

Corporate Social Responsibility(CSR)

Evolution Of CSR In India

India has the world's richest tradition of Corporate Social Responsibility (CSR). The term CSR may be relatively new to India, but the concept dates back to Mauryan history, where philosophers like Kautilya emphasized on ethical practices and principles while conducting business. CSR has been informally practiced in ancient times in form of charity to the poor and disadvantaged. Indian scriptures have at several places mentioned the importance of sharing one's earning with the deprived section of society. We have a deep rooted culture of sharing and caring.

Religion also played a major role in promoting the concept of CSR. Islam had a law called Zakaat, which rules that a portion of one's earning must be shared with the poor in form of donations. Merchants belonging to Hindu religion gave alms, got temples and night shelters made for the poorer class. Hindus followed Dharmada where the manufacturer or seller charged a specific amount from the purchaser, which was used for charity. The amount was known as charity amount or Dharmada. In the same fashion, Sikhs followed Daashaant.

Here, we can understand that the history of CSR in India runs parallel to the historical development of India. CSR has evolved in phases like community engagement, socially responsible production, and socially responsible employee relations. Therefore, the history of Corporate Social responsibility in India can be broadly divided into four phases:

The first phase of CSR was driven by noble deeds of philanthropists and charity. It was influenced by family values, traditions, culture and religion along with industrialization. Till 1850, the wealthy businessmen shared their riches with the society by either setting up temples or religious institutions. In times of famines, they opened their granaries for the poor and hungry. The approach towards CSR changed with the arrival of colonial rule in 1850. In the Pre-independence era, the pioneers or propagators of industrialization also supported the concept of CSR. In 1900s, the industrialist families like Tatas, Birlas, Modis, Godrej, Bajajs and Singhanias promoted this concept by setting up charitable foundations, educational and healthcare institutions, and trusts for community development. It may also be interesting to note that their efforts for social benefit were also driven by political motives.

The second phase was the period of independence struggle when the industrialists were pressurized to show their dedication towards the benefit of the society. Mahatma Gandhi urged to the powerful industrialists to share their wealth for the benefit of underprivileged section of the society. He gave the concept of trusteeship. This concept of trusteeship helped in the socio-economic growth of India. Gandhi regarded the Indian companies and industries as "Temples of Modern India". He influenced the industrialists and business houses to build trusts for colleges, research and training institutes. These trusts also worked to enhance social reforms like rural development, women empowerment and education. In the third phase from 1960-1980, CSR was influenced by the emergence of Public sector undertakings to ensure proper distribution of wealth. The policy of industrial licensing, high taxes and restrictions on the private sector resulted in corporate malpractices. This led to enactment of legislation regarding corporate governance, labor

and environmental issues. Still the PSUs were not very successful. Therefore there was a natural shift of expectation from the public to the private sector and their active involvement in the socio-economic growth. In 1965, the academicians, politicians and businessmen set up a national workshop on CSR, where great stress was laid on social accountability and transparency.

In the fourth phase from 1980 onwards, Indian companies integrated CSR into a sustainable business strategy. With globalization and economic liberalization in 1990s, and partial withdrawal of controls and licensing systems there was a boom in the economic growth of the country. This led to the increased momentum in industrial growth, making it possible for the companies to contribute more towards social responsibility. What started as charity is now understood and accepted as responsibility.

In the current scenario in India, the new companies act amended in December 2012 mandates the corporate to spend 2% of their average net profits of the last three financial years towards CSR. This is applicable for companies with a turnover of 1000 Cr/ PAT of 5 Cr/ or net worth of 500 cr. The new bill replaces the Companies act 1956 and emphasizes carrying forward the agenda of Corporate Social Responsibility.

Types of CSR

Corporate Social Responsibility initiatives are based on four different categories:

Ethical Responsibility

Ethical responsibility is about looking after the welfare of the employees by ensuring fair labor practices for the employees and also the employees of their suppliers. Ethical labor practices for suppliers mean that the companies will ensure the use of products that have been certified as meeting fair trade standards. Ensuring fair labor practices for employees mean that there will be no gender, race or religious discrimination among the employees and each employee will be given equal pay for equal work and better living wage compensation.

Here, a good example can be Google. Google employees have high levels of job satisfaction because they are well compensated and well paid at work. The work environment at Google is supportive and the company looks after the

well-being of its employees. Google offers free meal at work which saves a lot of money from their wages. Google gives its employees free access to campus cafes, micro kitchens and other options for breakfast, lunch, and dinner.

Philanthropic Responsibility:

Philanthropic responsibility means to serve the humanity. This criterion pays attention to the well-being of the unprivileged or needy people who badly require our support to sustain on this planet. Companies fulfill their philanthropic responsibility by donating their time, money or resources to charities and organizations at national or international levels. These donations are mainly given to a variety of worthy causes including human rights, national disaster relief, and clean water and education programs in underdeveloped countries.

No other business tycoon has fulfilled the philanthropic responsibilities better than Bill Gates. Bill Gates has donated billions of dollars to the Bill and Melinda Gates Foundation, which supports numerous causes including education, the eradication of malaria and agricultural developments etc.

Environmental Responsibility:

Currently, we need to focus on two main areas of our environment: limiting pollution and reducing greenhouse gases. Companies are bound to fulfill their economic responsibility because awareness of environmental issues are growing largely among the consumers and today they want businesses to take necessary steps to save our planet and preserve all the lives in it. Companies that are concerned about reducing air, land and water pollution have increased their standing as good corporate citizens while benefiting the society.

An example of environmental responsibility is Tesla Motors that design cars combining style, acceleration and handling with advanced technologies in order

to make it more environmental friendly and reduce pollutions. Tesla cars do not need gasoline refueling and it can be charged at home.

Economic Responsibility:

Economic responsibility is an interconnected field which focuses to strike a balance between business, environmental and philanthropic practices. Economic responsibility abides by, the set standards of ethical and moral regulations. In this context, companies try to find out a solution which can facilitate their business growth and generate profits by benefitting the community and our society.

Here economic decisions are made by considering their overall effects on society and businesses at the same time. Hence, economic responsibility can improve business operations while engaging in sustainable practices.

Conclusion

The CEO's running the business organizations must understand that Corporate Social responsibility has become a mandatory practice and they can't deny it anymore.

Corporations, business houses and entrepreneurs can improve their public image by supporting nonprofits through volunteerism and making monetary or materialistic donations to build strong partnerships with their consumers and the community alike. When these philanthropic efforts make headlines and get good media coverage, companies increase their chances of becoming favorable in the eyes of their consumers.

