

CSR as an Inclusive Tool of Public Relations -A Case Study of Tata

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ABSTRACT: *Tata Group, a global enterprise was founded by Jamshedji Tata in the year 1868. The conglomerate is headquartered in India. The company comprises over 100 liberated functioning businesses. Tata Sons is the main parent and major investment stock company and also the promoter of various other Tata companies. Tata as a company believes in providing quality products and services to its customers. But at the same time they also maintain good employee relationship through loyalty programs and initiatives. They have maintained their relation with their staff and clients by using corporate communication and corporate social responsibility. Tata Company give more importance to maintaining good relation with the staff inside the firm by providing them various facilities and maintain their goodwill in the market with their clients. The company believes corporate social responsibility (CSR) is an analytical undertaking that is at the heart of everything that it does, how it thinks and what it is. The group is committed to incorporating ecological, societal and moral principles into the central business objectives, thereby enriching long-term stakeholder value and touching the lives of over a quarter of the world's population. The main objective of the study is to find out how Tata uses its corporate social responsibility initiatives as a public relations strategy for sustainable business growth and development opportunities which ultimately promotes goodwill and reputation of the company.*

KEYWORDS: *Corporate Social Responsibility, Public Relations, Tata, Corporate Communications, Community Service, Social Development, Society*

I. INTRODUCTION

Tata Group, a global enterprise was founded by Jamshedji Tata in the year 1868. The conglomerate is headquartered in India. The company comprises over 100 liberated functioning businesses. Tata has its operations spread across 100 countries in the six continents, their mission is “To improve the quality of life of the communities that we serve globally, through long-term stakeholder value creation based on Leadership with Trust”. Tata Sons is the main parent and major investment stock company and also the promoter of various other Tata companies. Over sixty percent of the equity share capital of Tata Sons is held by philanthropic trusts. These trusts primarily support social causes and welfare schemes like education, health, livelihood generation, art and culture. The revenue of Tata companies during the fiscal year 2014-15, was \$108.78 billion. Tata directly or indirectly provides employment to over 600,000 people across the globe.

Every Tata corporation or business operates autonomously under the leadership and management of its own chief executive officer, board of directors and shareholders. There are 29 publicly-listed Tata companies with a collective market capitalisation of about \$116.41 billion (as on March 31, 2016). Tata companies with significant scale include Tata Teleservices, Tata Steel, Tata Chemicals, Tata Global Beverages, Titan, Tata Communications, Tata Motors, Tata Consultancy Services, Tata Power and Indian Hotels. Several Tata companies have accomplished global headship in their businesses. For example, Tata Communications is ranked no 1 on international scale for wholesale voice provider. Similarly, Tata Motors is among the top ten commercial vehicle manufacturers in the world. Tata Steel is among the top fifteen best steelmakers and TCS is the second largest IT services company in the world by market cap and profit. Tata Chemicals is the world’s second-largest manufacturer of soda ash. Employing a distinct labour workforce in their processes, Tata companies have made substantial speculations and ventures in diverse places.

The accumulative global imprint of Tata companies, Tata as a brand has gained international respect. Tata on a global scale provides to their customers a whole host of recognized brands which connects them. Brand Finance, a UK-based consultancy firm, had valued Tata as a brand portfolio at over \$23 billion in 2015. With its revolutionary innovative and industrial essence, Tata company has generated numerous businesses of countrywide prominence in India: steel, hydro-power, hospitality and airlines. The same spirit, combined with pioneering leadership and entrepreneurship, has been displayed by entities such as TCS and Tata Motors. Quest for superiority has analogously been exhibited in recent inventions like the Silent Track, a technology innovation pioneered by Tata Steel in Europe and the ultra advanced Terrain Response, that has the infrared laser scanning technology to forecast terrain, by Jaguar Land Rover.

Tata trusts, the majority stakeholders of Tata Sons, have bestowed establishments for science and technology, medical research, social studies and the performing arts. The trusts also offer support and aid to non-government organisations operative in the field of education, health care and employments. Tata themselves assume an extensive series of social welfare actions, specifically at the places of their operations, and also engage in viable business ethics, integrities and roles. Corporate Social Responsibility (CSR) is defined as the volunteer actions assumed by a corporation to function in economic, social and global sustainable modus. Corporate social responsibility is a new notion in India. Which remains perhaps the first country in the world to have CSR in statute. In just two years since the law came into being in April 2014. It is proving to be the game changer for the weaker and marginalized sections of the society.

Public relations (PR) bridges the gap between the company and the public through effective communicate mechanism undertaken by the public relations officer through various modes of media. A PR professional connects with the board spectators straightforwardly or subtly through various modes of media with an objective to build and sustain an affirmative image and construct robust association with the audience. These include examples like newsletters, optimum usage of world wide web, press releases, public appearances, etc. Corporate communication is an organization role or departments, like advertising, finance, or operations, which are committed to the spreading of information to key stakeholders. It involves effective implementation of business policy and the expansion of communication for diversity of reasons externally and internally in the organisation. The section usually manages communication strategy, investor relations, crisis communications, internal communications, reputation management, media relations, government affairs, corporate responsibility, and occasionally marketing communication. The individual overseeing the responsibility is the chief communications officer of the company, and he reports directly to the chief executive officer in top global corporations.

The conglomerate TATA's CSR activities are set up in the knowledge that organizations have a commitment to engage each living being to get a fair measure of the planet's assets. Organizations are effective constituents of society and the best, respected, and appealing associations exist to do significantly more than gain benefit; they exist to use the constrain of business to deal with social and characteristic issues. The Tata culture of giving has its root from the custom of our nation and gathering building sowed over a century back by Jamshedji Tata, the Founder of Tata. Tata organizations are involved in a wide assortment of group advancement and environment protection ventures. The Tata company's social exercises identify with wellbeing, essential instruction, abilities preparing and business, occupations, women empowerment and strengthening also reinforcing administrations for the differently-abled section of the society.

The company believes corporate social responsibility (CSR) is an analytical undertaking that is at the heart of everything that it does, how it thinks and what it is. The group is committed to incorporating ecological, societal and moral principles into the central business objectives, thereby enriching long-term stakeholder value and touching the lives of over a quarter of the world's population. The group's CSR programmes aim to be relevant to native, countrywide and international situations, by keeping the underprivileged communities as the emphasis, be based on globally-agreed sustainable development principles and be executed in syndicate with governments, NGOs and other relevant stakeholders.

The CSR method implemented envisions that the group progresses and accomplishes policies to encourage communities in partnership with governments, civil society and relevant stakeholders. Key to this approach is Tata employees who generously give of their time, experience and talent to serve communities; various Tata companies encourage and facilitate the employees to do so. At the group level, the Tata Engage plan builds on this practice. It is part of the top 10 corporate volunteering programmes in the world.

Every Tata company works towards empowering individuals by assisting them foster their abilities and talents that they need to accomplish in a global economy scenario, which is now merged into a group CSR plan called Tata STRIVE/ENGAGE. The group endows communities with information, technology and the capacity to achieve improved health, education and livelihood outcomes. It also works towards enabling other living things on the planet get their fair share of the resources.

