

# Cause-related marketing (CRM) in India – A Playbook

A playbook to implement a multi-stakeholder  
CRM campaign in India

# Acknowledgement

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Iram Lalima Ahmed  
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# About the author

Iram Lalima Ahmed is a researcher and professor of marketing at Conestoga College Institute of Technology and Advanced Learning in Ontario, Canada. Since 2019, she has been an integral part of the Strategic Marketing Communications program, where she not only teaches but also shapes curriculum in alignment with the UN's Principles of Responsible Management Education (PRME) and industry practices. Blending academic rigour, practical application and PRME, she aims to create meaningful experiences in the classroom that lead to transformational change and responsible business leadership.

With a background that spans academia and industry, Iram's journey began in India, where she completed her undergraduate degree in biotechnology before pursuing an MBA in strategic marketing from McMaster University in Ontario, Canada. Her professional experience includes roles in healthcare, broadcasting, real estate, and management consulting, providing her with valuable insights that she integrates into her teaching.

Inspired by her socially conscious upbringing, with a mother who championed justice for the marginalized as a criminal lawyer and a father who served as UNESCO's adult education advisor, Iram established her own social enterprise. This venture, rooted in sustainability and ethical consumption, focused on creating artisanal textile products using recycled materials. By collaborating with artisans in India and recycling industrial textile waste from Europe as raw material, her enterprise contributed to the circular economy while also promoting social entrepreneurship. Some of the Sustainable Development Goals (SDGs) to which the enterprise contributed included Decent Work and Economic Growth (SDG 8), Industry, Innovation, and Infrastructure (SDG 9), Sustainable Consumption (SDG 12), and Partnerships for the Goals (SDG 17).

Beyond her teaching and entrepreneurial endeavors, Iram is deeply engaged in research projects, case study development, and academic paper writing. Her areas of expertise include sustainable development, ethical consumption, social entrepreneurship, and communication of environmental, social, and corporate governance improvements.

Currently residing in Ontario with her husband, a documentary and news cameraman, Iram continues to pursue her passion for education and social impact, striving to inspire the next generation of responsible business leaders. She looks forward to connect with like-minded individuals and welcomes collaboration opportunities. You can connect with her on LinkedIn: <https://www.linkedin.com/in/iramalimaahmed/>

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# Who is this Playbook for?

This Playbook is suited for a diverse audience including marketing professionals, corporate social responsibility (CSR) teams, strategic planning teams, and other stakeholders engaged in selecting causes that businesses can support in India through cause-related marketing (CRM). CRM is the practice of linking organizational support for a cause to a monetary (e.g. donation of money) or non-monetary (i.e. donation of time) consumer action. It can serve as the interface between organizations taking initiatives to be responsible and savvy consumers demanding organizations to be more responsible.

The Playbook attempts to answer the question,

**“Which CRM theories have the most traction in practice in India, among whom, and why?”**

and focuses on optimizing CRM campaigns in India.

It offers comprehensive strategies for aligning business goals with social and environmental initiatives, benefiting those involved in:

- complying with Schedule VII of the Company Act, 2013,
- ideating and executing marketing strategies with multiple stakeholder engagement
- enhancing brand competitiveness through responsible business practices
- gaining consumer trust
- fostering goodwill
- effectively communicating environmental, social, and corporate governance (ESG) progress

Additionally, it supports teams aiming to boost employee engagement, morale, and retention through cause championing, as well as those focusing on strategic planning to enhance overall ESG performance.

Finally, contextual factors examined in this Playbook are from a Global South perspective and would give insights into practices that define and govern the success of the CRM model locally. The Playbook could also serve as a reference point for similar work done in other places, contributing to building a better understanding of the Global South.

# Key Findings: CRM theories with traction in practice

Below is a list of key findings that highlight the theories with traction in practice in India:

## **CAUSE SELECTION:**

- ✓ Brands externally align cause with:
  - ✓ Compliance requirements (even if it is at the cost of sidelining deserving causes as environmental and governance) implying compliance tops impact
  - ✓ Sustainable Development Goals (SDGs) that facilitate domestic compliance
  - ✓ Social trends (e.g. tolerance for differences and freedom of speech) and preferences (e.g. familiarity with a cause)
  - ✓ Partner credibility, fit, and expertise
- ✓ Brands internally align cause with company values, brand promise, or CSR initiatives
- ✓ Brands avoid causes that are norm-challenging, require subject-matter expertise, or have ambiguous impact measurement models

## **MARKETING COMMUNICATIONS:**

- ✓ CRM campaigns utilize unique campaign names, include digital in the media mix, and subtle cues in marketing communications
- ✓ Compliance requirements influence CRM campaign longevity as inferred by annual CSR reporting obligations and short-lived (< 1 year) CRM campaigns

## **OUTCOMES REPORTING:**

- ✓ CRM campaign outcomes reporting consistently utilize headcount-type metrics implying limited subject matter expertise, or ambiguity around impact measurement
- ✓ NGO partners might have a limited reporting capabilities as inferred by lack of CRM campaign outcomes sharing

# Key Findings: CRM theories with limited traction in practice:

Below is a list of key findings that highlight the theories with no or limited traction in practice in India and their implications:

## CAUSE SELECTION:

- ❑ Focusing on causes personally relevant to Indian consumers drives participation in causes
- ❑ A dearth of trustworthy NGOs in states with the highest aspirational districts keeps brands away from these geographical areas

## MARKETING COMMUNICATIONS:

- ❑ Responsible and aspirational marketing communications through progressive gender portrayal and diverse, equitable, and inclusive scripting and production in advertising impact sales and brand equity
  - ❑ The “self-esteeming, empowered, allied” (SEA) and “service, subordination, standardization” (3S Screener) framework recommended as pathways
- ❑ Non-monetary actions lower skepticism among consumers (e.g. sharing a post, etc.)
- ❑ Longer-term orientation of campaigns garner greater consumer trust

## REPORTING:

- ❑ The BRSR report format facilitates CSR reporting
- ❑ Publicly sharing outcomes garners greater consumer trust in CRM campaigns

## IMPLICATIONS:

- Since most causes did not align with the top concerns of millennials and Gen Z, there is an opportunity for brands to champion causes personally relevant to these segments and gather greater support from them
- There is an opportunity to increase support for causes in the states with highest number of aspirational districts with increased publicity of the implementation agencies in these key geographical areas

## IMPLICATIONS:

- There is an opportunity for brands to differentiate themselves and catalyze desired social behavioural change through
  - portraying genders (specifically, women) as self-esteeming and empowered
  - diversifying featured groups and equitably representing marginalized communities
- There is an opportunity for brands to earn greater consumer trust in their CRM campaigns through
  - non-monetary consumer action
  - longer-term orientation

## IMPLICATIONS:

- There is an opportunity for CSR reporting standardization either through a greater adoption or the simplification of the Business Responsibility and Sustainability Report (BRSR) format
- There is an opportunity for brands to earn greater consumer trust in their CRM campaigns through public sharing of CRM outcomes (via own media)

# Using the Playbook

**Playbook  
structure**

**Reading  
process**

**Framework  
overview**



# PLAYBOOK STRUCTURE

## BACKGROUND

- This section explains the need for this Playbook
- It highlights the gaps in existing research and how this Playbook attempts to bridge that gap
- It delineates CRM from CSR, cause promotion, and corporate social marketing
- It presents an overview of the benefits of CRM based on literature review

## FRAMEWORK

- This section explains the four distinct themes uncovered by research as an interplay of CRM with its key stakeholders
- Each theme is introduced in four parts: definition, research ties, application ties, and reflection worksheet
- It also includes the approach behind the framework and more details on each theme and the four parts

## NEXT STEPS

- The limitations and gaps in this research are outlined at the end
- Market-based opportunities and challenges for CRM professionals have been highlighted
- Ideas for future research are also listed within

# READING PROCESS

## **REFLECT**

Some ideas in the Playbook might be more meaningful to you than others. They might be better aligned with your own values and motivations. Take a moment to capture your thoughts. They might help you develop and clarify your own position on the interplay of different stakeholders when it comes to the responsibility of development.

## **CONTEXTUALIZE**

Your situation might be different from those whose campaigns were studied in this Playbook. Consider applying these ideas to your situation the way they would make sense to you.

## **REFRAME**

Despite the linearity of the ideas presented in this Playbook, they are interconnected. As you read the Playbook, it might become clear to you that your CRM story begins in the middle or at the end of the Playbook. Consider reframing the narrative in this Playbook as you apply it to a situation at hand.

# FRAMEWORK OVERVIEW

- Key stakeholders of a CRM campaign in India comprise brand, consumer, partner, society-at-large, governmental and non-governmental regulatory bodies, and international development organizations (“India’s CSR Reporting Survey 2019,” 2020)
- Research uncovered four distinct themes as an interplay of CRM with these stakeholders influencing campaign success:

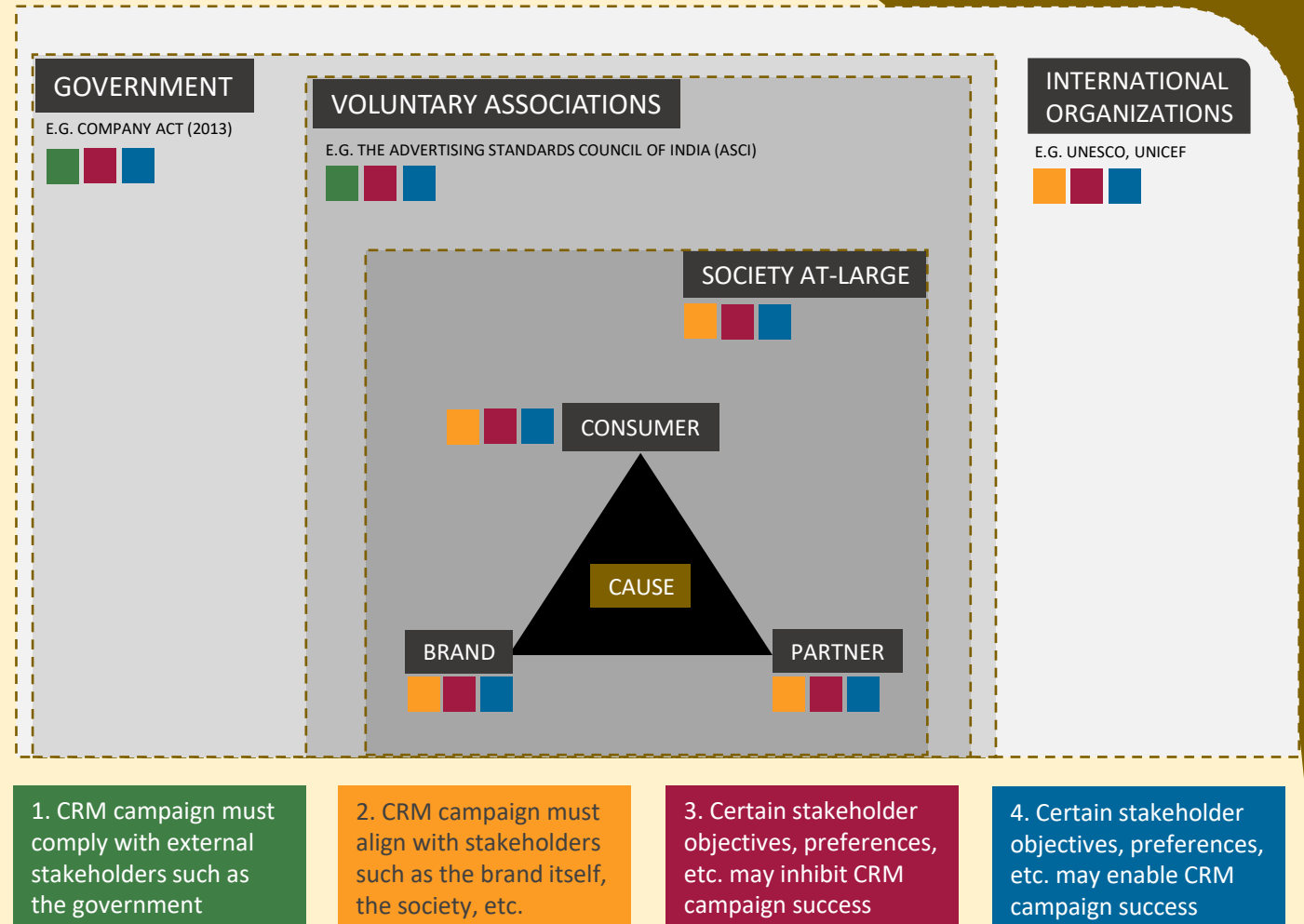
1. COMPLIANCE

2. ALIGNMENT

3. INHIBITORS

4. ENABLERS

- Each theme is introduced in four parts: definition, research ties, application ties, and reflection worksheet.
- The section titled “Framework” presents the approach behind the framework and more details on the themes and their four parts



# Background

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# Background

## Why does CRM need to be researched from an Indian/Global South perspective?

India mandated corporate social responsibility (CSR) in 2021 (Companies Act, 2013). The types of causes supported by corporate social responsibility (CSR) practices often reach the customer via cause-related marketing (CRM) or social marketing (SM) – forms of ethical consumption.

Typically, ethical consumption is studied from a Global North lens, presenting producers in the Global South as ‘victims’ of development waiting to be saved by conscious consumers in the Global North (Kipp & Hawkins, 2019; Hawkins, 2011; Johnston and Taylor, 2008; Ponte and Richey, 2014; Richey, 2009). As a result, CRM practices are developed in the North and their application, merely downloaded in the South, which can be ineffective given the significant differences between the regions.

The way a CRM campaign is communicated in India, where it is still relatively new, or in a ‘honeymoon stage’ (La Ferle et al., 2013), is markedly different from the way it is implemented in USA, where it has saturated the market. However, there is a gap in the understanding of the factors that influence and shape CRM in the South.

To address this gap, there is a need to conduct ethical consumption research centered in the Global South and highlight the local factors that shape this global phenomenon in a local context (Hawkins, 2015).

**Objective:** To bridge the CRM knowledge gap with a playbook on strategic implementation of a multi-stakeholder CRM model in India

**Research question:** Which CRM practices gain the most traction in India, among whom, and why?

**Scope:** Explore CRM “stories” (market trends, cultural norms, reports, best practice, guidelines, etc.) and 18 CRM campaigns (of top 100 companies by market cap) in India from a post-colonial perspective for a period of 10 weeks and surface the most applied themes.

**Methodology:**

Collect secondary data on CRM “stories” in India ([Appendix](#))

Inductively code data into themes

Collect publicly available secondary data on CRM campaigns in India

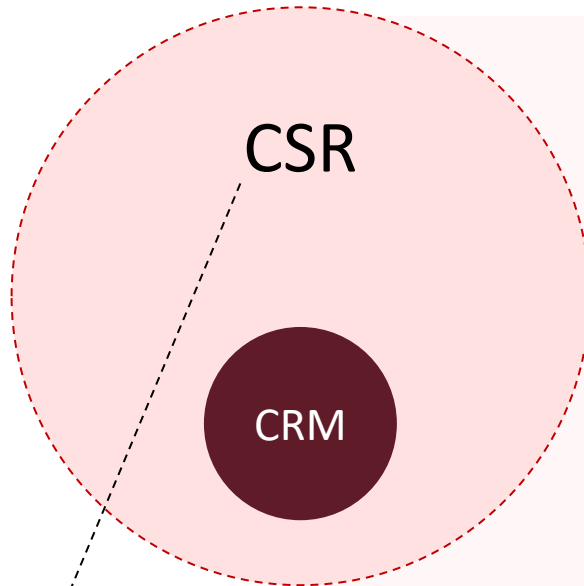
Deductively code data into predetermined themes

Develop guidelines based on applied themes, opportunities, and challenges

- 1 Explore stories (e.g. best practice) being circulated in CRM networks (websites, conferences, reports, etc.) in Asia/India and infer emergent themes/tactics
- 2 Examine popular CRM campaigns among the top N100 companies in India and their alignment with emergent themes
- 3 Create a playbook outlining the themes, practices, methods, and/or tactics gaining the most traction in India, among whom, and why.

# Background

How does CRM relate to CSR?



The European Commission in 2001 defined CSR as, “A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis.”

CRM is considered one of several initiatives under the umbrella of CSR (Kotler et al. (2012))

According to Bhatti et al. (2023), CRM has evolved from being a marketing tool to being more long-term and strategic in nature, based on a global study of CRM definitions spanning three decades.

In India, CSR, which by the above definition is voluntary, was turned into a law in 2013, mandating qualifying companies to spend a minimum required amount on prescribed CSR activities.  
(Company Act, 2013)

CRM is still relatively new in India. A research gap exists in the study of CRM in India from a post-colonial perspective. This research-based Playbook explores CRM stories and campaigns in India to highlight the CRM practices gaining the most traction in India, among whom, and why.



(Vecree, DeviantArt)

# Background

How does CRM differ from cause promotion and corporate social marketing?

	Level of consumer involvement		
	LOW		HIGH
	Cause promotion	Cause-related marketing	Corporate social marketing
Description	“Company supports a cause and, additionally, persuades consumers to join it”	“Company’s in-kind or cash giving is <u>linked</u> to consumer (monetary or non-monetary) action”	“Company supports a cause and deploys resources to change consumer behaviour related to public health, safety, the environment, or community well-being”
Communication objectives	<ul style="list-style-type: none"> <li>Build awareness about / raise funds / increase engagement / recruit volunteers for a cause endorsed by a company, where:               <ul style="list-style-type: none"> <li>Endorsement independent of consumer response</li> <li>Cause may benefit a group other than target consumer</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Build awareness about / raise funds / increase engagement / recruit volunteers for a cause endorsed by a company, where:               <ul style="list-style-type: none"> <li>Endorsement dependent on consumer response</li> <li>Cause may benefit a group other than target consumer</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>“Create, communicate, and deliver value to influence target audience behaviors that benefit society as well as the target audience.”</li> </ul>
Examples	Time of India “Teach India” Nestle “Educate the Girl Child” P&G (Vicks) “Touch of Care”	P&G “Shiksha” Mahindra & Mahindra “Seed the Rise” Hector Beverages “Float a Boat”	Tata “Jago Re!” P&G “Touch the Pickle” Savlon “Healthy Hands”

Source: Own elaboration based on Kotler et al. (2012)

The scope of this project is limited to exploring cause-related marketing theories and praxis in India.

# Background

## What are the advantages and disadvantages of CRM?

Literature review suggests that cause-related marketing (CRM) offers a range of benefits to companies such as increased press coverage, brand awareness, customer loyalty, and sales (Docherty & Hibbert, 2003). It can also attract new customers, enhance brand image, and raise funds for social causes (Anghel et al., 2011). Cause-related marketing programs can help achieve strategic marketing goals such as influencing customers' attitudes and buying behaviour (Steckstor, 2012). They can also create a win-win situation for both, participating charities and sponsoring firms (Holmes & Kilbane, 1993) in raising awareness or resources for charities/socially-oriented organizations, while linking business with doing good, respectively.

Successful CRM campaigns are characterized by factors such as product quality, fair pricing, shared values, good communication, and commitment (Nowak & Clarke, 2003). Linking one product in a product portfolio to a cause can increase sales both of that product and of other products in the firm's portfolio (Krishna & Rajan, 2009). A cause-brand alliance improves attitudes toward the cause when the cause is unfamiliar (Lafferty & Goldsmith, 2005).

Furthermore, cause-related marketing is a unique and effective way to communicate corporate values to the world (Shell, 1989). It can enhance a company's corporate image and is increasingly expected by consumers as part of corporate social responsibility (Demetriou et al., 2010).

Despite these benefits, scholars have highlighted some of the potentially negative impacts of this marketing approach. For instance, Eikenberry (2013) highlights CRM's prioritization of business outcomes (e.g. customer engagement, etc.) over actual impact, while Smith (2000) observes CRM conforming to versus challenging consumers' social preferences and potentially eroding individual morality. It can also produce unexpected and adverse effects for products or services that are inherently socially or environmentally irresponsible (Grolleau et al., 2016).

However, by offering practical guidance from a postcolonial perspective, this playbook works to address/work through some of these tensions.



