Chapter 1

Introduction: Backdrop and Rationale of the Study

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1.1.1 Corporate Communications

In today's society the future of any company critically depends on how it is viewed by its stakeholders including customers, media, shareholders, community, government, employees and such other groups. Reputation or brand management is an important strategic objective in the corporate world to improve sales and achieve long-term business goals. Corporate Communications function pertains to building, maintaining, protecting and enhancing the organization's reputation. Until the 1970s, practitioners had used the term 'public relations' to describe communication with stakeholders (Cornelissen, 2020). Largely of tactical nature, the 'public relations' function consisted mostly of communication with the press. The function began to be perceived as being more than just 'public relations' when internal and external stakeholder groups began demanding more information and accountability from organizations and businesses. This is when the roots of the new corporate communication function started to take hold. This new function came to incorporate a whole range of specialized disciplines, including corporate design, corporate advertising, internal communication to employees, issues and crisis management, media relations, investor relations, change communication and public affairs. (Grunig and Hunt, 1984)

Corporate communication is a management function involving internal and external communication with the aim of creating and sustaining good relationships with various stakeholder groups upon which the company is dependent. The sustainability and growth of an organization depends on how it is perceived by key stakeholders and Corporate Communication is a critical part of building, protecting, sustaining and enhancing its brand reputation. Corporate Communications is the process of facilitating information and knowledge exchanges with internal and key external groups and individuals that have a direct relationship with an enterprise. It is concerned with internal communications management from the standpoint of sharing knowledge and decisions from the management with

employees, customers, partners, vendors, suppliers, investors and partners, government and the general public in case of state-owned enterprises.

Corporate Communications is the planned and strategic communication of an organization's policies and programmes to the internal and external public to build a bridge of understanding and goodwill between the two, with the objective of promoting peaceful industrial climate, higher productivity and corporate discipline and also convince people about the company's credibility, performance, potential and the quality of its products/services. Increasing globalization has brought players from different parts of the world together and competition is intense. The growth and sustainability of companies are greatly dependent on the intangibles including brand value, CSR, environment stewardship, value system rather than merely the traditional tangibles such as productivity and performance parameters.

A strategic and sustained corporate communication practice can reap both medium and long-term benefits for businesses. It enables a company to have a distinctive identity in this increasingly VUCA (Volatile, Uncertain, Complex, and Ambiguous) post-Covid world. Customers are more loyal to companies that have positive and engaging brand communications and generally incline towards buying or consuming the company's products and services. Investors stay committed to investing in the company if the communications are based on transparency and accountability. Shareholders remain confident about the capabilities of the key executives, and the long-term growth prospects and profitability of the company. Today more than anything else, companies need to strive to compete in the intangibles such as brand image, value systems, commitment to environmental sustainability and people matters, and Corporate Communications function is the enabling force to achieve these very pertinent objectives.

1.1.2 History of Communications

All animal species have their own species-specific means of communication, but humans are the only species capable of spoken and written language. Language or communication has been a vital part of human development and helps to convey information, ideas, thoughts and emotions, build social groups, establish control and authority, enable creative expressions and convey emotions and is essential for creating a sense of social cohesion. Along with the development of humankind, the language and communication have also changed over

thousands of years. From primitive cave paintings and sign language to books, digital communications, intranet applications, smart phone apps and social media have revolutionized the way we communicate.

Early Communication Methods

Communication has existed in various forms as long as humans have existed. However, the signs and symbols meant different things for different people and through the course of human development, communication began to take on a purposeful, constructed design. The most well-known form of primitive communication is cave paintings. Storytelling, drums and smoke signals were also used by the primitive man to communicate. Written communication began as forms etched on cave walls which slowly developed into writing systems and evolved as people continued their effort to communicate with each other more meaningfully. Early forms of written communications involved writing on parchments, leather, stone tablets, wood, cloth and such material. Different cultures developed their own alphabetic scripts etched on stone tablets. With the invention of paper communication took a significant leap ahead as people gained the ability to write on a surface that was easier and cheaper to make leading to easier recording and dissemination thereby revolutionizing human culture and communications forever through books, newspapers, research publications and such other forms of printed mass communication material.

In the second half of the 19th century, wireless sound transmission through the Telegraph and the sound-based mass media of Radio changed the nature of communication. In the early 20th century, visual mass media of Television became a means for social storytelling and message dissemination. Later the advent of cable and satellite technology forever changed the Network and broadcast television.

Modern day communication media

In the middle of the 20th century the first computing machines were developed. These large machines were able to add numbers with mind-boggling speed and accuracy. Technology raced forward, and by the 1960s, the cutting-edge computers were smaller and more powerful.

The Internet debuted in 1969, known as the ARPANET (Advanced Research Projects Agency Network) and designed mainly for the military's use. The electronic mail developed in the 1970s as a way to send messages from one computer to another, even when the Internet was getting developed. In the early days, both users had to be online at the same time in order to send and receive messages through a central network ARPANET and later led to the development of email. By the late 1980s, with the invention of the mouse and graphical user interfaces such as Windows, computers evolved to greater levels of efficiency. By mid 1990s, internet related services began to be provided by the Internet Service Providers and with increasing popularity of the Internet, communication also changed radically. People began using the internet to communicate over large distance instead of the more costly means of telephones. Email communication and internet platforms became a more popular means of communications with the development of Web-based services. The growth of the internet led to a massive revolution in the world of communications.

The Internet has revolutionized the communications world like nothing before. The telegraph, telephone, radio, and computer have all set the stage for the Internet's unprecedented integration of capabilities. The Internet is at once a worldwide broadcasting capability, a mechanism for information dissemination, and a medium for collaboration and interaction between individuals and their computers without regard for geographic location. (Leiner, B. M. et all, 1997)

The internet has hyper-accelerated the pace of business and has allowed people from all walks of life, the affluent and the marginalized to find their voice and express themselves through social media. The internet now promises an exciting future of artificial intelligence, machine learning and life in the Metaverse.

1.1.3 History of Public Relations and Corporate Communications

Often considered as the founder of modern public relations, Ivy Ledbetter Lee (1877 – 1934) along with George Parker established Parker and Lee which was among the pioneering public relations firm in the United States of America. Lee is credited for issuing the first press release and also handled publicity for Judge Alton Parker's unsuccessful presidential race against Theodore Roosevelt. The author of the Declaration of Principles, the first literary piece describing the concept of public relations and its obligation to the people, Lee was a

great influence in convincing large corporations to create public relations departments within their firms (Ivy Lee, 2018).

Edward Louis Bernays, who authored the first book on Public Relations (PR) titled as 'Crystallizing Public Opinion' in 1923 is often considered to be the father of Public Relations. Bernays published his seminal work, Propaganda in 1928, in which he argued that public relations is not a gimmick but a necessity. Bernays was one of the first people to expand what had been a narrow concept of press agentry, or working to influence government policy, into a far more ambitious and controversial realm of seeking to influence and change public opinion and behavior (Gunderman R., 2015).

Over the years, he has played a significant role in the formation of opinion-shaping methods that were used by many business and industrial enterprises, welfare and civic groups, and governments at home and abroad. He helped shape public relations by favoring the use of endorsements from opinion leaders, celebrities, doctors and other "experts" to strengthen the claims of his clients. He also used surveys and released the results of assessments and polls to strengthen his clients' positions and products (The New York Times Archives, 1995).

With the advent of mass communication, the power of the pen came to be recognized when newspapers regularly carried stories on the evils of business, the corruption in politics, the double standards in religion, exploitation of children, women and marginalized groups. The journalists who were writing negative stories came to be known as the "muckrakers". Such articles had tremendous impact on the general public. The organizations and people against whom such dispatches were written, felt the need to give their points of view, thus paving way for birth of Public Relations (Jethwaney, n.d.).

PR society of America (PRSA) was formed in 1947, which can be traced as the beginning of professional bodies in the world. It adopted the Code of Professional Standards in 1950. The International Public Relations Association (IPRA) was formally established in London on May 1 1955, with the adoption of a constitution and the appointment of the first IPRA Council. The Global Alliance for Public Relations and Communication Management - a confederation of the world's major PR and communication management associations and institutions, representing 1,60,000 practitioners and academics around the world formally started in July 2002.

The Global Alliance's milestones include the adoption of a global code of ethics, a benchmarking of accreditation programs resulting in the agreement on seven global core competencies, research in curriculum guidelines and eight editions of the World Public Relations Forum (WPRF), the signature program of the Global Alliance where Public Relations and Communication professionals from around the world gather to examine major issues affecting the profession and affected by the profession.