Government Policies on CSR

Corporate Social Responsibility (CSR) is a concept whereby companies not only consider their profitability and growth, but also the interests of society and the environment by taking responsibility for the impact of their activities on stakeholders, environment, consumers, employees, communities, and all other members of the public sphere. The basic premise is that when the corporations get bigger in size, apart from the economic responsibility of earning profits, there are many other responsibilities attached to them which are more of non-financial/social in nature. These are the expectations of the society from these corporate to give something in return to the society with whose explicit or implicit help these entities stand where CSR is understood to be the way firms integrate social, environmental and economic concerns into their values, culture, decision making, strategy and operations in a transparent and accountable manner and thereby establish better practices within the firm, create wealth and improve society.

Corporate Social Responsibility is nothing but what an organisation does, to positively influence the society in which it exists. It could take the form of community relationship, volunteer assistance programmes, special scholarships, preservation of cultural heritage and beautification of cities.

The term Corporate Social responsibility refers to the concept of business being accountable for how it manages the impact of its processes on stakeholders and takes responsibility for producing a positive effect on society.

Why CSR at All?_

Business cannot exist in isolation; business cannot be oblivious to societal development. The social responsibility of business can be integrated into the business purpose so as to build a positive synergy between the two.

1. CSR creates a favourable public image, which attracts customers. Reputation or brand equity of the products of a company which understands and demonstrates its social responsibilities is very high. Customers trust the products of such a company and are willing to pay a premium on its products. Organizations that perform well with regard to CSR can build reputation, while those that perform poorly can damage brand and company value when exposed. Brand equity, is founded on values such as trust, credibility, reliability, quality and consistency.

2. Corporate Social Responsibility (CSR) activities have its advantages. It builds up a positive image encouraging social involvement of employees, which in turn develops a sense of loyalty towards the organization, helping in creating a

dedicated workforce proud of its company. Employees like to contribute to the cause of creating a better society. Employees become champions of a company for which they are proud to work.

3. Society gains through better neighbourhoods and employment opportunities, while the organization benefits from a better community, which is the main source of its workforce and the consumer of its products.

4. Public needs have changed leading to changed expectations from consumers. The industry/ business owes its very existence to society and has to respond to needs of the society.

5. The company's social involvement discourages excessive regulation or intervention from the Government or statutory bodies, and hence gives greater freedom and flexibility in decision-making.

6. The internal activities of the organisation have an impact on the external environment, since the society is an interdependent system.

7. A business organisation has a great deal of power and money, entrusted upon it by the society and should be accompanied by an equal amount of responsibility. In other words, there should be a balance between the authority and responsibility.

8. The good public image secured by one organisation by their social responsiveness encourages other organizations in the neighbourhood or in the professional group to adapt themselves to achieve their social responsiveness.

9. The atmosphere of social responsiveness encourages co-operative attitude between groups of companies. One company can advise or solve social problems that other organizations could not solve.

10. Companies can better address the grievances of its employees and create employment opportunities for the unemployed.

11. A company with its “ear to the ground” through regular stakeholder dialogue is in a better position to anticipate and respond to regulatory, economic, social and environmental changes that may occur.

12. Financial institutions are increasingly incorporating social and environmental criteria into their assessment of projects. When making decisions about where to place their money, investors are looking for indicators of effective CSR management.

13. In a number of jurisdictions, governments have expedited approval processes for firms that have undertaken social and environmental activities beyond those required by regulation.

The Corporate Social Responsibility Voluntary Guidelines issued by the MCA in December 2009 was the first step towards mainstreaming the concept of Business Responsibilities. Through these Guidelines, the Ministry urged the business sector to adopt the principles contained in the Guidelines for responsible business practices. The document also said that “after considering the experience of the adoption of these Guidelines by the Indian corporate sector and consideration of relevant feedback and other related issues, the Government may initiate the exercise for review of these Guidelines and further improvement after one year.

CORPORATE SOCIAL RESPONSIBILITY UNDER THE COMPANIES ACT, 2013

The Companies Act, 2013 has introduced the concept of Corporate Social Responsibility in India to the forefront. It aims to promote greater transparency and disclosure. The Ministry of Corporate Affairs notified Section 135 and Schedule VII of the Companies Act 2013 as well as the Companies (Corporate Social Responsibility Policy) Rules, 2014 which came into effect from April 1, 2014. The MCA further issued Circular No. 21/2014 and

36/2014 to clarify on certain matters. Notification making further amendments in Schedule VII was issued on August 2014 and Companies (Corporate Social Responsibility Policy).

Amendment Rules, 2015 were released on January 2015. The provisions of the Act and the Rules amended till July 2015 are given below-

Definition of CSR

The term 'CSR' is defined in the Companies (Corporate Social Responsibility Policy) Rules to mean and include but not limited to:

- projects or programs relating to activities specified in the Schedule VII of the Act; or

- projects or programs relating to activities undertaken by the Board in pursuance of recommendations of the CSR Committee as per the declared CSR policy subject to the condition that such policy covers subjects enumerated in the Schedule VII of the Act.

Corporate Social Reporting: [mandatory Disclosure Requirements]

It is mandatory for companies to disclose in Board's Report, an annual report on CSR. The report of the Board of Directors attached to the financial statements of the Company would also need to include an annual report on the CSR activities of the company in the format prescribed containing following particulars –

- A brief outline of the company's CSR policy, including overview of projects or programs proposed to be undertaken and a reference to the web-link to the CSR policy and projects or programs.

- The Composition of the CSR Committee.

- Average net profit of the company for last three financial years

- Prescribed CSR Expenditure

- Details of CSR spent during the financial year.

- In case the company has failed to spend the two per cent of the average net profit of the last three financial years or any part thereof, the company shall provide the reasons for not spending the amount in its Board report.

- A responsibility statement of the CSR Committee that the implementation and monitoring of CSR Policy, is in compliance with CSR objectives and Policy of the company. If the company has been unable to spend the minimum required on its CSR initiatives, the reasons for not doing so are to be specified in the Board Report. If a company has a website, the CSR policy and the report containing details of such activities have to be made available on the company's website for informational purposes.

