

# STRATEGIC ANALYSIS OF SILVER LINE



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## **Executive Summary:**

The opening part of the study deals with a segment of service which is provided through helpline. The helpline is free of cost and is specifically allotted for the old people who remain eager throughout the day to find someone to speak their heart out. The old lonely people desolated by the family form such an appendix of the society who have spent the life for the present young and healthy society but are just left to spend the life alone by the same society in return. Here, the same pain was also experienced by the TV star Esther Rantzen who found herself to be without any companion after the death of her husband. The lady, who is also a founder of the Childline, a helpline for the rescue of the children, now wanted to help the aged people in helping themselves by providing information, service contacts and even simple chat opportunities through a toll free helpline. The service began with success and the organization now wants to expand in the home care services for the old. The corporate governance of the magnanimous organization attending over 300,000 calls is studied to find out the committees within the organization that deal with issues in a decentralized way and get supervised by the CEO and the founder prior to final execution. The organization structure is inter-connected functionally and the team of experienced and trained staffs and volunteers attend the calls and resolve different issues as far as practicable. The fund crisis is the main hurdle as identified throughout the study. The recommendations are provided and the suggestions for actual implementation of the home care services are provided at the ultimate segment of the study.

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## **1.0 Introduction:**

The initial segment of the research work is related to the understanding of the corporate governance of the Silver Line Helpline, a 24X7 toll free helpline for the old desolated people. The charitable organization deals with call volume of more than 300,000 callers and the team works in a well-coordinated fashion as per the defined policies and procedures of the organization that constitute the corporate governance. The organizational structure of the Silver Line Helpline is also studied and the same will be revealed in the next segment.

## **2.0 Internal analysis:**

### **2.1 Corporate Governance of Silver Line:**

Corporate governance can be defined as the formal system of policies, rules, regulations and practices undertaken by an organization to manage, control and direct the organization. It is a part of the top managerial functions. The main objective of corporate governance is to ensure protection of the interests of the stakeholders through ethical decision making & actions. Corporate governance can also be viewed as the set of mechanisms, processes and relations through which an organization is directed and controlled. Thus, in a nutshell, corporate governance is the system for governing an organization.

Corporate Governance of the charitable helpline of Silver line is the majority decisions taken by the trustee members and the board members according to the suggestion and guidelines of the founder of the organization, Esther Rantzen. Delias et al. (2015) mentioned that corporate Governance is the set of defined rules and guidelines that pave the way for operations and execution of different goals for the society and the organization also. The corporate governance is declared and published in the Annual report of an organization and Silver line also follows the same process. The policies are defined and the corporate governance for the volunteers, beneficiaries, the staffs and other stake holders are defined and displayed at the Silver Line. The operation, finance collection, sponsor management, dealing with investors, managing the financial records and arranging for organizational audits are allotted to different committees and sub-committees under the same.

Emily Wilcox (2014) suggested that the clarity in operation and the transparency in the financial transactions are the main pillars to success and strengthens an organization in the long run. The sustainability of the charitable organization is significant and the same will be helpful for the society as well. The finance committee deals with the rolling of funds, planning the budget, controlling the finance and arranging the strategies for fund collection headed by the Chief Financial Officer (CFO). The Audit committees arrange for the internal audit and keep the records ready for the external audit. The corporate governance is so defined that the volunteers and the trained staffs are guided by the same through out the operations. The efficient dealing of the team to handle over ten thousand calls a week is efficiently guided by the policies which ensure empathetic and specifically significant information and advice from the staffs who form the face of Silver Line Helpline.

## **2.2 Mission of Silver Line Helpline:**

A mission statement is an official statement stating the reason for the organization to exist. The main difference between mission and vision statements is that the former is present oriented whereas the later one is future oriented.

The Silver line Helpline aims to protect the interest of the old people who are unwell physically and tormented psychologically by loneliness and despair making the remaining days of the life even more miserable. The organization aims to reach as many such needy people and spread through the niche and corners of the UK.

## **2.3 Vision of Silver Line Helpline:**

Vision statement of any organization refers to the formal declaration of its long-term objectives that serves a guide towards the development of business strategies & decisions. Thus, it indicates the purpose of the organization.

The vision of the Silver Line Helpline is to reach the peak of popularity among the old people and consequently to the remaining part of the society of the whole UK. The vision is appreciable and noble considering the charitable aim of organization.

## **2.4 Stakeholders of the Silver Line Helpline:**

Stakeholder can be defined as any independent individual or party who can influence or can be influenced by the policies, decisions and actions of an organization. Thus, stakeholders have both interest and power in the organizational affairs. However, such interest and power might vary among the stakeholders. Here, it is important to note that stakeholders can be classified into internal and external stakeholders. In present context, the main stakeholders for Silver Line are investors, old people, volunteers, government and suppliers.

