

Tata Teleservices Limited

CASE STUDY 37

Bridging the Divide

Tata Teleservices Limited (TTSL) is committed to creating opportunities of equality and is against preferentialism. This initiative aimed to empower the differently-abled and integrate them into the mainstream. This initiative has received the TEMA National Telecom Award for connecting people with disabilities and the Mrs Pilloo Dorab Khambatta Memorial Award for 'Best Employer of Blind Persons'.



What did Tata Teleservices Limited do?

- Tata Teleservices used technology to provide differently-abled individuals with employment and opportunity
- In an effort to provide visually impaired people with equal employment opportunities and make them self-reliant and economically independent, TTSL set up two call centers under the banner-'Drishti'
- TTSL's Software Development Centre in Bangalore developed a customised interactive voice response (IVR) system that facilitates back-office operations. Each executive has two telephones on their desk. A list of customers and telephone numbers is extracted from the central hub of Tata Teleservices' CRM system and is fed into the IVR
- Apart from technological support, a dedicated team at TTSL trained executives on the required skills, improving their employability and opening up new avenues for them in the booming BPO industry. TTSL has provided special training tools such as a script in Braille and recorded audiotapes with conversations between customers and agents; these are used by Drishti employees to practice ideal responses to customer calls.



Project impact

- 29 visually challenged executives are employed across TTSL
- Empowering differently-abled individuals to earn income independently
- Promoting diversity
- The project is currently being replicated in Uttar Pradesh in partnership with National Institute of the Visually Challenged
- IVR system can be extended to other business applications across industries and sectors.



Challenges

- Developing an ICT tool to aid visually impaired individuals to perform tasks seamlessly
- Individuals with disabilities face obstacles like monsoons, long distances and travel times.

GOAL# 10 IMPACTS

- Inclusive growth
- Diversity
- Quality of life

VALUE LEVERS FOR THE COMPANY

- Building the brand
- Diverse workforce
- Grow revenues



Key success factors: What worked?

- TTSL leveraged its core competency and the facilities to develop tools to enable visually impaired individuals to work in a BPO
- Automating various processes to simplify interface with visually impaired individuals
- Providing adequate support, in terms of training, to individuals with disabilities to execute various jobs
- Partnering with organisations that specialise on working with differently-abled individuals.

CASE STUDY 38

Caring for Communities

The concept and practice of sustainability is at the core of all Tata Chemicals' activities, including its corporate social responsibility initiatives. This is the basis for Tata Chemicals Society for Rural Development (TCSRSD), the community intervention programme that helped change the lives of hundreds of people that live around Tata Chemicals factories across the globe.

GOAL# 10 IMPACTS

- Reducing inequalities
- Employment
- Quality of life

VALUE LEVERS FOR THE COMPANY

- Building the brand
- Reduced risk
- Revenue growth

What did Tata Chemicals do?

- TCSRSD focused on natural resource management, conservation of biodiversity and development of entrepreneurship programmes to promote self-employment
- Other projects included biodiversity conservation rainwater harvesting and the commissioning of reverse osmosis plants to help improve drinking water quality
- Launched the Tata *Kisan Sansar* network in India that encourages rural entrepreneurship, capability building and co-creation of value among farmers
- In 2008, the 28th year of its inception, significant new initiatives were launched, including the setting up of rural BPOs and the Karjobi promotion at Babrala
- Development programmes have been implemented in the Indian cities of Mithapur, Babrala and Haldia to promote local handicrafts through social entrepreneurship.

Project impact

- Over three decades of community development
- Focus areas included – social enterprise, infrastructural development, agricultural enhancement, alternative livelihoods, education etc.
- Impacted over 1 million individuals
- Implemented social initiatives primarily around its business operations
- Introduced new technologies to set up rural BPOs
- Expanded its reach to Kenya and Europe.

Challenges

- Empower neighbouring communities towards achieving self-sufficiency
- Developing rural economies that are stable and sustainable.

Key success factors: What worked?

- An integrated and participatory approach followed by TCSRSD, ensured that the community members become the real managers and owners of initiatives and work towards their own development
- The Company took technology to rural India by setting up rural BPO centers that provide new age employment opportunities to the non-urban population
- Took into account location specific and business specific concerns, and requirements while implementing the community development initiatives
- To assess the impact of their community development interventions, TCSRSD conducts the community satisfaction survey every year.

Tata Motors

CASE STUDY 39

Agriculture Development through Lift Irrigation (LI) Project

The Lift Irrigation project provided an assured perennial irrigation facility to farmers. Water from perennial sources, like rivers, is lifted through motor pumps to the adjoining agricultural plots. An underground network of pipelines helps to draw and discharge water at selected points. This enables farmers practise multiple cropping, instead of mono-cropping, which in turn leads to higher incomes.



