



CSR AS A MARKETING TOOL – A CASE STUDY OF TATA MOTORS

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Abstract

CSR has a broad spectrum in today's era where the entire world is concerned about climate change, saving our environment, and protecting the society and making it a better place for people. CSR activities help a company to grab the attention of the target audience and enhance the brand image in the society. Companies are putting more emphasis on social responsibility, whether they are fighting for women's rights, preserving the environment, or making efforts to eradicate poverty on a local, national, or international scale. From an aesthetics standpoint, socially responsible businesses present more appealing images to shareholders and consumers alike, which benefits their bottom lines. Companies and consumers may both use social responsibility as a platform to positively influence local and international societies. Businesses that launch a social responsibility programme consistent with their principles stand to gain more loyal and devoted customers. From traditional media to digital media, the brands are sharing their CSR activities to connect with the audience and make them feel valued. Companies and consumers may both use social responsibility as a platform to positively influence local and international societies. Businesses that launch a social responsibility programme consistent with their principles stand to gain more loyal and devoted customers. According to research, 87% of American customers are more inclined to purchase a product from a company that promotes a cause they are interested in, and 76% would refrain from doing so if they learned that the firm backed a cause that went against their personal values. In this research paper, a case study of one CSR campaign by Tata Motors has been discussed and then relating the CSR activity as a tool of marketing by considering secondary data.

Key words: Corporate Social Responsibility, Brand Image, Marketing Communications, Consumer behaviour, Media management

Introduction:

The concept of corporate social responsibility (CSR) holds that businesses should contribute to the community and start taking the environment and society into consideration when making decisions. It is strongly related to sustainability since it generates benefits for the economy, society, and environment. All three concentrate on non-financial aspects that businesses, big and small, should take into account when making choices. Corporate Social Responsibility (CSR), which was introduced with the 2013 Companies Act, has become a corporate buzzword in India. The Act required private firms to donate to social welfare for the first time in the nation's history. According to it, all businesses must invest at least 2% of their yearly earnings if their net worth is greater than Rs 500 crore, their revenue is greater than Rs 1,000

the Act also requires businesses to form a CSR committee to monitor expenditures. Corporate Social Responsibility (CSR) has developed significantly since it was first perceived as a pleasant thing to do, a must for a prosperous business. The outlook of CSR activity has changed immensely and nowadays, companies utilise CSR as a marketing tactic to enhance their brand image. The brands are using CSR as a tool to maintain a positive image in the society where the entire world is moving towards saving mother earth and taking care of the under-privileged in the society. CSR campaigns, advertisements, and other related activities get immense exposure from media and expanding the purpose of CSR. CSR is not only considered as a duty of a company, rather it is an essential element in the business domain to get the attention from shareholders, customers, and media. To support the cause, the nations are taking initiatives such as COP26, Geneva Convention,

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etc. to aware the companies about climate and how they can protect our surroundings from further pollution. The climate change, maintaining global health, and other environmental activities are top priorities now and involvement in these domains to make a change in the society have become very familiar in CSR programme in today's era. The dynamics of CSR activities have changed in an absolute new direction and each company focuses on CSR activity with intense precision and strategies to gain competitive advantages in the market. When a brand is trying to create a positive footprint in a rigorous market, that distinctively implies that the brand is solely highlighting an activity that can bring advantage for the reputational purpose of it and it's the basics of marketing. Businesses must get ready for upcoming demand patterns earlier than ever if they want to keep up. According to studies, customers are more inclined to purchase goods from well-known brands. Businesses are given the chance to pinpoint the flaws in the society to which they belong. The trend towards social responsibility hasn't gone ignored in recent years, and an increasing number of companies are attempting to take advantage of it by launching CSR programmes and paying greater attention to sustainability-related concerns.