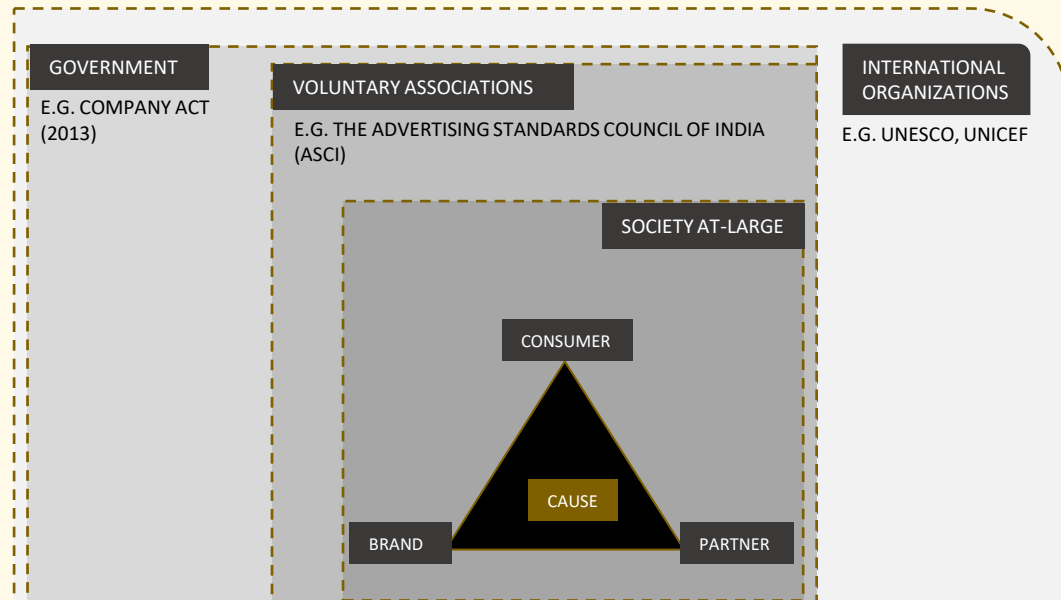
# Framework

- This section presents the approach behind the framework
- It also includes four distinct themes which research uncovered as an interplay of CRM with its key stakeholders
- Each theme in this section is introduced in four parts: definition, research ties, application ties, and reflection worksheet as explained on the following page

# Framework

The framework presented in this section was developed based on the main stakeholders of a CRM campaign in India.

CRM stakeholders in India comprised brand, consumer, partner, society-at-large, governmental and non-governmental regulatory bodies, and international development organizations (“India’s CSR Reporting Survey 2019,” 2020).



## The approach included:

**Phase 1:** Researching CRM theories circulated in academic journals, reports, news, etc. ([see Appendix](#)) in India and identifying common themes in data

**Phase 2:** Researching 18 CRM campaigns ([see Appendix](#)) among top 100 (by market capitalization) companies in India and evaluating the application of these themes

**Phase 3:** Identifying the research CRM theories that gained the most traction in practice in India, among whom, and why

## The framework components include:

Four themes which emerged from research:



Each theme comprises the following sections:

- Definition** – an explanation of the theme
- Research ties** – evidence that connects the theme to research
- Application ties** – evidence that connects the theme to application
- Reflection worksheet** – a moment for reflecting and contextualizing the theme to situation at hand

# COMPLIANCE

# i. Definition

Research revealed strict compliance to the corporate social responsibility (CSR) law (Section 135 of the Company Act, 2013). This section mandates that organizations allocate 2% of their net profits, averaged over the three consecutive years preceding their eligibility, toward CSR activities. The law also requires annual impact reporting (Company Act (2013), n.d.).

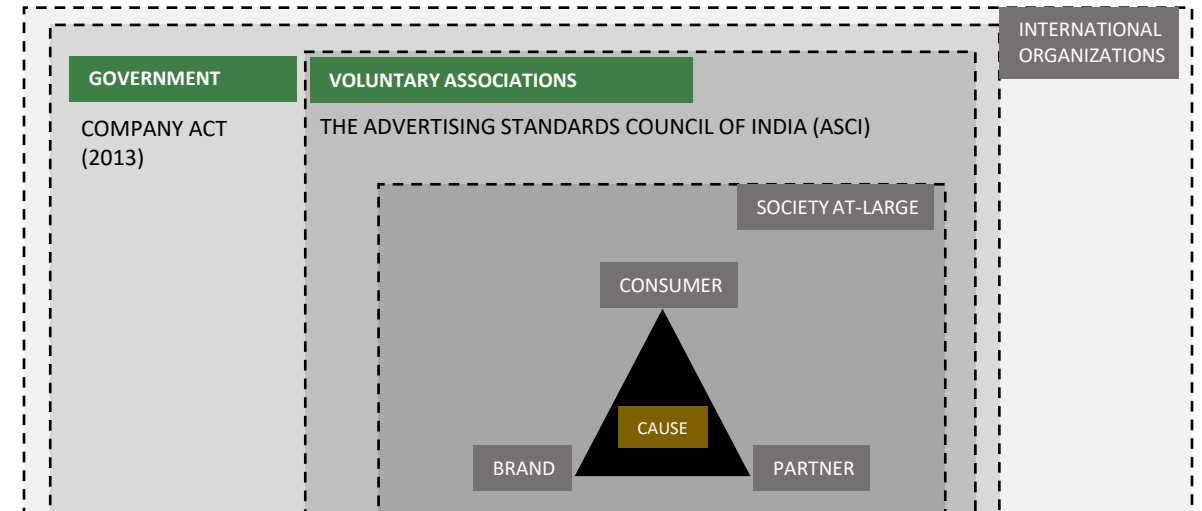
Further, the Advertising Standards Council of India (ASCI) is a voluntary self-regulation organization in India that publishes guidelines, proactively monitors advertisements in India, and handles complaints. Not following the CSR law or ASCI guidelines in India lead to strict penalty (ASCI Process in Non-Compliance, n.d.).

**Compliance refers to abiding by the CSR law and ASCI guidelines in the selection of a cause for CRM.**

## ii. Research Ties

### GOVERNMENT (Section 135, Company Act, 2013):

- Mandatory CSR spending:** Mandates corporations above a financial threshold (net worth of INR 500 crore (approx. USD 600m) or more / turnover of INR 1000 crore (approx. USD 120m) or more / net profit of INR5 crore (approx. USD 603k) or more during immediately preceding financial year) to spend, in every financial year, at least 2% of the average net profits made during the three immediately preceding financial years, in pursuance of its CSR policy.
  - Specifies causes listed under Schedule vii (of Company Act, 2013) which CSR policies must support.
  - Consequently, influences the causes selected for CRM campaigns in India. (Company Act (2013), n.d.)
- Mandatory impact assessment:** Mandatory third-party impact assessment for corporates that spend more than INR 10 crore (approx. USD 1.2m) in each of the preceding three years and have CSR projects of min. INR 1 crore (USD 120k) completed one year before undertaking impact assessment (“Frequently Asked Questions (FAQs) on Corporate Social Responsibility (CSR)”, 2021, p. 19)
  - Amendments in the CSR law (made in 2021) recognize the need for multi-year investments by bringing in the concept of “ongoing projects” enabling more meaningful outcomes. (Aravind & Philip, 2023)
- Sponsorship may not be CSR:** 2021 amendment to the law discounts activities supported on a sponsorship basis for deriving marketing benefits for products or services as CSR (Littenberg, 2021)



The figure shows stakeholders relevant to CRM campaign compliance.

**SUMMARY:** With strict rules and regulations enforced with heavy non-compliance penalties, compliance surfaced as a key factor determining the success of both, broader CSR initiatives and, often, CRM campaigns nested within these.

### VOLUNTARY ASSOCIATIONS

#### THE ADVERTISING STANDARDS COUNCIL OF INDIA (ASCI)

- Self-regulation:** A self-regulatory body of the advertising industry in India
- Publishes ad guidelines, proactively monitors ads, handles complaints (ASCI, n.d.), and offers thought leadership.
- Through its work, it influences how CRM campaigns are communicated in India.

# iii. Application Ties

In all 18 campaigns, brands seemed to be compliant with the CSR law and relevant regulations.

## GOVERNMENT (Company Act, 2013)

- All 18 brands chose a cause for their CRM campaign that directly aligned with their CSR initiatives, which in turn complied with the causes recommended in Schedule vii of the Company Act (2013)
- NOTE: Campaigns were not evaluated on the 2021 amendment to the CSR law as most campaigns were implemented prior to 2021

## VOLUNTARY ASSOCIATIONS

- All campaigns were compliant with applicable ASCI guidelines (listed below) against which brands were assessed:
  - Guidelines for preventing harmful gender stereotyping ("The ASCI Code," n.d.)
    - Applicable to 16/18 campaigns in which women or girls made an appearance
    - In all applicable cases, brands adhered to the guidelines
  - Guidelines for Charitable causes ("The ASCI Code," n.d.)
    - Although these guidelines seem to be meant specifically for charitable organizations, all CRM campaigns were assessed on these guidelines as all of them partnered with an NGO/charitable
    - In all applicable cases, brands adhered to the guidelines

## Company Act (2013) Compliance



CRM cause aligned with the CSR law

## ASCI Compliance



Prevention of Harmful Gender Stereotyping



Advertisements for Charitable Causes

[see Appendix](#)

# iv. Reflection Worksheet



1. Does your organization qualify against the Company Act, 2013, criteria?
  - Yes (compliance obligatory – review causes listed in Schedule vii and be aware of reporting compliance)
  - No (compliance not obligatory)
2. Since all advertisements in India must comply with the ASCI regulations, which guidelines have you identified to be applicable to your campaign? List the ways in which you would comply.

Learning about ASCI code and guidelines help you be compliant

# ALIGNMENT

EXTERNAL



# i. Definition

Research revealed several external factors with which CRM cause selection must align for optimal CRM campaign performance.

These include the trends and preferences of the society at-large and the consumer, the credibility and expertise of NGO partners, the commitment towards the Sustainable Development Goals (SDGs), and the recommendations of the National Institution for Transforming India (NITI) Aayog, a policy think-tank established by Government of India.

**External alignment refers to choosing a cause for a CRM campaign such that it lines up with these external factors.**

## ii. Research Ties

### UN SDGs

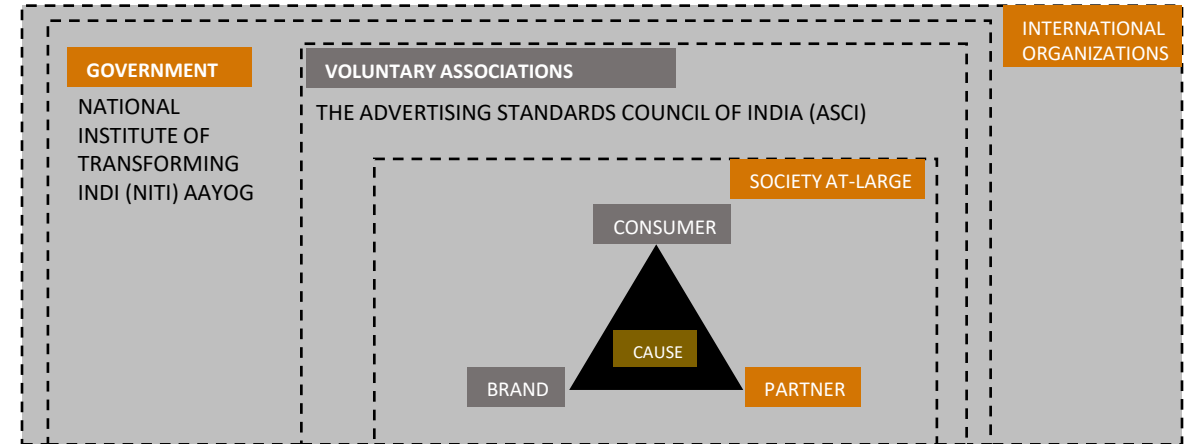
- **Social SDGs:** Overemphasis on social causes in Schedule vii may take attention away from other relevant and deserving SDGs related to governance and environment.

### GOVERNMENT

- **Aspirational districts:** These geographical areas in India performed poorly on several socio-economic parameters, according to the National Institute of Transforming Indi (NITI) Aayog, a policy think-tank established by the Government of India. The NITI Aayog recommends CSR spending in these areas.

### SOCIETY AT-LARGE

- **Domestic vs. global causes:** India, a collectivist society, prioritizes supporting domestic vs. global causes (Kundu, 2023, p. 434)
- **Personal relevance:** Personal involvement in social causes prevalent in India (2021 Edelman Trust Barometer, 2021); participation driven by causes that are close to self or someone close to self (Ratner, Zhao, and Clarke, 2011); stronger connection to a cause increases purchase intention (Aggarwal, 2017)
  - According to a Deloitte 2022 survey, top causes of concern for Indian millennials and Gen Z
    - Millennials: Unemployment, Climate change, Health, Sexual harassment, Economic growth
    - Gen Z: Education, skills and training (for themselves), Climate change, Unemployment, Mental health, Sexual harassment
- **Growing demand:** Fast paced growth in Indian middle class (475 million by 2030) resulting in demand growth across goods and services driven by branding and differentiation (Roy, 2018, p. 35)



The figure shows stakeholders relevant to external alignment CRM campaign.

**Summary:** Research suggested that brands choose a cause that is aligned externally with the objectives of its consumers, implementation agencies, the NITI Aayog and SDGs to increase the likelihood of CRM campaign success in India.

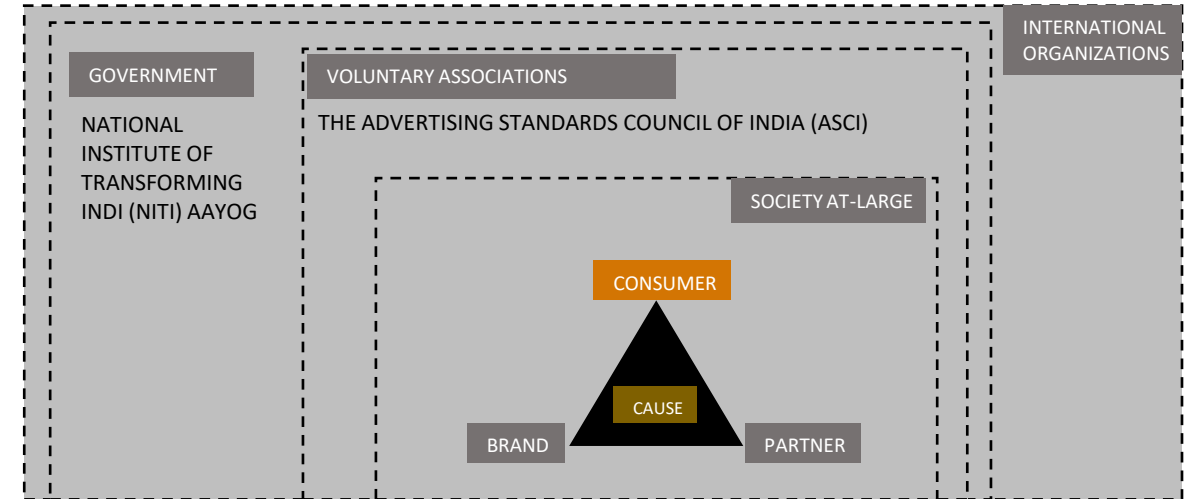
### NGOs

- **Credibility:** Partners with a natural affiliation (such as alignment with mission) with the cause are perceived to be more credible (Kadwe, 2023)
- **Fit:** Fit between partner reputation and target audience lowers consumer skepticism (Deb, 2021, p. 397). The goal of the NGO to which the company donates a predetermined ratio of sales must align with the goal of the CRM initiative (Jayaswal, 2017, p. 251)
- **Expertise:** NGO partners provide on-ground connections, established networks, and a deep understanding of community needs that cannot be compared to other types of partners, such as social enterprises. (“Research Report on CSR Trends and Opportunities in India”, 2021, p. 36)

## ii. Research Ties

### CONSUMER

- **Cause type and scope:** Thomas & Kureshi (2017) further noted that the type and scope of the cause significantly impact consumer participation intention.
  - **Shifting priorities:** Experiences, planet, society, health, and affordability top spending priorities post pandemic (Birch, 2022); 43% ranked sustainability as a top-five key purchasing criteria, yet sustainable consumer goods form only 5-6% by value in the space (“Over 60% Willing to Spend More on Sustainable Brands,” 2022);
  - **Environmental sustainability:** 74% willing to pay more for sustainable products (*India*, n.d.)
    - More than 88% Indians willing to pay more for environmentally-friendly products amidst worries about personal finance (“PwC Global Consumer Insights Pulse Survey,” 2023); consumers willing to switch to products promoted through CRM (Singh, 2019, p.721)



The figure shows stakeholders relevant to external alignment CRM campaign.

**Summary:** Research revealed that consumers in India demanded environmental sustainability from business even if it was at the cost of paying a premium, a progressive portrayal of genders, and a more inclusive representation of marginalized groups in media.

- **Gender portrayal:** 74% and 70% of female and male consumers, respectively, believe that advertising does not depict who they truly are (GenderGains, 2022)
- **Diversity, Equity, Inclusivity (DEI):** About half of Indians (significantly higher than the global average) desire better representation of themselves or their communities (DI Indian Advertising, 2023)

# iii. Application Ties

## SDGs:

- **Compliance influences cause selection**
  - Research suggested that focus on a variety of UN SDGs might be limited due to a focus on social causes in Schedule vii.
  - Findings: Although all campaigns chose causes that aligned with SDGs, only 6 out of 17 SDGs were found to be the most supported.
  - NOTE: Supporting a variety of SDGs did not appear to find traction in practice.

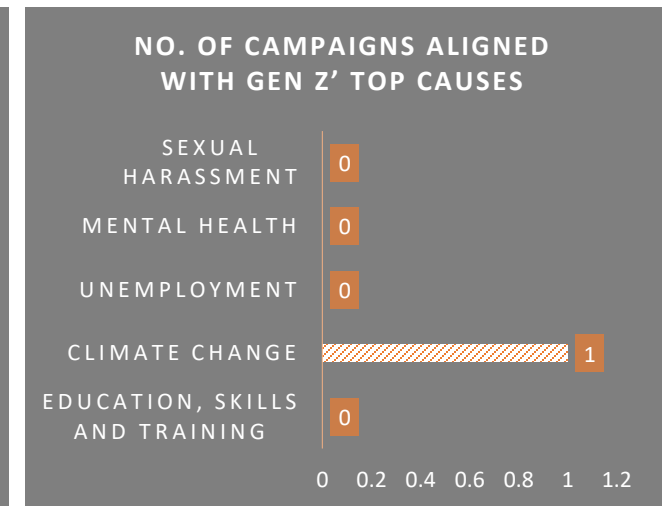
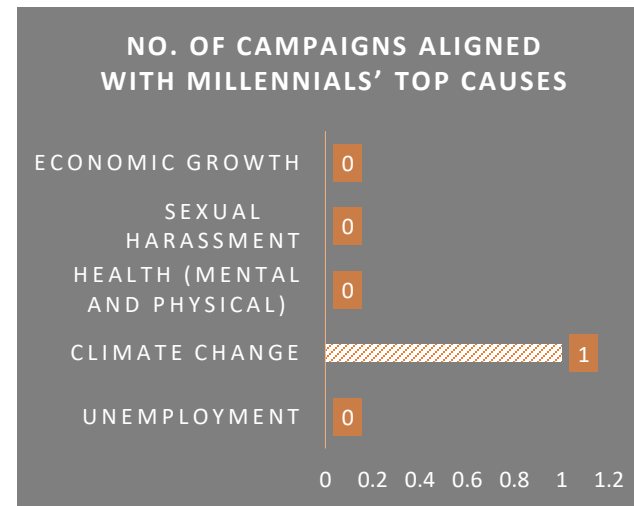
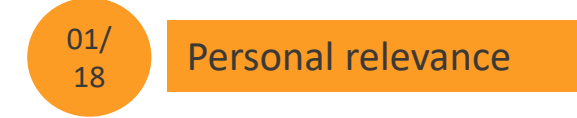
## SOCIETY AT-LARGE:

- **Personal relevance**
  - Top causes of concern for Indian millennials and Gen Z included Unemployment, Climate change, Health, Sexual harassment, Economic growth, Education, skills and training, Mental health (Deloitte Global 2022 Gen Z and Millennial Survey, 2022)
  - Findings: Only 1/18 campaign focused on environment-related cause. Although several campaigns featured health-related causes, they did not focus on millennials' health or unemployment-related concerns for themselves. Although several campaigns featured health-related and livelihood-related causes, they did not focus on Gen Z' health or education-related concerns for themselves, and hence, personally irrelevant to Gen Z.
  - NOTE: Focusing on causes personally relevant to Millennials and Gen Z did not appear to have traction in practice.