Tata Steel [TISCO] – A company that also makes steel

Tata Steel's Vision strikes a balance between economic value as well as ecological and societal value by aspiring to be "a Global Benchmark in Value Creation and Corporate Citizenship". In the initial years, Tata Steel's CSR interventions were more as a 'provider' to society where the community was given support for its

Overall needs, both for sustenance and development. Gradually, the shift in approach led to Tata Steel being an 'enabler' focusing on building community capacity through training programmes; focusing on providing technical support rather than giving aid. At present, CSR interventions of Tata Steel focus on 'sustainable development' to enhance the quality of life of people. It guides the Company in its race to excel in all areas of sustainability. J R D Tata the Chairman of the Tata Group believed that, "to create good working conditions, to pay the best wages to its employees and provide decent housing to its employees are not enough for the industry, the aim of an industry should be to discharge its overall social responsibilities to the community and the society at large, where industry is located." Guided by this mandate, Tata Steel has for decades uses its skills and resources, to the extent it can reasonably afford, to give back to the community a fair share of the product of its efforts.

The Company supports and propagates the principles of the United Nations Global Compact as a Founder Member, is a signatory to the World steel Sustainability Charter and supports the Affirmative Action programme of the Confederation of Indian Industry. Tata Steel's approach to business has evolved from the concept that the wealth created must be continuously returned to society. The responsibility of combining the three elements of society - social, environmental, and economic - is of utmost importance to the way of life at Tata Steel. Today, Tata Steel's CSR activities in India encompass the Company's Steel Works, Iron ore mines and collieries, reaching out to the city of Jamshedpur, its peri-urban areas and over 800 villages in the states of Jharkhand, Odisha and Chhattisgarh. Community involvement is a characteristic of all Tata Steel Group companies around the world. It can take the form of financial support, provision of materials and the involvement of time, skills and enthusiasm of employees. The Group contributes to a very wide range of social, cultural, educational, sporting, charitable and emergency assistance programmes. The Company works in partnership with the Government, national and international development organisations, local NGOs and the community to ensure sustainable development.

The Corporate Services Division delivers these responsibilities through several institutionalised bodies:

- Tata Steel Corporate Social Responsibility and Accountability Policy

- Corporate Social Responsibility
- Tata Steel Rural Development Society (TSRDS)
- Tribal Cultural Society (TCS)
- Tata Steel Family Initiatives Foundation (TSFIF)
- Tata Steel Skill Development Society (TSSDS)
- Education
- Medical Services
- Urban Services
- Sports Department
- Tata Steel Adventure Foundation
- JUSCO
- Other societies like Ardeshir Dalal Memorial Hospital, Blood Banks, Kanti Lal Gandhi Memorial Hospital etc.)
- Tata Relief Committee

To assess the effectiveness of its social initiatives Tata Steel has innovatively devised a Human Development Index (HDI). In 2012-13, HDI assessment was completed for 230 villages. The Corporate Social Responsibility Advisory Council was also created with the objective that this apex body along with the

results of the measurement of HDI will enable the Group to direct its social initiatives better and allocate resources more efficiently

Benefits of CSR towards Society

CSR is the way to show the human face of your business. Businesses deal with humans so you can only connect with them through human language by showing some humanity. For most businesses, it makes sense to get involved in progression of the community solely, depending on CSR initiatives related to your product or service.

CSR initiatives can be the best way to contribute to the society and its people. Through local or national charitable contributions businesses can help the society. Businesses can get involved in the society and help it to progress by taking social initiatives on behalf of the company such as investing in education programs for the poor and street children and homeless care activities for homeless people or refugees. They can support a local charity making financial contributions in effective charitable projects. If you are a restaurant owner you may provide food to local homeless groups or to orphanages free of cost.

Businesses can pay attention to material recyclability, develop better product durability and functionality and use more renewable resources at lesser costs to keep the environment as clean as possible and contribute to the ecology of the country.

When businesses decide to make positive contributions to the society they are actually benefitting the company in the process. The companies benefit through lower operating costs, increased sales and customer loyalty, greater

productivity, gaining ability to attract and keep skilled employees, getting access to more capital through more willing investors etc.

CSR is the thoughtful and practical way to give back to the society. When businesses are walking extra miles to do good to the people, do good to the environment and society.

CSR has strong and direct impact on business performances as well. According to, CSR RepTrak® studies, if businesses improve their CSR perception, chances are higher that consumer recommendation will go up to 9% for the company.

Contributing to social value has become the first and foremost condition to creating a successful business. Companies need to establish themselves as socially responsible and good corporate citizens to add greater value to their business.

Conclusion

Today almost all businesses are incorporating CSR initiatives in their business strategies to benefit the company, increase its sales and create a brand more appealing and friendly to the consumers by contributing to the society.

Nestle can be a great example in this context. Nestle has a great and positive tagline which completely upholds the brand's motto- "Good food. Good Life." This is not a mere tagline just used for promoting the brand. It actually summarizes their CSR initiatives and shows their commitment to the betterment of public health.

Nestle has made 41 public commitments to enhance the quality of life and ensure a healthier future for all. These commitments contribute to the UN's Sustainable Development Goals. The details of Nestlé's progressive

CSR initiatives are published in their Annual Review of the company almost every year.

Nestle has struck the right balance between sustainable growth and efficiency, and creating long term value for the shareholders and society on the whole. In 2016 Nestle made operating profit up to 16% which increased to 17.5% in the following years and now they are committed to expand the trading operating profit margin to 18.5% by 2020.

At present CSR holds no separate department at corporate houses and CSR professionals are housed in communications and PR departments which is an inappropriate practice. CSR experts suggest that it should be incorporated into every department of the company starting from supply chain, procurement, innovation, manufacturing, to HR so that company can reap a good harvest from the investments that it makes.

Value Diversity and Building Relationships

What is Culture?

"Culture" refers to a group or community which shares common experiences that shape the way its members understand the world. It includes groups that we are born into, such as race, national origin, gender, class, or religion. It can also include a group we join or become part of. For example, it is possible to acquire a new culture by moving to a new country or region, by a change in our economic status, or by becoming disabled. When we think of culture this broadly we realize we all belong to many cultures at once.

Why is culture important?

Culture is a strong part of people's lives. It influences their views, their values, their humour, their hopes, their loyalties, and their worries and fears. So when you are working with people and building relationships with them, it helps to have some perspective and understanding of their cultures.

But as we explore culture, it's also important to remember how much we have in common. People see the world very differently, but they know what it is like to wake up in the morning and look forward to the adventures that of the day. We are all human beings. We all love deeply, want to learn, have hopes and dreams, and have experienced pain and fear.

At the same time, we can't pretend our cultures and differences don't matter. We can't gloss over differences and pretend they don't exist, wishing we could all be alike, and we can't pretend that discrimination doesn't exist.

Why is understanding culture IMPORTANT?

The world is becoming increasingly diverse and includes people of many religions, languages, economic groups, and other cultural groups.