Literature Review:

Silvia-Ştefania MIHALACHE published a paper named "CSR – A MARKETING TOOL?", where using secondary data analysis of select firms' annual reports, he looked at the contributions in emphasising the nature of the relationship between CSR and marketing. Businesses that frequently use the annual report as a marketing or communication tactic for the voluntary disclosure of non-financial information to their various stakeholders, including shareholders, staff members, buyers, suppliers, media, and government, as well as to develop a specific brand image for the organisation, even though the report can occasionally be a financial one. The paper tried to give an answer whether CSR is only a mere responsibility of every business or it is beyond that and more specifically promoting a business by creating a positive image. From the globalisation context, betterment of environment and society is primary focus in today's era. Corporate social responsibility (CSR) is a new idea and the European Commission defines CSR as "businesses' voluntary decision to contribute to a healthier society and a cleaner environment... moving beyond compliance and investing in human capital, the environment, and stakeholder relations." The researcher has established a relation between CSR, marketing, and communication and CSR has been seen as an effective marketing technique for getting the competitive advantages a firm needs to be on top. The paper established that perceptions, attitudes, behaviours, feelings, and views of an individual or of a group are frequently influenced by or altered through communication. This implies that businesses strive to affect people's behaviour through their communication strategies, and they utilise the CSR annual reports to influence stakeholders' perceptions of the business or to change their minds about the organisation.

Anne Ellerup Nielsen & Christa Thomsen conducted a research on CSR from corporate communication perspective. The essay discusses the idea of CSR communication and evaluates the strategic and operational CSR communication principles that have been extensively embraced in connection with marketing and PR strategies. The article followed secondary research methodology and investigated the streams and themes which are solely

dominating CSR management and CSR communications. The goal of CSR communication is to improve organisations' reputation among their customers, workers, and other stakeholders; this goal is shared by corporate communication. Research on CSR communication focuses on the idea of CSR communication as well as how to apply CSR communication. Central concepts of this paper was inside-out communication, stakeholder discussion, and endorsement that emphasise the necessity for businesses to devote attention to communication channels.

J.C. Sanclemente-Téllez Published one paper that highlights specific directions of CSR in marketing. It is necessary to draw differences between social marketing, cause-related marketing, and CSR in this context. In light of this, it may be said that social marketing, charity, or patronage represent the company's awareness from a particular angle of the issues affecting society. Contrarily, the CSR is a long-term commitment made by the corporation and it is having an increasing impact on how the corporate strategy is designed. According to this marketing study on CSR, the discipline has evolved from a broadening (Years 60) to a strategical management of CSR that aims to achieve distinction, resulting in a closed market approach to the management of connections and to advantages for all stakeholders to substantially enhance the financial performance of organisations that undergo precise CSR initiatives connected to marketing. Moreover, categorisations of the connection between the two ideas described herein serve as a tool in marketing, demonstrating that the corporate world and their theoretical and even practical linkages to CSR play an important and dominating role in society.

In one article named "CSR & Green Marketing" Dr. Bhuvnender Chaudhary and Saurabh Tripathi talked about green marketing that incorporates a broad range of activities, including product modification, changes to the production process, packaging changes, as well as modifying advertising. The paper studied four P's of marketing that includes product, price, place, promotion and how these elements can be changed accordingly to incorporate them in CSR activities of a company. The advantages of green marketing and how it can be associated with environment marketing was being discussed in this paper and here, green marketing is reflected as a systemic change in society that includes consumers, producers and the general commercial structure within which they negotiate.

Discussion:

From the literature review, Corporate social responsibility, or CSR is a type of self-regulation that demonstrates a company's accountability and commitment to advancing the social and environmental well-being of communities and society. CSR is important for a company's reputation, appeal to clients, staff, and investors, as well as for retaining top personnel and achieving total commercial success. The four different CSR activities that a corporation might use are volunteer work, charitable work, ethical labour practises, and environmental initiatives. Success in company extends beyond profitability, pace of expansion, and brand awareness. Customers, workers, and other stakeholders evaluate a business today based on how its operations affect the local community, economy, environment, and society at large. By its concern for the larger good, as opposed to just more profit, in other words. Corporate social responsibility initiatives are a means for businesses to express their position on the issue. It's becoming

more and more crucial for businesses to project an image of social responsibility. When selecting a brand or business, consumers, workers, and stakeholders place a high value on CSR. They also hold businesses accountable for bringing about social change through their values, operations, and profits. The 2021 Millennial and Gen Z Survey by Deloitte found that high impact, diversity, and culture are more important to the modern workforce than financial rewards. According to estimates, 49% of Gen Zers and 44% of millennials base their decisions on the sort of job and company they would join on their own ethics. Even more so, 70% of the respondents to the Porter Novelli Purpose Tracker 2021 research said they wouldn't work for a business without a clear purpose. A firm that considers CSR seriously also conveys to partners and investors that it is interested in both short-term and long-term prosperity. Environmental, social, and governance (ESG) indicators, which assist external analysts in quantifying the company's social initiatives and are increasingly important for investors, work hand in hand with CSR.