### ⚠️ SDGs



### ⚠️ SOCIETY AT-LARGE



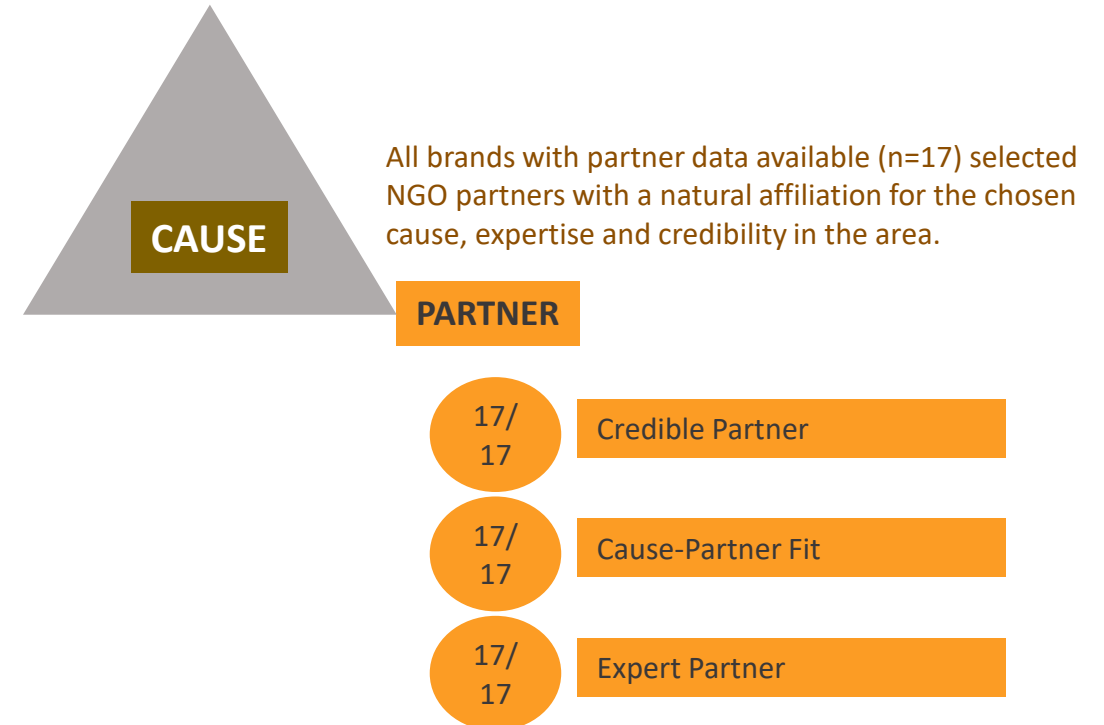
# iii. Application Ties

## PARTNER:

All campaigns, except one, implemented projects for a cause with the help of an independent NGO partner ([see p. 30](#))

- **Credibility**
  - According to research, partners with a natural affiliation with the cause are perceived to be more credible.
  - In the evaluation of 18 CRM campaigns, it was found that the partners in 17 of the campaigns were credible. The partner data for the “Boond Se Sagar” campaign was not available.
- **Fit**
  - According to research, if a partner is reputed for working on a specific cause, people are less likely to doubt the campaign.
  - All partners, except for the “Boond Se Sagar” campaign, were known for specific causes.
- **Expertise**
  - According to research, partnering with relevant NGOs (vs. social enterprises) is beneficial given their stronger local connections and understanding of community needs.
  - All partners, except for the “Boond Se Sagar” campaign, demonstrated expertise in their respective causes.

**NOTE:** Aligning cause selection with partner credibility, fit, and expertise appeared to have traction in practice.



All brands with partner data available (n=17) selected NGO partners with a natural affiliation for the chosen cause, expertise and credibility in the area.

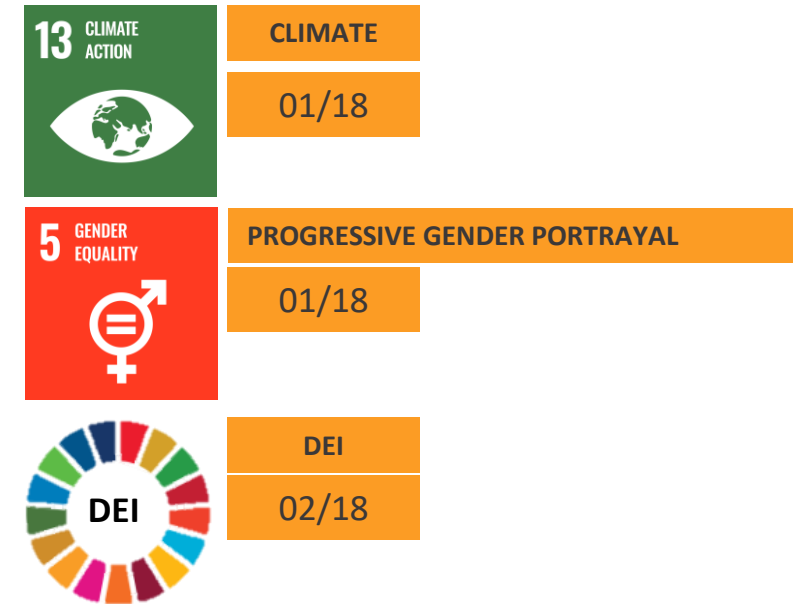
[see Appendix](#)

# iii. Application Ties

## CONSUMER:

- **Cause type and scope**
  - According to research, environmental sustainability emerged as Indian consumer's most preferred cause
  - Findings: Only 1/18 campaign focused on it.
  - NOTE: Focusing on championing the environment as a cause did not appear to have traction in practice.
- **Gender portrayal**
  - According to research, both, males and females do not feel represented accurately in Indian advertising
  - Findings: Although campaigns that chose women/girls-related issues championed empowerment through education, most focused on achieving this through imparting basic literacy skills. Only 1 campaign depicted women outside of Indian norms and with higher-order skills depicting female athletes and STEM students (Lenovo's YUWA).
  - NOTE: Portraying genders progressively in CRM campaigns did not appear to have traction in practice.
- **DEI**
  - According to research, Indian advertising lacked represented diversity
  - Findings: Only 2/18 ads represented some diversity with ITC's campaign representing the cultural diversity of India and Lenovo's campaign representing diversity of female interests. None of the remaining (16/18) campaigns represented diversity of age, ability, ethnicity, religious affiliations, roles, etc.
  - NOTE: Representing DEI in CRM campaign did not appear to have traction in practice.

## ⚠️ CAMPAIGNS THAT FOCUSED ON:



CONSUMER

[see Appendix](#)

CAUSE

⚠️ LIMITED TRACTION IN PRACTICE



# iv. Reflection Worksheet

1. Does your selected cause align with:

- SDGs?
- Forward Faster (FF) SDGs? (high priority areas identified in 2024, see [Opportunities](#))
- Schedule vii causes (Company Act, 2013)?
- The top concerns of your target audience?
- The concerns of society at-large?
- The NITI Aayog recommendations?

2. How might you find ways to seek alignment between your selected cause and external stakeholders?

3. How does your selected implementation agency (e.g. NGO partner) align with the chosen cause?

- Does it have a credible reputation for the cause?
- Does it have expertise in supporting the cause?

If not, what steps could you take to ensure cause-partner fit?

4. How might you orient this CRM campaign for the longer-term as an ongoing project?

5. How will you share the CRM campaign's outcomes publicly?

# ALIGNMENT

INTERNAL



# i. Definition

Research revealed several internal factors with which CRM cause selection must align for optimal CRM campaign performance.

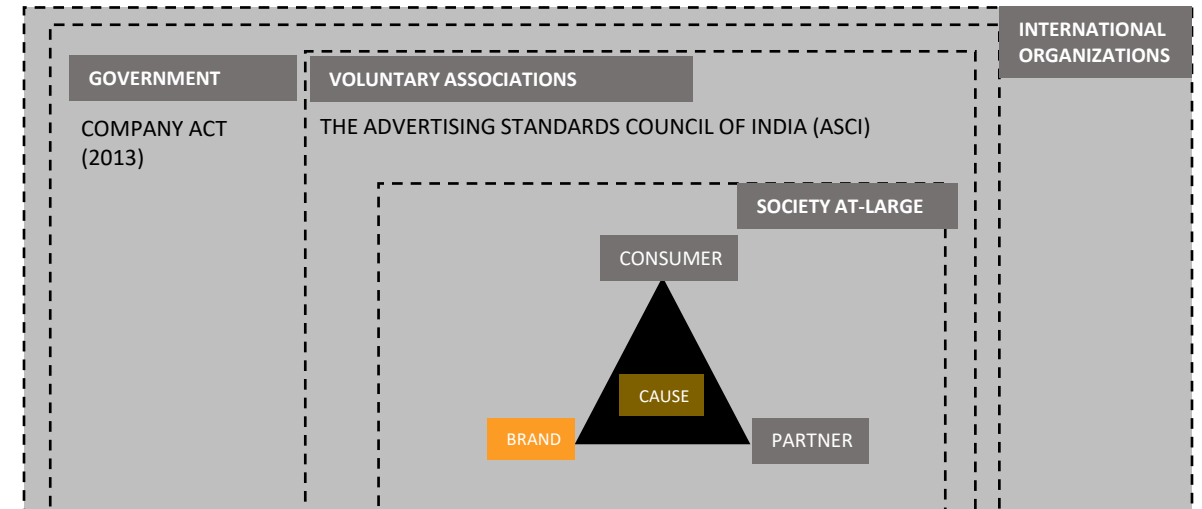
These include the fit of the cause with the brand's values, image, and reputation such that it is authentic, credible, and sincere. The length of the campaign and publicly shared outcomes also surfaced as factors that contribute to campaign success.

**Internal alignment refers to choosing a cause for a CRM campaign such that it lines up with these internal factors.**

## ii. Research Ties

### BRAND

- **Cause-brand fit:** According to research, this refers to the extent of alignment of cause with company values, image/ reputation (Du, Bhattacharya Sen, 2010); the alignment of the cause with company values emerged as a factor that signaled:
  - Cause relevance, cause image, brand image (Handa, 2020)
  - **Authenticity:** Refers to the congruence between the cause and the brand (Malviya et al., 2023) and company values (Mohr, Webb. 2005)
  - **Credibility:** Refers to the degree to which “the cause is perceived as genuine, trustworthy, and capable of making a meaningful contribution to the social issue it presents” (Lafferty, Goldsmith, 2005)
  - **Perceived sincerity:** Refers to the degree to which consumers believe a brand’s intent to support a cause to be driven by a desire to create positive change rather than a publicity stunt or the bottom-line. (Thomas, Kureshi. 2017)
- **Longevity:** According to research, campaign longevity emerged as a factor that signaled:
  - **Perceived sincerity:** Refers to the degree to which consumers believe a brand’s intent to support a cause to be driven by a desire to create positive change rather than a publicity stunt or the bottom-line. (Thomas, Kureshi. 2017)



The figure shows stakeholders relevant to internal alignment CRM campaign.

**Summary:** Research suggested that brands choose a cause that is aligned internally with company values, image, reputation to increase CRM campaign effectiveness in India.

- **Publicly sharing outcomes:** According to research, publicly sharing outcomes emerged as a factor that signaled:
  - **Transparency:** Refers to openly sharing the motives behind supporting a cause with the stakeholders, along with impact and outcomes. (Kotler, 2008)

# iii. Application Ties

## BRAND

- **Cause-brand fit**
  - According to research, the alignment of the cause with company values emerged as a factor that signaled authenticity, credibility, and perceived sincerity
  - Findings: All campaigns chose a cause that aligned with either company values, brand promise, or CSR initiative, or all of them.
  - NOTE: Choosing causes that aligned with company values, brand promise, or CSR initiative appeared to have traction in practice. It may be noted that
- **Longevity**
  - According to research, campaign longevity emerged as a factor that signaled perceived sincerity
  - Findings: Fewer than half of the campaigns lasted longer than a year.
  - NOTE: Implementing longer-term CRM campaigns did not appear to have traction in practice.
- **Publicly sharing outcomes:**
  - According to research, publicly sharing outcomes emerged as a factor that signaled transparency
  - Finding: Only one campaign (P&G Shiksha) publicly shared meaningful and relevant outcomes of its CRM campaign, which is aligned with its namesake CSR initiative.
  - NOTE: Publicly sharing CRM outcomes did not appear to have traction in practice.

### CAUSE-BRAND FIT

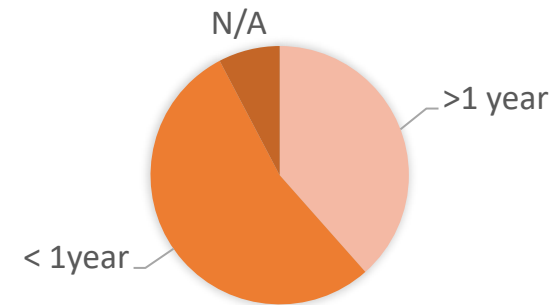


CRM campaigns with

- Cause-brand fit
- Cause-CSR fit

[see Appendix](#)

### ▲ CAMPAIGN LONGEVITY



[see Appendix](#)

### ▲ PUBLICLY SHARING OUTCOMES



CRM campaign publicly shared meaningful and relevant outcomes

[see Appendix](#)

▲ LIMITED TRACTION IN PRACTICE



# iv. Reflection Worksheet

How does your cause align with:  
Your company's mission, vision, and values?  
Your brand promise?  
Your company's CSR initiatives?

If you have one, how could you turn your flagship CSR activity into a CRM campaign? (E.g. P&G Shiksha)

How could you run your CRM campaign with a longer-term orientation?

How will you publicly share your CRM outcomes?

# INHIBITORS

EXTERNAL

# i. Definition

Research revealed several external inhibitors of optimal CRM campaign performance.

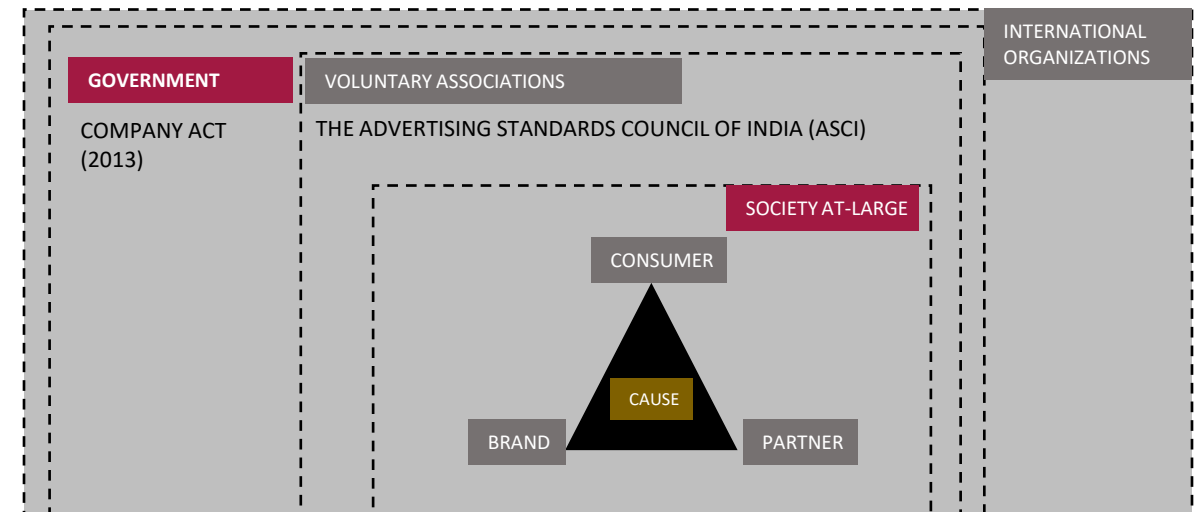
These include government's tight CSR regulations, social trends such as growing polarization between groups, etc., consumer behaviour such as marginalized segments feeling disconnected with mainstream media, and NGO-related implementation capacity challenges.

**External inhibitors refer to these deterring market factors, which hinder optimal CRM campaign performance.**

## ii. Research Ties

### GOVERNMENT

- **Compliance over impact:** Regulations around budgets, timeline, reporting, and compliance inhibiting longer-term commitment by companies (Aravind & Philip, 2023)
  - **Short-term view:** Mandatory CSR spending tied to annual profitability defaulting companies to take annual-focused spending, outcome targets, and NGO partnerships, hindering their ability to undertake longer-term sustainable initiatives (Aravind & Philip, 2023)
  - **Reporting ambiguity:** Given the importance of reporting compliance, causes with unclear impact definition and fewer proven impact generating models get sidelined. (“Research Report on CSR Trends and Opportunities in India”, 2021, p. 13), as well as only headcount may get reported, vs. actual impact given the short/ one-year timeline for reporting on outcomes. (Aravind & Philip, 2023)
  - **Cost of compliance:** Costs related to CSR management, implementation, monitoring, evaluation, and reporting, in addition to heavy penalty for non-compliance (Littenberg, 2021) may inhibit businesses from achieving scale and momentum through their CSR and CRM initiatives, preventing meaningful outcomes.
- **Cause and region disparity:** Governance and environmental SDGs seem sidelined by social SDGs that form around half of the causes in Schedule vii (despite moderate performance across several governance indicators, such as weakening democratic institutions, corruption undermining rule of law (“BIT 2022 | India”, 2022, p. 4-12) and critical environmental issues (“BIT 2022 | India”, 2022, p. 27)). Similarly, conflicting regional prioritization guidelines between Schedule vii and NITI Aayog present a challenge. (“BIT 2022 | India”, 2022, p. 4-12)



The figure shows stakeholders relevant to external inhibitors of optimal CRM campaign performance.

**Summary:** Research suggested that prioritization of deserving causes and geographical areas may be inhibited by tight regulations around CSR, a polarized society, limitations on free speech and press freedom, and a widening income gap.

### SOCIETY AT-LARGE

- **Polarization:** Influence of hardline Hindu nationalists grew (“BIT 2022 | India”, 2022, p. 4); discrimination of Muslims and Scheduled Tribes worsened with unequal access to education and employment (“BIT 2022 | India”, 2022, p. 25)
- **Self-censorship:** Rising self-censorship in academia and media out of fear of persecution, affecting free speech and press freedom (Basu & Sen, 2023; “BIT 2022 | India”, 2022, p. 28)

## ii. Research Ties

### SOCIETY AT-LARGE

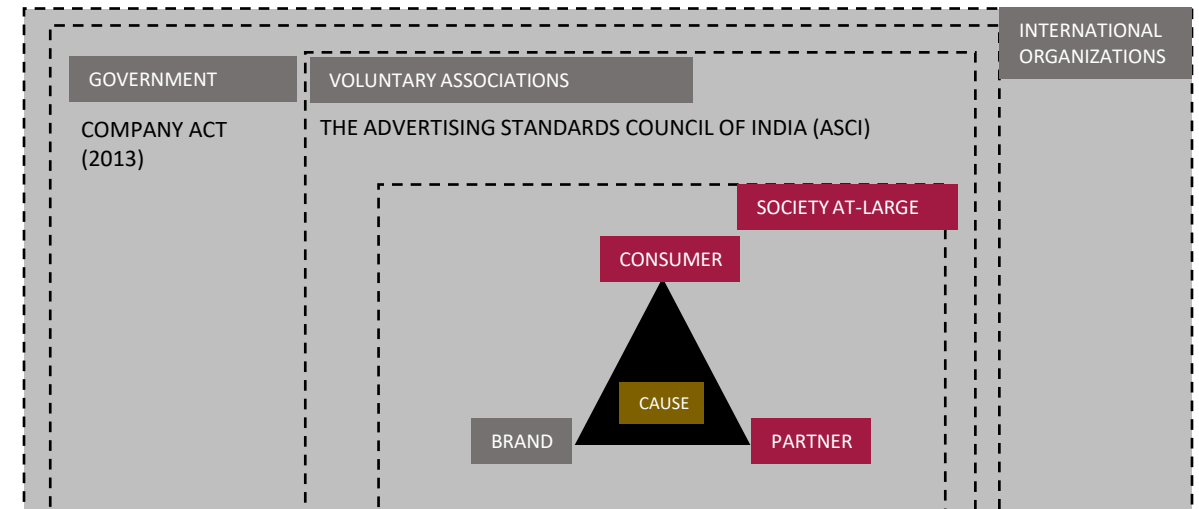
- **Income gap:** Income gap between top 10% and bottom 50% share of adults exponentially widening (“India,” n.d.) making cost of living a key concern among the youth (“Deloitte Global 2022 Gen Z and Millennial Survey”, 2022, p. 6) and increasing government scrutiny on and regulations for corporates.

### NGO

- **Expertise:** Insufficient number of mature NGOs (“Research Report on CSR Trends and Opportunities in India”, 2021, p. 13) or range of capabilities in certain areas might prevent corresponding causes from getting more attention (“Research Report on CSR Trends and Opportunities in India”, 2021, p. 36)

### CONSUMER

- **Skepticism:** Consumers in India distrust and are cynical about CRM campaigns that ask for monetary consumer action (Deb, 2021, p. 388)
- **Gender equality:** According to ASCI’s GenderNext Study, unintentional messaging in Indian media made women feel “uninspired and burdened” by their depiction in media. Its GenderGains Report offered a “Service, Subordination, Standardization” (3S) screener to call out stereotypical representations in scripting, casting, costumes, styling, etc. (GenderGains, n.d.)



