SADRAG
Website: https://sadrag.org/

Bridging the Digital Gap in India

BUSINESS REPORT

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(SADRAG 2020)
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SADRAG has recently put their Digital Bank program into action, which aims to make digital devices more accessible to students who are no longer able to engage in online learning due to not owning a device. SADRAG is eager to increase their online outreach and promote their mission to try and persuade more donors to support their program, thereby raising the number of beneficiaries to 1000.

The research conducted involved interviewing the client, gathering information from primary and secondary sources, such as legislation, academic journals, news articles and statistical data. This report initially analyses the nature of the digital divide based on gender, locality and socio-economic status, and how digitalisation has contributed to growths in the use of technology especially in para-urban locations. In addition, the Indian Government has contributed to providing affordable internet and better connectivity, resulting in an increase of approximately 500 million users on mobile internet, as well as projected increases of social media users from 142 million in 2015 to 448 million in 2023. Consequently, it is beneficial to adopt advanced promotional strategies in line with digital marketing to reach the growing online population.

In consultation with the client, strategies were identified which can be implemented in the short, medium, and long term. The short term strategies include targeting Corporate Social Responsibility (CSR) and Sustainable Development Goals (SDGs)-focused companies, approaching elite schools in India and building brand awareness through social media. The report makes the recommendation to approach companies that are CSR and SDGs-focused. The objective of this recommendation is to procure devices and build ongoing relationships, however convincing these companies to participate may be challenging. An engagement pitch has also been created (refer to appendix) to assist SADRAG in persuading companies.

Similarly, another engagement pitch can be applied to convince elite schools who have an ample amount of digital devices to donate to SADRAG. It is recommended that SADRAG takes advantage of all social media functionalities and consistently uses these features to build brand awareness and increase exposure. Also, various grants can be applied for to enhance their advertising potential.
Strategies to implement in the medium term include distributing information within shopping centres, leveraging partnerships within universities in India and leveraging Deakin University’s connection with the Rajasthan Royals. It is recommended that during festive seasons, when spending is increased, SADRAG volunteers within nearby shopping centres to approach people and distribute information about the digital bank program. Another recommendation is to leverage the already established connections with universities in India to create media campaigns that enhance the promotion of the program. This would involve a program similar to what Deakin University has currently undertaken with SADRAG with a greater focus on marketing. The final medium term recommendation is to network with the Rajasthan Royals through its connection with Deakin University, which will bring greater awareness to the organisation, while targeting a different market.
CONTENTS

ACKNOWLEDGMENTS........................................................................................................... 1

EXECUTIVE SUMMARY...................................................................................................... 2

CONTENTS.......................................................................................................................... 4

INTRODUCTION..................................................................................................................... 6

AIM AND OBJECTIVES......................................................................................................... 7

METHODOLOGY..................................................................................................................... 8

PROBLEM AND ENVIRONMENT EVALUATION...................................................................... 9

SHORT TERM STRATEGIES ................................................................................................. 15
Targeting CSR and SDGs focused companies................................................................. 15
Targeting elite schools in India .................................................................................... 19
Brand Awareness through Social Media ...................................................................... 21

MEDIUM TERM STRATEGIES .......................................................................................... 23
Sharing information within shopping centres ............................................................... 23
Leverage partnerships with universities in India .......................................................... 28
Leveraging Deakin University's connection with the Rajasthan Royals...................... 30

CONCLUSION..................................................................................................................... 32

REFERENCES....................................................................................................................... 33

APPENDICES....................................................................................................................... 37
Appendix 1 – SADRAG Engagement Pitch – R Systems .................................................. 37
Appendix 2 – SADRAG Endorsement Pitch – Apeejay School .................................................. 39
Appendix 3 – Cost-Benefit Analysis 1 ................................................................................ 41
Appendix 4 – Cost-Benefit Analysis 2 .................................................................................. 45
Appendix 5 – Long Term Strategies .................................................................................... 48
Appendix 6 – Company Contact Details ............................................................................. 49
Established in 2004, Social and Development Research and Action Group (SADRAG) is a not-for-profit organisation. SADRAG is currently working in locations across India including North India at Hapur, in Western U.P Ghaziabad, District Gautum Budh Nagar and Delhi, and in South India Bangalore (SADRAG 2020a).

**Vision**

SADRAG has a strong belief in equality, especially for women and children, where they envision:

- A world free of gender discrimination;
- Equally accessible opportunities for both men and women;
- For growth and development to occur there is sufficient availability of resources;
- Equal social opportunities within the community.
- Children, family members and the community living a free and healthy life (SADRAG 2020b).

**Mission**

The mission of SADRAG is to provide basic skill development needs, health and education, through programs to help build the capacity of children and women while taking them on the path of empowerment (SADRAG 2020b).
With the current COVID-19 pandemic, all programs SADRAG run, including delivery of education programs within the community and providing training to underprivileged youth, have been converted and delivered through online modes. Because of this, SADRAG has initiated the Digital Bank to help bridge the digital gap in India, making digital devices more accessible to those students that are no longer able to engage in their learning options, as they do not have access to a device. SADRAG’s theory is that just because a child or youth does not know how to use a device or cannot afford to buy one, does not mean they should be deprived from online learning. The program is in its early stages, only being developed in the middle of August 2020. Currently SADRAG has 5 beneficiaries with an aim to reach 1000 beneficiaries in the long-term.