It is becoming clear that in order to build communities that are successful at improving conditions and resolving problems, we need to understand and appreciate many cultures, establish relationships with people from cultures other than our own, and build strong alliances with different cultural groups. Additionally, we need to bring non-mainstream groups into the centre of civic activity. Why?

In order to build communities that are powerful enough to attain significant change, we need large numbers of people working together. If cultural groups join forces, they will be more effective in reaching common goals, than if each group operates in isolation.

Each cultural group has unique strengths and perspectives that the larger community can benefit from. We need a wide range of ideas, customs, and wisdom to solve problems and enrich community life. Bringing non-mainstream groups into the center of civic activity can provide fresh perspectives and shed new light on tough problems.

Understanding cultures will help us overcome and prevent racial and ethnic divisions. Racial and ethnic divisions result in misunderstandings, loss of opportunities, and sometimes violence. Racial and ethnic conflicts drain communities of financial and human resources; they distract cultural groups from resolving the key issues they have in common.

People from different cultures have to be included in decision-making processes in order for programs or policies to be effective. The people affected by a decision have to be involved in formulating solutions--it's a basic

democratic principle. Without the input and support of all the groups involved, decision-making, implementation, and follow through are much less likely to occur.

An appreciation of cultural diversity goes hand-in-hand with a just and equitable society. For example, research has shown that when students' cultures are understood and appreciated by teachers, the students do better in school. Students feel more accepted, they feel part of the school community, they work harder to achieve, and they are more successful in school.

If we do not learn about the influences that cultural groups have had on our mainstream history and culture, we are all missing out on an accurate view of our society and our communities.

Diversity Issues When Developing Work Relations with Colleagues

Understanding the diversity issues that can interrupt working relationships, such as differences in communication styles or business etiquette, helps employees and organizational leaders diminish the impact of these issues or avoid them altogether. There are, of course, dozens of issues that can divide us in a multicultural workplace/community.

1. Language Differences

The issue which is most apt to cause discomfort in the workplace is language. The challenges of working in a multi-lingual environment are many. Accents, for one, can make it very difficult to understand what the other person is saying. Multiple languages being spoken in the workplace can be another source of tension.

2. Differences in Values and Etiquette

Scholars who study cultural diversity agree that the primary value that distinguishes American culture from much of the rest of the world is America's emphasis on the individual over the group. We tend to reward individual effort, emphasize individual responsibility, and give credit for individual achievement. By contrast, 70 percent of the rest of the world is more concerned with the needs and responsibilities of the group. Members of what are called

"collectivist" cultures live their lives for the good of the group. Perhaps, for example, you have encountered colleagues who seem uncomfortable when complimented in front of others or when selected for the honour of "worker of the month." Maybe you know someone from a group-oriented culture who refused a promotion because she was uncomfortable being elevated above the group. As you study diversity further, you will gradually see that group versus individualistic cultural differences can affect a wide-variety of workplace relationships.

3. Tone of voice

Have you ever had an encounter with someone from another culture who seemed to be rude or demanding only to discover later that he or she had no intention of sounding that way? There are a number of reasons why this happens. The tonal structure of many languages simply does not translate very harmoniously into English. Because of the harshness of tone, someone from these countries might sound inadvertently rude when making a request or statement.

4. Clustering

Clustering means the habit of primarily sitting with, talking to, and "hanging around" people who are like oneself. Although there is nothing intrinsically wrong with clustering, it can create the impression of exclusion and even racism. No matter what the group involved -- be it Anglo, African-American, Asian, Latino -- when we routinely congregate with those who are like ourselves culturally or racially, it can be misinterpreted to mean that we regard our own group as better than others.

5. Communication

Verbal and non-verbal communication can be an issue in cross-cultural workplace relationships. For example, even a foreign-born colleague fluent in the English language can misunderstand English words because of regional accents, dialects, slang or speech impediments. Non-verbal communication such as how a person sits or uses eye contact also can be misinterpreted between colleagues of different cultures unless colleagues can learn about each other's specific communication styles.

6. Tolerance

Racial and cultural resentments can be toxic issues in the workplace. For example, insensitive comments or assumptions about someone based on a stereotype can hurt a working relationship or get you in trouble, even if done naively or through just kidding around. Part of the American culture is to be outspoken and assertive, which are useful traits until what we say and how we

say it to a colleague comes off as offensive. How colleagues of different cultures or sub-cultures dress, wear their hair, greet people or carry themselves can also be confusing or spark unfair judgment in a workplace.

7. Religious Issues

Religious differences can be a deeply personal diversity issue among co-workers. Talking about religion in a workplace or business setting can cross ethical or legal lines. Still, religious differences need to be understood even in seemingly benign interactions such as a colleague refusing your drink offer after work because his religion forbids consuming alcohol. Respecting colleagues' religious beliefs, especially when they're different from yours, can help you avoid awkward or negative conflicts and improve working relations.

8. Workplace Issues

Cultures can differ widely on ways to interact with authority figures at work. For example, cultural influences can compel a foreign-born employee to respect his boss's ideas and choices without question. To the manager who expects challenges and feedback from employees, the submissive behavior can be interpreted as if the worker is too passive or disengaged. Issues also can arise from cultural differences regarding decision-making, learning, disclosing information, resolving conflict or completing tasks.

Overcoming Issues

Even respect shown in seemingly small ways can build trust despite diversity issues. For example, learning how to say a colleague's name correctly or how to say "good morning" or "thank you" in a person's native language shows respect. Such effort shows appreciation for foreign colleagues and the challenges they go through in learning new languages and adapting to new ways. Temporarily setting aside your own beliefs, assumptions and judgments in order to see through others' cultural lenses can help you overcome diversity issues with colleagues.

Why Have Good Relationships?

Human beings are naturally social creatures – we crave friendship and positive interactions, just as we do food and water. So it makes sense that the better our relationships are at work, the happier and more productive we're going to be.

Good working relationships give us several other benefits: our work is more enjoyable when we have good relationships with those around us. Also, people are more likely to go along with changes that we want to implement, and we're more innovative and creative.

What's more, good relationships give us freedom: instead of spending time and energy overcoming the problems associated with negative relationships, we can, instead, focus on opportunities.

Good relationships are also often necessary if we hope to develop our careers. After all, if your boss doesn't trust you, it's unlikely that he or she will consider you when a new position opens up. Overall, we all want to work with people we're on good terms with.

We also need good working relationships with others in our professional circle. Customers, suppliers and key stakeholders are all essential to our success. So, it's important to build and maintain good relations with these people.

