CHAPTER III

STRATEGIES AND APPLICATION OF CORPORATE COMMUNICATION

3.1 CORPORATE COMMUNICATION STRATEGY

Virtually everyone writing on strategy agrees that there is no consensus on its definition (Chaffee, 1985:89). In the following paragraphs, an attempt will be made to bring some order to the chaos that the term 'strategy' has created .Strategy, from the Greek word 'strategia' (office of the general), is "the science or art of military command as applied to the overall planning and conduct of large scale combat operations". Strategy could therefore be seen as the thinking, i.e. the Logic behind the actions (Robert, 1997:22).

Most authors affirm that the heart of strategy-making is in the conceptual work done by leaders of the organization. Drucker (in Kotler, 1988:61) sees strategy as an indication of the organization's positioning for the future; what rather than the how. It means doing the right thing, rather than doing things right. A strategy can also be seen as an approach, design, scheme or system that directs the course of action in a specific situation (Grunig & Repper, in Grunig, 1992:123).

Where there is no clear concept of strategy, decisions are based on either subjective or intuitive assessment and are made without regard for other decisions (Jain, 199739). Various authors see strategy as a pattern, namely: a pattern in the organization's important decisions and actions, consisting of a few key areas or things by which the firm seeks to distinguish itself (Kami, 1984); a pattern in a stream of actions-this pattern being the result of strategic decisions made by the firm (Mintzberg, 1987); a pattern of "major objectives, purposes, or goals and essential policies and plans for achieving those goals, stated in such a way as to define what business the company it is or is to be in and the kind of company it is or is to be" (Jain, 1997:9).

Chaffee (1985:90) clusters strategy definitions in literature into three groups:

Linear Strategy which "focuses on planning, and consists of integrated decisions, actions, or plans that will set and achieve viable organizational goals".

Adaptive Strategy which is concerned with the "development of a viable match between the opportunities and risks present in the external environment and the organization's capabilities and resources for exploiting these opportunities". The environment is seen to consist of trends, events, competitors and stakeholders to communicate which the organization must adapt.

Interpretive Strategy which views the organization as a "collection of co-operative agreements entered into by individuals with free will. The organization's existence relies on its ability to attract enough individuals to co-operate in mutually beneficial exchange". The focus is on desired relationships, symbolic actions and communication. Interpretive strategy emphasizes attitudinal and cognitive complexity among diverse stakeholders in the organization. The fundamental truth in strategy is that an organization cannot be all things to all people. Strategy requires choices-deciding what particular kind of value an organization wants to deliver and to whom (Porter, in Gibson, 1997). The strategy is the primary determinant of success or failure in fulfilling the mission and achieving the organization's goals and objectives (Digman, 1990:13).

3.2 ADAPTIVE STRATEGY

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3.3 INTERPRETIVE STRATEGY

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Although the public relations body of knowledge indicates a strategic role for the corporate communication manager (White & Mazur, 1995; Bartha, 1994; Grunig) Repper, in Grunig, 1992:120), there are but a few references to corporate communication 'strategy' in a strategic organizational context. The few publications that refer to the topic deal mainly with communication campaigns and plans, as illustrated by the many planning models, operational plans and checklists that are frequently seen in corporate communication textbooks and articles.

The word strategy, according to Tibble (1997), is "used very sloppy" is "bandied around like a mantra," but contains little substance. The main thrust of his thinking is that few practitioners understand the meaning of strategy, although it is a known, uncomplicated concept to those familiar with management theory. The key problem seems to lie in the application of strategy for corporate communication/public relations issues, i.e. what strategy means in a communication context. The word strategy is often used by corporate communication practitioners to describe something 'important' (as in strategic messages, strategic direction) or to describe 'activities' (as in communication strategy). It is also used mistakenly when, in reality, it should describe a corporate communication/public relations aim, objective or tactic.

3.4 AN EFFECTIVE STRATEGY SHOULD RATHER PROVIDE THE FOLLOWING (TIBBLE, 1997:357):

A-Leadership of thought and activity processes for the communication programme

B-The context, and a guiding principle, for all communication activity;

C-The link between the 'why' and the 'how' the logic that binds objectives and tactics together.

Eiselen (1992) seems to agree with Tibble on the real meaning of the term 'strategy', by advocating corporate communication strategy as the vital link between organizational strategies and the corporate communication function - enabling the practitioner to implement corporate communication programmes that advance the accomplishment of the corporate vision and mission. To elevate corporate communication to the same level of importance as any of the main functional areas, it is necessary to impact the organization and its management where it really counts - the enterprise/ corporate strategy. Furthermore, strategy formulation and strategic planning are prerequisites for developing a sound corporate communication strategy, for they provide focus and direction to the communication, as well as synergy between the enterprise/corporate strategy and communication.

To make communication relevant in the strategy formulation process, Eiselen (1992) suggests the following approach: study the vision and mission, corporate goals and objectives, the major issues facing the organization or areas of critical importance for achieving the vision/mission and corporate strategies. One now arrives at the starting point for the corporate communication strategy it is here that the strategic link between enterprise/corporate strategy and the corporate communication function is made.

The implications of the organization's key strategic issues and strategies, as well as the risk of communicating the issue are determined, and the corporate communication strategy is developed. The latter should essentially reflect or mirror the enterprise/ corporate strategy (Eiselen, 1992).

A draft should be presented to top management for approval and suggestions. Only at this stage should communication plans/programmes be developed by means of the steps in the well-known public relations (corporate communication) process - situation analysis, developing objectives, publics, messages, media, budget and evaluation. The above are a few references to developing a corporate communication strategy as a functional strategy, as the term is used in the strategic management context.

Most corporate communication/ public relations authors (such as Windahl, Signitzer & Hainsworth & Wilson, 1992) seem to refer to communication planning at the operational level when using the term strategy. What they are in fact referring to is implementation strategy - the broad approach to communication activities.

In any corporate organization it is very important to create communication sense. Because its effect their internal and external environment. it develop project and maintain the corporation`s image and culture. For many organizations, which operate globally as well as locally and regional ones. Moreover it participate to overall top to bottom communication system, policy making, language and linguistic structure, technology and environment, social organization, contexting and face saving, body language and nonverbal communication. These are things which inclusively influence the corporate image and brand identity. Corporation centralize communication to meet the strategic goal of developing and perpetuating a corporate image and culture through consistent and coherent massage through various media from face to face contact to print to video.Corporate Communication strategy is critical to developing and strengthening partnership with key stakeholders and internal and external audiences.

Strategy and the communications world, and particularly the PR part of that world, just do not seem to go together. It is certainly unusual to come across a memorable, cogent, sustained, and effective communications strategy. Not a brand strategy, Not a marketing strategy Not an advertising strategy.

By developing a corporate communication strategy, organizations will manage their stakeholders and issues proactively striving towards cooperation and mutually beneficial relationships. Corporate communication strategy will also serve as the link in aligning corporate communication goals with organizational goals, thereby facilitating the function's contribution to organizational effectiveness**.**

Usually in the industry strategy communication is the part of public relation function. While in the department of defiance strategic actually means something. But in industry is stuck alongside of any number of other words solely to denote `` planned'' or thoughtful. Christopher paul denote in his book strategic Communication: origin, concept, and current debates that basically corporate communication strategically

communicate to their audience. Communication strategies and themes are the strategies communication element that concerns contents and involved both the inputs and outputs from the strategies communication planning, integration and synchronization the processes.

Traditionally Corporate strategy composed strategy planning as a top level activity, management control as a middle manager executive activity and operational control as a middle manager executive activity and operational control as a supervisory or first level management task. Corporate strategy , defined as planned and control , places demands on all employees but the rate of change in response to market and technological forces has particular implication for the communication manager or consultant. Empirical research which formed the basis of the public relations discipline, including stakeholder theory and audience or public analytical models, is becoming common knowledge. Nevertheless, the corporate communicator, treading the path of function and strategy combined, needs parameters around people management, IT and system process.

Communication in all areas is affected by the prevailing top down culture. Communication strategies to developed at theoretical and practice level from four control dimensions, namely core values risks to be avoided, strategic uncertainties and critical performance measures. Oliver focusing in his book that campaign communication, to drive strategy of any corporate world to control crisis management and these has may be five areas like organizational change, finance, cost reduction, assets reduction and revenue generation. The strategic direction in which a decision experts to be aware of classical decision making theory and to be conscious of the probable impact on not just the campaign but he organization and its strategy as whole as well as the probability of crisis occurring. Continuous review internal or external event or crises. (Sandara oliver: corporate communication principles, Techniques and Strategies).

Awareness of problem- Identification of strategic problem	Identification of strategic problem
Exploration of the problem- Analyzing company strategy	Analyzing company strategy
Deciding what to do-Formulation Strategy	Formulation Strategy
Taking action to Implement the decision – Implementing strategy	Implementing strategy
Examination and feedback of results-Monitoring Strategy	Monitoring Strategy

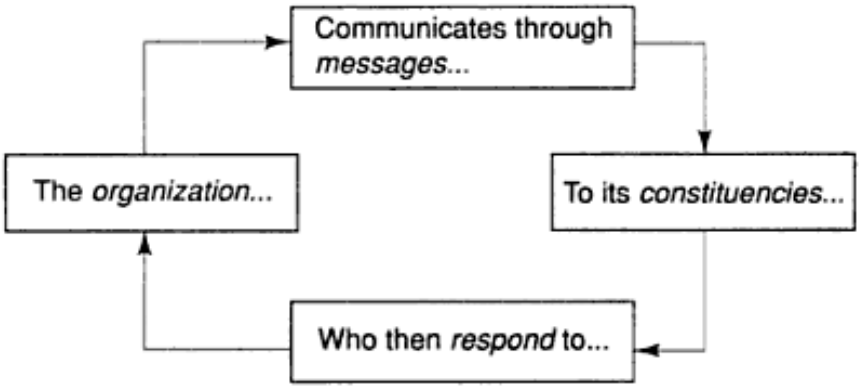
Internal Audit-Environmental analysis- Summary Strength Weaknesses Opportunities that Core Skill- Determining Strategic direction – Entry Strategies – Strategic choice-Implementation Through Structure-Implementation through People-Monitor progress and feedback.

Argenty describe in his book that communication strategy depends as Aristotle used to focus component of speech.

1) Instead of a speaker, the first component in a corporate communication strategy is the organization.

2) The second component, in place of Aristotle`s person to whom the end or object of the speech refers is the "constituency"

3) The final component, which Aristotle describe as "the subject of which he treats" will refers to as "massages". (Argenty, strategy corporate communication,)



3.1 Figure Corporate Communication Strategy Framework

Argenty describing in his book three phase of making strategy in any organization which is necessary to provide a significant way of getting the goal and fruitful result.

1) Determining what the '**Objective**' is for the particular communication.

2) Deciding what '**Resource**' is available for achieving those objectives.

3) Diagnosing the organization`s **Reputation.**

Above given point showing that for any organization first set the objective. There are different reasons to deciding to communicate. For example to announce a revised package leave travel allowances which company wants to withdraw. In this package company going to cutting down the cost. So here the company`s communication objective is more than just announcing the revised package and it must also convince employees it has a good reason for taking something away from them. Thus, the objective here is to inform the employee accept that this short term bitter medicine may have long term benefits that will improve the condition of organization and the employees , who would secure the benefits, in turn. This approach to communication aims at making employees willing co- partners in the belt tightening process, rather than suspicious , hostile and unmotivated workers.

3.4.1 Resource, It would be decided by the organization that what are the resource are available like fund, human resource and time. how much fund are available for better communication to employees. It is better to inform through via email, new letters, or other communication medium or better to appoint consultant to convey

your massage to your employees. Because they have the good wishes about the organization and something going wrong or against employees. So it would be better to appoint the consultant to convey the message .but it is little more expensive than first option but best. So here fund is crucial.

3.4.2 Human resources are the next which is playing role to make strength strategy. Suppose that there is a company which is wants to establish a relation with the stakeholders for that three representative needed to cover all the shareholders. Of course it depend size of company or organization but if the organization appoint only one to establish rather than three or four as per the need, then it would be negative and weak.

3.4.3 Time are inclusively another important point to determining the organization`s corporate communication strategy. The allocation of time, like the allocation of all resource, should be determined by what it really take to achieve the company`s objective rather than to seek to short term solution. In some cases, this might mean allocating more resource than organization would like. But almost always, the organization is better of allocating the resource up front. Correcting mistakes in corporate communication can be costly proposition.