What did Tata Motors do?

Tata Motors has commissioned 15 Lift Irrigation projects for farmers who are largely from the Affirmative Action communities. These farmers were bereft of assured irrigation which limited them to practice rain fed mono-cropping on their parched land. The farmers were motivated to adopt LI units, a departure from their traditional and mono-cropping practices which yielded just one paddy crop, with some seasonal vegetable cultivation, these practices did not help them even subsist. Migrating to the towns for menial jobs was a natural phenomenon which was leading to gradual alienation from agriculture.

The 15 LI units installed are perennially irrigating over 500 acres of arable land benefitting 531 farmer families, constituting 70 per cent ST farmers. The aim of this project was to institutionalise the farming community for joint ownership of the irrigation facility and to enhance their capacity to adopt multiple-cropping practices by growing paddy twice and growing vegetables, spinach, lentils, oil seeds, pulses, maize and wheat.



Project impact

- 70 per cent of beneficiaries now practise multiple-cropping throughout the year
- Their income level has risen by ₹ 7,000/- to ₹ 8,000/- resulting in an improved quality of life
- The cropping intensity has risen from 114 per cent to 165 per cent.
- The farmers have been trained to manage the LI units on their own and sustain.



Challenges

A major challenge was to institutionalise the farmers to manage a joint initiative and own the Lift Irrigation structure for sustainable use. The onerous task of mitigating conflicts between farmers benefitting and non-beneficiaries was also a challenge.



GOAL# 10 IMPACTS

- Assured perennial irrigation
- Multiple-cropping
- Raised cropping intensity
- Higher income
- Improved lives

VALUE LEVERS FOR THE COMPANY

- Proven model
- Improved quality of life
- Increased trusteeship
- Adding to brand image



Key success factors: What worked?

- Deployment of participatory planning tools
- Collective execution of the work by farmers which was facilitated by trained human resource having good rapport with them
- Training on modern agricultural practices through linkages with the scientific community
- Demonstrated benefits of the LI project helped replicate the same model in different villages. On reaping benefits of multiple cropping, they grew newer crops which proved successful too.

CASE STUDY 40

Making “Model Village - Kadachimeth, Jawhar” in Tribal Land through Socio-Economic Development

India has about 7 lakh villages, of which thousands are bereft of electricity, infrastructure and sound education facilities. Understanding the importance of developing villages to fast-track India’s growth story, in 2014 Tata Power announced its commitment to transform Kadachimeth, a tribal village in the Thane District of Maharashtra, into a model village by 2017 – i.e. one with good roads, good educational facilities, medical outreach, and solid infrastructure so that the village becomes a role model for the neighbouring villages to emulate.

GOAL# 10 IMPACTS

- Improve economic capacities
- Entrepreneurship

VALUE LEVERS FOR THE COMPANY

- Build social capital

What did Tata Power do?

- Supported livelihood initiatives such as promotion of agriculture practices, poultry farming, bee keeping, tailoring and more to increase annual household income
- Skill development programmes were set up for youth and employability skills were built for the students to secure employment opportunities
- Capacity building of communities was conducted through SHG strengthening and village Development committees to generate ownership and sustainability of programmes
- Awareness and interventions on water, sanitation and hygiene
- Provided basic health facilities and education
- Promotion of tribal art such as ‘Warli’ painting
- Integrated watershed management practices were put in place to increase irrigated land and enhance agricultural productivity
- Infrastructure development of community organisations was also conducted.

Project impact

- 100 per cent of women in the area were empowered through SHG linking and have received secured livelihood opportunities to support their families
- Watershed programmes showed significant impact, 90 per cent of farmers taking only Karif crop were ready to take Rabi crop through water restoration. Thirty-seven acres of land is now under irrigation
- The initiative helped secure basic entitlements like caste certificate and enabled villagers to get government schemes
- Generated social awareness and an aspiration to work for development, among communities.

Key success factors: What worked?

- Support from community, village leaders and active youth volunteers
- Timely inputs of senior leaders from corporates
- Employee volunteering.

Challenges

- Finding implementing partners in the remote village
- Time-bound programme (as this is a three-year programme).





With support from Tata Chemicals Society for Rural Development, women in Mithapur and Babrala are being supported in their entrepreneurship ventures. Along with the products like Karzobi, honey and incense sticks, bandhani has also been introduced. Women producers groups are also formed for financing and manufacturing of these products.