

Chapter 4

Data Analysis and Interpretation

DATA ANALYSIS AND INTERPRETATION

Qualitative Content Analysis

Following the Introduction, Review of Literature and Methodology chapters, presented here is the data analysis and its interpretation.

4.1 Twitter – Analysis of the three CPSEs

Indian Oil Corporation Limited

Indian Oil Corporation Limited, with 33,000-plus work-force, extensive refining, distribution & marketing infrastructure and advanced R&D facilities plays a significant role in fuelling socio-economic development of the country. With a mandate to ensure India's energy security and self-sufficiency in refining & marketing of petroleum products, IndianOil has in the past six decades provided energy access to millions of people across the length and breadth of the country through its ever-expanding network of over 50,000 customer touch-points.

IndianOil controls 11 of India's 23 refineries. The group refining capacity is 80.7 million metric tonnes per annum (MMTPA) accounting to 35% share of national refining capacity. IndianOil refineries led the industry in achieving supply of the world's cleanest fuels - BS-VI petrol and diesel meeting the April 2020 target for across the country.

IndianOil's business interests encompassing the entire hydrocarbon value chain- from refining, pipeline transportation & marketing, to exploration & production of crude oil & gas, petrochemicals, gas marketing, alternative energy sources and globalisation of downstream operations.

The countrywide marketing network is backed for supplies by 118 bulk storage terminals and depots and 95 LPG bottling plants, besides 121 aviation fuel stations and 10 lube blending plants. As the 'company of choice' for millions of customers from diverse segments,

IndianOil has also built up a portfolio of leading energy brands, including Indane LPG cooking gas, SERVO lubricants, XP100 100-Octane petrol, XtraTej, PROPEL petrochemicals among many others. Besides the corporate brand, both SERVO and Indane are over 50-year-old brands and have earned the coveted Superbrand status. (iocl.com)

Bharat Petroleum Corporation Limited

Bharat Petroleum Corporation Limited (BPCL) in the Petroleum sector is a Maharatna Public Sector Undertaking. BPCL has played the role of a pioneer in more ways than one, ensuring the energy needs of the nation are met uninterruptedly. BPCL conducts its Operations pan-India through its seven Business Units and its pipeline network of 2,241 Kilometers.

The business units include Refinery, Retail, Lubricants, Industrial and Commercial, Liquefied Petroleum Gas, Aviation and Gas. The product portfolio of BPCL comprises of MS, HSD, Lubricants, Aviation fuel, Bitumen, LPG, Solvents and now added Food Grade Quality Hexane (FGQH) and Polymer grade Propylene as well. BPCL has its headquarters located in Mumbai, Maharashtra, India and has four regional offices in Delhi, Mumbai, Kolkata and Chennai. (<https://www.bharatpetroleum.in/>)

Oil and Natural Gas Corporation Limited

ONGC is a Maharatna company and is the largest crude oil and natural gas Company in India. ONGC contributes around 71 per cent of the Indian domestic crude production which is used by refining and marketing companies like IOCL and BPCL to produce petroleum products like Petrol, Diesel, Kerosene, Naphtha, and LPG.

ONGC's in-house capabilities in all areas of Exploration and Production of oil & gas and related oil-field services gives it a unique place of pride. ONGC has been the winner of the Best Employer award and has a dedicated team of more than 28,000 professionals who work in challenging locations and tough terrains to explore and produce crude oil. ONGC Videsh Limited is the wholly owned subsidiary which is mandated to further ONGC's overseas businesses.

ONGC Videsh Limited, a Miniratna Schedule “A” Central Public Sector Enterprise (CPSE) of the Government of India under the administrative control of the Ministry of Petroleum & Natural Gas, is the wholly owned subsidiary and overseas arm of Oil and Natural Gas Corporation Limited. ONGC subsidiary Mangalore Refinery and Petrochemicals Limited (MRPL) is a schedule ‘A’ Miniratna, Central Public Sector Enterprise (CPSE) under the Ministry of Petroleum & Natural Gas. ONGC subsidiary HPCL is a Maharatna CPSE. HPCL has the second largest share of product pipelines in India with a pipeline network of more than 3370 kilometers for transportation of petroleum products and a vast marketing network consisting of 14 Zonal offices in major cities and 133 Regional Offices facilitated by a Supply & Distribution infrastructure comprising Terminals, Pipeline networks, Aviation Service Stations, LPG Bottling Plants, Inland Relay Depots & Retail Outlets, Lube and LPG Distributorships.

ONGC is the only fully-integrated oil and gas company in India, operating along the entire hydrocarbon value chain. The market cap of ONGC is one of the best among PSUs in India. ONGC is the biggest wealth creator in the country. (<https://www.ongcindia.com/>)

4.2 Data Collection - Twitter

Energy Companies spent the highest among sectors in corporate social responsibility (CSR) in financial year 2017-18 with 51 companies spending Rs 2,253 crore or 23 per cent of the overall spending, said research and ratings agency CRISIL on Thursday (Energy companies hog lion’s share in CSR spending: CRISIL, 2019).

Content analysis of twitter handles of IOCL, BPCL and ONGC were conducted to identify content types – CSR or Non-CSR (which includes Branding, Social Message, Contest, News, Events/Campaigns and Festive Greetings) for each tweet for three-month period i.e., January – March 2021 for studying the tweet content, categories and themes as well as look into engagements levels on each tweet as well as interactivity from the organisation.

Tweets for the three-month period – January to March 2021 - from the Twitter handles @IndianOilcl, @BPCLimited and @ONGC_ were collected.

For this study, the content analysis is both quantitative (focused on counting and measuring) and qualitative (focused on interpreting and understanding) for which categorization and coding of words, themes and concepts within the data is done and then results are analysed. The content analysis is used for finding patterns and corroborating how the content is communicated, understanding the strategy or intention of the organization, identifying themes and patterns in the communication and analysing the response elicited by the content from the audience.

The collection of data in content analysis has been done by analysing the social media content and presented in a frequency distribution table as well as in report form and interpreted and reported quantitatively and qualitatively.

In order to analyse the content of twitter handles and determine what type of content was communicated through the tweets, a classification scheme was developed. The codes were developed based on inductive review of twitter pages of similar organisations. A total of 1007 tweets for a period of three months of the three organisations were analysed. The posts were categorised into two major types – CSR and Non-CSR.

Tweets that shared information or key messages or data about any activity or initiative that the organisation has taken up under its Corporate Social Responsibility have been categorised as CSR tweets. Tweets that were Non-CSR related were categorized as Emotional tweets, Branding tweets, Sales Promotion / Customer Engagement tweets, Social Message tweets, Contest, News tweets, Employee related tweets and Public Information tweets.

Emotional tweets include motivational quotes, festive greetings, and tweets with emotive language for eliciting an emotional response or thoughts that are posted as a means of engaging with their audience and spread cheer and positivity or emotionally engaging with the audience on various topics.

Branding tweets serve the basic function of augmenting the corporate or brand image of the organization. These tweets would be about their products, services, achievements, brand commitment, and such other aspects.

Sales Promotion and Customer Engagement tweets include contests, deals and rewards, contests and campaigns to promote the sales by engaging with the customers or to keep the audience engaged and attract new fans. Social Message tweets are those that are aimed at conveying socially oriented messages such as road safety, health awareness or any socially relevant / public interest messages. Tweets that serve to convey any new development, announcement, financial or operational results are categorized as News Tweets. Employee related tweets include highlighting employees' achievements, their unique contributions or the efforts taken by them to serve the nation. Lastly, the Public Information tweets are those tweets that inform the public about government schemes, benefits, inaugurations by Prime Minister, President or Ministers and such other information, besides government campaigns, programmes and similar activities.

All the 1007 tweets were reviewed and classified into the above seven categories. Each post was assigned a single code from this scheme. In cases where a post appeared to serve dual purposes, codes were assigned according to what was considered the posts' primary purpose.

4.3 Findings

Indian Oil Corporation Limited (IOCL)



← **Indian Oil Corp Ltd** ✓
28.6K Tweets

Indian Oil Corp Ltd ✓
@IndianOilcl

Official handle of Indian Oil Corporation Ltd. IndianOil is ranked 151st among the world's largest corporates in Fortune 'Global 500' listing for the year 2020.

📍 India 🌐 iocl.com 📅 Joined July 2014

125 Following 335.3K Followers

IOCL joined on twitter with its Corporate twitter handle – @IndianOilcl – in July 2014 and has 3,35,300 followers, follows 125 handles and had tweeted 28,600 tweets. To put into perspective from among the top corporate twitter accounts in India ranking for the year 2020 – the topmost i.e. SBI’s twitter handle - @TheOfficialSBI which joined twitter in December 2013 had 41,00,000 followers while at the tenth position, Mahindra Group’s @MahindraRise which joined twitter in May 2011 had 13,00,000 followers.

Analysis of 553 tweets of IndianOilcl found that only 1% tweets were CSR related tweets and rest 99% tweets were non-CSR. There were 310 branding tweets (56%) followed by Public Information tweets (11%) while sales promotion / customer engagement tweets (3%). Social messages and News tweets comprised 9% each of the total tweets for the three months period. The CSR tweets elicited 0 replies, 38 retweets and 114 likes, whereas the rest of the Non-CSR tweets got 1337 replies, 9236 retweets and 27560 likes.

Figure 4.1 – Tweets in Non-CSR categories (A)

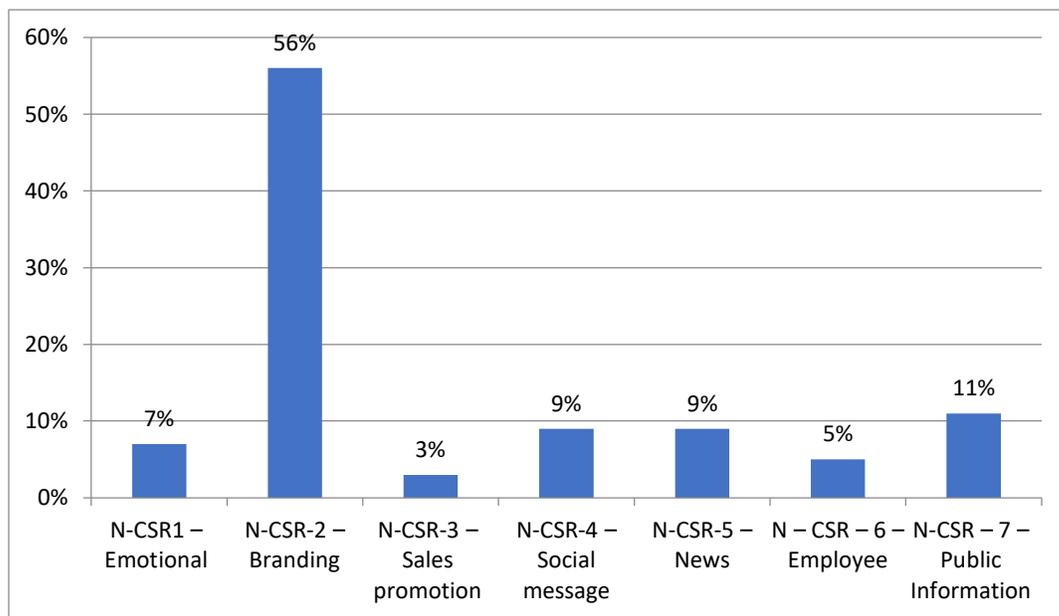
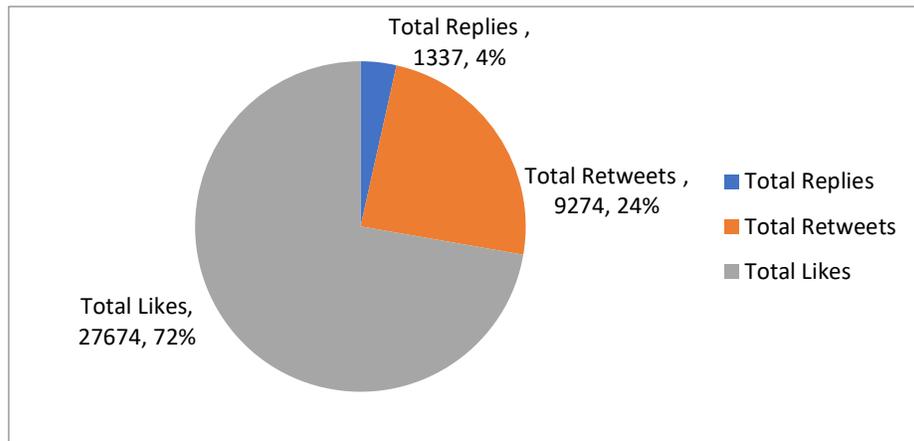


Figure 4.2 – Total Engagement for Non-CSR tweets (B)



It was found that from among the total engagement, 72% were likes while replies were 4% and retweets were 24%. Overall, @IndianOilcl's 553 tweets during January to March 2021 accrued 1337 Replies, 9274 Retweets and 27674 Likes totalling to 38285 responses i.e. each tweet got on an average 69 responses.

Table 4.1: Total Engagement for Non-CSR tweets (A)

Sr. No.	Type of Tweet	Total posts	Total Replies	Total Retweets	Total Likes	Total Response	Spread
1	Emotional	39	70	933	2901	3904	10
2	Branding	310	632	5218	15151	21001	54.5
3	Sales promotion / customer engagement	17	374	329	1169	1872	5
4	Social	47	94	743	2105	2942	8
5	News	51	79	1107	3346	4532	12
6	Employee	26	59	412	1472	1943	5
7	Public information	60	29	494	1416	1939	5
8	CSR	3	0	38	114	155	0.5
Total		553	1337	9274	27674	38288	100%

Among the non-CSR tweets, Branding related tweets got maximum response of 55% followed by news posts at 11%. Tweets related to Sales promotion and customer engagement got 4.9 % response. Of all the tweets, 70% included images and videos were in 29% of tweets and there were only 04 tweets that had only text with no accompanying image or video. The 162 videos got 127439 views. Among the 03 CSR tweets, the one tweet with video received 1139 views and the remaining 161 videos got total of 126300 views.

Analysis of the engagement from the fans / community in form of likes, comments and shares showed that the Reply response was the least for all categories of tweets whereas maximum response for the tweets was through Likes. Tweets pertaining to company Sales promotion / customer engagement, employee related tweets and Public information got the least responses.

The following customer engagement tweet which inherently sought response got the maximum replies (254) and maximum likes (377). The tweet was just a riddle to engage customers - seeking customers to respond by posing a riddle on the film Aquaman and had no reference to brand IndianOil.



While the maximum retweets were generated by the customer service branding related tweet conveying that just as it is convenient to ask Alexa to play some music, it is as easy to book for Indane gas cylinder with Alexa app. The hashtag #USvsIndia makes it very contemporary keeping with the trending topic at the time.



The 162 videos have generated a total of 127439 views. Of the total 38133 engagement for the 553 tweets, 72% are likes, 24% retweets and rest about 4% are replies. Overall, @IndianOilcl's 553 tweets during January 2021 to March 2021 accrued 1337 Replies, 9274 Retweets and 27674 Likes i.e. each tweet got on an average 69 Responses.

Major observations that emerge from the content analysis include:

The organization primarily being a downstream oil and gas products and services company therefore has 97 tweets i.e. 17% tweets are related to its products such as SERVO, Indane, XP100 and such. Customer service is a major topic for tweets as 68 tweets are focusing on communicating about its customer services facilities forming 12% of all tweets.

Being a government owned company, about 61 (11%) tweets pertain to government related information such as schemes, inaugurations, campaigns and similar activities. As a company

with pan-India presence and having all ages and classes of people as its customers, the company has tweeted 45 tweets on special days, festivals and commemorative days i.e. 8% tweets are aimed at engaging with the twitter audience and sustaining a stronger relationship. With Indane reaching households across the country, tweets related to LPG safety with a total of 28 tweets (5%) sharing LPG safety related tips and services to the customers.

While content related to branding, products and customer service, customer connect and government / public information form majority of the themes and topics of the twitter communications, the company has tweeted only 3 tweets on CSR related topics out of the 553 tweets posted during the three months. There is repeated use of tweets on its products such as SERVO, XP100, XtraPremium, LPG safety, brand commitment, Xtra Rewards, LPG booking, Digital Payments, Covid safety and such others. Repeating tweets is an effective proven way to increase overall reach, engagement, and traffic, and IOCL is using the strategy to repeat its tweets at regular intervals to give its tweets the maximum eye-balls.

The frequency of communication averages about 6 tweets per day making it quite high on the frequency of engagement with audience. However, the tweets are one-directional and do not engage in a conversation with its audience. One stark example that stands out is the riddle to engage customers - seeking customers to respond by posing a riddle on the film Aquaman and had no reference to brand IndianOil. However, the tweet generated maximum replies (254) and maximum likes (377). However, even such high engagement has not resulted in any strategy for engaging with the audience through riddles or polls as only 3 riddles and 2 contests posted during the 3 months.