For example, on july23, 1995.a Mumbai tabloid featured an ad for Tuff shoes that had model Madhu Sapre and Milind Soman posing in the nude with a python wrapped around them, just about covering their vitals. The controversy an protests against this ad dragged on for long time. The ad agencies defended their creative right while the nation pooh-poohed the couple's audacity. A heated debated engulfed the advertising and corporate world but the brand lost its momentum as the company failed to rectify or capitalize in the ensuing scenario. Both time and opportunity were wasted.(page no. 28) So time and momentum are very crucial to decide the corporate communication strategy.

3.4.4 Reputation In Organization, it is very important to try to diagnose the organization`s reputation. After the setting objectives for a communication and deciding what resources are available to accomplish that objective, organizations must also determine what kind of image credibility they have. The image credibility an organization has built with a specific constituency can make a huge difference in

deterring the success or failure the organization has in achieving its objectives. For Example, suppose that Non veg. Indian Food Company wanted to expand the food chain in country or across the country. For that they want to generate international positive publicity in international press. For that it is to be difficult if that company not well known outside of its country. So its image credibility in situation would be low because international press representatives would have limited experience with Food Company compared to international food company like KFC. Which have already great image credibility?

During the formation of strategy with all above given points, it is to see that what kind of constituency an organization`s have? Because without know this unable to understand what each think about the organization.

3.5 ARGENTY SHOWING THERE ARE TWO KIND OF CONSTITUENCY-

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1) **Primary-** In this segment they keep

   A-Employees

   B-Customers

   C- Share holders

   D- Communities

2) **Secondary-**In this segment

   A-Media

   B-Suppliers

   C- Government – Local ,Regional, Nati

   D- Creditors

3.6 CORPORATE COMMUNICATION STRATEGY AS MANAGEMENT FUNCTION:-

Greene, Adam & Ebert (1985:536) see strategic management as "a continuous process of thinking through the current mission of the organization, thinking through the current environmental conditions, and then combining these elements by setting forth a guide for tomorrow's decisions and results". Strategic management focuses on strategic decisions-those decisions that deal with the determination of strategy and provide the definition of the business as well as the general relationship between the organization and its environment. It also deals with the strategic planning required to put these decisions into practice with strategic control, which ensures that the chosen strategy is being implemented properly and produces the desired results. The key concept in these definitions is strategy, the organization's preselected means or approach to achieving its goals and objectives while coping with current and future external conditions. (Digman, 1990)

Strategic thinking and strategy formulation Mintzberg (1994) and Robert (1997) maintain that strategic thinking is not the same as strategic planning. Where strategic thinking is the process that the organization's management uses to set direction and articulate their vision, strategic planning often Looks back at five years of numbers and extrapolates for the next five years. This does nothing to change the 'look' or the composition of an organization.

Strategic thinking is a process that enables the management team to sit together and think through the qualitative aspects of its business (opinions, judgments, even feelings of stakeholders) and the environment it faces (Robert, 1997:54). It produces a framework for the strategic and operational plans, and attempts to determine what the organization should look like, i.e. the strategy. Strategic thinking reviews and questions the direction of the business.

It produces a profile that can be used to determine which areas of the business will receive more or less emphasis and is both introspective and externally focused (Robert, 1997:56-57). It is problem solving in unstructured situations, being able to recognize changing situations. Most importantly it involves selecting the right problems to be solved. (Digman, 1990:53).

Strategic and operational (tactical) planning where strategic thinking determines the strategy (what should be done), strategic and operational planning helps to choose how to get there, i.e. to put the strategy into practice (Robert, 1997:26). The chosen strategy is created for each division or business - the result is the strategic, long-range master plan. In the implementation phase, the strategic master plan turns strategy into reality, by means of more detailed and shorter-term plans and schedules at progressively lower operating levels of the firm. (Digman, 1990:54)

Operational planning allocates tasks to specific existing facilities to achieve particular objectives in each planning period. Operational or action plans incorporate four elements (Pearce & Robinson, 1997:304) specific functional tactics actions/activities to be undertaken in the next week, month or quarter (each business function, e.g. marketing/corporate communication/human resources needs to identify and undertake key and routine, but unique activities - functional tactics - that help to build a sustainable competitive advantage) each tactic/action/activity has one or more specific, immediate (short-term) objectives or targets that are identified as outcomes a clear time frame for completion accountability, by identifying persons responsible for each action in the plan. In applying the above to the corporate communication function, it would seem that practitioners expend most of their effort on communication plans at operational or tactical level.

Levels of strategic management Strategy development takes place at different organizational levels (Digman, 1990). Top management and the board of directors develop the enterprise strategy (Ansoff, 1977) in which questions, such as why the organization exists, what it attempts to provide to society and what types of relationships it will seek with stakeholders in its environment are addressed. Two important aspects of creating an enterprise strategy are an analysis of the stakeholders, and their values and their expectations. (Dill, 1979:49)

Enterprise strategy also has to do with the achievement of non-financial goals, such as enhancing the organization's image and fulfilling its social responsibilities. In part, enterprise strategy represents the social and moral/ethical component of strategic management (Freeman, 1984). At corporate level, strategy is mainly concerned with defining the set of businesses that should form the organization's overall profile (decisions concerning mergers and acquisitions, strategic alliances, etc). At this level,

strategies tend to be financially oriented (.Digman, 1990:38)

A business strategy usually covers a single product or a group of related products (Pearce & Robinson, 1997:6; Jain, 1997:9,19) and focuses on how to compete in the product/market/industry segment. At this level, strategies are often marketing oriented. (Digman, 1990:38) At functional level, the principal responsibility is to execute the strategies of the organization Enterprise, corporate and business unit. By developing annual objectives and short-term strategies. (Pearce & Robinson, 1997:6)

Corporate communication and human resources strategies are examples of strategy at the functional level. At operational level, strategies are implemented by establishing short-term objectives and operating (implementation) strategies. (Digman, 1990:38) In pointing out the differences between enterprise, corporate, business, functional and operational strategies, it is clear that the term strategy, as applied in the communication plan, refers to the operational level. It differs from the corporate communication strategy proposed in this article, which refers to the development of a strategy at functional level providing focus and direction to the corporate communication function, and producing a profile that can be used to determine which stakeholders should receive more or less emphasis.

The stakeholder approach to strategic management the stakeholder approach provides a new way of thinking about strategic management that is, how an organization can and should set and implement direction and what the affairs of the organization actually constitute. Freeman, 1984: vi) This approach is concerned with the identification and managerial response to groups and individuals who can affect, and are affected by, the organization's decisions. Higgins (1979:l) defines strategic management as "the process of managing the pursuit of the accomplishment of the organizational mission coincident with managing the relationship of the organization to its environment". The organization's environment can be seen as the product of the strategic decisions of others: the government, competitors, customers, society and a host of other outside influences.

The concepts of stakeholder management as a method for systematically taking into account stakeholder interests (Freeman & Lifdtka, 1997) and stakeholder analysis (assessing the stake and power of each group) emerged in the 1980s (Freeman &

Reed, 1983). A strategy should be in place for each stakeholder group not only for stockholders, but also for groups such as consumer advocates, environmentalists, the media or any other group affected by the organization's decisions. Their key issues and willingness to expend resources helping or hurting the organization on these issues must be understood (Wheeler & Sillanpaa, 1998). It would be more advantageous to implement communication processes with multiple stakeholders, to negotiate on critical issues and to seek voluntary agreements with them, rather than having a solution imposed from the outside (e.g. through the intervention of the government, activist groups or the media). What are therefore required are concepts and processes that provide integrated, strategic direction for dealing with multiple stakeholders on multiple issues. For each major strategic issue, the organization must consider the effects on a number of stakeholders. For each major stakeholder, managers responsible for that stakeholder relationship must identify the strategic issues that affect the stakeholder and must understand how to formulate, implement and monitor strategies for dealing with that group. Many organizations do this well with one stakeholder group (e.g. customers), but few have the processes required to integrate a number of stakeholder concerns (Freeman, 1984:27).

This can be done by integrating boundary spanners into the strategy formulation processes to anticipate stakeholder concerns and try to influence the stakeholder environment. Freeman (1984) calls for 'external affairs' managers to take the responsibility for strategically managing stakeholder groups-people who are boundary spanners; people with the so-called 'soft skills' who excel in the management of values, perceptions, expectations and feelings; people who possess excellent communication skills; people who know how to listen; and people such as corporate communication and public affairs managers who have a good working knowledge of stakeholder concerns.

3.7 DIFFERENT TYPE OF STRATEGY

The levels of strategy typically refer to the content of strategies. Strategy development takes place at different organizational levels (Digman 1990), and different stakeholders are addressed by different levels of strategy (Narayanan &Nath 1993:298).

3.7.1 Enterprise strategy

According to Ansoff (1977), The broadest level of strategy is known as societal-role or enterprise strategy, also visualized as the strategy level where the political legitimacy of the organization is addressed. Bowman (in Moss, Vercic &Warna by 2000:39-40) calls this level institutional strategy which involves "the issues of how a corporation fits itself into the social environment and the body politic". Although enterprise strategy is not always formally stated in organizations, it exists nevertheless and describes the level of strategic thinking necessary for organizations to be fully responsive to today's complex and dynamic social environment. At this overarching strategy level, the basic questions to be answered are "what is the role of the organization in society, what principles or values do the organization represent, what obligations are there to society at large; what are the implications thereof for the current business and allocation of resources" (Freeman 1984:91). The point of enterprise-level strategy is that an organization needs to address these questions intentionally, specifically, and cohesively. Enterprise strategy influences the organization's relationships with its environment, particularly the relationships with those who have an interest in what the organization does and how it conducts its business the stakeholders. In this regard it should address questions such as "how is the organization perceived by their stakeholders" and "what are stakeholder values and expectations". This last question is the critical link between ethics and strategy. Enterprise strategy is the term used to denote the joining of ethical and strategic thinking about the organization (Hosmer 1994:17) and provides the organization's best possible reason for the actions it takes. The enterprise strategy therefore has to do with the achievement of non-financial goals, such as enhancing the organization's image and fulfilling its social responsibilities. In part, enterprise strategy represents the social and moral/ethical component of strategic management (Freeman 1984). This level of strategy is important because corporate survival depends in part on some 'fit' between the values of the organization and its managers; the expectations of stakeholders; and the societal issues that will determine the ability of the organization to sell its products. The manifestations of enterprise strategy show up, for example, in how an organization responds when faced with public crises. Whether it responds to stakeholders in a positive, constructive, and sensitive way reveals the presence or absence of soundly developed enterprise-level strategy. Mission and vision statements

and codes of conduct and/or ethics are also indications of enterprise-level strategy as are committees on social audits, corporate philanthropy, ethics and public issues (Carroll 1996:638). Another indication is the existence of a public affairs function especially when it reports to top management and plays a formal role in strategy formulation identifying social or public issues, analyzing and integrating them into the strategic management process (Carroll 1996:642). An enterprise strategy can also express a desire to maximize stockholder value, satisfy stakeholder interests or increase social harmony/the common good of society (Freeman & Gilbert 1988). In not-for-profit organizations the development of an enterprise strategy is a legal requirement. They have to be organized around a societal mission, whether it is educational, religious, charitable, or otherwise. Some get very specific about how they will deal with stakeholder interests. It is the role of the board and top management to set the tone for how the organization deals with stakeholders, both traditional marketplace ones and those who have political power. The board must decide not only whether management is managing the affairs of the organization, but what indeed constitutes the affairs of the organization. At the enterprise level, strategies should to a large extent be stakeholder oriented (Steyn & Puth 2000:42).

3.7.2 Corporate strategy

At the corporate level, primary strategy-formulation responsibilities include defining the set of businesses that should form the organization's overall profile (e.g. taking decisions on mergers and acquisitions, strategic alliances, joint ventures), selecting tactics for diversification and growth, and managing corporate resources and capabilities (Harrison & St John 1998:170). Corporate-level decisions are typically made at the highest levels of the organization by the chief executive officer and/or the board of directors, although these individuals may receive input from managers at other levels. Corporate strategy can best be described as the responsibility of the board and top management for the organization's financial performance. At this level strategies tend to be financially oriented (Digman 1990:38), regarding shareholders as the primary stakeholder (Narayanan & Nath 1993:298). The focus is on the macro environment, especially its economic and technological components.

3.7.3 Business unit strategy

Business unit strategy pertains to domain direction and navigation, i.e. it defines an organization's approach to competing in its chosen market/product/industry segment. Business strategies usually cover a single product or group of related products (Pearce & Robinson 1997:6; Jain 1997:9,19) are as different as the organizations that create them (Harrison & St John 1998:142). The responsibility for developing business strategy rests with the general manager of a business unit, who must translate the statements of direction generated at the corporate level into concrete objectives/strategies for individual business divisions (Jain 1997:19). This includes ongoing analysis of the changing business situation, selecting a generic strategy (such as Porter's cost leadership or differentiation) and managing resources to produce a sustainable competitive advantage. The responsibilities and methods for carrying them out are similar in for-profit, non-profit as well as service organizations (Harrison & St John 1998:142). At the business-unit level, strategies are often marketing oriented (Digman 1990:38), focusing on the task as well as the macro environment (especially its economic, technological and regulatory components). The focus is on the support of the organization's financial goals and objectives. Primary at this level are customers, as well as all the other stakeholders in the value chain such as suppliers, distributors, regulators and employees (Narayanan & Nath 1993).