The project deliverables include:

- Develop a strategy to create a donor base to procure at least 2000 devices for the Digital Bank
- Develop a strategy to efficiently share the devices with users with the objective of maximising access.
The research methodology consisted of both qualitative and quantitative methods. This involved collecting primary data from legislation, regulations and company websites as well as secondary data from academic journals and other reputable sources such as articles from Times India and The Hindu Business Line. Statistical data was collected from reputable sources such as Statista which helped illustrate the current situation of digital literacy and internet users in India. In-depth client meetings were used to clarify the key research areas and to understand issues SADRAG was facing, the environment it was operating in, and the scope of ideas they were after. Based on this research, recommendations and strategies have been developed.
Digital Divide

Digital divide refers to a disparity of information between those who have access to the internet and those who do not have access to the internet, and more broadly, Information and Communication Technology (ICT). The digital divide is most prevalent across gender, income, literacy, health, and socioeconomic status (Joshi et al. 2020, p. 2).

Gender gaps in India are caused by unequal access to education for younger women, which restricts their literacy levels. Indian households place the welfare of their family over the personal development of female youth (Joshi et al. 2020). In the slums of New Delhi and para-urban areas, females are “half as likely to own mobile phones compared with males” and are less likely to have access to the internet (Joshi et al. 2020, p. 1). Household funds are typically directed towards the education of male children and the wedding of female children, meaning use of technology favours males (Joshi et al. 2020). These inequities exist because of culture norms such as failure to prioritise women’s education, women being forced to marry before becoming financially independent, and familial obligations which restrict females from working independent jobs (Joshi et al. 2020).

Lack of economic opportunity means inadequate wage increases act as barriers to technology. Those with multiple part-time jobs are only able to earn an estimated wage of $2 per day (Potnis, 2016). Financial institutions refuse to deal with underprivileged individuals because they cannot make a profit from their financial transactions (Potnis 2016).

Internet penetration in urban areas is higher than in rural areas. Internet penetration in the top eight metropolitan cities is around 63% of internet users, which decreases in smaller urban towns and reaches its lowest point in rural areas (IAMAI 2019).
Urban and rural areas use considerably more mobile phones as opposed to tablets, laptops and desktops, which are more common in urban areas.

Figure 1: India Internet 2019 (IAMAI 2019).

Figure 2: India Internet 2019 (IAMAI 2019).
Due to Covid-19, children in India must study from home, using ICT tools which they cannot afford. This creates the need to provide them with ICT technology to reduce the divide.

**Digitalisation**

The Government of India took initiatives for providing high speed internet to rural areas, aiming to provide easy access internet to all sectors of society. Benefits include easy access to many facilities including e-governance, education, health, other government and private services, and creating digital villages through verified transactions. However, they also faced certain challenges, which they are still working on:

1. Slow internet speed due to lack of infrastructure
2. Difficulty in adapting modern technology by small and medium enterprises (Anon., n.d.).

Education is one factor which must be emphasised. To carry out the digital economy, a new framework was developed known as Open Digital Framework (ODF) to design digital infrastructure and increase productivity (Kudva 2020).

The internet gained a wide reach due to joint efforts by the government (through digital India vision and promoting e-governance) and telecom service providers (through affordable packages and better connectivity). This made internet more affordable and available to users.

According to a study by the Internet and Mobile Association of India (IAMAI) and Nielsen, these policies have attracted nearly 500 million users on mobile internet. Out of which, more than 80% of the population ranges between 12 – 40 years. Approximately 15 – 20% of users are below 12 or above 40 (Mitter 2020).
As shown in Figure 3, India was ranked the second largest online marketplace in the world due to its high portion of internet usage. The 700 million users in 2020 are expected to increase to 974 million in 2025 with 70\% of internet users on mobile devices (Keelery 2020).
As shown in Figure 4, with an increase in internet, social media users should increase from 142 million in 2015 to 448 million in 2023. ‘Facebook’ was a popular choice due to its global reach and user preference.

Figure 5: Impact of coronavirus on social media by users (in hours) (Statista 2020).

As shown in Figure 5, a spike occurred with users spending 5 hours on average from 3 hours before Covid-19 lockdown (Keelery 2020).

Technology has a key role in accelerating India’s economic growth and alleviating illiteracy and poverty. The Government launched various schemes, initiatives and programmes like Bharat Net programme responsible for exponential growth of start-ups and digital transformation, the Direct Benefit Transfer [DBT] scheme catering to 350 million users providing safe transactions online (Kumar 2019).

SADRAG has been having trouble with networking and promoting their vision for the Digital Bank program. Therefore, the appropriate course of action to reach a wider audience is adopting new and advanced promotional strategies like digital and social media marketing, and campaigns. Further,
COVID-19 has meant that SADRAG has had to minimise on-the-ground activities and shift to an online medium. This presents new challenges in terms of finding donors, mobilising resources and building new connections.
Targeting CSR and SDGs focused companies

RECOMMENDATION

Targeting Corporate Social Responsibility (CSR) and Sustainable Development Goals-focused companies to procure old devices or financial assistance. The companies in the best position to support SADRAG include R Systems, Aristocrat Technologies and IBM.

About the companies

R systems is a technology company which has existing CSR initiatives that focus on benefitting students through financial assistance. They are actively looking for NGOs to collaborate with, to further their CSR activities and provide an email which SADRAG can use to contact them (R Systems n.d.). Please refer to appendix 6 for contact details.

Aristocrat Technologies is a gaming solutions company which is heavily focused on SDGs and has CSR activities based on these goals. They place emphasis on SDG 4 which refers to providing quality education to the community and aligns with SADRAG’s objective for the digital bank.
IBM has the Corporate Services Corps program which partners with NGOS to aid socio-economic development. It is directly involved in door-to-door collection and recycling of e-waste products which indicates that it has a stable inflow of used devices (IBM 2020). The closest collection centre is in Manesar, Gurgaon, Haryana (IBM 2020).