Following an amendment to the Companies Act, 2013 in April 2014, India became the first nation in the world to mandate corporate social responsibility (CSR). As part of any CSR compliance, businesses might allocate a portion of their revenues to causes including hunger, gender equality, poverty, and education. The most successful CSR strategies make sure that businesses respect the environment and underprivileged groups while still adhering to legal requirements. Involving initiatives that a firm can maintain without having a detrimental impact on their commercial objectives, CSR should also be sustainable. Indian businesses have been fairly wise in embracing CSR activities and incorporating them into their operational procedures. It has gradually gained prominence in the Indian corporate environment as firms have realised how crucial it is to develop ties with the society at large in addition to expanding their enterprises. Nowadays, businesses have distinct departments and teams that create tailored goals, plans, and budgets for their CSR initiatives. These initiatives are frequently predicated on well defined social views or are carefully matched to the organisations' industry. Since the introduction of the CSR clause in 2014, corporate India has greatly boosted its CSR investment. Companies contributed US\$1 billion to CSR activities in 2018, which is a 47 percent increase over the amount they did in 2014–15, according to a study. Listed firms in India invested INR 100 billion (US\$1.4 billion) in a range of initiatives, including healthcare, education, and environmental preservation. CSR contributions to the Prime Minister's Relief Fund also increased by 139 percent in the previous year. Hunger, poverty, and healthcare got the next highest amounts of financing (25 percent), followed by environmental sustainability (12 percent), rural development, and education (38% of the total) (11 percent). Sports, the military, and initiatives aimed at alleviating inequality showed minimal progress. The rise of CSR trend in India has brought revolutionary change among the large to small sized brands. Among the examples, there are always names like Tata Group, Ultratech Cement, ITC Group, Mahindra & Mahindra, etc. those the dominating the Indian market and creating an image in Indian landscape. The traits of CSR activities done by the above-mentioned brands are as follows:

1. Tata Group:

The guiding principle of Tata Projects CSR Initiatives is "Genuine upliftment, not generosity." It actively promotes the improvement

of rural, isolated communities that are disadvantaged, with an emphasis on marginalised communities. The following theme areas are covered by the activities: education, livelihoods and skill development, rural development, water and sanitation, healthcare and strengthening services. For their holistic development and encompassing growth opportunities in the areas including I Education, (ii) Health & Hygiene, (iii) Skill Building and Livelihood, (iv) Water, with Affirmative Action being cross-cutting themes, Tata moves forward with a mission to interact with societies and key stakeholders in the proximity of business and project sites or as specially identified. The Tata Group's vision is to be seen as a proactive and responsible organisation that collaborates with stakeholders for the social change of targeted areas through long-term community development programmes.

2. Ultra tech Cement:

The largest cement manufacturer in India, Ultra tech Cement, engages in social activities in 407 villages around the nation with the goal of fostering sustainability and independence. Its CSR initiatives prioritise social welfare, education, infrastructure, healthcare, and family programmes, as well as social welfare, the environment, and sustainable livelihood. The organisation has set up medical clinics, vaccination campaigns, sanitization campaigns, plantation drives, school enrolment campaigns, water conservation campaigns, industrial training programmes, and organic agricultural initiatives.

3. ITC Group:

ITC Group has been concentrating on developing sustainable livelihood and environmental protection initiatives. ITC Group is a conglomerate having commercial holdings in the hotel, FMCG, agriculture, IT, and packaging industries. Through its CSR initiatives, the firm has been able to create chances for six million individuals to live sustainably. Over four million farmers are served by their e-Choupal initiative, which connects rural farmers to suppliers of agricultural products online. Its social and agricultural forestry initiative helps farmers create pulpwood plantations out of wasteland. Over 40,000 rural women now have sustainable means of sustaining their lives thanks to social empowerment initiatives that use microbusinesses or loans.