3.7.4 Functional strategy

Functional strategy contains the details of how the functional areas should work together to achieve higher level strategies and is most closely associated with strategy implementation. Functional strategy thus involves, what should be done in each of the key functional areas, given the specific emphasis placed on them and the resources allocated (Harrison & St John 1998:208-209). Each functional area makes its own unique contribution to strategy formulation at different levels. In many organizations the marketing function represents the greatest degree of contact with the external environment, gathering information on strategic stakeholders such as customers. In such cases, marketing plays a pivotal role in higher-level strategy development (Harrison & St John 1998:208-209), focusing on the support of business-level strategy and the achievement of financial goals. Marketing strategy evolves from the cumulative pattern of decisions made by employees who interact with customers and

perform marketing activities and is oriented towards exchange relationships (Koekemoer 1998) with stakeholders in the task environment (also taking the social, technological, regulatory and ecological components of the macro environment into consideration). Other value adding functions are for example human resources (HR), information systems, finance and accounting, and research and development. Until fairly recent, HR activities were considered to be more administrative than strategic. While some HR departments are still primarily concerned with avoiding people problems (strikes, turnover, lawsuits, unions), others are actively involved in the formulation of strategies (Fulmer, in Harrison & St John 1998:218). They serve a coordinating role between management and employees, and between the organization and external stakeholder groups including labor unions and government regulators. The pattern of decisions about selection, training, rewards, and benefits creates a human resources strategy (Harrison & St John 1998:218). The role of information systems in organizations has also changed fundamentally since the early 1980's. Computer technology revolutionized the way organizations do business. In some organizations, an information systems department plans computer use organization-wide. The pattern of decisions about how to make use of information systems creates an information systems strategy (Harrison & St John 1998:217). It is critical that functional managers understand the linkages and interdependencies among the value adding activities in the different functional areas (Harrison & St John 1998:208-209) since each area is part of a larger system and co-ordination among the sub-systems is essential. Functional strategy should be oriented towards supporting the enterprise, corporate and business level strategies (Pearce & Robinson 1997). Each functional area has its own primary stakeholders e.g. marketing focuses on exchange relationships with customers (Koekemoer 1998); human resources on relations with employees, labor unions, regulators; and corporate communication on communal relationships (Grunig 2000) with employees, the media, government and communities.

3.7.5 Operational strategy

At the operational level, strategies are translated into action. Key operating managers/project leaders must establish short-term objectives and implementation strategies that contribute to business and corporate-level goals (Pearce & Robinson

1997:6). Operational strategies are needed to manage operating units in a cost-effective manner. At the functional as well as the operating level, the major emphasis is on maximizing the productivity of resources by capitalizing on any possible synergies and distinctive competencies that the organization may possess (Digman 1990).

3.8 PROFILE OF COMPANIES AND THEIR STRATEGY:-

3.8.1 Tata Motor Private limited

Tata Motors is part of the USD 100 billion Tata group founded by Jam Seth ji Tata in 1868. Sustainability and the spirit of 'giving back to society' is a core philosophy and good corporate citizenship is strongly embedded in our DNA. Tata Motors is India's largest automobile company. It is bring to the customer a proven legacy of thought leadership with respect to customer-centricity and technology. These are driving the transformation of the Indian commercial vehicle landscape by offering customers leading edge auto technologies, packaged for power performances and lowest life-cycle costs. Our new passenger cars are designed for superior comfort, connectivity and performance. What keeps us at the forefront of the market is our focus on future-readiness and our pipeline of tech-enabled products. Our design and R&D centers located in India, the UK, Italy and Korea strive to innovate new products that achieve performances that will fire the imagination of Gen next customers. Across the globally dispersed organization that today. Tata Motor established in 1945, 60000 employee strength, 42 billion company strength, 9 billion vehicle sold and 6,600 sales and service point.

Tata Motors' Corporate Governance philosophy is further strengthened with the adherence to the Tata Business Excellence Model as a means to drive excellence. (Sources. www. tatamotor.com)

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3.8.2Mahindra and Mahindra Limited-

Mahindra and Mahindra Limited (M&M) is an Indian multinational automobile manufacturing corporation headquartered in Mumbai, Maharashtra, India. It is one of the largest vehicle manufacturers by production in India and the largest manufacturer of tractors across the world. It is introduced the utility vehicle to India in 1947. Nearly seventy years later, it is remain India's no.1 Uv maker with a portfolio of category defining UVs that are tough, reliable, refined and built to thrill. Today offer a complete portfolio electric vehicles to SUVs, pick-ups to heavy commercial vehicles and our vehicles ply the roads in more than 70 countries globally. We are creating world-class R&D facilities in India and the US, and along with our group company, Ssang Yong Motors of South Korea, we aim to create a top global mobility brand. Its major competitors in the Indian market include Maruti Suzuki, Tata Motors, Ashok Leyland and others. There are 34,612 employee have been working with net income 2592 crore us dollar. It is having gross income 72472 crore us dollar. Anand Mahindra is the chairperson. (Sources- Wikipedia)

Corporate Communication

There are corporate communication officer channelize communication top to bottom and participate important role of determine in policy making. Presenting report of company to higher authority and keep vigil to other company initiatives in market.

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3.8.3 HDFC (Banking) -

HDFC is a leading provider of housing finance in India. With our customized solutions it is fulfilled over 5.4 million dreams since inception. HDFC is a household name that Indians proudly reckon with extensive distribution network of 401 interconnected offices (including 116 offices of HDFC Sales) with outreach programs

to several towns and cities all over India. There are three representative offices in Dubai, London and Singapore offering Home Loan products to Non-Resident Indians and Persons of Indian origin. Enhanced distribution through HDFC Sales, HDFC Bank and third party direct selling associates. Diversified financial services - banking, Insurance (Life and General), asset management, realty, real estate venture capital, education loans among others. HDFC and its group companies consistently maintain leadership positions in their respective sector. Adityapuri is CEO of HDFC. It is founded in 1994 and head office in Mumbai. (Sources – www. hdfc.com.)

HDFC Bank recognizes the importance of good corporate governance, which is generally accepted as a key factor in attaining fairness for all stakeholders and achieving organizational efficiency. This Corporate Governance Policy, therefore, is established to provide a direction and framework for managing and monitoring the bank in accordance with the principles of good corporate governance.

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3.8.4 State Bank of India-

State Bank of India (SBI) is an Indian multinational, public sector banking and financial services company. It is a government owned corporation with its headquarters in Mumbai, Maharashtra. As of 2014-15, it had assets of INR 20,480 billion (USD 310 billion) and more than 14,000 branches, including 191 foreign offices spread across 36 countries, making it the largest banking and financial services company in India by assets. The company is ranked 232nd on the fortune global 500 list of the world's biggest corporations as of 2016. State Bank of India is one of the Big Four banks of India, along with ICICI Bank, Bank of Baroda and Punjab National Bank.

The bank traces its ancestry to British India, through the Imperial Bank of India, to the founding, in 1806, of the Bank of Calcutta, making it the oldest commercial bank in the Indian Subcontinent. Bank of Madras merged into the other two "presidency banks" in British India, Bank of Calcutta and Bank of Bombay, to form the Imperial Bank of India, which in turn became the State Bank of India in 1955. Government of

India owned the Imperial Bank of India in 1955, with Reserve Bank of India (India's Central Bank) taking a 60% stake, and renamed it the State Bank of India. In 2008, the government took over the stake held by the Reserve Bank of India. State Bank of India is a banking behemoth and has 20% market share in deposits and loans among Indian commercial banks. (Sources .Wikipedia)

Corporate Communication department in this bank keeps data of their shareholders makes policy not only in favors of their stakeholder even employee. There functional approach creates opportunity, faith, in favors of bank which is necessary to fulfill their aim.

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3.8.5 Bharat Heavy Electrical Limited (BHEL)

Bharat Heavy Electricals Limited (BHEL) owned by the Government of India is engineering and manufacturing company based in New Delhi, India. It is established in 1964, BHEL is India's largest power plant equipment manufacturer. The company has been earning profits continuously since 1971-72 and paying dividends uninterruptedly since 1976-77.

It has been granted the prestigious Maharatna (big gem) status in 2013 by Government of India for its outstanding performance. The elite list of Maharatna contains another 6 behemoth PSU companies of India. BHEL was established in 1964 Heavy Electricals (India) Limited was merged with BHEL in 1974. In 1982, it entered into power equipment, to reduce its dependence on the power sector. It developed the capability to produce a variety of electrical, electronic and mechanical equipment for all sectors, including transmission, transportation, oil and gas and other allied industries. In 1991, it was converted into a public limited company. By the end of 1996, the company had handed over 100 Electric Locomotives to Indian Railway and installed 250 Hydro-sets across India. (Sources - Wikipedia)

Corporate Communication –

There are well structured, organized, equipped forms of corporate communication department in BHEL. Upper lever to lower level officers are working at branch and zonal level. Supervision, policy formation, implementation, relation of their stakeholder are important function of department.

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3.8.6 Gas Authority of India (GAIL)-

GAIL (India) Limited is the largest state-owned natural gas processing and distribution company in India. It is headquarter in New Delhi**.** It has the business like natural gas, liquid hydrocarbon, liquefied petroleum gas transmission, petrochemical, city gas distribution, exploration and production, GAILTEL and electricity generation. GAIL was conferred with the Maharatna status on 1 February 2013, by the Government of India. Only six other Public Sector Enterprises (PSEs) enjoy this coveted status amongst all central CPSEs. GAIL was listed in the 131st position among India's most trusted brands according to the Brand Trust Report 2014. There are 3994 employee have been working. As per the 2013 record it was gained 47billion us dollar revenue. (Sources – Wikipedia)

Corporate Communication-

The State Bank of India had to face a dramatic cultural change with the challenges thrown by the private sector banks which provided customer oriented services while most of the staff in SBI was not aware of the fact that the bank was losing its hold amongst the upper end market. According to survey report “the top two obstacles encountered by bank during the major organizational changes are communication breakdown and employee’s resistance. “Biggest challenge for the management was to convey its idea of transformation to each and every employee of the organization.

Communication is the key to SBIs success as it is able to link numerous branches across the globe. Corporate Communication department earlier started their role in making policy for entire employee and public. Set a agenda for promotion, branding their product. Make accessible bank for everyone.

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3.8.7-Hindustan Unilever Limited-

Hindustan Unilever Limited is an Indian consumer goods company based in Mumbai, Maharashtra. It is owned by Anglo Dutch company Unilever which owns a 67% controlling share in HUL as of March 2015 and is the holding company of HULHUL's products include foods, beverages, cleaning agents, personal care products and water purifiers.

HUL was established in 1933 as Lever Brothers and, in 1956, became known as Hindustan Lever Limited, as a result of a merger between Lever Brothers, Hindustan Vanaspati Mfg. Co. Ltd. and United Traders Ltd. It is headquartered in Mumbai, India and employs over 16,000 workers, which is also indirectly helping to facilitate the employment of over 65,000 people. The company was renamed in June 2007 as "Hindustan Unilever Limited".

Hindustan Unilever's distribution covers over 2 million retail outlets across India directly and its products are available in over 6.4 million outlets in the country. As per Nielsen market research data, two out of three Indians use HUL products.

Corporate Communication

Corporate Communication makes here a good environment for corporate governance. Which help to enhance the relationship between organization and their stakeholders in favor achieved the goal.

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3.8.8- Ranbaxy Laboratory Limited

It is an Indian multinational pharmaceutical company that was incorporated in India in 1961. The company went public in 1973 and Japanese pharmaceutical company Daiichi Sankyo acquired a controlling share in 2008. In 2014, Sun Pharma acquired the entire 63.4% share of Ranbaxy making the conglomerate the world's fifth largest specialty generic pharmacy company.