**JUSTIFICATION**

SADRAG has expressed their desire to approach companies to gain support but have had trouble convincing them to take part in the program. Utilising CSR and SDGs is an effective approach to persuade these companies as it illustrates how they will benefit from taking part. It will also aid SADRAG in building ongoing relationships with these companies. Further, R Systems and Aristocrat are local to the SADRAG Noida office, thereby minimising the issue of mobilisation. IBM believes in improving the livelihoods of underprivileged areas by minimising any shortage of devices and providing its employees
with advanced skill sets and experiences by exposing them to diverse cultures and international leadership experiences. IBM can benefit SADRAG in various ways by developing strategies, managing the budget by cutting out the costs and making the operations and process efficient (Standard 2013). As it is a highly popular brand, it can help bring major improvements to SADRAG’s program.

LIMITATIONS

However, transporting devices from IBM’s collection centres to SADRAG’s office in Noida will incur large costs due to their location. More saliently, these companies may not have the capacity to support the Digital Bank as they may have used their allocated CSR finances on other projects. Further, building relationships with these companies to the stage where they will want to donate extensively may take time. This can be overcome with a persuasive pitch to these companies in regard to SADRAG’s Digital bank.

IMPLEMENTATION PROCESS

In approaching these companies, SADRAG should utilise India’s focus on CSR and SDGs. They can also approach their current network to find personal contacts at these companies as a good reference will establish trust and loyalty. To contact them, SADRAG can email or call these companies as R Systems and IBM provide direct emails on their website. Further, SADRAG, in partnership with One Teacher One Scientist, can use their social media presence to reach out to the social media accounts of these three companies.

Key points to raise when persuading the companies to work with SADRAG and provide aid to the digital bank include:

- SADRAG should indicate that they are aware that the company has previously reported on education aspects of CSR.
- Can mention that donating their old devices or providing financial assistance can help improve their CSR reports and add value to their business.
• It can also help them meet their required expenditure of net profit on CSR initiatives (s 135 Companies Act 2013 (India)).

• Mention that working alongside the Digital Bank project is in line with SDG 4 and 12 which would improve the company's contribution to Sustainability.

Further indicate how SADRAG’s vision, mission and goals align with the companies’, for example Aristocrat focuses on diversity and inclusion which aligns with SADRAG’s goals (Aristocrat 2019: ‘Commitment to Sustainability’).
Targeting elite schools in India

RECOMMENDATION

Targeting Elite Schools that are near SADRAG’s location in India to assist with economic and financial development.

JUSTIFICATION

SADRAG can collaborate with elite schools like Dhirubhai Ambani International School (DAIS), Step by Step school Noida, Genesis Global school, Apeejay school, Delhi Public school and Pathways School. These schools can act as a helping hand in the overall development of society which fulfils SADRAG’s goal to form connections. They can help SADRAG in supporting underprivileged children in many ways similar to how DAIS has been supporting other NGOs with their specific needs such as providing learning and growth thus helping students who are not able to afford these necessities to live a healthy life. SADRAG can also achieve numerous benefits from elite schools in the form of free meals, treatments, scholarships, financial support and more (DAIS n.d.). Many students from schools can also be quite helpful to SADRAG by using their talent and experience to support SADRAG through fundraising opportunities (Venkatraman 2020).

LIMITATION

It will be difficult to find schools with whom they can align their goals. Moreover, SADRAG might fail to convince the minds of people due to insufficient advertising and marketing. Additional limitations include lack of funds, lack of strategic planning and poor networking (Maximpact 2017).

IMPLEMENTATION

In order to promote and seek support from various schools and other organisations, several methods, processes and projects can be adopted, for example:

- installing boxes in the schools
• online donations through advertising on intranet and globally
• organising sponsorship programs
• delivering e-newsletters, posters, banners about the programs SADRAG delivers
• organising social campaigns and cultural events about SADRAG’s program (India n.d.).

Moreover, it can be better implemented by displaying gratitude, integrity, and positive attitude towards the school students and staff (Bartle n.d.).
Brand Awareness through Social Media

RECOMMENDATION

Building brand awareness through social media and applying for grant opportunities to increase exposure.

JUSTIFICATION/ BENEFITS

It is evident via social media that SADRAG is doing a great job at posting on platforms such as Instagram and Facebook. To continue to leverage these platforms and bring greater awareness to the organisation by targeting a wider audience and attracting more people, it is suggested that SADRAG look to apply for potential grants for example the Google Ad Grant with the assistance of universities they are currently associated with. It is deemed advantageous for SADRAG to utilise grant opportunities as they can leverage off the government’s stable financial support to progress the organisation’s capabilities (Ali and Gull 2016). This will be delved into deeper in the ‘leverage partnerships with universities in India’ section of this report. With the support and exposure these grants provide, SADRAG could substantially increase their brand awareness through marketing campaigns and a greater focus on the use of social media. Thus procuring more donors and electronic devices. Also, if COVID-19 continues for an extended period, SADRAG will be restricted solely to social media as a form of communicating, making it an important part of the organisation that needs to be utilised to its full potential.