10 core principles of CSR at TATA are as follows:

- **Beyond Compliance:** All CSR involvements shall entirely conform with the pertinent regulations of land in which they function, they will endeavour to convene core necessities, even it is past what is obligation.
- **Impactful:** Involvements will emphasis on effect on societies and to this culmination, all enterprises will graft collectively and synergistically on a set of approved by Tata group motivational proposals.
- **Linked to Business:** All businesses may seek commercial assistances and influence their principal capabilities while assuming CSR events. However, social assistances will have to be supreme and plainly expressed.
- **Relevant National and Local context:** The CSR initiative needs to be carefully affiliated with and appropriate to indigenous and nationalized framework in which the enterprise is situated.

- Sustainable Development Principles: All CSR involvements track viable improvement values- they will factor common, human rights and ecological impacts in their planning and implementation.
- Participative and Bottom up: Groups must be dominant to all the involvements and they must be vigorously elaborate in recognizing problems to be addressed and in the managing and scrutinizing of the involvements.
- Focused on the disadvantages: Unique care must be acquired to certify that the needs of shortcomings in the society – in terms of ethnicity, gender, disability and occupations- are tackled.
- Strategies and built to last: By design, all CSR initiative shall ensure that societies can endure them on their own, beyond the help of Tata. Hence, the initiative needs to be part of a long term planning and strategy management.
- Partnerships: All CSR involvements will be done in syndicate with the associations which are local to the pounded public organizations, NGOs, companies which are internal & external to the Tata's and government which may be at local, state and national level.
- Opportunities for volunteering: The CSR proposals will be planned to deliver an array of undertaking prospects for Tata personnel's.

Trustee to the community

Tata Steel has developed, throughout the years, an including society of social obligation that manages as well as enhances the lives of the groups it underpins. A 100 years back, Tata Steel initially denoted its engraving on a little, unimportant place called Sakchi, which later changed into Jamshedpur, the origination of Indian steel. Today, Tata Steel is a reference point to the corporate world, in its attempts to enhance the lives of the general population and groups it touches.

The organization's corporate social obligation (CSR) methodology was motivated by Jamsedji Tata's conviction that, "In a free undertaking, the group is not simply one more partner, but rather is, actually, the very reason for its reality." Tata Steel's way to deal with its business has advanced from this idea and the riches it has made is ceaselessly come back to the general population through its group activities. The command given to the Tata Steel CSR group was to work for the welfare of the socially and monetarily burdened groups living in and around its territories of operation, including the mines and collieries serving the plant. Throughout the years, its drives have included arrangement of social insurance administrations, drinking water, rain water reaping, tribal improvement, alleviation and restoration attempts, salary and business era, ladies' wellbeing and instruction, mindfulness programs on the evil impacts of medications, liquor and HIV/AIDS, and support to sports and social exercises.

The Corporate Social Responsibility department of Tata Steel works on a very different sectors of society. CSR department has five wings or sub department which works for the various parts of the society. Following are the programs which is managed by five CSR department:

- Tata Steel Rural Development Society (TSRDS),
- Tata Steel Family Initiatives Foundation (TSFIF),
- The Tribal Culture Society (TCS),
- Urban Services
- Tata Business Society (TBS).

II. REVIEW OF LITERATURE

In the paper 'The 10 Companies with Best CSR Reputations' (Prathima, 2015), many Indian organizations are currently anticipated that would release their partner duties and societal commitments, alongside their shareholder-riches boost objective. About all driving corporates in India are included in corporate social obligation (CSR) programs in regions like training, wellbeing, vocation creation, expertise advancement, and strengthening of weaker areas of the general public. Remarkable endeavours have originated from the Tata Group, Infosys, Bharti Enterprises, ITC Welcome gathering, Indian Oil Corporation among others. The new Companies Act has requested that Corporate India venture in with the arrangement that organizations contribute 2 for every penny of their net benefits in CSR. Worldwide Reporting Initiative (GRI) that structures the premise for this paper has a few parameters that are far in abundance of what the Indian Companies Act recommends. It covers manageability and CSR issues while in the meantime likewise taking a gander at worker guidelines, wellbeing and security issues and a great deal more. The study took a gander at main 115 organizations to touch base at the positioning. It covers enterprises as changed as autos, banks, expanded, FMCG, foundation, data innovation, metals and mining, oil, power, steel, pharmaceuticals, media communications and others.

In the paper 'A Study of Corporate Social Responsibility in Indian organization: an introspection' (Mishra, June, 2013) the Indian economy is growing, here Corporate Social Responsibility (CSR) assume vital part in associations. In Indian industry one can without much of a stretch notice an outlook change from

corporate humanitarian to being socially mindful. The significance of CSR is expanding in Indian corporate situation since association have understand that extreme objective is not benefit making next to this trust building is feasible and attest capable with societal relationship. The impulse of CSR has risen in most recent two decades when Indian association understands the significance of supporting in this relentless rivalry period. Prior to this Indian business had materialistic society. In the shout of LPG (Liberalization, Privatization and Globalization) organizations were just engaged toward benefit boost which drove social discharge. To beat this design CSR, assume a critical part in supportable improvement which is just conceivable when there is a harmony amongst benefit and bringing down social discharge or annihilating it. The paper attempts to dissect the investigation of CSR status in India, this can offer knowledge to what degree organizations can take after the CSR. It throughs light on CSR for Indian association which would be useful for both monetary and social interest which would be cutting edge majors to give profitable data and in addition recommend on their CSR practices and execution.

In the paper 'Corporate Social Responsibility: A Case Study of TATA Group' (Amit Kumar Srivastava G. N., Sep-Oct. 2012) Starting from the seasons of trade framework to today's advanced time of plastic cash, the humankind has trodden a strikingly long way. Without a doubt "gainfulness" has dependably been the main thrust and an undercurrent behind this improvement; yet as each coin has two features; developing relentless rivalry and business competitions began taking substantial toll on the quality, straightforwardness, environment and the general public by and large imperilling the quiet conjunction of business and society. The organizations house began understanding that they would need to ascend far beyond the gainfulness and deal with every one of those connected with their survival in the general public straightforwardly or by implication. This acknowledgment came about into the idea of Corporate Social Responsibility (CSR). This exploration paper moves around building up a comprehension about the corporate social obligation (CSR), digging into its idea and discovering its extension taking the contextual analysis of the TATA Group under Mr. Ratan Tata who has exemplified the awareness of other's expectations towards the growth of regular masses and assurance of nature and improvement of the country.

In this paper 'A Stakeholder Approach to Corporate Social Responsibility fresh perspective into theory and practice' (Jamali, 2008) Stakeholder hypothesis has picked up coin in the business and society writing as of late in light of its common sense from the point of view of directors and researchers. In representing the late command of partner hypothesis, this article introduces an outline of two conventional conceptualizations of corporate social duty (CSR), 'A Three Dimensional Conceptual Model of Corporate Performance', The Academy of Management Review and Wood: 'Corporate Social Performance Revisited', The Academy of Management Review, highlighting their prevalent slant toward giving static ordered CSR portrayals. The article then presents the defence for a partner way to deal with CSR, inspecting its method of reasoning and laying out how it has been coordinated into late observational studies. In light of this audit, the article embraces a partner structure the Ethical Performance Scorecard (EPS) proposed by, 'Moral Business and Investment: A Model For Business and Society', Journal of Business Ethics to look at the CSR methodology of a specimen of Lebanese and Syrian firms with an enthusiasm for CSR and test applicable speculations got from the CSR/partner writing.

