

CORPORATE SOCIAL RESPONSIBILITY – A CASE STUDY OF TOYOTA KIRLOSKAR PRIVATE LIMITED

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ABSTRACT

Corporate social responsibility is today's trending topic in business world. Since business and society have been dependent on each other. To accomplish the social responsibility for the society, company is taking various initiatives such as constructing manufacturing plants supporting to vehicle recycling, commencing educational programs, distributing first aid kit and sports kit, plantation, Reconstruction of schools etc. The environmental responsibility is a key component of Toyota's corporate social responsibility initiatives. Therefore; this paper examines how the very successful global automobile company Toyota Kirloskar private limited is taking initiatives towards Corporate Social Responsibility.

Key Words- *Corporate Social Responsibility, Environment, Society, Business.*

INTRODUCTION

“Corporate Social Responsibility is the long-lasting dedication by business to behave ethically and supply to economic development while improving the excellence of life of the labor force and their families as well as of the local neighborhood and society at large”.

-By Lord Holme and Richard Watts

Corporate Social Responsibility has become a buzzword in the past few decades. It has become one of the most important elements to establish good rapport in market as well as in society. Organizations now days are experiencing increased pressure from their surrounding environments to act as good social citizens while still being profitable. In today's era, social and ethical responsibility has become an expectation instead of a differentiation strategy to get organizational authenticity. Firms employ in corporate social responsibility (CSR) because they believe that some kind of competitive benefit accrues to them (Branco, M. C., & Rodrigues, L. L.). CSR is a public movement, which has gained more momentum as citizens demand corporations to be accountable for their impacts. Consumers, investors and employees alike are recognizing the power held by corporations and efforts are being made on several levels to create global change with the hope that earth will become a better place." (<http://www.csrwire.com/>).

Previously it was voluntary for all the corporate to take initiatives for welfare of the society. Government has made various rules and regulations associated to protection of environment. Government had taken various steps to emphasize corporate social responsibility in New Companies Act.

According to Clause 135 of New Companies Act 2013, Table 1 has described the guidelines on Corporate Social Responsibility and Sustainability activities of Central Public Sector Enterprises. The new rules, which are applicable from the fiscal year 2014-15 onwards, also require companies to set-up a CSR committee consisting of their board members, including at least one independent director.

Table 1: Guidelines on CSR and Sustainability activities of Central Public Sector Enterprises

PAT of Central Public Sector Enterprises	Range of Budgetary allocation for CSR and Sustainability activities
Less than Rs 100 Crore	3%-5%
Rs 100 Crore to Rs 500 Crore	2%-3%
Rs 500 Crore and above	1%-2%

Source: <https://www.pwc.in/assets/pdfs/publications/2013/handbook-on-corporate-social-responsibility-in-india.pdf>

According to the approach “Comply or Explain”, if any company does not spend the amount for corporate social responsibility tasks, then company has to explain the reasons for not doing it (<https://www.icsi.edu/.../CompaniesAct2013/CSR%20Final%2002022015.pdf>)



Source: <http://www.csrwire.com/>

Corporate social responsibility has become an important factor. Over 6,000 companies in 135 countries have adopted the UN’s Global operations with principles relating to environment, human rights, labor, and corruption (Luo, X., & Du, S. 2012).

COMPANY PROFILE

The History of Toyota - At a Glance

Toyota is one of the biggest vehicle manufacturers, and one of the most widely known companies in the world today.

Before Automobiles, Toyota's founder Mr. Sakichi Toyoda invented Japan's first power loom in the End of nineteenth Century, revolutionizing the country's textile industry, and with the help of his son, Kiichiro Toyoda, Sakichi fulfilled his lifelong dream of building an automatic loom in 1924. The establishment of Toyoda Automatic Loom Works followed in 1926. Kiichiro was also an innovator, and he visited to Europe and the USA in the 1920s. He introduced the automotive industry. Kiichiro laid the foundations of Toyota Motor Corporation, which was established in 1937. Rising from the ashes of industrial upheaval in post-war Japan, Toyota has become the largest vehicle manufacturer in Japan with over 40% market share. Toyota began to make inroads into foreign markets in the late 1950s. TMC has headquartered in Toyota, Aichi, Japan and consisted of 338,875 employees worldwide as on March, 2014. It has become the eleventh-largest company in the world by revenue as on November, 2014.

