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**BRAND BUILDING OF ORGANIZATION WITH
CORPORATE SOCIAL RESPONSIBILITY**

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Introduction

Since hundreds of years ago, many producers have used brands to distinguish their products. Good brands, besides strong brands adding value to companies to increase the corporate benefit, can positively affect the consumers' perception and preferences, specifying different tastes in the market. As a result, many international corporate brands have expanded to the whole world, from the Far East to Western Europe. The high reputations of the strong brands make them popular among different regions and countries. However, the trust of brands is threatened by social, environmental and health problems. Hence it has become imperative to measure the success of any company brand and to identify the effects of CSR on the company's growth. Depending on that some modifications may be suggested to the management for better organization. Hence in the first instance, it is necessary to have a measurement model.

When people associate with corporate brands, a series of brands may be mentioned such as General Motors, Coca-Cola, Pepsi, Adidas, Nike, etc. Brands have become an important tool for consumers to distinguish different products and tastes. Corporate branding power has been taken more and more concern among the market leaders. Almost all market leaders believe that 'strong brand names can have positive effects on consumer perceptions and preferences'¹⁴⁸. Brand influence can be explained by the economic curve. Consuming perfect competition, if every producer produces the same product in an industry, he must sell the product according to the same market price.

A study of microeconomics indicates that corporate branding, as a means of reflecting product differentiation, has a great influence on the consumers' perception and demand for products in the market.

Corporate branding is very important to consumers to choose their favourite products; in other words, the brand is a persona of the company, encompassing corporate qualities, values, and promises; however, the brand images are being threatened by environmental and social issues in recent years. Even many international corporate brandings with high reputations among consumers are also confronted with casualties. Shell was criticized by Greenpeace for its plan to dispose of a rusted and obsolete oil storage platform; Nike was also confronted with a fierce anti-corporate campaign because of the use of sweatshop labour. As a result, the images of brands are affected to an extent, and the social performance of the corporations is suspicious. Take Shell as an example, in a survey in 1996, 61% of UK respondents 'supported' or 'agreed with' Greenpeace, while 25% of respondents trusted the oil company; in the MORI's survey in 1997, when respondents were asked by the question 'how favourable or unfavourable is your overall opinion or impression of Shell?' more than half of people indicated 'unfavourable' or 'Neither/no opinion'.

Many international brands with high reputations have become objects of criticism for environmentalists. As a result, these brands are not being trusted by consumers. According to the MORI's survey in 2008, only 27% of consumers agreed that 'the profit of large companies help make things better for everyone who uses their products and services'. Meanwhile, half of the respondents opposed this opinion. However, the same survey in 1976 indicated that more than 55% of respondents achieved a positive opinion comparing 27% in 2008, and only about 30% of people disagreed with this idea. The image of corporate branding, especially that of large corporations, is deteriorating. Many consumers cannot associate brands with trust.

The corporation may make conclusions from Shell casualties such as it is not enough to just deal with the government policies and regulations, the corporations also should connect with environmental 'stakeholders', getting broader social approval; they may also get the lesson that they should keep that their decision and business performance more transparently; however, Lord Browne's words may indicate the core problem of the corporations. Sustainable development has become one important part of business strategies. Meanwhile, the conventional sustainability agenda focused on the attempt to harmonize the traditional financial bottom line with emerging thinking about the environmental bottom line¹⁵³ is turning into a more complicated agenda. Corporations must consider social factors in their business development, such as labour rights, and health problems. John Elkington in his book named it the 'triple bottom line,' including economic prosperity, environmental quality, and social justice.

Social responsibilities have become an important topic in the boardroom in many corporations, however, getting more financial benefits is usually a priority. For maximizing the benefit, corporations sometimes ignore social and environmental factors.

A large amount of external cost exacerbates social cost which induces a series of social problems such as health problems and human rights. As a result, the reputations of corporate brandings are affected badly. In the survey in 2002, 61% of respondents pointed out that 'large companies don't care about the Long- term environmental and social impacts of their action'.

Corporations should contribute to improving CSR and maintaining the trust of corporate brands among consumers. We have discussed that the brand is an important means to establish the reputation of a product. Meanwhile, consumers seem to be extra critical of the corporate social responsibility performance of a company when it represents a famous brand¹⁵⁴. Therefore, global brands such as Motorola, Nike, and Shell would confront great financial and trust risks if their brand names are associated with child labour, human rights violations, or health problems.

