

**CORPORATE IDEOLOGIES: A LINGUISTIC
AND SEMIOTIC ANALYSIS OF MANIFESTOS
AND LOGOS OF CELLULAR NETWORKS IN
PAKISTAN**

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Corporate Ideologies: A Linguistic and Semiotic Analysis of Manifestos and Logos of Cellular Networks in Pakistan

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ABSTRACT

Thesis Title: Corporate Ideologies: A Linguistic and Semiotic Analysis of Manifestos and Logos of Cellular Networks in Pakistan

This study aims to explore ideologies in written and visual corporate discourses of cellular corporations operating in Pakistan. These companies include Mobilink, Telenor, Ufone, Warid and Zong. It is a qualitative research that employs thematic content analysis of written discourse and semiotic analysis of visual discourse. Manifestos (vision, mission statement and values) and extracts of CSR(Corporate Social Responsibility) reports on social developments have been analyzed using FDM (Foundational Document Model) approach proposed by Holland (2014). Logos have been studied using semiotic framework of Penn (2000). FDM is a semantic grammatical model that identifies ideologies using its six distinct categories which are roles, folklores, utopias, ethics, motivations and strategies. It involves intertextual analysis and categorizes text into these distinct social strands. In first round coding, selected four categories namely strategies, utopias, ethics and roles have been identified in text. In second round coding, categories are tabulated into subcategories to observe dominant themes. Narrative fidelity has been explored by comparing ideologies in manifestos with those in CSR texts to check if CSR texts are truthful to ideologies presented in manifestos. Penn's (2000) denotational and connotational inventories as well as Goethe's (1982) theory of colors are used for semiotic analysis of logos. The online software Fount is used to determine the typeface and font of texts in logos. The ideologies in logos have been uncovered using cultural knowledge. To study flow of ideologies, the ideologies embedded in logs and manifestos have been compared. The results of analysis show that four ideological strands of FDM have been identified in both manifestos and CSR texts. Visual and linguistic elements of logos convey embedded ideologies. Narrative fidelity is evident in strategies, ethics and roles of all corporations except Warid where narrative fidelity is absent in strategies of CSR text. Utopian ideas in CSR texts display no faithfulness to manifestos. The ideologies in logos are thematically similar to dominant ideologies in manifestos. Recommendations for future are given at the end.

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LIST OF ABBREVIATIONS

FDM	Foundational Document Model
CSR	Corporate Social Responsibility
CR	Corporate Responsibility
STR	Strategic Planning
UTP	Utopian Schemes
ETH	Ethical Norms
ROLE	Role Attribution

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DEDICATION

I dedicate this thesis

to my parents and

Hania Asad.

CHAPTER 1

INTRODUCTION

Language is system of communication and at the same time it conveys values and belief systems of its users. It determines their worldview and is shaped by social, political and cultural factors. The belief system is reflected through language whether it is spoken, written or in form of gestures. The shared and widely accepted beliefs become part of language and they directly or indirectly convey ideologies. The idea that language communicates ideologies has been widely explored by researchers. Language has power to build relations, change worldview, establish a narrative and control various social groups. Politicians, media and corporate organizations manipulate language to convince audience for their benefits. Bourdieu (1999) has associated the concept of capitalism with language and termed it as cultural and linguistic capital. This approach focuses on economic aspect of language as language is not only used to discuss economic issues but also is an economic reality. This idea explains language as an instrument of power where producer gets benefit by exercising authority through language. Chomsky (1988) has also elaborated the idea that language is employed as a tool to manufacture consent through mass media. The investors or corporations make use of language and ideologies to convince audience for their targeted purposes.

Crystal (2015) believes that end use of language is to engage in discourse. Discourses, whether are visual, symbolic or stretches of language, are embodiments of ideologies. According to Fairclough (1992), they not only represent social realities, relations and ideologies but also construct and constitute them at the same time. The linguistic component of discourse thus defines and constructs ideologies and the visual component is used for clarity of message. Whether it is linguistic or visual component, the ultimate goal of discourse is to convey social realities that are embedded in underlying ideologies. Thus, discourse becomes a vehicle to transport ideologies. In this regard, institutional discourses (of media, politics, academia or organizations) are of primary importance to examine what kind of ideologies they carry.

Among organizations, corporations are privately owned institutions that exercise power through their products and capital that they earned through these

products. They establish power through persuasive discourse such as mission and vision statements besides advertising. Today the world has become a global village giving rise to concept of multinational companies that sell their product and services to world and employ local, cultural, ideological and social context to persuade the audience that they are part of their lives. They have manifestoes that are actually explicitly written vision, mission, goals and values. These texts have embedded ideologies that can be unfolded through content analysis of text. These organizations claimed themselves to be socially responsible and invest in human resource. They publish annual Corporate Social Responsibility (CSR) reports that reflect their performance in social, economic, environmental and sectors. Thus discourse of these reports acts as voice of organization that portrays them as socially responsible organizations. This discourse actually manufactures consent that corporations care for social development of their customers and play role in building society.