Defining a Good Relationship

There are several characteristics that make up good, healthy working relationships:

Trust – This is the foundation of every good relationship. When you trust your team and colleagues, you form a powerful bond that helps you to work and communicate more effectively. If you trust the people you work with, you can be open and honest in your thoughts and actions, and you don't have to waste time and energy "watching your back."

Mutual Respect – When you respect the people who you work with, you value their input and ideas, and they value yours. Working together, you can develop solutions based on your collective insight, wisdom and creativity.

Mindfulness – This means taking responsibility for your words and actions. Those who are mindful are careful and attend to what they say, and they don't let their own negative emotions impact the people around them.

Welcoming Diversity – People with good relationships not only accept diverse people and opinions, but they welcome them. For instance, when your friends and colleagues offer different opinions from yours, you take the time to consider what they have to say, and factor their insights into your decision-making.

Open Communication – We communicate all day, whether we're sending emails and IMs, or meeting face to face. The better and more effectively you communicate with those around you, the richer your relationships will be. All good relationships depend on open, honest communication.

Social Entrepreneurship

Social Entrepreneurship

Social entrepreneurship is all about recognizing the social problems and achieving a social change by employing entrepreneurial principles, processes and operations. It is all about making a research to completely define a particular social problem and then organizing, creating and managing a social venture to attain the desired change. The change may or may not include a thorough elimination of a social problem. It may be a lifetime process focusing on the improvement of the existing circumstances.

While a general and common business entrepreneurship means taking a lead to open up a new business or diversifying the existing business, social entrepreneurship mainly focuses on creating social capital without measuring the performance in profit or return in monetary terms. The entrepreneurs in this field are associated with non-profit sectors and organizations. But this does not eliminate the need of making profit. After all entrepreneurs need capital to carry on with the process and bring a positive change in the society.

Along with social problems, social entrepreneurship also focuses on environmental problems. Child Rights foundations, plants for treatment of waste products and women empowerment foundations are few examples of social ventures. Social entrepreneurs can be those individuals who are associated with non-profit and non-government organizations that raise funds through community events and activities.

In the modern world, there are several well-known social entrepreneurs who have contributed a lot towards the society. The founder and manager of Grameen Bank, Muhammad Yunus is a contemporary social entrepreneur who has been awarded a Nobel Peace Prize for his venture in the year 2006. The

venture has been continuously growing and benefiting a large section of the society.

Rang De is another brilliant example of a non-profit social enterprise. Established in the year 2008 by Ramakrishna and Smita Ram, it is an online platform from where rural and urban poor people in India can access micro-credits with an interest rate of as low as 2 percent per annum. Lenders from all across the country can directly lend money to borrowers, track investments and receive regular payments online.

The George Foundation is one more nationally recognized social enterprise. The Women's Empowerment Program creates awareness among women by providing them education, vocational training, cooperative farming, business development and savings planning. By employing the principles of social entrepreneurship, these organizations are addressing the social problems and bringing a positive change in the society.

There are several other organizations that are considered as a positive changemakers in the society. Echoing Green, The Canadian Social Entrepreneurship Foundation, Schwab Foundation for Social Entrepreneurship, The Skoll Foundation, NIKA Water Company, Newman's Own and Ashoka: Innovators for the Public are such organization that aim for bringing social change and continuously improving the existing conditions in the society.

The field of social entrepreneurship is rapidly growing and attracting the attention of numerous volunteers. It has now become a common term in university campuses. The reason behind the increasing popularity of this product is that individuals get to do what they have been thinking for long. The extraordinary people put their brilliant ideas and bring a change in society against all odds.

Social Entrepreneurship – History

Social entrepreneurship is a kind of entrepreneurship initiative that aims at taking up a social problem for bringing about a transformation in the same. The person who takes up the challenge is called a social entrepreneur and he / she uses principle of entrepreneurship with the intent of creating social capital and not being essentially profit centered.

The aim of social entrepreneurship is to promote the cause of social and environmental goals that have an impact in either in the present or the times to come. Such entrepreneurs are generally a part of or associated in some way with some nonprofit organizations (NGO's). Although profit making is also as aspect of this concept but it may not be the sole purpose of the organization.

Andrew Mawson worked extensively upon the concept of social entrepreneurship and extended the same to bring about reform in the community structure. He also laid the foundation of the Bow center in east London. For this he was conferred upon the peerage of Lord Mawson and he works for developing partnerships for regeneration work initiated by him.

Social entrepreneurship is relatively a new term. It came in to notice just a few decades ago. But its usage can be found throughout the history. In fact, there were several entrepreneurs who established social enterprises to eliminate social problems or bring positive change in the society. Vinoba Bhave, the founder of India's Land Gift Movement, Robert Owen, the founder of cooperative movement and Florence Nightingale, founder of first nursing school and developer of modern nursing practices might be included in this category. They had established such foundations and organizations in 19th century that is much before the concept of Social Entrepreneurship used in management.

There were entrepreneurs during nineteenth and twentieth centuries who made efforts to eradicate social evils. Apart from this, there are many societies and organizations that work for child rights, women empowerment, save environment, save trees, treatment of waste products, etc. Apart from addressing the social issues, social entrepreneurship also includes recognition and addressing the environmental problems and financial issues for rural and urban poor.

These days, the concept of social entrepreneurship has been widely used and that too in different forms. The establishment of Grameen Bank by Muhammad Yunus, Ashoka: The Innovators for the Public by Bill Drayton, Youth United by Jyotindra Nath, Rand De by Ramakrishna and Smita Ram, SKS Microfinance by Vikram Akula and Roozi.com by Nick Reder, Brent Freeman and Norma La Rosa has popularized the term.

In fact, **all big brands and companies are adopting the concept of social entrepreneurship** and trying to address the issues in our society by opening schools in far flung areas, educating women for family planning, making it possible for farmers and poor individuals to access low interest credits, establishing plants for waste treatment, planting trees and going green.

The concept of Social Entrepreneurship has also been included as a separate branch of management courses. Even youth is also looking forward to volunteering their services and brilliant ideas to bring a social change through social entrepreneurship.

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Social Entrepreneurs

According to Greg Dees, co-founder of the Centre for the Advancement of Social Entrepreneurship at Duke University and a member of the Impact Entrepreneurs advisory board –

‘Social entrepreneurs are individuals with innovative solutions to society’s most pressing social problems. They are persistent and ambitious, tackle major social issues and offer new ideas for a wide-scale change.’

Usually, people leave the societal needs to the government or the business sectors. However, social entrepreneurs tend to identify areas that are not working efficiently in the current system and solve the problem by changing it, spreading the awareness about the solution, and persuading people to be a part of the change.