For dealing with this potential risk of brands, corporate brands may improve green consumerism by setting up or utilizing a series of green brands. Because the brands are taken as a tool to specify consumers' tastes, green brands can be used to change their taste in favour of less polluting and healthier products. On the one hand, corporations can create their green brands, reflecting firms' social performance and gaining a reputation for the firm; on the other hand, corporations may utilize the existing green brands offered by organizations and governments such as Germany's 'blue Angel' eco-labelling and EC eco-labelling. The appearance of green brands not only adds value to corporate brands but also improves corporate social performance and strengthens consumers' trust.

However, although the brands can help corporations to improve their social performance, green brands are focused on the products and services, which means that it gives little information in the production process. Therefore, corporate brands should strengthen their communication with the public by issuing ethical and social reports. For instance, General Motors published its social responsibility reports, covering issues like environmental impact, health, child labour, employee training, and technical innovation for improving environmental performance. Through the reports, the GM make public know what it did in social responsibilities, and what its target and plan are in the social aspects.

Besides, corporations should establish an advanced monitoring and audit system for keeping their subcontractors and suppliers meet minimum thresholds in social justice and sustainability. The related corporate policy was discussed and established in the boardroom, which would be integrated with government policy as the basic standard and guideline in corporate behaviour. The policies will go through the whole production process which is monitored and audited by the management system; green brands such as eco-labelling would be used to keep the trust of the corporate branding, guiding consumers' perception, and taste. The social report & ethics report, and audit report will be issued as a conclusion of corporate performance on social responsibility

in a certain period, which would be useful in improving corporate performance and strengthening communication with the public.

Need for the Study

Corporations are not important players in wealth and economic development and they are also partners in development activities in society. Corporates not only generated products and profits and develops the infrastructure and support the community for developmental activities i.e., education, water, sanitation, and roads etc. corporates have also started the concept of CSR to give back to society as a partner with neighbouring villages and Government for the development of the community. As a part of corporate governance and responsible organization, it does not only utilize the natural resource to generate the products they are started activities of environmental protection, energy activities etc.

The Amended Company's Act 2013 requires companies to undertake their CSR activities through a registered trust or society, a company, a subsidiary or associate company or otherwise, provided that the company has specified the activities to be undertaken and the modalities for utilization of funds as well as the reporting and monitoring mechanism. With the new company law ushering in fresh rules for CSR, it is mandatory to spend a minimum of 2% of the profit on CSR activities. The present study focuses on the CSR National Thermal Power Corporation which is running under the central government in Ramagundam of Peddapelli District in Telangana State and Hinduja National Power Corporation Limited, Visakhapatnam, Andhra Pradesh.

Sample Companies

The researcher has selected one public sector company i.e., NTPC, Ramgundam and one private sector company i.e., Hinduja National Power Corporation Limited, Visakhapatnam.

National Thermal Power Corporation

National Thermal Power Corporation (NTPC) is India's largest energy conglomerate with roots planted way back in 1975 to accelerate power development in India. Since then, it has established itself as the dominant power major with a presence in the entire value chain of the power generation business. From fossil fuels, it has forayed into generating electricity via hydro, nuclear and renewable energy sources.

NTPC is India's biggest power major with a total installed capacity of 43,143 MW including 17 coal-based and 7 gas-based stations, 7 Joint Venture Stations (Coal Based) and 8 renewable energy projects. It feeds a fourth of India's electricity needs, in other words, NTPC lights up every fourth bulb in the country. It is one of the most efficient power companies in India, having operations that match global standards. NTPC has been operating its plants at high-efficiency levels. Although the company has 17.73% of the total National Capacity, it contributes 25.91% of total power generation due to its focus on high efficiency.

Commensurate with the country's growth challenges, NTPC has embarked upon an ambitious plan to attain a total installed capacity of 128000 MW by 2032. Towards this goal, NTPC has adopted a multipronged strategy that includes Greenfield projects, Brownfield projects, joint ventures, and the acquisition of existing plants route. Besides, the corporation has also adopted a diversification strategy in related business areas such as coal mining, power trading, manufacturing etc., to ensure the robust growth of the company.

NTPC became a Maharatna company in May 2010, one of the only four companies to be awarded this status. NTPC was ranked 424th in the 2014 Forbes Global 2000 ranking of the World's biggest companies. NTPC is not only the foremost power generator; it is also one of the great places to work. The company is guided by the people before the plant load factor mantra which is the template for all its human resource-related policies. NTPC has been ranked as the 6th undertaking and large enterprise for the year 2014, by the Great Places to Work Institute, India Chapter, in collaboration with the Economic Times.