Bourdieu(1977) believes that ‘a person speaks not only to be understood but also to be believed, obeyed, respected, distinguished’(p. 652). This argument may well explicitly be applied to corporate discourse that serves to establish it as a distinct organization well aware of its goals and its responsibilities towards society. This persuasive discourse helps the targeted audience to believe that the corporation is involved in social uplift of society. It is discourse that establishes respect for organization for not only economic benefits but also for building societies. At the same time, this discourse distinguishes that corporation from other competitors as its customers believe it to be there to change their lives through its investments. Thus linguistic content is being exploited as a tool to change perceptions of audience about these firms. It manipulates the social and cultural realities to convey that multinational companies work within confined arena of traditional norms of society to win the targeted audience. CSR reports establish credibility of the corporations by showing that they are socially responsible for its customers. For a corporation, its CSR report is representation of truthfulness of its vision and values.

Another interesting aspect of corporate discourse is visual representation of its vision through logos. The logos of corporations are face of these organizations that invoke familiarity and brand emotions in mind of viewer. These logos are the visual embodiments of ideologies mentioned in manifestos, taglines and

advertisements. They are constant reminders that the corporation is there to reform their lives through its services, products and social investments. These visuals mark the presence of these corporations in everyday life of its customers and serve to convey the message of corporations through distinct colors and shapes combined with text at times. They make audience believe in popularity of their respective brand through massive advertisement on electronic and print media.

This research focuses on ideologies in manifestos and logos of all cellular network corporations operating in Pakistan. The term manifestos is generally applied to written corporate discourse that reflect the aims and goals of organization and sets criteria to make its audience believe that its products and services are part and parcel of their lives. These manifestos comprise of mission statement, vision, values, and CSR reports.

The corporate manifestos are the foundational texts of corporations. According to Holland (2014) foundational documents provide a culturally universal metanarrative that is able to withstand, build, inspire and appraise social movements. They form everyday reality of people living in society. Holland considers them vital in shaping social, political and ethical agendas. Foundational Document Model is intertextual structuralist approach based on six distinct categories which have origins in social psychology. These categories include strategies, ethics, roles, folklores, utopias and motivational appeals. Motivational appeals may or may not be part of discourse. Considering this fact, Holland (2015) has dropped this category while analyzing corporate discourses of Pepsi and Coke. However, the other five ideological strands are mostly present in corporate discourse. They perform ideological content analysis of mobilizing texts like corporate manifestoes. This theoretical framework can be applied to religious and political discourses, manifestos of corporations, social movement studies.

1.1. Thesis Statement

Mission statements and vision inspire passion and pleasure in the corporation and are main drive behind the beneficial activities. Manifestos endorse ideologies that define the strategies and commitments of corporations for their employees, work, investors, shareholders and customers. Logos invoke emotions and reflect ideologies that are embedded in manifestos, popularized through taglines and practiced through advertisements. Ideologies interact with the content of manifestos adding layers of meanings to it. Similarly, logos are visual representations and their

components (color, shapes, text and font) reflect ideologies that are present in manifestos. Thus, from logos to all other kinds of texts, corporate discourses are embedded with ideologies: ideology of functioning, ideology of responsibility, ideology of service etc. Analysis of such ideology driven discourses can reveal the functioning patterns of organization. Along these lines, the present research aims to adapt foundational document model of Holland (2014) for ideological content analysis of manifestos of cellular corporations operating in Pakistan. It has been an empirical research where language in vision, mission and values used has been analyzed to unfold ideologies. The distinct categories (strategies, ethics, roles, folklores and utopias) of FDM have been employed to categorize contents of discourse. The narrative fidelity has been explored through corporate responsibility discourse that depicts achievements and practical functioning of these corporations. The logos have been explored using semiotic framework of Penn (2000) that operates in terms of connotational and denotational inventories. Denotational inventory has dealt with visible and obvious elements in text while connotational inventory has been built on denotational information and has interpreted ideologies and meanings using cultural context and knowledge.

1.2 Significance of the Study

Discourse analytical approaches are means to identify and analyze the key organizational discourses where ideas are formulated using ideologies and culture. Over the last two decades, there has been considerable emphasis on study of meanings and ideologies in corporate texts. Studying logos is comparatively a new research area. The linguistic content analysis of corporate manifestos is helpful to understand functioning of corporation. In depth analysis is helpful to understand the ideological standing of these corporations. This study is relevant as it looks texts from ideological point of view. It is helpful in understanding of globalization, technology, role attribution and customer-corporation relationship. It introduces FDM as a new technique to explore linguistic patterns. The categories of FDM help to identify the preferences and ideological viewpoints of these corporations. It assists to identify how much truthful these corporations are to their missions and values and how they use ideologies to bring customers closer to corporation or brand. The study is significant as it intends to add value to exploration of Pakistan corporate ideology. It is helpful for business students to develop understanding of how persuasive discourse (manifesto, CSR text) of corporations benefits corporation

in marketing and gaining profits as language convinces customers to go for a particular brand. It can be significant in exploring social construction of identity and ideologies especially in Pakistani context since these ideologies embodies local beliefs and culture and sometimes promote new ideologies to make them important part in culture and lives of public. This is also significant in pedagogical sense as it provides options to ideologically explore Pakistani Corporate discourse using a recent approach.