In the paper 'A Three Country Comparative Analysis of Managerial CSR Perspectives: Insights from Lebanon, Syria and Jordan' (Dima Jamali, March 2009) Corporate social duty (CSR) is an idea that has obtained another reverberation in the worldwide economy. With the approach of globalization, supervisors in various connections have been presented to the thought of CSR and are being compelled to embrace CSR activities. However, in perspective of immeasurably varying national societies and institutional substances, blended introductions to CSR keep on being striking in various settings, swaying between the traditional viewpoint which considers CSR as a weight on aggressiveness and the cutting edge point of view that perspectives CSR as instrumental for business achievement. Gaining by the two-dimensional CSR model created by Quazi and O'Brien, this article surveys administrative viewpoints towards CSR in three neighbouring Middle Eastern nations (Lebanon, Syria and Jordan) through an observational study including 333 directors. The discoveries loan backing to the Quazi and O'Brien model, proposing a few shared traits in CSR introductions and in addition minor divergences. The discoveries are talked about and diverse ramifications drawn as needs be.

In the paper 'Achieving Corporate Social Responsibility' (Fitch, Jan 1976) Corporate social duty is characterized as the genuine endeavour to tackle social issues created entirely or to some extent by the company. The issue idea is operationally characterized, and social issues are recognized from non-social issues. A strategy for social issue arrangement, taking into account the standards of connected conduct investigation, is shown utilizing a modern mishap decrease case. In the paper 'Corporate Social Responsibility as a Dynamic Internal Organizational Process: A Case Study' (Sharon C. Bolton, June 2011) the paper tracks Corporate Social Responsibility (CSR) as an eminent authoritative procedure that places the worker at its inside. Transcendently, inquire about on CSR tends to concentrate on outer weights and results prompting a disregard of CSR as a dynamic and creating process that depends on the association of the representative as a noteworthy partner in its co-creation and execution. Using contextual analysis information drawn from an investigation of an expansive

multinational vitality organization, we investigate how administration depends on workers' communication with CSR as the procedure of start -> execution -> development creates. Representative association develops from a minor component in the CSR start stage to a fundamental contributory element in CSR's accomplishment in the later phases of the procedure. The article offers new bits of knowledge into a procession and interactional way to deal with CSR that records for the activities of various on-screen characters required at every stage.

Objectives

- Understanding the PR strategies adopted as CSR activities by the Tata Group.
- Analysing the nature and extent of public relations during crisis management.
- Finding out the effectiveness of the CSR activities at Tata.
- Interrelation between CSR activity, Corporate communication and financial performance, brand loyalty and goodwill at Tata Group.
- Analysing the implemented strategies at Tata Steel.
- Analysing initiatives like Sustainable strategies of Tata which promote competitive advantage.

Methodology

The researcher aims to analyse the CSR activities used by Tata as a part of their public relations strategy. The research study involves gathering and interpreting the information in the form of text, visual data to enhance the understanding of the fact under study. The researcher aims to analyse and understand the extent of usage of various public relations strategies that are used during crisis management. The purpose of research is to find an interrelation between CSR activity, corporate communication, financial performance, brand loyalty and goodwill of Tata Company.

For this research, the researcher will adopt qualitative methodology which comprises of gathering daily newspaper articles and other data identified with the Tata Company. The researcher is looking for substantial results from various techniques and designs while undertaking the study. For the study of the content analysis the researcher would have a coding sheet with various parameters in relation to CSR and PR strategy by the company. This would help the researcher gain viewpoint on the topic and at the same time help to quantify the data. The researcher chose CSR activities conducted by the Tata Company, PR strategies, videos and communication strategies. The qualitative research techniques are which will comprehend about the CSR exercises led by Tata Company which they use as a PR Strategy to keep up goodwill in the market and pick up trust of their customers.

The researcher will focus on the Tata Steel activities in Jamshedpur that is with the setting up of the first Community Centre at Sonari and initially it focused on the needs of the rural and other migrants who had arrived at Jamshedpur in search of employment. The idea was to bridge the gap between the "haves" and the "have not's". Owing to the success of Sonari Center, eleven more community centers were started in the next two decades. Today, they have a network of twelve community centers and eight sub centers being utilized as activity and resource centers. Later they enhanced the scope of activities to cover almost every facet of community development, ranging from primary education for children from the underprivileged section, to job oriented training, community health and community sports programs, education and rehabilitation of differently abled people and programs for women empowerment by having an extensive networking with other organizations. The chosen content analysis method by the researcher shall help in understanding the concept better, and knowing things from a better perspective from the point of view of public relations and corporate responsibility management at Tata.

While conducting the content analysis for the research study, the researcher will apply manifest and latent content analysis techniques. The researcher shall try interpreting the presence of latent content in various volunteer activities, social programs and welfare schemes of various departments of Tata. It is more challenging to code for, because it requires a knowledge with the context of the matters. Expert interview shall be conducted through framing of open ended questions that will be asked to all the interviewees. This approach provides scope easy analysis and comparison. The main aim of conducting interviews with various people relating to field of Public Relations and associated with Tata Company is to find out what they feel about Tata as a brand, how it operates today and how it is measured, how far they think it is effective in today's times and so on. By conducting these interviews, the effectiveness of the company in creating awareness, loyalty and brand image among its employees and external public.

Analysis

The following parameters were taken into consideration while analysing the newspaper story content based on textual content analysis and relating it to various theories of communication. The tone of the article, whether it carried a positive, negative or neutral stance towards the story. The role of media in portraying the particular news story. The visual element attached to the various CSR initiative undertaken by Tata Company.

Two Step Flow Model of Communication

The two-stage model says that many people are not specifically affected by mass communications or mass media, but that they rather shape their hypotheses in view of opinion leaders who decode media messages and place them into connection. Opinion leaders are those at first presented to a particular media substance, and who translate it in view of their own sentiment. They then start to penetrate these conclusions through the overall population who get to be "opinion followers". These "opinion leaders" pick up their impact through more world class media rather than standard broad communications. In this procedure, social impact is made and balanced by the goals and sentiments of every particular "elite media" group, and by these media gathering's restricting beliefs and assessments and in mix with prominent broad communications sources. Subsequently, the main impact in these assessments is primarily a social influence.

