

"A man is  
great by  
deeds, not by  
birth"

-Chanakya

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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE



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**Scaling Corporate Social Responsibility: Go broader or deeper?**

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## **Scaling Corporate Social Responsibility: Go broader or deeper?**

**Abstract:** The case presents the conceptualization, implementation, and scaling dilemma of 'Engage'- a beneficiary-focused and employee-driven CSR initiative of CalpineTech. Jijo John, the owner of Calpine Group, started the after-school football coaching program to keep the boys from vulnerable backgrounds away from the damaging social influences of their local environment, inadequate parental supervision and guidance, and poverty, instead offering them opportunities for personal growth. Calpine co-opted other stakeholders who would help them earn the backing of the wider community, administration, and government in the trust-building process. They introduced a holistic personality development program based on football complemented by academic tutoring and nutritional supplementation. Having expanded the program to three schools within a 10-kilometer radius, Jijo had to decide on ways to scale up the social impact of Engage. Should Calpine replicate the Engage model in other schools in the district or other parts of Kerala? Or should they deepen the coverage of Engage by including girls and by developing alternative academic and personality development programs to address students' unmet needs? The case prompts the reader to assess and choose among the two pathways for scaling impact, which would involve different sets of resources and implementation trajectories.

**Dilemma:** Replicating the same CSR program in different settings Versus developing a range of CSR activities to address the unaddressed needs of the remaining stakeholders in the current settings, under the unexpected changes in the environment.

**Keywords:** Corporate Social Responsibility, stakeholders, wicked problem, after-school intervention, scaling, social impact

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