1.3 Delimitation

Following are delimitations of study:

- 1) The data for the research is comprised of the corporate manifestos and logos of five cellular network companies operating in Pakistan. They include Mobilink, Telenor, Ufone, Warid and Zong. The manifestos comprise mission statement, vision, values, and corporate social responsibility reports collected from online sources like official websites. For convenience, mission, vision and values are analyzed under heading of manifesto while CSR text is analyzed separately.
- 2) The CSR reports are extensive highlighting achievements of these corporations in economic and social sectors. This research has analyzed those parts of CSR text that are based on social investments (like education, healthcare and disaster relief) only.
- 3) In case of availability of more than one report on the official website the most recent report is analyzed.
- 4) The data is collected from online sources such as official websites with assumption that it is correct.
- 5) The format of data collected is not uniform as corporations follow no set pattern for manifestos. However, the broader areas have been identified.
- 6) The CSR reports also contain pictures. However, the scope of this research is restricted to only CSR texts related to social development, education, health care and disaster relief.
- 7) These corporations have been established in last two decades and their vision, mission along with values did not change in that period. Thus, folklore narratives cannot be traced in these manifestos.

- 8) Due to word limit, the scope of study is narrowed down to analysis of manifestos and CSR text of each corporation. The findings of analysis of corporations are briefly compared and contrasted with each other.

1.4 Objectives of the Study

The objectives of the research are:

- to analyze ideologies in corporate manifestos of selected cellular networks through content analysis using ideological strands of FDM
- to identify and describe essential semiotic components of logos of cellular networks in Pakistan
- to explore meanings and ideologies that logos convey
- to explore narrative fidelity in corporate responsibility discourse
- to compare the ideologies embedded in logos and manifestos.

1.5 Research Questions

This research has explored ideologies using these research questions:

1. What are the prominent ideological strands in corporate discourses of selected cellular networks?
2. How do semiotic components of logos create brand identity and convey the message of cellular corporations?
3. How narratively faithful are corporate responsibility discourses to foundational texts of cellular corporations?
4. Which ideologies of foundational texts overlap with implied meanings and ideologies of logos?

1.6 Operational Definitions of Key Terms

1.6.1 Ideology

The term ideology is treated according to insights of Fairclough (1993), Widowson (2000) and Fox (2006) as a shared value system. Corporate ideologies are system of beliefs, concepts, ideas and meanings that are institutionalized by corporations for internal and external communication.

1.6.2 Corporate Manifestos

This study treats mission, vision, core values and CSR reports as corporate manifestoes. Mission, vision and values are goals and ethics set by corporation while CSR highlights the strategies adopted to fulfill those goals in the form of its achievements in economic, social, health and environmental factors.

1.6.3 Ethical Norms

They are moral values deployed to boost the image of brand and to inspire the shareholders, employees and investors to commit them for financial profits. These are ethical commitments that reflect the values all stakeholders want their customers and employees to convey as core values and ideologies of corporations.

1.6.4 Utopian Schemes

They are high minded vision for future success of corporations. They are presented before investors to invite more investment or to inspire potential adherents. They are put forwarded to inspire potential adherents for fierce competition. It is a teleological strand that presents ideal state of affairs a corporation can go for (Plum, 1974).

1.6.5. Strategic Planning

This ideological strand represents the strategies adopted by corporations to run their business on novel perspectives. It contains pieces of texts that actually form practical rhetoric of corporate manifestos. They are pieces of discourse that shows strategic planning to win the customers and practical tactics to be deployed for execution of those strategies.

1.6.6 Folklore Narrative

This ideological strand is rooted in history of organization and involves in depth study of history and current state of affairs. It focuses on narratives and changes in those narratives that re-appear in texts over the years.

1.6.7 Role Attribution

This category involves study of role of corporations, employees, investors, shareholders and customers in functioning of organization. The FDM explores and investigates the polarization of roles. In corporate discourse, the out-group (the world, marketplace, the trends etc.) is kept in foregrounding as invisible. Corporate texts are written to mobilize potential adherents a part of organizational structure.

1.6.8 Narrative Fidelity

This concept has been introduced by Holland (2014) to explore truthfulness of narrator with its vision and ethical standards. In this study, CSR text has been analyzed to explore narrative fidelity of corporation with its mission statement, vision and core values.

1.6.9 Logo

The visual tool of corporate communication is logo which acts as face of brand. It is mixture of distinct shapes, dyes and colors to provide a visual identity to product or service offered by the corporation. Ideologies embedded in logos are unearthed and explored through semiotic frameworks. This research treats logos as visuals in light of Saussure, Morris and Penn's semiotic approaches.

1.6.10 Corporations

Corporations are privately own institutes created under some law that earn profits by offering services and products. They use discourse as a vehicle to propagate ideologies to convince potential adherents to choose their services or products. Various terms like organization, company and firm are used for corporations in corporate discourse.

1.7 A Short Profile of Selected Cellular Corporations

Telecommunications is a rapidly growing area of business in Pakistan. Cellular services are vital component of everyday life. In Pakistan Mobilink, Telenor, Ufone, Warid and Zong are operating in telecommunication sector. Cellular services started operations in Pakistan almost two decades back. Mobilink has been the oldest mobile sim corporation working in Pakistan since 1994. Telenor and Warid have been operating since 2004. Zong has entered in telecom sector in 2008 and Ufone has been working since 2001. According to Pakistan Telecommunications Authority (2014), Mobilink has 38 million, Zong has 25.6 million, Ufone has 18 million, Telenor has 35 million, and Warid has 12.9 million subscribers in Pakistan.