Twitter promotes trending topics that are being highly discussed on their platform in a given region, and sometimes it's smart for brands to jump on these to increase reach as well. It is observed that maximum retweets were generated by the customer service branding related tweet conveying that just as it is convenient to ask Alexa to play some music, it is as easy to book for Indane gas cylinder with Alexa app. The hashtag #USvsIndia makes it very contemporary keeping with the trending topic at the time.

Bharat Petroleum Corporation Limited (BPCL)

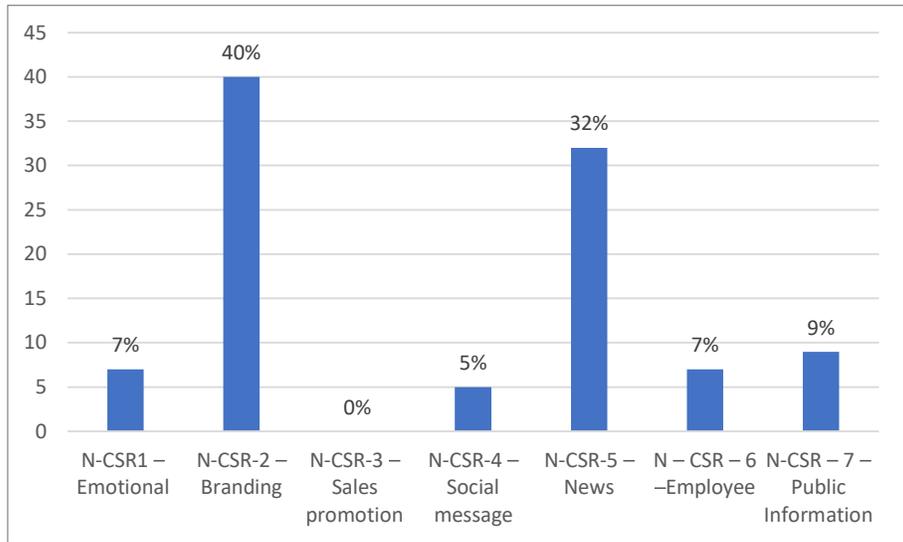


BPCL joined on twitter with its Corporate twitter handle – @BPCLimited – in October 2014 and has 2,96,800 followers, follows 1115 handles and had tweeted 29,600 tweets.

Analysis of tweets of @BPCLimited found that only 7% tweets were CSR related tweets and rest 93% tweets were non-CSR. There were 95 branding tweets (40%) followed by news related tweets (32%) and public information tweets (9%). Emotional and employee related tweets comprised 7% each of the total tweets for the three months period. There was only 1 tweet related to sales promotion whereas there are 21 tweets related to a customer connect campaign for a cookery contest.

The 18 number of CSR tweets elicited 21 replies, 241 retweets and 711 likes, whereas the rest of the Non-CSR tweets got 5275 replies, 7812 retweets and 17760 likes.

Figure 4.3 – Tweets in Non-CSR categories (C)



It was found that from among the total engagement, 58% were likes while replies were 17% and retweets were 25%. Overall, @BPCLimited’s 258 tweets during January to March 2021 accrued 5296 Replies, 8053 Retweets and 18471 Likes totalling to 31820 responses i.e. each tweet got on an average 123 responses.

Figure 4.4 – Total Engagement for Non-CSR tweets (D)

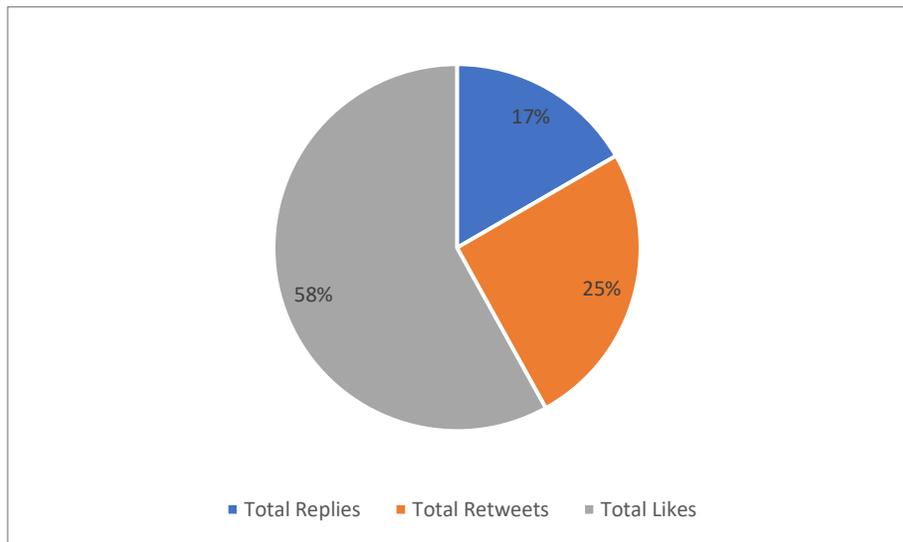


Table 4.2 – Total Engagement for Non-CSR tweets (B)

Sr. No.	Type of Tweet	Total posts	Total Replies	Total Retweets	Total Likes	Total Response	Spread
1	Emotional	16	29	296	1252	1577	4.9
2	Branding	95	5078	5556	9938	20572	65
3	Sales promotion	1	2	13	32	47	0.1
4	Social	12	15	197	668	880	2.7
5	News	77	101	1207	3770	5078	15.9
6	Employee	16	37	255	1234	1526	4.8
7	Public information	23	13	288	866	1167	3.6
8	CSR	18	21	241	711	973	3
Total		258	4744	7347	17121	31820	100%

Among the non-CSR tweets, Branding related tweets got maximum response of 65% followed by news posts at 15.9%. Tweets related to Sales promotion got only 0.1% responses.

Of all the tweets, 82% included images and videos were in 18% of tweets and there was only 01 tweet that had only text with no accompanying image or video. The 46 videos got 79405 views. Among the 18 CSR tweets, the 05 tweets with video received 2770 views and the remaining 212 videos got total of 76635 views.

Analysis of the engagement from the fans / community in form of likes, comments and shares showed that the Reply response was the least for all categories of tweets whereas maximum response for the tweets was through Likes at 58%. Tweets pertaining to company Sales promotion, social and emotional category tweets got the least responses.

The customer connect campaign with 21 tweets aimed at strengthening the branding of BPCL's Bharat Gas with cookery related contest and recipe videos with celebrity chef has garnered considerable response compared to all other tweet categories. A total of 9708 responses i.e. 3361 replies, 2695 retweets and 3652 likes have been generated by this campaign with the hashtag #ContestAlert and #CookFoodServeLove.



The 46 videos have generated a total of 79405 views. Of the total 31820 engagement for the 258 tweets, 58% are likes, 25% retweets and rest 17% are replies. Overall, @BPCLimited's 258 tweets during January 2021 to March 2021 accrued 4744 Replies, 7347 Retweets and 17121 Likes i.e. each tweet got on an average 123 reponses.

Major observations that emerge from the content analysis include:

The organization primarily being a downstream oil and gas company, products including the LPG Bharat Gas under its portfolio of products has a uniquely positioned branding and customer connect campaign #CookFoodServeLove built around cookery contest and cookery

show by a celebrated chef. The engagement levels of this contest and recipe videos have ensured the highest engagement levels. The company has continued posting the contest questions very frequently with 21 tweets in the 90 days period under the study i.e. one tweet every three to four days on cooking related customer connect campaign aimed at branding for its LPG Bharat Gas product. The cookery campaign's recipe tweet videos garnered 6363 views, 27 replies, 99 retweets and 342 likes.

The company posted 23 tweets pertaining to government related information such as schemes, inaugurations and campaigns. There are 23 tweets pertaining to CERAWEEK conference news on Prime Minister being awarded the CERAWEEK Global Energy & Environment Leadership Award which generated 8 replies, 218 retweets and 538 likes. All the 23 tweets were posted on one single day – 5 March 2021.

While content related to branding, products and customer service, customer connect and government / public information form majority of the themes and topics of the twitter communications, the company has tweeted only 18 tweets on CSR related topics out of the 258 tweets posted during the three months.

Other campaigns included #FoundationDay #45YearsOfBPCL and #HumansOfBharatPetroleum – tweets highlighting Achiever Employees for their inspiring work -besides a series of tweets built around the theme of 'energising...' such as #EnergisingLives, #EnergisingGrowth, #EnergisingCommunities, #EnergisingEducation, #EnergisingJourneys, #EnergisingGrowth gives a thematic identity, higher recall and therefore stronger connect with the audience. There were 20 tweets pertaining to the fuel conservation fortnight observed under the aegis of Ministry of Petroleum & Natural Gas sharing various activities taken up for awareness generation under the #Saksham. Other tweets were pertaining to LPG safety (08 nos.), Commemoration or special / festive greetings (20 nos.), Covid Safety (03 nos.), awards and accolades (10 nos.) among others.

It has been observed that there is no repetition of tweets during the period of study. There are 27 tweets relating to new products and customer service. The frequency of communication averages about 2 to 3 tweets per day. It is observed that the organization takes the efforts to engage with the audience rather than tweeting one-directional posts. It tries to engage with its audience through the regular cookery contest, trending themes such as

#HumansOfBharatPetroleum and cooking videos with a celebrity chef that majorly attracts its key customer segment – the homemakers who are or may be potential customers of their Bharat Gas LPG product.

Making use of trending topics in twitter communications helps in connecting instantly with the young twitterati. An instance is seen in the customer service branding related tweet conveying that while in the USA Whatsapp is used as a messaging app while in India Whatsapp can be used for booking Bharatgas cylinder. The hashtag #usvsindia makes it very contemporary keeping with the trending topic at the time.



On the CSR related twitter communications front, it is observed that the company has tweeted 18 tweets on CSR related information among the 258 tweets during the period of study. The Tweets have been aligned with the theme of ‘Sustainable Development Goals’ (SDGs) and shares about CSR activities of the company in the areas of Health – Cancer Care, Covid care – vaccine, Clean Water and Sanitation, Water body restoration, Hunger Alleviation, Education health and water, Education of village children, Blind education, Poverty reduction and Promoting organic farming. Among the 18 CSR posts, 5 are videos which generated a total of 2770 views. The CSR posts in total generated total engagement of 973 including 21 replies, 241 retweets and 711 likes. Overall the CSR posts which is 7% of the total tweets generated about 3% of the total engagement through replies, retweets and likes.

Oil and Natural Gas Corporation Limited (ONGC)

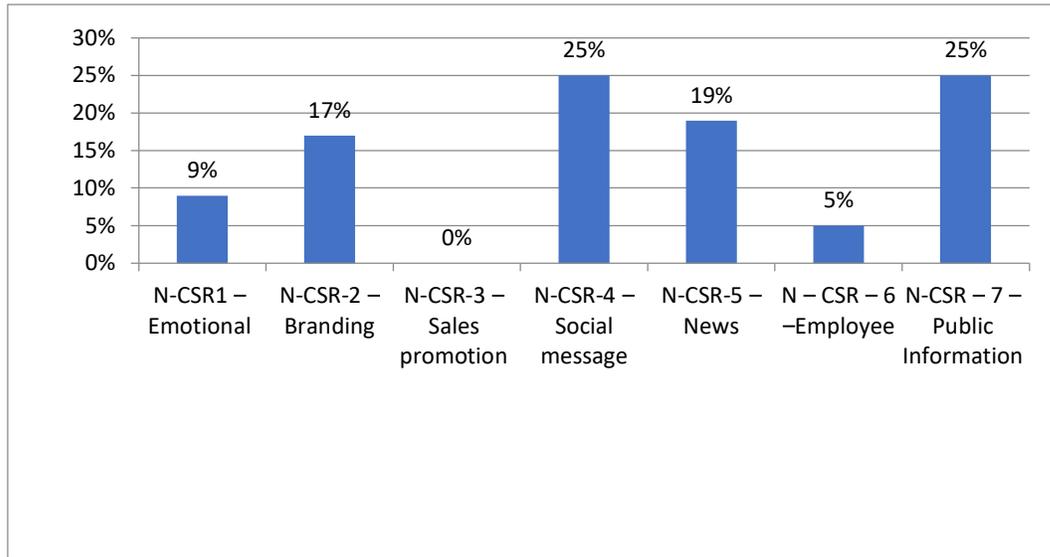


ONGC joined on twitter with its Corporate twitter handle – @ONGC_ in October 2014 and has 89,700 followers, follows 227 handles and had tweeted 5986 tweets.

Analysis of tweets of @ongc_ found that among the 196 tweets posted during January to March 2021, only 9 tweets were CSR related tweets and rest were non-CSR i.e. 95% tweets were related to non-CSR communications. 25% of the non-CSR tweets pertain to Social Messages and Public Information categories each. There were 19% news related tweets followed by branding related tweets being 17%. Public information tweets (9%).

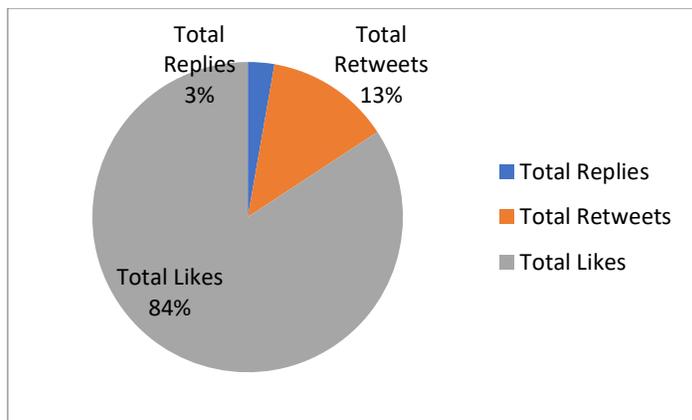
Emotional and employee related tweets comprised 9% and 5% respectively of the total tweets for the three months period. There are no tweets pertaining to sales promotion and can be attributed to the fact that ONGC is an Exploration and Production i.e. an upstream company and therefore does not sell any products to masses.

Figure 4.5 – Tweets in Non-CSR categories (E)



The 09 number of CSR tweets elicited 22 replies, 87 retweets and 510 likes i.e. 6.5% of total engagement, whereas the rest of the Non-CSR tweets got 241 replies, 1141 retweets and 7471 likes. It was observed that there were no tweets which posted videos during the entire study period.

Figure 4.6 – Total Engagement for Non-CSR tweets (F)



It was found that from among the total engagement, 84% were likes while replies were 3% and retweets were 13%. Overall, @ONGC_'s 196 tweets during January to March 2021 accrued 263 Replies, 1231 Retweets and 7981 Likes totalling to 9475 responses i.e. each tweet got on an average 48 responses.

Table 4.3 - Total Engagement for Non-CSR tweets (C)

Sr. No.	Type of Tweet	Total posts	Total Replies	Total Retweets	Total Likes	Total Response	Spread
1	Emotional	16	29	130	1349	1508	16
2	Branding	32	68	275	1673	2016	21
3	Sales promotion	0	0	0	0	0	0
4	Social	47	52	337	1794	2183	23
5	News	36	47	269	1456	1772	19
6	Employee	10	27	60	550	637	6.5
7	Public information	46	18	73	649	740	8
8	CSR	9	22	87	510	619	6.5
Total		196	263	1231	7981	9475	100%

Among the non-CSR tweets, social message tweets got maximum response of 23% tweets followed by branding related tweets at 21%. News tweets were 19% followed by emotional messages (16%) and least response was received for employee related tweets (6.5%) and public information messages (8%). Of all the tweets, 89% included images and videos were in 2% of tweets and there were 9% tweets that had only text with no accompanying image or video. The 05 videos got 10160 views. Of the total of 19635 engagements, including video views, for the 196 tweets, the videos received 10160 views.

Analysis of the engagement from the fans / community in form of likes, comments and shares showed that the Reply response was the least for all categories of tweets whereas maximum response for the tweets was through Likes at 84%. Tweets pertaining to employee and public information category tweets got the least responses. A tweet congratulating the Indian Cricketer on his bowling record achievement generated the highest engagement during the period of study. There are no tweets pertaining to contests, rewards or polls aimed at engaging with the audience.



Major observations that emerge from the content analysis include:

The organization primarily being an upstream oil and gas company which does not sell any products or services in the retail market therefore is focused on communicating about social messages, government information and company branding. It is observed that the use of videos is very low besides having almost 9% of the tweets without any image or video. There are no sustained or common themes in the tweets and there are no repetitions of tweets for gaining salience.

The company posted 53 tweets pertaining to government related information such as schemes, inaugurations, campaigns and such activities. Environment stewardship seems to be an important area being an upstream oil and gas company as there are 27 tweets pertaining to environment conservation and sustainability initiatives of the company. Also, there were 23 covid safety related tweets.