CSR Initiatives by NTPC

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

Hinduja National Power Corporation Limited

The Hinduja Group is a multi-billion-dollar global investment and banking group with a diversified global portfolio of holdings across the manufacturing services and banking sectors. The Group, founded by Shri P.D. Hinduja in 1914, has activities across three core areas: Investment Banking, International Trading and Global Investments. As part of its Global investments, the Group owns businesses in Automotive, Information Technology, Media, Entertainment & Communications, Banking & Finance, Infrastructure Project Development, Chemicals and Agribusiness, Energy, Real Estate and Healthcare. The Hinduja Group also supports charitable and philanthropic activities across the world through the Hinduja Foundation.

Hinduja National Power Corporation Limited (HNPC) is a Hinduja Group company to realize the ambitions of the Group in the Power Sector. HNPC is planning to create a power generation capacity of 10,000 MW over the next ten years at an

expected investment of \$10 billion across India. The total projected capacity will be a mix of thermal, hydro, nuclear and renewable energy.

As the first step in the power sector, HNPCL is setting up a 1,040 MW coal-based merchant power plant at Vizag in the district of Andhra Pradesh, India. The government of India and the Government of Andhra Pradesh are fully supporting the development of the power plant. The need for this project comprising the building of 2x520 MW coal-fired units has been identified by Andhra Pradesh State Electricity Board (APSEB). This is based on the continually rising demand for electricity in Andhra Pradesh and, more specifically, rising industrial demand in and around the city of Visakhapatnam. Apart from the host State, the project will primarily cater to the growing power needs of the Southern Region, which includes some of the fastest-growing economies in the country. HNPCL would also like to expand its capacity in future.

The site is located on the coast of the Bay of Bengal at Pavalavasa, Parawada Mandal, Visakhapatnam District in the State of Andhra Pradesh. The project has achieved certain key milestones and is moving at a fast pace. The company is headquartered in Mumbai with its registered office in Hyderabad.

CSR Initiatives by HNPCL

The core verticals of the Foundations' activities are Education, Healthcare, Promotion of Arts and Culture, Sports, and Social Welfare. Of these, the areas of sharp focus are Education and Healthcare which were held by the Founder to be the fundamental rights of every human being. The Hinduja Foundation is the 'umbrella' trust for the various philanthropic organisations of the Hinduja Parivar.

The methodology was adopted to achieve the objectives of studying various concepts and definitions of CSR given by experts in different dimensions. The uniformized concept and the parameters were identified.

Objectives of the Study

The following are the sub-objectives of the study.

1. To understand the important trend and progress of the power sector in India as a whole.
2. To know the conceptual framework of CSR
3. To study the policies and practices of the power sector concerning CSR.
4. To examine the CSR practices and their implementation in the sample unit.
5. Understanding the impact on the company image/brand image with CSR activities.
6. To offer suggestions for the effective implementation of CSR policies and conclude.

Hypothesis

1. The organizational CSR impact and activities influencing the organization and the surrounding areas of the organization
2. The process and practice for CSR implementation.
3. CSR activities as a component of improving the image of the organization, which leads to Organizational development.

Research Methodology

For the present study, the researcher has collected data from primary and secondary sources. The primary data was collected through a questionnaire, observation method, and various perception and performance measurement tools. After obtaining the information through the questionnaire, a few respondents were interviewed to assess the accuracy of the information collected through the questionnaire. Further, there were a few questions in the questionnaire, which could not be answered by the respondents possibly due to a lack of knowledge on their part. While collecting the questionnaires from stakeholders they expressed their views, which are not included in the questionnaire, are also incorporated in the findings.

The secondary data were gathered through published and unpublished theses and dissertations, periodicals, journals, books, newspaper clippings, official and non-official websites, and official and non-official documents respectively. For the data analysis, various sample statistical tools have been used such as percentages and tabulation, etc., wherever the data fit into the discussion.

The study covered 240 sample respondents selected 160 from NTPC and 80 from Hinduja project-affected villages of NTPC, Ramagundam, Telangana State namely Allur, Anthargaon, Elakalapalli, Kundanapalli, Lingapur, Medipalli, Malkapur, Malyalapalli, Maredupaka, Moghulpahad, Poratpalli, Ramagundam, Julapalli, Kannala, Penchikelpet and Ranapur respectively. Regarding the Hinduja National Power Corporation Limited, Vishakhapatnam, Andhra Pradesh respondents namely Deveda, Pedavalasa, Chinnapalem, Nadupuru, Bayyavaram, Kantakapali, Jaggayyapalem and Gangavaram.