LIMITATIONS

The limitations to SADRAG procuring grants are that the competition for these grants is very high and can lead to disappointment if the organisation is not successful after undergoing the grant application process (Ali and Gull 2016). For small organisations with limited human resources, applying for grants and increasing content on social media is time consuming and could potentially take focus away from the programs being delivered. Further, building the capacity of a social media account takes time and posting content consistently.
IMPLEMENTATION PROCESS

For grant opportunities to be a potential for SADRAG, a starting point would be for the organisation to:

- begin researching grants that align with the organisation for example the Google Ad Grant, Aga Khan Foundation Grants and the National Foundation for India Grant
- complete numerous grant applications, as this process can take a while before one is accepted
- focus the grant applications on building brand awareness and marketing campaign opportunities.

The more people know about your organisation, the more electronic devices you will be able to obtain. In conjunction with applying for grants, SADRAG should continue to post frequently on social media, utilising all the features the platforms have to offer including stories, hashtags, polls and questions. SADRAG can even use the live features to host webinars for volunteers wanting to educate themselves, so when the current environment returns to some form of normality, SADRAG has a strong group of people that are able to support them. These features create a more interactive profile where your audience can engage with you and gain a greater personalised connection.
Sharing information within shopping centres

RECOMMENDATION

To have SADRAG representatives displaying and sharing information within shopping centres and marketplaces.

JUSTIFICATION

India holds many different festivals and celebrations throughout the year including, but not limited to, Diwali, Krishna Janmashtami, Holi, Raksha Bandhan, Dussehra, Navaratri, Ganesh Chaturthi, Eid al-Adha, Christmas and New Year. Considering that the Indian population tends to spend more during these festive periods, implementing an alternating program where SADRAG targets shopping centres in periods of festivity to take advantage of increased consumer spending habits is recommended. This will ensure SADRAG reaches shoppers in periods of time where they are replacing their old electronics.

Diwali, for example, is a time where individuals give gifts to employees, family and friends (TNN 2018). Traditionally, Diwali was a time of increased consumption as consumers would spend more, with businesses striving to meet the pent-up demand. The Diwali buying propensity report found that 65% of respondents had a positive buying sentiment towards Diwali 2020, while 28% felt neutral (TRA 2020). Due to the emergence of COVID-19, many households have reduced their expenditure in India, falling by 12.3% from February 2020 to mid-June 2020, but as Diwali nears the country is already on a return to prior expenditure levels (TRA 2020). During Diwali it is common for many Indian households to make purchases and replace digital devices such as mobile phones and consumer electronics.
Given this information, SADRAG can also target IT retail stores such as Reliance Digital (two are within SADRAG’s locality), Apple stores (in Logic City Centre and near SADRAG), Microsoft stores and other electronics stores specifically. As many shoppers will be looking to buy electronics like computers, phones or laptops from such stores, SADRAG will be able to isolate that specific consumer base by focusing on the stores which they are likely to make purchases from, instead of facing the entire shopping centre population.

LIMITATIONS

Limitations of this recommendation include the cost of creating, designing and printing brochures as handouts to those passing by. Also, it is costly to create a stand of the same nature that World Vision Australia has used, for example. In Australia, World Vision incurs a cost to rent the use of shopping centre floors in order to have the space upon which to place their stands. Further, the shopping centre floors may contain numerous other charities who are likely to carry out their own agenda which
increases competition. In order to gain the attention of shoppers, customer stopping techniques must be developed.

**IMPLEMENTATION PROCESS**

SADRAG can take inspiration from organisations such as World Vision Australia. Throughout the year, World Vision Australia dedicates some of its resources in shopping centres to spread their mission and attract potential donors. Examples of such endeavours are shown below, whereby the organisation focuses on increasing the number of sponsorships of children in poverty. Their use of a stand acts to draw in shoppers to see what the purpose behind it is.

![World Vision Mall Sponsorship Kiosk](Coroflot 2013)

**Figure 8: World Vision – Mall Sponsorship Kiosk (Coroflot 2013)**
In addition, SADRAG can also form connections with IT stores within their local area or in shopping centres. This can be achieved by approaching store owners or managers and asking them if they are able to approach their customers and explain the goals of SADRAG to them. By partnering with some of these stores, SADRAG can highlight the social importance of providing children with ICT and how the stores will have the benefit of being recognised within the community as contributors to SADRAG’s cause. The IT store can then provide a SADRAG pamphlet for each purchase or SADRAG can approach consumers who have made a purchase and say something along the lines of “congratulations for buying your device! Why not make a difference this Diwali and donate your old or used devices to SADRAG, which will go towards helping children have access to education in disadvantaged communities?”. Even without store permission, SADRAG can approach customers who have made a purchase and inform them of their mission.

SADRAG can also form connections with the marketplaces and shopping centres themselves, or common retail stores such as Pantaloons and Big Bazaar. Through tie-ups with shopping centres and marketplaces, SADRAG will be able to place banners around areas in a way that they are visible and must ensure they are visually appealing to catch the eye of customers thereby making SADRAG’s existence known. If customers are not approached, at least they will see the banners and have SADRAG
in their minds. In addition, SADRAG could seek permission to place their signs in common retail stores such as Pantaloons and Big Bazaar (of which at least three of four are near SADRAG in Noida).

Shopping centres near SADRAG's location in Noida include:

- Wave Mall Noida
- The Great Indian Place
- Spice World Mall
- Shop Prix Mall, and
- Sharma Shopping Centre

However, if SADRAG is willing to branch out further, more developed shopping centres which target urban consumers can be found in New Delhi, such as:

- Pacific Mall Tagore Garden
- Select CITYWALK, and
- Ambience Mall
Leverage partnerships with universities in India

RECOMMENDATION

Leveraging partnerships with universities in India to make media campaigns and apply for grant opportunities.