4. Mahindra & Mahindra:

Mahindra & Mahindra (M&M), an Indian automaker, founded the K. C. Mahindra Education Trust in 1954 and the Mahindra Foundation in 1969 with the intention of advancing education. The company's primary area of concentration is on educational initiatives that support communities who are economically and socially disadvantaged. Its CSR initiatives fund programmes for disaster assistance, rural healthcare, livelihood training, water conservation, and scholarships. M&M manages initiatives including Nanhi Kali, which focuses on females' education, Mahindra Pride Schools, which offers industrial training, and Lifeline Express, which provides healthcare in rural regions.

So, it is crystal clear that each company follows certain guidelines and patterns to create CSR campaigns and strategize it to achieve its goals. In this paper, one such CSR campaign by Tata Group has been considered to study and evaluate the CSR campaign.

The CSR initiative Arogya by Tata Motors was aimed at reducing child malnutrition and increasing community knowledge of health issues, particularly among women. Another issue that the programme Amrutdhara seeks to solve is access to clean water. Positive changes have been seen in these communities' knowledge, attitudes, and behaviours around health and sanitation as well as the wellbeing of the malnourished children over time. It is an initiative by Tata Group to provide a better future to the poverty-stricken children and look after a social cause.

In India, more than 33 lakh children are underweight, and more than half of them are seriously underweight.

There are 15.46 lakh children who are moderately acutely malnourished (MAM) and 17.76 lakh who are severely acutely malnourished (SAM). The states with the highest percentage of underweight children are Gujarat, Bihar, and Maharashtra. The company's mission is to combat child malnutrition between the ages of birth and six in order to create a stronger and healthier today and tomorrow for India's children. Tata Motors focuses on behaviour modification and awareness raising in the community in addition to supplementing meals and giving nutritional supplements to malnourished children in order to achieve maintained health. Additionally, Tata Motors offers both preventative and curative health care services to mothers and their newborns. If the community is sufficiently informed and initiatives that focus on a child's first or "golden 1000 days" are implemented, malnutrition and related problems can be avoided. Tata Motors has implemented a comprehensive strategy in Pune and Sanand to help undernourished youngsters acquire a healthy condition over time using both clinical and psychological techniques. Nearly 600 undernourished kids in Pune receive nutritional supplements every year under the team's supervision, while 200 kids in Sanand see improvements in their lives. Sanand attained 100%, while 95% of the undernourished youngsters in Pune improved their health over time. The strategy in Pune was examined along with the SNEH Foundation, and it was determined that the current interventions needed to be layered further via awareness raising and preventive health care services in order to change the knowledge, attitude, and practises of the families of malnourished children as well as the community throughout the defined geographic area of the project, the Pimpri Chinchwad Municipal Corporation-PCMC area. Anganwadis were used to increase families' and communities' knowledge, attitude, and behaviour (KAP) on breastfeeding, dietary practises, family planning, water access, sanitation, and hygiene (WASH), and government initiatives to enhance maternal and infant health. Mothers who attended the seminars led by Anganwadi Sevikas were encouraged to increase breastfeeding duration and adoption as well as prepare Ready-to-Use Supplementary Food (RUSF) at home. Mothers were educated on the value of family planning, vaccines, and WASH practises to ensure the health of their babies and young children. The team from Pune focused on seven slums in Lohiya Nagar, Tadewala Road, Janawadi, Kasewadi, Kasarwadi, Ota Scheme, and Bhat Nagar in Pune, and in Pimpri-Chinchwad. Ota Scheme, Tadewala Road, Janawadi, Kasewadi, and Pimpri-Chinchwad Kasarwadi. An output research was carried out over two years to determine the relationship between malnutrition and raising awareness. The study's sample size consisted of 10% of the overall beneficiaries enrolled and 100% of the households enrolled in the malnutrition initiative. A few years ago, Tata Motors launched their malnutrition programme in Sanand in cooperation with Manavseva

Trust Sanand. A total of 200 kids from 71 Anganwadis were covered in 2021–2022. The programme included the distribution of medications, health screenings for children and pregnant mothers, mothers' meetings, as well as education sessions for teenage girls on the laws against child marriage, the childbearing gap, and food demonstration at all 71 Anganwadis in the Sanand block.