These corporations have been pioneers in setting new standards for corporate discourse in Pakistan. They follow the global practices of designing mission statement, vision and core values and publish CSR reports to advertise their performance. The use of taglines and logos has been popular means of advertising in both print and electronic media. They provide GSM services with 3G or 4G technology. Following section outlines brief profiles of these corporations and the information listed there is collected from official websites:

1.7.1 Mobilink

Mobilink was created under the banner of Pakistan Mobile Communications Limited (PMCL). It was a joint venture of 'Motrola Inc and Saif Group' when it started in Pakistan in 1990s. Later an Egypt based multinational firm 'Orascom

Telecom' purchased that and further sold it to a Russian corporation 'Vimplecom Group'. In 2012, Orascom rebranded itself to achieve the goal of Global Telecom Holding which led to change in Mobilink's outlook with claim of reshaping the lives of its consumers and stakeholders. In 2014, it became the largest 3G network of Pakistan. It merged with Warid in November 2015 with policy that Mobilink would use LTE facility of Warid and in turn Warid subscribers could avail 3G network of Mobilink. Post-merger, both corporations serve 54 million subscribers in Pakistan with 37% share in market according to official website of Pakistan Telecommunications Authority (2017). It provides both prepaid and postpaid services to its subscribers. Mobilink is first GSM based network operating in Pakistan and it also claims to be pioneer as GSM based operator in South Asia. It has collaboration with Haier for producing mobile phones. It has launched non-profit organization Mobilink Foundation besides offering Jazz cash and other internet services.

1.7.2 Telenor

Telenor Pakistan is owned by the 'Norwegian Telenor Group' which provides telecommunication services to 13 markets in Europe and Asia. Telenor Group has more than 166 million subscribers across the globe while Telenor Pakistan has a subscriber base of 42 million with 28% share in SIM market according to official website of Pakistan Telecommunications Authority (2017). The corporation has been operational in Pakistan since 2005. It became 4G network in 2016 in Pakistan and is also LTE service provider in bigger cities. In start of 2017, it closed its Customer Service Centers and since then operating through its nearly 300 franchises across the country. The corporation provides services of easypaisa and online banking in Pakistan.

1.7.3 Ufone

Pakistan Telecom Mobile Limited has been working in Pakistan since 2001 under brand name of Ufone. After privatization of Pakistan Telecommunications Authority Limited (PTCL), Ufone was owned by 'Etisalat', an Emirates based Telecommunication Group in 2006. It is a 3G based network more active in bigger cities. It has a subscriber base of 20 million with 13% share in SIM market according to official website of Pakistan Telecommunications Authority (2017).

1.7.4 Warid

It is a GSM based network operational in Pakistan since 2005 and is part of ‘Abu Dhabi Group’, a business conglomerate of Middle East. Warid was first venture of group in telecommunication sector. It has a subscriber base of over 13 million with 9% share in SIM market according to official website of Pakistan Telecommunications Authority (2017). It is LTE and HPSA+(Evolved High Speed Technical Access, Technical standard for wireless service) based operator. The merger of Vimplecom and Abu Dhabi Group in 2015 led to Mobilink-Warid merger with announcement of brand Jazz. It was agreed upon in January 2017 that Warid would continue as a brand for one more year while Mobilink ceased existence. Before merger, it was involved in mobile banking and social work.

1.7.5 Zong

Zong has been officially operating in Pakistan since 2008. It was revival of Paktel under new name Zong by a Chinese corporation. Previously, Paktel started operating in Pakistan in 1990s by ‘Cable and Wireless’ and was first firm to grant a free license to start cellular phone services in Pakistan. It offers 2G, 3G and 4G services in Pakistan in addition to mobile banking. It has a subscriber base of 30 million with 20% share in SIM market according to official website of Pakistan Telecommunications Authority (2017). Zong is operating under *China Mobiles* and has been first overseas venture of this Chinese firm. It has also invested in social work across Pakistan.

1.8 Organization of the Study

The present research is structured into five sections or chapters. First chapter is Introduction that provides the background for the topic and area of study to give a foundation to the subject of research. This chapter also outlines statement of the problem, significance of the study, objectives, research questions, delimitations of the study along with key terms. Key terms have been operationalized in the light of their meaning in research in first chapter of study. A section of this chapter also provides background of the five cellular corporations (namely Mobilink, Telenor, Ufone, Warid, Zong) operating in Pakistan.

Next section of the study gives a detailed review of relevant literature related to the areas of discourse, corporations, ideology, ideology and language use. This chapter also sheds light on the existing frameworks, available models in Critical

Discourse Analysis and major developments in Critical study of language. This section further discusses literature available on the concept of foundational texts and significance of foundational documents in corporate discourse. It also explained semiotic frameworks and available approaches used to study visual discourse. The second chapter also quotes previous studies conducted on corporate discourse in foreign context. No Pakistani research is cited in this chapter as corporate discourse has not been an explored area in linguistic researches in Pakistan. Same is case with logos that are not explored using semiotic frameworks in Pakistani context. The gaps in the previous studies are identified. This research explores corporate discourse using Foundational Document approach of Holland (2014).