As of 2013, Ranbaxy was exporting its products to 125 countries with ground operations in 43 and manufacturing facilities in eight countries. In 2011, Ranbaxy Global Consumer Health Care received the OTC Company of the year award. In the 2012, 2013 and 2014 Brand Trust Report, Ranbaxy was ranked 161st, 225th and 184th respectively among India's most trusted brands. Ranbaxy was started by Ranbir Singh and Gurbax Singh in 1937 as a distributor for a Japanese company Shionogi. The name Ranbaxy is a portmanteau of the names of its first owners Ranbir and Gurbax. Bhai Mohan Singh bought the company in 1952 from his cousins Ranbir and Gurbax. After Bhai Mohan Singh's son Parvinder Singh joined the company in 1967, the company saw an increase in scale. There are 10983 employees have been working so far.

Corporate Communication plays an important role in determine the strategy, agenda setting and branding the product here. (Sources- Wikipedia)

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3.8.9- Coal India Private Limited-

It is take care of energy requirements of India, in 1970s the central government nationalized the coal industry. By 1972, it acquired most of the coking coal mines in India (226 coking coal mines) through Bharat Coking Coal Limited (BCCL). Similarly, it acquired all 711 non-coking coal mines in India through Coal Mines Authority Limited (CMAL). To consolidate the businesses of both coking and non-coking coal under one entity, a formal holding company in the form of Coal India Limited was formed in November 1975 to manage both the companies. Government of India held 100% of its shares from 1975 till 2010. An Indian state-controlled coal

mining company headquartered in Kolkata, West Bengal, India. It is the largest coal producer company in the world and contributes around 82% of the coal production in India. There are 333097 employee have been working in this company.

In Corporate Communication department so many employee have been working at every level and holding post General Manager to junior level. This is separated at branch and Zonal level. This department set the agenda for investor, channelize the communication top to bottom and enhance environment among government and other`s stakeholders. (Sources. Wikipedia)

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3.8.10 Indian Oil Corporation Limited-

Indian Oil is India's Largest Commercial Enterprise, with a net profit of Rs. 103.99 billion for the financial year 2015-16. Standing true to its corporate vision of being 'The Energy of India', Indian Oil has been successfully meeting the energy demands of India for more than five decades. Being India's flagship national oil company, Indian Oil with a work-force of 33,000 efficient minds is living their vision of becoming 'a globally admired company'. It is the leading Indian Corporate in Fortune's prestigious 'Global 500' listing of world's largest corporate at 161st position for the year 2016.

Indian Oil's business interests overlap the entire hydrocarbon value-chain from refining, pipeline transportation and marketing of petroleum products to exploration & production of crude oil and from marketing of natural gas to petrochemicals. Also, Indian Oil has ventured into alternative energy and globalization of downstream operations. With subsidiaries in Sri Lanka, Mauritius and the UAE, Indian Oil is scouting for new business opportunities in the energy markets across Asia and Africa. It has also formed about 20 joint ventures with reputed business partners from India and abroad to pursue diverse business interests.

Corporate Communication here holding many posts at different level and company branch level. General Manager, Assistant Manager, to junior Manager in corporate communication offices. Their function to set a strategic policy and vigil the

implementation programme and channelize the communication policy regarding branding and promotion, to higher authority. (Sources- Wikipedia)

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3.8.11 Nestle Private India Limited-

It is a Swiss transnational food and drink company headquartered in every Vaud, Switzerland. It is the largest food company in the world measured by revenues, and ranked 72 on the Fortune Global 500 in 2014. Nestlé's products include babyfood, medicalfood, bottledwater, breakfastcereals, coffee and tea, confectionery, dairy products, ice cream, frozen food, pet foods, and snacks Twenty nine Nestlé's brands have annual sales about US$1.1 billion, including, Nescafe, Kit, Smarties, Nesquik, Stouffer's, Vittel and Maggi. Nestlé has 447 factories, operates in 194 countries, and employs around 339,000 people. It is one of the main shareholders of L'Oreal, the world's largest cosmetics company. Nestlé was formed in 1905 by the merger of the Anglo-Swiss Milk Company, established in 1866 by brothers George Page and Charles Page, and Farine Lactée Henri Nestle, founded in 1866 by Henri Nestle (born Heinrich Nestle). The company grew significantly during the First World War and again following the Second World War, expanding its offerings beyond its early condensed milk and infant formula products. The company has made a number of corporate acquisitions, including Crosse & Blackwell in1950, Findus in 1963, Libby's in 1971, Rowntree Mackintosh in 1988, and Gerber in 2007. Corporate Communication department very enrich here. Top to bottom at every level Corporate Communication post hold by the officer. Basically public relation officer department also see all kind of communication between the organization and public. There function to promote their product and create opportunity for investors. (Sources- Wikipedia)

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3.8.12- Apollo Hospitals-

Apollo Hospitals is an Indian hospital chain based in Chennai, India. It was founded by Dr Prathap C. Reddy in 1983 and has hospitals in India, Bangladesh, Kuwait and Qatar. Several of the group's hospitals have been among the first in India to receive international healthcare accreditation by America based Joint Commission International (JCI). The group has developed services in telemedicine, after starting a pilot project in 2000 in Pratap Reddy's home village. At present, Apollo hospitals are present in 120 countries around the world. 5,209 crore (US$ 770 million) (2015). There 40,065 have been working (March 2015). (Sources- Wikipedia) Corporate communication, Public Relation, and Marketing is supervise by the same department here. It`s function to develop communication policy including surveying, advertisement, promotion and branding. Channelize the communication top to bottom. Enrich the environment between public and organization.

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3.8.13 Jindal Steel and Power Limited-

It is an Indian steel and energy company based on New Delhi, India. With turnover of approx. US$ 3.3 billion, JSPL is a part of about US$18 billion diversified Jindal Group conglomerate. JSPL is a leading player in steel, power, mining, oil and gas and infrastructure in India. The company produces steel and power through backward integration from its own captive coal and iron-ore mines. In 1969, O. P. Jindal (1930–

2005) started Pipe Unit Jindal India Limited at Hisar, India. After Jindal's death in 2005, much of his assets were transferred to his wife, Savitri Jindal. Jindal Group's management was then split among his four sons with Naveen Jindal as the Chairman of Jindal Steel and Power Limited. His elder brother, Sajjan Jindal is the head of JSW Group, part of O.P. Jindal Group. Corporate Communication department make strength the communication agenda here. It is also hold and has interference in strategic policy making and implementation. (Soures- Wikipedia)

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3.8.14 National Thermal Power Corporation Limited (NTPC)-

NTPC Limited previously known as National Thermal Power Corporation Limited is an Indian PSU Public Sector Undertaking, engaged in the business of generation of electricity and allied activities. It is a company incorporated under the Companies Act 1956 and a "Government Company" within the meaning of the act. The headquarters of the company is situated at New Delhi. NTPC's core business is generation and sale of electricity to state-owned power distribution companies and State Electricity Boards in India. The company also undertakes consultancy and turnkey project contracts that involve engineering, project management, construction management and operation and management of power plants. The company has also ventured into oil and gas exploration and coal mining activities. It is the largest power company in India with an electric power generating capacity of 45,548 MW. Although the company has approx. Sixteen percent of the total national capacity it contributes to over 25% of total power generation due to its focus on operating its power plants at higher efficiency levels (approx. 80.2% against the national PLF rate of 64.5%). Government of India founded it in 1975, which now holds 74.96% of its equity shares on 30.09.2015 (after divestment of its stake in 2004, 2010, 2013, and 2014).

Corporate Communication department are very organized and systematic among any other`s company in India. Well-equipped offices, posts and officers make best communication environment through top to bottom. Officer participates in every meeting determine policy in favor of entire and external public. Taking feedback from the stakeholders and far away critical problem makes it flawless and suitable environment which is necessary for achieve the goal of company.

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3.8.15 Sesa Goa Limited-

Vedanta Limited, formerly known as Sesa Starlight / Sesa Goa Limited, a Vedanta Group company is one of the world's largest global diversified natural resource majors, with operations across zinc-lead-silver, oil & gas, iron ore, copper, aluminum and commercial power. For more than five decades, it has been engaged in exploration, mining and processing of iron ore. The company was founded in 1954, as Scambi Economic SA Goa. Since then, it has grown to be one among the top low-cost producers of iron ore in the world. During 1991–1995, it diversified into the manufacture of pig iron and metallurgical coke. It has also developed indigenous and environment-friendly technology for producing high quality metallurgical coke.

Corporate Communication present here in form of industrial relation and marketing relation. These are incorporate every kind of communication with stakeholders provide fruitful growth toward achieve the goal. (Sources- www.sesagoa.com)

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3.8.16 Bharti Airtel Communication Limited-

Bharti Airtel Limited is an Indian global telecommunications services company based in New Delhi, India. It operates in 18 countries across South Asia, Africa, and the Channel Islands. Airtel provides GSM, 3G and 4G LTE mobile services, fixed line broadband and voice services depending upon the country of operation. It is the largest mobile network operator in India and the third largest in the world with 325 million subscribers. Airtel was named India's second most valuable brand in the first ever Brandz ranking by Millward Brown and WPP plc. Airtel is credited with pioneering the business strategy of outsourcing all of its business operations except marketing, sales and finance and building the 'minutes factory' model of low cost and high volumes. The strategy has since been adopted by several operators. Airtel's equipment is provided and maintained by Ericsson and Nokia Solutions and Networks whereas IT support is provided by IBM. The transmission towers are maintained by subsidiaries and joint venture companies of Bharti including Bharti Infratel and Indus Towers in India. Ericsson agreed for the first time to be paid by the minute for installation and maintenance of their equipment rather than being paid up front, which allowed Airtel to provide low call rates of one minute.

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3.8.17- Life Insurance Corporation Limited-

Insurance Corporation of India (LIC) is an Indian state-owned insurance group and investment company headquartered in Mumbai. It is the largest insurance company in India with an estimated asset value of 1,560,482 crore (US$230 billion). As of 2013 it

had total life fund of Rs.1433103.14 crore with total value of policies sold of 367.82 lakh that year. The Life Insurance Corporation of India was founded in 1956 when the Parliament of India passed the Life Insurance of India Act that nationalized the private insurance industry in India. Over 245 insurance companies and provident societies were merged to create the state owned Life Insurance Corporation. The Oriental Life Insurance Company, the first company in India offering life insurance coverage, was established in Calcutta in 1818 by Anita Bhavsar and others. Its primary target market was the Europeans based in India, and it charged Indians heftier premiums. Surendra Nath Tagore (son of Satyendra Nath Tagore) had founded Hindustan Insurance Society, which later became Life Insurance Corporation.

The Bombay Mutual Life Assurance Society, formed in 1870, was the first native insurance provider. Other insurance companies established in the pre-independence era included the first 150 years were marked mostly by turbulent economic conditions. It witnessed India's First War of Independence, adverse effects of the World War I and World War II on the economy of India, and in between them the period of worldwide economic crises triggered by the Great depression. The first half of the 20th century saw a heightened struggle for India's independence. The aggregate effect of these events led to a high rate of and liquidation of life insurance companies in India. This had adversely affected the faith of the general public in the utility of obtaining life cover. (Sources- Wikipedia)

Corporate Communication department well equipped and designated post holds by the staffs. Making marketing strategy towards achieve the goal and sustain the relationship with stakeholders and shareholders.

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3.8.18- Power Grid Corporation of India Limited-

It is an Indian state-owned electric utilities company headquartered in Gurgaon India. Power Grid transmits about 50% of the total power generated in India on its transmission network. Its subsidiary company, Power System Operation Corporation Limited (POSOCO) handles power management for Power Grid. Power Grid also operates a telecom business under the name Power Tel. Shri I S Jha, an alumnus of National Institute of Technology, Jamshedpur serves as the Chairman and

Managing Director of the company. PR Department here vigil and supervise all kind of communication which is necessary fulfill the motto of company. Organizing press conferences, press release, crisis management and maintain the relationship with media and stakeholders. (sources- Wikipedia)

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3.8.19 Hindustan Petroleum Corporation Limited-

HPCL is a Government of India enterprise with a Navratna status and Forbes 2000 and global fortune 500 company. It had originally been incorporated as a company under the Indian Companies Act 1913. It is listed on the Bombay Stock exchange (BSE) and National Stock Exchange (NSE), India.

HPCL owns & operates 2 major refineries producing a wide variety of petroleum fuels & specialties, one in Mumbai (West Coast) of 6.5 Million Metric Tons Per Annum (MMTPA) capacity and the other in Visakhapatnam**,** (East Coast) with a capacity of 8.3 MMTPA. HPCL also owns and operates the largest Lube Refinery in the country producing Lube Base Oils of international standards, with a capacity of 428 TMT. This Lube Refinery accounts for over 40% of the India's total Lube Base Oil production. Presently HPCL produces over 300+ grades of Lubes, Specialties and Greases. HPCL in collaboration with Mittal Energy Investment private Limited. It is operating a 9 MMTPA capacity Refinery at Bathinda in Punjab and also holds an equity of about 16.95% in the 15 MMTPA Mangalore Refinery and Petrochemicals Ltd. (MRPL)

This company are working in the field of Gas and petroleum where investor relation playing very important role in growth of Company. That is why importance of corporate communication grows here. Here corporate communication department includes investor relation, marketing relation, media relation and relationship with government and other`s stakeholders. (Source-www.hpcl.com)

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3.8.20 MSTC Limited-

MSTC Limited is a Mini Ratna Category-I PSU under the administrative control of the Ministry of Steel, Government of India. The company was set up in ninth September 1964 to act as a regulating authority for export of ferrous scrap with an investment of Rs 6 lakh. Government of India, members of steel Arc Furnace Association and members of ISSAI had made with the investment.