The figure shows stakeholders relevant to external inhibitors of optimal CRM campaign performance.

**Summary:** Research suggested that consumer segments excluded from representation in the media feel disconnected with mainstream media. A dearth of trustworthy NGOs also present implementation capacity-related challenges in the country.

- **DEI:** Marginalized groups in India do not feel they or their communities are represented in media (“Less than 1% of ads in India overtly represent LGBTQIA+, or someone with different abilities; less than 4% ads represent someone older than 65 years perpetuating a flattening of identities (DI Indian Advertising 2023, 2023))



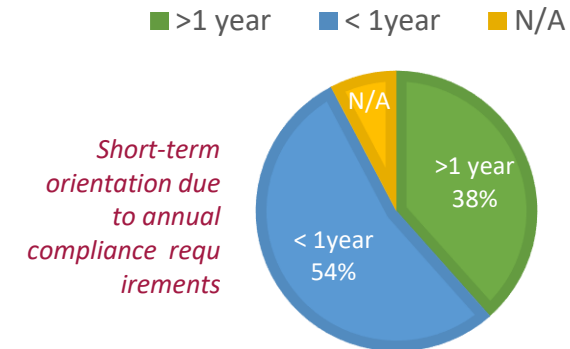
# iii. Application Ties

## GOVERNMENT

- **Short-term view:**
  - Research suggested that campaigns may last for less than a year due to annual compliance and reporting requirements.
  - Findings: More than half the campaigns lasted less than a year.
  - NOTE: Short-term view of CRM campaign (vs. meaningful, longer-term orientation and impact generation) due to regulatory inhibitors (annual compliance and reporting requirements) appeared to gain traction in practice.
- **Reporting:**
  - Research suggested that only headcount may get reported as CRM outcomes given reporting ambiguity around certain causes and annual reporting compliance.
  - Findings: 17/18 campaigns reported with headcount type metrics.  
NOTE: Headcount reporting (likely caused by short/annual reporting timeline, lack of technical expertise to measure impact in the area) appeared to gain traction in practice.
- **Cost of compliance:** Unable to study due to lack of publicly available data.

## ⚠ COMPLIANCE OVER IMPACT

### SHORT-TERM CAMPAIGN DURATION



**17/18**

*campaigns reported with headcount type metrics*



### HEADCOUNT-TYPE METRICS

Does not reflect the full extent of impact;  
Subject matter expertise to evaluate may be limited

# iii. Application Ties

- **Cause disparity:**
  - Research suggested that governance and environment-related issues may get sidelined due to the focus on social SDGs in Schedule vii
  - **Findings:** 11 SDGs did not appear as a cause across the 18 campaigns.
  - NOTE: Sidelineing of environmental and governance SDGs (likely caused by Schedule vii compliance requirements) appeared to gain traction in practice.

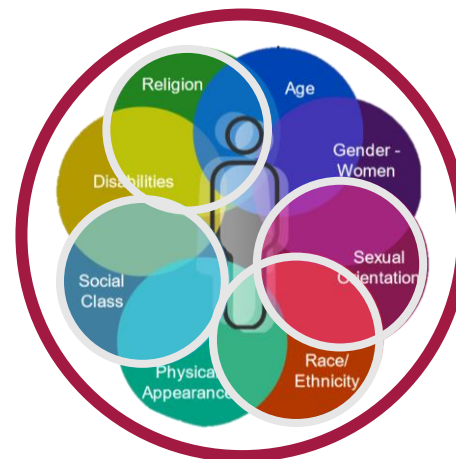
**⚠ CAUSE DISPARITY**  
*Socially-focused Schedule vii (Company Act, 2013)*



**NARROW FOCUS ACROSS SDGs:** Only 6/17 causes supported across 18 campaigns  
[see Appendix](#)

**SOCIETY:**

- **Polarization:**
  - Research suggested a growing polarization in Indian society and reduced tolerance for dissent
  - Findings: None of the campaigns chose sensitive topics such as marginalized castes or religions as championed causes
  - NOTE: Reduced tolerance for social differences, limited freedom of speech and press freedom affecting brands' cause selection appeared to gain traction in practice.
- Impact of self-censorship in media and academic and the widening income gap on CRM campaigns was beyond the scope of this study.



(“DI Indian Advertising”, 2023, p. 4)

**⚠ LIMITED SUPPORT FOR NORM-CHALLENGING CAUSES**

**POLARIZATION**

None of the campaigns championed causes that broached sensitive topics such as religion, sexual orientation, ethnicity/race, and social class in the current political climate of India

[see Appendix](#)

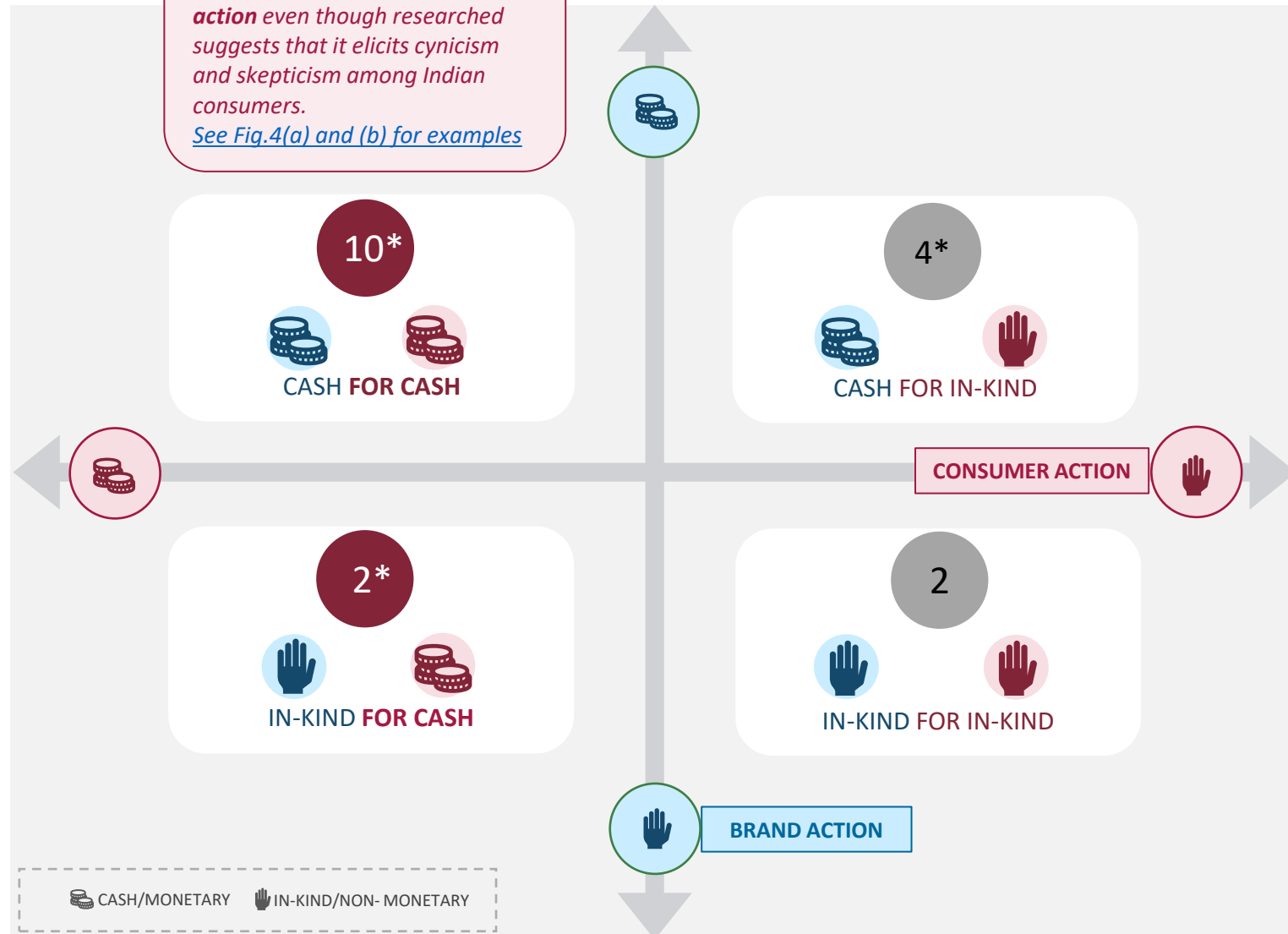
**⚠ LIMITED TRACTION IN PRACTICE**

# iii. Application Ties

## CONSUMER

- **Skepticism:**
  - Research suggested that consumers distrusted monetary actions
  - Findings: More than half of the campaigns (12/18) called for monetary consumer action
  - NOTE: Call for monetary consumer actions appeared to gain traction in practice.

⚠ More than half of the campaigns asked for **monetary consumer action** even though researched suggests that it elicits cynicism and skepticism among Indian consumers.  
[See Fig.4\(a\) and \(b\) for examples](#)



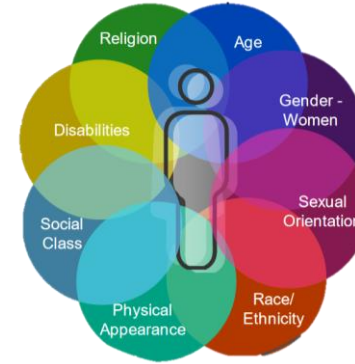
\*Includes campaigns that promised both monetary and non-monetary brand actions

# iii. Application Ties

## CONSUMER:

- **Gender stereotyping:**
  - ASCI suggested a 3S screener to call out tropes in casting, costuming, styling, etc. embedded within advertising that unintentionally reinforce gender stereotypes. All campaigns were evaluated with the 3S screener.
  - Findings: Although all campaigns adhered to the ASCI guidelines on harmful gender stereotyping, most (16/18) were trapped in unintentionally stereotyping genders though casting, costuming, and styling. For example, all campaigns depicted women with a standardized appearance.
  - NOTE: Depiction of women in uninspiring and burdening ways appeared to gain traction in practice.
- **DEI:**
  - Research suggested that marginalized groups in India do not feel they or their communities are represented in media
    - (“Less than 1% of ads in India overtly represent LGBTQIA+, or someone with different abilities; less than 4% ads represent someone older than 65 years perpetuating a flattening of identities (DI Indian Advertising 2023, 2023))
  - Findings: None of the campaigns featured someone from a marginalized group progressively or in a position of power. The campaigns that focused on “underprivileged” children or youth only featured them as beneficiaries.
  - NOTE: Not representing diverse groups in media appeared to gain traction in practice.

## UNINSPIRED AND BURDENED GROUPS



(“DI Indian Advertising”, 2023, p. 4)

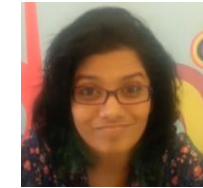
### ▲ UNINTENTIONAL GENDER STEREOTYPING

**16/18**

Almost all campaigns depicted women with a **standardized appearance (similar body type, physical ability, attire, etc.)**



M&M’s Seed the Rise



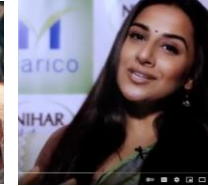
Tata’s A Woman...



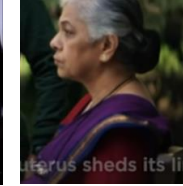
P&G’s Shiksha



Paperboat’s Float a Boat



Nihar’s Chhote...



Whisper’s Keep...



Stayfree’s Women for Change

**16**

### ▲ FLATTENING OF IDENTITIES

Most campaigns represented only mainstream-appearing identities. Members of marginalized groups, when depicted, were only done so in a position of powerlessness.

[See Appendix](#)

▲ LIMITED TRACTION IN PRACTICE

# iii. Application Ties

## NGOs:

- **Expertise**
  - Research suggested that NGOs may have limited reporting expertise
  - Findings:
    - Out of the 8/18 campaigns that reported CRM campaign outcomes through earned or paid media, none included an NGO partner sharing campaign outcome.
    - Except for P&G Shiksha, all campaigns reported headcount type of metrics to share outcome.
    - Common use of headcount type metric indicated limited impact measurement expertise, or ambiguity around impact definition or impact measurement models.
- NOTE: NGO partners limited reporting capabilities appeared to have traction in practice.



## ⚠️ REPORTING EXPERTISE

- No NGO partner shared campaign outcome
- All campaigns reported headcount type of metrics to share outcome, except for P&G Shiksha

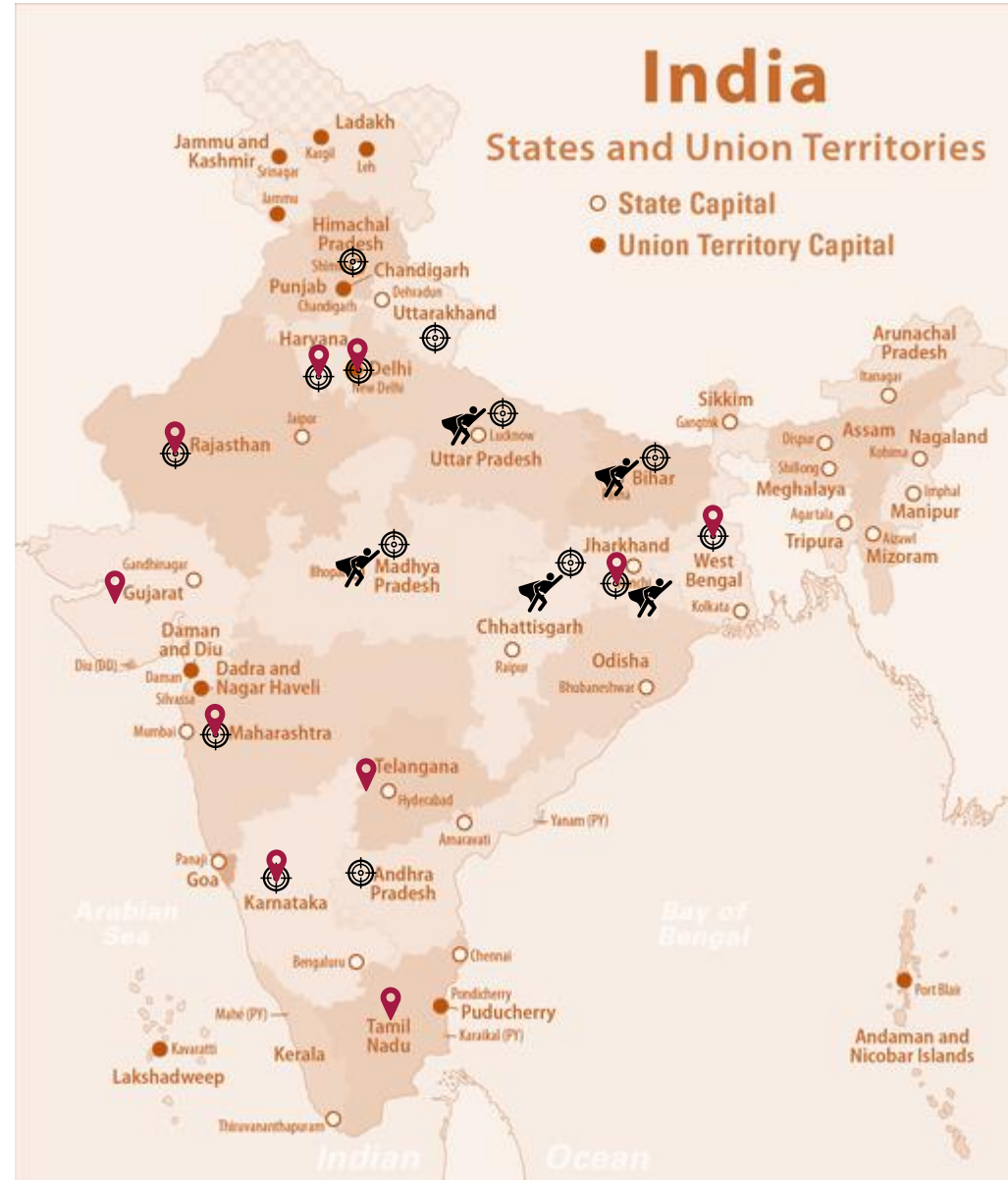
[See Appendix](#)

# iii. Application Ties

## NGOs (continued)

- **Geographical bias:**
  - Research suggested that absence of trustworthy NGOs in aspirational districts\* may limit a brand's selection of geographical area of impact
  - Findings: At least one campaign was executed in each of the five states with the highest number of aspirational districts. Two trustworthy NGO partners were based in these states. Most NGO partners were based in New Delhi, Karnataka, and Maharashtra.
  - Studying company's catchment areas was beyond scope for this study. Hence, whether campaigns were delivered specifically in catchment areas could not be verified.
  - NOTE: Brands inhibited by a dearth of trustworthy NGOs in states with highest aspirational districts in their geographical area selection did not appear to have traction in practice.

\*defined as those areas that performed poorly on several socio-economic parameters, according to the National Institute of Transforming Indi (NITI) Aayog, a policy think-tank established by the Government of India.



Brands in India did not seem to be inhibited by a dearth of NGOs in areas with aspirational districts, as indicated by the execution of CRM campaigns in aspirational district states.

- NGOs Base
- CRM Campaigns Executed Areas
- Aspirational districts\*
  - Uttar Pradesh
  - Bihar
  - Jharkhand
  - Chhattisgarh
  - Madhya Pradesh



# iv. Reflection Worksheet

How do social inhibitors such as religion, sexual orientation, ethnicity/ race effect your CRM campaign? What are the potential benefits of incorporating such diversity in your campaigns?

Implications for other brands:

- Annual compliance and reporting requirements hindered meaningful, longer-term orientation and impact generation.
- Headcount type metrics did not reflect the full extent of impact generated; however, prevalent use in CSR and CRM may be due to short (annual) reporting timelines; may be indicative of avoidance of complicated causes that require technical expertise to measure impact in the area.
- Schedule vii may redirect focus from other SDGs to social SDGs



# iv. Reflection Worksheet

How would social inhibitors such as religion, sexual orientation, ethnicity/race, etc. affect your CRM campaign?

How might the utilization of monetary consumer actions inhibit your CRM campaign?

How could you avoid gender stereotyping and ensure representing DEI in your CRM campaign?

Who is the NGO partner for your campaign?

Does it operate in a geographical area relevant to your brand?

What is their expertise in impact measurement modeling and reporting?



# INHIBITORS

INTERNAL

# i. Definition

Research revealed internal inhibitors of optimal CRM campaign performance.

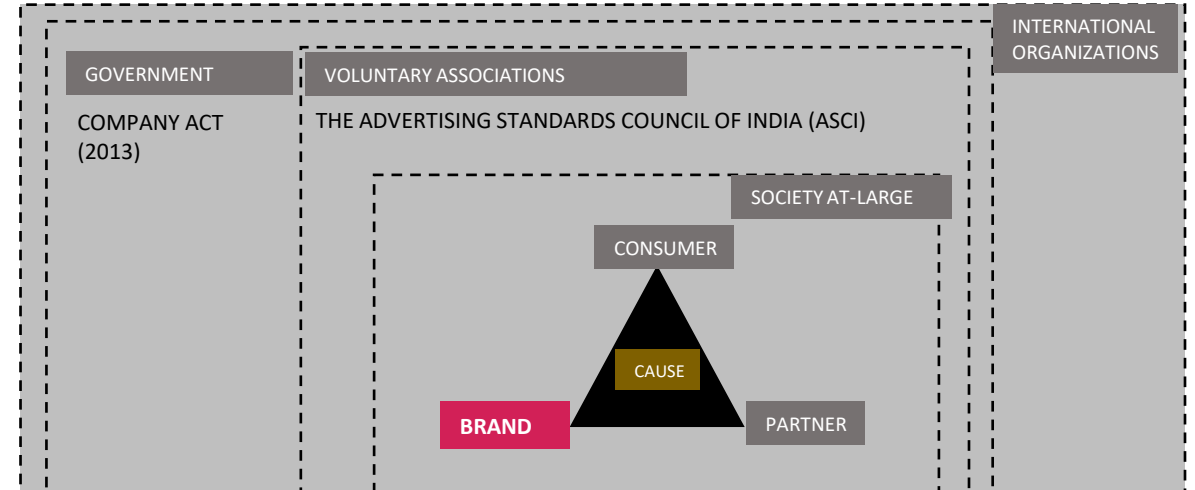
These include organizations' risk-averse nature when it comes to compliance or selecting causes that require subject matter expertise or that lack established impact measurement models. Organizational focus on catchment (in proximity to operations) areas to be compliant with the CSR law also emerged as an internal inhibitor of selecting other deserving geographical areas.