With no product and services to communicate and limited branding opportunities, the company greatly relies on engaging with its stakeholders and target groups on social media through soft messages related to special days, commemorations, government related information and schemes, covid safety messages, visit of dignitaries, fuel conservation messages, and such topics.

However, the company has not tweeted much on their CSR as only 09 number of CSR tweets were posted during the three-month period which elicited 6.5% of the total engagement. The

company has not repeated any tweets as well as not taken up any campaign or themes to engage with the audience.

4.4. Data Collection - YouTube

Content analysis of YouTube channels of IOCL, BPCL and ONGC were conducted to identify content types – CSR or Non-CSR (which includes Branding, Social Message, Contest, News, Events/Campaigns and Festive Greetings) for each tweet for three-month period i.e January – March 2021 for studying the video content, categories and themes as well as look into engagements levels on each video. Videos for the three-month period – January to March 2021 - from the YouTube channels of the three organizations under the study were collected.

For this study, the content analysis is both quantitative (focused on counting and measuring) and qualitative (focused on interpreting and understanding) for which categorization and coding of words, themes and concepts within the data is done and then results are analysed. The content analysis is used for finding patterns and corroborating how the video content is communicated, understanding the strategy or intention of the organization, identifying themes and patterns in the YouTube communication and analysing the response elicited by the content from the audience. The collection of data in content analysis has been done by analysing the YouTube channel content and presented in a frequency distribution table as well as in report form and interpreted and reported quantitatively and qualitatively.

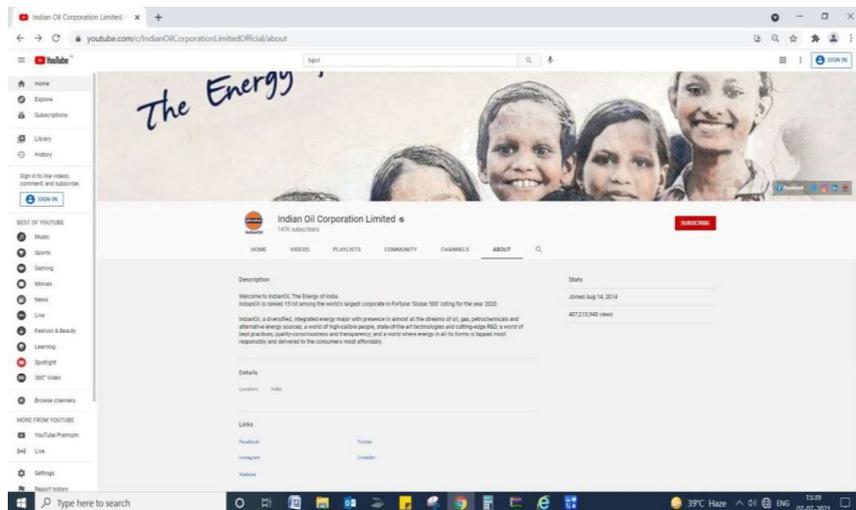
In order to analyse the content of YouTube channel and determine what type of content was communicated through the tweets, a classification scheme was developed. The codes were developed based on inductive review of YouTube channels of similar organisations. A total of 59 videos for a period of three month of the three organisations were analysed. The posts were categorised into two major types – CSR and Non-CSR.

Videos that shared information or key messages or data about any activity or initiative that the organisation has taken up under its Corporate Social Responsibility have been categorised as CSR videos. The Non-CSR related videos were categorized as Emotional, Branding, Sales Promotion, Social Message, Contest, News, Employee related and Public Information videos as was done for the content analysis of twitter handles done in this study. All the 59 videos

were reviewed and classified into the above seven categories. Each post was assigned a single code from this scheme. In cases where a post appeared to serve dual purposes, codes were assigned according to what was considered the posts' primary purpose.

4.5 Findings

<https://www.youtube.com/c/IndianOilCorporationLimitedOfficial>



YouTube channel <https://www.youtube.com/c/IndianOilCorporationLimitedOfficial> of IOCL was created on 14 August 2014 and as on 07/07/2021, has 147K subscribers and 40,72,13,940 views and has posted 484 videos and 31 playlists. It gives links to Facebook Twitter Instagram LinkedIn Website. Its masthead has images of smiling children and has a well-articulated 'about' information which says:

“Welcome to IndianOil, The Energy of India. IndianOil is ranked 151st among the world's largest corporate in Fortune 'Global 500' listing for the year 2020. IndianOil, a diversified, integrated energy major with presence in almost all the streams of oil, gas, petrochemicals and alternative energy sources; a world of high-calibre people, state-of-the-art technologies and cutting-edge R&D; a world of best practices, quality-consciousness and transparency; and a world where energy in all its forms is tapped most responsibly and delivered to the consumers most affordably.”

The playlists include the following: Earth and Energy Heroes; SERVO Lubricants - Automotive; IndianOil-The Energy of India; Retail Connect; Indane LPG; Aviation - Taking

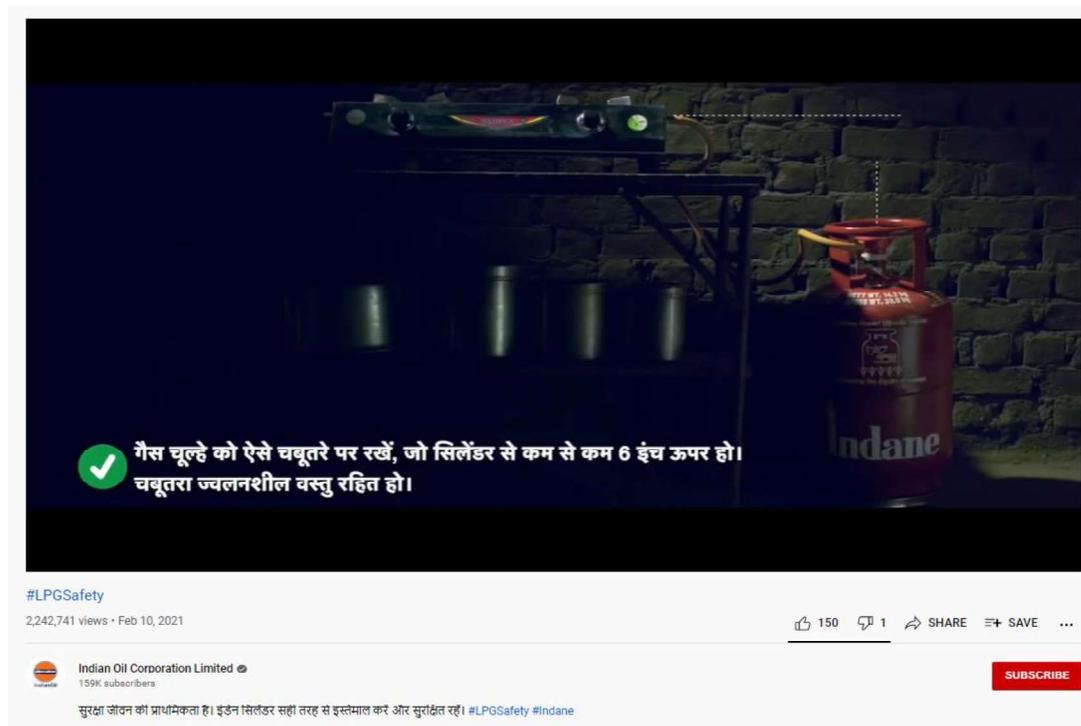
you Sky High; Covid 19 - We are ready; Operations; Research and Development; Ministry Initiatives; Pehle Indian Phir Oil; Partnerships; Corporate Social Responsibility; Our People; XtraPremium Petrol; Safety First; Future Forward; Promoting Sports; Product Range; Pipelines - The fuel carriers of the nation; Our Greetings; Others; IndianOil - Refineries; IndianOil - Institutes; IndianOil - Great Place to Work; IndianOil in Media; Celebrity Associations; Being Vigilant; Everything you need to know; Awards and Accolades; and Archives.

Analysis of Videos of IOCL's YouTube channel posted during the three-month period found that only 1 video was related to CSR on Kaushal Vikas at SDI Bhubaneswar and the rest 13 videos were non-CSR. The CSR video on IOCL's efforts to help the youth of the nation by transforming their lives at SDI Bhubaneswar, a Skill Development Institute promoted by Oil PSUs under #SkillIndiaMission, generated 1048 views and 50 likes.

Table 4.4 - Total Engagement for Non-CSR tweets (D)

Sr No	Type of post	Total Videos	Views	Likes	Dislikes	Comments	Total Response	Spread
1	Emotional	2	3469	141	1	0	3611	0.15
2	Branding	6	19716	978	41	7	20742	0.90
3	Sales Promotion	2	3547	123	3	0	3673	0.16
4	Social	2	2248171	364	8	1	2248544	98.64
5	News	1	1941	81	4	2	2028	0.1
6	Employee	0	0	0	0	0	0	0
7	Public Information	0	0	0	0	0	0	0
8	CSR	1	1048	50	3	1	1102	0.05
Total		14	2277892	1737	60	11	2279700	100%

Analysis of the engagement from the viewers in form of views, likes, dislikes and comments showed that 0 comments were received for 04 videos pertaining to emotional and sales promotion. While one social message video on LPG safety which shared the do's and don'ts for LPG safety received huge response of 2242738 views and 150 likes. The video through is primarily a LPG safety message yet it weaves in branding with the shots of Indane LPG cylinder of IOCL.

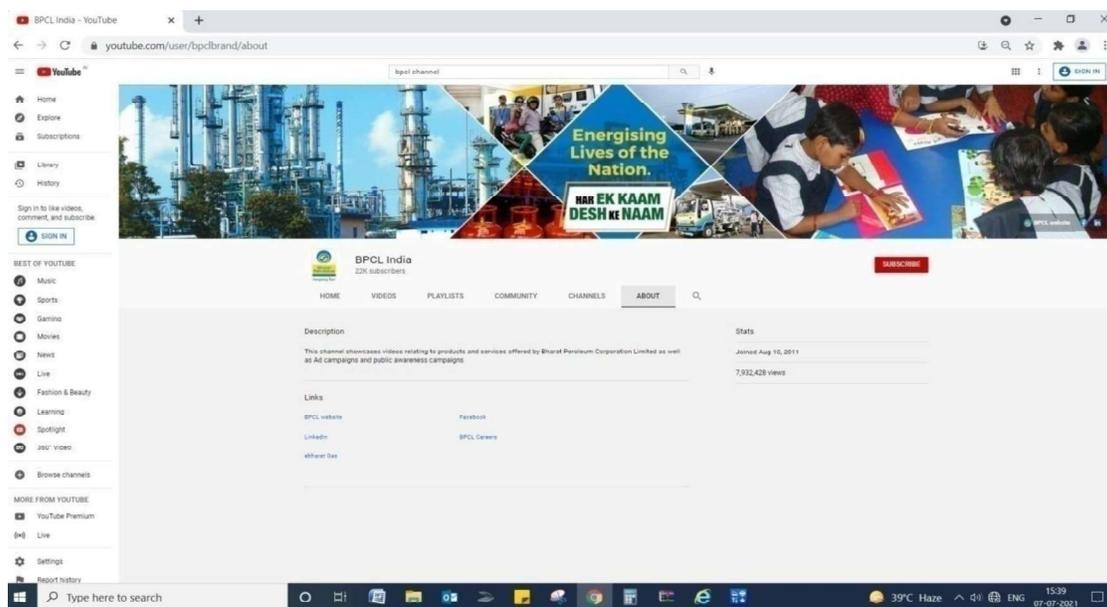


Another social message on Missed call facility for Indane refill booking also received huge response with 5433 views and 214 likes.

A branding video on 'Introducing Chhotu Indane' generated 7490 views and 272 likes. The animation video in Hindi on the launch of 5kg smaller LPG cylinder with a voice of a child appropriate to the animated chhotu cylinder explains lucidly how to get a cylinder without the address proof and other documentation. The frequency of posting of videos is low as only 14 videos were uploaded during the three-month period i.e. about one video per week.

<https://www.youtube.com/user/bpclbrand>

BPCL created YouTube channel on 10 August 2011 and as on 07/07/2021 has 22K subscribers and 79,32,428 views and has posted 720 videos and has 37 playlists.



It gives links to BPCL website Facebook, LinkedIn, BPCL Careers, eBharat Gas websites. Its masthead has collage of Refinery, petroleum products and CSR, among others and its 'about' information says: *"This channel showcases videos relating to products and services offered by Bharat Petroleum Corporation Limited as well as Ad campaigns and public awareness campaigns."*

The playlists include the following: Sustainable Development; 45th Foundation Day; IT Security; Making News; Topicals; Natural Gas; Testimonials | MAK Lubricants; Bharat Petroleum's AGM 2020; Major Projects; Swachhta Pakhwada; Cook food, serve love, with Bharatgas; Technology & Process; Corporate Social Responsibility; Foundation Day; Leadership Speak; Salute to BPCL's Corona Warriors; Energising Journey's - Retail Business; Speed - Premium Petrol; Employees Speak; Dealers and Distributors Speak; Energising Homes - Bharatgas; Celebrating Festivals; Messages of Chairman and Managing Director; Celebrity Speaks - Corona warriors; Har Ek Kaam Desh Ke Naam; Go Digital Go Cashless; #Proud2Partner with BPCL; SAKSAHM - Oil Conservation Initiatives;

Subsidiaries and Joint Ventures; BPCL Corporate Anthem; Pradhan Mantri Ujjwala Yojana; Give-it-Up; SPEED 60 Seconds to FAME; BPCL Refineries; Interview; Corporate Videos; and MAK Lubricants - Television commercial.

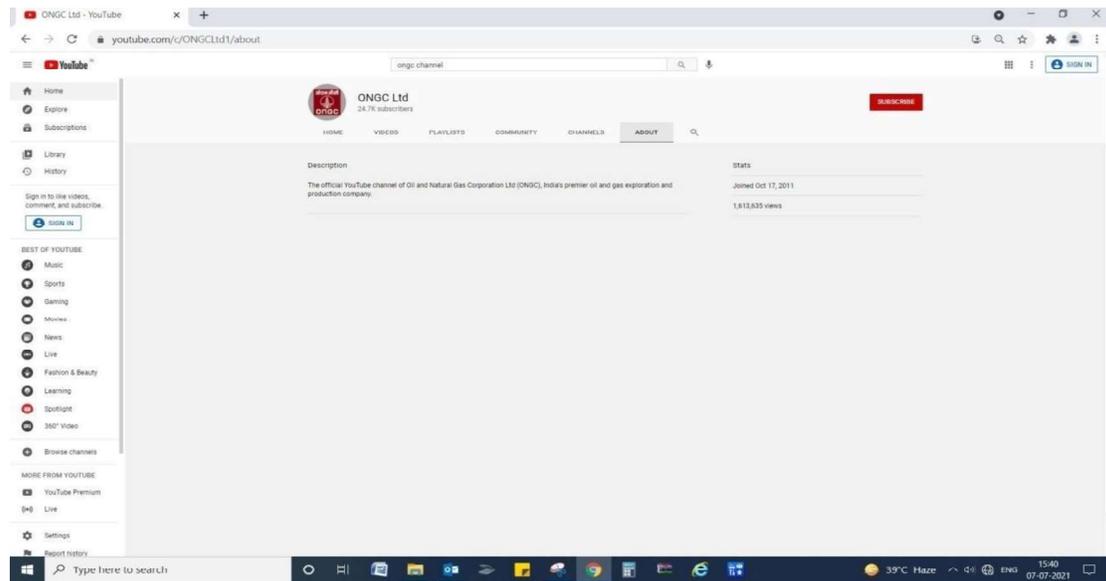
A total of 40 videos were posted during the three-month period. Analysis of Videos found that 06 videos were posted on CSR topics such as Gender Equality, Good health and wellbeing, poverty and hunger alleviation, Quality education and energising communities. There are 21 videos related to branding which have generated the highest engagement of more than 98%.

Table 4.3 -Total Engagement for Non-CSR tweets (E)

Sr No	Type of post	Total Videos	Views	Likes	Dislikes	Comments	Total Response	Spread
1	Emotional	0	0	0	0	0	0	0
2	Branding	21	310162	496	21	60	310739	98.6
3	Sales Promotion	0	0	0	0	0	0	0
4	Social	0	0	0	0	0	0	0
5	News	3	1427	50	3	2	1482	0.47
6	Employee	0	0	0	0	0	0	0
7	Public Information	10	2174	114	0	1	2289	0.73
8	CSR	6	582	51	1	7	641	0.20
Total		40	314345	711	25	70	315151	100%

The video posted on 1st January wishing Happy New Year generated 192816 views and 496 likes and 60 comments. Notably there were 21 dislikes also for the video. This branding video has the following description: *“As the nation prepares to enter 2021, we hope the challenges of the past year are left behind. And the New Year fills your life with positivity, possibilities, and opportunities. Bharat Petroleum wishes you a #HappyNewYear.”* got 61% of Views.