Tata Motors also took initiative to provide free COVID-19 vaccine to the underprivileged Indians. Under this programme, over 190 crore COVID-19 vaccines have been administered in India, 87 crore Indians are fully vaccinated, over 94% of India's adult population has received the first dose of the Covid vaccine and over 80% have received the second dose, and 63.0% of the country's population has been vaccinated against 60% worldwide. Tata Motors established the goal that no eligible individual in its communities will go without receiving a COVID-19 vaccination as a result of its commitment to inclusion. 100% vaccination of the areas surrounding TML's activities required careful resource deployment, coordination with government initiatives, and a quick rollout in order to be successful. To fill gaps in their programmes and scale up their efforts, Tata Motors combined its efforts with those of local governments rather than taking a stand-alone strategy. Mobile vaccination vans were introduced, providing mobility and expanding the reach of India's immunisation programme, where Tata Motors works, to close a crucial access gap to distant regions.

Under this Arogya CSR campaign, Tata Motors took a step forward to make India an educated place. With more than 8.5 million instructors, more than 1.5 million schools, and 250 million students from various socioeconomic backgrounds, the Indian education system is one of the biggest in the world. Due to school cancellations brought on by the epidemic, 250 million pupils were negatively impacted. It brought about a number of difficulties in both public and private schools, such as an increase in dropouts, learning losses, and the digital divide. In 2020–21, the percentage of kids who aren't in school yet rose from 2.4% to 4.6%. After the epidemic began, Tata Motors decided that rather than let any kid from its communities to be denied access to school, it would collaborate with its stakeholders, set ambitious targets, choose unusual detours, and make use of digital platforms to make sure its activities continued uninterrupted. The effort put in in doing so created chances to quickly scale up its programmes. Through focused programmes and activities, Tata Motors is implementing its multifaceted educational strategy with an emphasis on raising secondary school students' learning levels. The company offers specialised coaching sessions for students in Standard IX and X as well as preparation for the entrance exams for engineering and medicine. Each of these aims to bridge gaps in infrastructure and educational quality in Government-run public schools. Under this CSR campaign, Tata Motors also provided free coaching sessions before exams, scholarships, and other empowering measures to make India a better place.

The entire Arogya campaign was featured in many newspapers and both the traditional and digital media draw the attention of publics and shareholders. The company has been hosting workshops for pregnant and nursing mothers, offering a nutritious breakfast, and organising awareness campaigns to lower the risk of malnutrition, according to news reports. The entire programme not only looks after the kids till their health improves but also makes sure that any necessary treatment is provided after that. These kids receive milk

and multivitamins thanks to the local anganwadis. Even for malnutrition treatment facilities, Tata Motors was a pioneer in institutionalising the public-private partnership (PPP) approach (MTC). As a result of this model's success, the state government duplicated it in other states including Jharkhand (at 87 centres) in FY 17–18. Even the International Children's Emergency Fund of the United Nations acknowledged the project (UNICEF). Other reports also featured Arogya CSR activity and shared certain stories from the people under Arogya programme. One-year-old Sanvi Sakpal is a child with the medical ailment "Thalassemia Major," which need monthly blood transfusions. She was a Mahabaleshwar native who sought treatment for thalassemia at Lokmanya Tilak Municipal General Hospital (LTMGH) in Dharavi, Mumbai. However, because she was also under-weight, she was transferred to NRRTC. She was classified as having severe acute malnutrition based on her anthropometric measurements of weight 4.84 kg, length 62 cm, and mid-upper arm circumference (MUAC), which was 10 cm. Sanvi has recovered from severe acute malnutrition after undergoing medical nutrition therapy (MNT) for three months with funding from Tata Motors through their CSR programme "Arogya." Sanvi is now 6.71 kg in weight, 67 cm in length, and 12.8 cm in MUAC and recovering from malnutrition state to normal and healthy state. Her mother said, "I am extremely glad to see my child gaining weight and coming out of malnutrition," when questioned about the therapy. Earlier, it was difficult for us to assist her gain weight, but now the MNT offered and the therapy at NRRTC have really aided my kid."

Tata Motors provides for more than 2000 malnourished youngsters in India on a yearly basis. Over 230 malnourished children were treated in Jamshedpur alone, and as a result, over 97% of the youngsters moved consistently into a healthy zone. Through its health initiative "Arogya," Tata Motors effectively impacted close to three lakh lives in India in FY 2018–19. The core of Tata Motors' initiatives in corporate social responsibility has been community development and significant social involvement. These affirmative action programmes for the surrounding communities of the plant assure inclusive growth.