MSTC became a subsidiary of SAIL in 1974. In 1982, it got delinked from SAIL and became an independent company under Ministry of Steel. It was a canalizing agency for import of ferrous scrap till 1992. Now in present time Mr B B Singh, chief managing director of company. (Sources-www.mstc.com)

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3.8.21 Asian Paints-

Asian Paints is India's leading paint company and Asia's second largest paint company, with a group turnover of Rs 155.34 billion. The group has an enviable reputation in the corporate world for professionalism, fast track growth, and building shareholder equity. Asian Paints operates in 19 countries and has 26 paint manufacturing facilities in the world servicing consumers in over 65 countries. Besides Asian Paints, the group operates around the world through its subsidiaries Berger International Limited, Apco Coatings, SCIB Paints, Taubmans and Kadisco.

The company has come a long way since its small beginning in 1942. Four friends who were willing to take on the world's biggest, most famous paint companies operating in India at that time set it up as a partnership firm. Over the course of 25

years, Asian Paints became a corporate force and India's leading paints company. Driven by its strong consumer-focus and innovative spirit, the company has been the market leader in paints since 1967. Today it is double the size of any other paint company in India and manufactures wide range of paints for Decorative and Industrial use.

Asian Paints has always been ahead when it comes to providing consumer experience. It has set up Signature Stores in Mumbai, Delhi and Kolkata in India, where consumers are educated on colors and how it can change their homes. The company has also set up 'AP Homes' a multi-category décor store in Coimbatore (Tamil Nadu, India) which offers décor solutions across categories of paints, wall papers, kitchen, bath fittings, sanitary ware, furnishings etc.

In this company Corporate Communication set up country head level or state head level .by which, company regulate the communication policy and supervise this. Corporate communication department here include marketing relation, investor relation, media relation. Promoting, advertisement, branding are main function**.** (Sources- www. Asianpaint.com)

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3.8.22 Ambuja Cement-

Ambuja Cements Ltd, a part of the global conglomerate Lafarge Holcim, is one of the leading cement companies in India. Currently, Ambuja has a cement capacity of 29.65 million tones with five integrated cement manufacturing plants and eight cement grinding units across the country. It is the first Indian cement manufacturer to build a captive port with four terminals along the country's western coastline to facilitate timely, cost effective and environmentally cleaner shipments of bulk cement to its customers. Operating for over 30 years, Ambuja Cement has provided hassle-free home building solutions with its unique sustainable development projects and environment friendly practices.

By virtue of its unique sustainability initiatives like Modular Curing and Water Harvesting, Ambuja Cement, today, is possibly the first cement company in the world to be certified as 'Water Positive' With a well-balanced presence in 90 countries and

a focus on Cement, Aggregates and Concrete, Lafarge Holcim (SIX Swiss Exchange, Euronext Paris: LHN) is the world leader in the building materials industry. The Group has 115,000 employees around the world and combined net sales of CHF 33 billion (EUR 27 billion) in 2014. Lafarge Holcim is the industry benchmark in R&D and serves from the individual homebuilder to the largest and most complex project with the widest range of value-adding products, innovative services and comprehensive building solutions. With a commitment to drive sustainable solutions for better building and infrastructure and to contribute to a higher quality of life, the Group is best positioned to meet the challenges of increasing urbanization

Corporate Communication their functional approach imbibe the communication toward achieve the goal .here different segment of department which is vigil and inspect all kind of growth oriented policy that is fruitful for create the productivity. (Sources- www. Ambujacement .com)

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3.8.23 Aditya Birla (Cement)-

The Aditya Birla group is an Indian multinational conglomerate named after Adity Vikram Birla, headquartered in the Aditya Birla Centre in Worli, Mumbai, India. It operates in 40 countries with more than 120,000 employees worldwide. The group was founded by Seth Shiv Narayan Birla in 1857. The group interests in sectors such as viscose staple fiber, metals, cement (largest in India), viscose filament yarn, branded apparel, carbon black, chemicals, fertilizers, insulators, financial services, telecom (third largest in India), BPO and IT services. The group had revenue of approximately US$41 billion in year 2015. It is the third-largest Indian private sector conglomerate behind Tata Group with revenue of just over US$100 billion and RIL with revenue of US$74 billion.

Corporate Communications in Aditya Birla Group

Corporate Communications is a service oriented support function. Its main business is to enhance the Aditya Birla brand credibly, every which way. The function works to strengthen the Group's competitive advantage through proactive, two-way communication among its multiple internal and external stakeholders. In doing so, it

strives to raise the Group's profile and enhance its image. Corporate Communications is the pivot, which imparts the Group identity to the Group companies and businesses through multiple communication strategies, leveraging the Aditya Birla brand equity. The function is responsible for media relations across the entire Group. It assists the top management's interface with the outside public, comprising besides media, professional bodies and institutions that have the potential to impact the Group's image. Corporate Communications provides Group companies and corporate functions with strategic advice and professional inputs in their communication processes. Alongside, its portfolio of services includes internal communications, corporate intranet, corporate branding, image measurement, publications, websites, creative arts, supporting Investor Relations and building up the Group's archives.

Corporate Social Responsibility (CSR) The Group Executive President, Corporate Communications and CSR, heads the Group's Community Initiatives and Rural Development Projects in India and globally. Here corporate communication head participated in every board of committee meetings exchange of views and set a growth oriented policy. Company worked in different other segment, for that supervise different person are appointed and channelize communication feedback and implementation top to bottom.

Dr Pragnaya Ram, Head (Cc), Pragnya.ram@adityabirla.com

3.8.24 Glaxo Pharmasutical Limited-

It is an Indian subsidiary of Glaxo Smith K line, one of the world's leading research based pharmaceutical and healthcare companies. It is one of the oldest pharmaceuticals companies in India. It product portfolio includes prescription medicines and vaccines.

Its prescription medicines range across therapeutic areas such as anti infectives, dermatology, gynaecology, diabetes, oncology, cardiovascular disease and respiratory diseases. It also offers a range of vaccines, for the prevention of hepatitis A, hepatitis B, invasive disease caused by influenza, chickenpox, diphtheria, pertussis, tetanus, rotavirus, cervical cancer and others. it was founded 13 November 1924 in India under the name of H.J. Foster & Co. Limited as an Agency House for distributing Baby Food Glaxo, Joseph Nathan & Co. In 1950, It changed its name to

Glaxo Laboratories (I) Ltd. Here corporate communication department hold at the country level and that person are responsible throughout all kind of communication and policy implementation.(Sources- Wikipedia)

Rupali kalavla, Media officer, Corporat-communication@gsk.com

3.8.25 ONGC (Oil Natural Gas Corporation)-

Maharatna ONGC is the largest producer of crude oil and natural gas in India, contributing around 70 per cent of Indian domestic production. The crude oil is the raw material used by downstream companies like IOC, BPCL, HPCL to produce petroleum products like Petrol, Diesel, Kerosene, Naphtha, and Cooking Gas-LPG. ONGC is India's top energy Company and ranks seventeenth among global energy majors (Platts). It is the only Indian company to figure in Fortune*'s* 'Most Admired Energy Companies' list. ONGC ranks 17th in 'Oil and Gas operations' and 220th overall in Forbes Global 2000. Acclaimed for its Corporate Governance practices, Transparency International has ranked ONGC 26th among the biggest publicly traded global giants. It is most valued public enterprise in India, and one of the highest profit-making and dividend-paying. ONGC has a unique distinction of being a company with in-house service capabilities in all areas of Exploration and Production of oil & gas and related oil-field services. Winner of the Best Employer award, a dedicated team of over 33,500 professionals toil round the clock in challenging location.

Its wholly owned subsidiary ONGC Vides Limited (OVL) is the biggest Indian multinational in the energy space, participating in 36 oil and gas properties in 17 countries. ONGC subsidiary Mangalore Refinery and Petrochemicals Limited (MRPL) is a Schedule 'A' Mini ratna, with a single-location refining capacity of 15 million tons per annum. Corporate Communication here in very systematic form, One Chief Corporate Communication officer hold post at country level and different wings of company has their own staffs of CC. Their function to participate in policy making set a growth oriented agenda and prepare a way of implementation. Time to Time providing feedback of companies stakeholders, crises manage in market down condition and maintain communication among investors.

Sanjeev Sharma, DGM (CC), Sharma sanjeev@ongc.co.in

3.9 TABLE: A BRIEF OVERLOOK OF THE SELECT COMPANIES

Name Of Company	Establish Year	Establish or Founder By	Company's Owner`s /MD/ CEO Name	Manufacturing Product	Working Employees	Net turnovers/Assests
TATA MOTOR	1945	Jam Sethji TATA	Cyrus. Mistri	Truck, Buses, Cars. Maniples solution vehicles, defense vehicles	60000	45$Billions

3.9.1 Tata Motors at a glance

Name of Company	Establish Year	Establish or Founder By	Compny`s Owner`s /MD/ CEO Name	Manufacturing Product	Working Employees	Net turnovers/Assets
Mahindra & Mahindra Limited	1892	Jagdish Chandra Mahindra &Kailas Chandra Mahindra	Keshubh Mahindra, Anand Mhaincdra	Truck ,Buses, Agri Vehicles, Aerospace	34612	2592 $ Us

Table 3.9.2- Mahindra & Mahindra Limited at a glance

Name of Company	Establish Year	Establish or Founder By	Compny`s Owner`s /MD/ CEO Name	Manufacturing Product	Working Employees	Net turnovers/ assests
HDFC	1994	-------	Keshubh Mahindra, Anand Mhaincdra	Truck ,Buses, Agri Vehicles, Aerospace	76286	11 $ US

Table 3.9.3-HDFC at a glance

Name of Company	Establish Year	Establish or Founder By	Compny`s Owner`s / MD/ CEO Name	Manufacturing Product	Working Employees	Net turnovers
State Bank Of India	1806	Form By Imperial Bank of India in British Regime	Arudhanti Bhattacharya	All Kind Of Banking Services	222033(1914)	310 $ US

Table 3.9.4-SBI at a glance

Name of Company	Establish Year	Establish or Founder By	Compny`s Owner`s / MD/ CEO Name	Manufacturing Product	Working Employees	Net turnovers
BHEL	1964	Government Of India	AtulSobti	Power Equipment, Industrial Equipment, Fuel Equipment's, Transportation Equipment's, Energy	47525	130 Million

Table 3.9.5-BHEL at a glance

Name of Company	Establish Year	Establish or Founder By	Compny`s Owner`s / MD/ CEO Name	Manufacturing Product	Working Employees	Net turnovers
GAIL	1984	Ministry of Petrolium & Natural Gas , Government Of India	Sri BC Tripathi	Gas Transmission and Marketing	3994(1933)	47$billion

Table 3.9.6 GAIL at a glance

Name of Company	Establish Year	Establish or Founder By	Compny`s Owner`s / MD/ CEO Name	Manufacturing Product	Working Employees	Net turnovers
Hindustan Unileaver Lmt.	1933	Lever Brothers, United States	Sanjiv Mehta	Consumer goods	65000	301 $ billions

Table 3.9.7-Hindustan Unilever at a Glance

Name Of Company	Establish Year	Establish or Founder By	Compny`s Owner`s / MD/ CEO Name	Manufacturing Product	Working Employees	Net turnovers
Ranbaxy Pharmaceutical Private Limited	1937	Ranbirsingh & Gurubaskh Singh	Arunshauwhey	Drugs and Medicines	10983(2012)	580$Millions

Table 3.9.8-Ranbaxy at a glance

Name of Company	Establish Year	Establish or Founder By	Compny`s Owner`s / MD/ CEO Name	Manufacturing Product	Working Employees	Net turnovers
Coal India Private Limited	1975	Government Of India	Shri S Bhattacharya	Coking Coal, Semi coking coal, Non coking Coal, Tar, Heavy Oil	333097	137 $billiion