Chapter 3 is about methodology and design of the present research. It introduces the theoretical frameworks i.e. Foundational Document Model given by Holland (2014) and semiotic framework of Penn (2000). The origin, development and changes in FDM are also discussed. A detailed explanation of all the six categories which this model offers for analysis of foundational discourse is provided. The other sections in this chapter discuss sources of data collection, sampling, methodology and coding techniques used for categorizing data into selected four strands of FDM which are Role Attribution (ROLE), Ethical Norms (ETH), Strategic Planning (STRT) and Utopian Schemes (UTP). It also explains Penn's (2000) approach involving use of denotational and connotational inventory to analyze both visual and linguistic elements in logos. The denotational inventory explores the literal elements in the logo that are obvious and connotative inventory uses denotative inventory to explore connotative meaning. This method analyzes shapes, colors and typography of text in polysemic logo designs. Goethe's (1982) theory of colors is applied to explore color symbolism

The next section of the study is Data Analysis and Findings. It provides presentation of data along with the in depth and detailed analysis. First round coding of corporate texts have been done for identification of four ideological strands. Then the second round of coding has been presented where sub categories are grouped for interpretation of data under main categories. This section also includes study of collocations as well as text frequencies to assess which category has generally the highest occurrences and concordances in the texts. The manifesto of each corporation comprises of mission, vision, values and CSR report. The scheme of this chapter is that firstly, vision, mission and key values of each cellular

corporation are coded and analyzed. For convenience, mission statement, vision and values of each corporation are analyzed under umbrella term manifesto whereas CSR text is categorized under heading of analysis of CSR text. Second part has dealt with interpretation of logos of five cellular networks. Third part explores comparison of ideologies under three subsections. The first subsection explores narrative fidelity where truthfulness of vision, mission and values is examined in CSR text using four ideological strands that deconstructed text and isolated similar ideational elements. The second subsection has compared the manifestos and visual data to examine if the same ideologies are embedded in both types of data. In the last subsection ideological comparison among corporations has been presented.

The last chapter of the study is Discussion and Conclusion, which deliberates the findings and results drawn from analysis. Research questions framed in the first chapter have also been answered one by one along with objectives of the research and are related to findings for reasonable conclusion. Discussion of present study results is also related to already done researches listed in the literature review in order to find patterns of ideologies. The pedagogical implications of this research and recommendations for future have also been given in this chapter.

CHAPTER 2

LITERATURE REVIEW

This section reviews literature on two broader areas which are discourse and semiotics. The first section starts with topics like fundamental concepts e.g discourse, difference between discourse and text along with types of discourse. The key terms in the research topic like corporations, corporate manifestos, and ideology are discussed in detail. Literature is cited to establish how ideologies play crucial role in shaping organizational discourse along with exploration of different dimensions of organizational discourse. The discussion is further linked to critical discourse analysis and different approaches to carry out such analysis. The basic understanding of foundational documents and concept of narrative fidelity is briefly discussed citing different researches. The second area of study involves semiotics and explores concepts of logo, types of logos, brand identity and semiotics. Using different citations, it further sheds light on importance of logo as well as customer-producer link through visual logo. Some literature is cited to explore how ideologies are explored in corporate discourse and visuals. At the end, some previous researches on the topic are cited to identify gaps in existing body of research.

2.1 Discourse

The term Discourse has been used in variety of disciplines these days so that no aspect of this term is left undefined. It has become a word of daily usage. Mills (2004) views it as a common currency employed in a variety of disciplines including critical theory, linguistics, sociology, philosophy, social psychology and lots of other fields. Its applications vary from analyzing literary as well as non-literary texts to providing theoretical understanding for texts that are obfuscatory in nature. The word is derived from Latin word "*discursus*" meaning "running to and from", a passing from one entity to another, that actually depicts the cognitive process of syllogizing (Garden, n.d.). In common practice it is used to describe utterances in verbal or written communication. Oxford Learner's Dictionary (2017) lists a number of meanings for this word ranging from simple verbal exchange to an institutionalized way of defining what can be said about a particular topic within social boundaries.

The conventional meanings of the term started to diverge in 1960's owing to philosophical and theoretical ways of using the term. The specific definition and interpretation of term was difficult to develop because of diverse application of the concept in various disciplinary contexts. Context delineates the application and understanding of term. Thus, the term can be defined according to the context depending on the discipline where it is being used like 'discourse of advertising' is different from 'discourse of politics' for a linguist. Thus, there exists a great deal of difference in interpretation, meaning and understanding of this term even within same discipline.

Since definitions of the term are abundant, Tanen, Hamilton, and Schiffirin (2008) have summed up different definitions from wide variety of linguistic sources into three main categories that are: i) anything beyond the sentence ii) language use and iii) a broad range of social practice that comprises nonlinguistic and non-specific instances of language. These categories explain discourse at three different levels. The first category envisages it as language use where the meaning is being conveyed in between the lines, which is obviously beyond the sentence. The second category relates to structure and organization of language analyzing language at sentence, clause or phrase level and the third category provides an all-inclusive definition of the term as it pertains to social values, beliefs, convictions and ideologies embedded in culture of a society and thus became part of language.

Many linguists and social psychologists associated power with discourse. It is embedded in relations of power and its formation is controlled by institutions. Cole (2018) believes that there is intrinsic nexus among discourse, power and knowledge and they operate together to form social hierarchies. Some discourses dominate society while others are stigmatized and marginalized. They dominate because they are perceived normal and truthful whereas others are considered extreme, dangerous and wrong.