JUSTIFICATION

College students, especially those studying on-campus, are an assorted arrangement of knowledge with whom many brands want to engage with. College students possess creative minds and auspicious communication which SADRAG could use to enhance its marketing. Moreover, media students local to India are well versed with the environment in which SADRAG operates. Therefore, it is best to approach the diverse staff and students of the university (Stein 2013). Colleges have award-winning digital marketing systems which could help SADRAG create quality campaigns (King 2019). As previously mentioned in the ‘brand awareness through social media’ section of the report, SADRAG should leverage the strong relationships they have with these renown universities in India to help apply for grants to boost their social media status.

LIMITATION

University students might not be able to completely understand the systemic and promotional issues due to lack of experience and may ultimately fail to fulfil the expectations of SADRAG.

IMPLEMENTATION

SADRAG could leverage their relationships with universities based in India by providing a marketing project to universities which students can complete as practical experience. For example, a program similar to what Deakin University is currently undertaking with SADRAG. The brief for the students could include creating a marketing campaign based on capturing a greater audience and increasing their social media presence on platforms such as Instagram and Facebook. Leveraging
university students who are more likely to have a strong social media presence themselves is advantageous for SADRAG. This is because they would have an understanding of their target audience and what content is appealing and going to capture a wider community.
Leveraging Deakin University's connection with the Rajasthan Royals

RECOMMENDATION

Leveraging Deakin University’s connection with the Rajasthan Royals to increase SADRAG’s brand awareness and promote the Digital Bank Program within Indian communities.

JUSTIFICATION

In March 2020, Deakin University partnered with the Rajasthan Royals to deliver an online Sports Marketing program, making Deakin University the first Australian university to partner with an Indian Premier League (IPL) team. The program is aimed at individuals wanting to upskill people in the sporting industry or those seeking to enter it (IANS 2020).

In line with this collaboration, it is evident that the Rajasthan Royals are passionate about education and helping those within the community gain access to educational opportunities to increase one’s literacy skills. SADRAG could leverage this connection that Deakin University and the Rajasthan Royals have formed to help raise awareness of the digital bank program and help procure digital devices for underprivileged women and children within rural areas of India. Rajasthan Royals also have a very strong social media presence, which is an area of potential growth for SADRAG. On Instagram alone, the club has a following of over 1.3 million people. Working with this very popular cricket team could allow SADRAG to reach a whole new audience and thus improve their chances of procuring donors, even with just a few social media posts.

LIMITATIONS

Potential limitations of this strategy may be getting the Rajasthan Royals to agree to collaborate, due to their elite status and SADRAG being a small organisation. Another limitation is that if this relationship was to form between the club and SADRAG, SADRAG would need to provide the club with engaging marketing material to share on their social media that will captivate their audience on their socials and
call for action. This media content could be developed by the university students through those relationships or potentially utilise the Rajasthan Royals’ resources and media team to produce material that could be posted.

IMPLEMENTATION PROCESS

For SADRAG to strengthen their pitch to the Rajasthan Royals, they need to establish what the benefits to the club will be if they were to help spread awareness about SADRAG’s organisation and digital bank program. SADRAG’s pitch could leverage Deakin University’s current relationship with the club as it is built around creating educational opportunities for people that can afford to pay for these courses.

Academic literacy is not the only thing underprivileged children need access to, physical literacy is just as important. Physical literacy is the development of the skills running, jumping and throwing, which are all elements of cricket. If workshops or mini matches was something that the cricket club delivered, SADRAG could help advertise these opportunities within the communities and the regions of India they operate in. It could be at these workshops, where elite players of the team personally hand children digital devices and photos and videos are captured to then be shared on social media, and by tagging the cricket club, the club could then reshare the post. This could also be a way of boosting followers for SADRAG’s Instagram and Facebook profiles.
In conclusion, it was identified that there are many individuals in India who require digital devices for online learning. Numerous avenues to assist in bridging the gap of the digital divide were categorised into short and medium term strategies, as well as long term strategies, with the report focusing on the former rather than the latter. With extensive research three short-term strategies were recognised that SADRAG can promptly implement to enhance the current digital bank program and increase brand awareness. These include networking with CSR and SDGs focused companies, approaching elite schools in India and building brand awareness by consistently using social media. Also, another three strategies were classified as medium term as they require more planning and time to successfully administer. These include sharing information within shopping centres to procure donations from shoppers, using university students to create marketing campaigns and partnering with the Rajasthan Royals to gain social media engagement. The incorporation of the aforementioned strategies by SADRAG should result in increased awareness of the Digital Bank initiative and greater access to network connections, thereby providing a stable ground for procurement of additional donors.


We are a not-for-profit organisation running a program called the Digital Bank which aims to give children equal access to education. There are many students right now who have stopped attending classes due to not having a digital device. These are students in primary and secondary school, students in their final year of school and those in university.

One of these students is a girl named Arti. In her 12th grade at school, she has stopped attending online classes as she has no mobile device to use. Her sister is always using it for her own online classes and her parents have lost their jobs due to COVID-19 and therefore are unable to buy another device. She is always stressed as her Board exams are this year and she is falling behind. The great news is, her life changed when she became part of the Digital Bank Program. SADRAG found a benefactor who heard Arti’s story and provided her with a phone so she could continue her online classes! SADRAG helped connect the donor with Arti and they were able to see how their device changed a girl’s life so much!

It is amazing to see students being able go to school despite not being able to afford or access digital tools. We want to help each student to attain the best education despite their socio-economic status, but we need your help.