<https://www.youtube.com/c/ONGCLtd1>



YouTube channel <https://www.youtube.com/c/ONGCLtd1> of ONGC was created on October 17, 2011 and as on 07/07/2021, has 24.7K subscribers and 16,13,635 views and has posted 80 videos and no playlists. The home page does not give links to Facebook Twitter Instagram LinkedIn Website.

There is no masthead the ‘about’ information says: The official YouTube channel of Oil and Natural Gas Corporation Ltd (ONGC), India's premier oil and gas exploration and production company. There are no playlists on this channel. The comments have been turned off for all the videos. The organization has posted only 05 videos during the three months and there are no videos related to its CSR during this period.

Table 4.4 -Total Engagement for Non-CSR tweets (F)

Sr No	Type of post	Total Videos	Views	Likes	Dislikes	Comments	Total Response	Spread
1	Emotional	0	0	0	0	0	0	0
2	Branding	1	3077	155	2	0	3234	59.8
3	Sales Promotion	0	0	0	0	0	0	0
4	Social	3	487	17	1	0	505	9.4
5	News	1	1600	62	1	0	1663	30.8
6	Employee	0	0	0	0	0	0	0
7	Public Information	0	0	0	0	0	0	0
8	CSR	0	0	0	0	0	0	0
Total		5	5164	234	4	0	5402	100%

Analysis of the engagement from the viewers in form of views, likes, dislikes and comments showed that 0 comments were received for all the 05 videos as comments have been turned off. There is only 01 Branding related video on the occasion of International Women’s Day wherein through the video the organisation shared the message of saluting the hundreds of women engineers and scientists toiling for oil in harsh conditions of remote onshore and offshore installations in India and foreign countries like Russia and Colombia. The home page lacks basic information, the frequency of posting of videos is too low i.e. 01 video in a fortnight.

Major observations that emerge from the content analysis include:

In accordance with considerations presented in the Methodology, a total of 59 videos were collected; all videos were posted in the period of January – March 2021. These video posts

were analysed based on categorization and codified. These latter were examined in greater detail in terms of the number of responses – Views, Likes, Dislikes and Comments - each video accrued.

It is observed that the while BPCL has higher frequency of posting videos i.e. averaging three to four videos very week. IOCL posts less frequently with average of one video every week whereas ONGC posts only on an average of one video every fortnight. It is seen that the least type of response to the videos is ‘Comments’, implying that conversations and interactivity is non-existent.

The communication through YouTube is more of a one-way communication. While the videos were accompanied by Description about the videos, the titles are insipid or too technical for the common man to get interested to view the video or search such as ‘Jacket of CPP platform for prestigious KG-DWN-98/2’, Gender Equality, SAKSHAM 2021 - Cyclothon at Ratnagiri, IndianOil - Vyakhyan Leadtalk among others. The effort to put up creative and attractive titles, description, keywords that would entice viewers or optimize them for YouTube search is missing.

A major finding in this study is with reference to the video posted on 1st January wishing Happy New Year generated 192816 views and 496 likes and 60 comments, eclipsing all other videos. The video of 0.58 seconds talks about the resilience of ‘Bharat’ i.e. each Indian in meeting any challenge in the backdrop of Covid in keeping the nation on the go and the company’s commitment to serve the nation. The shots of Indians from various walks of life being served by the company’s products and services and shots of happy families, festivities, rising sun symbolizing the hope for a better future connects to all Indians. The huge response generated to this video reveals that the audience is interested in content that connects to their hearts. Such content that is specially created with a strategic goal to tug at the heartstrings by keeping people at the centre of the communication and sharing the reflected glory of the common-man – the Indians – from all walks of life who contribute to the growth of the nation will get more views and appreciation from the external stakeholders.

There is much scope for putting up videos that are based on sharing reflected glory – achievements, good works and positive vibes related to people at large and not the company’s news and internal activities.

It is seen that the audience / people at large are not interested in viewing routine events and days celebrated by the organisations such as the Saksham cyclothon and such other internally relevant activities. Even where there is a topical video on the country's biggest expert on covid pandemic talking about covid vaccine has low engagement, which can be attributed to the lack luster video title - AV on Dr. Guleria, Director, AIIMS answering COVID Vaccine FAQs - Episode 3/3 - and description - #IndiaFightsCorona #LargestVaccineDrive with comments turned off. Titles that grab the attention of the audience, crafted engaging description and encouraging comments from the audience will ensure more views, likes and comments and thus getting the most out of the YouTube channel.

Similarly, companies can focus more on sharing CSR related tweets – for it will be more about the people and social development. Presently all the companies are not sharing much CSR content over twitter, though BPCL posted 06 videos pertaining to CSR content out of the 40 videos, IOCL posted 01 video out of the 14 videos and ONGC did not post any video during the three-month period. Considering that all the three companies have a huge CSR expenditure every year with projects in various thematic developmental areas across the length and breadth of the country, there is much scope for making a direct connect with people and getting their goodwill by sharing the impact of the companies' CSR through impactful videos.

Overall, the content analysis underscores that there needs to be a review of social media strategy and applying best practices and benchmarking for effectively using YouTube for engaging the public and making a stronger brand presence on this social media platform.

4.6 Conclusion

In accordance with considerations presented in the Methodology, a total of 1007 tweets were collected; all tweets were posted in the period of January – March 2021. These messages were analysed based on categorization and codified. These later were examined in greater detail in terms of the number of responses – likes, comments and shares - each post generated.

It is observed that the IOCL tweets more frequently averaging about 6 tweets per day whereas BPCL tweets on an average 2 or 3 tweets daily and ONGC tweets average 2 tweets daily. IOCL follows only 125 twitter accounts whereas BPCL follows 9 times more accounts, but has lesser followers than IOCL. The maximum type of response is 'Likes'. It is seen that the least type of response is 'Reply', implying that conversations and interactivity is at a basic level only.

Even though a mix of images, videos, website links on various news, branding, festive greetings, events and campaigns social messages is maintained, it is seen that the responses are not very much, it is more of a one-way communication. These findings are revealing in terms of the lack of dialogue with the twitter audience, thereby losing out to connecting and interacting with their followers.

Posts are mainly just one-way, with a content that is informative in nature, except the contest tweets involving the film 'Aquaman' and involving trending topics such as #USvsIndia and #pawrihoraihai. The same trend was seen with the #ContestAlert and #CookFoodServeLove customer connect cookery contest and recipe videos that connected strongly with the audience.

It is seen that the audience and people at large are not interested in reading about the News related to the company, employees, sales promotion or in the various government information. This spotlights the need for tweeting curated content that is conceptualised and well executed on content that connects to the masses though witty, trending, emotionally rich and entertaining content that resonates with the people at large. Similarly, another we conceptualised and executed video content tweeted during the Vigilance Awareness Week got retweeted 64 times and was liked by 656 twitter users.

There is much scope for curating tweets that is based on sharing reflected glory – achievements, good works and positive vibes related to people, quotes of significant personalities, humorous, trending and witty content and not the company's news and internal activities. In the same way, companies can focus more on sharing CSR related tweets – for it will be more about the people and social development. Presently the three companies are not sharing much CSR content over twitter. There is much scope for making a direct connect with people and getting their goodwill by sharing the impact of the companies' CSR.

Even though IOCL, BPCL and ONGC have a considerable number of followers, the engagement and interactivity are not great, calling for a review of social media strategy and applying best practices and benchmarking.

From the content analysis of the twitter handles, it is observed that sharing of company related news, events and happenings or achievements are not enough to elicit responses and engagement of the masses. These CPSEs need to tweet more content that engages with the audiences (motorists, environmentalists, housewives, youth, students, opinion makers, journalists, social commentators and such) and post conceptualised and curated content tailor made for the customers. An example is a tweet from @IndianOilcl which says: *“Check the tyre pressure at least once in 10 days. Under-inflated tyres will not only affect the handling but will also result in more fuel consumption. Over inflating the tyres might result in a tyre burst. Always maintain the advised tyre pressure #CarTips”*, which is a great tip for motorists. Another example is from State Bank of India @TheOfficialSBI which tweeted, *“Summer vacations are the time for fun-filled family trips. Do NOT take your security lightly during this time. Keep these security tips in mind, stay alert & #SafeWithSBI.”*

The companies need to ensure that more CSR or community development related tweets that concern the masses are tweeted in order to engage with them to accrue positive vibes. An example is a tweet from ITC, @ITCCorpCom: *“ITC is #waterpositive for 18, #carbonpositive for 15 & #solidwasterecycling positive for 13 consecutive years. It’s our privilege to #empower communities we work within. To know about our social initiatives, download the Report and Accounts 2020 at <https://bit.ly/3gPunW7>”*.

Tweets are not an extension of a press release. It is about having a conversation with the people in which both parties are interested to participate. Customised content that matters to the public at large is the key to achieved greater engagement on Twitter.

The ‘Reply’ phenomenon

One of Twitter’s greatest benefits and downsides is its openness relative to platforms like Facebook. Anyone and everyone can reply directly to a tweet — and that’s not always ideal for the sender. Replies can often devolve into a sea of abusive responses, regardless of subject matter. More so, if it’s a PSU or a fuel company who is tweeting – right from non-

delivery of LPG to rising petrol prices – the reply button allows an avalanche of unwanted content and trolling.

For the three organizations also, most of the replies are unconnected to the tweet subjects, complaints or trolling. The newly added feature ‘Choose who can reply to your Tweet’ helps in managing who can reply to your tweets and giving a way to make sure the reply section is clean and friendly.

The YouTube content analysis puts forth that sharing of videos uploaded without any well-conceptualized titles and description, lack of specially curated video content and not leveraging the company’s CSR impact will not elicit engagement of the masses. The CPSEs need to post video content that engages with the audiences and serve conceptualised and curated content tailor made for the customers even while ensuring that more CSR or community development related videos that concern the masses are tweeted in order to engage with them to accrue positive vibes. Branded content that appeals to the public’s emotional and intellectual needs and on issues that matter to the public at large is key to achieve greater viewership on YouTube.

4.7 In-depth Interview

4.7.1 Data Collection

A detailed interview guide was prepared to enable a planned yet free flowing conduct of the interview to ensure that the objectives of the exploratory study are achieved. The interview guide was validated by two experts from the Faculty of Journalism and Communication, Dr. Nidhi Tere and Dr. Prathiba Maitri in the field of qualitative communication research and an initial test run was done with two respondents, Dr. Ajit Pathak and Ms. Dhanashree Patade following which requisite modifications of the questions were done to enable effective gathering of inputs and insights from the respondents.

Table 4.5 In-depth Interview Respondents

Sr. No	Name of Respondent	Designation & Organisation
1	Mr. M Kalikrishna	Head of Corporate Communications, IOCL
2	Ms. Narayani Mahil	Communication Consultant (Energy Sector), former Director (Communications), BP India and former Communication Head, ONGC
3	Dr. Pravin Kuhikar	CC Team Lead for Digital Communications, BPCL
4	Mr. Sujeet Sairam	Social Media Communications Lead, ONGC
5	Mr. X* (Name and organisation withheld upon request due to non-disclosure advisory in the organisation)	Mr. X, Chief General Manager (Public Relations & Corp. Communication), CPSE *
6	Mr. Alok Srivastava	Branding Lead, IOCL
7	Ms. Madhulika Burman	GM (Corporate Communications) ONGC
8	Mr. Mitul Thakkar	GM (Corporate Communications), Adani Group
9	Mr. Jeegnesh Vasavada	Social Media Consultant and Entrepreneur
10	Mr. Varun Prasad	Senior Manager (Corporate Communications) & Social Media Lead, IOCL

1. In-depth Interview with IOCL's Head of Corporate Communications, Mr. M Kalikrishna

Sharing an overview about social media communications, M Kalikrishna said that social media is about conversations, connections and engagement...being social. However, it has a very powerful tool for marketing communications and branding. Social media channels are also one of the quickest ways to spread news and updates about a company, he said.

Talking further, he said that when handled well, sharing via social media can both take less time than more traditional news sharing methods and may also achieve greater audience engagement from all generations. But at the same time, it is important to be careful to not bombard the Social Media (SM) fans with company news and events.

Company news can be exciting for the communications team and employees, but when communicating it externally then it's necessary to broadcast the **WIIFM** for the audiences— "What's in it for me?" Considering whether the audience would be interested in the company's news, whether it has any implications for them is important. For example, maybe a news about a Rs. 13,800 crore project rollout means a number of economic activities of allied industries will be enabled, besides more jobs for the people around that area. Regular news such as inauguration of a community hall in the refinery township or a tree plantation in the greenbelt are not of interest to external stakeholders.

Sharing about the initial days of IndianOil taking to social media, Mr. Kalikrishna shared that PSUs were considering to use social media around 2011-12 and we started Facebook and Twitter in 2014. The one simple fact is that businesses need a social media presence. Social platforms help to connect with customers, increase awareness about the brand, and boosts leads and sales. Mr. Kalikrishna shared that the IndianOil communications team realised that if they are not taking advantage of social media, then they are missing out on a fast, inexpensive, and effective way to reach all their stakeholder groups. Social media enables creating real human connection which is one of the key benefits of social media for business, said Mr. Kalikrishna.

As the number of people using social media continues to grow and social sales tools evolve, social networks will become increasingly important for customer connect and thereby increase the brand value as well as sales of products and services.

Also, the phenomenon of content 'going viral' is another reason for making social media integral to the company's communication strategy. As people start liking, commenting on, and sharing the company's posts, the content is exposed to new audiences - their friends and followers. Going viral takes this concept one step further. As people share your content with their networks, and their networks follow suit, your content spreads across the internet, getting thousands or even millions of shares. This is not possible with traditional media such as print or electronic media, emphasized Mr. Kalikrishna.

IndianOil is using Facebook, Twitter, Instagram, YouTube and LinkedIn to connect to our customers and thus creating and sustaining a 'social' relationship moving beyond purely a business goal.

About the target audience, Mr. Kalikrishna informed that it includes consumers such as motorists, home makers, youth, client segments such as institutions, defense sector, PSUs, educational institutions, business partners, vendors and suppliers, investors, media, government officials and authorities, opinion makers, social activists and such others.

He shared that through IndianOil's Social Media communications, IndianOil aims to continue the brand building, communicate about its products and services, communicate in a 'social' manner – going beyond the formal traditional forms of communication and make use of the various features and flexibility of the social media in engaging with the masses and achieve stronger branding.

Talking about performance parameters of social media communication, he informed that the key performance indicators include Followers or Fans, Views, Impressions, Comments, Likes, Shares, Brand mentions, Profile visits, Active Followers among others.

As with most brands, the majority of people who "like" or follow a page are unlikely to visit it regularly let alone check out its content. Considering IOCL's twitter handle, there are more than 3 lakh followers, but engagement levels are not comparable.

Mr. Kalikrishna also said that IOCL's Social media fans include a range of segments as IndianOil proudly serves more than a billion countrymen. When they try to make content, the efforts are to ensure that they cater to the various segments such as households, women, motorists, truck drivers, youth, working class, professionals, media and many others. They need to consciously create content that would interest their wide range of fans and followers. This is very challenging, he said.

Specifically created and curated content will enable the motorists to get to know about IOCL's product portfolio, get tips on fuel saving and maintenance of vehicles, housewives will get to know tips on saving cooking gas, recipes and health tips. Contests are targeted for the youth, special campaigns and rewards are announced for truck drivers, community development activities and environmental management efforts are shared which are useful for people working in education, environment, community development and many others. These are some examples of how the people at large i.e. the page fans and followers benefit from IOCL's social media communications.

IOCL has a Social Media Policy which is designed to offer practical guidance for responsible and constructive communications via social media channels for IndianOil employees. The policy outlines the standards that IndianOil employees are expected to observe while using social media or any other form of online publishing including multi-media, social networking websites, blogs and wikis for both professional and personal use.

About Social Media policy, he said that the policy aims to ensure responsible flow of information and creating a unified voice of IndianOil across platforms and handles and avoiding negative conversations in social media that may cause harm to the Corporation's reputation. The policy outlines content guidelines for the various official handles / pages with guidelines for content style-sheet for the social media platforms. The Corporate Communications group at Corporate Office and Branding group at Marketing HO, Mumbai is responsible for the proper implantation of this policy and has the access to the Corporate Handle and Pages and also for Online Reputation Management issues. They also are authorized to undertake fan acquisition, post promotions, trend activities, run online contest and campaigns besides other digital initiatives.

One of the biggest deterrents that new business owners cite for not wanting to join social media as part of their marketing plan is the issue of handling the negative comments. This is more so if the company is a PSU or a government entity. When it is an energy provider, then price increases and service complaints for its products and services such as LPG, petrol and diesel, then trolling or negative comments become an even bigger issue.

IOCL has laid down guidelines for 'response and responsiveness'. Social media managers know that all posts/comments need not be responded to immediately and individually. Just because someone has said something about the corporation and there is no specific issue to be redressed, it need not be responded to.