Discourse shapes what humans are able to know and think at any point in time. Cole (2018) views discourse as focusing on relations between how people think and communicate social organization of society and things. It emerges from social institutions (media, politics etc) and provides structure and order to language and thought ultimately shaping social relations. It is a productive force that contours ideas, thoughts, beliefs, identities, behaviors as well as values and produces what occurs within society

2.1.1 Types of Discourse

Language, text and discourse are interchangeably used terms. Nunan (1993) elaborates that texts can be transactional or interpersonal in nature. In transactional language, participants are concerned with exchange of goods and services while interpersonal language occurs when people are interested in socialization. However, many transactional interactions also exhibit social functions and social interactions may have transactional elements.

The simplest classification of discourse is to distinguish it as spoken or written discourse. Woodilla (1998) defines it as real practice of speaking and writing. Written discourse has more complicated structure and is more elaborated than spoken discourse. Discourses can be classified on the basis of communicative function they perform. Nunan (1993) suggests that written language performs a similar range of functions as spoken language but contexts of written language are different from those of spoken language.

Halliday (1985) argues that written discourse depicts action (for example, public signs, bills, menus), provides information (for example, newspapers, pamphlets and advertisements) and used for entertainment (for example comic strips, fiction books, poetry, film subtitles). The differences between written and spoken modes are not absolute as the features associated with written discourse may be found in spoken language as well and vice versa. It is also possible that some written texts are more like spoken texts and spoken texts may have features of written texts. Both evolve to serve different communicative purposes and those different purposes are reflected in discourse itself.

Discourse is defined by three main components that include meaning, form and social dimension. The social dimension covers aspects of action and interaction. Thus discourse may be classified on the basis of speech acts it accomplishes. Van Dijk (2004) opines that discourses when uttered in specific context may perform speech act of accusation, assertion, question, declaration, promise or threat.

Discourse may be divided into different kinds from linguistic perspective including narration (to tell a story for conveying message on a definite subject to audience through plot, characters and themes), description (to describe things using five senses to effectively convey something significant), persuasion(to convince audience through arguments for a specific action), argumentation(to argue with supporting facts and figures to convince audience that opinion of speaker/writer is

correct), and exposition (to inform audience about a particular topic by uncovering its various aspects). Thus, it is obvious that discourse is meant to exchange ideas in both written and spoken form.

Though discourse is traditionally used to describe written and oral communications, in recent decades it has acquired new connotations. It is no more limited to written and spoken language; instead visuals too become a type of discourse. Now, it includes extra-linguistic and semiotic processes where the principle role belongs to visual communication. Researchers have analyzed written discourses like business letters, memos, email and social media communication. For spoken form interviews, meetings, office conversations, speeches and narratives are considered as types of discourse (Tanen, Hamilton, and Schiffirin, 2008). Researchers have studied signs, cartoons, logos and sketches as form of visual discourse. The current research analyses organizational discourse which is argumentative and persuasive in nature. It studies written as well as visual discourse. Thus, it is necessary to explain how text and discourse vary in linguistic studies.

2.1.2 Discourse versus Text

To explain the term discourse, linguists often make its comparisons with text or define the former in relation to the latter. Both terms are commonly used in language studies. There exists a wide range of views as far as comparison of both terms is concerned. Some linguists believe that they can be interchangeably used while others believe vice versa. Both terms are often used synonymously as they cannot be easily distinguished. Hardison (2011) differentiated between two and views text as a non-interactive event that is restricted to how one understands its information for a singular purpose while discourse is a social interactive event having layers of both communication and purpose. Another difference between both can be seen in terms of agents (who and whom): in text agents are not critical factors and focus is entirely on information where as in case of discourse it is important to understand who is in communication with whom for what social purpose and through which medium.

Discourse is also viewed in terms of spoken language like a joke, argument or sermon and text as a conversation. Crystal (1992) defines discourse as a continuous stretch of spoken language that constitutes a large coherent unit and is always larger than a sentence while text is a language unit serving communication function. Text

can be spoken, written or signed discourse often identified for purpose of analysis. Discourse analysis emphasizes on structure of naturally occurring discourse like spoken language whereas text analysis deals with structure of written language. However, Crystal advocates that this distinction between text and discourse is not clear as both can be used alternatively in broader sense and can include all language units that serve communicative function. That is the reasons scholars talk about ‘spoken or written discourse’ and ‘spoken or written text’.

There are a wide range of views regarding the meaning of these two terms. Some linguists avoid use of term discourse altogether and prefer using text for all instances of recorded language in use (Nunan, 1993). Brown and Yule envisage text as technical term that refers to ‘verbal record of a communicative act’ (1983:6). While Cook (1989) defines both in terms of how they are perceived. Both are stretches of language and the difference between two is that text is interpreted formally while discourse is perceived to be purposive, meaningful and unified. Another prominent difference between two is that of context. Discourse is language in context while text can be construed without context. Also, discourse is a coherent unit while in text cohesion is a necessary element.

Some linguists see discourse as language in action and text as written record of that interaction. The aforementioned view brings together language, context in which it is used and language users that produce the language. Van Dijk (1990) has distinguished text from discourse which is text in the context. Texts are discursive units and material manifestation of discourse. However, text cannot be separated from discursive and social practice (Fairclough, 1992).