Newspaper Articles

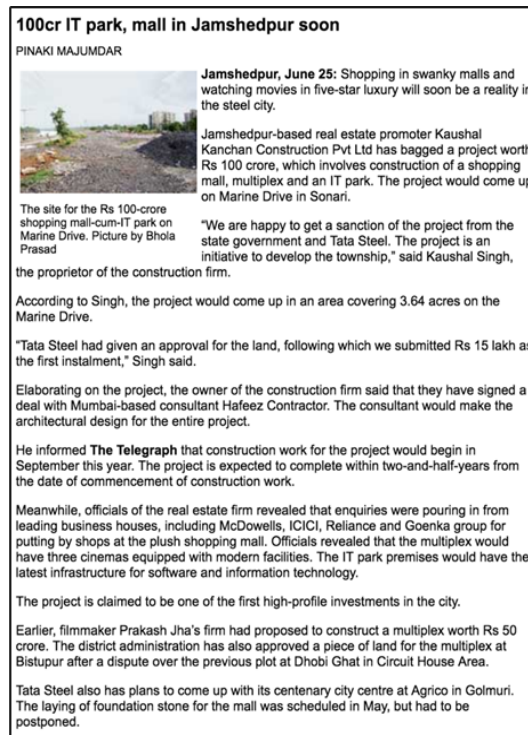


Figure 1 News Article from Telegraph India

Researcher's Analysis - The article highlights the growth and development that the Tier 2 cities in India are facing due to boom in the real estate industry. A 100 crore Information Technology park project was planned in the city of Jamshedpur. The current state of the project is still on the pending side, as there is no major progress in the construction work at site. The article tries to highlight the role played by TATA steel and the state government of Jharkhand. Kaushal Kanchan Construction Pvt. Ltd. is being used as an opinion leader to create awareness and spread message about Tata's indirect role in developing the city. The article tries to persuade the reader and attract its attention by mentioning prominent names like Hafeez Contractor, ICICI and Reliance. The writer tries to influence the mindset of the reader by terming it as the first high profile investment in the city. Overall the article can be linked to the two step flow model of communication where information is spread across the mass reader through an influential medium, Kaushal Kanchan Construction Pvt. Ltd. this creates a good brand image and goodwill for Tata Steel in Jamshedpur Steel city.

Agenda Setting Theory

Agenda setting theory was formally created by Max McCombs and Donald Shaw in a study on the 1968. Motivation setting hypothesis portrays the "capacity [of the news media] to impact the notability of points on the general population plan." That is, if a news thing is secured as often as possible and unmistakably, the gathering of people will see the issue as more imperative. The Agenda Setting hypothesis intently relates with media confining. The remarkable quality of a protest builds the measure of news scope about the point. The subject could relate a public figure, an issue or whatever other theme that the media is concentrating on. News media can build the significance of a news story by the measure of the time that is spent on reporting the issue.

Jamshedpur : The Rs 400-crore Tata Steel international airport in Gamharia block is stuck over land acquisition tangle.

The Tata international airport project has already received approval from directorate general of civil aviation, government of India, in February 2012.

On the basis of a feasibility report for the airport project submitted by the Seraikela-Kharsawan district administration, the state cabinet has also given its nod. But the project is not making headway due to the hindrance by a section of local villagers.

The protestors, under the banner of Bhumi Rakshya Sangharsh Samity (BRSS) are adamant not to part with their land for the airport project. A BRSS functionary, said that they are opposed to the airport project at their villages as it will jeopardise the life of so many people.

The airport needs 528 acre — 90 per cent being forestland — but the bone of contention is a 50-acre stretch under riyati or private land category, across Shibpur, Mohanpur, Machilikudur, Jagannathpur, Murgaguttu and Salempathar villages.

The Tata international airport project received approval from directorate general of civil aviation, government of India, in February 2012. A month later, a technical feasibility report for the airport was submitted by Seraikela-Kharsawan district administration to then chief minister Arjun Munda. The state cabinet gave its nod on April 3, 2012, which is where the project stopped making headway.

Tata Steel officials have tried to convince settlers to part with land but only four out of the six villages partly agreed.

In 2011, Tata Steel had proposed the eastern corridor, a road decongestion master plan, for safe, uninterrupted and smooth movement of goods and passenger vehicles.

It had optimistically given a two-year deadline. On January 1, 2013, Tata Steel managing director H.M. Nerurkar during the New Year cake-cutting ceremony at Centre of Excellence had promised the project would start this April.

Figure 2: News Article from the Avenue Mail

The article highlights the ongoing crisis situation that TATA is facing while developing an international airport in the outskirts of Jamshedpur city. Firstly, the Rs 400-crore project of developing Tata Steel international airport in Gamharia block was stuck over land acquisition tangle even after receiving an approval from Directorate General of Civil Aviation (DGCA), Government of India in 2012. The protesters, Bhumi Rakshya Sangharsh Samity (BRSS) were adamant to not part with their land for the project. Tata Steel officials had tried to persuade the settlers to give their land but only four out of the six villages partly agreed.

The concept of Agenda Setting theory can be applied to the entire issue. The company is trying to build a good image, positive relationship and goodwill among the locals by helping them out on the lines of various corporate social responsibility programs. The popular propaganda model of communication, manufacturing consent by Edward Herman and Noam Chomsky can be related to this research study. The mass communication and media conglomerates are an effective medium and powerful ideological source that can carry an objective oriented function of propaganda through filters in the form of ownership, advertising, news shapers, news makers and limited debate and media content which emphasizes the interest of media conglomerates that are in control.

Community Relation Theory

Building local community relationships can be the most critical correspondence action attempted by an association. It is a need objective an association set for their customers to build up a strong, continuous and solid group relations program. For nearby organizations and establishments, it is critical to become acquainted with your neighborhood and to get included with neighborhood activities. This will thusly bring issues to light of association's business and administrations, and additionally being an awesome chance to become more acquainted with your rivals. Since any organization can expect to communicate with a range of community audiences including employees, shareholders, creditors, consumers, the media, the general public and government agencies, an effective communication plan needs to be implemented.

There are three key perspective of community relations theory that is:

Traditional perspective: It is a way of looking at community relations as colonies within the society. Under the traditional fo0rm the approach adopted is conventional in nature. The corporate enterprises or government authorities while dealing with the tribal people will adopt a traditional form of community relation approach for the welfare of their community. This can be quoted as an example for traditional perspective of dealing with community relations.

Modern perspective: This looks at the community issues from contemporary point of view. The approach brings in usage of technology and communication in order to solve the issue. The advancement of expertise in form of modern communication system shall help in effective problem solving of any community issue. **Global village concept:** Is on a very basic level synergetic relationship between a nearby learning focus with access to worldwide data on one favor a neighborhood living environment in which this learning can be associated, attempted, upgraded on the opposite side. A Global Village should be clever in access to the universe of data and culture, and it should be ingenious in access to neighborhood assets, material - energetically

cycles, tenants, forms, biotopes and so on. The reason for a Global Village is to give a high quality, healthy, satisfactory, secure and maintainable way of life to its tenants and enhance and densify the nearby life handle.

Issues surrounding Community Relations

- Work for everyone who desires it
- Prospects of growth, new better opportunity
- Adequate competitive, commercial enterprise
- Looking at modern government policies
- Educational, cultural, religious, recreational pursuits

Role of Public Relations

It refers to the various ways in which the public relations team of an organization steps in and deals with the issues revolving around the community. It is also a platform which connects and is accessible to everyone within the community.

Gather the interest of community: one of the major roles of the public relations team is to understand the interest of the community which it aims to serve. It can be done through mass media to find out the interest of the community. Secondary role can be Religious play to find out more about the community.

Take up the responsibility for the community: After identifying the core interest, it is essential for the public relations team to actively participate within the community. This is possible by looking at the volunteering activities conducted by the organization for the community. Issuing news for the community interest can be beneficial for both the organization and community.

Business and community group: An increased involvement in key business groups should also be introduced as part of the promotional activities. This involvement will help create visibility of the organization within a business and community audience, therefore increasing the chances of developing strategic partnerships with other local businesses and groups. There could also be an opportunity for cross promotion in the business groups' members' newsletters, publications or website.