Just like that benefactor who changed Arti’s life, you could do the same! We know you are a socially responsible entity who is committed to bringing about change in the community!

It is evident from your CSR report that you are already engaging in sustainability activities. You spent 1.58% of your average net profit of the last three financial years on sporting and education projects, with a higher emphasis on sporting. While you are already doing well with your CSR initiatives, adding to your education efforts by partnering with SADRAG will help you meet the legal requirement to spend 2% of your profits on CSR-related activities.

Investors will be able to see your participation with the program and therefore it will more impactfully align with your CSR and SDG goals. SADRAG is working towards achieving SDG target 4.6, universal
literacy and numeracy, which will add to the progress of achieving quality education for all by 2030. By partnering with SADRAG on this program and by donating your old laptops and mobile phones, you will also be making progress towards this SDG thus making a greater impact in the community.

We have seen that your expenditure on CSR activities from 2018 to 2019 increased by 64.65%. Participating in this program will continue this trend of growth and will help you contribute to SDG target 4.5, eliminating all discrimination in education, which adds to the progress of achieving quality education. Given our common interest in these areas, we would love to have you onboard and change many kids lives like Arti’s!
Appendix 2 – SADRAG Endorsement Pitch – Apeejay School

We are a not-for-profit organisation running a program called the Digital Bank which aims to give children equal access to education. There are many students right now who have stopped attending classes due to not having a digital device. These are students in primary and secondary school, students in their final year of school, and those in university.

One of these students is a girl named Arti. She is in her 12th grade and has stopped attending online classes as she has no mobile device to use. Her sister is always using it for her own online classes and her parents have lost their jobs due to COVID-19 and therefore are unable to buy another device. She is always stressed as her Board exams are this year and she is falling behind. The great news is, her life changed when she became part of the Digital Bank Program. SADRAG found a benefactor who heard Arti’s story and provided her with a phone so she could continue her online classes! SADRAG helped connect the donor with Arti and they were able to see how their device changed a girl’s life so much!

It is amazing to see students being able go to school despite not being able to afford or access digital tools. We want to help each student to attain the best education despite their socio-economic status, but we need your help.

We have noticed that your school has held computer weeks in the past to increase student interest in technology and improve their skills and creativity through its use. It is clear that your organisation has a passion for providing students with ICT resources to contribute to their education. By partnering with SADRAG, your organisation can help improve the digital literacy of many children in impoverished para-urban areas.

By working in collaboration with SADRAG to provide children with laptops and ICT tools, your school will be teaching its students about the value of sustainability as well as the Sustainable Development Goals. When students and teachers are able to see the impact that their contributions have on the lives of real-world people, it is likely to influence their future perceptions towards charitable causes, and increase their likelihood of making a difference for society.
We are aware of your school's incredible reputation and know your students are of a high calibre. Taking part in this program will only increase their awareness of Sustainable Development Goals thus making them more sought after and employable in the future as employers are exponentially focused on Corporate Social Responsibility considerations.

We would appreciate your support in this endeavour and look forward to collaborating with you to provide students with digital devices to change the lives of many students like Arti’s!
## Appendix 3 – Cost-Benefit Analysis 1