In 1970s, practitioners had used the term 'public relations' to describe communication with the stakeholders. This public relation function, which was tactical in most companies largely consisted with the communication with the press. When other stakeholders, internal and external to the company, started to demand more information from the company, practitioners subsequently started to look at communication as being more than just public relation. This is when the roots of new corporate communication function started to take hold (Cornelissen, 2008). The term 'Corporate Communication' is believed to have come to the attention of the general public in 1972, when the widely read US business magazine Fortune held its first annual corporate communication seminar.

1.1.4 Public Relations and Corporate Communications in India

In the pre–independence era when the British Government needed to win over the support of the Indians towards World War I and began using PR as a tool for propaganda. During the freedom struggle, newspapers played a great role in disseminating information, developing awareness and creating a national fervor and large-scale cooperation of people in the nationalist movement of India. The British Government too used mass media to build the public opinion and disseminate information to the public on World War I. A Central Publicity Board under the chairmanship of Sir Stanley Reed, the editor of the Times of India, Bombay, which can be considered as the structured Public Relations organization in the country. Once the war ended the board was taken over by Central Bureau of Information in 1921 and worked as a link between the government and the media and also scrutinized the negative and significant news about the government appearing in the media. In 1923, the Central Bureau became the Directorate of Public Instruction and was then recast as the Directorate of Information and Broadcasting in 1939.

After achieving Independence from the British rule, a Ministry of Information and Broadcasting was established by the Government of India for being the nodal agency for disseminating information to the masses regarding various government welfare schemes and activities.

The origin of PR in Indian companies can be traced to the Tatas who opened a public relations department in their head office at the erstwhile Bombay in 1943. They soon began a monthly publication for employee communications. The Indian Railways too began public relations activities with promotional messages to get people to use railways as a mode of commuting. Public Relations, thus, moved from being a tool for propaganda and publicity in pre-independence era to public information vehicle in post-independence times and later evolved to employee communications and later as a strategic management function in post globalization era of independent India.

1.1.5 Public Relations in Public Sector

After attaining independence, the young nation began its journey towards industrial development through the Industrial Policy Resolution of 1948 envisaged development of core sectors through the public enterprises. The Industrial Policy Resolution of 1956 emphasized growth of the public sector and cooperative sector. It assigned pre-eminent position to the public sector and it envisaged the private sector co-existing with the state and thus attempted to give flexibility to the policy framework with a mixed economy (Mane, 2007). All the Central Public Sector Enterprises (CPSEs) that then numbered about 300 were directed to set up a public relations department also directed the public sector heads to bring out a house journal for employee communication aimed at informing and motivating the employees.

India's economic growth has received a strong impetus in post 1991 era. The globalization of the Indian economy in the 1990s gave impetus to Public Relations and the emergence of the private sector and multi-national companies in the early 1990s and the opening of opportunities for foreign direct investment let to the market becoming competitive and led to a thriving business scenario. The businesses began to feel the need to build their image and reputation in order to gain more and more customers. This led to the increase in PR and advertising agencies in the country. The multinational corporations who wanted to capture the vast Indian market felt the need for professional management in building their brands and

creating goodwill for themselves. Soon global agencies like the Ogilvy and Mather opened their PR set-ups in India and later other agencies such as Hindustan Thompson's IPAN and Taj Hotel's Good Relations also began their offices in India.

Today, public relations function is integral in the business world. However central and state governments, corporate organizations or the non-governmental sector, education, medical and such other sectors use PR tools, techniques and tactics differently to serve their varied business purposes. While private sector and multinational companies use PR for branding, advocacy and liaisoning, the public sector organizations have a long tradition of having a mix for PR activities that include press/media relations for image build up with the outside world through non-paid media, internal communication with employees, investor relations as well as media relations. They use various tools such as films, exhibitions, outreach, house journals, company websites, shop floor talks and open houses among others. While government communications are aimed at mass communications for its welfare scheme and highlighting its achievements, mostly through public money, the non-non-governmental sector uses PR more often for advocacy and fund raising (Jethwaney, n.d.).

1.1.6 Professional bodies in Public Relations

There are three major professional PR association In India viz., The Public Relations Society of India (PRSI), Public Relations Council of India (PRCI) and Public Relations Consultants Association of India (PRCAI), besides many others that have come up lately. As per the PRSI website, it was established in 1958 to "to promote the recognition of Public Relations as a profession and to formulate and interpret to the public the objectives and the potentialities of public relations as a strategic management function". Any person and any firm, body corporate or association of persons working in the field of communications and allied areas and students can take membership. PRSI has 30 chapters and a membership of 3000 practitioners/ organizations and has public relations practitioners from Government enterprise, public sector and CPSEs, Private sector companies, multinationals, PR academics, students and consultants. PRSI is recognized as the national PR body by the International Public Relations Association (IPRA) and has a co-operation agreement for exchange of thought leadership materials for development of PR profession.

The First All India Public Relations Conference was organised in Delhi on April 21, 1968. The theme of the conference 'Professional Approach' was a very significant as an effort to give a professional approach to public relations function of moving from publicity, press agentry and information dissemination. A Code of Ethics for PR profession was also adopted in this conference heralding the beginning of professional Public Relations in India. Commemorating the seminal conference, the national Public Relations day is celebrated on 21 April all over the country since 1986.

Public Relations Consultants Association of India (PRCAI) was founded in 2001 by a group of PR Firms with the aim to give a fillip to the PR industry in India and support communications professionals across the country. Public Relations Council of India (PRCI) is a pan-India forum having presence in 38 Indian cities and connects PR, Media, Commercial and Public Service Advertising, Marketing communications, Academia and students. The organization formed in April 2004 provides works towards professional development and facilitates networking opportunities to strengthen the profession.

Both the private and public sector in India has re-named the PR departments as Corporate Communications departments and aligned the function to the business goals of the companies.

1.2 New Media and Corporate Communications

The 1980s saw the emergence of computer-based media which transformed the modes of communication worldwide leading to the phenomenon of information overload, with more information than ever before in the history of mankind, now available at a single click. The computer based New Media encompasses the emergence of digital, computerized, or networked information and communication technologies and platforms such as the internet, websites, computer multimedia, computer games, CD-ROMS, and DVDs which were different from traditional media such as television programs, radio programs, films, magazines, books, or paper-based publications. The so-called new media technologies – often referred to as Web 2.0 – encompass a wide variety of web-related communication technologies, such as blogs, wikis, online social networking, virtual worlds and other social media available on-demand through the Internet, accessible on digital devices, containing interactive features, feedback mechanisms and social participation. The wide range of

characteristics of these new media technologies can be summarized by the 5 C's: communication, collaboration, community, creativity, and convergence. (Friedman and Friedman, 2008). New Media transmit content through connection and conversation. It enables people around the world to share, comment on, and discuss a wide variety of topics. In the corporate world, new media such as Intranets, web portal, blogs, e-bulletins, e-magazines, discussion forums and such others.

With the advent of New Media, the communications revolution has put the power wielded by the media into the hands of the audience as they have wider options of media to choose from besides reaching out to a far wider audience while doing away with the geographical boundaries. Traditional mass communications through newspapers or television were essentially one-directional, while the new media channels have interactivity or two-way interactivity as a main feature.

New media offered unprecedented opportunities to improve and revolutionize communications for all. With the advent of Internet, the PR and communications function were revolutionized making the professionals to adapt to the fast digital medium and engage in the conversation with stakeholders unhindered by the boundaries of time and distance as well as cost of paper publication and distribution.

The intranet has replaced the traditional newsletters and circulars and Corporate Communication professionals playing a major role in developing the content of corporate intranets. These communications professionals use the new media to manage information to suit the organizational needs and create and publish information both for the internal employees as well as the media and the external publics. New media has also made archiving and retrieval of communication material quick and well-organized.

1.3 New Media theories

Marshall McLuhan argued that the effects of the electronic revolution in 1950s America were so great as to make educators displaced persons living in a world that has little to do with the one in which they grew up. For McLuhan, this revolution produced classrooms without walls as telecommunications and television brought a simultaneous information structure to electronic society. Along with the 'global village' and 'media convergence' concepts of

McLuhan, the interactivity of new media has influenced new media observations and theories. However, new media theorization and research methodology has faced a number of challenges including the rapid pace of change in the field of computerization, media, and telecommunications. Also, the challenge of mapping the evolving and fluid convergence of the new media platforms and the need for vast interdisciplinary resources that are needed to survey the field have made impacted new media theory and research (Holmes, 2009).