Table 3.9.9-Coal India Lmt. At a glance

Name of Company	Establish Year	Establish or Founder By	Company's Owner`s /MD/ CEO Name	Manufacturing Product	Working Employees	Net turnovers
Indian Oil Corporation Limited	1959	Government Of India	Mr. B Ashok	Fuel, petrochemicals, lubricants	34659	48.71$Billions

Table 3.9.10-Indian Oil Corporation Limited at a glance

Name of Company	Establish Year	Establish or Founder By	Company's Owner`s / MD/ CEO Name	Manufacturing Product	Working Employees	Net turnovers
Nestle Private Limited	1866	Henri Nestle, Charles Page , George Page	Mr. B Ashok	Baby food, dairy Product	33500	9$billion

Table 3.9.11- Nestle Private Limited at a glance

Name of Company	Establish Year	Establish or Founder By	Company's Owner`s /MD/ CEO Name	Manufacturing Product	Working Employees	Net turnovers
Apollo hospital	1983	Pratap C Reddy	Pratap C Reddy	Healthcare	400065	52$ billion

Table 3.9.12 Apollo Hospital Pvt. Limited

Name of Company	Establish Year	Establish or Founder By	Company's Owner`s / MD/ CEO Name	Manufacturing Product	Working Employees	Net turnovers
Jindal Steel and power Lmt	1952	Op Jindal	Naveen Jindal	Health care, Steel and Energy	14221	18%billion

Table 3.9.13 Jindal Steel and Power at a glance

Name of Company	Establish Year	Establish or Founder By	Company's Owner`s / MD/ CEO Name	Manufacturing Product	Working Employees	Net turnovers
NTPC	1975	Government Of India	Gurdeep Singh	Electricity generation and distribution	24546	18%billion

Table3.9.14 NTPC at a Glance at a glance

Name of Company	Establish Year	Establish or Founder By	Company's Owner`s / MD/ CEO Name	Manufacturing Product	Working Employees	Net turnovers
Sesa Goa Lmt	1954	Vedanta	Anil Agrawal	Pig iron and metallurgical Coke	-----	639 $ billion

Table 3.9.15 Sesa Goa Lmt at a glance

Name of Company	Establish Year	Establish or Founder By	Company's Owner`s /MD/ CEO Name	Manufacturing Product	Working Employees	Net turnovers
BhartiAirtel Communication Limited	1995	Vedanta	Sunil Bharti Mittal	GSM, 3G, 4G, broadband	24868	966$billios

Table3.9.16 Bharti Airtel Communication Limited

Name of Company	Establish Year	Establish or Founder By	Company's Owner`s /MD/ CEO Name	Manufacturing Product	Working Employees	Net turnovers
Life Insurance Corporation Limited	1956	Government Of India	Sri S K Roy	GSM, 3G, 4G, broadband	119767(2012)	88 $billions

Table3.9.17 Life Insurance Corporation Limited at a Glance

Name of Company	Establish Year	Establish or Founder By	Company's Owner`s /MD/ CEO Name	Manufacturing Product	Working Employees	Net turnovers
Power Grid Corporation Of India Limited	1989	Government Of India	Shri I S jha	Power Generation and distribution	10000(2012)	208$billion

Table3.9.18 Power Grid Corporation limited at a glance

Name of Company	Establish Year	Establish or Founder By	Company's Owner`s /MD/ CEO Name	Manufacturing Product	Working Employees	Net turnovers
Hindustan petroleum Corporation Limited	1974	Government Of India	Sri Mukesh Kumar Surana	Petroleum, Lubricants, cooking gas	10000(2012)	2.123 $Trillion

Table3.9.19 HPCL at a glance

Name of Company	Establish Year	Establish or Founder By	Company's Owner`s /MD/ CEO Name	Manufacturing Product	Working Employees	Net turnovers
MSTC Limited	1992	SAIL	Sri B B Singh	Recycle Waste, Protect Environment and Promote Growth	307	86 Crore

Table 3.9.20 MSTC Limited at a glance

Name of Company	Establish Year	Establish or Founder By	Company's Owner`s /MD/ CEO Name	Manufacturing Product	Working Employees	Net turnovers
Asian Paints	1942	-----	Mr KBS Anand	Surface coating, rubber Tyre	----	173$billion

3.9.21 Asian Paints at a glance

Name of Company	Establish Year	Establish or Founder By	Company's Owner`s /MD/ CEO Name	Manufacturing Product	Working Employees	Net turnovers
Ambuja Cement	1983	Narottam Sekhsaria	Mr. Ajay Kapoor	Cement	115000	76378.1$millions

3.9.22 Ambuja Cement at a glance

Name of Company	Establish Year	Establis9 or Founder By	Company's Owner`s /MD/ CEO Name	Manufacturing Product	Working Employees	Net turnovers
Aditya Birla	1857	Seth Shiv Narayan Birla	Kumar Mangalam Birla	Cement, Chemicals, Agribusiness, Finance, Mining, Retail , Telecommunication	1,20000	41$billions

3.9.23 Aditya Birla at a glance

Name of Company	Establish Year	Establish or Founder By	Company's Owner`s /MD/ CEO Name	Manufacturing Product	Working Employees	Net turnovers
Glaxo Pharmaceutical pvt. Lmt.	1924	-----	Hashitjoshipura	Drugs and Medicines	3500	23.76$billions

3.9.24 Glaxo Pharmaceutical Lmt. at a glance

Name Of Company	Establish Year	Establish or Founder By	Company's Owner`s /MD/ CEO Name	Manufacturing Product	Working Employees	Net turnovers
ONGC	1956	Government Of India	Dinesh Kumar Sarraff	Petroleum, Natural Gas, other petrochemical	32923	21$billions

3.9.25 ONGC at a glance

3.10 CORPORATE COMMUNICATION STRATEGY AND OBJECTIVES OF SELECT COMPANIES-

3.10.1 NTPC Corporate Objectives:-

"Money invested in the promotion of learning gives a multiple return to the people even as a seed sown in good soil returns a luxurious crop."

NTPC is a proud partner in this noble venture which will go a long way in improving the quality of vocational education in the country and make it demand driven so as to ensure better employability of the graduates. The process begins with the identification of these institutes in the vicinity of the plants. This is followed by getting the consent from the State Governments for adopting the respective ITIs followed by the formation of the Institute Management Committee (IMC). The IMC includes members from local industry and nominees of the State Government. A Memorandum of Agreement (MoA) is then signed between the three parties concerned. The IMC then prepares an Institute Development Plan (IDP) and applies

for an interest free loan. This is examined by a state level steering committee and then based on the comments the Central Government sanctions the IMC, which is payable after 10 years in equal annual installments over a period of 20 years. In addition to the adoption of ITIs in the PPP scheme, NTPC has also entered into a MoA with the State Governments of Haryana and Uttar Pradesh for the up-gradation of ITIs at Faridabad and Dadri respectively.

3.10.1.1 Policies

NTPC is committed to generating and providing reliable power at competitive prices in a sustainable manner by optimizing the use of multiple energy resource with innovative eco-friendly technologies thereby contributing to the economic development of the nation, social up liftment of the society and promoting a healthy environment.

In this process, NTPC shall strive to:

- Contribute towards clean and sustainable environment with respect to land, water and air
- Conserve resources by reduction, reuse and recycling
- Initiate and support measures to optimise the use of renewable energy, increase energy efficiency and reduce Green House Gases emissions.
- Support the measures for biodiversity conservation by following the practices of protecting, conserving and restoring ecosystems.
- Be transparent, ethical and fair to all stakeholders
- Be supportive in developing and enhancing people's standard of living in and around the plants.
- Generate awareness, share knowledge and support training programmes on sustainable development among the employees, neighboring communities and public at large

Corporation's involvement in community development projects/ CSR covers a diverse range of issues such as basic infrastructure development, education, community health & sanitation, capacity building and gender empowerment. The projects are customized based on specific local requirements and guided by extensive Need Assessment Surveys and consultations through various participative forums like Village Development Advisory Committee, Rehabilitation and Periphery Development Advisory Committee etc. The active participation/engagement and ownership of these initiatives by the local communities is the key to the smooth and successful implementation of these schemes.

3.10.2-BHEL Objectives -

The objectives of BHEL a) include to conduct applied research on various aspects of ceramic materials, b) to upgrade technology from laboratory to pilot plant scale prior to commercial production, c) providing consultancy and engineering services, d) to ensure material testing and beneficiation of raw materials and e) to provide consultancy for ceramic industries. BHEL has come a long way as a promising public sector undertaking. It has crossed several milestones over a period of time. Prominent among them include –

- The organization joined an elite group of select companies with a market capitalization of over one trillion rupees,
- It received the MOU award for the highest growth rate in market capitalization among listed PSE's during 2006-07.
- It achieved the manufacturing capacity of 15,000 MW per annum during 2009.
- It achieved another landmark through installation of cumulative projects world wide crossing one lakh MW.
- It is recognized as the 5th centre of excellence for Intelligent Machines and Robotics.
- The power stations received the productivity award from the Ministry of Power.
- It has been recognized by the prestigious publication 'Forbes Asia' in the 'Fabulous 50' list.

- It received orders from NTPC, NHPC and other agencies through international competitive bidding.
- It has also received export orders worth Rs.2,500/- crore from about 26 countries.
- During 2010-11 it crossed the turnover of Rs.30,000/- crore, compared to Rs.27,505/- crore during 2009-10.
- The net profit of the company has crossed Rs.3,600/- crore during 2010-11 compared to Rs.3,039 crore during 2009-10.
- The interim equity dividend of 90% on the enhanced post-bonus equity capital has been paid for the fiscal year 2010-11.
- The net asset value per share increase to Rs.275 from Rs.220 in the previous year.
- The total export turnover reached an all-time high of Rs.10,000/- crore during 2010-11
- It records highest turnover and profit and entered supercritical league with the manufacturing capacity of 10,000 MW per annum.
- In the field of management, the organization has launched series of initiatives such as supercritical technological business, nuclear field, strategic alliance, capacity expansion, customer confidence, green initiatives, global forays, technology edge, experiment performance, HR initiatives, corporate communication, corporate advertising and so on. The BHEL continues to march towards progress despite the recent global financial crises and resultant impact on the Indian economy. The company is well placed when compared to similar companies in the field in regard to financial status, professional excellence, social contribution, corporate social responsibility and so on. The company also has a well developed corporate communication department which also looks after corporate advertising operations.

3.10.3- Power Grid Corporation Objectives:-

Power Grid is a pioneer company consistently producing exceptional values for all of its stakeholders with a notable result-centric and employee friendly work culture. India's Power Grid and a clutch of 35 domestic electrical equipment manufacturers have jointly developed a system for transmitting bulk power with a force of 1,200 kV

(kilo volts), beating members of an elite club of 5-6 economies in the high-voltage transmission technology game.

To put things in perspective, the new system's transmission force is 5,454 times more than that of domestic power supply and 48 times more than the voltage - 25 kV, or 25,000 volts - at which electricity is supplied to locomotives through overhead wires.

Ratings of 1,000 kV and above qualify as 'ultra-high voltage (UHV)' and UHVAC (ultra-high voltage alternate current) systems allow more power to be pushed through a line to make more efficient use of infrastructure and reduce costs. Globally, most of the transmission networks are rated at 400-800 kV, described as 'high voltage'.

3.10.4-Hindustan Petroleum

Hindustan Petroleum Corporation Limited (HPCL) is a Navaratna and a Global Fortune 500 company, ranked at 260 with an annual Gross sales of Rs. 2, 32,188 crore and Profit after Tax of Rs. 1,734 crore during FY 2013-14 and having a strong presence in Refining & Marketing in India with about 21% Marketing share and 18% Refining capacity in the PSU category in the country. HPCL owns and operates refineries at Mumbai & Visakh and the largest Lube Refinery in the country at Mumbai for producing Lube Oil Base Stocks with a capacity of 450 TMTPA. HPCL has the second largest share of product pipelines in India with a pipeline network of more than 2,500 kms. for transportation of petroleum products and a vast marketing network consisting 13 Zonal offices in major cities and 101 Regional Offices facilitated by a Supply & Distribution infrastructure comprising of 35 Terminals, 68 Inland Relay Depots, 35 Aviation Service Stations, 46 LPG Bottling Plants, 7 Lube blending plants and 22 Exclusive Lube Depots. Towards fulfilling its Mission- to be a fully integrated company in the hydrocarbons sector of exploration and production, grefining and marketing; focusing on enhancement of productivity, quality and profitability.

3.10.5- Oil India Limited:-

Public Relations and Corporate Communication Department (PR & CC) has always been to go beyond as we look at Company's growth as an opportunity to empower people, enrich their lives and Relevant Effective Press Releases and briefings were

made available to the media, as and when required to inform and update the general public about the activities both at the corporate level and at the fields HQ. Moreover, the department organised press meets and maintained constant interaction and liaison with Media to ensure that OIL's achievements and image projected in good light to contribute to the nation's development.