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Potential Solutions</th>
<th>Costs</th>
<th>Benefits</th>
<th>Barriers to solution</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Target Organisations</strong></td>
<td></td>
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<tr>
<td>Laptops are not easily available</td>
<td>Target organisations who frequently update their technology</td>
<td>Cost of finding contacts</td>
<td>Partnership with like-minded organisations</td>
<td>Organisations have existing partnerships</td>
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<tr>
<td><strong>Mobilisation - methods of retrieval:</strong></td>
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<tr>
<td>International Retrieval of devices from companies</td>
<td>Find IT/other MNC companies with the resources, and introduce a HUB for devices</td>
<td>Costs of setting up a hub for bringing together devices</td>
<td>Individuals donating will not incur the costs of exporting</td>
<td>Cost of import/export, and Indian tax</td>
</tr>
<tr>
<td>Costs of set-up in Australia - Cost increases as we get more laptops = higher cost</td>
<td>This is a research topic under international retrieval of devices</td>
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</tr>
<tr>
<td>Domestic Retrieval of devices from companies</td>
<td>Find IT/other MNC companies with the resources, and undertake promotions targeting wealthier regions</td>
<td>Promotional costs</td>
<td>Reaches a wider audience, potential of more laptops from larger corporations</td>
<td>Moving devices from companies to SADRAG (e.g. buy a bus/use a railway to transport)</td>
</tr>
<tr>
<td>Barriers to transporting devices - E.g. cost, safety, health, regulation, Indian state taxes</td>
<td>Target states with lower taxes, using vehicles for transportation</td>
<td>Transportation costs (e.g. driver, fuel, maintenance, vehicle purchase)</td>
<td>Knowing the devices will get there safely</td>
<td>Distance between areas if one bus drives around</td>
</tr>
<tr>
<td>Assessment of devices before acquisition</td>
<td>Hiring someone to do it domestically at a lower cost, or having the donor company do it</td>
<td>Cost of hiring</td>
<td>Using the same individual who upkeeps the devices &amp; assesses them prevents devices which are faulty from</td>
<td>Finding competent employees</td>
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<tr>
<td>Target Locations</td>
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<tr>
<td>Internet Penetration &amp; signal issues</td>
<td>Target areas with internet</td>
<td>Research costs</td>
<td>Disadvantaged areas are given devices</td>
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<td></td>
<td>Ambiguity about which areas are disadvantaged</td>
<td></td>
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<tr>
<td>Getting Donors</td>
<td>Advertise/Market, word of mouth, networking - Use client network to find IT companies</td>
<td>Advertising &amp; marketing costs, cost of bulk-advertising</td>
<td>Reach a larger audience quickly</td>
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<td></td>
<td></td>
<td>Persuading donors</td>
<td></td>
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<tr>
<td>Getting Businesses Involved</td>
<td>Advertise/Market using CSR &amp; SDG 4 &amp; 12</td>
<td>Covering of SDG’s for the companies, betters partner reputation</td>
<td>Getting the attention of the big companies</td>
<td></td>
</tr>
<tr>
<td>New Project by SADRAG</td>
<td>Time, market to those who have the devices in the areas</td>
<td>New start-up, human resources (minimal staff members)</td>
<td>Bridges the gap of the digital divide, more education for the community, targeting children &amp; women</td>
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<td></td>
<td></td>
<td>Finding a donor base, building contacts, bringing awareness to donors of the benefits</td>
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<tr>
<td>Managing devices - where to keep them</td>
<td>Prepare an inventory in India/Australia to house devices,</td>
<td>Storage Costs</td>
<td>Having a local company, or partnering with an international company, Safe storage of devices, and durability of devices</td>
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<tr>
<td></td>
<td>Find areas which are not environmentally impacted</td>
<td></td>
<td>Preventing loss/damage of inventory, Movement taxes</td>
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<tr>
<td><strong>Other</strong></td>
<td><strong>Upkeeping of devices</strong></td>
<td><strong>Staff member cost, Up-skilling the person, Cost of software</strong></td>
<td><strong>Computers/Phones have the appropriate software and useability</strong></td>
<td><strong>Finding competent employees, accessing the programs</strong></td>
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<td></td>
<td>Find a tech-savvy person in the community who can monitor devices and ensure they work &amp; are updated with the correct software</td>
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<tr>
<td><strong>Bigger Companies are more likely to donate to larger organisations</strong></td>
<td>Use of promotional tools, Potential organisations to partner with (e.g. other NGO’s)</td>
<td>Promotional costs, Organisational/admin costs</td>
<td></td>
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</tr>
<tr>
<td><strong>Organisation reputation + Brand Awareness/Public Reach - new program in its early stages</strong></td>
<td>Promote evidence of action being taken, and Applying feedback received, get a brand ambassador to champion the venture</td>
<td>Dynamic changes to adapt to the market, Campaign costs of ambassador</td>
<td>Wider reach of the public, greater attraction to social media, better brand form, and more trust from communities</td>
<td>Finding the right person</td>
</tr>
<tr>
<td><strong>Low human resources at SADRAG to meet higher demand</strong></td>
<td>Job advertisements/volunteer positions, Direct recruitment of university students, Finding campus students studying IT</td>
<td>Training of new students</td>
<td>Wider talent pool, new ideas</td>
<td></td>
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<tr>
<td><strong>Length of time to provide devices - the process (25 days to provide devices)</strong></td>
<td>Seeking clarification on Thursday</td>
<td></td>
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<tr>
<td><strong>Sharing of devices among students</strong></td>
<td>Implementing a buddy-system where if they are in the same class/household, they can use the same laptop, insurance of laptops</td>
<td>Costs of monitoring fair use, and maintenance</td>
<td>Reduces amount of laptops required per house, makes learning fun, increases access</td>
<td>Having the trust that laptops are used fairly</td>
</tr>
<tr>
<td><strong>Wider talent pool, new ideas</strong></td>
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<tr>
<td>Ensuring devices are used Appropriately</td>
<td>Continue a strong relationship with one laptop, one child</td>
<td>Costs of monitoring its use</td>
<td>Ensures devices are used for their intended purpose</td>
<td>Family members using devices for personal use</td>
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<tr>
<td>Donors would transfer money instead of giving tools</td>
<td>Have a vehicle/bus which travels to donors to collect their old devices, or use their money to buy good quality second-hand devices</td>
<td>Vehicle transportation costs, direct cost of buying second-hand devices, time to search for good quality second-hand devices</td>
<td></td>
<td>Reduces costs of buying new laptops</td>
</tr>
<tr>
<td>Affordability - asking for a price</td>
<td>This was identified as a challenge, but the organisation knows the price range it can charge</td>
<td></td>
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</tr>
<tr>
<td>No access to government funding for Digital Bank</td>
<td>Contact the government and get advice on potential funding, Access a go-fund-me page. This was identified as a challenge but will not be assessed</td>
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</tr>
<tr>
<td>Best way to donate money without losing money to conversion</td>
<td>This was recognised as an issue, but lies outside of the scope of our analysis. We are focusing on getting devices as opposed to funding new devices</td>
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</tbody>
</table>
# Appendix 4 – Cost-Benefit Analysis 2