McLuhan phrase "Global Village" that he used to describe humanity's adaptation to communications technology, underpinning his standpoint that technology is a driver of social change. Though the social media came on the scene much later, McLuhan's views still apply to the social media. McLuhan's famous dictum "The Medium is the Message," claims that the medium chosen to disseminate information to an audience was of equal or greater importance to the message itself. The nature of the medium that is being used to share a message is more important than the actual content of the message being shared can be best epitomized by Twitter which forced people to communicate within 280-character limit thus requiring concise to the point communication and often leaving out a lot of contextual details.

In 1972, Gregory Bateson proposed the Framing Theory which refers to how the media packages and presents information to the public. According to Bateson the media highlights certain events and then places them within a particular context to encourage or discourage certain interpretations. The literal meaning of framing is how the incidents are presented to the viewers and how the presentation impacts the people. The word frame refers to structuring the information. Framing theory suggests that how something is presented to the audience (called "the frame") influences the choices people make about how to process that information. The covid pandemic and resultant trending conversations around vaccination, covid testing and protocols, mutations, covid waves, and such other issues are examples of how social media such as twitter drives the public perception and conversations.

The Agenda Setting Theory by Maxwell McCombs and Donald L. Shaw puts forth that media's news coverage determines which issues become the focus of public attention. When a particular news report is given importance and attention than other news the audience will automatically perceive it as the most important news and information. Agenda setting occurs through a cognitive process known as "accessibility". Media provides information which is the most relevant food for thought, portraits the major issues of the society and reflects

people minds. In recent years, it is observed that social media such as Facebook or Twitter is used to both inform as well as spread news and opinions and thus influence the public.

A central concept in agenda-setting theory is that of salience. In order for the news media to set the agenda, issues and events must become prominent in people's minds in relation to the extent of attention given to those issues and events by the media. One way that news media fortify importance or salience is through repetition, which McCombs (2014) has argued is the most powerful indicator of significance. For example, when users on Twitter see content from news media accounts, they "follow" or news content that is "retweeted" by someone within their network, it leads to salience. One of the unique characteristics of social media is the facilitation of unhindered sharing, dissemination and repetition (McCombs, (2014).

Blumler and Katz's Uses and Gratification theory discusses the effects of the media on people. It suggests that people play an active role in selecting and using the media which means that users seek and select the media that fulfils their needs and thus get gratified when their needs are fulfilled. In a nutshell, this theory is about how people use media rather than how the media effects people. This theory contradicts the Magic Bullet theory about passive audience. This theory has a user-centered approach which resonates with the social media users who select social media as per their needs and for their gratifications through publishing, sharing, playing, networking, buying and localization on various social media sites such as Wikipedia, Facebook, online games such as PUBG, LinkedIn, Amazon, mobile apps for local events, maps and services.

In his landmark book, 'Mass Communication Theory', McQuail talks about the significance of mass media and how it affects the individual and society. About the future of mass communication, he says that it will be either lead to lack of connections between individuals and society or lead to unifying people. The advent of the new media, its widespread acceptance as well as the apprehension of the formidable new media's threat to free flow of information are dealt by McQuail in this seminal book.

On the importance of an informed public, McQuail in his book Media Performance (1992), opines that if the public at large is more aware then it is less probable to be affected by the media. In 1993, communication scholars Denis McQuail and Sven Windahl referred to

Lasswell's model as "perhaps the most famous single phrase in communication research" (McQuail and Windahl (1993), as cited in Saliu, Hasan. (2020))

McQuail put forth that both political and the social-cultural aspects have effect on relations between media and society. McQuail also puts forth in his 'Mass Communication Theory' that is difficult to pinpoint the definite uses of media, as well as understand how any particular medium may be received by the masses. Citing the example of the television, he observes that inspite of the various changes that have taken place over the years, the television is still perceived chiefly as an entertainment medium. In the context of twitter though it is a platform for connecting people, it is seen as a platform for breaking news. Facebook which is primarily a platform for 'staying in touch' is used for branding and e-commerce.

1.4 Social Media

Merriam-Webster defines social media as "Forms of electronic communication (such as websites) through which people create online communities to share information, ideas, personal messages, etc." (Merriam-Webster., n.d). Social media has changed the way we live our lives, how we interact, and go about our everyday business. Social media permeates all facets of life and it has become unavoidable and powerful force today for humanity. The global social media landscape is evolving phenomenally and new platforms such as Metaverse, Omniverse and such ultra-immersive virtual platforms will usher in the next chapter of the internet world.

Today, the study of social media is one of the most popular research topics in public relations and corporate communications. The book, 'The social media bible: Tactics, tools, and strategies for business success' have defined Social Media as "the activities, practices and behaviours among communities of people who gather online to share information, knowledge, and opinions using conversational media" (Safko and Brake, 2009).

Social media allow people to not only receive information but also be active creators of communication content. The social media platforms facilitate sharing of information, dissemination of knowledge and allow exchange of views and opinion. Social media applications allow users to upload and share content such as text, images, audio or video files,

join online communities, disseminate news, promote advocacy, catalyze political mobilization, enable social development and conduct e-commerce activities.

The internet and social media have changed consumer behavior and expectations and revolutionized how companies run their business. Digital marketing using social media applications offers huge opportunities to businesses through lower costs compared to brick and mortar models, improved brand awareness, receive feedback and thereby improved customer experience, increased sales and profitability. Corporates across the world are using social media for various activities including marketing, internal communications, public relations, media relations, customer service, corporate social responsibility activities and such other business processes and goals. Social media is changing the workplace and transforming stakeholder communications by enabling opportunities for greater interactivity, collaboration, participation and engagement. Therefore, in today's corporate world, social media has become tool for strategic communications for opening new and innovative ways for businesses to engage with their stakeholder groups. In this new age of social media, stakeholders and customers are no longer passively receiving the communication, but they are actively engaged in active conversations and feedback, thereby revolutionizing brand communications.

Corporate Communications too have been transformed by the social media. Companies use social media strategically to share their company's news, messages, achievements, and such other information instantly with all their stakeholders. The amalgamation of communications and technology give PR professionals the potential to formulate their performance in a more strategic direction" (Breakenridge, 2012). Also, the rise of social media has fashioned a new style of communication model between a company and its customers, giving customers the possibility to give immediate feedback and offer ideas, such as for example, a customer can comment or post his views or react to the company's tweet or Facebook post.

According to Digital 2020: October Global Statshot, more than 4 billion people now use social media each month globally, and an on average nearly 2 million new users are joining the social media. Correspondingly the world is spending more time on social media too, roughly 15 percent of their waking life on social media. As per the report, 50% of the global population is using social media which amounts to 3.8 billion people (an increase of 9.2% since 2019).

According to the Digital 2020: October Global Statshot report mobile apps now account for more than 90 percent of our total time spent digitally. The data also reveal that while apps are increasingly being used for a wide variety of daily activities, but half of all the time spent on mobile devices is taken up by the social media activities.

According to datareportal.com, on average, globally, internet users spend 2 hours and 24 minutes on social media across all devices on a daily basis. In India, there were 624.0 million internet users and 448.0 million social media users in January 2021 while social media penetration in India stood at 32.3%. The world's most used social media platforms used by corporate include Facebook, YouTube, WhatsApp, Instagram, Twitter, and Snapchat among such others. (Kemp, 2020)

Facebook (Now Meta)

Facebook – an online social networking site that allows users to create their personal profiles, share photos and videos, communicate and collaborate with other users. Launched in 2004, Facebook is the most used social media platform in the world today, both in terms of active users and time spent on the platform. As per datareportal.com, Facebook has over 2.912 billion monthly active users in January 2022 (those which have logged in to Facebook during the last 30 days). During the fourth quarter of 2021, the company stated that 3.59 billion people were using at least one of the company's core products (Facebook, WhatsApp, Instagram, or Messenger) each month. (https://www.statista.com).

Facebook states, "We believe in the potential of people when they can come together. We build technologies that help people connect with friends and family, find communities, and grow businesses". Facebook's mission statement reads, "Give people the power to build community and bring the world closer together".