Through our CSR policy and practices, the Company integrates the economic, environmental and societal aspects of our business in order to achieve sustained financial success safeguard our environment and develop our reputation as a partner and provider of first choice for a wide range of audiences. Our stakeholders include our shareholders, customers, employees and those with whom we do business, as well as society and the future generations. As we journey towards achieving our aspirations, the methods by which we bring our practices into play is integral to our success. We draw upon our Company's strengths to meet the challenges of the new millennium with a vision to help people build a better world. We will therefore continue to invest in projects that bring about a positive change to the society, strengthen the rapport with our stakeholders and sustain the good image of the company.

Through Corporate Communication we endeavor to build the image of our Company through various communication tools. Rapport building is the key motive of our corporate communication strategy while frequent communication through bulletins, house journals, press releases, advertisements helps in effectively highlighting the performances of the company. The communication mediums visualized, designed and executed by our professional team ensures that the message is passed on with an affirmative outcome.

3.10.5.1 Internal Communications

OIL News, Diary, Calendar, Etc.:

Publication of OIL News, the in-house Journal covering all major activities of the Company, aimed at bringing about awareness, understanding and creating a mutual platform for all employees to interact and share relevant and up to date information about the Company. COMMUNICATIONS Oil News, Diary, Calendar, Etc.

Publication of OIL News, the in-house Journal covering all major activities of the Company, aimed at bringing about awareness, understanding and creating a mutual platform for all employees to interact and share relevant and up to date information about the Company.

3.10.5.2 External Communication:-

Relevant Effective Press Releases and briefings were made available to the media, as and when required to inform and update the general public about the activities both at the corporate level and at the fields HQ. Moreover, the department organised press meets and maintained constant interaction and liaison with Media to ensure that OIL's achievements and image projected in good light.

Print Advertising Campaign-

PR & CC Department in the FY 2012-13 had robustly come up with numerous Advertising Campaigns published in leading national and local dailies. The advertisements were published with the prime objective of making external stakeholders understand OIL's indispensable contribution towards the economy and development of the state. The campaign was highly appreciated by the general public as well as OIL's own employees.

Outdoor Advertisement:-

Significant initiatives have been taken in order to develop the brand image of OIL in Upper Assam and at strategic locations in Guwahati and Mizoram. Hoardings being an effective tool of advertising highlighting OIL's contribution towards the economy and development of the state have been erected at OIL's operational areas and at strategic locations. PR Department has also taken initiatives to heighten OIL's brand visibility inside Airports in Dibrugarh, Guwahati and Aizwa

Press Releases:-

The PR & CC department has published more than 20 (twenty) press releases in the year 2012-13 pertaining to various events organised in the Company. The news about the various events of the Company was well covered by the local and national print as well as electronic media.

Annual General Press Meet:- The PR & CC team was actively involved in various fronts during the 53rd Annual General Meeting. The team was involved in preparing hoardings, banners, brochures, CMD's AGM speech booklet and press kit. The team also successfully organised the AGM Press Meet at MTDC on 15th September 2012 where around 40 media personnel were present. The media persons actively participated in the Press Meet.

Streets Play:-

PR Department , a special awareness drive in the form of a Street Play to sensitize the general public on issues like pilferage of OIL's pipelines, condensate and build favorable public opinion on the adverse impact of bands and blockades, highlighting in the process, OIL's contribution to the economy of the state and the various CSR initiatives. The inaugural show of this Street Play (being performed by artistes from Pathar, a noted socio-cultural group of the region) was staged during the Project Rupantar Credit Disbursement Function on 27th February, 2013. A total of 156 shows of this street play will be staged in and around OIL's operational area villages in Assam.

Advertisement:-

All press advertisements related to recruitment, tender, contracts, materials procurement etc. were handled by the department in a cost-effective manner and a new policy for the same has also been adopted keeping in perspective Media outreach and brand building. In the year 2012-13, a total number of 281 (Two Hundred Eighty One) advertisements were published in the local and national dailies. The advertisements were published in a total of 27 different national and 16 local newspapers.

Updating of company visual Archive:-

Photographs of OIL's Operations in North East and Rajasthan including Corporate Office in Noida, Branch Office at Kolkata were taken to update the collection of photographs, which were extensively used in exhibitions and publications. In the year 2012-13, a total of 695 nos. of photography & videography assignments were given to the department. Accordingly, approximately a total of 5700 (Five thousand seven

hundred) ‘Still Photographs’ were taken and printed along with approximately 09 (Nine) nos. of videos.

3.10.6-Mahindra & Mahindra

The Mahindra Group today is an embodiment of global excellence and enjoys a strong corporate brand image. Mahindra is the only Indian company among the top tractor brands in the world and has made an entry in the two-wheeler segment, which will see the company emerge as a full-range player with a presence in almost every segment of the automobile industry. The Mahindra Group recently expanded its IT portfolio when Tech Mahindra acquired the leading global business and information technology services company, Satyam Computer Services. The company is now known as Mahindra Satyam. Mahindra's Farm Equipment Sector is the proud recipient of the Japan Quality Medal, the only tractor company worldwide to be bestowed this honour. It also holds the distinction of being the only tractor company worldwide to win the Deming Prize. The US based Reputation Institute recently ranked Mahindra among the top 10 Indian companies in its Global 200: The World's Best Corporate Reputations list.

3.10.7-Aditya Birla Cement:-

Communications with marketing communications and branding, internal communications, on line communications (websites and intranets), senior management communication .As early as the 1940s, Shri G. D. Birla espoused the trusteeship concept of management. Simply stated, this entails that the wealth that one generates and holds, is to be held as in a trust for our multiple stakeholders. Corporate communication department carry out all kind of communication , sets an agenda which is helpful to achieve the goal of Company.

3.10.8-LIC:-

Life Insurance including Marketing, Personnel, Operations, New business and underwriting, Office Services, Claims, Housing Finance, Group Business, Direct Marketing, International Operations and Corporate Communications. LIC Housing Finance increasing the efficiency of the system and giving better reach to customers. Introduced delinking of marketing and risk appraisal system for better corporate

governance. Introduced risk based pricing for retail loan and rating system for projects and developers. All this helped LIC Housing Finance to have quality portfolio and keep check on NPAs. LIC is to ensure that the corporation continues to be market leader in life insurance space in India and makes a mark internationally in business procuration, servicing and business practices.

3.10.9-Apollo Hospitals

Apollo Hospital Corporate Communication department looking the PR program positioning Apollo Hospitals as a global leader in the healthcare space. Provide communications counsel to senior management providing proactive and reactive communication strategies which include crisis communication. Develop PR programs in line with marketing campaigns to reinforce key messages. Oversee public relations agency effort across scoping, planning and delivery of national and global initiative. Manage employee communications, marketing communication, brand management and PR for the company.

3.10.10 Asian Paints:-

Asian Paints Corporate Communication department have well planned to promote all brands under one umbrella. Company launched few innovative steps to directly communicate to potential customer and all paint related information available. The consumer could outsource painting jobs direct to the company.

3.10.11 ONGC-

Here Corporate Communication department called chief of Corporate Communication, drive provide strategic inputs about the media, government, investors and other stakeholder to the Executive Committee of functional Directors as well as the Board of ONGC. Devise the policies and tools for External and Internal communication. To plan, develop and execute brand promotions. To work in tandem with the Technical team to manage crises, as and when required. Design, development and publish brochures, internal journals etc. Audio-visual documentation including films (Corporate, CSR etc). Coordination with the MoPNG. To help Ministry of Petroleum & Natural Gas (MoPNG) devise communication strategy including its Monthly Newsletter. Also coordinate with all Oil Public Sector

Undertakings on behalf of MoPNG on various communications issues. Writing press releases and issued them across the country both for ONGC and MoPNG.

3.10.12-Glaxo Pharmaceutical Private Limited:-

The company is the market leader in most of the therapeutic categories in which it operates. GSK also offers a range of vaccines, for the prevention of hepatitis A, hepatitis B, invasive disease caused by H, influenza, chickenpox, diphtheria, pertussis, tetanus, rotavirus, cervical cancer, streptococcus pneumonia and others.

It is improving the quality of human life with enthusiasm and vigour. Our vision for the future is powered by our business drivers. It finds purpose and direction with our strategic intent. It is guided by our corporate culture that places people and capabilities as the pivot that changes and transforms situations.

By 2005 Corporate reputation audit showed that despite GlaxoSmithKline (GSK) outperforming its competitors in addressing concerns expressed by external stakeholders it was not differentiating itself in terms of reputation. This imbalance centred on the company's delivery of innovative medicines, sales and .marketing practices and efforts to provide access to medicines for those least able to afford them.

The Corporate Communications and Community Partnerships Team planned and executed a proactive campaign to heighten awareness of the company's achievements, and differentiate GSK from its peers.

Strategy:

- Communicate GSK's active pursuit of the highest standards of ethics and integrity
- Publicize GSK's innovative, substantial pipeline of new medicines
- Convey GSK's leadership on access to medicines
- Adopt an accessible communications style

Tactics:

- Intensive, proactive UK media outreach programme with senior executives
- Comprehensive web-based Corporate Responsibility Report, confronting issues of stakeholder concern.
- Prompt, substantial humanitarian response to 2005 natural disasters
- A trip by CEO Dr. JP Garnier to Ghana and South Africa, highlighting significant progress in helping eliminate lymphatic filariasis (a widespread and debilitating disease), and positioning GSK as a leader in addressing developing world healthcare challenges
- A new corporate website, to meet patient and consumer needs.
- A 'straight-talking ' Annual Review, articulating global healthcare challenges and GSK's strategy in addressing them
- Introduction of leading-edge web broadcasting technology internally, allowing senior executives to reach broad employee groups on a regular basis
- Intensive recruitment and second activity to improve skills within the function. (http://stevieawards.com/iba/glaxo-smithkline).

3.10.13-Jindal Steel and Power Limited

In this Company Corporate Communication department works under Head of Group Communication. Communication function make tremendous job for JSPL, a $ 3.14 Billion Steel, Power and Mining major, with a strong presence in India, Oman, Australia, South Africa, and Mozambique amongst other geographies. With multi-locational steel manufacturing capacity and power generation capacities aggregating to 7.75 million tonne per annum and over 5000 MW respectively, JSPL ranks amongst the top business conglomerates in India. the corporate communications function of the JSPL Group encompass Media Relations, Crisis Management, Social & Digital Media, Internal Communication, Corporate Advertising, Marketing Communication, Financial & Advocacy Communication, CSR & Social Communication, Events, Seminars, Exhibitions and Print Production. There are well

skilled communication professionals are supervising a host of external agency associates, the responsibility areas includes delivering cost-effective end-to-end communication solutions from strategy to planning, execution and tactical outreach, from measurement to calibration for internal customer departments at JSPL Group.

3.10.14-Nestle

Nestlé Waters consist of four business units: Corporate, Retail, Supply Chain and Ready Refresh by Nestlé. Whichever one of these areas you choose to join, collaborating with a highly talented team on work that's challenging, engaging and incredibly rewarding. An essential element of our success: trusted, empowered and supported to make a lasting impact on the very future of our business. It's a chance to use your knowledge, skills and experience to shine brightly and achieve your ambitions all while delivering healthy hydration to millions of customers.

Here Corporate Communication responsibilities:-

- Develop Communications strategies and execute initiatives to promote NWNA's commitment to sustainability.
- Serve as the lead for local PR as well as issues and crisis management in our plant communities in conjunction with Director, Issues Management.
- Draft press releases, pitches, talking points, Q & As, holding statements and media alerts.
- Pitch stories to advance the NWNA agenda to business and consumer media as well as trade publications.
- Maintain and build upon solid relationships with broadcast, print and online media outlets.
- Assist with media training of spokespeople particularly in local plant communities.
- Work with in-house team members and outside strategic partners to develop, implement and manage external communications to broaden exposure of NWNA's corporate brand.