On handling negative comments, Mr. Kalikrishna said that if they get specific complaints on their social media handle /page, they have a system of sending it to identified response team and the first level response to any complaints to IOCL's products or services is posted within four hours and further steps, if needed, are taken as per set systems. It needs to be acknowledged and accepted that as corporates continue to post on social media, negative

comments will surely be there and those need to be dealt with in a mature manner on a case-to-case basis.

For measuring the engagement levels and insights into the effectiveness of the social media handle/pages, there is an Online Reputation Management group to handle this specific function, he informed. It is imperative that a business organisation uses multiple social media websites to reach out to maximum audiences as it is just not possible to reach out to the entire target audience with one single social media account. IOCL team has external agencies for managing the various social media accounts. However, convenient it seems to post the same content on all the social media pages, it is always better to avoid cross-posting i.e. posting the same content on all the social media accounts as each social networking platform has a specific style and audience. The content of the message need to be crafted to suit each platform, he said. Social media management platform such as Hootsuite help in managing multiple social media platforms by integrating them on a dashboard. With such integrated social media management platforms, users are able to curate content and schedule posts, do analytics and measure ROI amongst many other features.

On managing crisis using social media, Mr. Kalikrishna said that with the proliferation of online media, Corporates are faced with the tough challenge of managing a crisis. When a crisis occurs, the pictures and videos get shared on WhatsApp and twitter almost immediately much before the mainstream media reports it. Whenever there is a crisis, the need is to respond quickly. Communicating crisis over twitter requires that we don't look at the communication as a press statement. The social media communication should communicate the efforts taken to handle the crisis and diffuse its impact. The effort should be to create trust and confidence by sharing facts in real time.

About using social media for CSR communication, Mr. Kalikrishna said that Twitter can be one of the most effective platforms to share CSR activities - for it will be more about the people and social development. But again the focus should be on curating tweets that are based on 'sharing reflected glory' of people in the community and not the company's news and internal activities.

CSR related tweets about community development activities that directly or indirectly impact the audience will enable a direct connect with people and getting their goodwill. Mr.

Kalikrishna also emphasized that more efforts need to be directed towards sharing CSR through the social media pages as it directly impacts brand reputation.

2. In-depth Interview with Communication Consultant (Energy Sector), former Director (Communications), BP India and former Communication Head, ONGC, Ms. Narayani Mahil

Ms. Narayani Mahil affirmed that Social Media is increasingly used by Corporates for brand building and it is going to be even more strategic to businesses. The millennials and the Generation Z that make up most of the world's population believe that socially responsible companies should invest in improving society. In their assessment all Companies must look for solutions that make the planet more equitable, ecologically friendly and have a purpose beyond profits.

That is why Companies share how they are trying to make a positive impact on the world, so the public can see their pro-social initiatives. Showcasing such efforts is key to marketing products and services to millennials because these efforts will sway the choices they make as consumers, shared Ms. Mahil.

Talking further about the Millennials, she said that they also like to be part of such initiatives, volunteering or donating to causes is part of their preference. As more companies begin to see the impact their socially and environmentally conscious efforts have on a consumer's perception, the more chance there is that they will begin initiatives of their own- Speak about them, engage with everyone and build a perception of a socially responsible company by using social media effectively in this process.

A Company must have a voice, an identity and pro people initiatives. No other medium has more credibility than social media today to establish that perspective. One will see more and more activism, influence and embracing of social media in the days ahead. Clever social media marketing is far less expensive. In a fraction of the traditional media price one can reach the same number of people (or more) and most importantly one will be reaching the audience one wants.

About creating content for different social media, Ms. Mahil said that the ‘one size fits all’ criterion is not recommended when one is engaging with the Target Group on social media. She shared the four premises one would rely on are while recommending social media channels. The first is Accuracy. Social media can target with laser precision. Social media marketing allows such imponderables as marketing to women above fifty years in New Delhi who are interested in adventure sport, and are recently divorced! This bizarre illustration that she gave was a pointer to how specific social media marketing can be. The second premise is Cost. A metric used for this premise is cost per impression with TV being the costliest and social media being the lowest. In social media the video and graphic element would be costlier as against ‘text only’ content.

Trust is the third premise. All content on social media marketing cultivates trust over time. Social media marketing can be used to give the ideal buyer an opportunity to learn everything they need to know about the product before they buy. It also gives the opportunity to foster relationships with them by including them in special offers by way of coupons and freebies. The fourth premise is feedback. Social media marketing being a two-way street, it gives the bonus of hearing back from customers. Depending on the appetite that is there for receiving and acting on feedback, the preferred social media channels can be tweaked. Ms. Mahil summed up the important aspects for successfully managing social media platforms being Cost, Accuracy, Trust and Feedback. To manage social media platforms depending on which ones are being used, the baseline is ‘engaging content’, periodicity and keeping up with trends.

Negative Comments are part of a Feedback component that is inbuilt in Social Media usage. Do not avoid, hide, ignore and obfuscate ‘negative comments’ and do not be patronising, supercilious and casual in response, she emphasized. For doing the correct thing, she shared some do’s such as being prepared and plan for negative feedback before any engagement with example being FAQ’s that are legally vetted as a good start point. She said it was important to always engage with humility. She applied the proverb, do not play with fire if the flame cannot be handled to engagement on social media. Organisations should enter the social media field only if they are fully prepared to play, fall and stand up again, said Ms. Mahil.

About the impact of social media on traditional media, Ms. Mahil said that indeed social media communications is impacting traditional means of PR such as print advertising, press coverage and such others as there has been a monumental shift in the way that we conduct our day-to-day lives. Communications therefore is hugely impacted by these life changes. There are few places this shift has a more powerful influence, and that is when we combine communication and commerce. Consumers buy in a new way, and businesses sell in a new way.

Marketing is becoming more strategic, more effective, and in turn, cheaper. It is now possible determine the return on investment effectively in the marketing efforts making the investment into social media much more valuable.

Brands are specifically targeting their buyers rather than selecting a broad market to bombard with their message. These brands are building relationships with their ideal buyers through increasingly powerful marketing strategies that foster trust in their product or service.

On dealing with a brand reputation crisis through social media, Ms. Mahil gave an example to illustrate the way various brands are dealing with reputation crisis through social media. In the wake of fake news, a leading news outlet took to a most unlikely social media network like TikTok to address a new audience: To tackle false information around issues such as the crisis driven election in US last year and covid pandemic.

The Washington Post is the example of the above instance of news brand using TikTok successfully. Their tagline is 'We are a Newspaper' and their TikTok profile already has a whopping one million followers which is growing. Their goal is to draw in new readers and build trust using short videos and viral content. According to them this platform has increased the trust between the paper and its followers. So today Washington Post believes that TikTok is journalism in every sense. As most TikTok videos have a news peg in it and that is what the paper does too- deliver news, in whichever way it takes in a responsible way.

Describing her biggest social media success, she said that the social media concept and its channels were new to both companies that she was associated with. In a way the very fact that she could lead the companies in trusting and believing that they should have a vibrant

presence on social media itself was the success that she can now relate to in retrospect, said Ms. Mahil.

The fear of engaging with hostile feedback was what kept the energy companies from entering social media. The fact that one has relatively less control on the outcome and the unfamiliarity with the medium for the senior management, led to a delay of two years in having a social media presence. A large presence among various geographies, multinational companies struggle to localise content in an acceptable and engaging way. The fact that they have entered the arena and are successfully engaging the audience is a Success.

Among many learnings, Ms. Mahil said they are continuous and continuing. She pinpointed to one key learning, where she observed that currently consumers simply do not trust advertisers. In order to garner their trust, a brand must be willing to 'bare their soul'. Thanks largely to social media; transparency is paramount in today's corporate world. To manage the social media presence, there is a need to rest heavily on this aspect.

About crisis communication and social media, she said that Crisis Communications and managing a crisis in the energy sector has taught her the essence of reputation management which is 'transparency'. Like all relationship management, a Corporate relies / rests heavily on past conduct while managing a present crisis. This has led her to believe that no PR overtures or informative content will remove hostility in perception if one has not built a reputation of transparency in communication over the years. And it is this legacy of trust that manages perception in any crisis.

About CSR branding on social media, Ms. Mahil said that she believes subtlety is the key to any CSR branding on social media. Ideally branding has no place in CSR news dissemination on social media as it impacts credibility. To overcome that it would be wise to refrain from OTT branding and rely on the engagement itself eliciting positive feedback.

One of the key challenges in managing social media pages for branding and CSR communications that, this is an area that can be messed up if one is not sensitive to the projection and perception of CSR content on social media. The subtlety of the messaging in this medium extols the virtue of 'less is more'.

She also shared that one of the ways an organisation or a brand using social media for branding or CSR communications in the most creative and successful manner is by including campaigns that take a public stand against discrimination. Diversity in the workplace continues to expand to embrace people of all races, genders, cultures, disabilities, and sexual orientations.

She quoted an example of Google which has showcased their environmentally friendly initiatives with the voice of their CEO Sundar Pichai. He has been commendable in taking a stand on social issues on social media including the erstwhile US President Donald Trump's anti-Muslim comments. The Company has also earned the Reputation Institute's highest CSR scores every year due to their data centers using 50% less energy than others in the world. And they have used their brand to be a 'force for good' in a consistent manner by messaging on all their social media handles, their applications, home page, and every visible presence of their brand amplifies this message.

When it comes to social causes, Netflix uses their social media platforms to show support for movements such as Pride month, environmental sustainability, and Black Lives Matter. She said that she has been observing Netflix which set an example on how to target - and appeal to - niche and minority audiences through clever social media.

3. In-depth Interview with BPCL's CC Team Lead for Digital Communications, Dr. Pravin Kuhikar

Mr. Kuhikar began to share about his experiences of social media communications for BPCL by sharing an overview that social media includes web and mobile technologies used to roll communication into interactive discussion. Social media can be accessed globally and its applicability is increasing exponentially and has changed the communications and branding strategies of corporates and organisations.

It is said that social media sites like Instagram, Facebook, Twitter, Blogs, YouTube and such others are leading to emergence of values-driven communications. Social media is not used for marketing of products and services alone but to communicate the organisations core values and their efforts in community development and such other topics, said Mr. Kuhikar.

Mr. Kuhikar informed that BPCL's Social Media communications journey began in 2013. Growth of social media was phenomenal and the company thought it would be a new form of marketing communication. Direct interaction and engagement with customers would act as feedback and help them to offer products and services better.

The team's expectations while beginning their social media journey was to increase engagements and followers. The key performance indicators to measure the performance of our social media initiatives include Engagement, Reach and Followers added, shared Mr. Kuhikar.

On branding, Mr. Kuhikar shared that social media communication enhances the brand image on the digital landscape. When someone likes the organisation's page or follows the brand, they want to make a connection to the brand and therefore 'likes' the brand. This leads to stronger brand building. As the number of people on social media is increasing, they are also interacting about the brand or company. These interactions give good insights about what people are taking about the organisation. This provides valuable feedback / insights to effectively communicate with the active audiences to build the brand on digital media which is need of the present time. The purpose of BPCL's social media communications is to achieve brand building and promotion of products and services on social media as per organisational goals. Mr. Kuhikar added that as per their experience, proper and timely communication on social media during crisis helps to spread correct communication and reduces damage to the reputation and aids in effective management of crisis and reputation.

On social media policy, Mr. Kuhikar shared that BPCL has a Social Media Policy for the organization, however since it's an internal policy he cannot share it. When it comes to dealing with negative comments / trolling, they have an active and robust 24x7 Online Reputation Management (ORM) listening and responding tool with clearly defined timelines for customer's resolutions. So, all such queries are resolved within 48 hours which turns the complainants into Brand ambassadors.

Being responsible for the social media communications of Bharat Petroleum, Mr. Kuhikar needs to handle all the accounts simultaneously. He shared that he dedicated his prime time in handling all the accounts. Talking about success stories, he shared that their biggest social media success, was that when he started handling Social Media of Bharat Petroleum three

years ago, their Facebook Page had only 20,000 followers. Now, there are more than 13 Lakh followers which are highest in oil and gas industry in India.

BPCL uses Social Media Analytics to look at Return on Investment (ROI). They also calculate the ROI based on reach, engagement, and numbers of followers added. They have not done any social media audit, yet. Mr. Kuhikar shared that the challenge of social media is that these pages are open to all. Hence, prompt management and resolution of queries and complaints are essential to effective handling and reduce the negative incidences. One has to be 24x7 available on Social Media to monitor it. Also, Oil and Energy sector is majorly a commodity. Building a brand for commodity has its own challenges.

As far as CSR communications, Mr. Kuhikar said that they do communicate BPCL's CSR projects and activities on their social media platforms, but they do not do so with the purpose of branding or publicity. These isn't any negative impact or pitfalls of communicating CSR related content for publicity on social media, in fact it does lead to positive impact on brand building, even though not overtly intended, said Mr. Kuhikar.

4. In-depth Interview with ONGC's Social Media Communications Lead, Mr. Sujeet Sairam

Mr. Sujeet Sairam shared about the genesis of ONGC's social media communications which began when ONGC forayed into social media with Facebook page in the year 2012 when ONGC had sponsored the Indian contingent to the London Olympics. At the same time, ONGC's YouTube channel was also launched and was being used as a branding medium and showcase partnership of ONGC with the Indian contingent to the London Olympics.

Later in the year 2014, with Hon'ble PM's announcement of Swachh Bharat Abhiyan, ONGC forayed into twitter with its handle @ONGC_SBA being the preferred mode of communication of government. In time, the need was realised to connect with a growing audience in the twitter platform and ONGC launched its own official twitter handle in the year 2015. In 2015, ONGC also launched its Instagram and LinkedIn handles to connect with audiences in the respective platforms. LinkedIn was used for employer branding initiatives of ONGC. However, most content was less of visuals and hence not much of it could be posted

on Instagram. In 2019, ONGC started using Instagram handle more regularly as the platform was increasingly becoming popular with the millennials and a need was felt to connect with them.

Presently, ONGC is present on Facebook, Twitter, Instagram, LinkedIn and YouTube. Most of the content is similar across FB, Twitter, Instagram and LinkedIn. Long Video formats are posted on our YouTube handle.

For ONGC, the target audience for social media communication on its Facebook page include employees, youngsters in Tier 2 and Tier 3 cities, retails investors and people in the age group of 35-50, whereas on Twitter they are reaching out majorly to Government, investors and for public outreach and crisis communications.

Millennials are their major focus for the Instagram communications. Millennials are using Instagram more than any other platform with majority of them between the age of 18 to 29 years who spend a good amount of their time on Instagram and other social media platforms and we cannot ignore this youth power.

When it comes to LinkedIn, the content published on the portal is of professional character, aimed at creating a corporate or a brand image amongst peer organisations, professionals, professional bodies, our employees and prospective employees. Unlike Facebook, Instagram or Twitter, it is focused on professional and business topics.

ONGC's social media communications goals include Increasing Brand Awareness, Engagement with target audiences, News dissemination and CSR communications. Through their social media they are looking to appreciation from fans and visitors regarding the role played by ONGC as a nation building entity, and confidence in the brand from all perspectives.

Presently, ONGC does not have a social media policy or a stated social media strategy. The social media content is ideated, generated and managed in-house, which after approval of Chief of Corporate Communication who keeps the Chairman and Managing Director and Functional Directors informed in case of sensitive topics, is posted / published on the social

media platforms. The team simultaneously handles multiple social media channels through social media schedulers and work division.

The key learnings of the ONGC social media team accrued over the years, that they have been communicating on the social media platforms, is that people engage more with stories that have an impact on the country as a whole or when it evokes strong emotional response. On responding to negative comments, Mr. Sairam said that dealing with trolls is an integral part of the social media communications, especially for big brands and organisations. Social media by its very nature implies that comments should be acknowledged or replied to. However, many are looking for attention or merely to create negativity through false, vicious or unfounded banter on the social media pages. ONGC deals with trolling by ignoring them. Grievances or customer complaints and feedback are handled by the company on a case-to-case basis. Increase in follower base and Total engagement [Likes, Retweets, Shares, Comments] are the key performance indicators to measure the performance of their social media initiatives. ONGC mainly relies on organic reach, hence ROI (Return on Investment) is not calculated. Also, they have not yet undertaken any social media audit.

ONGC not being in a direct-to-consumer business, the main objectives of social media handles are brand building and awareness creation. The very nature of its operation mean that there are no direct competitors, hence no active tracking is required. However, the industry trends are gauged on a periodic basis and gaps if there are any, they are duly addressed.

Mr. Sairam said that while there have been many milestones and success moments in their social media journey, the instance of Hon'ble Prime Minister thanking ONGC and tagging the brand handle for ONGC's contribution during the Corona Crises is worth mentioning.

Taking about crisis communication, he shared that the effectiveness of social media in Crisis Communication can be gauged from their experiences like the recent plant fire in Hazira, wherein the timely information on the twitter handle effectively killed negative media coverage regarding the accident.