According to Encyclopedia Britannica, Facebook was founded in 2004 by Mark Zuckerberg, Eduardo Saverin, Dustin Moskovitz, and Chris Hughes, all of whom were students at Harvard University and soon Facebook became the largest social network in the world.

Access to Facebook is free of charge, and the company earns most of its money by selling advertising space on its various social media platforms. New users can create profiles, upload

photos, join a preexisting group, and start new groups. The site has many elements including Timeline, a Space on each user's profile page for posting their content and for their friends to post messages; Status, which enables users to alert friends to their current activity or location; and News Feed, which informs users of changes made by their friends regarding profiles and status. Facebook enables users to chat with each other and send each other private messages. It allows users to like content on Facebook with the Like button and also enables comments and sharing of content.

The Facebook Company is now Meta. In October 2021, Mark Zuckerberg introduced the new avatar of Meta, which brings together their apps and technologies under one new company brand. The focus of Meta will be to bring the metaverse - basically a representation of an immersive 3D virtual worlds focused on social connection as their digital avatars - to life and help people connect, find communities and grow businesses.

Meta has launched Facebook Reels Globally and New Ways for Creators to make money and its features include remix, sharing to Facebook stories and more.

YouTube

On April 23rd 2005, Jawed Karim, one of the co-founders of YouTube uploaded the very first video to YouTube, showing him at the zoo, and titled as "me at the zoo". Since then, YouTube has come a long, long way. It went from 0 to 1 billion viewers in a decade and today has 2 billion users worldwide (Statista, 2019) making it the second most popular social media network after Facebook. YouTube is a great media for businesses for their digital marketing and corporate branding with about 2 billion users logging in every month to watch videos on YouTube.

YouTube was created in 2005 by three former PayPal employees - Chad Hurley, Steve Chen, and Jawed Karim. It grew phenomenally and was brought by Google in 2006 for US$1.65 billion, and now YouTube is one of Google's subsidiaries. Since its creation YouTube has become the 2nd largest search engine, only next to Google. YouTube's mission as stated on its website says, "Our mission is to give everyone a voice and show them the world". YouTube users can watch, like, share, comment and upload their own videos.

As per Alphabet's report, YouTube generated $8.6 billion in ad revenue in Q4 2021, while for the full year, YouTube brought in $28.8 billion in advertising income (Hutchison, 2022). It's ranked as the second-most popular social network, and the only platform that has more active users than YouTube is Facebook. When more than two billion users are logging in every month to watch videos on YouTube, there's a massive and active market that marketers have the potential to tap into (Mohsin, 2021). Due to ease of uploading and sharing and viewing YouTube videos, 500 hours of video are uploaded to YouTube every minute worldwide. A whopping 30,000 hours of video are uploaded every hour and 7,20,000 hours of video uploaded every day to YouTube and the scale continues to increase phenomenally. To comprehend the astounding number of videos, it would take a viewer more than 80 years to view all the videos uploaded to YouTube in just an hour (Hale, J. 2019).

Twitter

On its homepage, it says "Twitter is what's happening in the world and what people are talking about right now". According to Encyclopedia Britannica, "Twitter is an online micro blogging service for distributing short messages, called 'Tweets,' among groups of recipients via personal computer or mobile telephone". Created by Jack Dorsey, Noah Glass, Biz Stone, and Evan Williams in 2006, twitter got a strong presence on computers and laptops and later it came to be available through the Twitter app on mobile devices and has become one of the most popular social media platforms for breaking news, branding, networking, announcements, among others. Its credibility as a news source is increasing rapidly. Journalists and print and electronic news media are now leveraging social platforms, including Twitter, to attract large wide readership – a phenomenon that has gained tremendous traction during the covid pandemic times.

Twitter is an online social networking service that enables users to send short 280-character messages called tweets. Statista Research Department's report says that as per recent social media industry figures, Twitter is one of the leading social networks worldwide based on active users. Twitter had 192 million monetizable daily active users (mDAU) worldwide as on December 2020. Twitter enables the registered users to read and post tweets as well as follow other twitter users through their update feed. (Statista, 2022)

Twitter began to be described as the 'SMS of the Internet' and then in 2010 it rolled out "New Twitter", an entirely revamped edition of twitter and also introduced "Promoted Tweets" - advertisements that would appear in search results as a primary revenue source. Twitter's big defining moment was on January 15, 2009 when a commuter ferry passenger Janis Krums tweeted the breaking story of the successful water landing of US Airways Flight 1549 on the Hudson River in New York City. The mobile phone camera photo of passengers getting out of the half-submerged aircraft was uploaded and soon enough the site promptly crashed as thousands of Twitter users attempted to view it at once. For Twitter it was a revolutionary day as a twitter user had broken a story that had the attention of the entire world.

Initially twitter restricted the tweets limit to 140 characters long and now each tweet can be 280 characters long. The tweet text limit cap demands brevity, focused and smart use of language, which makes the tweets easy to read, and challenging to compose. This size restriction has also contributed to the huge popularity of Twitter especially the upwardly mobile, technology savvy professionals, opinion makers and communicators. Tweeting is posting short messages for anyone who follows you on Twitter. Twitter users follow other users and their tweets can be seen in the twitter 'timeline'. Users can choose to follow people and organisations that they find interesting. Users can create their own tweets or can retweet posts that they want to resonate with their followers. Retweeting enables information and news to be shared quickly with a large number of people. Twitter users tweet about 500 million tweets each day and this is growing phenomenally. As of the October 2020, Twitter has 340 million users and average monetisable Daily Active Users (DAU) (mDAU) grew 34% year over year to 186 million, with people sharing current events, product information, news and analysis and such other current topics (Investor Fact Sheet, 2020).

Twitter defines mDAUs as "as Twitter users who logged in or were otherwise authenticated and accessed Twitter on any given day through Twitter.com or Twitter applications that are able to show ads". Compared to 2019, twitter mDAUs has shown a record 24% growth from the previous year, the highest year-over-year increase on record. Twitter credits this growth to product improvements and online conversations about Covid-19 pandemic (Sehl, 2020). While twitter cannot be compared with Facebook having over 2.9 billion monthly active users, it is a fact that the reach, impact and potential of twitter cannot be overlooked and

today corporates and organizations are using Twitter as a key aspect of brand Strategy due to the highly informed, engaged and opinionated twitter users.

1.5 Corporate Social Responsibility (CSR)

As per The World Business Council for Sustainable Development's publication 'Making Good Business Sense' by Lord Holme and Richard Watts, "Corporate Social Responsibility is the continuing commitment by businesses to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large." (Holmes and Watts, 2000)

Corporate Social Responsibility (CSR) stems from the idea that a business has a responsibility to the society that exists around it. CSR is all about stakeholder accountability, community development, transparency and sustainability which enable companies and organizations to build their reputation as a socially responsible entity and builds trust amongst its stakeholders. CSR activities enables business organizations to take a moral high ground and help in positively reinforcing company's reputation in the minds of customers and employees. A positive corporate image is absolutely crucial for brands as it helps to attract and engage with customers on a continuous basis. Companies across the globe have realized that integrating branding and CSR leads to strengthening of corporate culture, visibility and customer loyalty which contributes to business growth and sustainability. The role and objective of the corporate is not just to earn the profits, but also, giving back to the society in one way or the other. Corporate Social Responsibility is a Company's commitment to operate in an economically, socially and environmentally sustainable manner, while ensuring that the interests of its stakeholders are also taken care of. The concept of CSR lies in charitable or philanthropic activities of corporations through donations or outreach activities. The concept has evolved and now includes concepts such as triple bottom line, corporate philanthropy, environmental stewardship, sustainable development goals, corporate citizenship, corporate sustainability and business responsibility.

1.5.1 Corporate Social Responsibility in India

India is the first country in the world to make Corporate Social Responsibility (CSR) mandatory, through an amendment to 'The Company Act, 2013' with effect from 1st April

2014. The rules in Section 135 of India's Companies Act make it mandatory for companies which have a certain turnover and profitability to spend 2% of their average net profit for the past three years on CSR. As per the amendment, businesses can invest the mandated profits in CSR activities in the thematic areas such as education, health, poverty mitigation, gender equality, sustainability and such other areas. This has led to CSR moving from the traditional spirit of volunteerism to legally mandated CSR.