Conclusion:

When the world is moving towards sustainability and preventing any source that can cause deformation in both societal and environmental perspective, CSR is a solution for the brands to highlight the above-mentioned statement. The brands are indulging them to introduce CSR campaigns and making them official through traditional and digital media channels. Over the years, the evolution of CSR activities have made it way easier for a brand to reach out to the customers and the stakeholders about what they are doing and how they are doing it. In this paper, the researcher has studied on CSR being a marketing tool and its justification. From the case study of Tata Motors' Arogya CSR activity, a few strong points have been evaluated.

Firstly, CSR serves many purposes for one brand. The brand image of Tata Group and its activities in the field of education, healthcare, and other societal aspects have created a positive brand image among the people. From the perspective of consumer behaviour, people tend to follow those brands that contribute certain things in society to help the people who are deprived from basic facilities. Consumers feel valued and relate with such brands. Companies and organisations have undergone a significant makeover when it comes to communication with the public and

stakeholders as a result of the upheaval brought about by digital and technology advancements over the past ten years. Nowadays, it is impossible to avoid communicating CSR and sustainability through social media, and doing so will only help businesses and organisations appear more responsible, trustworthy, and reliable. The most popular social media platforms for businesses and organisations to share their CSR and sustainability stories are Facebook and LinkedIn. For businesses to establish trust, CSR and sustainability efforts must be well communicated. Social media platforms have made it possible for businesses and their key stakeholders to have an honest and open discussion about CSR and sustainability initiatives.

The way that CSR is communicated to the general public is greatly influenced by the media. Simply put, corporate contributions to social causes are insufficient. In order to inspire people and serve as a role model for others, they must also share their story with the world. Of course, it not about "promoting" CSR per se because that would include businesses bragging about their accomplishments, much like they do when they introduce new goods. Moreover, the illustration of ITC and Vedanta, two companies who have produced outstanding advertisements showcasing their exceptional work and showcasing their ideals. Similar to Shell, several businesses have developed creative approaches to inform the public about their CSR projects. In addition to producing engaging and ethical advertisements, businesses must solicit the assistance and support of the media in raising public awareness of CSR. In the end, CSR is all about encouraging society to look beyond profits, and as the custodian of the public good, the media has a key role to play in this quest. The media may be utilised to recruit volunteers from the general public or from the communities where businesses are starting their CSR projects. Additionally, they may be used to post articles relating to the company's beliefs and objectives in boosting CSR. The media coverage of Infosys is a great illustration of this connection. There aren't many publications that don't mention the respect and admiration that Infosys has from the majority of Indians, and this is made possible by skillful media coverage. The method in which Infosys' social activities have been covered in the media demonstrates just how effectively the corporation has handled media attention. When, the media is involved and the CSR activities are getting exposure, then it is solely enhancing the brand value of a company. Now, uplifting a company's positive image and brand value is an essential part of marketing.

Thirdly, in marketing, there is a famous model "PESTEL" that helps a company to study the market. The acronym of PESTEL stands for politics, economics, society, technology, environment, and legalisation respectively. If the CSR activity Arogya can be considered as an example, it is evidential that it falls under the 'society' factor of PESTEL model and it encourages a market to be attracted from the point of view of societal value. Moreover, when an activity is enhancing the societal value it simply establishing a mark on the environment by providing education, basic amenities, healthcare facilities, etc. Many brands primarily focus on environment as their CSR initiatives by activities such as plantation, saving water, etc. to fight against the dreadful situations for climate change. Events on green marketing that reduces carbon emission footprints and includes people, product, and planet are emerging and recently, there is a hike in producing eco-friendly products along with CSR activities. For example, in Pantaloons carry bag, there is one sentence "THERE IS NO PLANET B" and

it is an implication for a brand trying to aware its customers and educate them with all possible ways. So, it can be portrayed that CSR represents “S” and “e” from PESTEL marketing model. From the point of view of marketing, CSR is an ultimate tool to grab the attention of both the internal and external publics. Last but not the least, to design a CSR campaign and getting the attention from media requires public relations practice where the PR practices are a part and parcel of marketing that influences the perception of the customers on a brand enhance a brand’s visibility and performance among the target audience. So, it can be concluded that CSR is a marketing tool that works both primarily and secondarily.

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