**Internal inhibitors refer to these deterring organizational factors, which hinder optimal CRM campaign performance.**

## ii. Research Ties

### BRAND

- **Risk aversion:** Some of the SDGs getting sidelined due to a desire to avoid risky, complex, socio-cultural norm challenging causes (e.g. religion) (“Research Report on CSR Trends and Opportunities in India”, 2021, p. 13) and due to a compliance mindset prioritizing annual reporting (Aravind & Philip, 2023)
- **Limited expertise:** Some of the SDGs getting sidelined may be due to lack of/ limited technical expertise required to support certain causes (e.g. clean energy, water cons, agro) (“Research Report on CSR Trends and Opportunities in India”, 2021, p. 13)
- **Geographical bias:** Catchment areas (close to operations) most focused on (as per Schedule vii), due to which deserving geographic areas get sidelined
  - **Aspirational districts** receive the least CSR spend (Jharkhand, Bihar, Chhattisgarh, Madhya Pradesh, and Uttar Pradesh) (“India’s CSR Reporting Survey 2019,” 2020)



The figure shows stakeholders relevant to internal inhibitors of optimal CRM campaign performance.

**Summary:** Research suggested that organizations in India are risk averse when it comes to compliance and may avoid choosing causes that require subject matter expertise to measure impact and hinder annual reporting compliance. It was also suggested that organizations focus on catchment areas vs. more deserving areas.

# iii. Application Ties

- **Risk aversion:**

- Research suggested that some of the SDGs may get sidelined due to a desire to avoid risky, complex, socio-cultural norm-challenging causes (e.g. religion) (“Research Report on CSR Trends and Opportunities in India”, 2021, p. 13) and due to a compliance mindset prioritizing annual reporting (Aravind & Philip, 2023)
- FINDING: 12/18 campaigns supported education and 7/18 campaigns supported health; 11/17 SDGs sidelined
- Note: Compliance-driven selection of causes seemed to have traction in practice.

- **Geographical bias:**

- Research suggested that catchment areas (close to operations) most focused on (as per Schedule vii), due to which deserving geographic areas get sidelined
- Findings: At least one CRM campaign was implemented in states with the highest number of aspirational districts
- NOTE: Limitations due to catchment area focus in Schedule vii did not appear to have traction in practice.



Most brands support of the same cause suggested risk averse nature of companies when it came compliance with the CSR law. Further, limited expertise in impact reporting and/or reporting ambiguity may also have inhibited brand’s selection of others causes across the SDGs

Uttar Pradesh  
Bihar  
Jharkhand  
Chhattisgarh  
Madhya Pradesh

5  
5

### NO GEOGRAPHICAL BIAS:

All five states with the greatest number of aspirational districts were targeted at least once by a CRM campaign. Brands did not seem to limit themselves to catchment areas only, even though recommended by Schedule vii.



# iv. Reflection Worksheet

How could you go beyond Schedule vii and engage with other deserving causes – such as environmental, governance, or causes that have personal relevance for millennials and Gen Z in India?

What kind of subject matter expertise, impact measurement models, and reporting capabilities would you need to generate impact in such areas?

How could you go beyond Schedule vii and generate impact in states with the greatest number of aspirational districts?

How would you evaluate the credibility, fit, and expertise of the implementation agencies in these areas to partner with them?  
([See Appendix](#) for a list of agencies other brands in India partnered with)

# ENABLERS

EXTERNAL

# i. Definition

Research revealed external enablers of optimal CRM campaign performance.

These include government's market performance boosting reporting format, social trends such as a growing middle class and an active civil society, and NGO partners' goodwill and network in the market, and consumer preferences such as greater trust in campaigns that asked for non-monetary consumer actions, lasted longer, etc..

**External enablers refer to these market factors that facilitate optimal CRM campaign performance.**

## ii. Research Ties

### GOVERNMENT

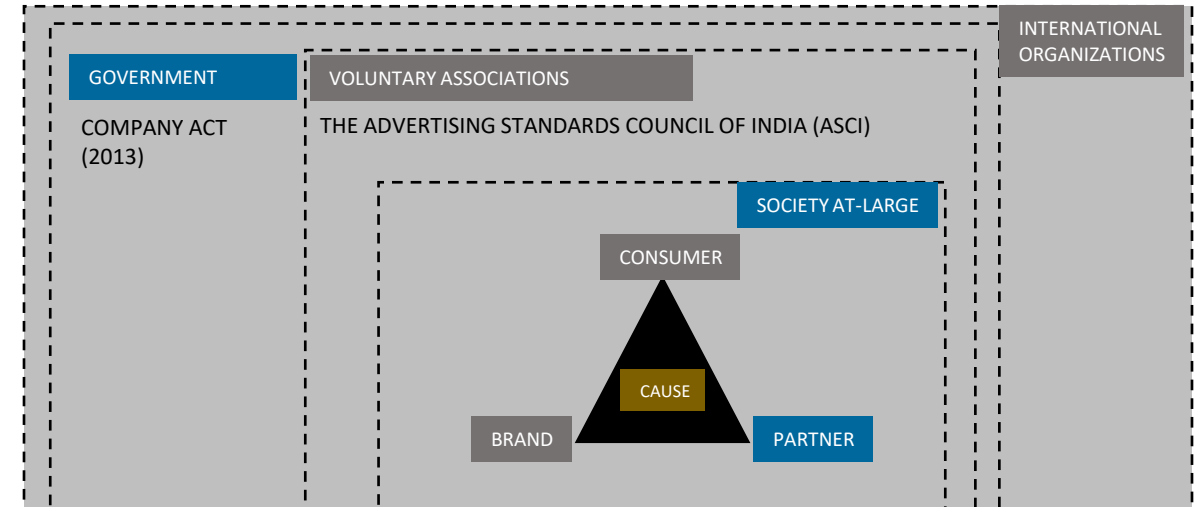
- **Reporting standardization:** Business Responsibility and Sustainability Report (BRSR) developed in 2020 as a national guideline to prepare the Business Responsibility Report (BRR), reduced reporting burden (indien.ahk.de)
- **Impact on business performance:** BRR positively and statistically significant linked to business value and market performance. (Oware & Worae, 2023)

### SOCIETY AT-LARGE

- **Active society:** Extremely active civil society in India: key role in mobilizing masses on intersectional causes such as anti-corruption movement and protesting the rape of and violence directed against women
- **Growing middle class:** Middle class ballooning (Roy, 2018) and led key social changes (“BIT 2022 | India”, 2022, p. 35)

### NGOs

- **Credibility:** General population in India demonstrated the highest trust in its businesses and NGOs, more than in the government and media. (2021 Edelman Trust Barometer, 2021)
- **Fit:** Financial and legal compliance, track record, positive references, and expertise in an area are few factors influencing NGO partner selection. (“Research Report on CSR Trends and Opportunities in India”, 2021, p. 38)



The figure shows stakeholders relevant to external enablers of optimal CRM campaign performance.

**SUMMARY:** Research suggested that government’s CSR reporting format improves business performance, the growing middle-class desires and engages en masse in social change, and that NGOs possess significant goodwill and on-ground networks.

### (cont’d) NGOs

- **Expertise:** Several NGOs operating across a range of issue areas, including [...] protection of human rights and the struggle for gender equality.” (“BIT 2022 | India”, 2022, p. 29). NGO partners provide on-ground connections, established networks, and a deep understanding of community needs that cannot be compared to other types of partners, such as social enterprises. (“Research Report on CSR Trends and Opportunities in India”, 2021, p. 36)



## ii. Research Ties

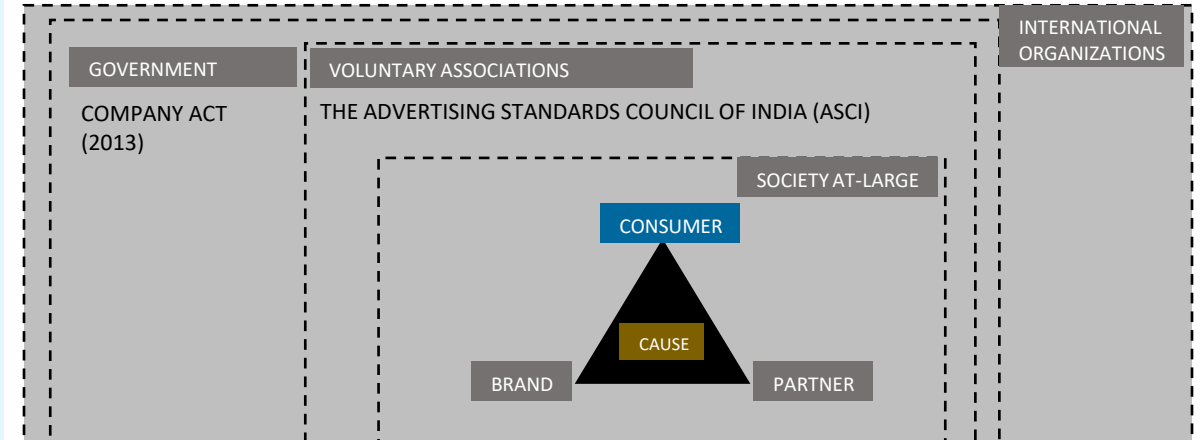
### CONSUMER

Nonmonetary consumer action, long-term orientation of a campaign, familiarity with a brand and cause enable consumers in India to trust and participate in a CRM campaign.

- (Pandey et al., 2020) highlighted the role of consumer attitudes, intention, and loyalty, which are influenced by factors such as skepticism, perceived novelty, global connectedness, and long-term orientation.
  - **Skepticism:** Asking for non-monetary consumer actions lower consumer skepticism (Velva, 2013)
  - **Trust:** Long-term orientation influences credibility and perceived sincerity of CRM campaigns (Kadwe, 2023, p.1222)
- Thomas (2023) emphasized the importance of consumer knowledge, cause scope, and donation proximity in driving participation intention.
  - **Familiarity:** Familiar brands and causes and transparent outcomes reporting earn more consumer trust (Sangwan and Lohia, 2014, p. 871)

Marketing communications best practice includes positive gender portrayal, inclusivity, use of digital media, subtle cues and unique campaign names to drive CRM success in India:

- **Gender portrayal:** Progressive gender roles have a higher impact on long-term brand equity and short-term sales likelihood in India than other emerging countries (GenderGains, 2022)



The figure shows stakeholders relevant to external enablers of optimal CRM campaign performance.

**SUMMARY:** Research suggested that Indian consumers are receptive to cause-related marketing, particularly when the cause is perceived as novel, the company is Indian, and the campaign is well-aligned with consumer values and knowledge.

- **DEI:** Inclusive advertising (“showing underrepresented groups in a positive way”) delivers significant returns on short-term sales likelihood and long-term brand equity (DI Indian Advertising 2023, 2023)
- **Digital media:** Asian donors are primarily driven by digital communications. Email(29%), social media(26%), and an organization’s website(21%) inspire the most giving (GLOBAL Trends in Giving Report, 2018, YouGov India. (December 8, 2022) See [Appendix](#))
- **Subtle cues:** Consumer build longer-term relationships built with campaigns that have positive and subtle publicity (Sangwan and Lohia, p. 873)
- **Naming campaign:** A unique campaign name helps in brand recall and top-of-mind awareness (Kaur & Ahluwalia, 2019)

# iii. Application Ties

## GOVERNMENT

- BRSR report format
  - Research suggested that the government-recommended BRSR report facilitated CSR reporting and its standardization.
  - Findings: However, only 6/18 brands used the government recommended CSR report format and 8/18 used their own format. None of the CSR reports included CRM outcomes.
  - NOTE: The BRSR report format did not appear to have traction in practice.

## SOCIETY

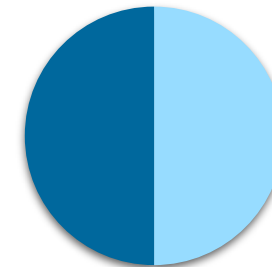
- Mobilizing masses
  - Research suggested a highly active civil society in India comprising the middle class engaged in leading social change through mass movement.
  - Findings: Only half of the campaigns leaned into including the socially active middle class to propel change through mass movement.
  - NOTE: Since half the campaigns did not opt for engaging masses, it appeared to have somewhat less traction in practice.

00  
18

**! CRM OUTCOMES SHARING:** None of the CSR reports shared CRM outcomes, which is critical to earning consumer trust. Hence, the CSR report or the government-recommended format for CSR report did not seem to be enablers of CRM success.

## MASS. VS. INDIVIDUAL CONSUMER ACTION

**! MOBILIZING MASSES:**  
Only half of the campaigns engaged and mobilized the masses to bring about social change.



■ Individual ■ Mass

**! LIMITED TRACTION IN PRACTICE**

# iii. Application Ties

## NGOs

- **Credibility**
  - Research suggested that Indian consumers placed high trust in NGO, even more so than the government and media.
  - Findings: All campaigns chose NGO partners that seemed credible based on a combination of factors such as the age of the NGO, profile of the founder and management teams, impact reported, etc.
  - NOTE: Given that all brands chose credible NGO partner, prioritization of NGO credibility appeared to have traction in practice.
  
- **Fit and expertise**
  - Research suggested financial and legal compliance, track record, positive references, and expertise (such as deep understanding and on-ground network) in an area as factors influencing NGO selection.
  - Findings: Based on publicly available data on NGOs' websites, all NGOs seemed legally registered, had positive reviews, and a track of record of generating impact in their area of work.
  - NOTE: Given that all NGO partners selected by brands demonstrated it, NGO fit and expertise appeared to have traction in practice.

## ALIGNING CAUSE AND NGOS



### NGO CREDIBILITY:

All brands seemed to prioritize credible NGO partners. The age of the NGO was one indicator of credibility. NGO partners of all the campaigns were established much earlier than the period of implementation.



### EXPERTISE:

All brands chose NGO partners that seemed to have knowledge in the brand's chosen area of impact.

# iii. Application Ties

## CONSUMER

- **Skepticism:**
  - Research suggested non-monetary consumer action lowered consumer skepticism in India
  - Findings: 7/18 campaigns asked for non-monetary (in-kind) consumer action.
  - NOTE: Given that a minority of campaigns asked for non-monetary consumer action, it did not appear to have traction in practice.
- **Trust:**
  - Research suggested that long-term orientation of CRM campaigns influenced consumer's trust in the brand.
  - Findings: 7/18 campaigns ran for less than a year, while 11/18 ran for longer than a year.
  - NOTE: Campaign longevity appeared to have traction in practice.
- **Familiarity:**
  - Research suggested that familiarity of brand and cause influenced consumer trust.
  - Findings: Since only top 100 companies in India by market capitalization were selected, it can be assumed that brand familiarity existed. Majority campaigns chose from a limited pool of causes of national importance (health, education, and rural development).
  - NOTE: Familiarity of cause appeared to have traction in practice.

## EARNING CONSUMER TRUST



### IN-KIND ACTION:

Only about a third of campaigns asked consumers to take in-kind vs. monetary action.



### LONGER CAMPAIGNS:

Most campaigns ran for beyond a year, despite a strict annual compliance regime, and aligned with consumer expectations.



### CAUSE FAMILIARITY:

All brands chose among causes of national importance, with which consumers seemed familiar.



# iv. Reflection Worksheet

How do you think using the government-recommended CSR report format may or may not affect your CRM campaign?

How do you think engaging and mobilizing masses might or might not affect your CRM campaign?

How do you think the credibility, fit and expertise of your NGO partner may or may not affect your CRM campaign?

How do you think asking for non-monetary consumer action may or may not affect your CRM campaign?

How do you think a longer-term orientation may or may not affect your CRM campaign?

How do you think choosing a cause consumers are familiar with may or may not affect your CRM campaign?

# ENABLERS

INTERNAL

# i. Definition

Research revealed internal enablers of optimal CRM campaign performance.

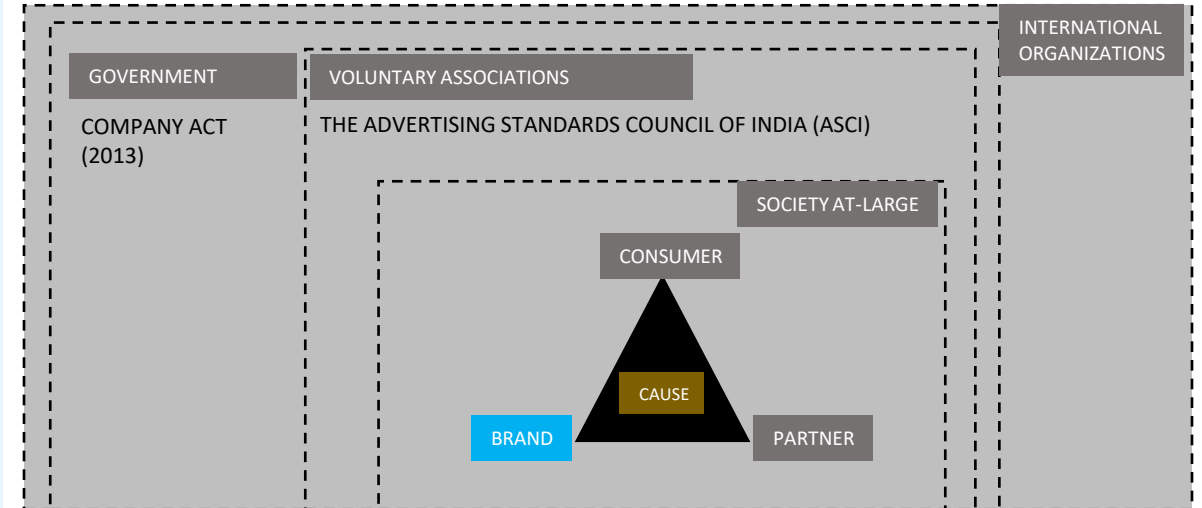
These include organizational ability to gain social and consumer trust through making informed marketing communications decisions, such as portraying genders progressively, being diverse, equitable and inclusive in communications, publicly sharing outcomes, etc.

**Internal enablers refer to these organizational factors that facilitate optimal CRM campaign performance.**

## ii. Research Ties

### BRAND

- CRM campaigns that asked for non-monetary (i.e. in-kind) consumer action lowered consumer skepticism in India (Veleva, 2013)
- Following marketing communications best practice emerged:
  - **Applying SEA framework to portray gender progressively:** Progressive Gender portrayal deploying “self-esteemed, empowered, allied” (SEA framework) to check for gender stereotypes (GenderGains, 2022, p.5)
  - **Applying SSS framework to represent DEI:** Inclusive advertising (DI Indian Advertising, 2023) can be ensured to check for «services, subordination, standardization» of marginalized groups.
  - **Utilizing digital media:** Deploying digital communications in Asian markets
    - Manasi Kumari, Patthey and Anute, (2022) SEO and Social Media marketing are extremely important for the company to make cause relevance, cause image and brand image visible.
  - **Utilizing subtle cues:** Deploying visual, emotional, subtle cues (Sangwan and Lohia, p. 873)
  - **Naming uniquely:** Using unique campaign names that reflect the cause impacts campaign effectiveness (Kaur & Ahluwalia, 2019)



The figure shows stakeholders relevant to internal enablers of optimal CRM campaign performance.

**SUMMARY:** Research suggested improved communications practices such as considering gender equality, DEI, publicly sharing outcomes, etc. could improve brand equity and help gain greater consumer trust in CRM campaigns.