The Silver Line Helpline like any other organization has several stakeholders. The operational success of the silver line is much dependant on the coordination among the stakeholders, who are the set of people who have every interest in the operational ups and downs of Silver Line.

The stakeholders associated with Silver Line can be enlisted as below:

- ❑ The Investors for raising the funds of the charity
- ❑ The old people associated with and benefitted by the charitable programs
- ❑ Government and the local ministry associated with London
- ❑ The councilors of the Royal borough of Greenwich
- ❑ The trustee members.
- ❑ The board of directors and the management of Silver line
- ❑ The staffs and their family
- ❑ The volunteers (personal and corporate)
- ❑ The community

## **2.5 The Organizational Structure of the Silver Line:**

An organizational structure is a form way of allocating various activities among the available workforce. The type of organizational structure indicates the way in which various activities are segregated, allocated, reported, coordinated and managed in the organization. In this context, Awasthy (2015) mentioned that organizational structure is a hierarchical arrangement of communications, accountability, line of authority and rights & duties of the organization. In other words, organizational structure determines the way in which power, responsibilities and roles are assigned coordinated and controlled in an organization. Here, organizational structure can be classified into three major categories as functional, divisional and matrix structures.

Functional structure involves grouping of tasks on the basis of activities. Van Puyvelde et al. (2016) stated that divisional structure is concerned with segregating tasks based on divisions and this model is suitable for large scale organizations. Matrix organizational structure is a combination of functional and divisional structures. In current scenario, the organizational structure of Silver Line can be viewed as a functional organizational structure. This is mainly because of the fact that the activities are grouped according to key functions. In addition, this organizational structure is also appropriate for Silver Line because of its limited scale of operations at present. The organization also benefits from the degree of specialization that can be obtained from functional organizational structure. At present, around 3000 volunteers are working for Silver Line. The entire operations is headed by the Chief executive officer of Silver Line. The volunteers working under various departments reports to each departmental heads who in turn reports to the chief operating officer. The main categories in which daily activities are segregated and allocated are finance, marketing, human resource, operations, customer care service and information technology. Segregation of activities into the above mentioned functions ensure that the same are performed by staffs who are specialists in these sectors.

### **3.0 Environmental analysis:**

This part of the study deals with the viability study of the expansion mission of the Silver Line Helpline into the home care sector. The strategic tool will be applied and the study report will be analyzed. The researcher will study the scope for improvement from the PEST and suggest the practical solutions for the same for enhancing the practical feasibility of the organizational objective of Silver Line.

### **3.1 Viability assessment - PEST Analysis: For expanding Silver Line in home care services in the area of Greenwich borough, London.**

The present research issue wants to reveal the viability of Silver Line Helpline in the field of homecare services. Here, it is important to note that Silver Line Helpline is the toll free helpline that is at constant service of the elderly persons. The Helpline is associated with providing information, empathetic advices and even simple conversations to eradicate the engrossing loneliness which is similar to deadliness to the desolate people. The helpline is available 365 days 24 X 7 and even tries to connect the elderly people with local service groups who can be

helpful in several ways to the old people. The helpline emerges almost as a life line for the desolate residues of the society who are psychological and physically abused at several times. The noble project is allotted UK £5 million by the Big Lottery Funds who wants to support the expansion of the organization in the home care services. In this context, Mohamed et al. (2016) mentioned that prior to spending any amount on a project; it is always judicious to study the viability of the project using different strategic tools. According to Shabanova et al. (2015), PEST is a significant strategic tool which studies the external environment i.e. Political, Economic, Social and Technological environment to understand the strength of the platform on which the new service or product is to be launched. The home care service is planned to be expanded in the Royal Borough of Greenwich. The researcher has also analyzed PEST and the outcomes are defined as below:

### **Political Panorama:**

The political scenario of any geographical location is significant to study prior to introduction of any services or product in the area. The significance is analyzed as the impact of political stability is directly proportional on the feasibility of introduction of any service or product. The present condition of political scenario bears the impact of the recent past incidents. The stability of the governance is however attained as the political stability of Greenwich borough is considerably stable and similar to the strong governance at London. Wellens and Jegers (2014) mentioned that Greenwich, located at the south-east London, is under the local governance of the Greenwich London Borough Council. The 17 wards of Greenwich are under supervisions of the strong political governance. The government has online presence which allows getting information about the councilors of the area and all information of need at the website. Even after the Brexit, the political stability is attained and the platform seems to be quiet favorable for the launch of a charitable home care service by Silver Line Helpline. The council tax system is very transparent and the details are available for clear understanding of all tax payers. The Government is also associated with different social activities including allotment of subsidies and tax exemptions to charitable organizations. Here, the steps of the government can be expected to be favorable for the expansion of the Silver Line in the sector of Home care.