Toyota was the biggest automobile manufacturer in 2012 (by production) following the Volkswagen Group and General Motors. It was the world's first automobile manufacturer to manufacture more than 10 million vehicles per year in 2012 according to OICA. Toyota was the biggest listed company in Japan by market capitalization on July, 2014.

Philosophies adopted by Toyota-

Just- in-time philosophy: Toyota Production System - "just- in-time" philosophy is producing only precise quantities of already ordered items with the absolute minimum of waste - was a key factor in the system's development. "Just-in-Time" means making "only what is needed, when it is needed, and in which amount it is needed." JIT can be defined as an integrated set of activities designed to achieve high-volume production using minimal inventories (raw materials, work in process, and finished goods). It was founded by Taiichi Ohno, a vice president of Toyota. It was implemented in Toyota plant Japan in 1950, well established after 1970. Progressively, the Toyota Production System began to be adopted by the other manufacturing companies such as it was adopted by General Electrical in the USA in the 1980. Some companies referred JIT with different names: IBM – 'Continuous flow manufacturing', GE- 'Management by sight', HEWLETT- PACKARD- 'stockless production & repetitive manufacturing system' (<http://www.toyota-forklifts.eu/en/company/Toyota-Production-System/Just-in-time/Pages/default.aspx>)

Kanban system approach: In the Toyota Production System, "kanban system" played an essential role. Kanban was developed by by Taiichi Ohno, an engineer at Toyota. It is a system to control the inventory. Due to this approach, wastages of inventory have been diminished. It helped to achieve the 'just in time' philosophy.

Lean Six Sigma: It is an operating philosophy that originally derived from the Toyota Production System. It focuses on shortening the time that elapses between a customer's order and the shipment of the product or the provision of the service that fills the order. Lean Six Sigma accomplished this by eliminating waste, improving quality, reducing time and reducing total cost. (<http://www.sixsigmatraining.org/tag/toyota-production-system>).

Toyota in India –

- **Toyota Kirloskar Motor Pvt Ltd** is operating in India as a subsidiary of Japanese Automobile Manufacture Toyota Motor Corporation joint Venture with Kirloskar Industries of India. Toyota Kirloskar Motor Private Limited (TKM) was started on Oct 1997.

- In India Toyota Kirloskar Motor plant is located in Karnataka State (Bidadi Industrial Area, near Bangalore). TKM is Manufacturing 7 Models in India, Having two Manufacturing plants of 3.1 Lac units annually Production capacity, four Regional Offices, Four Parts Warehouse & more than 300 customer Touch Points (http://www.toyota-global.com/company/history_of_toyota/18671939.html/).

Product of TKM in India –

Model Name	Segment	Rank
Innova	Multi utility Segment	1
Corolla Altis	Premium Sedan	1
Fortuner	Sports utility Vehicle	1
Camry & Camry Hybrid	Luxury Sedan	1
Etios	Compact Sedan	8
Etios Liva	Compact Hatchback	7
Etios Cross	Crossover Hatchback	8

(http://www.toyota-global.com/company/history_of_toyota/18671939.html/)