The spirit of CSR or philanthropy is not a recent western concept, but can be traced back to our ancient Indian culture, monarchial governance, philosophy and literature. References of 'good deeds' are found in the ancient Indian literature such as like helping the poor and destitute. A 'trusteeship'' model was proposed by Mahatma Gandhi wherein the wealthy could act as the trustee of welfare trusts and act as custodians of wealth to be used for social benefits and for their own self. The TATA group which has emerged as the biggest philanthropist globally was also inspired by the idea of "trusteeship". Jamsetji Nusserwanji Tata, founder of Tata Group encapsulated the spirit of philanthropy that "in a free enterprise, the community is not just another stakeholder in business but is in fact the very purpose of its existence."

The 1970's can be considered as the time when the modern view of CSR began to emerge and was conceptualised in 1900's by which time the CSR concept was well recognised and accepted by businesses and large sections of the society. While in 1977 less than half of the Fortune 500 firms even mentioned CSR in their annual reports, however, by 1990, about 90 percent Fortune 500 firms had included CSR as an essential aspect in their organisational goals, and actively showcased their CSR activities in annual reports (Boli and Hartsuikar, 2001 as cited in Paul, V. M., 2019). Over the years post the liberalization and globalization, CSR has become a significant and integral part of businesses, especially in countries such as India, where it is it necessary to ensure economic integration and social inclusion for achieving people's growth and development (Choudhary, S. et al, 2020).

In recent times, the significance of CSR's strategic role in attainment of Sustainable Development Goals (SDGs) is increasing and many companies are aligning their CSR thrust areas according to SDGs to meet their CSR mandate. Also, the unprecedented crisis of Covid-19 pandemic, a disruption and a humanitarian challenge unseen by this generation has brought to fore the critical role that CSR plays to mitigate the socio-economic disruption and

enabling access to covid care and relief in a country like India that has high unequal distribution and inaccessibility of resources for a huge part of the population that lives on the fringes of the society.

1.6 CSR theoretical concepts

The "Shareholder Theory," by economist Milton Friedman and the 'Stakeholder Theory' by Dr. F. Edward Freeman puts forth that business is an instrument for the sole purpose of making money for stakeholders and anything contrary to that constitutes an illegal tax on business and stakeholders. Friedman quoted that 'The Business of Business is to do Business'. John Elkington, one of the founders of the global sustainability movement, whose book 'Cannibals with Forks' in 1997 popularized his 'Triple Bottom Line' (TBL) concept (People, Planet, Profit) and laid the foundations for sustainable business strategy. The "People" approach is to ensure fair and beneficial practices toward labour and community and region in which the company conducts its business. "Planet" entails sustainable environmental practices. A company that follows the TBL approach endeavors to maintain and sustain the natural environment and strives to mitigate environmental impact of their operations. The "Profit" pertains to the economic value created by the organization after deducting the cost of all inputs, including the cost of capital tied up. As per the TBL concept, the company's responsibility is towards stakeholders, which means, all those who are influenced, either directly or indirectly, by the actions of the company, rather than shareholders.

In January 2002, C.K. Prahalad and Stuart Hart, professors at the University of Michigan and North Carolina, respectively, urged leaders to imagine the world's 4 billion poorest people as potential consumers — and described precisely how they could engage them profitably. Prahalad proposed that businesses, governments and donor agencies stop thinking of the poor as victims and instead start seeing them as resilient and creative entrepreneurs as well as value-demanding consumers. After all, the poor of today are the middle class of tomorrow. There are also poverty-reducing benefits if multi-nationals work with civil society organizations and local governments to create new local business models.

Michael E. Porter, leading expert on competitiveness strategy introduced the concept of 'Creating Shared Value (CSV) in his Harvard Business Review article, 'Strategy and Society:

The Link between Competitive Advantage and Corporate Social Responsibility'. The central premise behind creating shared value is that competitiveness of a company and health of communities around it are mutually dependent.

While philanthropy and CSR efforts focus on "giving back" or minimizing the harm caused by businesses on the environment or society at large, the shared value concept focuses on maximizing the competitive value of solving social problems in new customers and markets, cost savings, talent retention and others. Creating Shared Value (CSV) involves corporate policies and practices that enhance the competitive advantage and profitability of the company while simultaneously advancing social and economic conditions in the communities in which it sells and operates.

1.7 Provision for CSR in Indian Companies Act 2013

The Companies Act, 2013 incorporates a provision of CSR under Section 135 which states that "every company having net worth Rs. 500 crore or more, or a turnover of Rs. 1000 crore or more or a net profit of rupees five crore or more during any financial year, shall constitute a CSR Committee of the Board consisting of three or more Directors, including at least one Independent Director, to recommend activities for discharging corporate social responsibilities in such a manner that the company would spend at least 2 per cent of its average net profits of the previous three years on specified CSR activities". (Ministry of Corporate Affairs, n.d.)

According to Tarun Khanna, Jorge Paulo Lemann professor at Harvard Business School and Director of Harvard University's South Asia Institute, Indian public sector companies are much better placed to implement meaningful CSR than the private sector companies due to the large scale of their operations and their accessibility to the government. (Datta, 2014)

The provision for CSR in the Companies Act, 2013 by the Ministry of Corporate Affairs (MCA), Government of India was one of the world's biggest experiments of introducing the CSR as a mandatory provision by imposing statutory obligation on Companies to take up CSR projects for achieving social welfare goals. With this provision, India has become the only country which has regulated and mandated CSR for select categories of companies registered under the Companies Act. According to the National CSR portal, the goal of this

CSR initiative is to accelerate the nation towards achievement of SDGs and push public-private partnership towards nation's socio-economic development.

Section 135 of the Companies Act, 2013 and Rules made governs CSR in India wherein the criteria or parameters are provided for assessing the company's eligibility for implementation and reporting of their CSR Policies. As per the National CSR Data Portal, India has the most comprehensive CSR mechanism and implementation strategy for benchmarked attainment of sustainability goals and stakeholder participation in nation building. The National CSR Data Portal states that, "the CSR ambit is getting bigger and for upcoming years it would turn as a unique knowledge base for analyzing and achieving sustainability goals as India has mandated CSR through its legislative action".

After Corporate Social Responsibility was introduced as a statutory obligation for companies by way of Companies Act 2013 under Section 135, the Companies (Corporate Social Responsibility Policy) Rules were notified on 27th February 2014 ("CSR Policy Rules, 2014") to lay down the specifications and procedure to be followed by the companies while fulfilling their CSR commitments.

1.8 Central Public Sector Enterprises

In India, a Public Sector Undertaking (PSU) or a Public Sector Enterprise is a state-owned entity and is owned by the union government of India, State or territorial governments. The company's majority stock is owned by the government and they are categorised as Central Public Sector Enterprises (CPSEs), Public Sector Banks (PSBs) or State Level Public Enterprises (SLPEs). Those companies in which the direct stake of the Central Government or other government-owned company is 51% or more are classified as CPSEs under the Ministry of Heavy Industries and Public Enterprises. The Department of Public Enterprises (DPE) is the nodal department for all the Central Public Sector Enterprises (CPSEs) and formulates policy pertaining to CPSEs. The Department of Public Enterprises (DPE) is the nodal department for all the Central Public Sector Enterprises (CPSEs) and formulates policy pertaining to CPSEs. It lays down, in particular, policy guidelines on performance improvement and evaluation, autonomy and financial delegation and personnel management in CPSEs.

Maharatna Companies

In 1997, nine PSUs (Public Sector Undertakings) were given financial autonomy and conferred the 'Navratna' status. Later, in 2010, the Government of India established the higher category called as 'Maharatna' category with the objective to empower mega CPSEs to expand their operations on a global scale. A Navratna company with significant global presence having an average annual turnover of more than Rs. 20,000 crores during the last three years; average annual net worth of more than Rs.10,000 crore during the last three years; and an average annual net profit of more than Rs. 2,500 crores during the last 3 years have been conferred the Maharatna Status.