### **Economic Environment:**



The economic stability of a location can impact positively to the introduced product or services. The present scenario shows that the impact of recession has still left scars in the present economic condition in the Royal Borough of Greenwich alike many similar boroughs of London. Minocha et al. (2015) viewed that the interesting part of the fact is that charitable organizations are impacted by the excess liquid money available with the population as human nature is to engage in charity on the excess amount available after satisfying own needs. Here, the study shows that the unemployment rate of Greenwich borough is increasing and there is an excess of 0.5% compared to the overall trend in London since 2011 (Institute, 2016). The statistics also shows that in the scale of unemployment, Royal borough of London is occupying 5<sup>th</sup> among the most unemployed population in London. The London economy is also impacted by the low paid labors. 21% of the Greenwich population falls under the low paid employees compared to 17% on the whole London. The situation indicates that the UK £5 million fund raised from the Big Lottery Fund can start the project, however, constant supply of funds is necessary from same or different sources to fuel the constant operation of the process. The economic environment can be evaluated as a challenge for expansion of Silver Line in home care section. The hurdle is considerably stubborn and needs to be managed with efficient strategies.

### **Social Scenario:**

The Helpline of Silver Line is available for all pensioners above the age of 65 years. The age indicates that the service is for old population who are desolated by family, separated from own people and are suffering from despair and physical distress. Now, the statistical research shows that the life expectancy of male members is about 78.7 years and 12% of the adult people in the society are affected by ill health and are physically challenged (Institute, 2016).. The number emerges out to be considerably high and the social texture indicates the necessity of home care services is high indeed. The young generation of Greenwich who are actually responsible for the well being and caring the aged people, are insufficiently educated. Lack of proper education for more than 48% of population above 19 years indicates the increasing unemployment and corresponding incapability of taking care of old family members. Silver Line Helpline, who is already a well known name in social service through toll free helpline, can be expected to be welcomes with open arms by the society.

### **Technological Scenario:**

The present era is mostly of internet services and based on online platforms. Smartphones have sneaked the way to every pocket and eased the admission of the world on the palm top (Kim et al. 2014). The Silver line helpline wants to launch the homecare services in Greenwich borough of London. The opportunity of the online platform can be utilized by Silver line. The services that are offered on call or over telephone can be offered online and this can be beneficial to reduce the dense traffic on helpline. The online services can also be beneficial for the old people majority of who suffer from hearing problems. The technological launching can be feasible with the new online project. However, the practical implementation is dependent on the actual project. The home care services are applicable only at a huge cost as the service is free and the expenses for the same have to be borne by Silver line. Problem lies again in arrangement of such a huge fund. The one time fund gathered from Big Lottery Funds can be feasible to start off the process, but the continuous operating of the process needs even more funds at a recurring basis. The whole process indicates that the viability of the project on the basis of technology is under challenge due to the present lack of fund supply. The project needs a continuous supply of funds and some major strategic planning for actually implementing the expansion in practical.

### **3.2 Recommendations for Launch of home care services at Silver Line Helpline:**

The Silver Line Helpline has a mission for expansion of the organization in the home care services. The main issue in the project is however the lack of constant supply of fund. The strategic planning is also necessary for actual visualization of the real project. The home care service is attempted for enhancing the reach ability of Silver Line to the aged and helpless people in the farthest corners of the Royal Borough of Greenwich. Here, some strategic plans can be suggested for reaching the targeted mission.

#### **Fund Collection:**

The Silver line Helpline can arrange for specific target oriented programs for collection of funds from other sources also. Government need to be approached for funding the scheme to the farthest extent possible revealing the noble cause and the positive impact on the society. The Silver Line can approach different celebrities who are well known for charity for performing in programs arranged by Silver Line and the ticket amount collected from the programs can also be able to fund the project.

**Data base formation:**

Silver Line Helpline needs to record the contact details of the callers with most intrinsic and serious needs along with almost all the callers. The team needs to collect the address and the needs for which the old people call most frequently. A data base can be most helpful in defining quarterly goals to be achieved. The data base can be utilized to segregate the total 17 wards of Greenwich into specific geographic segments and the old people can be served in group by several social welfare programs.

**Partnership with NGOs:**

Silver Line is popular as a helpline and the reach ability has enhanced by the toll free nature. The expenses associated with opening up a home care service branch at charitable objective can be huge. The funds are insufficient and needs more collection. There is an option for the Silver Line to enter into partnership programs with different not-for-profit NGOs who have medicals and different service groups at a part. The popularity of Silver line and the facilities of the NGOs can be a successful combination for enhancing the charitable services to the aged people at a much lower cost burden.

**Opening a residential medical cell for the aged:**

Home care services for old population can be mainly related to health care services. Silver line can open up a residential medical cell where preliminary health care can be provided to the old people. The physically abused people can be rescued and treated at the residential unit. After recovery, the patients can be sent back after health recovery. Silver line team can counsel the patient and the people back at home before the release to enhance the quality of life hence forth.

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