Table: 2 Fortune Global Rank and Total CSR spending of Toyota Company

Average 2011-13	Fortune Global 500 rank	Sector	Country	Total CSR Spend (billion Dollars)	Total Education CSR Spend(billion Dollars)
Oracle	293	Technology	US	2,261.5	17.3
Astra Zeneca	413	Health Care	UK	1,190.0	-
Halliburton	410	Energy	US	1,777.7	16.8
Microsoft	110	Technology	US	920.0	86.5
Wal-Mart Stores	2	Consumer	US	851.5	16.7
Merck	214	Health Care	US	738.6	5.4
Wells Fargo	78	Financials	US	340.8	81.6
Samsung Electronics	14	Consumer	South Korea	315.7	31.4
Abbott Laboratories	261	Health Care	US	306.4	-
Rio Tinto group	195	Materials	UK	305.7	81.6
Total	10	Energy	France	301.6	11.6
Johnson & Johnson	132	Health Care	US	297.0	-
Exxon Mobil	3	Energy	US	292.9	115.5
Cisco Systems	220	Technology	US	275.1	68.8
Target	113	Consumer	US	260.2	95.2
Chevron	11	Energy	US	251.3	46.3
Banco Santander	58	Financials	Spain	249.7	196.5
Telstra	444	Technology	Australia	244.4	-
BHP Billiton	115	Materials	Australia	226.0	50.9
Toyota Motor	8	Industrials	Japan	205.2	83.5
Goldman Sachs Group	254	Financials	US	202.1	75.0
IBM	62	Technology	US	200.4	144.0

Telefonica	97	Technology	Spain	199.3	129.9
Barclays	177	Financials	UK	190.6	22.8
Glencore Xstrata	12	Materials	Switzerland	171.8	13.4
GlaxoSmithkline	253	Health Care	UK	160.0	86.6
Novartis	162	Health Care	Switzerland	158.5	-
Westpac Banking	237	Financials	Australia	139.6	69.8
Prudential	84	Financials	UK	137.2	-
Petrobras	25	Energy	Brazil	136.3	21.6

Source: <http://businessbackseducation.org>

Fortune global is a U.S. based popular business publication. It includes public, private, state owned companies of thirty four countries for ranking point with ten major Industrial sectors of the Global Industrial Classification Standards. This ranking is based on several parameters such as how much amount a company is contributing towards CSR, how much charitable work is done by its' employees, how a company treats its community etc. This ranking stated that Toyota Company has got 8th rank in the years 2011-13 in industrial sector. The Company has spent 205.2 billion dollars in social activities worldwide.

Table: 3 Rank of Company according to TOYOKEIZAI CSR Ranking

Rank	Company Name	Type of Industry	Total Score (600)
1	FUJIFILM HOLDINGS CORPORATION	Chemicals	576.4
2	NTT DOCOMO,INC.	Information & Communication	571.2
3	DENSO CORPORATION	Transport Equipment	567.9
4	FUJI XEROX CO.,LTD.	Electrical Machinery	565.9
5	NISSAN MOTOR CO.,LTD.	Transport Equipment	564.7
5	KOMATSU LTD.	Machinery	564.7
7	CANON INC.	Electrical Machinery	563.7
8	<u>TOYOTA MOTOR CORPORATION</u>	Transport Equipment	562.7
9	BRIDGESTONE CORPORATION	Rubber Products	561.6

10	RICOH COMPANY,LTD.	Electrical Machinery	561.1
11	AJINOMOTO CO.,INC.	Foods	560.1
12	NEC CORPORATION	Electrical Machinery	558.6
13	DAIKIN INDUSTRIES, LTD.	Machinery	557.7
14	TOSHIBA CORPORATION	Electrical Machinery	555.6
15	KDDI CORPORATION	Information & Communication	554.7
16	ASAHI GROUP HOLDINGS, LTD.	Foods	553.2
17	JAPAN TOBACCO INC.	Foods	553.0
18	HONDA MOTOR CO.,LTD.	Transport Equipment	552.3
19	ASAHI GLASS COMPANY,LIMITED	Glass & Ceramics	551.8
20	ASTELLAS PHARMA INC.	Pharmaceuticals	551.3