As per the list of Maharatna, Navratna and Miniratna CPSEs on website of Department of Public Enterprises, Government of India (https://dpe.gov.in/about-us/divisions/list-maharatna-navratna-and-miniratna-cpses), the Maharatna Companies are:

1. Bharat Heavy Electricals Limited
2. Bharat Petroleum Corporation Limited
3. Coal India Limited
4. GAIL (India) Limited
5. Hindustan Petroleum Corporation Limited
6. Indian Oil Corporation Limited
7. NTPC Limited
8. Oil and Natural Gas Corporation Limited
9. Power Grid Corporation of India Limited
10. Steel Authority of India Limited

1.8.1 CSR in Central Public Sector Enterprises

In India, a CPSE or a Public Sector Undertaking (PSU) is a state-owned enterprise and are owned by the Union Government of India, or the State Government or Union Territory governments. A CPSE's company stocks are majority-owned by the government. The Central Public Sector Enterprises (CPSEs), Public Sector Banks (PSBs) or State Level Public Enterprises (SLPEs) form the PSU sector. CPSEs are companies in which the direct holding of the Central Government or other CPSEs is 51% or more. The Ministry of Heavy Industries and Public Enterprises through the Department of Public Enterprises (DPE) governs the CPSEs. The DPE is the nodal department for all the CPSEs and formulates policies on

performance improvement and evaluation, autonomy and financial delegation and personnel management in CPSEs.

DPE Guidelines on CSR and Sustainability issued on 21th October,2014 specifically states that, all profit making CPSEs have to mandatorily undertake CSR activities as per the 25 provisions of the Act and the CSR Rules. Also, even though a CPSE does not fall under the CSR eligibility criteria under section 135 with regard to net-worth, turnover or net profit parameters are also required to undertake CSR projects if it had made profits in the previous year by spending at least 2% of the profits accrued in the previous year for CSR activities.

The CPSEs had been carrying our CSR activities under the DPE guidelines since 2010. Under these guidelines, each profit making CPSE was mandated to spend certain percentage of Profit after Tax (PAT) on CSR. However, after legislation of the Companies Act, 2013, all companies (including PSUs) above a certain threshold as defined in Section 135 (1) of the Companies Act, 2013 are required to formulate their CSR policies and spend at least 2% of their average net profit in preceding three financial years on CSR.

The Guidelines on CSR and Sustainability apply to Central Public Sector Enterprises (CPSEs), which are essentially companies or undertakings owned or controlled by the Central Government. The Guidelines represent an important step in India's efforts into mandated and regulated CSR in an unparalleled manner. It is to the credit of the CPSEs that long before the concept of CSR came into picture; these companies have been on forefront in contributing to socio-economic development, providing relief during national emergencies, uninterrupted supply of energy and other supplies, education or public health issues in comparison to the private sector companies.

The DPE's Guidelines on Corporate Social Responsibility and Sustainability for Central Public Sector Enterprises subject them to a higher standard of social responsibility than companies in the private sector. The CPSEs garner greater public interest and scrutiny compared to other companies in the private sector that have profit-making as the principal motive. The higher standards expected from CPSEs through the CSR guidelines for CPSEs make it seem that the Government requires them to contribute to greater social obligations.

The Guidelines also add that "in case of CPSEs mere reporting and explaining the reasons for not spending this amount in a particular year would not suffice and the unspent CSR amount in a particular year would not lapse. It would instead be carried forward to the next year for utilisation for the purpose for which it was allocated." Even here, CPSEs are held to a much higher requirement of CSR spending than companies in the private sector. (Varottil, 2014).

The CSR Act was amended in 2019 and 2020 leading to some major changes in the CSR provision under Section 135 of the Companies Act. To provide for the notified changes, the Ministry of Corporate Affairs had released the Draft Companies (Corporate Social Responsibility Policy) Amendment Rules in March 2020 ("Draft Rules") inviting public comments. On 22nd January 2021, the MCA finally issued the Companies (Corporate Social Responsibility Policy) Amendment Rules ("New Rules") giving effect to the changes introduced in CSR by the Companies Amendment Acts of 2019 and 2020. (www.mca.gov.in/)

1.9 Social Media and CSR Branding

CSR is becoming an important factor for influencing a company's image, reputation and stakeholder relations; however, the interactivity levels of online CSR communication are typically low (Etter, 2013). It may be argued that CSR should not be viewed as a means of PR, branding or marketing, the fact remains that every business takes up CSR activities with the goal of building corporate image and stakeholder goodwill.

Companies are using strategic communications to convey their CSR impact. For effective communication, CSR related information is shared innovatively through storytelling, graphics and illustrations. Companies communicate CSR highlights in annual reports or sustainability report through infographics or engage people through curated content on official social media pages to boost engagement with and sharing of the CSR content for branding goals. Innovative use of specific hashtags or story telling through small audio-visual capsules are valuable tools when it comes to publicizing a company's CSR activities, promoting products corporate events and other initiatives on social media.

CSR communications play an important role in forming and sustaining stakeholder relations. Stakeholder groups can become more engaged with an organization if they are aware of the

organization's CSR ethos, policies, and activities specially in the issues affecting them and they would be more willing to collaborate with organizations in reaching socially responsible solutions to problems.

CSR communication may also be used to maintain authenticity and acceptability for the organization. Even when there would be any unfavorable actions, such communication keeps open the possibilities for the organization to explain and justify its actions. This will also increase transparency about the social and environmental impact of the organization and its governance structure; thus, maintaining legitimacy (Tata and Prasad, 2014).

1.10 Conceptual Framework

Communication was primarily conceptualized as a simple one-way transmission of messages from a source to a receiver with the intention of producing some effect. The intended effect was usually limited to making the receiver aware of some point of view, new development, or course of action. Neither the social process of communication nor the influence of communication on behavior was delved into. However, with the advancement of the human development communication evolved and began to become a discipline or a field of study and research.

By the 1990s, the conceptual framework for communication had expanded significantly. The key elements of strategic communication –audience, messages, channels, speakers, time, use of mass media, development of media for entertainment and educational purposes, cognitive and behavioral impact and such others – are rooted in the new conceptual frameworks of communication and behaviour change.
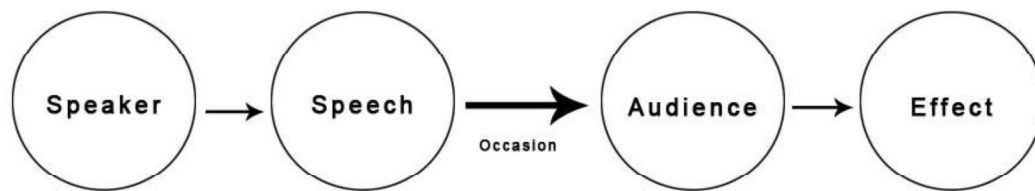
1.10.1 Models of Communication

What is a Model?

A model is a depiction of any thought, concept or an idea in a simple and concrete manner through visual aids such as pictures, diagrams, illustrations, among others. Models contribute to making the understanding of any concept lucid and clear. A model enables easy

understanding of a process and helps to draw conclusions from it. To simply put it, a model makes the learning easy and simple.

Aristotle's Model of Communication

Aristotle, the Greek philosopher and writer designed the earliest mass communication model called "Aristotle's Model of Communication" in 300 B.C (Before Christ). The Aristotle's communication model is centered on the Speaker. The speaker is the only one with the active role of influencing the audience through public speaking. It is the speaker's role to deliver a speech to the audience. The role of the audience is passive and is influenced by the speech.
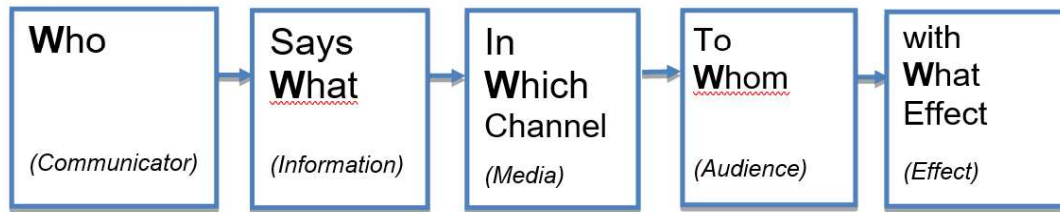

ARISTOTLE'S MODEL OF COMMUNICATION

Lasswell's "5W" Model

Communication theorist Harold D. Lasswell developed a communication model in 1948 which came to be known as Lasswell's "5W" model. Lasswell's model of communication (also known as action model or linear model or one way model of communication) is regarded as one the most influential communication models remains relevant even in today's mass media landscape.In his article "The Structure and Function of Communication in Society", Lasswell wrote: "convenient way to describe an act of communication is to answer the following questions:

a. Who

b. Says What

c. In Which Channel

d. To Whom

e. With What Effect?"

Study of Social Media based on Lasswell's "5W" Model

In Lasswell's "5W" model of communication, which focuses on "Who (says) What (to) Whom (in) Which Channel (with) What Effect", the communication process is divided into five elements. These are 1) Communicator; 2) Information; 3) Media; 4) Audience and 5) Effect. These five elements provide clear perspectives to study the social media communication. When it comes to social media, these five elements are developing with their own characteristics which vary from the traditional / classical media.