Observations of the Study

The selected organizations NTPC and HNPCL, are having CSR structures in their organizations at their headquarters. In the era of commercials, everybody wants some benefit for their work/activity. In that way, all organizations have their credibility and image in society through their CSR activities. In the opinion survey, an average of 88.75% of respondents positively responded towards this activity followed by 5.60% against these activities and 5.61% are natural. It can also observe, regarding the NTPC, an average of 88.57% of respondents rated positively to NTPC, 5.71% negatively and 5.71% neutral. Whereas regarding the HNPCL, 89.18% of respondents rated positively, 5.38% negatively and 5.43% neutral.

It is observed that, out of the total respondents, 88.33% have given in a positive rating to both companies, of which 88.12% to NTPC and 88.75% to HNPCL regarding positive environmental pollution control.

Out of the total respondents, 85.39% have given in a positive rating to both companies, of which 85.63% to NTPC and 85% to HNPCL towards Environmental care of Solid Waste Management respectively.

Out of the total respondents, 84.98% have given in a positive rating to both companies, of which 88.75% to HNPCL and 83.11% to NTPC towards the development of the green belt.

Out of the total respondents, 91.65% have given in a positive rating to both companies, of which 91.71% to NTPC and 91.25% to HNPCL towards energy saving.

Out of the total respondents, 85.81% have given in a positive rating to both companies, of which 86.25% to HNPCL and 85.63% to NTPC toward rainwater harvesting.

Out of the total respondents, 92.47% have given in a positive rating to both companies, of which 94.39% of NTPC and 92.5% to HNPCL towards improved awareness among people towards safety and the environment.

Out of the total respondents, 91.4% have given in a positive rating to both companies, of which 91.25% of NTPC and 81.71% to HNPCL towards greenery, water levels and general environment activity.

Out of the total respondents, 85.81% have given in a positive rating to both companies, of which 86.25% of HNPCL and 85.63% of NTPC towards Support to Primary/Secondary education.

Out of the total respondents, 91.65% have given in a positive rating to both companies, of which 91.71% of NTPC and 91.25% to HNPCL towards scholarships to students.

Out of the total respondents, 91.65% have given in a positive rating to both companies, of which 91.71% of NTPC and 91.25% to HNPCL towards infrastructure to schools/colleges.

Out of the total respondents, 91.65% have given in a positive rating to both companies, of which 91.71% of NTPC and 91.25% to HNPCL towards Furniture, Play Equipment etc., to Schools/Colleges.

Out of the total respondents, 92.47% have given in a positive rating to both companies, of which 94.39% of NTPC and 92.50% to HNPCL towards Training provided to Students.

Out of the total respondents, 92.49% have given in a positive rating to both companies, of which 92.51% of NTPC and 92.50% to HNPCL towards providing hostels and maintaining.

Out of the total respondents, 92.48% have given in a positive rating to both companies, of which 92.51% of NTPC and 92.50% to HNPCL towards the Special School buildings for physically challenged persons for their educational development.

Out of the total respondents, 92.47% have given in a positive rating to both companies, of which 92.50% of HNPCL and 94.39% are to NTPC towards providing health checkups.

Out of the total respondents, 91.65% have given in a favourable rating to both companies, of which 91.71% of NTPC and 91.25% to HNPCL towards providing treated water supply.

Out of the total respondents, 85.81% have given in a positive rating to both companies, of which 86.25% of HNPCL and 85.63% of NTPC are toward providing health care centres.

Out of the total respondents, 59.99% have given in a positive rating to both companies, of which 70% of HNPCL and 54.99% to NTPC towards providing blood blanks.

Out of the total respondents, 92.48% have given in a positive rating to both companies, of which 92.69% of NTPC and 92.50% to HNPCL towards providing mobile clinics.

Out of the total respondents, 85.81% have given in a positive rating to both companies, of which 86.25% of HNPCL and 85.63% of NTPC towards Support & Associate with Special Care Hospitals.

Out of the total respondents, 85.81% have given in a positive rating to both companies, of which 86.25% of HNPCL and 85.63% of NTPC towards socio-cultural development.

Out of the total respondents, 91.65% have given in a favourable rating to both companies, of which 91.71% of NTPC and 91.25% of HNPCL towards the encouragement of self-employment schemes.

Out of the total respondents, 91.65% have given in a positive rating to both companies, of which 91.71% of NTPC and 91.25% of HNPCL towards encouragement and sponsoring sports events.

Out of the total respondents, 91.65% have given in a positive rating to both companies, of which 91.71% of NTPC and 91.25% of HNPCL towards Training Programs for Men and Women.

Out of the total respondents, 92.49% have given in a positive rating to both companies, of which 92.51% of NTPC and 91.50% of HNPCL are towards the development of roads.