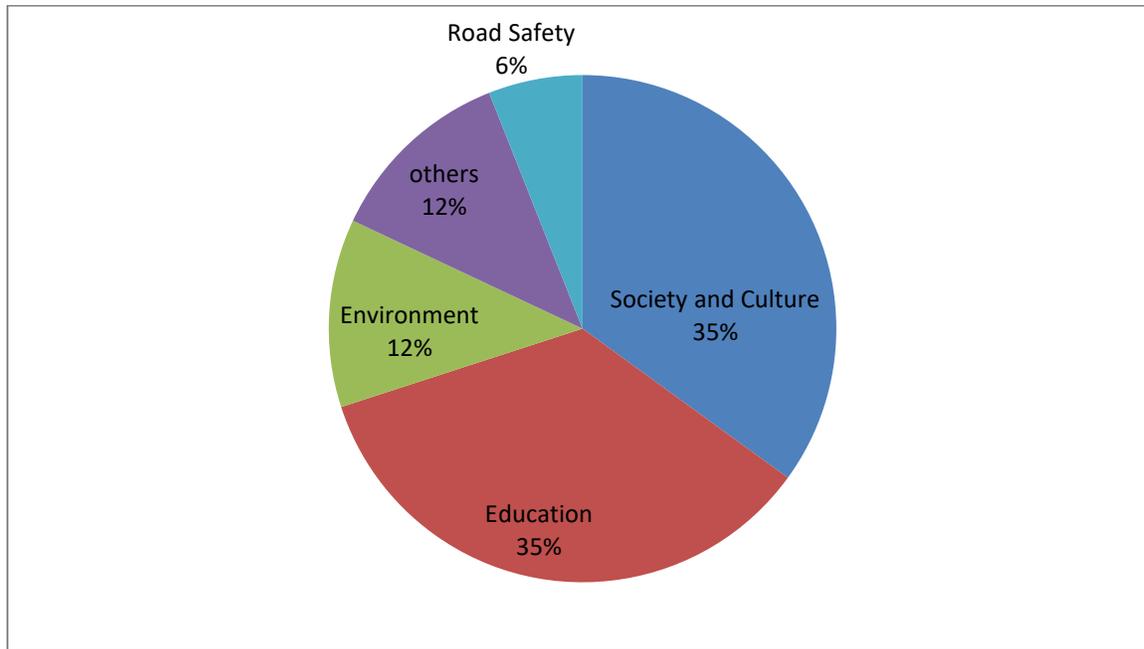
Source: TOYOKEIZAI CSR Ranking, <http://www.toyokeizai.net/csr/ranking/2015Eng.html>

The Toyo Keizai Corporate Social Responsibility (CSR) Survey has been conducted every year since 2005. In June 2015, Toyo Keizai sent questionnaires to all 3,580 listed Japanese companies and unlisted major companies. Toyo Keizai compiled CSR data on 1,305 companies (1,259 listed companies and 46 unlisted companies).

These survey results were combined with the information obtained from Toyo Keizai's Officers, Shareholders, and Kaisha Shikiho (Japan Company Handbook) data. In doing so, it has prepared a CSR database of companies comprising the following 9 fields: (1) Basic Corporate Data; (2) CSR & Financial Evaluation and Ratings; (3) CSR Overall; (4) Governance, Legal Compliance and Internal Controls; (5) Workforce and HR Utilization; (6) For Consumers and Business Partners; (7) Corporate Citizenship; (8) Relationship Between Companies and Politics; and (9) Environment. In this survey, Toyota Company has got 8th rank with 562.7 score out of 600. It means the company is maintaining social responsibility efficiently. The chart 1 has described the expenditure accrued by the Toyota Kirloskar limited in the financial year 2014 on Social activities. The company has been spending in different sectors in diverse proportion. The company has depleted approximately 21.6 billion Yen in financial year 2014. It is evident from the information given in the pie chart 1 that the company has accounted for 35 percent in Education. It has provided assistance to educate

the rural students from economically weaker section of the society. The company is supplying the basic amenities to the society at 35 percent. Similarly, with regard to the environmental activities, the company has spent 12 percent. The other category has accounted for 12 percent. The other category has integrated with stakeholder management, waste management, maintaining health and hygiene etc. Road safety, which is the serious concern, has reported at 6 percent.

Chart 1: FY2014 Expenditure for Social Activity Contribution of Toyota Kirloskar Ltd.