The first element of the Communicator is becoming more diverse as any user or any organization can be the sender of information. The second element of Information is becoming vastin various formats including text, image, audio, video, animation, and such other multimedia formats and is all pervasive. Third, the interactivity element of new media, which is a unique to the new media and social media, is increasing exponentially due to the rapid technological development. The audience which is the fourth element is getting more personalized, which is evident of increasing participation of the users on the new media platforms. The effect of communication is quick and sometimes instantaneous, and at the same time, it is getting more logical to evaluate it.

The "5W" communication model by Lasswell is still the basic framework of mass communication researched by scholars. Lasswell proposed that analysis of mass communication process is indeed equal to understanding answers to the 5 basic questions.

Who? – Analysis of communicator

Says what? –Analysis of information

In which channel? –Analysis of media / modes

To whom? – Analysis of audience

With what effect? – Analysis of resultant change / action

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The five parts of mass communication process will continue to be the fundamental elements in the field of mass communication research, irrespective of the future course of mass communication study and the rapid technological development. However, mass communication is evolving and developing newer characteristics which will bear an impact on mass communication research and theorisation.

The relevance of Laswell's model notwithstanding, the "5W" model lacks cognizance of the feedback in the communication process and also the role of communicator and audience is rigid. In the social media backdrop, the interactivity aspect of the new media provides the study of mass communication a lot of impetus. (Peng, 2015).

From the literature reviewed for the study, it is found that in India, there are not many scientific studies on using social media for corporate communications and CSR branding. Since not much research is available on what Indian Companies such as in the Oil and Gas sector (having nation-wide reach / critical nature of job/products and its impact on social – economic welfare) are communicating on the social media, it is proposed to undertake a study with the Lasswell's "5W" Model as the basic communication model.

The most basic "5W" communication model is proposed as Study of social media for corporate communications and CSR which is by and far in a nascent stage. The "5W" communication model by Lasswell is still the basic framework of mass communication researched by scholars.

Lasswell proposed that analysis of mass communication process is indeed equal to understanding answers to the 5 basic questions.

1. Who? – Analysis of communicator [The Companies - its business, CSR, communications and such other aspects]

2. Says what? –Analysis of information [Tweets and videos, website, Annual Report and such other communications]

3. In which channel? –Analysis of media [Twitter Handle and YouTube channel, Internet, Publications and such other material]

4. To whom? – Analysis of audience [No of users / followers]

5. With what effect? – Analysis of resultant change / action [Likes, replies, shares, and comments]

1.11 Statement of Research Question

Considering the research gap emerging from the Literature review undertaken prior to arriving at the presentation of the research questions, as not much research is available on the social media communication of CPSEs, it is proposed to undertake a study with the Lasswell's "5W" Model as the basic communication model. This model is proposed for studying the social media communications and CSR branding in Indian CPSEs, which is by far in a nascent stage.

1. How are CSPE's leveraging the Social Media platforms to communicate and engage with its stakeholders?

2. What content is shared by the CPSE's on their social media platforms and what engagement or interactivity is generated by the social media content?

3. How are CPSE's using social media for CSR communications and branding?

4. How are CPSE's reporting their CSR projects on their corporate websites and annual report as part of the Provision for CSR in Indian Companies Act 2013?

1.12 Research Objectives

Based on Lasswell's "5W" model of communication, which focuses on "Who (says) What (to) Whom (in) Which Channel (with) What Effect", wherein the communication process is divided into five parts including communicator, information, media, audience and effect, the objective of the research is to add to the body of literature by studying the use of Social Media and Corporate Communications for CSR branding in Indian Oil and Gas sector.

The research objectives are:

1. To examine use of social media by CSPEs for brand building and CSR branding using popular social media channels by these organisations.

2. To identify the types of content typically shared, frequency of use of social media and response elicited from social media users.

3. To examine the interactive aspects of social media tools utilised by the organisations.

4. To capture insights and experiences of Social Media heads in the content creation and management of Social Media channels.

5. To examine the contemporary directives for CSR and their implications for the Indian Public Sector.

6. To examine the reporting of CSR thrust areas and projects / activities on their corporate websites and Annual Reports by the CPSEs.

1.13 Rationale

Social media has gained immense popularity and wields great power over the way people communicate forcing companies and organizations to change their communication strategies to attract customers, increase sales and build stronger brands. Social media has a powerful advantage in enabling users to share information and ideas, in different ways that were never possible earlier using the traditional / classical media like the newspapers or television. Social media allows a wide range of new sources of online information that are created, curated, developed, shared, and commented on by consumers about products, services, issues, and brands. Social media has opened new vistas for communicating about CSR, sustainability and such developmental issues to key stakeholder groups. An example of the impact of social media for CSR communications and stakeholder engagement is 'sustainability blogging' leading to greater stakeholder involvement. Social media also opens new possibilities for communicating CSR issues to key constituencies online. (Fieseler, Fleck and Meckel, 2010). Therefore, social media is a great tool for companies to create stakeholder engagement (Bhattacharya and Sen, 2008).

The study of social media is one of the most popular research topics in public relations. Even way back in 2007, Weber Shandwick, in partnership with KRC Research conducted a global survey of Fortune 2000 companies and found 69% currently used social networking sites, while 37% planned to use more of them over the next five years (Wetsch, 2008).

A study by Wright and Hinson (2009) investigating how public relations practitioners are using social media found that PR practitioners, more often than not, used sites such as Facebook to find out about news in general or communication-related news, even though they are still greatly dependent on traditional sources for information. The study discusses how social media has changed the public relations and advertising landscape. The development of various new technologies has significantly empowered a wide variety of strategic stakeholder groups or influencers to communicate effectively with a variety of internal and external audiences by leveraging the powerful social media. Newer technological advancement in social media and mobile apps and technologies are changing the way organizations communicate strategically with their stakeholders such as employees, customers, stockholders, communities, government, and other groups.

Regarding use of social media platforms, a content analysis study of Fortune 50's Facebook usage published in the Public Relations Journal, 2010 revealed that Fortune 50 companies were leveraging Facebook, but not utilizing it to its fullest potential. Some of the companies were not having an official presence on Facebook. While companies may be aware of the capabilities of Facebook, they may be unclear about how it fits within the corporate strategy. The study put forth that corporates need to incorporate communication and engagement strategies not only on their websites, blogs or digital publications, but also on their social media sites. (McCorkindale, 2010)

Studies have also found that corporates are using social media for communication and stakeholder dialogue but they have focused on one social media at a time such as Facebook (Matthews, 2010), Twitter (Rybalko and Trent, 2010) and corporate blogs (Sweetser and Metzgar, 2007) rather than have a social media strategy for using a mix of various social media sites.

A study by Matthews on "Social Media and the Evolution of Corporate Communications" put forth that, how companies are responding to the social media revolution is an indicator of

their future success. Companies that are too slow to embrace these new technologies and techniques are going to be left behind. Even if companies do not quickly take up to using social media, their consumers are communicating with one another using the social media. Social media is going to continue to develop and change, and corporate communications practices are going to evolve with it. While social media has already become a significant communication tool to the industry, the future promises greater adaptation and implementation of these tools. The emergence of social media has accelerated the evolution of corporate communications. (Matthews, 2010)

It is seen from the reviewed literature that there were no concrete studies on using social media for corporate communication in Indian companies. Ananthakrishnan's doctoral thesis on "Impact of Corporate Communication on Internal Public" concluded that "both external and internal Corporate Communication activities in HAL had significant impact on the internal public of HAL" (Anantha Krishnan, M., 2012). Another research on Corporate Communication in public and private corporate houses of Karnataka found that utilization of corporate communication has enabled corporates to achieve success in their business management (Raghavendra, R., 2013). It is seen that these studies have not studied how the corporate communication or public relations function in these companies are using social media.

A study on Corporate Communication and Social Media: A study of its usage pattern explored the frequently used social media sites for corporate communication of private sector companies in Karnataka; popular uses, types of messages and frequency of posts shared on social media sites for corporate communication and the response to queries. The study put forth that majority of these companies used social media for corporate communication. The research showed that social media was used effectively for building and maintaining employee communication, customer relations, media relations, among others. The researchers concluded that in the future, social media usage for corporate communication will be used more effectively for Industrial relations, vendor relations, community relations, shareholder relations and government relations. (Manavik et al, 2015).