<table>
<thead>
<tr>
<th>Recommendations</th>
<th>Justification + Benefits</th>
<th>Limitations</th>
<th>Implementation Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>'Approach CSR-focused IT Companies</td>
<td>They already have laptops &amp; focused on the same goals as SADRAG (e.g. quality education). Builds an ongoing relationship.</td>
<td>Actually approaching them without any connections and whether the company will have the capacity to take on that project</td>
<td>Phone number/email + using SDG's to convince them. Also Social media</td>
</tr>
<tr>
<td>Target IBM Collection Centres</td>
<td>Provides a stable inflow of devices. Have contact details online</td>
<td>Potentially travel</td>
<td>Call/email the relevant parties and market SADRAG to them -&gt; explain the organisation, our background, and then the value proposition (e.g. if you partnered with us, this could benefit you in these ways, this could benefit us by...., and also reduces the e-waste)</td>
</tr>
<tr>
<td>Targeting Elite Schools that are in close proximity to SADRAG's location</td>
<td>these students have access to a lot of devices as they come from wealthy backgrounds. Culturally, they could know of disadvantaged people.</td>
<td>Difficult to find someone in the school who will want to action what SADRAG wants to achieve</td>
<td>Use the Diwali festival as a means of persuading donors, raising casual dress donations, box in school offices to get devices, Ads on the intranet/school news page, Deliver visuals/posters/banners to inform about SADRAG</td>
</tr>
<tr>
<td>Social media/posting more regularly/interactive content/building brand awareness</td>
<td>Utilising social media to gain a greater traction and build a greater awareness</td>
<td>Timer consuming, need good quality content</td>
<td>Find examples eg. from World Vision, as to how they should structure their messages. Have a plan in place, don't post randomly.</td>
</tr>
<tr>
<td>Create a stand with information on it + place in shopping centres during Festival seasons</td>
<td>Diwali is a time of giving, people are more likely to want to give. In a time when they are providing gifts &amp; purchasing devices, it is a time for them to reflect on what they are doing with their old devices. Huge crowds are attracted</td>
<td>Cost of brochures, of renting the space of shopping centres (might not be in the shopping centre, could be outside), could be competitive, individuals ignore them</td>
<td>Create a natural approach/poster which is eye-catching, create brochures &amp; posters which are visually appealing. Research into nearby shopping centres and whether you require permits to do this.</td>
</tr>
<tr>
<td>Google Ad Grants</td>
<td>Exposure to a larger number of people, with a broader audience</td>
<td>The grant would be competitive to obtain. Has a process which must be gone through to apply. Need someone to go through it</td>
<td>Look at the grant, apply for it, wait to be accepted</td>
</tr>
<tr>
<td>Use university relationships to make an application to apply for grants</td>
<td>The connections already exist and do not have to find new connections.</td>
<td>Connections are not strong enough to obtain the grants. Because they already have strong relationships with these universities, they could be limiting themselves as other universities could have better relationships</td>
<td></td>
</tr>
<tr>
<td>Partner with University’s media students to make a promotional media campaign using the grant money</td>
<td>Free advertising, Already have a good relationship with Deakin + Deakin has a good reach in the community and can reach/advertise to many people</td>
<td>Displacement of university students may make them unaware of all of the systemic issues occurring where SADRAG is located.</td>
<td>SADRAG provide a brief to Deakin University + ensure this is specific to what you require. Deakin students should be open to communication and undertake frequent meetings to ensure project deliverables are met. Brainstorming ideas</td>
</tr>
<tr>
<td>Cricket Teams - Rajasthan Royals</td>
<td>More fame among the public. Leveraging a very popular sport that both privileged &amp; underprivileged children undertake. Use the relationship that Deakin has with the team.</td>
<td>Persuading the cricket team to get on board.</td>
<td>Identifying to the cricket team how they could benefit - e.g. helping to improve children's physical literacy levels and thus decrease the amount of underprivileged children in the community that don't have access to sport</td>
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<tr>
<td>Engaging Schools in Australia</td>
<td>There is more laptop turnover (find a statistic). Schools are used to working with charities. Australia is a multicultural/diverse country and is more inclined to help those in need if they are aware of it</td>
<td>Legalities - if devices are procured, there are challenges with transporting -&gt; difficult to transport -&gt; taxes, import costs.</td>
<td>Leverage already established connections with universities (e.g. Deakin) or with other Universities from India to source connections in Australia. Emailing principals.</td>
</tr>
<tr>
<td>Implement a buddy system</td>
<td>aligns with the project deliverables of maximising access. It means more kids get access to devices through sharing. Ensuring the devices are being used for correct purposes (e.g. educative purposes). Allows more children at any time to utilise the same device. Reduces the amount of devices needed for one area</td>
<td>Kids might not share</td>
<td>Help the school implement this in term of the school has the data/grade/year level of children - school will ensure those who live in proximity to each other a paired together based on their geographical location, learning abilities, age level</td>
</tr>
</tbody>
</table>
Appendix 5 – Long Term Strategies

Implement a buddy system

It is recommended that SADRAG introduces a buddy system for the use of the digital devices to combat the challenge of having minimal laptops. SADRAG has indicated their interest in undertaking this recommendation in the future by collaborating with government schools. However, it does not believe it is currently viable given the COVID-19 related restrictions.

Target schools and companies in Australia to procure devices was another strategy.

It was found that, according to Indian customs law, the Central Government of India exempts "second-hand computers and computer peripherals" from the whole of duty of customs which would normally be leviable on imports to India, when received as a donation by a "School run by the Central Government" or a State Government or local body, or "an Educational Institution run on non-commercial basis by any organisation" (EximGuru n.d., para. 3).

While this was found to be the case, research conducted by SADRAG revealed that policies within India are rapidly changing. The Indian government is inconsistent with its import policies surrounding technologies, making it difficult to import used laptops or computers as donations in the present. In addition, it is difficult to gain access to Australian high school principals as it normally takes two to three weeks to get in contact with them to mobilise laptops from within the school community.

Therefore, this recommendation is better suited in the long-term when the laws of trade with India become less ambiguous, so decisions can be based on reliable information.
Appendix 6 – Company Contact Details

Contact details for R Systems Emails:

- csr@rsystems.com
- RSIL@india.rsystems.com

Contact details for IBM

- Email nibu@earthsense.in
- Phone Number 18004190161