Managing the Functions: organization has to take up responsibility for the management of the function which help them to raise funds for conducting or doing community activities. Sponsorship this could mean, for example, sponsoring a local event (community day or fair), donating new sports equipment to the local soccer club or donating a prize to the local school's speech night. This type of sponsorship is reasonably inexpensive yet can be capitalized on to make a great local newspaper story.

Planning and implementation of special events: Active participation by the organization and its employees can be successfully achieved when the public relations team coordinates and plans activities or special events like reunion, exhibition and employee community services. This can help the organization and community to interact, understand and mutually grow.

Preparing publications for local resident groups: through community relations the public relation team of an organization will publish information and news content targeting locals who are part of the community. Such local publications would deal with ground level content generation aimed at creating knowledge and spreading awareness about indigenous community.

Looking at local house tour as needed – The organization should plan open house tours for their employees in order to provide them a better understanding about local community issues. Similarly planning and conducting local house tour can help the visitors also to know about the community and their feedback can help the community to grow.

3 strategic levels of Public Relations Planning

Defensive: It is a type of public relation strategy level in which the public relation team reaches out to the media. The organization would propagate and have its viewpoint in a defensive manner using media as a primary tool. But they would not entertain counter questioning.

Proactive: Strong and influential opinion leaders are used to create a positive brand, image for the organization. They propagate good values, ideology of the organization towards the public.

Maintenance: The objective of this strategic public relations level is to maintain the current and prospective customer (target audience) for an organization. The public relation team works and comes up with the ideas, plans and concepts to maintain a hold on the customer base and also attract prospective customers for the organization by effective implementation of plans and policies. Tata has enhanced the scope of our activities to cover almost every facet of community development.

Area	Centre Estd.
Sonari	1958
Tuiladungri	1959
Sitaramdera	1960
Bhalubasa	1960
Kasidih	1961
Ramdas Bhatta	1961
Baridih	1967
Dhatkidih	1969
Namda	1969
Adityapur	1970
Kalikapur	1970
Kitadih	1970
Baghbera	1978

Figure 3: Community Centers of Tata

Tata Engage

Tata engage is the volunteering programme that aims to encourage the group's employees around the globe to get involved in community welfare.

The volunteering week is the first initiative under the Tata Engage programme. It is group wide initiative with an objective to sensitize Tata group employees towards social cause, encourage them to get involved and provide them the opportunities to give their time and skills in helping the community.

Tata Engage has emerged as a vibrant platform that kindles, nurtures and channelizes the volunteering spirit at Tata and amplifies outcome by:

- Bringing together- Not only Tata employees, but also their families and retired Tata employees
- Connecting the volunteering opportunities- With not only the causes close to their hearts, but also the NGOs who work towards the cause more competently
- Helping employees- To donate not just their time, but also talent to bring about a greater difference.
- Curating volunteering opportunities- Ranging from a one- hour experiential activity to a six month professional projects.
- Designing programmes- That not only contribute towards community development, but also towards the volunteer 's professional and personal growth.

Tata uses the medium of CSR Activities as a powerful tool to create brand placement for the company in the minds of the public. Brand placement helps Tata to create brand awareness and loyalty amongst the audience. Product placement acts as an effective medium for brand recall. Following are the events conducted under Tata engage from 3rd March 2016 to 4th April 2016. They have a banner which says TATA ENGAGE: Tata Volunteering week 5, let's make it a million, Tata steel plays its part. Where Tata steel logo was placed on the top left corner of the banner. On 9th March 2016 an event health checkup camp & joy of giving was conducted by the department / JDC Customer Services Division at a Primary School in Ramgarh. Many items was distributed such as Mosquito nets, mattress, water purifier, sports items etc. The wow factor of this whole event was it was the first ever health camp in a remote tribal village.

Brand Placement: The wall of the school was full of banners of Tata Steel one of the major CSR activity programme Tata engage which is the volunteering programme and encourage employees to give back to society. In every banners the TATA steel logo placement was different. In Tata engage banner the logo was placed top center and in other banners logo placement was on top left corner.

On 15th March 2016, Joy of Giving & Plantation Drive by the department JDC Mechanical Maintenance at a School in Nishchintpur. Items distributed were School Bags, School Stationaries.

Brand Placement: All the bags and the stationary items had TATA Steel logo in the front and the area where the plants were planted had the banners saying initiative by Tata Steel employees. The employees of Tata Steel also conducted some interactive session of games that was played by the students of the school in Nishchintpur. The major highlight of this event was that the vice president of Tata Steel shared his services by leading the team. It was cover by the local newspapers in the Jamshedpur.

Blood Donation Camp was conducted by the department of HRM / Corporate Centre / Pellet Plant. This event helped to collect 185 units of blood. This event was also covered by the local newspapers. In this event also the Tata engage banner was used and was placed in the center of the room and most of the employees of Tata Steel participated in this camp to donate the blood.

Extensive use of Tata Engage banners while distributing the items and while clicking the pictures to document. In every picture background there is the banner of Tata engage with the Tata Steel logo visible on the right corner. Every item had a sticker saying donated by Tata Steel. The name of the brand or product appears without a demonstration of the product features or its benefits. The implicit form of classification is passive and contextual in nature.

Through this form of product placement, the company tries to improve its brand recognition and reputation. In almost every picture the image of Tata Company i.e. the logo in the blue colour is very prominently seen. The name of the company is enough to build an image in the minds of the people to think that the CSR activity is conducted by Tata Steel without being told.

Subtle Product Placement - it means that in the visual form, there is only a small range of the brand-relevant message appear in the screen. In most of the banners Tata Steel logo is placed and in the main Tata Engage banner one of the slogan says that 'Tata steel plays its part' which gives out a very Subtle product placement saying Tata Steel is working on their CSR and doing their bit to give back to the society.



Figure 4: Tata Engage Community Work



Figure 5: Tata Engage Community Work

Community Centre

Community Centers are public locations where members of a community tend to gather for group activities, social support, public information and other purposes. Tata Steel also work with these community centers through employee volunteerism. They cover most of the community center and bustee area in and around Jamshedpur like Sonari Community Centre, Bhalubasa Community centre, Sitaramdera Community Center, Dhatkidih Community Centre, Baridhi center, bustees at Kasidh area etc.

Through employee volunteerism Tata steel conducted various activities to bring a change in the Society by trying to connect with the youth and kids of the city. Tata Steel employees helped to organize an origami session for the young kids in which they were given tips on re usage of waste, drawing session for the young kids, Special yoga session was organized for the house wives and school students, gym training session, music class, Art training camp and art and craft was organized for the youth, special dance learning session was organized for the bustee children at Kasidh area. Tata steel volunteers visited Anagwadi centre interacted with the children and distribute foods, stationaries and other necessities.

Tata Steel also focuses on women empowerment so through employee volunteerism they focus on empowering women living in bustee area. Sepical sessions like katha stich training session, swing cum embroidery training and mehendi rachna session for the bustee women was organized for the bustee women to make them skillful and earn their own living. A special beautician, stitching and bandhani session was organized by spouses of employees of Tata Steel, it was more of an interactive session and enhancing the skill of bustee women. Volunteers shared their time and encouraged and motivated them with few guidelines for their

livelihood. Tata Steel also celebrates International Women’s Day by organizing a session for all lady officers of the company.