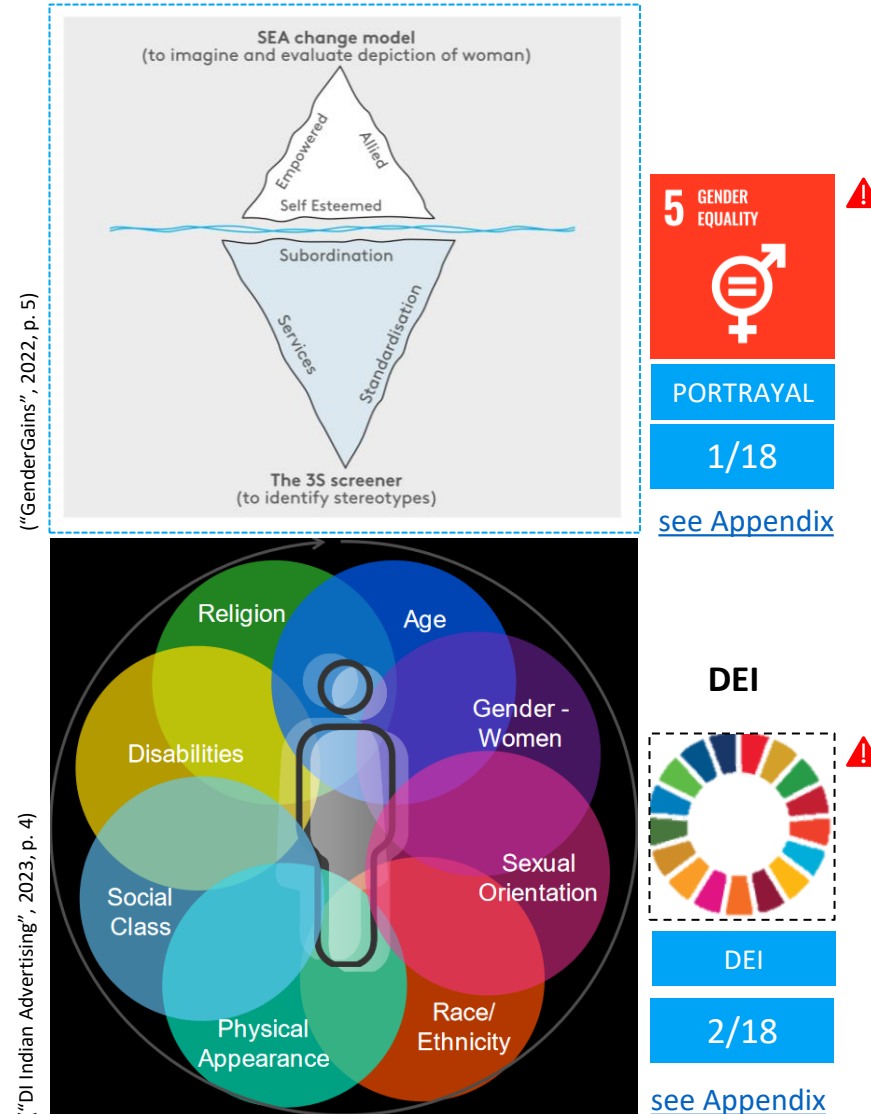
- Being transparent about outcomes such as disclosing relevant info (e.g. hidden platform fees, use of funds, outcomes, etc.) earned audience trust (Sangwan & Lohia, 2014, p.871)
  - **Reporting:** Measures such as consumer attitudes, purchase behavior, social impact, and business outcomes could be used as performance measures (Malviya et al., 2023); Publicly shared outcomes through comms. Strats (e.g. online portal)



# iii. Application Ties

## BRAND

- **Following marketing communications best practice**
  - **Applying the SEA framework to portray gender progressively:**
    - Although several campaigns focused on women/girls, their depiction as “self-esteemed” (making decisions with confidence vs. anxiety) or “empowered” (having agency) or “allied” (surrounded by people who supported her journey) was limited.
    - Women-focused causes included lack of sanitation and literacy skills, and malnutrition. Women and girls were portrayed as powerless (without agency) in these situations who needed to be rescued.
    - Most campaigns asked for help on behalf of the female beneficiary. Though the campaigns called on the audience to be an ally of women and girls, the campaign per se didn’t appear to show women and girls as “SEA”.
    - Exceptions to this were the P&G Shiksha, Lenovo’s Pitch to Her, ITC’s *Boond se Sagar*, where the narrative showed agency (e.g. “I am going to school”)
    - NOTE: The SEA framework did not appear to have traction in practice.
  - **Applying the SSS framework to represent DEI:**
    - Although several evaluated campaigns depicted girls and women, they reflected a standardized appearance (similar skin tone, ethnicity, body type, physical ability, attire, etc.); none visibly or meaningfully depicted people of different religion, age, sexual orientation, ethnicity, physical appearance, social classes, or disabilities. (See Fig. 1)
    - NOTE: The SSS framework did not appear to have traction in practice



# iii. Application Ties

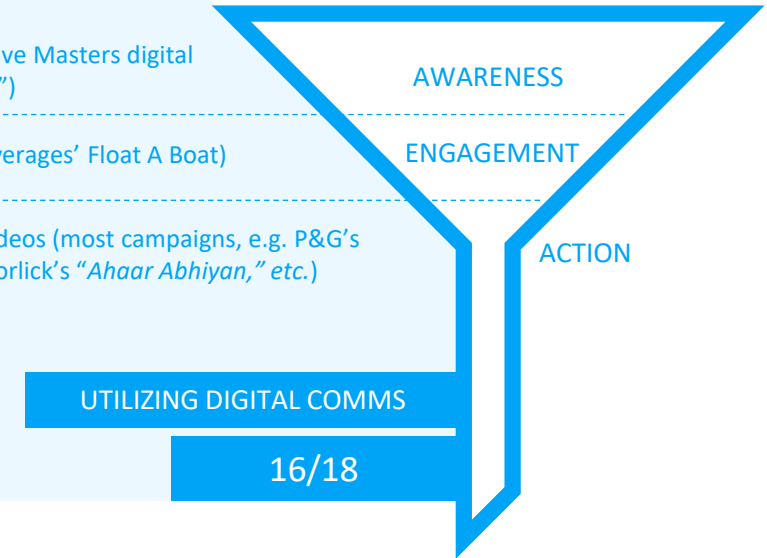
- **Utilizing digital media:**
  - Most campaigns integrated digital media across the marketing funnel. (Note: Digital media assets produced by Tata's DKAP and ITC's Let's Put India First campaigns were not found, likely because of when they were implemented (Tata: 2002, ITC: Unavailable).)
  - NOTE: Including digital in the media mix seemed to have traction in practice.
- **Utilizing subtle cues:** Deploying visual, emotional, subtle cues (Sangwan and Lohia, p. 873)
  - All campaigns incorporated subtle cues and emotional appeals, refraining from imagery or tone that may cause the audience distress.
  - NOTE: Utilizing subtle cues appeared to have traction in practice
- **Naming:** Using unique campaign names that reflect the cause impacts campaign effectiveness (Kaur & Ahluwalia, 2019)
  - All campaigns were found to have unique names
  - Fewer than half campaigns had a name in a regional language (although, there are several regional languages in India, *Hindi* – one of India's official languages – was the only regional language in which campaign names came up in publicly available data.
  - NOTE: Unique campaign names appeared to have traction in practice. Campaigning in multiple regional languages did not appear to have traction in practice.

## INTERNAL ENABLERS

### Examples of digital communications utilization in CRM:

- Organic social posts (e.g. Creative Masters digital poster), PR ("India's Favourites")
- Social contests (e.g. Hector Beverages' Float A Boat)
- Rational or emotional appeal videos (most campaigns, e.g. P&G's Shiksha, Keep Girls In School, Horlick's "Ahaar Abhiyan," etc.)

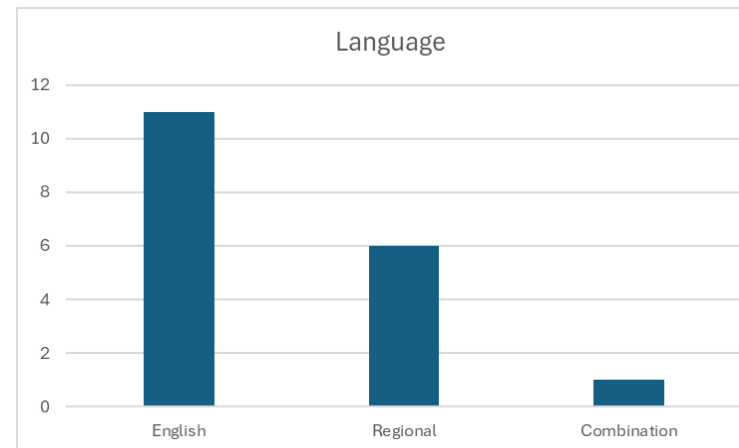
[see Appendix](#)



### UNIQUE NAME

18/18

- All campaign names were unique
- Most campaign names related to the championed cause
- Some campaign names were a play on the brand name (Float a Boat)



### SUBTLE CUES

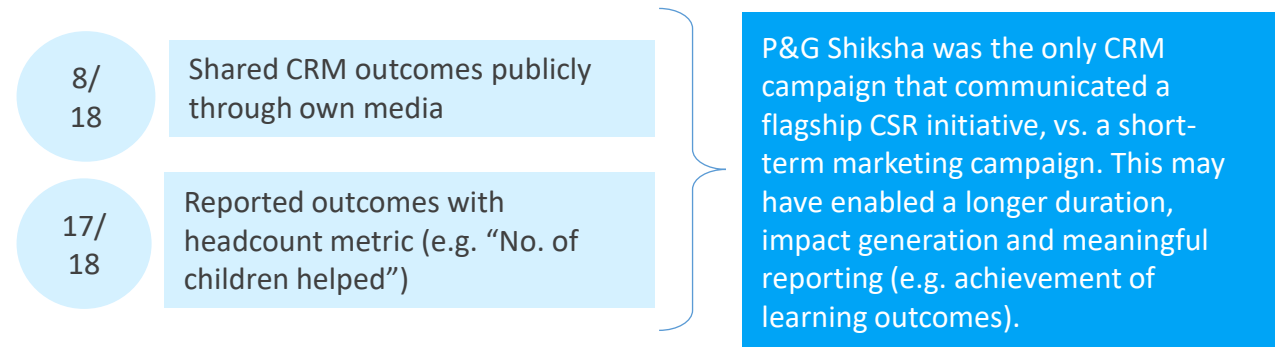
18/18

- Subtle cues and emotional appeals vs. distressful imagery
- Appealed to compassion vs. guilt

# iii. Application Ties

- **Being transparent about outcomes:**
  - Research suggested that disclosing relevant info (e.g. hidden platform fees, use of funds, outcomes, etc.) earned audience trust (Sangwan & Lohia, 2014, p.871)
  - **FINDING:** Only a few campaigns publicly shared outcome through own media. In most cases, paid or earned media reported campaign outcome. Further, headcount was the prevalent metric used to report the impact across all campaigns,
  - **NOTE:**
    - Public sharing of CRM outcomes (via own media) did not appear to have traction in practice.
    - Headcount as a metric (albeit not fully representative of the extent of impact and likely indicative of limited expertise or available information on impact measurement modeling and reporting) appeared to have traction in practice.
    - Since CSR law required annual compliance reports, brands may be limited in the scope and duration of their campaigns, which may have affected meaningful outcomes and hence, their reporting.
  - Internal reporting about changed consumer attitudes, purchase behaviour and business outcomes (Malviya et al., 2023) was not shared publicly.

## CRM outcomes publicly shared:



[see Appendix](#)



# iv. Reflection Worksheet

How does your CRM campaign apply the SEA framework to portray genders progressively?

How does your CRM campaign apply the SSS framework to represent DEI?

How does your CRM campaign utilize digital communications to reach, engage, and motivate the audience to act?

- How does your CRM campaign utilize subtle cues to deliver the key message?
- Will they include emotional or rational appeal, be textual or visual? What tone would it adopt?

- How does your CRM campaign name stand out as unique?
- Is it in a regional language or English; why?
- Does it reflect the supported cause or the brand or both? How?
- Is the tagline similar to or different from the campaign name? Why?

- How will you share CRM campaign outcomes with your target audience? Will you disclose all uses of collected funds, if asking for monetary consumer support?
- How might you use own media vs. earned media to disclose info and share outcomes?
- Which KPIs would best represent the full extent (business, social, environmental) outcome?
- How would you measure changed consumer attitudes and behavior as a result of your campaign?

# Next steps

- The limitations and gaps in this research are outlined at the end
- Market-based opportunities and challenges for CRM professionals have been highlighted
- Ideas for future research are also listed within

# Opportunities

- **Rising Middle Class Consumer Power:** With an expanding middle class boasting increased spending capacity, branding emerges as a pivotal factor influencing consumer choices, with Indian consumers displaying a readiness to switch to products associated with a cause (“PwC Global Consumer Insights Pulse Survey,” 2023; Rakuten Insight, 2024; Singh, 2019).
- **Talent Attraction through Sustainability Commitment:** Investing in top talent aligned with sustainability values is emphasized in the Forward Faster Sustainable Development Goals (SDGs) initiative, which were introduced in 2024 (*Home | Forward Faster*, n.d.). Yet, the segments – Millennials and Gen Z – that are among those who value environmental sustainability the most in India remained concerned about unemployment, skills and training (Deloitte Global 2022 Gen Z and Millennial Survey, 2022). There is an opportunity for brands in India to focus on millennials and Gen Z to increase engagement in their CRM campaigns.
- **Civil Society-Led Social Movements:** Mass movements led by civil society are driving significant social change in India (“BIT 2022 | India”, 2022, p. 35).
- **Growing Solidarity on Social Issues:** Solidarity is strengthening on topics spanning Indian society, such as anti-corruption measures and women's empowerment, notably propelled by the middle class (“BIT 2022 | India”, 2022, p. 16).
- **Favorable Perception of CRM Campaigns:** Indian consumers perceive cause-related marketing campaigns as novel and attribute higher altruistic motives to companies, particularly responding positively to campaigns by Indian firms (Ferle, 2013).
- **High Trust in Societal Institutions:** People in India display a strong willingness to trust their societal institutions, with businesses viewed as competitive and ethical compared to other institutions (2021 Edelman Trust Barometer).
- **Extensive NGO Network:** Millions of NGOs operating across various issue areas provide deep community networks and understanding, offering opportunities for collaboration and insight into local needs (“BIT 2022 | India”, 2022, p. 29) .
- **Emergence of Social Stock Exchange (SSE):** The establishment of SSEs for social enterprises presents a potential avenue for new stakeholders and standardization of reporting. (India, n.d.)
- **Advancements in Capabilities and Partnerships:** New management, financial, and accounting reporting standards, alongside emerging implementation partners like social enterprises, are enhancing the landscape of cause-related initiatives. Social enterprises have better financial, project, and management capabilities and end up offering more expensive services than NGOs (“Research Report on CSR Trends and Opportunities in India”, 2021, p. 67).
- **Selection Opportunities via UN Forward Faster Framework:** The UN Forward Faster initiative identifies five key areas that can guide cause selection processes effectively (*Home | Forward Faster*, n.d.).

# Challenges

- **Contradictory CSR Guidelines:** Contradictory government guidelines regarding areas of CSR focus (e.g. aspirational districts vs. catchment areas) present challenges for businesses navigating regulatory landscapes. (“India’s CSR Reporting Survey 2019,” 2020, p. 88)
- **Social Polarization and Media Trust Decline:** Increasing self-censorship in media and academia, alongside state-driven societal polarization, contributes to declining trust in information sources, particularly traditional media (2021 Edelman Trust Barometer, 2021, p28)
- **Consumer Skepticism:** Despite opportunities, consumer skepticism remains a challenge in the adoption of cause-related marketing initiatives (Ratnakaran & Edward, 2019)
- **Dependence on Monetary Consumer Action:** Brands continue to rely on monetary consumer action as part of their CRM strategies, posing challenges in consumer engagement, as uncovered in the research conducted for this Playbook.
- **Limited NGO Capabilities and Government Intervention:** Limited capabilities within NGOs hinder the replication of successful programs across regions, compounded by inconsistent government guidelines on CSR focus areas (“Research Report on CSR Trends and Opportunities in India”, 2021, p. 41).
- **Cost and Management Challenges in Social Enterprises:** Although social enterprises may prove to be more competitive implementation partners, they face challenges such as higher costs, implying dependence on venture capital for financial stability in the early stages of the formation of the Social Stock Exchange.
- **Limited public sharing of outcomes:** A study of Japanese companies operating in India found that a sizeable portion (41%) of companies did not conduct any impact measurement or social audits. Those that did conduct assessment shared impact stories only internally or with headquarters. (“Research Report on CSR Trends and Opportunities in India”, 2021, p. 40). This also coincided with the campaigns evaluated in this study out of which no CRM campaign publicly shared outcomes.

# Next Steps

## Limitations:

The research undertaken to develop this Playbook encountered constraints primarily stemming from the scope of the study and the accessibility of publicly available data. Given that the study relied solely on secondary sources, it was unable to fully assess the impact of factors such as self-censorship in media and academia, as well as the widening income disparity, on cause-related marketing (CRM) campaigns in India. Additionally, the absence of data pertaining to publicly shared outcomes of CRM initiatives precluded a comprehensive evaluation of campaign efficacy. Moving forward, addressing these limitations and accessing more robust data sources will be crucial for enhancing the depth and accuracy of future research in this domain.

## Next steps:

As the field of cause-related marketing (CRM) continues to evolve in India, it is essential to monitor industries exhibiting the highest corporate social responsibility (CSR) expenditures, such as Banking and Financial Services and Oil and Gas (The State of CSR in India 2014-21, 2022). These sectors serve as indicators of emerging opportunities for CRM application. Applied researchers should consider delving deeper into CRM practices within these industries, investigating potential correlations between CRM funding and CSR expenditures. This exploration holds relevance for various stakeholders, including multiservice marketing agencies, think-tanks, and internal marketing research teams within companies. Moreover, understanding how CRM practices vary across different industries can provide valuable insights for impact-driven marketing professionals seeking to optimize their CRM strategies.

Although changes in revenue reported in financial statements have been linked to CSR initiatives, the direct attribution to CRM campaigns remains absent. Consequently, there is an opportunity for further research to elucidate the relationship between CRM activities and CSR outcomes. This endeavor could involve exploring the advantages and feasibility of aligning CRM campaigns consistently with flagship CSR initiatives.

In the realm of academic research, there is a notable gap concerning consumers' personal engagement with causes in the context of cause-related marketing within the Indian landscape (2021 Edelman Trust Barometer, 2021). Future applied research endeavors could focus on investigating how cultural beliefs, values, and motivations influence individual engagement in social and environmental causes. Additionally, efforts to enhance the efficacy of multi-stakeholder CRM campaigns in India could be prioritized within the research agenda.



# Types of sources referred:

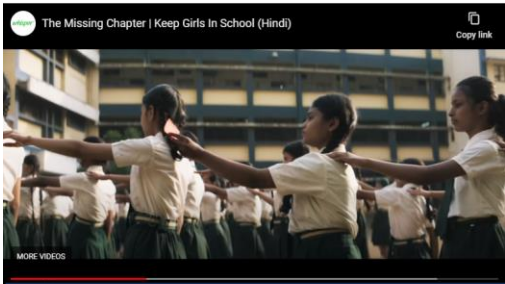
The following types of sources were referred to develop a context into CRM in India:

- Industry reports
- Country reports
- Government portals
- Academic journal articles
- Blog posts
- Regulatory guidelines
- Company Act (2013)
- Books
- Newspaper articles
- News agency portals
- Advertising agency portals
- Brands' portals
- Brands' socials
- Ecommerce platforms
- Professional association publications
- Corporate citizenship documents

# Case studies – Overview of campaigns evaluated

No.	Corporation (Brand)	Campaign	Sample Asset / Summary article
1	KFC	Plate of Hope	<a href="#">Image</a> , <a href="#">Article</a>
2	P&G (Whisper)	#KeepGirlsInSchool	<a href="#">Video &amp; Painting</a> , <a href="#">Article</a>
3	Hector Beverages (Paper Boat)	#FloatABoat	<a href="#">Video</a> , <a href="#">Article</a>
4	ITC (Classmate Notebooks)	Let's put India first	<a href="#">Image</a> , <a href="#">Article</a>
5	ITC (aAshirvaad Atta, Spices, and Salt)	<i>Boond Se Sagar</i>	<a href="#">Video</a> , <a href="#">Article</a>
6	ICICI Bank Ltd	Creative Masters	<a href="#">Image</a> , <a href="#">Article 1</a> , <a href="#">Article 2</a>
7	Johnson & Johnson (Stayfree)	Women for Change	<a href="#">Video</a> , <a href="#">Article</a>
8	Panasonic India	Panasonic Building Blocks campaign	<a href="#">Video</a> , <a href="#">Image</a> , <a href="#">Article</a>
9	Dabur (Sanifresh)	<i>700 Se 7 Kadam</i>	<a href="#">Video</a> , <a href="#">Article</a>
10	Marico (Nihar Shanti Amla)	<i>Chotte Kadam Pragati ki Aur</i>	<a href="#">Video</a> , <a href="#">Article</a>
11	Tata Group (Infiniti Retail)	A Woman Wants	<a href="#">Video</a> , <a href="#">Article</a>
12	Tata Chemicals Limited (Tata Salt)	<i>Desh ko Arpan Program</i> (DKAP)	Image, <a href="#">Article</a> ,
13	P&G (Tide, Ariel, Pantene, Head & Shoulders, Rejoice, Vicks VapoRub, Whisper, Gillette Mach 3 Turbo and Pampers)	P&G <i>Shiksha</i>	<a href="#">Video</a> , <a href="#">Image</a> , <a href="#">Article</a> , <a href="#">Article 2</a>
14	HDFC (HDFC Credit Cards)	HDFC Credit Cards and CRY	<a href="#">Video</a> , <a href="#">Article</a>
15	HUL (Horlicks)	Horlicks <i>Ahaar Abhiyan</i>	<a href="#">Image</a> , <a href="#">Video</a> , <a href="#">Article</a>
16	Lenovo	#PitchToHer	<a href="#">Video</a> , <a href="#">Article</a>
17	HUL and Tata Group (Star Bazaar)	India's Favourites	<a href="#">Article</a>
18	Mahindra & Mahindra (M&M)	#SeedTheRise	<a href="#">Video</a> , <a href="#">Article</a>

# Figure 1: Gender Portrayal



Whisper's KeepGirlsInSchool



Stayfree's WomenForChange



Paperboat's FloatABoat



Nihar Shanti Amla's Chhote Kadam...



