECTED BENEFITS:

♦ Expertize of Corporate Sector in Management and professional approach, expertise of VSOs in the grassroot approach can bring in the synergy effect, which will ultimately lead to social development.

♦ Will help in tackling the issues like health, education, poverty, etc. at national level without much government support.

♦ Corporate Sector will gain the experience of working with the community thereby sensitizing the entire organization towards service to the community.

♦ VSOs will develop professional approach in their work culture with the result VSOs will be able to establish their own credibility at the marketplace and with the Corporate Sector/funding agencies/government.

♦ Application of social marketing concept and understanding the importance of team building and leadership by the Corporate Sector and the VSOs will certainly help the community and the beneficiary in the upliftment of the society.

♦ Finally, establishing the linkages will help the Corporate Sector and VSOs to move a step forward to reach a stage called “WIN-WIN” situation without compromising their values.
14) **EPILOGUE:**

With the winds of globalization and liberalization cutting across the boundaries leading to borderless world in the 21st century, the Corporate sector will emerge as a major player in the areas like health, education, environment, etc. Social issues will be the considerations not only for the survival, but also for growth. VSOs who all along were playing the subdued role as a volunteer, will now emerge as a powerful partner in the development of the society and whose presence cannot be ignored.

**Sum up:**

If the two entities namely, the Corporate Sector and the VSOs establish the linkages, a history will be created in the new millennium in the social development of India.