Revamping Project of Community Centre

Tata Steel: Urban Services Department undertook a revamping project of their community centers across Jamshedpur. The report was submitted by Sunakshi Bajpai Executive (Livelihood) to Mr. Govind Madhav Sharan Head Special Projects, Urban Services.

Urban Services has 16 centers across Jamshedpur namely Sitaramdera, Bhalubhasa – Agrico & Ram Mandir, Sonari, Baghbeda, Adityapur, Kasidih, Baridih, Namda, R.D.Bhatta, Tuiladungri, Dhatkidih – Kadma Farm Road & ECC, Kadma and Kitadih.

The activities in these Community Centers focus on skill development- Beautician, Stitching, Mehendi classes, Handicraft classes. Recreation Dance – Kathak & Western dance, Health- Yoga, Zumba dance, Health check-up by TSFIF doctors (bi-weekly), Gym facilities, Education- Library, Drawing classes, Tuition classes for students till 12th standard in subjects like Mathematics, English and Chemistry, Bal Vikas classes, BPO training by Tata Business Sustainability Services, Sport- Cricket, Volleyball, Karate, Boxing, Taekwondo.

Responsibilities

- To manage the center and its activities.
- To maintain discipline and create a conducive environment.
- To analyze impacts, strengths and shortcomings of activities.
- To address issues of center staff and communicate it to higher management.
- To establish community, connect and increase participation of people in activities.

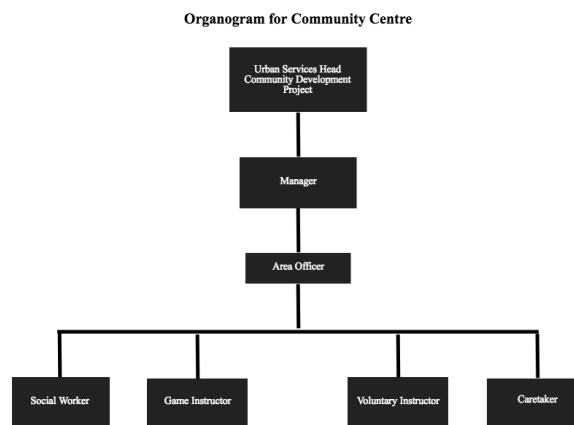


Figure 6: Organogram for Community Centre

Jamshedpur, April 27: Charles Borromeo, gold medalist at the 1982 Asian Games and Padma Shri, resigned as head of Tata Steel sports department on Wednesday over alleged irregularities in the tendering process for laying of the Rs 4.40 crore worth synthetic field track at the JRD Tata Sports Complex.

Charles Borromeo didn't turn up at his office on Wednesday and was unavailable for comment.

The former athlete decided to put in his papers following a raid by seven members of the Tata Steel vigilance department at his official chamber at the JRD Tata Sports Complex late Tuesday evening.

The vigilance team had probed the former athlete for almost an hour to know about the tender process for the track and also seized his laptop and some documents. They also checked Borromeo's drawer and the files in his office.

Earlier, the team members also visited Borromeo's office on Monday.

The 58-year-old Borromeo, whose superannuation was due in November, won the 800 m gold at the 1982 Asian Games in New Delhi and also went on to represent the country in the 1984 Olympic Games in Los Angeles.

Sources revealed that the company's vigilance department was probing about the alleged corruption in the tendering process for laying the track. Most of the materials used for laying the track were brought from USA, Germany and Portugal. Advance Development Sports, a New Delhi based company, and STI Group of Malaysia coordinated in laying the track at the sports complex.

The 400-meter synthetic track at JRD Tata Sports Complex was inaugurated on October 7, 2015 by the Director General of Sports Authority of India (SAI) Injeti Srinivas in the presence of former long-jump ace Anju Bobby George and Tata Steel MD TV Narendran.

Borromeo later joined Tata Steel as sports assistant in 1979 and participated in a number of track and field meets.

In 1982 he rose to the limelight. He topped the six-nation Athletic Meet in Mumbai, winning the Inter-State Championship at Kozhikode and also won the gold at the Pakistan National Games at Peshawar.

He won a bronze at the Peking International Games in China and toured Germany representing the Indian athletic team.

Figure 7: Article from the Avenue Mail

Researcher's Analysis: The article lays down the tough guidelines and rules that TATA follows as a conglomerate across its business division. Charles Borromeo, a gold medalist at the 1982 Asian Games and Padma Shri awardee was asked to resign from the post of head of Tata Steel sports department on allegations of financial irregularities. The vigilance team probed the former athlete regarding corruption charges on the tendering process for laying of the Rs 4.40 crore worth synthetic field track at the JRD Tata Sports Complex. Although, Charles Borromeo is a reputed sports personality, Tata took a tough and hard stance against the corruption allegations that were pointed on him. Tata known for its transparency and accountability proved its true worth by asking Charles Borromeo to step down and cooperate with the vigilance authority. Such strong stance of Tata helps the company to attract more goodwill and good image building.

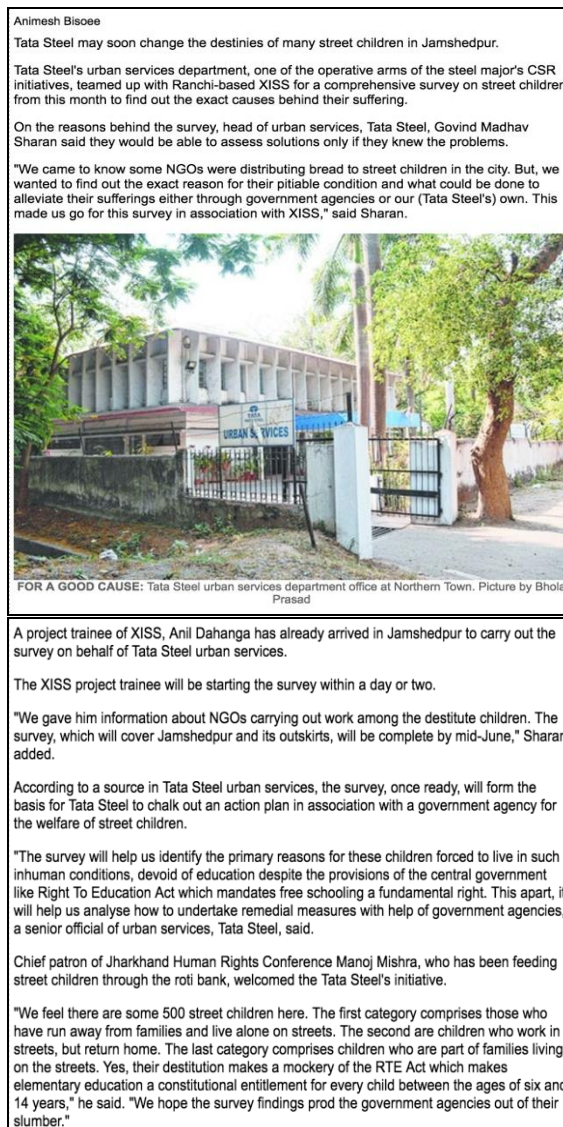


Figure 8: Article from The Telegraph

Researcher's Analysis: The article highlights the growing issue of destitute kids in Jamshedpur. Tata's Urban service department along with XISS aims to conduct a survey in order to identify the reasons behind street kids living in such inhuman conditions. The urban services department aims to work for the good cause by chalking out an action plan for the welfare of the destitute kids. As a part of corporate social responsibility initiative Tata urban services department along with the government agencies want to talk remedial measures. The article also points out the lack of effectiveness with regards to right to education act. Tata's move was welcomed by Manoj Mishra, who heads the roti bank initiative in Jamshedpur. The urban services department of Tata aims to work on the lines of roti bank. The article ends on positive note by creating a ray of hope among the readers that Tata along with other stakeholders will try to eliminate the issue of destitute kids and work towards the welfare and development of such kids.