Out of the total respondents, 91.64% have given in a positive rating to both companies, of which 91.71% of NTPC and 91.25% of HNPCL towards provided water tanks.

Out of the total respondents, 85.81% have given in a positive rating to both companies, of which 86.25% of HNPCL and 85.63% of NTPC towards the construction of Bridges.

Out of the total respondents, 85.81% have given in a positive rating to both companies, of which 86.25% of HNPCL and 85.63% of NTPC are towards construction drainages.

Out of the total respondents, 91.65% have given in a positive rating to both companies, of which 91.71% of HNPCL and 91.25% of NTPC to the construction of function halls to perform social functions.

The overall result shows that both NTPC and HNPCL are the best CSR. It is corresponding to our assumption considering the relative importance of the five main criteria of Environmental Care, Education, Healthcare, Community development and Infrastructure Development to their brand building.

Suggestions

Survival of any business or industry is based on their activities of sale of goods and services to the subjects in the society. Different social classes of people exist in society. Hence the benefits of growth in business/industry shall necessarily reach all sections of the population in society. Otherwise, the class of people who were suffering from discrimination will resent the very existence of such businesses. CSR should mean sharing prosperity with the Entire Community/Society at large. Following are some of the researcher's suggestions for good CSR:

All industry businesses shall have a definite policy for Environmental Protection (for example Energy savings to reduce Global warming). All industries and businesses shall budget for a certain per cent of their earnings to the Community (for example every citizen pays a certain per cent of their earnings to the Parish/Church in UK and USA for community activities. MICROSOFT is one corporate who have the largest budget in the world for community activities). As per government guidelines funds, the allocation for CSR is 2% of the profit. As per the researcher's opinion, the per cent should be of their turnover. The Industries/Businesses which pollute the Environment for their PROFIT shall have a mandatory (as against voluntary) allocation of funds for Making good the Loss caused My suggestion is that the Government may have a separate Tax (PollutionTax)forallsuchindustriesandusetheamountforcommunity welfare through NGOs. More and More community participation programs can be organized through CSR programs, especially de-addiction programs. Encourage rural youth to higher studies and other equipping them to go beyond their normal place of stay in

connection with employment. Any development depends on education. In my opinion, CSR activities should focus more on education and its development. CSR funds can be utilized in the surrounding villages and should include activities like sponsoring sports events, cultural activities, events aimed at heritage protection etc. In my opinion, more and more monies are to be spent in tribal and rural areas. The comprehensive report of CSR activities including the impact of such activities is to be given in the Annual Report of the Companies. CSR should not be just charity by the corporate but it should be the culture imbibed in every activity and every employee of the company. CSR should be embedded in the Core Values, Vision & Mission of every organization. Corporations are to adopt the new villages after the development of old villages and ensure complete focus on them. Corporations should put more focus on healthcare i.e., constructing Hospitals and maintaining them in rural and tribal areas. Trade unions should be discouraged from framing CSR policies as their perceptions are limited and focus on employee welfare. The organization should only exit from any CSR projects after a thorough impact study when the deliverables of the project with time frames are achieved or else, they should continue participation till such achievement.

Conclusions

From the topics discussed above, it can be understood that there must be a model to measure the amount of work done by any organization towards corporate social responsibility. Further, it makes companies know how much they are contributing to society through CSR in their brand building. Although the term CSR may provide a general framework to describe the responsible behaviour of a business and its social involvement. However, it is still problematic to find a commonly accepted definition of CSR, not to mention the evaluation of CSR. But, evaluating CSR is not only important for researchers to investigate the relationship between different organizational variables and CSR but also crucial for stakeholders to employ social responsibility information during their decision-making process. Therefore, in the first chapter, an understanding of the CSR concept by reviewing the evolution of the definition of CSR over time and in the second chapter a review of the literature is given, whereas chapter three provides the profile of the selected companies/organizations. The existing empirical efforts addressing the evaluation or measurement of CSR have been discussed in chapter four examine. A new methodology for the measurement of CSR is proposed and implemented in Chapters 4 and 5, and the main field study observations and results have been discussed. The summary and suggestions have been presented in the fifth chapter.

All the studies have covered various aspects of CSR from different perspectives. Some are based on definitions and some are based on theories and models of evaluating the measuring of CSR contributed by the organizations to society. Studies on this topic of CSR are very limited. Though several studies have been conducted, still there is a scope for further research. Different studies have revealed corporate experiences at various places. The comparative analysis of selected companies deserves special attention on the environmental aspects of the companies that need further study. The sustainability of the business and CSR also need a focus for further research.

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