P&G Shiksha



TATA Group's A Woman Wants



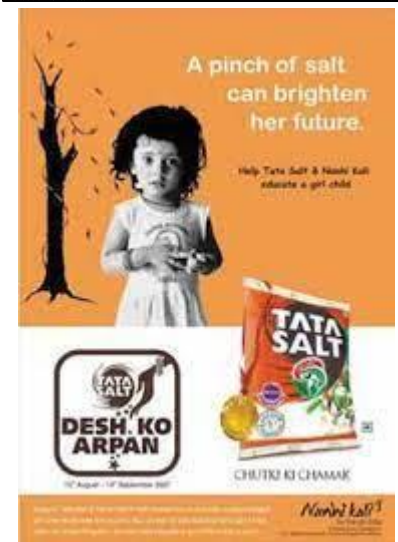
Mahindra&Mahindra's SeedTheRise



HDFC's Worth Taking Credit For



Dabur's 700 se 700 Kadam



TATA's DKAP



ITC's Boond Se...



Horlick's Ahaar...



ICICI's Creative Masters



Lenovo's Pitch To Her

Most ads depicted women and children who were of a similar appearance (skin tone, body type), physical ability, and religious affiliation (represented through attire, use of *bindi*, etc.).

Only two out of all the campaigns that had a visual element considered the weaving the diversity in India into their narrative. ITC's campaign represented the breadth of cultural diversity in India in its short video. Lenovo's focus on YUWA girls represented women as self-esteemed, empowered and with allies.

# Figure 2: Examples of CRM in print

Office Products › Office & School Supplies › Notebooks & Writing Pads › Composition Notebooks



Click to open expanded view



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ITC's Primary Education Programme is designed to provide children from weaker sections access to learning with special focus on quality and retention. The Read India Plus Programme, run in partnership with Pratham, helps improve the quality of learning of around 36,000 children every year. In addition, ITC has helped set up supplementary learning centers and strengthened infrastructure in government schools. So far, over 4,00,000 children have benefitted.

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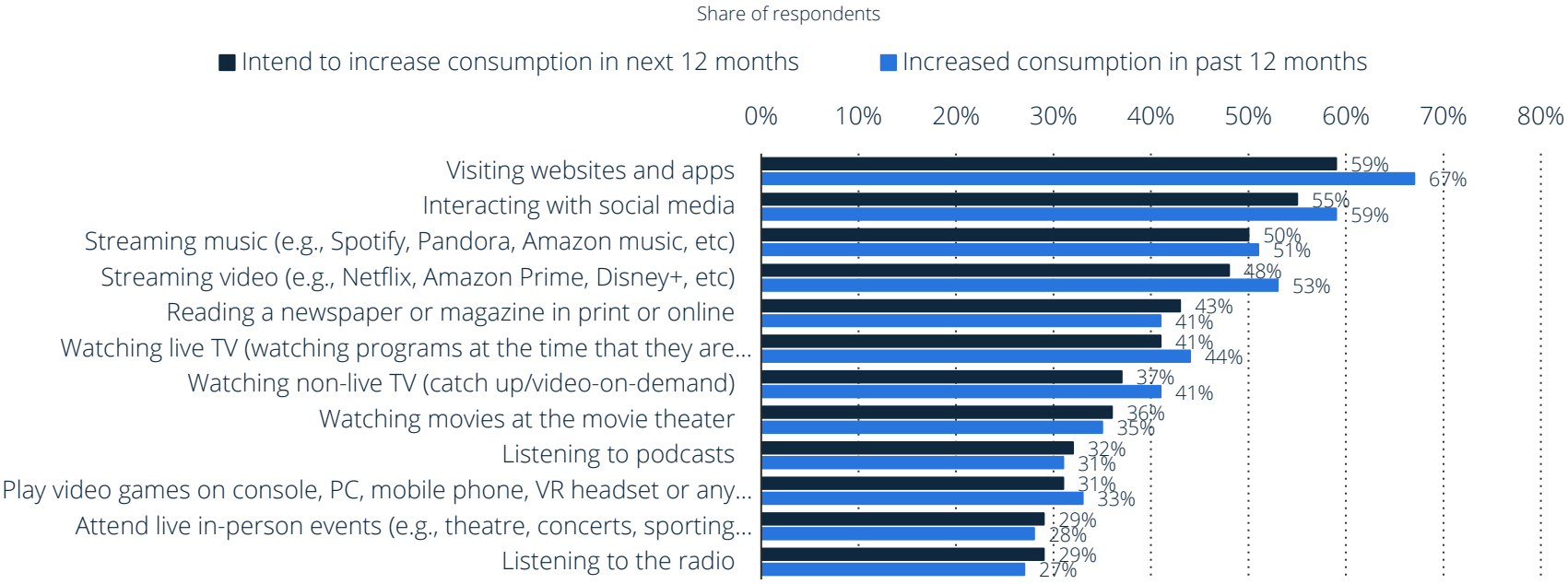
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**ITC**  
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# Figure 3: Change in media consumption reported by consumers across India in 2022, by activity

Increase in media consumption 2022, by activity





















**Note(s):** India; 2022; 18 years and older; consumers in urban India  
 Further information regarding this statistic can be found on [page 8](#).  
**Source(s):** YouGov India; [ID 1280641](#)

# Table 1 – Compliance with Schedule VII

NO.	CORPORATION (BRAND)	CAMPAIGN	CAUSE	SCHED. VII
1	KFC	Plate of Hope	Hunger	Yes
2	P&G (Whisper)	#KeepGirlsInSchool	Health; Education (girls')	Yes
3	Hector Beverages (Paper Boat)	#FloatABOat	Education	Yes
4	ITC (Classmate Notebooks)	Let's put India first	Education	Yes
5	ITC (aAshirvaad Atta, Spices, and Salt)	Boond Se Sagar	Water conservation	Yes
6	ICICI Bank Ltd	Creative Masters	Education (girls'); Health (seniors)	Yes
7	Johnson & Johnson (Stayfree)	Women for Change	Health	Yes
8	Panasonic India	Panasonic Building Blocks campaign	Education; Health	Yes
9	Dabur (Sanifresh)	700 Se 7 Kadam	Health (women's); Rural Development	Yes
10	Marico (Nihar Shanti Amla)	Chotte Kadam Pragati ki Aur	Education	Yes
11	Tata Group (Infiniti Retail)	A Woman Wants	Education (girl's)	Yes
12	Tata Chemicals Limited (Tata Salt)	Desh ko Arpan Program (DKAP)	Education (girls'); Health	Yes
13	P&G (Tide, etc.)	P&G Shiksha	Education; Livelihood	Yes
14	HDFC (HDFC Credit Cards)	HDFC Credit Cards and CRY	Education	Yes
15	HUL (Horlicks)	Horlicks Ahaar Abhiyan	Health	Yes
16	Lenovo	#PitchToHer	Rural Development	Yes
17	HUL and Tata Group (Star Bazaar)	India's Favourites	Education	Yes
18	Mahindra & Mahindra	#SeedTheRise	Education; Livelihood	Yes

# Table 2 – Alignment between Cause and SDGs

NO.	CORPORATION (BRAND)	CAMPAIGN	CAUSE	SDGS
1	KFC	Plate of Hope	Hunger	
2	P&G (Whisper)	#KeepGirlsInSchool	Health; Education (girls')	 
3	Hector Beverages (Paper Boat)	#FloatABoat	Education	
4	ITC (Classmate Notebooks)	Let's put India first	Education	 
5	ITC (aAshirvaad Atta, Spices, and Salt)	Boond Se Sagar	Water conservation	
6	ICICI Bank Ltd	Creative Masters	Education (girls'); Health (seniors)	 
7	Johnson & Johnson (Stayfree)	Women for Change	Health	
8	Panasonic India	Panasonic Building Blocks campaign	Education; Health	 
9	Dabur (Sanifresh)	700 Se 7 Kadam	Health (women's); Rural Development	
10	Marico (Nihar Shanti Amla)	Chotte Kadam Pragati ki Aur	Education	
11	Tata Group (Infiniti Retail)	A Woman Wants	Education (girl's)	
12	Tata Chemicals Limited (Tata Salt)	Desh ko Arpan Program (DKAP)	Education (girls'); Health	 
13	P&G (Tide, etc.)	P&G Shiksha	Education; Livelihood	 
14	HDFC (HDFC Credit Cards)	HDFC Credit Cards and CRY	Education	
15	HUL (Horlicks)	Horlicks Ahaar Abhiyan	Health	
16	Lenovo	#PitchToHer	Rural Development	
17	HUL and Tata Group (Star Bazaar)	India's Favourites	Education	
18	Mahindra & Mahindra	#SeedTheRise	Education; Livelihood	

# Table 3 – Alignment between Cause and Partner

No.	Corporation	Campaign	Partner Type	Partner Name
1	KFC	Plate of Hope	NGO partners	India FoodBanking Network (IFBN), Akshaya Patra Foundation
2	P&G (Whisper)	#KeepGirlsInSchool	No partner / direct funding	UNESCO
3	Hector Beverages (Paper Boat)	#FloatABoat	NGO partner	Parivaar Ashram
4	ITC (Classmate Notebooks)	Let's put India first	NGO partner	Pratham
5	ITC (aAshirvaad Atta, Spices, and Salt)	Boond Se Sagar	NGO partner	-
6	ICICI Bank Ltd	Creative Masters	NGO partner	Give India
7	Johnson & Johnson (Stayfree)	Women for Change	NGO partner	UNICEF
8	Panasonic India	Panasonic Building Blocks campaign	NGO partner	Salaam Balak Trust (New Delhi), Khushii Foundation (New Delhi), SoS Children's Village (MP)
9	Dabur (Sanifresh)	700 Se 7 Kadam	Corporate's own foundation	Sandesh
10	Marico (Nihar Shanti Amla)	Chotte Kadam Pragati ki Aur	NGO partner	Child Rights and You (CRY)
11	Tata Group (Infiniti Retail)	A Woman Wants		Concern India Foundation
12	Tata Chemicals Limited (Tata Salt)	Desh ko Arpan Program (DKAP)	NGO partners/others	CRY (2002-2004), Municipal Corporation Greater Mumbai (2005), K.C. Mahindra Education Trust, Naandi Foundation (2006, 2007), Cohesion Trust Foundation (2009)
13	P&G (Tide, Ariel, Pantene, Head & Shoulders, Rejoice, Vicks VapoRub, Whisper, Gillette Mach 3 Turbo and Pampers)	P&G Shiksha	NGO partner	Roundtable India, EI, Pratham, Save the Children, Center for Civil Society
14	HDFC (HDFC Credit Cards)	HDFC Credit Cards and CRY	NGO partner	Child Rights and You (CRY)
15	HUL (Horlicks)	Horlicks Ahaar Abhiyan	NGO partner	CARE India Save The Children
16	Lenovo	#PitchToHer	NGO Partner	YUWA
17	HUL and Tata Group (Star Bazaar)	India's Favourites	NGO Partner	Smile Foundation, Parikrma and Thozhamai
18	Mahindra & Mahindra	#SeedTheRise	NGO Partner	Swades Foundation, Digital Green, K.C. Mahindra Education Trust, Naandi Foundation



# Table 4 – List of credible NGOs in India

No.	Partner Name	Estd	Desc	Causes	Base	More Info
1	India FoodBanking Network (IFBN)	2012	National network of food banks, corporates, NGOs	Hunger	New Delhi, Delhi	<a href="https://www.indiafoodbanking.org/">https://www.indiafoodbanking.org/</a>
2	Akshaya Patra Foundation	2000	Delivering meals to government schools via public-private partnership; Charitable Trust	Hunger	Bengaluru, Karnataka	<a href="https://www.akshayapatra.org/">https://www.akshayapatra.org/</a>
3	Parivaar Ashram	2003	Free Residential Educational NGO	Health and wellbeing, Education	Kolkata, West Bengal	<a href="https://parivaar.org/">https://parivaar.org/</a>
4	Pratham	1995	Learning outcomes focused NGO	Education	Mumbai, Maharashtra	<a href="https://www.pratham.org/">https://www.pratham.org/</a>
5	Give India	2000	Fundraising platform NPO	Several	Digital	<a href="https://www.giveindia.org/">https://www.giveindia.org/</a>
7	UNICEF	1946	Global NGO	Disaster relief for children	NY, USA	<a href="https://www.unicef.org/india/">https://www.unicef.org/india/</a>
8	Salaam Balak Trust	1988	Residential and livelihood training NGO, NPO	Hunger, Health and wellbeing, Education, Livelihood	New Delhi, Delhi	<a href="https://www.salaambaalaktrust.com/">https://www.salaambaalaktrust.com/</a>
9	Khushii Foundation	2003	Educational infrastructure and programing NGO	Health and wellbeing, Education	New Delhi, Delhi	<a href="https://khushii.org/">https://khushii.org/</a>
10	SoS Children's Village	1964	Self-implementing childcare NGO, NPO	Health and wellbeing, Education, Livelihood	New Delhi, Delhi	<a href="https://www.soschildrensvillages.in/">https://www.soschildrensvillages.in/</a>
11	Sandesh	2008	Multiservice NPO for people with disability	Health and wellbeing, Livelihood	Bengaluru, Karnataka	<a href="https://www.sandeshindia.org/">https://www.sandeshindia.org/</a>
12	Child Rights and You (CRY)	1979	Children's rights advocacy; NGO	Health and wellbeing, Education	Mumbai, Maharashtra	<a href="https://www.cry.org/">https://www.cry.org/</a>

# Table 4.1 - List of credible NGOs in India (cont'd)

No.	Partner Name	Estd	Desc	Causes	Base	More Info
13	K. C. Mahindra Education Trust	1953	Education funding; Charitable trust	Education	Mumbai, Maharashtra	<a href="https://www.kcmet.org/index.aspx">https://www.kcmet.org/index.aspx</a>
14	Naandi Foundation	1999	Large-scale women and farmer-focused programming and research; multi-sector NPO	No Poverty, Health and wellbeing, Education, Clean water	Hyderabad, Telangana	<a href="https://naandi.org/">https://naandi.org/</a>
15	Cohesion Trust Foundation	1996	Education programing and capacity building NGO	Climate change, women empowerment, sustainable livelihoods	Ahmedabad, Gujarat	<a href="https://cohesionfoundation.in/">https://cohesionfoundation.in/</a>
16	Roundtable India	1962	Education and healthcare infrastructure building NGO	Healthcare and wellbeing, Education,	Chennai, Tamil Nadu	<a href="https://www.roundtableindia.org/">https://www.roundtableindia.org/</a>
17	Educational Initiatives Private Limited	2001	Pedagogical research and technology-based solutions	Education	Bengaluru, Karnataka	<a href="https://ei.study/">https://ei.study/</a>
18	CARE India	2010	Large-scale poverty-reduction, education, and equality-focused interventions; NPO	Health, Livelihood, Education and Disaster Relief & Resilience	New Delhi, Delhi	<a href="https://www.careindia.org/">https://www.careindia.org/</a>
19	Bal Raksha Bharat (Save the Children)	2004	Children-focused health, education, and relief programing; NGO	Health and wellbeing, Education, Disaster Relief & Resilience	Gurgaon, Haryana	<a href="https://balrakshabharat.org/">https://balrakshabharat.org/</a>
20	Center for Civil Society	1997	Public policy think tank; Charitable Trust	Education, Livelihood, Governance	New Delhi, Delhi	<a href="https://ccs.in/">https://ccs.in/</a>
21	Smile Foundation	2011	Education programming for youth; NGO	Education	Jaipur, Rajasthan	<a href="https://www.linkedin.com/company/share-a-smile-foundation-india/?originalSubdomain=in">https://www.linkedin.com/company/share-a-smile-foundation-india/?originalSubdomain=in</a>
22	Parikrma Centre for Learning	2003	Centre for early childhood development and education; NGO	Education	Bengaluru, Karnataka	<a href="https://www.parikrmafoundation.org/">https://www.parikrmafoundation.org/</a>
23	Thozhamai	2006	NGO working on community development	Health and wellbeing	Chennai, Tamil Nadu	<a href="https://thozhamai.in/who-are-we/organizational-profile/">https://thozhamai.in/who-are-we/organizational-profile/</a>
24	Yuwa	2009	Jharkhand focused NGO imparting athletic training and education to vulnerable girls	Education, Health and wellbeing, Livelihood	Jharkhand	<a href="https://www.yuwa-india.org/">https://www.yuwa-india.org/</a>

# Table 5 – Alignment between cause, brand, and CSR

				ALIGNMENT		
NO.	CORPORATION (BRAND)	CAMPAIGN	CAUSE	BRAND PROMISE/ COMPANY VALUES	CSR FIT?	BRAND FIT?
1	KFC	Plate of Hope	Hunger	Be your best self. Make a difference. Have fun. // "it's finger lickin' good"	<a href="#">Yes</a>	Yes
2	P&G (Whisper)	#KeepGirlsInSchool	Health; Education (girls')	Feminine care brand	<a href="#">Yes</a>	Yes
3	Hector Beverages (Paper Boat)	#FloatABOat	Education	Drinks and Memories	N/A	Yes
4	ITC (Classmate Notebooks)	Let's put India first	Education	Student stationery products	<a href="#">Yes</a>	Yes
5	ITC (aAshirvaad Atta, Spices, and Salt)	Boond Se Sagar	Water conservation	Staple food and kitchen ingredients	<a href="#">Yes</a>	Yes
6	ICICI Bank Ltd	Creative Masters	Education (girls'); Health (seniors)	Khayal Apka	<a href="#">Yes</a>	Yes
7	Johnson & Johnson (Stayfree)	Women for Change	Health	Feminine hygiene products	<a href="#">Yes</a>	Yes
8	Panasonic India	Panasonic Building Blocks campaign	Education; Health	A Better Life, A Better World	<a href="#">Yes</a>	Yes
9	Dabur (Sanifresh)	700 Se 7 Kadam	Health (women's); Rural Development	Health & well-being of every household	<a href="#">Yes</a>	Yes
10	Marico (Nihar Shanti Amla)	Chotte Kadam Pragati ki Aur	Education	Hair care needs of the woman	<a href="#">Yes</a>	Yes
11	Tata Group (Infiniti Retail)	A Woman Wants	Education (girl's)	Multi-brand consumer electronics retail store	<a href="#">Yes</a>	Yes
12	Tata Chemicals Limited (Tata Salt)	Desh ko Arpan Program (DKAP)	Education (girls'); Health	"Desh ka namak" (India's first indigenous brand of salt)	<a href="#">Yes</a>	Yes
13	P&G (Tide, etc.)	P&G Shiksha	Education; Livelihood	P&G Live, Learn and Thrive	<a href="#">Yes</a>	Yes
14	HDFC (HDFC Credit Cards)	HDFC Credit Cards and CRY	Education	Excellence, Customer Focus, Product Leadership, People, Sustainability	<a href="#">Yes</a>	Yes
15	HUL (Horlicks)	Horlicks Ahaar Abhiyan	Health	Do more, feel better, live longer	<a href="#">Yes</a>	Yes
16	Lenovo	#PitchToHer	Rural Development	Smart technology for all	<a href="#">Yes</a>	Yes
17	HUL and Tata Group (Star Bazaar)	India's Favourites	Education	modern retailer for fresh food and groceries	<a href="#">Yes</a>	Yes
18	Mahindra & Mahindra	#SeedTheRise	Education; Livelihood	Together We Rise	<a href="#">Yes</a>	Yes