- Serve as liaison to NWNA's product brand teams and work collaboratively to ensure consistency of message and ability to leverage mutually beneficial opportunities.
- Organize and coordinate national and local level press events and public appearances.
- Actively seek "out of the box" opportunities to develop new visibility opportunities for NWNA.
- Keep abreast of NWNA products, as well as industry trends and opportunities to create media moments

3.10.15-Sesa Goa Limited

Vedanta Limited (Vedanta Ltd) is a diversified natural resources company, whose business primarily involves exploring and processing minerals and oil & gas. The Company produces oil & gas, zinc, lead, silver, copper, iron ore, aluminum and commercial power and has a presence across India, South Africa, Namibia, Ireland, Australia, Liberia and Sri Lanka. Vedanta Ltd, formerly Sesa Sterlite Ltd. is the Indian subsidiary of Vedanta Resources Plc. A London listed company. Governance and Sustainable Development are at the core of Vedanta's strategy, with a strong focus on health, safety and environment and on enhancing the lives of local communities. Vedanta Ltd is listed on the Bombay Stock Exchange and the National Stock Exchange in India and has ADRs listed on the New York Stock Exchange. Here corporate communication department looking to managing:- Internal communication in house journals reports, internal publications handling. External communication: Media interviews, press releases, advertisements and external publications managing and coordinating with ad agencies for designing of the POS material. Planning and execution of internal and external events. Handling the company website, intranet page. Creating and maintaining presence of Vedanta Sesa Goa Limited on social media networking sites

3.10.16- MSTC

NEW Initiative of Ministry of Coal, Government of India, selected MSTC for e-Auction of 204 Coal mines. During 2014-15, 36 coal mine blocks have been auctioned successfully. Ministry of Power has engaged MSTC to conduct e-Reverse Auction for revival of under utilised and Stranded Gas Based power plants in the country utilizing Power System Development Fund of `3500 Crore. This will enable the power producers to service debts and meet operational expenses. Besides, this will benefit consumers with competitive tariffs and greater availability of power. Augmenting Supply of Non-Coking Coal to Power Utility Companies by direct linking to miners. e-Procurement of Defence & Para Military Forces. The initiative of the Government for sale of minerals through e-auction has also opened window of opportunity for MSTC and it has signed agreement with Odisha Mining Corporation for e-auction of chrome ore lump which may usher in a similar opportunity for iron or, manganese and other minerals in the State. MSTC seeks to diversify into manufacturing by setting up a scrap shredding plant as a forwards integration drive in future. The formation of Joint Venture is in progress and global tender for import of Shreddable Goods floated.

3.10.17 Bharti Airtel Limited:-

Bharti Airtel Limited is a leading integrated telecommunications company with operations in 20 countries across Asia and Africa. Head quartered in New Delhi, India, the company ranks amongst the top 4 mobile service providers globally in terms of subscribers. In India, the company's product offerings include 2G, 3G and 4G wireless services, mobile commerce, fixed line services, high speed DSL broadband, IPTV, DTH, enterprise services including national & international long distance services to carriers. In the rest of the geographies, it offers 2G, 3G wireless services and mobile commerce. Bharti Airtel had over 277 million customers across its operations at the end of September 2013.

Bharti Aitel strategy to get the opportunity of untapped voice market, 3G and data revenue, LTE, Mergers and acquisition.

3.10.18 Ambuja Cement:-

It is the first Indian cement manufacturer to build a captive port with four terminals along the country's western coastline to facilitate timely, cost effective and environmentally cleaner shipments of bulk cement to its customers. Operating for over 30 years, Ambuja Cement has provided hassle-free home building solutions with its unique sustainable development projects and environment friendly practices. By virtue of its unique sustainability initiatives like Modular Curing and Water Harvesting, Ambuja Cement, today, is possibly the first cement company in the world to be certified as 'Water Positive'.

Corporate communication department led a strong corporate branding strategy can add significant value in terms of helping the entire corporation to implement the long-term vision, create unique positions in the market place of the company and its brands, and not the least to unlock the leadership potential within the organization. Hence a corporate branding strategy can enable the corporation to further leverage on its tangible and non-tangible assets leading to branding excellence throughout the corporation.

http://www.ambujacement.com/about-us/comp-profile/

3.10.19 SBI

SBI have changing their strategy as per the financial trend and market trend, shares of SBI settled with gains of over 4 per cent, boosting market capitalization of the state-run lender by Rs 7,995.7 crore. SBI approved the merger of five associate lenders and Bharatiya Mahila Bank with itself while protecting the interest of the existing staff. Shares of the country's largest public sector bank on Friday opened on a firmer note at Rs.255, hitting an intra-day high of Rs.260. The market capitalization of the lender improved by Rs.7,995.7 crore to Rs 2,00,667.8 crore. On National Stock Exchange, the stock closed 4.06 per cent higher at Rs 258.50. According to ssReliance Securities "swap ratio was largely in line with our expectation and share price of listed subsidiaries will adjust in line with valuation and swap ratio". SBI counter as the swap ratio being largely neutral. Moreover, SBI will continue to surprise positively on the operating and asset quality front in the coming quarter as it has been able to manage cleaning up of its loan book effectively,"

https://www.sbi.co.in/portal/web/home/sbi-in-the-news.

3.10.20 Coal India Private Limited

Coal India is the largest coal producing company in the world, based on the company's raw coal production of 431.26 million tons in fiscal 2010. As of March 31, 2010, the company operated 471 mines in 21 major coalfields across eight states in India, including 163 open cast mines, 273 underground mines and 35 mixed mines, which include both open cast and underground mines.

The company also produces non–coking coal and coking coal of various grades for diverse applications. The 11 coalfields in which it conduct its most significant mining operations are the Korba, Singrauli, Talcher, IB Valley, Wardha Valley, Jharia, North Karanpura, Central India Coalfields, Raniganj, Rajmahal/Deogarh and East Bokaro coalfields. The world over coal's contribution towards primary commercial energy is around 30% and coal helps generate 40% of world's electricity. In the Indian context, the importance of coal scales-up higher than the global average. In India, coal is the most dominant energy fuel meeting around 50% of country's primary commercial energy. Around 72% of the entire power generated in the country is coal based. The pivotal role of coal is expected to continue in the foreseeable future primarily because of abundance of coal reserves, easy availability and affordability. As of 1st April 2015, the estimated geological resource of Indian coal stood at 306.59 Billion Tones and Coal India Limited is at the vanguard of country's coal production, producing 82% of the country's entire coal output. Coal India virtually empowers the power sector in the country with nearly 78% of Coal India's entire supplies catering to power utilities of the country. 97 out of 100 Thermal Power Stations in the country receive coal from Coal India. (Source:-http://economictimes.indiatimes.com/coal-india-ltd/chairmanspeech/company.)

3.10.21 Ranbaxy

Corporate reputation of the company in India and globally through media management and relationship building; develop communication plans; coordinate with PR consultants globally for showcasing the strengths of the company; organize press conferences, events & media interactions and day to day interface with media; prepare press releases, position papers, articles etc.

Brand Building: Develop communication strategy and plan, Annual Report, Corporate Ads, Films & Videos, Corporate Brochure, Corporate Presentation, Newsletters etc; evolve brand usage guidelines and ensure compliance globally Spearheading design & implementation of marketing communications strategies and campaigns, concentrating on communication modalities

- Actively participate in development of Public Relations plan for the top markets to manage and enhance reputation globally.
- Partnering with business functions to develop media, marketing & creative materials including messaging documents, press releases, newsletters, films, audio visuals, talking points, flyers, brochures. Generating strategic and tactical communication plans for various stakeholder segments at organizational and business unit level
- Development of Annual Report (AR) by providing support on concept, design, photo shoot, copy, printing and distribution.
- Actively engaged in driving, implementing and raising awareness of various corporate social responsibility programs across the organization.
- Key member of the CFT in drafting and developing of the CSR Policy and CSR Management Structure as mandated under the amended companies act.
- Establishing strong relationships with DS (Daiichi Sankyo, Japanese company who had majority stake) CC Team for developing mutual synergies in the field of Corporate Communications, Employee Engagement and CSR, Conceptualized, designed and developed a chronicle called the 'Legends are Forever' encapsulating the journey of Ranbaxy from its inception till 2015.
- Cascaded the Tag line, mission and values of the brand (Ranbaxy), Golden Jubilee celebrations of Ranbaxy across the globe, Launch of first new drug from Ranbaxy
- Worked as a member of the R&R team to design and develop an online tool of recognizing and rewarding performers which is merit and system based.

- As part of the 'Sanjeevani' group, came out with interventions at multiple Ranbaxy locations to improve the emotional and cultural environment, to help us reinforce faith amongst our stakeholders in brand 'Ranbaxy'.

3.10.22 Tata Motors:-

Tata Motors Limited is India's largest automobile company, with consolidated revenues of INR 2,75,561 crores (USD 41.6 billion) in 2015-16. Through subsidiaries and associate companies, Tata Motors has operations in the UK, South Korea, Thailand, South Africa and Indonesia. Among them is Jaguar Land Rover, the business comprising the two iconic British brands. It also has an industrial joint venture with Fiat in India. With over 9 million Tata vehicles plying in India, Tata Motors is the country's market leader in commercial vehicles and among the top in passenger vehicles. Tata cars, buses and trucks are being marketed in several countries in Europe, Africa, the Middle East, South Asia, South East Asia, South America, Australia, CIS and Russia. Tata Motors passenger and commercial vehicle sales (including exports) in August 2016 were at 43,061 vehicles, a growth of 6%, over 40,679 vehicles sold in August 2015. The company's domestic sales of Tata commercial and passenger vehicles for August 2016 were at 36,466 nos., a growth of 3%, over August 2015. The company continued to witness year-on-year growth in certain key segments in August 2016, with the company's LCV sales growing by 10% and its passenger cars growing by 17%.
(Source:-http://www.tatamotors.com/about-us/corporate-governance/policies/)

3.10.23 Indian Oil Corporation

India's largest commercial enterprise, with a sales turnover of Rs. 3,99,601 crore (US$ 61 billion) and profits of Rs. 10,399 crore (US$ 1,589 million) for the year 2015-16. Indian Oil is ranked 161st among the world's largest corporates (and first among Indian enterprises) in the prestigious Fortune 'Global 500' listing for the year 2016. Ministry of Petroleum and Natural Gas has decided to extend the benefits under Pradhan Mantri Ujjwala Yojana to the people of all Hilly States including North-East States by treating them as 'Priority States' and release LPG connections to the eligible beneficiaries. poor people residing in the States if Jammu and Kashmir, Himachal Pradesh, Uttarakhand, Sikkim, Assam, Nagaland, Manipur, Mizoram,

Arunachal Pradesh, Meghalaya and Tripura in accessing LPG for cooking purposes. Pradhan Mantri Ujjwala Yojana is being implemented with an objective to provide deposit free LPG connections to BPL households as a clean fuel solution. So far, more than 50 lakh connections are released to the beneficiaries. (Source:_https://www.iocl.com/)

3.10.24 GAIL

GAIL (India) Ltd, with a turnover of 7.2 billion US$ is Indian`s largest natural gas company and ranked as the top gas utility in Asia. But Gail is more than just a gas company. As a conscious corporate citizen, the organization believes that it it has a social purpose, The rigour and strategic thought that the drives GAIL to consistently ranked among the top gas utilities in the world. GAIL motto statement `Tomorrow is your' is also a reflection of the hopes, aspiration and dreams. It follow global best practices identifying, implementing, sustaining, and monitoring with transparency. In order to vision of the company GAIL enhance value creation in the society and in the community in which it operates. Through its services, conduct & initiatives, so as to promote sustained growth for the society and community.

The Objective of the GAIL Policy is to:-

Ensure and increased the commitment at all levels in the organization to operates its business in an economically, socially, environmentally, sustainable manner while recognition the interest. To directly or indirectly take up Programmes that benefits the communities in & around its work entries and results over a periods of time in enhancing the quality of time and economic well- being of local populace .To generate, through its CSR initiatives a community goodwill for GAIL and help reinforce a positive and socially responsible image a GAIL as a corporate entity.(Source:http://www.gailonline.com/final_site/aboutcsr.html)

3.10.25-Hindustan Unileaver Private Limited:-

India's largest fast moving consumer goods company, with leadership in Home & Personal Care Products and Foods & Beverages. HUL's brands, spread across 20 distinct consumer categories, touch the lives of two out of three Indians. They endow the company with a scale of combined volumes of about 4 million tones and sales of

Rs.10,000 crores. The mission that inspires HUL's over 15,000 employees is to "add vitality to life". With 35 Power Brands, HUL meets every day needs for nutrition, hygiene, and personal care with brands that help people feel good, look good and get more out of life. It is a mission HUL shares with its parent company, Unilever, which holds 51.55% of the equity. Corporate Communication department formulated key messages for each market catering to country needs and environments. The one Unilever alignment weaving through each of these markets also helped build a robust corporate brand across all stakeholders. Unilever claims to be concerned for the safety of its operations and the environment but this attitude clearly does not stretch to India. As the major share holder it has a duty to ensure the health and safety of the workers, residents and environment around this plant. Unilever states that its policy is to "exercise the same concern for the environment wherever it operates, "ensure the safety of its products and operations for the environment" and "provide whatever information and advice is necessary on the safe use and disposal of its products".