Sohrai murals to enliven steel city

Antara Bose



Women paint on the walls of Beldih Club on Sunday. Picture by Bhola Prasad

Sohrai, a vibrant tribal art form that made waves at the Art in Industry national camp that recently ended in Jamshedpur, will make its presence felt in the form of wall murals before Founder's Day.

Jusco, which has already commissioned wider roads and metal sculptures, is now giving an opportunity to women Sohrai painters to showcase tribal art and get rid of drab or graffiti-riddled walls in the city, Beldih Club's boundary being the first public canvas in this endeavour.

The mural will have traditional Sohrai motifs of animals and flowers in bright colours.

Ten women artists whose traditional skills in Sohrai painting were brushed up at the Tribal Cultural Society, Tata Steel, at their centre at Jonragora locality near Parsudih on city outskirts, will do the work.

"We started this painting classes about a couple of years ago and with time we have observed that Sohrai artists have become experts. Therefore, we have tried to provide them with a platform wherever possible. With wall murals, it is huge because everybody in the town can have a look at their work. Women painters are getting a big opportunity to come out of their shell and work," said Urmila Ekka, secretary, Tribal Cultural Society, Tata Steel.

"At present, we have identified the boundary wall of Beldih Club. But, we will get Sohrai murals painted on two more stretches on the Sakchi-Boulevard road. Ideas have been sounded on United Club's boundary walls. There are seven roads that Jusco is widening. We plan to paint Sohrai at stretches to make the city more colourful," said Captain Dhananjay Mishra, Jusco town services.

For the wall paintings to stay beautiful and not peel off soon, Jusco will make a proper cement base for each. Artists are also sacrificing a traditional element - vegetable dyes - and taking up enamel paints for the public paintings to withstand the vagaries of weather, including monsoon.

Figure 9: News Article from The Telegraph

Researcher's Analysis: Sohrai, an art form that was exhibited at the Industry national camp in Jamshedpur, has turned out to be a great social initiative for Tata. The company has successfully implemented its plan in the city. Jusco, that ordered wider roads and metal sculptures, gave an opportunity to women Sohrai painters to showcase tribal art. The initiative got rid of dirty walls in the city. The mural has traditional Sohrai motifs of animals and flowers in bright colours. Tata steel through the tribal art form has helped in transforming the city of Jamshedpur by beautification of the walls. The entire initiative not just provide in a platform to the sohari tribals to showcase their talent, but also helped in bringing a positive make over to the public places, road side compound wall of Jamshedpur.



Image Source: [builtconstructions](#), [shabra](#)

Jamshedpur, a city in the state of Jharkhand, is setting an example when it comes to recycling Plastics and putting it to use. They are using plastic waste to construct roads. We have to keep in mind that plastics are non-biodegradable substance and is very hard to dispose of.

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Plastic waste is collected from across the city and brought to 10 collection centers. The waste is then broken down by shredding it to 2 mm to 4 mm before processing it further. Plastic waste is then mixed with Bitumen, an oil based substance, used as a common binder in road construction.

- * Jamshedpur Utilites and Services Company(Jusco), a subsidiary company of Tatal steel, has undertaken an initiative to use plastic waste for road construction in Jamshedpur.
- * Till now, 48 to 50 kms of roads has been constructed under this project.
- * Bitumen Technology(Dry Process) patented by Thiagarajar College of Engineering (TCE), Tirupparankuram, Madurai is being used on plastic waste to construct roads.
- * The roads constructured using this technology are of better quality and don't require maintenance in first five years.
- * Now, all the roads in Jamshedpur uses 20 to 30 percent plastic waste mixed with bitumen.
- * For every one km long and four metre wide road made using this technology, one tonne of bitumen costing Rs 50,000 is saved.

Jusco has recieved requests from many states for replicating the technology but JUSCO has no plans of commercialising this discovery, only to use it to serve society. Ambikapur, in the state of Chhattisgarh too has tried this technology.

No wonder, Jamshedpur is the 7th cleanest city in India.

Figure 10: News Article from the Logical Indian

Research Analysis: JUSCO, the civil utility wing of Tata Steel came up with an effective corporate social responsibility initiative and grabbed positive attention through effective public relations strategy. JUSCO is propagating the bitumen technology that uses waste plastic in order to construct roads. It has already constructed 12-15 km stretch of roads in Jamshedpur and widened around 22 roads using the environmentally-friendly technology. The article also highlights the responsibility that Tata Steel has taken towards the society by implementing effective plans and programs. The commitment that Tata has a company has towards the city of Jamshedpur can be attributed to the last few paragraphs of the article. JUSCO tries to make a point by signifying its environment friendly role towards the city by not commercializing its discovery. They also highlight that the main aim of the discovery is to serve the society and people of Jamshedpur and not aim to commercialize it for profit motives.

Expert Interviews

According to Nadhiya Mali who is the head of the corporate communications team and a senior manager of a reputed company in Mumbai has shared her expertise about Tata, CSR and its public relation strategy. According to her the brand Tata is defined on the basis of trust. The business diversification and choosing the right investment for revenue growth is the viable strategy used by Tata to contribute towards the economic development of the country. According to her, Tata follows a very calculated approach towards the media which lacks transparency and two-way communication effort. She thinks Tata needs to give more importance to their media planning strategies. She also holds the view that conglomerates like Tata do not depend on public relation strategies as they always maintain the low profile in the industry. According to her CSR and PR go hand in hand as they shape the image and goodwill of the company. She thinks that public relations in Tata is more of a communication strategy in order to build trust and reputation of a brand. Crisis like Tata Nano or Tata Steel lacked public relations efforts according to her. Several diversified acquisitions have been termed as aspiration of Ratan Tata rather than merely being growth opportunity. Overall Tata has not only contributed financially to the Indian economy but also created millions of job in the society. She concludes by stating that corporate communication and CSR are not the main strengths because they have a bigger brand name. According to Praveen Bose, Tata has its main strength drawn from its Corporate Communication and Corporate Social Responsibilities. The professionally run conglomerate has managed to earn a lot of respect for its social welfare programs. The interviewee feels that Tata gives a lot of consideration to its employees, this characteristic has helped the company to earn goodwill. Tata has a robust Public Relations machinery that always helps the company to eliminate negative news and concentrate on positive media coverage. This highlights the company's strong media planning strategies. Recently, the group has faced a lot of criticism faced a lot of criticism due to its internal power struggle. But, Tata has managed to come out of the crisis in a smart way by using effective Public Relations strategy. CSR has been part and parcel to the group's strategy. The group believes in sharing a part of its profit on CSR. Tata tries to ensure that a single message comes out of the group and that everyone from the group speaks a single language and gives a single message. The group ensures this by restricting access of media to its senior people, except through their PR team. All the top people are trained in media relations in the group. According to the interviewee, blaming the company alone for mishandling the Tata Nano crisis will be wrong, because the product in itself was not up to the mark and people's expectations. Tata has a strategy of letting issues not getting out of hand in the first place, at least in the media. It lets the issues die a natural death in media. The fallout from any of issues is often minimal on the group. Acquisition of various diversified brands has helped the company create a global footprint. One of the core reasons for effective strategic tackling of competitors by Tata has been its influential powers and hiring of talented workforce.