As a common trait, social entrepreneurs are obsessed with their ideas and commit their lives to change. They are visionaries since they envision a society without the problems. Further, they are realists, since they concern themselves with the practical implementation of their vision.

They also present ideas which are user-friendly, ethical, and easily understandable and engage widespread support. This ensures that local people stand up, grab their idea and implement it. In simple words, every leading social entrepreneur is a mass recruiter of local change makers. He is a role model who tells people that their action can do anything. In the last two decades, social entrepreneurship has grown based on the understanding that a new idea in the hands of a good entrepreneur is a powerful tool.

Why Social Entrepreneur?

Like regular business entrepreneurs change the face of business, social entrepreneurs work as the agents of change for the society. They seize

opportunities that others miss, improve systems, invent new approaches and also create solutions to change society for the better. A business entrepreneur can create an entirely new industry. Similarly, a social entrepreneur can come up with new solutions to social problems, implement them on a large scale and change the face of society. Here are some examples of leading social entrepreneurs:

Susan B. Anthony (U.S.) – She fought for Women’s Rights in the United States of America. Her fight included the right to control property and helped spearhead the adoption of the 19th Amendment to the Constitution.

Vinoba Bhave (India) – He was the founder and leader of the Land Gift Movement. Under this movement, he caused the redistribution of more than 7,000,000 acres of land to help India’s untouchables and landless.

Dr. Maria Montessori (Italy) – She developed the Montessori approach to early childhood education.

Florence Nightingale (U.K.) – She was the founder of modern nursing. Further, she established the first school for nurses and fought to improve hospital conditions.

Margaret Sanger (U.S.) – She was the founder of the Planned Parenthood Federation of America. Under this federation, she led the movement for family planning efforts around the world.

John Muir (U.S.) – He was a naturalist and a conservationist. He established the National Park system and also helped found The Sierra Club.

Jean Monnet (France) – He was responsible for the reconstruction of the French economy following World War II. Further, his work included the establishment of the European Coal and Steel Community (ECSC).

How social entrepreneurs play the role of change agents?

They adopt a mission to create and sustain social value (not just private value). Further, they recognize and relentlessly pursue new opportunities which serve the mission.

Also, engage in a process of continuous innovation, adaptation, and learning.

Further, act boldly without being limited by the resources in hand.

Finally, exhibit heightened accountability to the constituencies served and also the outcomes created.

Advantages of Social Enterprises

Social enterprises tend to operate with a purpose of creating value for the society and also generate income (if not wealth). As a thumb rule, the solutions they offer are supposed to be innovative, unique, people and environment friendly; Cost effectiveness is also a huge consideration. All of these are challenges to the sustainability of social enterprises, but the ones that are able to scale these are the ones that are able to create a huge impact! They are the enterprises that are advantageous to the society, people and the environment.

Since social enterprises typically deal with people who live at the bottom of the pyramid, therefore they are the ones who are benefited to benefit hugely from the former. In other words social enterprises are beneficial to the poor, generally by providing them with a means of livelihood.

Since social enterprises do not work typically the way corporate setups or private firms work, they offer flexible working environment which is as per the liking of many people groups. This employment may be both short term and long term in nature or it may specially targeted to a specific workgroup or a geographic community or to people with disabilities. Self Employed Women's Association (SEWA), for example, offers various kinds of assistance to self employed poor women.

There are **advantages of a social enterprise that are entrepreneur specific** like:

Social entrepreneurs find it easier to raise capital. There are huge incentives and schemes from the government for the same. since the investment industry here is ethical, it is easier to raise capital at below market rates.

Marketing and promotion for these organisations is also very easy. Since a social problem is being tackled with a solution, it is easier to attract attention of the people and media. The degree of publicity often depends on the degree of uniqueness of the solution.

It is easier to garner support from likeminded individuals since there is a social side to the enterprise. It is also easier to get people onboard at lower salaries than compared to other industry.

Similarly there are **advantages that are specific to the environment, society and the people concerned**. Some of them are as under:

Services in whichever section they may be offered are customized better to suit the needs of the individual or the problem. This is also designed in harmony with all other systems like the environment, society or the people.

Cost effectiveness is another advantage of a social enterprise. The solutions offered by these organisations in the form of either products or services are reasonable than compared to the same service provided by a profit making organisation. No wonder basic amenities like healthcare, education etc have become very affordable to people world over with the help of these institutions. Micro finance, for example, today caters not to the poor but to the poorest!

Although lots of organisations have also made corporate social responsibility an integral part of their business functioning but not many actually mean to create a difference. It is just a means to achieve more profits; there is an increasing need to watch out for the same and help and advocate those who really aim to add value.

Social Business

Social business is a business that is aimed at addressing a social cause. The investment made by the investors is entirely with a vision of contributing to the social welfare and not profit entirely. The investor may however get back his money after a certain time and cover all the operational costs of the organization.

Although social business may be carried out in any area but sectors like healthcare, housing, nutrition, education, financial services to the poor and the down trodden remain the priority. Unlike profit making organizations, success in the field of social business is governed by the amount of impact it is able to create or the positive change it has been able to bring in the existing scheme of things.

As mentioned earlier, **profit takes a back seat, but organizations into social business are not necessarily disallowed to make profits.** Sustainability after all, of both the organization and the investor, is important and profit makes it possible. There is essentially, but, a cap on the amount of profits the organization can make and the profits are to be utilized in the business again. Generally, social businesses cannot make profits in excess of the actual investment.

In fact in Social Business, the line between profitability and social contribution is very difficult to maintain and it often so happens that social businesses become profit making organizations after a few years of operation. It therefore calls for renunciation of the corporate ways of thinking, because what may start as a mole may end up becoming a mountain, 5 – 6 years down the line.

The term social business is often confused with social enterprise. Both are similar in many ways, yet distinct in others. In fact social business may be

called as a component of social enterprise or one of the ways by which a social enterprise expresses itself. Moreover a social enterprise may receive funds from people, through grants or from the government, a social business cannot.

The concept of Social business was given by Muhammad Yunus, who essentially presented as an alternate model to capitalism. It was meant to overcome the shortcomings and failures of capitalism that focuses only on profit making and ignores or fails to address other sides of business. He created a new system where profit making and social businesses exist simultaneously. Also, the social businesses are not prevented from making profits. They are however not allowed to take dividends and reinvest the money earned as profit in the business to scale operations and give maximum benefit to maximum people.

As opposed to devising means to alleviate poor or a trickle down economic system to alleviate the poor, the concept of social business emphasizes an action based system where the poor participates in his / her growth. Prof. Muhammad Yunus used this to create Grameen Bank and disburse money to poor in the form of micro – credit without the condition of giving a property or asset as mortgage. This created opportunity for the poor and allowed for his participation in the free market thereby relieving him of the handicap of relying on the government for grants.