Source: Sustainability Report 2015 of Toyota Kirloskar Pvt Ltd

Objective of the study

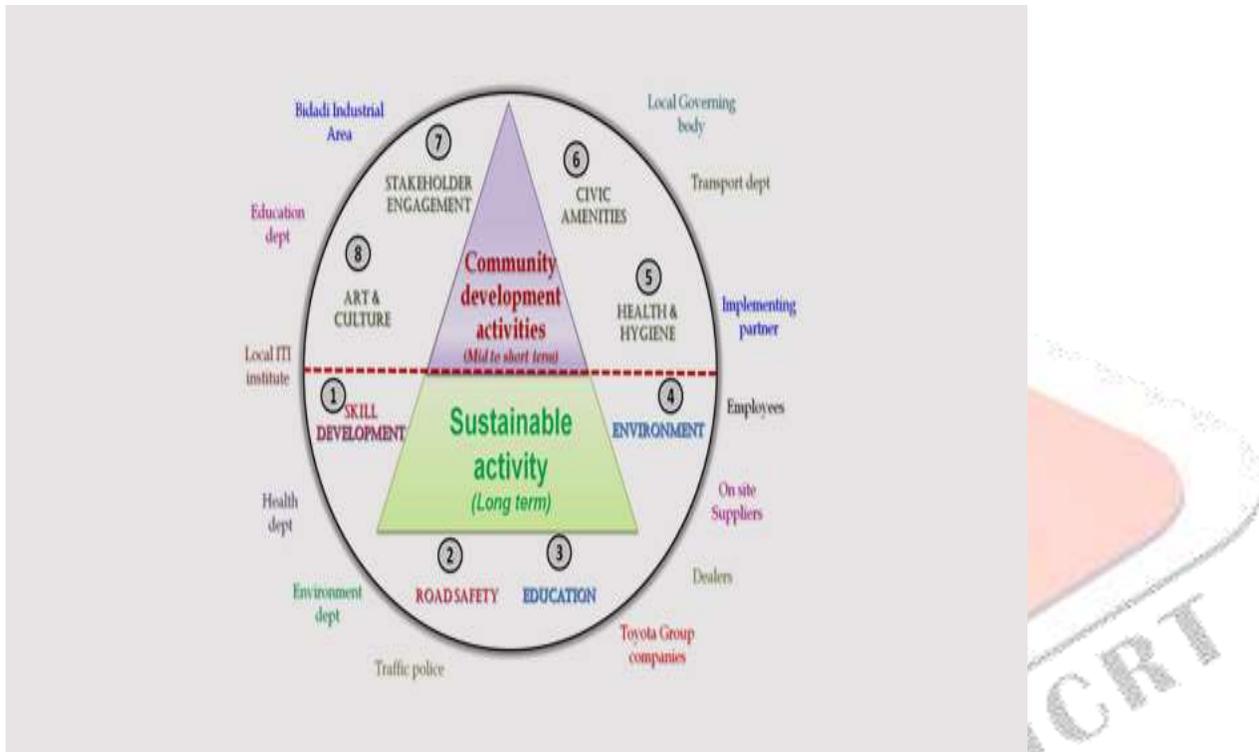
The purpose of the study is to explore the corporate social responsibility programmes of Toyota Kirloskar Private limited.

RESEARCH METHODOLOGY

The study of a corporate social responsibility of Toyota Kirloskar Motor Ltd is important as it is a significant explanatory factor for profitability and sustainability of company. The study is descriptive in nature. In this research, data is gathered from secondary sources to achieve the aforesaid objectives. Secondary information has been obtained from reports of Toyota Company, various reputed journals, and website of Toyota. Moreover, data has been collected by visiting at Toyota Kirloskar Motor Ltd at Neemrana, Rajasthan.