In fact, the experience and learnings of using Social Media has been that it is the fastest and most effective platform for crisis communication, especially Twitter as it can be used to convey the organisation's view point in almost real-time basis and helps in quelling rumours.

However, the flip side is that the brand is directly exposed to backlash and therefore a strong crisis communications policy needs to be in place, he said. When it comes to Brand building, Mr. Sairam felt that Social Media is an important tool as it is an interactive platform to convey the aims and objectives, CSR, environmental and sustainability commitments, products and services, and such other information highlighting the value that the organisation brings directly or indirectly in the lives of their stakeholders.

When it comes to communicating CSR through ONGC's social media platforms, Mr. Sairam claims that they do it very responsibly. The audience has matured to various communications from Corporates including CSR communications. CSR Communications makes the brand be seen as a responsible corporate and therefore helps build trust with the audience. Taking case of ONGC, where there is strong backlash among the local communities due to issues such as Land acquisition issues, misinformation and false beliefs led by propaganda campaigns that ONGC operations would harm the environment combined with the hazards of being in the upstream hydrocarbon business (such as leakages and pilferages), connecting with the local communities through CSR soothes many of these burning issues and talking about the impact of such initiatives through CSR communication helps tide over the numerous apprehensions associated with an oil and gas sector brand.

Talking about challenges of CSR communication on Social Media, one of the major challenges is to keep the balance between publicity and yet maintaining subtlety. If CSR posts are much more than corporate posts then it could result in perception that the company is majorly into doing CSR branding and can be off putting. This can result in the audience perceiving the organisation as a social welfare entity rather than being seen as a corporate that creates business value.

5. In-depth Interview with, Mr. X, Chief General Manager (Public Relations & Corp. Communication), CPSE (Name and organisation withheld due to request by interviewee)

Over the recent years, social media has emerged as a flexible and interactive communication medium in the present digital era. Organisations use social media to achieve different communication objectives. While traditional media is still important in communicating CSR

initiatives undertaken, the interactive nature of digital technologies means it is faster and cheaper to use, shared Mr. X while highlighting the growing importance of social media in organizational communications.

CSR campaigns should be led by focus on Social media for creating impact. Video content is a practical choice to distribute information and generate interest and create a connect with the beneficiaries. Even a short reel, Instagram video or YouTube video can give a voice to unexplored stories, and reach new customers. Stories, especially in carousel or slideshow format can also be leveraged to build a narrative.

According to Mr. X, communicating CSR through social media builds engagement; enriches conversation between the brand and consumers; develops loyal, committed brand ambassadors; and enables the company to grow globally as an exponential organization. Inclusive by design, CSR for the future generation is one of the best uses of social media that builds hope for humanity and has the ability to transform our world for a better future, he said.

On which social media channels he recommends for Corporates and organisations to share about their brands, services, products and CSR, Mr. X shared that for increasing overall brand awareness, a mix of targeted Facebook posts; short-form vertical videos, such as Instagram Reels and YouTube Shorts and Twitter posts are optimum.

LinkedIn is the preferred medium when it comes to attracting the right talent and sending across the message of the brand being employee-friendly. It is also heavily use for B2B marketing. Particularly in the case of CSR, Facebook and Instagram carousels work best to build a story and showcase the cause and effect visually and through the ample word limit that's available, shared Mr. X.

On handling negative comments on social media, he said that firstly, a brand should make sure to not miss negative comments or grievances. Listening tools can be used that allows to track all negative comments. A response time target should be set to ensure that the person commenting is pacified, otherwise the same can multiply if left unattended. The situation can be taken into control by responding in a helpful, humane genuine manner and avoiding automated responses. When responding to a complaint on social media always First Level

Response should be public. Rest information can be asked and resolved over Direct Messaging. The closure of the case should be public as it gives credibility to the brand, he further opined. He advised that deletion of comments should be avoided, as it can aggravate the user. If a comment is derogatory, then it should be rather reported to the platform, he said.

In the case of brand reputation crisis, Mr. X shared the corrective measures which should be taken such use of Listening Tools to timely track and highlight crisis events pertaining to the Brand, analyse the extent of damage the news has caused or can cause in the future, streamline internal communications and get employees and stakeholders on the same page and keep them with required information to avoid chaos inside the Corporation. He also advised that the brand should use social media platforms to engage and not argue. Radio silence can also be detrimental in most major crisis or accidents and therefore it is important to take ownership and apologise if required. Last but not the least, social media policy should be drafted and set to avoid miscommunication from employees on matters of the Corporation, said Mr. X.

Mr. X also shared few of the most important aspects for successfully managing social media accounts including i) Connecting with the audience: It is pertinent to be aware of the demographic of the follower base and curate content as per the tone that they most connect to. In case of a mismatch in styles of communication, the follower is most likely to unfollow; ii) Creating a Content Strategy: Being aware of the brand persona/ story that one wants to build and making sure that communications in all forms match the same and iii) Leveraging features on each platform: With social media platforms trying to stand out in the crowd, each tries to bring in a new/ unique feature. It is important to leverage the same as often the organic growth of the page is majorly driven as per these factors.

About his learnings with the social media pages management at his company, Mr. X shared that the learnings have been ever evolving. It is very important to update oneself on the preferences on the followers, the type of content they want and the content/ features that the platforms want to push otherwise there is a high probably of drastic decrease in reach and engagement levels. The content that the page posts is and will always be the pull factor that has to be leveraged to the best.

Further he said that social media is the most effective tool for crisis communication because it's fast, free and has a huge reach and share-ability. But it comes with its share of difficulties as it also becomes difficult to negate or curtail the spread of negative or false news.

In the case of crisis, especially in the recent past of minor incidents at facilities, the issues were effectively managed by leveraging listening tools, hearing what the queries and issues that people had, getting latest information from on-ground sources and using official channels and handles to communicate the right news and information to the public. The company also personally messaged and replied on tweets/ post by media channels and journalists to ensure that they also spread the correct news through their channels.

On CSR branding on social media, Mr. X said that CSR branding is a key aspect for content on social media platforms. CSR stories not only lend a humane side to the Corporation, but also help build a positive brand image of a Corporation concerned with sustainable growth and taking the nation and citizen forward with it. With beneficiary stories being highlighted on social media, it also helps the follower base be curious about the growth of individuals along with the Corporation.

Some of the key challenges in managing social media pages, according to Mr. X include getting stakeholder (employees, distributors, dealers) on board as even after being a key part of the Corporation's existence, many at times it is difficult to engage the stakeholders and entice them to interact and engage on the Company's post. Secondly it is challenging to keep the followers engaged. With increasing number of entertaining accounts on social media platforms and decreasing attention span of followers, a brand has to be ever involving and update its content strategy as per the likes and trends to stay ahead of the curve and avoid losing followers. Thirdly the frequency of posts as with various logics and experiments on time and frequency of posting, it has become increasingly difficult to crack platform algorithms and figure out what should be the frequency of posts, timing and other statistics.

Mr. X further said that the way we receive news has drastically changed with the increased usage and popularity of social media platforms. The news that is consumed is mostly gathered from posts on social media, apps and websites. Many people now find it cumbersome to flip open newspapers or magazines, search and read the news they are interested in, when Google News presents news to a particular user as per their digital profile.

With app like in-shorts where news is curated and delivered in minimum lines, it is making people more and more averse to long-reads.

When it comes to cost, the difference is drastic - where tradition media comes with heavy costs and even capital investments for printing, social media comes free and other digital platforms are relatively much cheaper by comparison. Another thing that plays a major role in differentiation is the time of delivery. Where digital and social media platforms there is hardly any delay and news is relayed instantly, print advertising and press coverage have a higher turnaround time. These advantages have made many companies prefer social media or digital platforms over print or traditional media.

6. In-depth Interview with IOCL's DGM (Branding), Marketing Headquarters, Mr. Alok Srivastava

On the beginning of social media use for corporate communications and branding, Mr. Srivastava shared that it was in the year 2014 when IOCL adopted use of social media majorly, as it was understood that the pace of growth and reach of social media would be much higher in years to come than any other traditional / classical media like print, radio and TV.

IOCL has its accounts on Facebook, YouTube, Instagram and Twitter where we promote our products and services and at the same time the company puts out content which is more of 'beyond the business' in nature. Anybody who is consuming Petroleum, Oils and Lubricants (POL) products in one form or the other is the company's target audience. Mr. Srivastava shared that social media communications will bring the company closer to their existing as well as potential customers through the impressions their posts, tweets and other social media communications by helping them understand the company and its products and services better and garner tangible and intangible benefits out of the offerings. Views, impressions, CTR (Click-Through Rate, is a measure of how many people who view a social post, ad, or other piece of content click through to read more, buy, or take some other action.), likes and shares, audience growth, organic vs. paid results, audience mentions are the ways in which engagement with their audience via their social media pages is measured. IOCL's social media communications goal is mainly to have a bond with its customers. If the company is

able to capture the minds and hearts of the people who are the existing and potential customers then everything related to business goals falls in line, said Mr. Srivastava.

At IOCL, social media communications across the various platforms are done both internally and through a social media management agency. They have hired a digital and media agency for this activity. A brief is given to the agency to develop the content based on the subject matter, which is then evaluated by the concerned officers and then the agency is given a go-ahead for putting on social media. Officers in the company keep generating and monitoring the content/subject. Also, their agencies and officers keep a regular watch on the competitor's activity and use software to monitor such activity.

Regarding Return on Investment (ROI), the simple way to calculate ROI is: $\text{Value}/\text{Investment} \times 100$. However, the value may differ for different organisations. At IOCL the value is taken as brand awareness it creates in terms of impressions, reach and audience engagement. IOCL team has not yet undertaken a social media audit; however, they intend to do it by lining up a social media auditing auditor / agency.

Mr. Srivastava shared that from their experience of handling the social media accounts, they learnt that it is most important to ensure that the content being published is in line with the policy of the company. Comments thread must be suitably replied and response time for the action must be reduced.

Trolling or negative comments are part of the game. The team checks the reason for trolling and if there is any chance of flaring the controversy by replying they would prefer to withdraw the post by offering an apology. If the negative comments can be handled, they would prefer to convert them into a positive response from the customer by taking a befitting action.

Among the many success stories of IOCL's social media communications, Mr. Srivastava cited a few including the FIFA campaign which was adjudged 2nd best campaign by AdAge. The Diwali Film got featured on the list of best Diwali films on afaqs! The Vigilance Awareness films received a total 17.5 million on Facebook alone. Pehle Indian Phir Oil campaign has garnered 130 million and Xtrapremium advertisement got 140 million views on YouTube. The engagement is growing even more stronger, said Mr. Srivastava.

About the impact of the social media communications, he said that the impact of social media and brand value have a positive correlation. And social media has the potential to reach a very large audience in no time. So, use of social media during crisis management does help, as has been the experience of the IOCL team.

On use of social media to communicate CSR, Mr. Srivastava shared that IOCL does use social media platforms to communicate about its CSR. Mr. Srivastava shared that he does not think that there can be any negative impact or pitfalls of communicating CSR related content for publicity on social media. He shared that he believed socially responsible organisations doing CSR work for the upliftment of people and society do get appreciated. He said that he believed there is a direct link between CSR communication strategies and brand reputation. Brand reputation is nothing but a reflection of people's perception about a product, service or an organisation. The perception of a brand gets better if people think well about it and that happens when people appreciate the organisation owning that brand, and that appreciation comes when organisations show their good intentions of doing public welfare through CSR works. The key challenges in managing social media pages for branding and CSR communications is of creating relevant content on regular basis and avoiding people's trolling.

7. In-depth Interview with GM (Corporate Communications) ONGC, Ms. Madhulika Burman

Social media has been gradually gaining relevance and becoming an influencing media. With increasing use of mobiles and internet for communication, social media platforms have multiplied. Therefore, the use of social media for creating perceptions and opinions is inevitable, said Ms. Madhulika Burman. Corporates have already realized the need to use social media optimally to share information on their core activities besides CSR programmes and thereby create a desired brand image for themselves.

For Corporates and organisations to share about their brands, services, products and CSR, use of Facebook, Instagram, twitter, company website and you tube are some of the main media that can be utilized judiciously to communicate desired information in a planned manner. These platforms have high visibility and allow the viewer/user to comment or express their

opinion. These can be monitored and controlled so as to create a desired corporate image. Besides these, companies must keep abreast with latest innovation in this field and grab the right opportunity to utilise any available platform that is suitable for them.

On handling negative comments or trolling, Ms. Burman opined that negative comments can be disallowed on some media while they can be responded to immediately and correct information shared with conviction and clarity. Similarly, to deal with a brand reputation crisis through social media, Time is of critical value in a crisis situation. So there should be absolutely no delay in sharing information. However, it is important to ensure that there is transparency in sharing information.

For successfully managing social media platforms, Ms. Burman shared that social media has a wide reach and its user base is virtual and very varied and thus to make an effective use of social media one must have complete knowledge of user base of each media, frame the information accordingly, allow and accept feedback, maintain proper record of all information shared and feedback received. It should be used judiciously and in a planned manner and one needs to be regularly updated on the changes that occur in social media or any new ones that are launched. She further asserted that social media must be handled by professionals having thorough knowledge of it. There must be innovation and creativity in presenting the message so as to catch user attention. Following the trends of each social media is also important, she said.

On traditional versus social media, she said that the viewership categories of traditional media versus the social media are very different. The current youth and middle management level executives are more aware and influenced by social media whereas the senior citizens and senior cadre executives still hold traditional media as more relevant and impactful. Thus, in the existing transition phase, a balance of both media has to be maintained. However, selection of media has to be more careful and judicious depending on what is the target audience for any communication exercise. Traditional media use is gradually declining and many media houses have added social media in their verticals for communication.

The transition from traditional media to social media has been a challenge for the corporate communications and media professionals. The challenges are varied. Learning and understanding the social media platforms and how to use them effectively has been a major

challenge. Getting proper professional expertise for making suitable creatives for the social media is also been difficult. Complete data on user visits, likes, dislikes, comments, feedback for the different media platforms is very often limited or present challenges in analytics and interpretation due to limited skills or know-how. There is no standardisation on the charges of social media usage or creation of social media content. Corporate Management's hesitation to accept the transition from traditional media to social media is also one obstacle in the process. Communication for crisis management is very different as compared to brand building or regular information sharing on media. During crisis, the media expects latest and accurate information and from the location of crisis. Thus, it is important to ensure that visual information about crisis situation and how it is being managed is shared in a timely manner because people are more convinced when they see anything. Often in crisis situation some undesirable or manipulated information can appear which is detrimental for the corporate. This needs to be responded to immediately and correct information shared convincingly.

Ms. Burman said that social media tools can be used optimally to project CSR branding. There should be a proper plan in place and standard criteria for how and how much of information about CSR is communicated through social media. Professional expertise is necessary for making the creative input and media plan for CSR branding by the corporates. As a reasonably significant amount of profit is being spent on CSR activities by the CPSEs it must be informed to the masses through social media besides other media. She shared an example of an organisation using social media for branding or CSR communications in the most creative and successful manner, which is the campaign on Swachh Bharat by Government of India, which has been most successful in the recent years. It utilised various social media platforms in various forms and very creatively to make an impact on the users. There has been a change in mindset of the people for accepting and adopting cleanliness as a public responsibility. The campaign was desired to create an impact across all age groups and entire population of our country and has been successful to have penetrated all urban and rural areas in the form acceptable to the masses.

8. In-depth Interview with GM (Corporate Communications), Adani Group, Mr. Mitul Thakkar

Sharing about the significance of social media for corporate communications, Mr. Thakkar said that social media allows the companies to put forward their own version, which often

does not happen when the message (press note) is amplified through the conventional media. CSR does not make any news except when it involves billionaires or corporates giving financial aid for a cause or when the initiative is too unique. Or one has to package the CSR initiative to make it newsworthy through outstanding impact story or commercial tie ups or get a case study done through reputed institution or expert. Hence, the only way to spread CSR message through conventional media is through paid news or participating in their events or applying for awards at significant costs. In this situation, corporates find it prudent to bank on social media, which also allows them to come up with tailor made messaging for the specific target audiences and facilitates measurement of the reach.

There are ample number of social media channels for Corporates and organisations to share about their brands, services, products and CSR suiting to everyone's requirements. One should look at the reach and quality of followers of the particular media in context of own brand and the kind of initiatives. Also, one has to be sure to utilise the strength of regional or vernacular channels in the diverse country like ours, said Mr. Thakkar.

On handling the negative comments on social media, Mr. Thakkar said that they can be ignored if it is from a random netizen. However, if anyone uses foul language, then the person may be blocked. Constructive criticism should be acknowledged and let the critic know if corrective measures are taken. In case of negative comments by a celebrity / expert, Mr. Thakkar advised to engage personally or telephonically and ensure that they post appreciative comment post corrective measures or convincing dialogue. Besides, to deal with a brand reputation crisis through social media, understanding the genesis of the crisis that has affected audience is important. Often, there can be only handful of disgruntled and trigger-happy elements aggressively making noises while majority may be silent.