# Table 6 – CRM campaign Longevity

No.	Corporation (Brand)	Campaign	Start – End Dates	Duration
1	KFC	Plate of Hope	5/11/2016 - 12/31/2020	>1year
2	P&G (Whisper)	#KeepGirlsInSchool	2/10/2021 - 4/30/2023	>1year
3	Hector Beverages (Paper Boat)	#FloatABoat	7/9/2015	<1year
4	ITC (Classmate Notebooks)	Let's put India first	N/A	N/A
5	ITC (aAshirvaad Atta, Spices, and Salt)	Boond Se Sagar	7/17/2007 - 6/5/2015	>1year
6	ICICI Bank Ltd	Creative Masters	6/5/2014 - 8/7/2015	>1year
7	Johnson & Johnson (Stayfree)	Women for Change	3/8/2013	<1year
8	Panasonic India	Panasonic Building Blocks campaign	11/10/2021 - 12/6/2021	<1year
9	Dabur (Sanifresh)	700 Se 7 Kadam	11/1/2014	<1year
10	Marico (Nihar Shanti Amla)	Chotte Kadam Pragati ki Aur	9/1/2012	<1year
11	Tata Group (Infiniti Retail)	A Woman Wants	3/1/2013 - 3/8/2013	<1year
12	Tata Chemicals Limited (Tata Salt)	Desh ko Arpan Program (DKAP)	12/19/2002 - 9/14/2009	>1year
13	P&G (Tide, etc.)	P&G Shiksha	1/1/2005	<1year
14	HDFC (HDFC Credit Cards)	HDFC Credit Cards and CRY	9/1/2018 - 11/30/2018	<1year
15	HUL (Horlicks)	Horlicks Ahaar Abhiyan	5/14/2012	<1year
16	Lenovo	#PitchToHer	8/15/2015	<1year
17	HUL and Tata Group (Star Bazaar)	India's Favourites	8/29/2011 - 9/21/2011	<1year
18	Mahindra & Mahindra	#SeedTheRise	10/26/2015 - 12/7/2015	<1year

# Table 7 – CRM Campaigns Outcome

NO.	CORPORATION (BRAND)	CAMPAIGN NAME	CSR REPORT IN BRSR FORMAT	CRM OUTCOME IN CSR REPORT	CRM OUTCOME SHARED	CRM OUTCOME KPIS USED
1	KFC	Plate of Hope	No	No	Paid / earned media	No. of children fed
2	P&G (Whisper)	#KeepGirlsInSchool	No	No	Paid / earned media	No. of girls given period education
3	Hector Beverages (Paper Boat)	#FloatABOat	No	No	Paid / earned media	No. of children that received donation
4	ITC (Classmate Notebooks)	Let's put India first	Yes	No	Own media (Classmate Notebook - Single Line, 140 Pages, 240 Mm x 180 Mm - Pack Of 4, n.d.)	No. of children given education
5	ITC (aAshirvaad Atta, Spices, and Salt)	Boond Se Sagar	Yes	No	Own media (YC Deveshwar: Making ITC Socially Responsible, 2010)	No. of families provided with water and hectares of land cultivated
6	ICICI Bank Ltd	Creative Masters	Yes	No	Own media (ICICI Bank Launches 'Creative Masters' 2015, 2015)	Amount of money donated in previous year
7	Johnson & Johnson (Stayfree)	Women for Change	Yes	No	Paid / earned media	No. of girls helped
8	Panasonic India	Panasonic Building Blocks campaign	Yes	No	Paid / earned media	No. of NGOs that received appliances
9	Dabur (Sanifresh)	700 Se 7 Kadam	Modified	No	Own media ('700 Se 7 Kadam', Dabur's Sanitation Drive, 2021)	No. of toilets built, and villages helped
10	Marico (Nihar Shanti Amla)	Chotte Kadam Pragati ki Aur	Modified	No	Paid / earned media	No. of children got educated
11	Tata Group (Infiniti Retail)	A Woman Wants	No	No	Paid / earned media	No. of girls got education
12	Tata Chemicals Ltd. (Tata Salt)	Desh ko Arpan Program (DKAP)	No	No	Own media (Standard, 2006), (Desh Ka Namak, n.d.)	No. of children that received help
13	P&G (Tide, etc.)	P&G Shiksha	No	No	Own media (P&G 2022 Citizenship Report, n.d.)	No. of schools built Achievement of learning outcomes
14	HDFC (HDFC Credit Cards)	HDFC Credit Cards and CRY	Yes	No	N/A	N/A
15	HUL (Horlicks)	Horlicks Ahaar Abhiyan	Modified	No	Own media (Horlicks Ahaar Abhiyaan, 2015)	No. of children who reached nutrition state
16	Lenovo	#PitchToHer	No	No	Own media (Story of One Amazing Internship, 2015)	No. of interns and types of project undertaken
17	HUL and Tata Group (Star Bazaar)	India's Favourites	No	No	N/A	N/A
18	Mahindra & Mahindra	#SeedTheRise	Modified	No	Paid / earned media	Amount donated to NGO

# Table 8 – Mass Vs. Individual Consumer Action in CRM

NO.	CORPORATION (BRAND)	CAMPAIGN	CONSUMER ACTION
1	KFC	Plate of Hope	Individual - log in and create a plate
2	P&G (Whisper)	#KeepGirlsInSchool	Mass - public space art, celebrity brand ambassador
3	Hector Beverages (Paper Boat)	#FloatABoat	Mass - brings together teachers, students, parents
4	ITC (Classmate Notebooks)	Let's put India first	Individual - buy a product
5	ITC (aAshirvaad Atta, Spices, and Salt)	Boond Se Sagar	Individual - buy a product
6	ICICI Bank Ltd	Creative Masters	Mass - public + art
7	Johnson & Johnson (Stayfree)	Women for Change	Mass - bloggers meet
8	Panasonic India	Panasonic Building Blocks campaign	Mass - collective player of score to be 1M points
9	Dabur (Sanifresh)	700 Se 7 Kadam	Mass - #dignityforwomen
10	Marico (Nihar Shanti Amla)	Chotte Kadam Pragati ki Aur	Individual - buy a product
11	Tata Group (Infiniti Retail)	A Woman Wants	Mass - #aWomanWants
12	Tata Chemicals Limited (Tata Salt)	Desh ko Arpan Program (DKAP)	Individual - buy a product
13	P&G (Tide, etc.)	P&G Shiksha	Individual - buy a product
14	HDFC (HDFC Credit Cards)	HDFC Credit Cards and CRY	Individual - buy a product
15	HUL (Horlicks)	Horlicks Ahaar Abhiyan	Individual - buy a product
16	Lenovo	#PitchToHer	Mass - public contest about social change
17	HUL and Tata Group (Star Bazaar)	India's Favourites	Individual - buy a product
18	Mahindra & Mahindra	#SeedTheRise	Mass - crowdfunding

# Table 9 – Gender Portrayal and DEI in CRM

No.	Corporation (Brand)	Campaign	Sample Asset / article	SEA Assessment	SSS Assessment
1	KFC	Plate of Hope	<a href="#">Image</a> , <a href="#">Article</a>	N/A	N/A
2	P&G (Whisper)	#KeepGirlsInSchool	<a href="#">Video &amp; Painting</a> , <a href="#">Article</a>	✓ E, A	Standardized appearance
3	Hector Beverages (Paper Boat)	#FloatABoat	<a href="#">Video</a> , <a href="#">Article</a>	N/A	Standardized appearance
4	ITC (Classmate Notebooks)	Let's put India first	<a href="#">Image</a> , <a href="#">Article</a>	N/A	N/A
5	ITC (aAshirvaad Atta, Spices, and Salt)	Boond Se Sagar	<a href="#">Video</a> , <a href="#">Article</a>	✓ S, E, A	Diversity of appearance
6	ICICI Bank Ltd	Creative Masters	<a href="#">Image</a> , <a href="#">Article 1</a> , <a href="#">Article 2</a>	N/A	N/A
7	Johnson & Johnson (Stayfree)	Women for Change	<a href="#">Video</a> , <a href="#">Article</a>	✓ E, A	Standardized appearance
8	Panasonic India	Panasonic Building Blocks campaign	<a href="#">Video</a> , <a href="#">Image</a> , <a href="#">Article</a>	N/A	N/A
9	Dabur (Sanifresh)	700 Se 7 Kadam	<a href="#">Video</a> , <a href="#">Article</a>	✓ A	Standardized appearance
10	Marico (Nihar Shanti Amla)	Chotte Kadam Pragati ki Aur	<a href="#">Video</a> , <a href="#">Article</a>	N/A	N/A
11	Tata Group (Infiniti Retail)	A Woman Wants	<a href="#">Video</a> , <a href="#">Article</a>	✓ A	Standardized appearance
12	Tata Chemicals Limited (Tata Salt)	Desh ko Arpan Program (DKAP)	Image, <a href="#">Article</a> ,	N/A	N/A
13	P&G (Tideetc.)	P&G Shiksha	<a href="#">Video</a> , <a href="#">Image</a> , <a href="#">Article</a> , <a href="#">Article 2</a>	✓ S, E, A	Standardized appearance
14	HDFC (HDFC Credit Cards)	HDFC Credit Cards and CRY	<a href="#">Video</a> , <a href="#">Article</a>	N/A	Standardized appearance
15	HUL (Horlicks)	Horlicks Ahaar Abhiyan	<a href="#">Image</a> , <a href="#">Video</a> , <a href="#">Article</a>	✓ A	Standardized appearance
16	Lenovo	#PitchToHer	<a href="#">Video</a> , <a href="#">Article</a>	✓ S, E, A	Diversity of appearance
17	HUL and Tata Group (Star Bazaar)	India's Favourites	<a href="#">Article</a>	N/A	N/A
18	Mahindra & Mahindra	#SeedTheRise	<a href="#">Video</a> , <a href="#">Article</a>	N/A	Mostly male farmers

# Table 10 – Digital Communications in CRM







































NO	CORPORATION (BRAND)	CAMPAIGN	SAMPLE ASSET / ARTICLE	COMMUNICATION OBJECTIVES	MEDIA MIX
1	KFC	Plate of Hope	<a href="#">Image</a> , <a href="#">Article</a>	Engagement activity (individual)	Digital Campaign; Website
2	P&G (Whisper)	#KeepGirlsInSchool	<a href="#">Video &amp; Painting</a> , <a href="#">Article</a>	Call to action for purchase	Wall paintings; packaging; Instagram; TV; regional news
3	Hector Beverages (Paper Boat)	#FloatABOat	<a href="#">Video</a> , <a href="#">Article</a>	Engagement activity (social)	Social media; letter to consumers
4	ITC (Classmate Notebooks)	Let's put India first	<a href="#">Image</a> , <a href="#">Article</a>	N/A	Product Package
5	ITC (aAshirvaad Atta, Spices, and Salt)	Boond Se Sagar	<a href="#">Video</a> , <a href="#">Article</a>	Call to action for purchase	TVC Ads (FB and YouTube); Press release
6	ICICI Bank Ltd	Creative Masters	<a href="#">Image</a> , <a href="#">Article 1</a> , <a href="#">Article 2</a>	Engagement activity (social)	Website; Social Media
7	Johnson & Johnson (Stayfree)	Women for Change	<a href="#">Video</a> , <a href="#">Article</a>	Awareness (video) Call to action for purchase (display)	Website, Social Media, Music Video,
8	Panasonic India	Panasonic Building Blocks campaign	<a href="#">Video</a> , <a href="#">Image</a> , <a href="#">Article</a>	Engagement activity (social)	Game; Website; Social Media
9	Dabur (Sanifresh)	700 Se 7 Kadam	<a href="#">Video</a> , <a href="#">Article</a>	Call to action for purchase	TV, Digital (web; YouTube; FB, Twitter, influencers)
10	Marico (Nihar Shanti Amla)	Chotte Kadam Pragati ki Aur	<a href="#">Video</a> , <a href="#">Article</a>	Call to action for purchase	Painting; TVC Ad; Press release
11	Tata Group (Infiniti Retail)	A Woman Wants	<a href="#">Video</a> , <a href="#">Article</a>	Call to action for purchase	Twitter; Facebook; Video
12	Tata Chemicals Limited (Tata Salt)	Desh ko Arpan Program (DKAP)	Image, <a href="#">Article</a>	N/A	Print
13	P&G (Tide, etc.)	P&G Shiksha	<a href="#">Video</a> , <a href="#">Image</a> , <a href="#">Article</a> , <a href="#">Article 2</a>	Call to action for purchase	Website; TVCs; Social Media; Event
14	HDFC (HDFC Credit Cards)	HDFC Credit Cards and CRY	<a href="#">Video</a> , <a href="#">Article</a>	Call to action for purchase	Video; Website
15	HUL (Horlicks)	Horlicks Ahaar Abhiyan	<a href="#">Image</a> , <a href="#">Video</a> , <a href="#">Article</a>	Engagement activity (social)	TV, OOH, print, digital (web, FB, YouTube, Press
16	Lenovo	#PitchToHer	<a href="#">Video</a> , <a href="#">Article</a>	Engagement activity (social)	Website; Social Media; Offline Activities
17	HUL and Tata Group (Star Bazaar)	India's Favourites	<a href="#">Article</a>	PR	In-store Promotion
18	Mahindra & Mahindra	#SeedTheRise	<a href="#">Video</a> , <a href="#">Article</a>	Engagement activity (social) and	Website, Video, Social Media, Articles



# Table 11 – CRM Campaign Tagline and Language

NO.	CORPORATION (BRAND)	CAMPAIGN	TAGLINE	CAMPAIGN NAME
1	KFC	Plate of Hope	Add Hope	English
2	P&G (Whisper)	#KeepGirlsInSchool	The Missing Chapter	English
3	Hector Beverages (Paper Boat)	#FloatABoat	#FloatABoat	English
4	ITC (Classmate Notebooks)	Let's put India first	Let's put India first	English
5	ITC (aAshirvaad Atta, Spices, and Salt)	Boond Se Sagar	Boond Se Sagar	Regional language
6	ICICI Bank Ltd	Creative Masters	Bring alive the Magic within	English
7	Johnson & Johnson (Stayfree)	Women for Change	Mujhe Pankh De Do	English, regional
8	Panasonic India	Panasonic Building Blocks campaign	#PlayForABetterWorld	English
9	Dabur (Sanifresh)	700 Se 7 Kadam	700 Se 7 Kadam	Regional language
10	Marico (Nihar Shanti Amla)	Chotte Kadam Pragati ki Aur	Chhotte Kadam Pragati Ki Aur	Regional language
11	Tata Group (Infiniti Retail)	A Woman Wants	#aWomanWants	English
12	Tata Chemicals Limited (Tata Salt)	Desh ko Arpan Program (DKAP)	Desh ko Arpan	Regional language
13	P&G (Tide, etc.)	P&G Shiksha	P&G Shiksha	Regional language
14	HDFC (HDFC Credit Cards)	HDFC Credit Cards and CRY	Worth Taking Credit For	English
15	HUL (Horlicks)	Horlicks Ahaar Abhiyan	Sahi Poshan, badle Jeevan	Regional language
16	Lenovo	#PitchToHer	#PitchToHer	English
17	HUL and Tata Group (Star Bazaar)	India's Favourites	India's Favourites	English
18	Mahindra & Mahindra	#SeedTheRise	#SeedTheRise	English

# Table 12 – Brand and Consumer Action in CRM

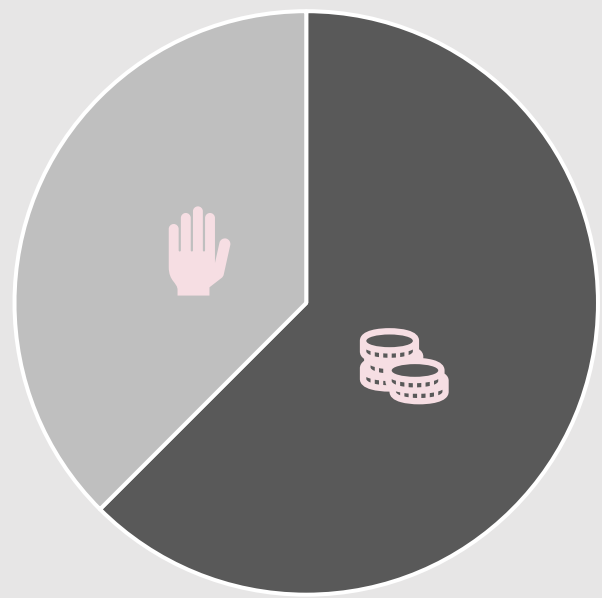
NO	CORPORATION	CAMPAIGN	CONSUMER ACTION	BRAND ACTION
1	KFC	Plate of Hope		
2	P&G	#KeepGirlsInSchool		
3	Hector Beverages	#FloatABoat		
4	ITC	Let's put India first		
5	ITC	Boond Se Sagar		
6	ICICI Bank Ltd	Creative Masters		
7	Johnson & Johnson (J&J)	Women for Change		 
8	Panasonic India	Panasonic Building Blocks campaign		
9	Dabur	700 Se 7 Kadam		
10	Marico	Chotte Kadam Pragati ki Aur		
11	Tata Group (Infiniti Retail)	#aWomanWants		
12	Tata Chemicals Limited (TCL)	Desh ko Arpan Program (DKAP)		
13	P&G	P&G Shiksha		
14	HDFC	HDFC Credit Cards and CRY		
15	GlaxoSmithKline	Horlicks Ahaar Abhiyan	 	
16	Lenovo	#PitchToHer		
17	HUL and Tata Group	India's Favourites		
18	Mahindra & Mahindra (M&M)	#SeedTheRise		

 CASH/MONETARY  
 IN-KIND/NON-MONETARY

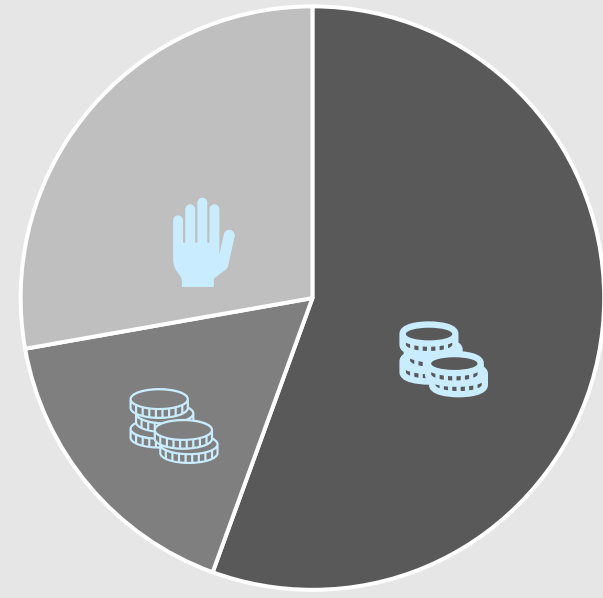
# Figure 4(a): Examples of brand and consumer action



## CONSUMER ACTION



## BRAND ACTION



### Non-Monetary

- Take a virtual individual action (e.g. KFC’s design a plate on a web portal)
- Participate in a virtual collective action (e.g. Panasonic’s Building Blocks virtual game)
- Take an individual action offline, share outcomes online (e.g. Hector Beverages’ Float A Boat – make a paper boat offline, post photo online, tag the brand)
- Participate in an offline collective event (e.g. ICICI’s art event at their bank branches)
- Volunteer (see Figure 4(b))

### Monetary

- Purchase from a selection of brand under a branded house (e.g. P&G’s Shiksha)
- Buy one, give one (E.g. P&G Whisper’s Keep Girls in School, 1 pack = 1 girl in school)
- Purchase a special edition packaged good (e.g. J&J’s Stayfree’s special packaging for the Women for Change campaign)
- Use a financial product (e.g. HDFC’s spend a min. amount through its credit card)
- Donate (e.g. M&M’s Seed the Rise fundraising through crowdfunding)

- Consumer education about a cause (e.g. J&J’s Women for Change campaign included mural paintings, brochure distribution in school, etc.)
- Donate products (e.g. KFC fed a child; Panasonic donated its range of appliances to NGO partners; Lenovo donated laptops and offered internships to contest winners)

- Donate to NGO partners a specific amount (most campaigns)
- Donate to NGO partners an unspecified amount

# Figure 4(b): Example of non-monetary consumer action

**Dabur**

KADAM, KADAM  
GHATAAYE JAAI!

Millions of women in rural India take an assault on their dignity every single day...too much of a price to pay for something as simple as attending to nature's call?

Along the stream, across the rickety bridge, over the sharp rock **लता** takes 700 steps just to relieve herself.  
[Read the story](#)

You have the power to reduce 700 steps to merely 7 steps.

**Sani Fresh**

All you have to do is complete any/all of these 7 steps and will contribute Re.1/- on sale of every pack on your behalf towards building toilets

- 1 Share the story
- 2 Take a pledge
- 3 Be our eyes
- 4 Tag a Volunteer
- 5 Be Heard
- 6 Spread the word
- 7 Take pride

Make the world aware of their plight

An initiative by **700 se 7 kadam** and **Sani Fresh**  
Visitors & counting

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