III. CONCLUSION

Tata Company extensively uses corporate communication and corporate social responsibility as their key public relation strategy. They also use these strategies for branding their product and positioning themselves in national and international market. The advertising tool of Tata Company helped a lot to manage their public relations strategy. Tata is known for its quality and services. Tata Company has used corporate communications and corporate social responsibility as their public relation strategies. They have handled their situation with the help of these two components of public relations. They have maintained their relation with their staff and clients by using corporate communication and corporate social responsibility. Tata Company believes in quality of the product and services provided by them. Tata Company give more importance to maintaining good relation with the staff inside the firm by providing them various facilities and maintain their goodwill in the market with their clients. They have very well maintained their crisis by immediately reacting to it. Tata's PR strategies also depends on their corporate communication goals on sustainable growth and the brand they are in the national and international market.

The study has helped in providing an alternative perspective to brand Tata. Through various communication and media theories, the researcher can draw a conclusion that Tata uses media tools effectively to create a positive impact in the society. But, these theories also provide us a perspective that Tata uses the concept of Agenda Setting, Opinion Leaders and Propaganda to create a good brand image and goodwill in the society. Tata controls the information that is passed onto the media by its top or middle level management in order to prevent the portrayal of bad image.

Corporate Social Responsibility has played a significant role in developing the brand image of Tata. For example, we can take into consideration the role and contribution of Tata Steel towards the development of Jamshedpur city. From development of infrastructure, hydroelectricity to providing housing, educational and medical facilities to their staff members. Tata has always developed its goods and service based on the consumer need and demand. The research and development process at Tata tries to meet new technology requirements by understanding consumer behavior. Tata being an conglomerate has an emotional appeal towards its customer. The consumers get connected to Tata products. The employees and staff of Tata is the main strength for the company, their efforts and dedication helps the company to pay back towards the society. The company is very focused and serious about its corporate social responsibility program. Through the means of effective corporate communicate we at Tata achieve our goals.

Tata has a century old legacy of working with the community. Tata have the experience of working in different areas, different situations, and using different approaches to achieve their objectives. This has given Tata the opportunity to fine-tune their processes and brought them towards a sustainable future. Other corporates, public sector undertakings and NGOs often go to Tata to study their processes. Tata is always happy to share their learnings and to learn from others, because they believe that if you network, you go a mile longer, and have greater reach.

Tata Steel doesn't shy away from collaborating with the government. Tata believes that if they have a better delivery mechanism than the government, and they have more funds than us, we should work together. When Tata spends money, they either create an asset in terms of a building, pump, school, house and so on, or improve the quality of life through programmes on adult literacy, TB treatment, empowering women, etc. If money spent does not create an asset or an improvement in the lives of the people, then the money is wasted.

Tata Steel also focuses on women empowerment so through employee volunteerism they focus on empowering women living in bustee area. Special sessions like katha stich training session, swing cum embroidery training and mehendi rachna session for the bustee women was organized for the bustee women to make them skillful and earn their own living. A special beautician, stitching and bandhani session was organized by spouses of employees of Tata Steel, it was more of an interactive session and enhancing the skill of bustee women. Volunteers shared their time and encouraged and motivated them with few guidelines for their livelihood. Tata Steel also celebrates International Women's Day by organizing a session for all lady officers of the company.

Tata Steel also conduct awareness programe in community centers and bustees like a mega cleanliness drive was undertaken in the bustee area to maintain hygiene and live in a clean environments, health awareness programme on HIV/AIDS, TB etc. Community people should be linked with government schemes through Awareness Sessions. Community Centers akin to places for People from very weak financial backgrounds. The quality of activities run in the community centers need to be drastically improved, so it can be a place attracting people from larger sections of society.

Tata Steel try to spread awareness through various awareness programe on social issues. Safety department conducts cleanliness drive in and around Jamshedpur in community centers, bustees, villages and different areas in the city. With the aim of Swacch Bharat Abhiyaan, employees of power system volunteered in cleanliness drive. Employees of Tata Steel with Brooms & masks cleaned the massive area of the bustees and

road edges. The idea was to spread awareness and encourage people about hygiene. The time spent in this initiative was indeed filled with pleasure and interest among the volunteers.

Tata as a brand has been defined on the basis of trust. The company follows a very calculated approach towards media planning. Corporate Social Responsibility and Public Relations go hand in hand as they shape the image and goodwill of the company. Tata has a robust Public Relations machinery that always helps the company to eliminate negative news and concentrate on positive media coverage. This highlights the company's strong media planning strategies. Recently, the group has faced a lot of criticism due to its internal power struggle. But, Tata has managed to come out of the crisis in a smart way by using effective Public Relations strategy. Several diversified acquisitions done by the Tata group under the leadership of Ratan Tata can majorly be termed as aspiration rather than merely being growth opportunity. The business diversification and choosing the right investment for revenue growth is the viable strategy used by Tata to contribute towards the economic development of the country. Overall, Tata has not only contributed financially to the Indian economy but also created millions of job in the society.

Tata as a conglomerate has managed to earn a lot of respect for its social welfare programs, since it gives a lot of consideration to its employees, this characteristic has helped the company to earn goodwill and loyalty. Corporate Social Responsibility has been a significant part and parcel to the group's strategy and policy making. The group believes in sharing a part of its profit on CSR. Tata tries to ensure that a single message comes out of the group and that everyone from the group speaks a single language and gives a single message. The group ensures this by restricting access of media to its senior people, except through their PR team. All the top people are trained in media relations in the group. Tata has a strategy of letting issues not getting out of hand in the first place, at least in the media. It lets the issues die a natural death in media. The fallout from any of issues is often minimal on the group. Acquisition of various diversified brands has helped the company create a presence in the international market.

Scope for further study

The ongoing tussle between Cyrus Mistry and Ratan Tata has grabbed a lot of eyeballs not just in the business and financial industry, but also in the media sector. Ratan Tata sacked Mistry in an abrupt manner. Out of the nine members in the Tata board, six had voted for the removal of Cyrus Mistry, whereas two abstained. Not just for the business insiders but also for the media planners it came as a shock. Currently the war of words has intensified post Tata's issue of a detailed statement that justified and clarified the reasons of why Mistry was removed.

After the sacking, Tata Sons are now trying to force Mistry out of the boards of various other subsidiaries of the Tata Group. It will be an interesting further study to identify the reasons of removal, understanding, crisis and managing through various media strategies.

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