CSR INITIATIVES:

Toyota Kirloskar Motor Pvt Ltd has a clear vision of growing with the society and is also focused on the welfare of its neighborhood. Toyota Motor Corporation fully recognizes its corporate social responsibilities and with a focus on safety, the environment and education offers people the tools they need to make a difference in a positive side. The company operates under a global earth charter that promotes environmental responsibility throughout entire company. CSR initiatives of Toyota Kirloskar Limited are as follows:



Source: http://www.toyotabharat.com/in/en/about/social/social_contribution.aspx

➤ Skill Development

- a) **Toyota Technical Education Programme (TTEP):** In TTEP, Toyota has partnered with Industrial Training Institute to train the students on advanced automobile technologies. More than 1000 students from these institutes have assisted from this Program till now, more than 400 students undertaking training on the latest automotive skill and service techniques every year. The set of courses of this Program contains on-the-job training at Toyota dealerships. (<http://www.indiacsr.in/en/toyota-technical-education-programme-launched-in-mumbai/>)

- b) **Toyota Safety Education Program:** India is at top position for road accidents in world. The vehicle population has increasing day by day. The poor traffic management is the main contributors of accidents. Toyota Kirloskar Motor has started a learning program on traffic safety education. It has made especially for children (10-14 years).
- **Road Safety** Toyota Kirloskar Motor has been engaged in Road Safety activities since 2005. As a part of road safety week, Toyota Kirloskar motor conducted training program for around 1280 Airport Taxi Drivers, focused on providing basic defensive training, health and eye check up. Toyota has organized various workshops on road safety education too. Moreover Toyota Motor Corporation has a variety of National programs like Toyota Driving Expectations Safety Program.
- **Education**
- a) **Toyota Technical Training Institute (TTTI):** TTTI is a state of the art residential institute which provides 3 years full time course on automobile manufacturing process. The institute was established in the year 2007 and it is currently focused on training the rural students from economically weaker section of the society. The first graduation ceremony of TTTI was held during July 2010. Dr. A P J Abdul Kalam, Former President of India presented the certificates to the students who completed the course successfully.
- b) **Books and Bags to School Children:** More than 5000 school children with BPL from 100 local schools supported with note books and school bags.
- **Environment**
- a) **Plantation:** To maintain the greenery near industrial and plant areas, Toyota Kirloskar Motor has planted more than 500 plants. Not only this, they are continuously maintaining and supervising the plants from the last 3 or 4 years.
- b) **Go Green Initiatives:** Toyota is leading the way in lowering emissions and improving fuel economy in gasoline powered vehicles. Toyota created the world's first mass-produced gas/electric hybrid car, but it is also at the front of developing tomorrow's fuel cell vehicles.
- **Health and Hygiene**
- a) **Water Purifier Unit:** Toyota Kirloskar Motor had organized various medical/ health camps and found that a lot of people has affected by cholera, skin diseases, arthritis, dysentery, diarrhea, etc. it has found that it was due to contamination of the water in tank. The discharge of sewage and industrial pollutants from Bangalore city into the River, that water collected in the tank was the cause for this. For curing the situation, Toyota

Kirloskar Motor has decided to construct a huge scale water purification unit at Byramangala, Ittamadu in association with the Panchayat. It provides water to over 32,000 people covering 60 villages.

- b) **To Manage the Solid Waste:** To maintain hygiene, Toyota Kirloskar Motor has set up 20 dustbins to arrange waste from Kasturba Road to Trinity Circle, in partnership with BBMP in Bangalore city. Moreover, Toyota Kirloskar Motor has started solid waste management at main bus station of Bangalore City.
- c) **Swachh Bharat: Swachh Vidyalaya** –To be a part of the Swachh Bharat, TKM has decided to create the five hundred toilets. TKM is dedicated to construct 250 toilets in Ramanagara, 125 in Varanasi, 125 in Vaishali districts particularly for girl children to generate a healthy school environment, awareness on the importance of preservation, health and hygiene conduct.
- d) **Health Camps:** Two health camps supported by Toyota were conducted in the local community. Around 1500 people from the local villages benefitted from these camps. School children's health check up was conducted and they were provided with health cards. Spectacles were provided to selected patients and some of them were operated at free of cost at Narayana Nethralaya, Bangalore. The major beneficiary was the marginalized people.