Finally there are two types of social businesses. The first type is the one that purely exists for tackling a social problem. The second type is the one that is owned by the poor and can make profits. The profits can then be distributed between the poor (those who run the business).

Types of Social Entrepreneurs

Social entrepreneurs represent an exceedingly diverse cross-section of businessmen, both in the ways that they conduct business and in the goals that they're seeking to accomplish with their enterprises. They also differ both in the various means that they employ to enhance social wealth and the strategies that they utilize to facilitate those means. Social entrepreneurs work exceptionally hard to produce lasting solutions that will effect permanent change in the lives of the people they hope to impact. The following four are the most common types of social entrepreneurs:

The Community Social Entrepreneur

This sort of social entrepreneur seeks to create ventures meant to serve the social needs of a community within a relatively narrow geographical area. These enterprises are generally structured around the active participation of people living within the served community.

This sort of entrepreneur has an advantage in that his ventures become ever more sustainable over time, as there are vested interests for all parties. One sometimes significant associated disadvantage is that decision-making may be a slower process due to the larger numbers of people involved.

The Non-Profit Social Entrepreneur

These social entrepreneurs are more focused on social wealth than material wealth. Consequently, any profits made are reinvested into the business to facilitate the further expansion of services offered. For this sort of social entrepreneur, the social goal(s) are always more important than mere profit.

While the social entrepreneur is frequently better able to meet his social goals due to the more ready availability of funds, the very motivation to generate those monies may be correspondingly lower.

The Transformational Social Entrepreneur

Here, the focus extends to the creation of an enterprise able to meet those social needs not adequately being met by governments and other businesses. These businesses occasionally evolve into institutions and the involved social entrepreneur must have the skills and capacity to administer a large team.

One advantage of being a transformational social entrepreneur is that it can be easier to recruit excellent volunteers. A not insignificant disadvantage is that it can be far more challenging to comply with an ever-larger web of interrelated rules, regulations, and politics.

The Global Social Entrepreneur

The global social entrepreneur works toward complete transformation of a social system in order to meet major social needs and to change the very fabric of society worldwide. The scope of the global social entrepreneur is international and his aim is to create an enterprise that will stand the test of time.

If he's successful, the net advantage will be that neglected or inadequately-addressed social needs are met. The disadvantage is that there will be far more scrutiny on the business and how it conducts its affairs. If the enterprise fails to win the necessary support of the global community, all of its efforts will be for naught.

ROLE OF TECHNOLOGY IN SOCIAL ENTREPRENEURSHIP

Within the main idea that the notion of social entrepreneurship advocates, it is the usage of innovations that are being considered sufficient enough to deal

effectively with various social problems, such as for instance, to address poverty, to limit the access to healthcare systems, especially in the case of remote or underserved areas, to provide solution plans in relation to youth unemployment, or even to reinforce the role of women in the modern societies by defending women's rights, by maintaining women's access to credits, etc.

For the solution of similar to the aforementioned problems, social entrepreneurs proceed to the usage of various technological innovations. To be specific, we will substantiate this argument by providing a list of examples, deriving from ordinary cases and which indicate ways in which technological applications power social innovation.

For instance, in the majority of the so-called third countries, both farmers and relative workers need to be provided with chronicle up-dates related with weather condition, as well as sowing schedules in order to design their harvest schedules, accordingly. Additionally, in the case of fishermen who live in coastal areas need to be aware of the weather broadcasting, and especially the storm forecast; for this purpose relevant mobile apps would be the most effective to accomplish this task.

Furthermore, the example of specially-designed IT kiosks which have been incorporated in many remoted (rural) areas of India, aiming at the provision of technological capacity to both teenagers and young people, in order to increase their possibilities to find a better job in the future, thus simultaneously meliorating employability levels of individuals who have brought up in rural areas. Another notable example, is the creation and usage of mobile apps, the communication between microcredit institutions and the receivers of such financial aid could be establish, therefore touching up both the processes of repayment and credit utilization.



The Mobile Break-Through

Throughout the examples that have been provided within the previous paragraph, one could investigate -even in brief- the prominent role of technology as a way of resolution of different social problems. And exactly for that reason, nowadays social entrepreneurs tend to employ technological innovations for the development of social innovation, thus leading to the creation of genuine social value. According to statistical features exhibited by United Nations, nowadays, the percentage of individuals who own a personal mobile phone has recently exceeded the percentage of those who have toilets, a fact which undoubtedly constitutes the proof on the great extent to which the mobile revolution has affected even the underserved or unprivileged social groups.



Social and Professional Networks

It is well-known that in many countries, professionals with a variety of specializations such as traders, drivers or handy persons and entrepreneurs tend to use relevant technological application as means of communication with customers or even with other professional they collaborate with, such as suppliers, sellers and administrative personnel. In this case, technology provides useful channels of communication and accomplishment of a series of tasks, thus building a chain of individuals and operations that is capable to serve the mode of working in the most beneficial way. However, there is a room for improvement when it comes to such applications, in order for them to be capable to guarantee 'safety and security' while using such innovations. At this

stage, we would like to mention that it is a matter of the creators of such apps to set up the appropriate regulations and monitoring operations of such platforms, whilst it is up to the user to employ the abundance of technological innovations in a commonly-beneficial way.