The study recommended further research to be conducted on a large number of corporate communication professionals across India or globally. The researchers also suggested for a study on the usage of social media for corporate communication by public sector or

government sector; and also, further a comparative analysis between public and private sectors on the usage of social media for corporate communication. Further studies have been recommended on the use of various social media such as Facebook, Twitter or LinkedIn used by various companies for corporate communications.

A study on the communication structure in Indian public sector companies found that in many PSUs, full-fledged CC departments are still not established, while in few PSUs, the public relations or corporate communications function is streamlined with the company's vision and mission and is a full-fledged department. The key roles of these departments include communication for the desired corporate image among the target audience for branding and stakeholder relations. In companies that have established full-fledged communication departments, Corporate Communications is a strategic management function which includes internal and external communications for building, strengthening and sustaining their corporate image and contributes to the brand value and corporate performance. The study however does not explore the use of new media and social media and is restricted to studying the basic communications structure and function in Indian PSUs and also exploration of the impact and effectives of corporate communications is missing. (Jain et al, 2014)

According to Coope (2004) implementing CSR is not enough – it is vital to also communicate those activities to stakeholders. A study, 'Communicating Corporate Social Responsibility at Shell' discussed the CSR communication strategies used at Shell (a leading global oil company) and how the main stakeholders were targeted in the corporate website and similarly in the sustainability reports. The study uses Harold Lasswell's '5W' communication framework in identifying Shell's CSR communication strategies in its sustainability report.

As far as use of social media for communicating the CSR activities of the corporate is concerned, a paper, 'Corporate Social Responsibility in Social Media Environment', studied the CSR communication of ten global companies on how these companies use the social media - Facebook and Twitter – for accomplishing their CSR communication goals. The paper examined the social media activity such as posts, likes and comments of their customers and observed that the companies on average dedicate about one-tenth of their

social media communication content to CSR topics. It is also seen that CSR topics do not seem to be of much interest to the users (Pavlíček A., Doucek P. (2015).

From the literature reviewed, it is also seen that study of Corporate Communications strategies of Indian companies for leveraging social media and its impact on internal and external stakeholders is greatly missing. It is also observed that studies on CSR communications for branding using social media by Indian PSUs which have significant CSR projects is also missing. In the backdrop of the huge impact of new media on public relations, research on how companies are using corporate websites, intranet portals, e-bulletins as well as social media such as Facebook, Twitter, Instagram, LinkedIn and YouTube is important.

The Oil and Gas sector forms the backbone of the Indian Economy and has all Indians as their customers and their products and operations have a tremendous impact on the lives of the customers and stakeholders. Therefore, the purpose of this study is to explore the use of social media by the companies, the information they are posting on its sites, how it engages with its publics, sharing of social responsibility activities and government schemes on its pages.

This research proposes to study the social media communications for CSR branding in Maharatna CPSEs in the Oil and Gas Sector. The three Maharatna Oil and Gas companies are also amongst the top 10 Fortune 500 companies in 2019. The Oil and Gas sector forms the backbone of the Indian Economy and has all Indians as their customers and their products and operations have a tremendous impact on the lives of the customers and stakeholders. The study of CSR communications of the CSPE Maharatna becomes even more pertinent in light of the Department of Public Enterprises (DPE) Guidelines on CSR and Sustainability issued on October 21, 2014. The content analysis will look at what organizational information is shared on social media, the use of photos and videos, CSR communications, whether the site generated feedback, and whether there are interactions or discussions between the audience and the companies.

1.14 Methodological outline

The present piece of research is a Qualitative Case Study Research using case study approach. In the light of the research questions and research objectives, the case study

approach is adopted. The case study is categorized as an exploratory, descriptive and multiple case-studies type.

An extensive literature review was first undertaken to place the problem statement in a proper context. This research proposes to study the social media communications for CSR branding in Maharatna CPSEs in the Oil and Gas Sector.

Content analysis has been selected as a tool for studying the social media content. The content analysis is used for finding correlations and patterns in the content communication, understanding the strategy or intention of the organization, identifying broad topics and themes in the communication and analyzing the response elicited by the content from the audience. The collection of data and content analysis has been done by analysing the social media content and presented in a frequency distribution table as well as in report form and interpreted and reported quantitatively and qualitatively.

The content analysis tool was used for studying the social media content and CSR content reporting on corporate website, annual report and Sustainability reports and In-depth Interviews. The tools were administered to Social Media channels - Twitter and YouTube and the in-depth tool was administered to senior Corporate Communications professional/s heading Corporate Communications in companies under the study as well as key experts in the area of the study to get key insights and experiences in communicating on social media platforms.

1.15 Limitation of the study

The study is limited to examining the use of social media for CSR communications in Maharatna Oil and Gas CPSEs using two social media platforms - Twitter and YouTube. Further studies can look at other social media including Facebook, Instagram, and such other social media sites. Studies can be undertaken to study the effects of social media communications on internal and external stakeholders.

Further a comparative study of pre-covid and post-covid times social media communications of CPSEs can provide insights into the impact of covid lockdown and unlocking on social media communications, especially in light of the massive outreach that was taken up by

corporate to provide covid care, relief and awareness on dos and don'ts for covid prevention and safety besides the CSR activities taken up during this time.

1.16 Delimitation

The study is purely a qualitative case study to explore possible answers to research questions and does not test any hypothesis and does not include statistical analysis and empirical calculation. The study delimits to studying in an in-depth way the Social Media content and experiences and insights of social media managers. The study does not directly examine the effect or impact of the social media content on the audience. However, the responses as observed imply the 'influence' of the social media content on the audience.

1.17 Scope of the Research

The findings of this study should facilitate further professionalism in the fast-evolving area of Corporate Communications and Social Media communications and also provide valuable research insights into the social media communications of CPSEs for their CSR programmes which remains unexamined and unexplored to a large extent, despite the mega scale of CSR programmes of CPSEs taken up across the country.

1. 18 Key Terms

1) Social Media

In 2016, Merriam-Webster defined social media as "Forms of electronic communication (such as Web sites) through which people create online communities to share information, ideas, personal messages and such other details. The term social media is usually used to describe social networking sites such as:

- Facebook – an online social networking site that allows users to create their personal profiles, share photos and videos, and communicate with other users. Facebook's 'about' page says, "We build technologies that help people connect with friends and family, find communities, and grow businesses." With roughly 2.89 billion

monthly active users as of the second quarter of 2021, Facebook is the biggest social network worldwide.

- Twitter – an internet service that allows users to post "tweets" for their followers to see updates in real-time. It's about information says, "Twitter is what's happening and what people are talking about right now". There are 186 million daily active users on Twitter in 2021 and there are 500 million tweets sent per day.

- YouTube - a free video sharing website that lets people upload, view, and share videos. It has 2 billion Active Users worldwide and is ranked as the second-most popular social network, and the only platform that has more active users than YouTube is Facebook.

There are many more social networking sites and many more are social media platforms are emerging.

2) Corporate Social Responsibility (CSR)

According to the United Nations Industrial Development Organization (UNIDO), "Corporate Social Responsibility is a management concept whereby companies integrate social and environmental concerns in their business operations and interactions with their stakeholders" (www.unido.org).Corporate Social Responsibility is a Company's commitment to operate in an economically, socially and environmentally sustainable manner, while ensuring that the interests of its stakeholders are also taken care of. There are many such companies all over the world whose experiences show that integrating branding and CSR can build a corporate culture around responsibility leading to business sustainability.

3) Central Public Sector Enterprises

CPSEs are companies owned by the Government of India and are also called a Public Sector Undertaking (PSU) or a Public Sector Enterprise (PSE). In such CPSEs, the direct holding of the Central Government or other CPSEs is 51% or more and are under the Ministry of Heavy Industries and Public Enterprises. The Department of Public Enterprises (DPE), which is the

nodal department for all CPSEs, monitors the operational and financial performance and personnel management in the CPSEs.

4) Maharatna Companies

In 2010, the Government of India established the higher category called as 'Maharatna' category with the objective to empower mega CPSEs to expand their operations on a global scale. A Navratna company with significant global presence having an average annual turnover of more than Rs. 20,000 crores during the last three years; average annual net worth of more than Rs.10,000 crore during the last three years; and an average annual net profit of more than Rs. 2,500 crores during the last 3 years have been conferred the Maharatna Status.

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