➤ **Civil Amenities**

- a) **Donation of Innova to Makaibari Tea Estate:** Innova car has been donated to Makaibari Tea Estate in Darjeeling Dist of West Bengal. Makaibari produces organic tea and it also supports the local people by providing drinking water and sustainable livelihood etc.
- b) **Total Sanitation Campaign:** With an objective of achieving the clean environment through total sanitation, Toyota extended the support to construct 300 house hold toilets in 6 villages of Manchanayakanahalli Gram Panchyat which includes the underprivileged people. 200 house hold toilets are already constructed in the 1st phase of the project. An Awareness campaign on usage of toilets also conducted for the beneficiaries.
- c) **Support to physically challenge:** Financial support extended towards organizing the sports activity for physically challenged students on the occasion of World Disability Day.
- d) **First Aid Kit & Sports Kit Distribution:** Toyota Kirloskar Motor has taken various initiatives so that students get superior education as well as maintain excellence health. To make better tomorrow of rural children, the company has distributed sports kit including badminton, basketball, football, and carom and cricket kit. While playing, children may get some injuries. For safety purpose, first aid kit was also distributed.
- e) **Reconstruction of Schools:** Toyota Kirloskar Motor has found the poor infrastructure of schools which are situated in villages. It is not favorable to build future generation of children. So Toyota Kirloskar Motor has

focused to improve the infrastructure with essential facilities. In first stage, Toyota Kirloskar Motor analyzed the school conditions and reconstructed 3 schools in Hosadoddi village, Byramangala village & Medanahalli village.

- **Stakeholders Management:** Toyota has developed the strong partnerships with organizations like The National Arbor Day Foundation, The National Environmental Education and Training Foundation etc.

CSR Committee in Toyota

For effectively carrying out the CSR activities, the Company constituted the “Corporate Social Responsibility Committee” (the “CSR Committee”) of the Board as per the provisions mentioned under the Companies Act, 2013 read together with the Companies (Corporate Social Responsibility Policy) Rules, 2014, as amended from time to time, to ensure that the purpose of this Policy is being effectively served.

Constitution of the CSR committee

Company has formulated 4 sub committees under the main CSR committee, which handle main issues related to CSR. These committees are

- **Product environment committee:** Advancement with product development that authentically addresses environmental ordinances.
- **Social contribution committee:** Accomplish social obligations to the communities or employees and progress with social activities.
- **Production environment committee:** Expansion for production technology development for decreasing CO₂ and executing the enforcement of production environment regulations.
- **Corporate ethics committee:** Internal administration, observation of regulation, constructing sound corporate culture.

Findings

1. Toyota has long term historical legacy and long term vision drives toward better product with improving social environment.
2. Toyota is using proactive approach for fulfilling the corporate social responsibility.
3. It is contributing towards government goals like Swachh Bharat, Go Green Initiatives etc.
4. Being a corporate social responsible company towards environment and citizens, Toyota has driven social welfare projects such as water purification, sanitation enhancement, construction of schools, plantation etc.

5. The company has made healthy relationship with stakeholders (government/ suppliers/ local community etc.) due to proactive approach in CSR activities which helped company to make its presence and running operations smoothly.
6. Company has also focused towards Road safety and developing skills of people through Toyota training education program and with Toyota training institute.

Conclusion

Toyota Kirloskar Motor limited company has focused on corporate social responsibility activities. The company has taken various initiatives towards maintaining green environment. It has taken various steps to boost the economic development of the nation. It has made a lot of efforts for upliftment of the society. TKM knows that the future of organization depends upon their development and sustainability. It is manufacturing such kind of vehicles which reduces CO₂ emission and helps to alleviate global warming. The method of 'eco driving' is an environmentally reckoned way of driving that minimizes the quantity of CO₂ emissions. The Toyota Kirloskar Motor limited is taking concern of all the stakeholders such as giving healthy and secure working conditions to employees, by providing quality and unique products to society, giving value to shareholders, for government by complying the rules and regulations. Because of its corporate social responsibility efforts, Toyota placed in global 100 most sustainable corporations in the world. Toyota has been selected as a constituent of the Dow Jones Sustainability Indexes (DJSI) Asia Pacific. (http://www.teriin.org/index.php?option=com_publication&task=details&sid=1760&q=CSR&Itemid=151)

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