Nunan (1993) in his book *Introducing Discourse Analysis* refers to text as any written record of communicative event and views discourse as interpretation of communicative event in context where communicative event may involve written or spoken language. The idea that text should form a meaningful whole is commonsensical but it is difficult to determine from where one text ends and beginning of new text can be marked. Words may function as complete texts if appropriate context is provided to them.

In recent decades, the field of discourse studies has been extended with studies on critical discourse analysis that has modified the existing literature. Semiotics also offers a new approach to differentiate between text and discourse. Semiotics studies signs that include not only words and sentences but also visuals. It treats all

meaningful signs as text. Boréus and Bergström (2017) have referred to multimodal texts that include written signs as well as images that interact with each other to convey complete meaning. For them, all kinds of meaningful signs form texts which not only include signs but also cultural products, pictures, advertisements, films. This reflects a new dimension of discourse where researchers make use of multimodal approaches to study written signs along with visuals in accordance with requirements of their research. Boréus and Bergström (2017) have presented various approaches to analyse text and discourse. One approach views discourse as ‘social practice’ which is reflected through social trends. These social trends are manifestations of social conventions as how humans think, convey and understand various things. Social conventions are obvious in daily life activities like conversations in formal settings, advertising techniques to target audiences or class room teachings. Discourse is shaped by these cultural and social practices.

In textual analysis, content analysis is an approach that is employed to make comparison on basis of quantifications of various elements text is composed of. Boréus and Bergström (2017) state that this approach may be useful to study changes in frequencies of various elements in texts like editorials over time. It may focus on both the ideational and interpersonal changes. The present research has explored texts of corporate manifestos using content analysis approach. Thus, it is necessary to elaborate key terms such as corporations, organizational discourse, ideology, semiotics and logos for understanding this study.

2.2 Corporations and Corporate Manifestoes

Corporations are private business organizations owned by a group of people that act as single entity. They have their well-defined goals that are reflected through their discourse: corporate manifestoes, taglines and advertisements. Corporate manifesto is an umbrella term used for corporate discourse that includes mission statements, vision, core values and corporate social responsibility reports. Mission statements, vision and core values embodies the objectives of corporation while CSR is their performance report that determines if the set objectives are achieved or not.

The word ‘corporation’ is derived from Latin word ‘*corpus*’ meaning a body of people. Its history can be traced back to times of Justinian (ruled from 527 to 565AD) when a large number of corporate entities were registered under Roman law. These entities were named *universitas*, *corpus* or *collegium* and included the

state itself, political groups, municipalities, traders, craftsmen etc. (Berman, 1983). The law allowed these entities to make contracts, to own property, to sue as well as be sued and to receive legacies and gifts. Such entities were not only found in ancient Rome but also in Mauryan Empire in India.

In medieval Europe, churches and local governments became corporate identities. The Stora Kopparberg is considered the oldest corporation in the world that was established in 1347 with permission of King Magnus Eriksson via a charter. The modern concept of corporations evolved in 17th century when European empires established chartered companies for their colonial ventures. The British East Indian company is a prominent example (Berman, 1983). It was during this evolutionary period when corporate laws were laid down. Corporations were started via grant of charter by government. These days, corporations are registered with national government, regulated by laws legislated by that government.

Another interesting aspect of these private companies or firms is their names. They usually have distinct names. These names may include mere numbers, abbreviations, full proper names and sometimes combinations of these. The present era is age of multinational corporations that have their chains across the globe. They have universal vision and mission that reflects their goals while their CSR reports vary according to their business strategy in a particular region. Just like advertising, business planning is done keeping in mind cultural and social value system of a particular area.

Corporate manifestos are documents that reflect beliefs of business. They are crucial differentiators that indicate policy and goals of business. Tanton (2016) defined manifesto as a public declaration of policy that describes the values a corporation believes in. It is an articulation of ideologies that shape approach of corporate business according to needs of customers and are also shaped by society and culture. They are always customer centric and capture the guiding philosophy of organization in an inspiring way.

Pearce (1982) defines mission statements of corporations as purposeful account that makes an organization distinct from functionally alike organizations. It determines the scope of its services or products in market. It endorses common goals and values to pursue customers and investors. This type of discourse is important as it is explicitly written in form of vision, mission and values of organization. It has role in communication, strategic planning as well as

implementation, organization and management of corporation. Sufi and Lyons (2003) opine that manifestos may convey a company's reason of existence.

Condon (2007) considers mission statements as more 'than a window dressing' (p. 23). They are commitments to quality and service. They serve to make and hold corporations accountable to target public to whom they aim. They depend on who the corporation is and what the corporation does (Falsey, 1989). Collins and Porras (1994) states that successful firms not only proclaim ideology but also takes practical measures to make ideology universal. Therefore, they are reflective of culture and ideologies of corporations.

Bart and Tabone (1998) state that the dominant purpose of developing mission statements is to improve performance of a corporation. Miller and Dess (1996) have developed a link between mission statement and survival of company through a model that shows different chains or links that lead to survival of corporation.