Describing one of his biggest social media successes, Mr. Thakkar shared that the amplified tie up between a women's cooperative from rural area with Amazon to sell their cloth bags with internal partition was a great success. His company used both conventional and social media to drive this and earned significant visibility. It also helped because Amazon top official shared a quote for the press note, which was widely covered by media.

He further advised that for successfully managing social media platforms, remember not to fake or exaggerate anything. It is important to be sensitive to gender, religion, language,

color, sexual preferences and so on. Also, have an integrated approach where you can utilise strengths of both conventional and social media, said Mr. Thakkar.

Social media communications are impacting traditional means of Public Relations such as print advertising, press coverage and such others, however it is also true that social media is amplifying the press coverage further. Also, in case of lack of enthusiasm by the press or television, corporates can bank on social media for the wider reach.

Sharing his experience of using social media for crisis communications and management, Mr. Thakkar opined that it has been that it is a double edge sword experience. While clarifying own position or responding to criticism / allegations on social media, you are also amplifying what others have to say. If the crisis is on account of fake news, one has to be loud enough on social media to be clear about it, said Mr. Thakkar.

Mr. Thakkar also shared that the key challenge in managing social media pages for branding and CSR communications is surely the 'Content'. Content is the key challenge. One has to have success or impact stories instead of just sharing numbers or the narratives of programmes undertaken by the company. Evidently, international companies are packaging their messaging much more effectively and consistently than Indian companies and therein is the challenge for Indian Companies to use social media more effectively.

9. In-depth Interview with Social Media Consultant and Entrepreneur, Mr. Jeegnesh Vasavada

According to Mr. Vasavada, social media platforms can help in CSR communications and brand building by building a strong emotional pitch, strong call to action, strong likability and most importantly trust. There is a huge need in CSR to build credibility and create a lot of awareness. The causes need to be believable and need to have some accounting for. So, social media and a lot of such mediums are used to make stories come to life, build emotions and thus get goodwill or branding.

There can never be any one social media channel for Corporates and organisations to share about their brands, services, products and CSR. It has to be a bouquet. However, Mr. Vasavada shared a percentage basis as below:

Facebook (40%): There are people above 30 who are still on Facebook and would connect to the causes and offer help. You could post long videos and long write-up and do everything you want. It also helps you with promotions and better targeting and analytics.

Instagram (20%): This is for the yuppie generation who are into insta pulp including CSR and branding content. You can use crisp short videos and images and make an impact.

YouTube (10%): This can be combined with the above but with the amount of customization that this channel is offering, it is time to make the most of this and use this to the optimum.

Podcasts (10%): These are the new ones on the block. These can be used to peddle stories and share interesting insights for people to listen and build their own emotions.

WhatsApp (20%): This is now hugely effective. It is good for awareness may not have an instant call for action, but is extensively viewed and forwarded.

On handling negative comments on social media, Mr. Vasavada shared that it is not possible to handle or contain negative comments and even more, it should not be even attempted. They have to be ignored. However, if the comments are right then it is best to deal with them and answer the negativity with clarity. The more you clean the messier it gets. The only way to answer this is share a lot of positivity and truth.

To deal with a brand reputation crisis through social media, use the support of influencers who are there in good numbers now, customer testimonial, intelligence and targeted advertising to garner a lot of specific support and to influence branding or mitigate crisis.

Presently social media communications and traditional means such as print advertising and press coverage are complimentary. A press release is sent out to print media and at the same time is also showcased on social media. Of course, the expenditure is now more on social media than traditional Public Relations, claims Mr. Vasavada who affirms that there is a huge complimenting function in use of traditional media and social media.

Mr. Vasavada shared one of his social media successes, about the International Day of Yoga 2015. His team launched the campaign for the Government of India and got support from Hollywood and Bollywood celebrities. They even got a lot of push from the Government ministers and could manage to showcase Yoga to the world in a positive sight. According to Mr. Vasavada, the most important aspects for successfully managing social media platforms included clear communication strategy, effective medium of execution, good content, very effective graphics/video & audio, sharp and updated knowledge of the algorithms of the social media sites and analytics of the results and then repeating it over and over again.

Mr. Vasavada shared his learnings about social media pages management including that there will always be expectation from the communication professional to give better and better. Secondly people will comment whatever they want, however if you give them something they want, then you will be successful. Further, it is always good to be not too serious while on social media. Drawing learning from his experience of using social media for crisis communications and management, he said that people will believe if you are honest. They will trust you if you are honest to them. They will respond to you if your past has been good. They will support you if you are right. They will forgive and forget even faster.

About CSR branding on social media, he said that he believes that its time has come. The field is also evolving. The CSR communications on social media need to be more creative, as presently they are up in the face. To get the user, who has come for fun, to be moved would take a lot, still, opined Mr. Vasavada.

The key challenge in managing social media pages for branding and CSR communications is, well, Money. Not everything is free. A lot of money is needed to reach a lot of places. There is need for good quality manpower who knows their job. Also there would be the need to bear with the eccentricities of the social media owners who will make sure you will never move more than an inch without their approval, he said.

10. In-depth Interview with Senior Manager (Corporate Communications) & Social Media Lead, IOCL, Mr. Varun Prasad

Social Media is the emerging platform to connect directly with customers. It is the future mode of communication considering the exponential growth trajectory with 142 million users

in 2015 vs. 518 million users in 2020 which means approximately 365% growth in 5 years, with projected users. Projected users in 2025 are about 1041 million users, said Mr. Prasad while sharing about the growth of social media.

All communication platforms have the potential to be harnessed for building brand value. On social media platforms, communications on CSR and brand building have to be structured to suit the social media target audience, who tend to be young users and millennials who prefer attractive hard-hitting communications that are less verbose and have more visual impact.

Every social media platform has its own niche area, demography & user group. It is better to understand the brand strategy, target audience and then structure the social media content accordingly on services, products and CSR initiatives based on the social platform. A 'one size fits all approach' should be avoided as far as possible, shared Mr. Prasad.

While communicating on social media, it is important to handle negative comments on social media strategically. The strategy should be based on how damaging the negative comment can be as well as how much of truth it has. If it's a random negative comment/trolling, then it is better to ignore & stop feeding the trolls. However, if the negative comment has massive repercussions, it is better to respond immediately and allay the fears by dissecting the comment and replying with hard facts and figures. At times, it is noticed a soft apology can also work wonders, if the organisation is truly in the wrong.

Sometimes, there would be instances when the company would also have to deal with a brand reputation crisis through social media. It depends on the scenario, market scenario, the facts and truths involved in the scenario. In an ideal world, it is better to respond as swiftly as possible either with the post that is in a neutral soft tone and slowly strategise to ensure that the crisis is controlled as much as possible. However, the strategy will differ based on the largesse of the crisis, brand image/reputation and how much of facts and truth can be revealed to the public, especially when government statutory norms/bodies, the organisation board are involved.

According to Mr. Prasad, for successfully managing social media platforms, there are certain things that are inherent to the brand for instance - Social media presence, brand image, customer base among such others. They do play a huge role in managing the platforms. In a

generic sense, the key aspects will be social media activity, engagement of social media users/followers, content relevance and marketing strategy.

Talking about CSR branding, Mr. Prasad said that CSR posts does have the potential to generate more views & engagements. However, the CSR activities highlighted in the social media should be relatively recent & should have created a positive impact on the beneficiaries.

Some of the challenges in managing social media pages for branding and CSR communications include scaling of the social media, the relevance of the CSR communications to a particular platform or particular user base, structuring of the communication are some of the key challenges. However, the size, spread of the organisation as well as its CSR expenditure also have huge role in creating the desired impact on the social media page, said Mr. Prasad.

Social media communications is impacting traditional means of PR such as print advertising, press coverage and such others. One of the things that are overlooked in social media platforms while managing organisations is the brand value or image of the individuals. For instance, a brand image of say Virat Kohli or M S Dhoni has a far reach than the best and most successful organisation. An act or a post on brand endorsement from their personal handle go a long way in creating a brand impact. For example, recently, Cristiano Ronaldo's gesture of putting aside coke bottles during a press conference resulted in a \$4 billion stock plunge of Coca Cola. Hence, the communications on social media have the potential to be far reaching and far faster than the potential offered by traditional PR.

About making social media impactful, Mr. Prasad shared that it is very important to use social media for CSR Branding in the most creative and successful manner. The best example to me is how Anand Mahindra is using his social media image to create and sustain brand value of Mahindra. He uses mundane posts that are in circulation and his take on them are quite popular to the social media users. Mr. Prasad opined that Mahindra's social media communications is one of the best innovative ways wherein a top management executive has figured out the pulse of the public. His intermittent posts on the brand and CSR initiatives, thereby garners more eyeballs and have greater impact, shared Mr. Prasad.

4.8 Outcomes of the Interviews

On interviewing the Senior Corporate Communications professionals in the organisations under the study to document the experience of the management in using the Social Media channels and their feedback for further leveraging the benefits of the powerful new media tools for effective Corporate Communications and to examine if there are any issues and limitations of using social media for brand building and CSR communications and branding, the researcher noted that:

- Handled well, sharing via social media can both take less time than more traditional news sharing methods and may also achieve greater audience engagement from all generations. But at the same time, it is important to be careful to not bombard the Social Media audience with company news and events.
- Social platforms help the organisations connect with customers, increase awareness about your brand, and boost leads and sales. As the number of people using social media continues to grow and social sales tools evolve, social networks will become increasingly important for customer connect and thereby increase the brand value as well as sell products and services.
- Through Social Media communications the organisations aim to continue brand building, communicate about products and services, communicate in a ‘social’ manner – going beyond the formal traditional forms of communication and make use of the various features and flexibility of the social media in engaging with the masses and achieve stronger branding.
- There is a need to consciously create content that would interest our wide range of fans and followers, and this is very challenging. While making content, efforts are to ensure that the organisations cater to the various segments such as households, women, motorists, truck drivers, youth, working class, professionals, media, and others.
- Business organisations use multiple social media websites to reach out to maximum audiences as it is just not possible to reach out to the entire target audience with one

single social media account. However convenient it seems to post the same content on all the social media pages, it is always better to avoid cross-posting i.e. posting the same content on all the social media accounts as each social networking platform has a specific style and audience. The content of the message need to be crafted to suit each platform. In this context, social media management platforms such as Hootsuite can be used for managing multiple social media platforms by integrating them on a dashboard. With such integrated social media management platforms, users are able to curate content and schedule posts, do analytics and measure Return on Investment (ROI) amongst many other features.

- Organisations have laid down guidelines for ‘response and responsiveness’. All posts/comments need not be responded to immediately and individually. Dealing with trolls in social media management is integral part of the social media communications, especially for big brands and organisations. Sometimes trolls are ignored and grievances or customer complaints or feedback are handled by the company on a case-to-case basis. 24x7 Online Reputation Management (ORM) listening and responding tool with clearly defined timelines for customers resolutions are also in place.
- Social Media has been the fastest and most effective platform for crisis communication, especially Twitter as it can be used to convey the organisation’s view point in almost real-time basis and helps in quelling rumours. However, the flip side is that is the brand is directly exposed to backlash and therefore a strong crisis communications policy needs to be in place.
- Proper and timely communication on social media during crisis helps to spread correct communication, reduces damage to the reputation and aids in effective management of crisis and reputation. Social Media efforts should be to create trust and confidence by sharing facts in real time during a crisis.
- Twitter can be one of the most effective platforms to share CSR activities - for it will be more about the people and social development. But again, the focus should be on curating tweets that are based on sharing reflected glory – achievements, good works and positive vibes related to people and not the company’s news and internal

activities. CSR related tweet about community development activities that directly or indirectly impacts the audience will enable a direct connect with people and getting their goodwill. People engage more with stories that have an impact on the country as a whole or when it evokes strong emotional response.

- When it comes to Brand building, social media is an important tool as it is an interactive platform to convey the aims and objectives, CSR, environmental and sustainability commitments, products and services highlighting the value that the organisation brings directly or indirectly in the lives of their stakeholders.
- The challenge of social media is that these pages are open to all. Hence, prompt management and resolution of queries and complaints are essential to effective handling and reduce the negative incidences. One has to be 24x7 available on social media to monitor it. Also, Oil and Energy sector is majorly a commodity. Building a brand for commodity has its own challenges.
- When it comes to communicating CSR through Social Media platforms, it is done responsibly. The key challenges in managing social media pages for branding and CSR communications is of creating relevant and interesting content on regular basis and avoiding people's trolling.

4.9 Emerging patterns / themes from the In-depth Interviews

The in-depth interview of 10 eminent and senior communication experts and social media leads have brought to light some common patterns which are valuable insights on use of social media for corporate communications and CSR communications. They include:

- **Social Media is gaining immense stronghold in branding and communications worldwide**

Social media channels are also one of the quickest ways to spread news and updates about a company. Companies are using social media as an interactive tool to convey the vision and

mission, physical and financial performance, products and services, CSR, environmental and sustainability commitments, and such other information highlighting the value that the organisation brings directly or indirectly in the lives of their stakeholders.

As the number of people using social media continues to grow and social sales tools evolve, social networks will become increasingly important for customer connect and thereby increase the brand value as well as sell products and services.

- **Content is key to success and content creation is the biggest challenge and opportunity**

While using social media, it is important to be careful to not bombard the social media fans with company news and events. Content creation and curation is crucial to achieve the goal to create and sustain a bond with the customers and stakeholders. If the company is able to capture the minds and hearts of the people who are the existing and potential customers through engaging content and leveraging the interactivity of social media, then such communications help in achieving its business goals.

Every social media platform has its own niche area, demography & user group. It is better to understand the brand strategy, target audience and then structure the social media content accordingly on services, products & CSR initiatives based on the social platform. A ‘one size fits all approach’ should be avoided as far as possible and the content of the message need to be crafted to suit each platform

- **Handle negative comments sensibly and sensitively – highlight the positive and negative with prudence**

Dealing with trolls or handling negative comments in social media management is an integral part of the social media communications, especially for big brands and organisations. Social media by its very nature implies that comments should be acknowledged or replied to. However, many are looking for attention or merely to create negativity through false, vicious or unfounded banter on the social media pages. The companies deal with trolling by ignoring them. Grievances or customer complaints and feedback are handled by the company on a case-to-case basis as per the company’s guidelines for social media.

It is important to handle negative comments on social media strategically. The strategy should be based on how damaging the negative comment can be as well as how much of truth it has. If it's a random negative comment/trolling, then it is better to ignore & stop feeding the trolls. However, if the negative comment has massive repercussions, it is better to respond immediately and allay the fears by dissecting the comment & replying with hard facts & figures.

Negative Comments are part of a Feedback component that is inbuilt in Social Media usage and therefore companies should not avoid, hide or ignore 'negative comments' and also should not be patronising, arrogant or casual in response. Constructive criticism should be acknowledged and let the critic know if corrective measures are taken.

- **Use social media for fast and effective crisis communication**

The experience and learnings of using social media has been that it is the fastest and most effective platform for crisis communication, especially Twitter as it can be used to convey the organisation's view point in almost real-time basis and helps in quelling rumours. However, the flip side is that the brand is directly exposed to backlash and therefore a strong crisis communications policy needs to be in place.

Communicating crisis over twitter requires that we don't look at the communication as a press statement. The social media communication should communicate the efforts taken to handle the crisis and diffuse its impact. The effort should be to create trust and confidence by sharing facts in real time. Proper and timely communication on social media during crisis helps to spread correct communication and reduces damage to the reputation and aids in effective management of crisis and reputation.

- **Use of social media for CSR communications enhances brand reputation**

Social media platforms can help in CSR communications and brand building by building a strong emotional pitch, strong call to action, strong likability and most importantly trust. Tweets or posts about community development activities that directly or indirectly impact the audience will enable a direct connect with people and getting their goodwill.

CSR Communications on social media can make the brand be perceived as a responsible corporate and therefore helps build trust with the stakeholders. There is a direct link between CSR communication strategies and brand reputation. CSR branding on social media, Ms. Mahil said that she believes subtlety is the key to any CSR branding on social media. The key challenge is of creating relevant and engaging content on regular basis. The content should have success or impact stories instead of just sharing numbers or the narratives of programmes undertaken by the company. The content should also be subtle and not over the top or too boastful.

Social media tools can be used optimally to project CSR branding. There should be a proper plan in place and standard criteria for how and how much of information about CSR is communicated through social media. Professional expertise is necessary for making the creative input and media plan for CSR branding by the corporates.