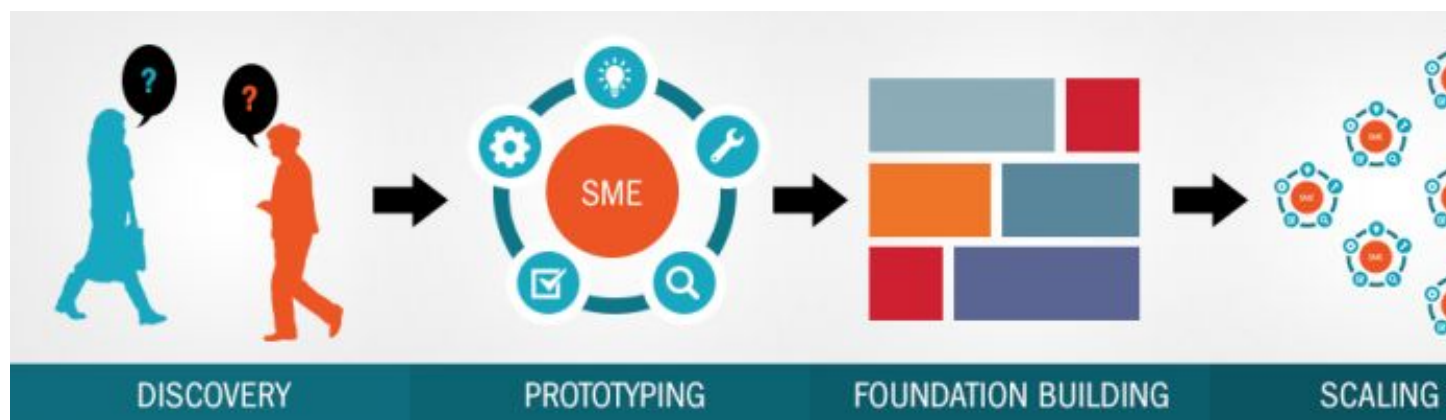
SMART PROFESSIONAL NETWORKING



Strong Alliances and Ecosystems composed of Organization of Various Scales

Within the operations of many non-profits organizations or social enterprises is the composition of synergies and strong alliances, or in other words, the formation of an interactive Directory composed of a whole ecosystem of domestic and global institutions -such as investors, innovators, consultants, legal advisers, influencers, influential multipliers, intermediaries, leading organizations, public and private stakeholders, simple users and target groups, etc- who are collaborating in an holistic way, as they are under an enormous on-line platform, whilst this digital umbrella could use many forms of technological and social innovation in order to produce social value, in a more transnational scale.

Also, this digital space could provide the opportunity to individuals and organizations of a smaller economical or/and operational scale, or institutions which -for various reasons- are being considered as unprivileged, to constitute a part of a huge entirety, through which they could negotiate in conditions of autonomy and equality at the same time. In this way, organization of a smaller scale could be benefited from the sharing and subsequently, from the adoption of common best practices, thus upgrading their resources, improving their capacities and modernizing their mode of operation.



Reaching Global Audiences

Consider whether such usage of technology provides aid to marginalized social groups of underserved individuals, thus reinforcing new social entrepreneurs to set up their own venture. With the technological revolution and digital technologies social entrepreneurs are getting able to operate in a transnational way, thus reaching international audiences and eliminating factors such as distance and scale, by giving them the opportunity to extend their microcredits, a situations that led to the creation of networks and ecosystems of organizations, thus creating both economic and social value, therefore indicating the way that technological innovation could be adopted with the aim to contribute to the formation of social capital.

Impact of Social Entrepreneurs in society

Entrepreneurs are risk takers. Earlier entrepreneurship was confined to wealthy few but with the start of digital age entrepreneurship has become more of a vocation than a lifestyle choice. There are different kinds of entrepreneurs some are those who bring radical change in the conventional business that we see around us and some are those who through their effort bring changes in the society they are called social entrepreneurs. They are the people who start business with an aim of solving social problems rather than building huge conglomerate to maximize profits. They work on a grass root level of the problem and come out with innovative solutions that can be used by the society. They integrate latest technology to develop products or services and make it affordable so that people with low income can easily afford them. Young people in developing countries like India are becoming more aware of social causes and how some of the pressing problems can be solved through social enterprises. With government of India bringing some favorable policies for social start-ups in its annual budget 2016 the social start-ups will further grow and flourish. In recent years many international trusts, billionaires have come forward to provide seed funds and mentorship to social enterprises who are engaged in building products and services that can change lives of rural populations.

Some of the most important issues that social Entrepreneurs can address globally to bring about real transformation are mentioned below.

1. Food scarcity

The United Nations Food and Agriculture Organization estimates that about 795 million people of the world population are undernourished in 2014-2016. Though globally food produced every year is sufficient to feed everyone yet there is food scarcity at city, state, national and global level. There are many reasons for food scarcity like drought, extreme weather, uneven distribution of

food, wastage of food due to lack of proper storage facilities etc. Social entrepreneurs and innovators across the world are working on solutions to face the issue head-on. They are taking help of latest technologies to accurately predict weather condition so that farmers can sow seeds at right time and also can protect their crops from extreme weather. They are also developing new water harvesting method to provide water in drought-stricken areas. A social start-up in India has developed solar conduction dryer that allows farmer to dry fruits and vegetables and preserve it for longer duration. These are some of the ways social entrepreneurs can help solve reduce global food scarcity problem.

2. Healthcare

In a 2015 report "Tracking universal health coverage" released by World Health Organization and The World Bank estimate that 400 million people globally do not have access to even basic healthcare services. Most of the people are from developing countries residing in rural areas. Essential healthcare services like child immunization, antiretroviral therapy, tuberculosis treatment, access to proper sanitation and antenatal care are not in the reach of poor people. Social entrepreneurs can help in offering basic healthcare services by using technology. From building auto-disabled syringe, providing nutritious meals, free medicine and better sanitation social enterprises are coming up with cost effective innovative solutions. Aravind Eye Hospital and Narayana Health are great example of social enterprise where poor patients can afford world class medical facilities at a very nominal cost.

3. Education

According to UNESCO at present there are 775 million adults and 122 million youth who are not literate. They lack basic education skills. Social entrepreneurs are making inroads in the education sector through their innovative approach. Many entrepreneurs are using technology to reach

masses and empower them with necessary education skills. Some of them are forming a team of highly enthusiastic people who are passionate about education. Teach for India is one such initiatives that has helped scores of Indian children by imparting education. Some of the social enterprise in education sector is taking help of technology by providing mobile devices like tablet and laptop embedded with course content that can be accessed by people even without internet. Some are starting labs where children can have fun learning new things they can keep themselves engaged by practically doing things they see and read in books. Today social entrepreneurs are defying all odds to reach students and adults to educate them.

4. Financial services

One of the most fundamental issues of the developing economy is availability of finance and financial services in the rural areas. There are no proper banks or financial institutions that can help poor people with loans. Some of the reasons why these people cannot procure loan include lack of collateral, lack of necessary documents and lack of money to open bank account. Social entrepreneurs are solving this problem by starting Microfinance companies and reaching to poor. These companies provide basic loans and insurance to farmers, poor women, artisans at a very low interest rate and give them flexible payment option. This Microfinance scheme has given lease of life to many small time entrepreneurs in rural areas by helping their business, and creating job opportunities for local population. Technology has helped entrepreneurs to reduce cost, improve efficiency and reach more people with their services.

The way forward

Today's social entrepreneurs are highly motivated and are ready to go that extra mile to come up with innovative solutions for the betterment of society. The technology will remain an indispensable part of future social enterprises.

Timely funding, mentorship and favorable policies will help the social enterprise of the future to grow and flourish.