- **Traditional/classical media and social media are complimentary**

The communications on social media have the potential to be far reaching and far faster than the potential offered by traditional PR. Traditional media use is gradually declining and many media houses have added social media in their verticals for communication. Clever social media marketing is far less expensive. In a fraction of the traditional media price one can reach the same number of people (or more) and most importantly one will be reaching the audience one wants. There is a huge complimenting function in use of traditional media and social media as for example a press release sent out to a print media is also communicated through or picked up by social media. Therefore, social media communications and traditional means such as print advertising and press coverage are complimentary. Hence corporates need to have an integrated approach to communications and branding.

4.10 Analysis of CSR reporting on the corporate websites and Annual Report as well as the content of CSR thrust areas and examining the implications of the CSR Amendment of January 2021

India is the first country in the world to make Corporate Social Responsibility (CSR) mandatory, following an amendment to The Company Act, 2013, thus moving from ‘doing good’ voluntarily to meeting legally mandated CSR.

Provision for CSR in Indian Companies Act 2013

As per the Companies Act, 2013 there is a provision for CSR under Section 135 according to which all companies having net worth of Rs. 500 crore or more, or a turnover of Rs. 1000 crore or more or a net profit of rupees 05 crore or more during any financial year, shall set up a CSR Committee at Board level and should have three or more Directors, including at least one Independent Director. The CSR committee is placed with the responsibility to recommend activities for discharging CSR by spending at least 2% of its average net profits of the earlier three years CSR activities. (mca.gov.in).

Enactment of Companies Act, 2013 by the Ministry of Corporate Affairs (MCA), Government of India was one of the world's largest experiments of introducing the CSR as a mandatory provision by imposing statutory obligation on Companies to take up CSR projects towards social welfare activities. This has made India the only country which has regulated and mandated CSR for some select categories of companies registered under the Act. This CSR initiative will push the nation towards achievement of sustainable development goals and public-private partnership in transforming India (www.csr.gov.in/).

The National CSR Data Portal states that India having the most elaborated CSR mechanism and implementation strategy has started its journey to set a benchmark in attaining sustainability goals and stakeholder activism in nation building. The CSR ambit is getting bigger and for upcoming years it would turn as a unique knowledge base for analysing and achieving sustainability goals as India has mandated CSR through its legislative action.

Historical perspective of the CSR Legislation



[Source: <https://www.csr.gov.in/>]

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

The Aspirational Districts Programme, launched by the Prime Minister in January 2018 and anchored by NITI Aayog, is a persuasive case study to show how the synergy of the three stakeholders – the district administration, companies and NGOs – can foster more equitable channelization of CSR funds in under-developed pockets which have been historically deprived of them. It also serves as good evidence of the fact that when CSR is discharged with co-actions, its impact is amplified. In December 2018, the Department of Public Enterprise (DPE) issued guidelines for CPSEs to use their CSR funds in a focused manner towards national priorities. It further advised them to spend up to 60% of their CSR funds in school education and healthcare while giving preference to Aspirational Districts (www.niti.gov.in)

The government expanded the scope of CSR with a view to spur the Research & Development (R&D) and innovation ecosystem in the country. The Schedule VII of the Companies Act now recognizes any contribution to incubators funded by Central or State Government or any agency or Public Sector Undertaking of Central or State Government, and, making contributions to public funded Universities, IITs, National Laboratories and Autonomous Bodies engaged in conducting research in science, technology, engineering and medicine aimed at promoting SDGs as falling within the ambit of CSR, as per the notification of the MCA deemed to have come in force since 24th August, 2020.

In March 2020, the Government of India declared the novel coronavirus outbreak in the country a “notified disaster” and following the notification, the Ministry of Corporate Affairs (MCA) clarified that spending of funds for COVID-19 relief would be a permissible activity under CSR. The notification stated that Companies will be able to spend CSR funds through items listed under schedule VII related to promotion of health care, preventive health care, sanitation, and disaster management including funds such as the Prime Minister’s National Relief Fund and Swachh Bharat Kosh and that “items in schedule VII are broad based and may be interpreted liberally for this purpose”.

The government has also set up the 'Prime Minister's Citizen Assistance and Relief in Emergency Situations Fund' (PM CARES) to respond to the COVID-19 crisis and provide relief to those affected. Further, Schedule VII was amended to include contributions to PM CARES as CSR along with the existing Prime Minister's National Relief Fund (pmindia.gov.in)

In August 2020, the Government amended the CSR norms to include research and development (R&D) spending on new vaccines, drugs, medical devices related to COVID-19 which is expected to greatly increase the flow of funds towards the.

The Companies Amendment Acts of 2019 and 2020 brought in some major changes and the changes were notified by the Ministry of Corporate Affairs by release of the Draft Companies (Corporate Social Responsibility Policy) Amendment Rules in March 2020 and invited public comments. On 22 January 2021, the MCA issued the Companies (Corporate Social Responsibility Policy) Amendment Rules. (www.mca.gov.in/)

Major highlights of The Companies (CSR Policy) Amendment Rules, 2021 includes allowing corporates to undertake multi-year projects and making registration compulsory for agencies implementing CSR activities on behalf of companies. Further, while international organisations cannot act as implementing agencies, they can be hired to design, monitor and evaluate CSR projects, which would bring in global best practices. Non-compliance with these rules has been decriminalized, with the punishment shifted to a penalty. Other key amendment highlights include: changes in the definition clause of CSR; Responsibility of Board and Chief Financial Officer (CFO); Assistance from international organizations; Administrative overheads; Annual action plan; Treatment of Surplus funds; creation or acquisition of a capital asset; CSR Reporting; Transfer of unspent CSR amount among others.

The amendment also includes Website Disclosure wherein the Board of Directors of the Company shall mandatorily disclose Composition of CSR Committee, CSR Policy and Projects approved by the Board on their website.

The Companies (CSR Policy) Amendment Rules, 2021 will require companies to closely plan, review and monitor their CSR initiatives in order to comply with the directives which will play a major role in meeting the nation's goals towards meeting the SDGs.

CSR in Central Public Sector Enterprises

A state-owned enterprise in India is called a Public Sector Undertaking (PSU) or a Public Sector Enterprise. These companies are owned by the union government of India, or one of the many state or territorial governments, or both. To be a PSU, the company stock needs to be majority-owned by the government. PSUs may be classified as Central Public Sector Enterprises (CPSEs), public sector banks (PSBs) or State Level Public Enterprises (SLPEs).

CPSEs are companies in which the direct holding of the Central Government or other CPSEs is 51% or more. They are administered by the Ministry of Heavy Industries and Public Enterprises. The Department of Public Enterprises (DPE) is the nodal department for all the CPSEs and formulates policy pertaining to them. It lays down, in particular, policy guidelines on performance improvement and evaluation, autonomy and financial delegation and personnel management in CPSEs.

DPE Guidelines on CSR and Sustainability issued on 21th October, 2014 specifically states that, 'It is mandatory for all profit making CPSEs to undertake CSR activities as per the provisions of the Act and the CSR Rules. Even the CPSEs which are not covered under the eligibility criteria based on threshold limits of net-worth, turnover, or net profit as specified by Section 135 (1) of the Act, but which made profit in the preceding year, would also be required to take up CSR activities as specified in the Act and the CSR Rules, and such CPSEs would be expected to spend at least 2% of the profit made in the preceding year on CSR activities.'

These guidelines which applied to CPSEs came into effect from April 1, 2014. These guidelines represent an important step in India's foray into CSR in an unparalleled manner. Long before the concept of CSR came into picture, PSUs have been at the forefront in solving socio-economic issues, may it be national emergencies, power and energy supply issues, education, public health issues and community development activities.

The CPSEs had been carrying out CSR activities under the DPE guidelines since 2010. Under these guidelines, each profit making CPSE was mandated to spend certain percentage of Profit after Tax (PAT) on CSR. However, after legislation of the Companies Act, 2013, all companies (including PSUs) above a certain threshold as defined in Section 135 (1) of the

Companies Act, 2013 are required to formulate their CSR policies and spend at least 2% of their average net profit in preceding three financial years on CSR.

The Guidelines are applicable to all CPSEs and are subject to a higher standard of social responsibility than companies in the private sector. The CPSEs or the Public Sector encapsulates a larger element of public interest compared to other companies run on largely commercial lines with profit-making being the principal motive.

The Guidelines state that it would be “mandatory for all CPSEs which meet the criteria as laid down in Section 135(1) of the Act, to spend at least 2% of the average net profits of the three immediately preceding financial years in pursuance of their CSR activities as stipulated in the Act and the CSR Rules.” They also add that “in case of CPSEs mere reporting and explaining the reasons for not spending this amount in a particular year would not suffice and the unspent CSR amount in a particular year would not lapse. It would instead be carried forward to the next year for utilization for the purpose for which it was allocated.

The CSR communications in the energy sector

The Oil & Gas sector forms the backbone of the Indian Economy and has all Indians as their customers and their products and operations have a tremendous impact on the lives of the customers and stakeholders. The study of CSR communications of the CSPE Maharatna becomes even more pertinent in light of the DPE Guidelines on CSR and Sustainability issued on Oct 21, 2014 and the amendment of January 2021.

The three Maharatna PSUs in the Energy Sector – Indian Oil Corporation Limited (IOCL), Bharat Petroleum Corporation Limited (BPCL) and Oil and Natural Gas Corporation Limited (ONGC) feature in the Global Fortune 500 listing of the world’s largest companies are also top the ET 500 listing, the Forbes 2000 list and are leading on various performance parameters including CSR budget and projects. These companies communicate about their CSR through various media including the corporate website, annual report, brochure, advertisements and social media.

The Corporate website of all the three companies communicate in detail about their CSR. On the IOCL website, the CSR communication can be accessed from ‘About us’ section under

‘IndianOil for Community (CSR)’ which mentions IndianOil’s key Corporate Social Responsibility (CSR) thrust areas which include 'Safe drinking water and protection of water resources', 'Healthcare and sanitation', 'Education and employment-enhancing vocational skills', 'Empowerment of women and socially/economically backward groups', among others.

The CSR introduction enumerates the various focus areas under CSR projects - improving the quality of life in various communities, which invariably include marginalized / underprivileged sections of the society, viz. schedule caste, schedule tribe, other backward caste, physically handicapped and such other groups. With the pan-India presence, IndianOil undertakes CSR activities across the country, from Leh in J&K in the North, to the North Eastern States, to Gujarat in the West and Tamil Nadu and Kerala in the South and to the aspirational or backward districts of the country.

Regarding the CSR spending, it informs that for the year 2018-19, entire CSR budget allocation of Rs. 490.60 crore was spent, thereby achieving 100% budget utilization while there is no mention of spending in 2019-20. The key CSR initiatives of IndianOil are also showcased here.

The IOCL website also gives data on the CSR Expenditure for the FYs 2013-14 to FY 2019-20, the IndianOil Foundation (a non-profit trust to protect, preserve and promote the National Heritage in collaboration with ASI and NCF of the Government of India) and the Global Compact Initiative on Sustainability Reporting.

IndianOil’s CSR for SCs/ STs & weaker section of society, IndianOil’s Sustainability and CSR Policy and Sustainability Report 2018-19 are available on the corporate website. A PDF Brochure, ‘CSR Agenda Enriching the Tapestry of Life’ showcasing the CSR overview and the company’s CSR projects is also available on the website.

The Integrated Annual Report 2019-20, Annexure-III provides information about the CSR budget, CSR expenditure and CSR budget utilisation, the key CSR initiatives during 2019-20, the Composition of the CSR & Sustainable Development Committee, IndianOil’s Sustainability & CSR (S&CSR) policy, continuing Flagship/Special Projects along with details of amount spent on them.

On BPCL Corporate Website, CSR is easily accessed from the main heads and the CSR pages convey the five core areas of its CSR - Education, Water Conservation, Health & Hygiene, Skill Development and Community Development - and projects undertaken in these areas are showcased on the website.

The page has a document for registration of vendors for CSR to be empanelled for specific works such as Needs Assessment or Outcome/Impact Assessment, Project conceptualisation or design/ Proposal Assessment and Project Monitoring.

The Corporation publishes the details of its CSR activities in the annual report as per the format prescribed. Project-wise details including project name, state where implemented, implementation agency as well as budget are available for the FYs 2016-17 to 2019-20.

BPCL's efforts towards Swachh Bharat Abhiyaan are also featured on the website, besides News and Events pertaining to CSR are also accessible on the website. Queries, suggestions or feedback are solicited on the CSR page, which provides a channel for a two-way communication and stakeholder engagement in their CSR. The Annual Report on the website contains information on the company's CSR as part of the mandatory Annexure B to the Director's Report which briefly outlines the Company's CSR policy, including overview of projects or programs proposed to be undertaken and a reference to the web-link to the CSR policy and projects / programs.

ONCC states its CSR vision & mission as well as CSR and Sustainability Policy on its homepage under CSR. Confirming to the Government's mandate, ONGC spent 33% of the CSR budget on Swachh Bharat projects. The company implemented 65.90% of the projects in the last three years in the priority focus area of Education and Health Care. As per directives of Niti Aayog, ONGC undertakes CSR activities in 20 Aspirational districts to raise the social and economic condition of these districts by implementing strategic CSR projects. The website shares that projects worth more than Rs 31 crore has been successfully implemented till FY 2018-19 and in the year 2018-19 ONGC has implemented more than 4000 projects covering the country.

CSR expenditure year wise is provided for FYs 2013-14 to 2018-19 and for FY 2019-20, and project-wise expenditure is given on the website. Various CSR projects and activities done

across the country, projects undertaken in Gujarat and the aspirational districts are also showcased on the website. A section on CSR films, Sports initiatives as well as an Indicative List of Projects/Programs covered under Focus Sectors as per Schedule VII enumerating the various CSR initiatives under various sectors such as Promoting Healthcare & Poverty Eradication, Promoting Gender Equality and Socio-economic Empowerment, Ensuring Environmental Sustainability, Preservation and protection of National Heritage, Art and Culture, Welfare of Armed Forces Veterans and Dependents, Promotion of Sports, Contribution to Central Government Relief and Welfare Funds, Contribution to Technology Incubators, Rural Development Projects and Slum Area Development are published on the website. The Annual Report has a report on CSR and details of activities enclosed at Annexure-B. It also mentions that the CSR efforts of the Company has been recognized at various forums including the prestigious international recognition of S&P Platts Global Energy Awards, 2019 – the only Indian company to receive this award for CSR.

All the three companies have social media presence and convey about their CSR activities on Facebook, Twitter and YouTube in a bid for CSR branding building and engage with the stakeholders on their CSR activities and projects.

4.11 Conclusion

Considering the tremendous impact of digital media on CSR branding and forming of perceptions, the energy majors are showcasing their CSR vision / mission, activities and projects on their website in details including location of projects and expenditure incurred project-wise and year-wise, as part of mandatory disclosure in their Annual Reports. These companies also showcase their CSR through PDF brochures, films and photographs to create a positive image in the minds of the stakeholders, with one company even seeking queries, suggestions or feedback is providing a channel for a two-way communication and stakeholder engagement in their CSR.

As per the CSR Reporting amendment of Rule 8(3), companies having average CSR commitment of Rs. 10 crore or more in three immediately past financial years need to do impact assessment of their CSR projects through an independent agency. The rule mandates for submission of the impact assessment reports before the Board and incorporated as annexures into their annual report.

The changes in Rule 9 regarding applies to display of CSR Activities on company's website. It requires the Board to publish the constitution of the CSR Committee, CSR Policy and Projects on their website for public access. Public disclosure of their CSR Activities and contributions to the community is important to keep the stakeholders informed as well as enable the public to make informed decisions. Also, financial investors and shareholders want to engage with companies that take positive steps for socio-economic development.

The energy majors have been already communicating their CSR on the Corporate Website, Annual Report, Publications and social media as per mandatory guidelines as well as for CSR branding. With the Amendment to CSR Act and the increasing public and media scrutiny on the business operations, stringent environmental norms and stakeholder activism amongst others, will require these companies as well other business organizations to take their CSR communications to the next level. They need to go beyond the mandatory communications to truly engaging with them through two-way communications on their websites or by harnessing the Social Media that has enormous potential to engage with the stakeholders to do meaningful CSR and also build a good corporate image through responsible and effective CSR communications. Social media communications for CSR branding is an area that can be examined to understand how these companies are engaging with their audience. The contemporary directives for CSR with a mandatory schedule have raised the stakes for large corporations and Indian Companies have never been more answerable for their social responsibility as they are now.

The COVID-19 pandemic has brought Corporate Social Responsibility to the forefront. Corporates, both large and small, headquartered in India or abroad, have risen to the challenge and augmented the government's efforts by re-orienting their CSR strategies. It is hoped that the same zeal and mission-mode orientation carries over to activities beyond the pandemic. The response to Covid-19 disruption, through contemporary CSR directives, by the Government and the response of corporate sector have established that CSR will continue to play an increasingly important role in how companies approach business and engage communities. CSR assumes even more significance in the context of warnings by global watchdogs of bigger disruptions including climate change, resource scarcity, zoonotic pandemics among others in the near future which will require interventions like CSR to mitigate the challenges in achieving human development and sustainability goals.

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