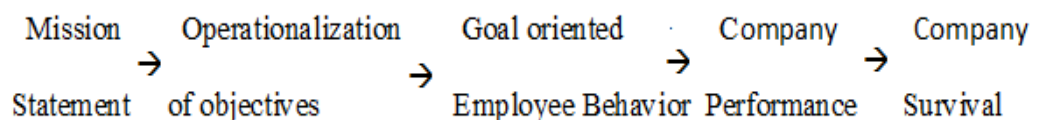


Figure 2.1. Model showing nexus between mission statement and survival of company

Source: Miller and Dess (1996)

Idowu (2012) has worked on Corporate Social Responsibility (CSR) and termed it as a capitalist doctrine. He is of the view that it has been globally embraced by corporate sector. CSR is a social concept that perceives corporations as being socially responsible for providing social benefits. CSR reports proclaim that corporations are fully performing social responsibilities and benefitting societies. Madrakhimova (2013) traces history of this concept and states that it was developed in 1970s. Main drive behind it was failure of business in developed world as customers stopped purchasing goods and services of irresponsible companies that led to legislation for developing CSR in Western Europe and America.

CSR discussion in 1970s focused on CSR at organizational level. The interest of corporations was on financial gains while the ethical debate subsided in the background (Lee, 2008). This was reflected in a famous statement of Friedman (1970) that highlighted the responsibilities of corporations as maximization of

financial profits to shareholders within the ethical customs and laws of the state. In 1980s, focus was shifted to empirical research and developing new definitions of the term while in 1990s it concentrated on practice-oriented research. During 1990s, environmental issues became part of CSR introducing concept of sustainable development into the responsibility discussion (Shrivastava, 1996).

Socially responsible corporate initiatives have become a tradition in the west. In competitive market, the presence of a CSR manifesto is a prerequisite for successful corporate communication and public relations strategy (Anan (2002) cited in Madrakhimova 2013). The CSR phenomenon reflects social partnership among employees, business, consumers and the state. The main aim of CSR is to combat unemployment through reduction in employee turnover, implementation of new social projects and job creation. Madrakhimova (2013) identifies it as a tool aimed to inform all interested parties about measures a company adopts to achieve social welfare, environmental safety and economic stability. This reporting is done with intention of public accountability to reinforce the trust among all stakeholders along with obtaining a competitive advantage for the corporation.

CSR reporting is heart of corporate communication. Large corporations have been reportedly more advanced at CSR communication (Zeik, 2009). It has become more institutionalized with diversity in its communication. There is no strict format of reporting and thus it generally includes annual reporting, environmental initiatives, statements or justifications for decisions (Itanen, 2011). Corporate discourse has been recognized as fruitful area in research as it provides insight into values, social responsibilities and ethical considerations of corporations. However, CSR exists as vague concept providing huge room for corporations to convey their perceptions and views on CSR in their reports.

There is an interesting link between mission, vision and CSR reports. All of them present the ideology of company and its commitment to all stake holders. While mission, vision and core values define what goals of these companies are, the CSR reports are attempts to project corporation as socially responsible organization that is following the ideology mentioned in its goals. These ideologies construct the corporate discourse. Hence, term ideology needs to be clearly defined and its role in shaping discourse needs to be studied in detail.

2.3 Ideology

Ideology refers to belief system of a society that is shaped by social values. Van Dijk (2006b) has given a multidisciplinary definition of ideology and presented it as a 'system of ideas' that combines cognitive, discursive and social components. Ideologies are fundamental beliefs of a social group and its members. They are shared representations of social groups who organize their identity, values, traditions, actions and aims and overall constitute a self-image of social groups. Ideologies are manifested and reproduced in social practices of the members in social groups. They are acquired, confirmed and propagated through discourse. Though generally discourse and language cannot be ideologically marked, however, discourse analysis offers many approaches to uncover and study the structure and function of ideologies.

Ideologies are shaped by social schema that represent social and cognitive dimensions of groups like their distinguishing features, norms, values, goals, actions and membership criteria. They are socially shared and there are no personal or private ideologies. Van Dijk (2006b) while explaining sociocognitive aspect of ideologies argues that they are more fundamental in nature than any kind of socially shared beliefs. They specify which cultural values (equality, freedom, justice etc.) are relevant for that group. They are foundational social beliefs having abstract nature which are gradually acquired and are relatively stable ideas. They do not change overnight; hence require experiences and discourses for their evolution. Discourses and other social practices are based on ideologies which in turn find their expression through spoken and written communication. Thus, group members motivate, express and legitimate their actions in terms of ideological discourse.

The concept of ideology was propagated by Althusser whose concept has roots in Marxist philosophy and depicted majority's struggle against rich minority. The classical approaches to the concept attribute dominance and hegemony to ideologies. They are source of power which is legitimized by dominant groups. Its dominance is evident from the fact that dominant groups accept their ideologies as natural (Gramsci, 1971). These ideological basis lead to creation and polarization of ingroups and outgroups. This polarization is obvious in written and spoken discourses where members of ingroups emphasize on their good qualities, shortcomings of outgroups; and decline to accept their shortcomings and positive features of outgroups (Van Dijk, 2003). Actually ideologies develop as socially

shared resources for intra-group cooperation and cohesion and for efficient means as far as inter-group relations are concerned.

Ideology is frequently used in different disciplines like social and media studies but in a vague manner. Van Dijk (2003) views its daily usage as misguided, rigid or as that of partisan ideas of others. The dichotomy between us and them is based on truth versus ideology. Its negative meanings can be traced back to Marx-Eagle who believed ideologies to be form of “false consciousness” that is, working class has biased ideas regarding control of resources. Throughout 20th century this biasness continued, the term carried negative connotations and was used in opposition to objective knowledge (Zizek, 1994). However, initially the idea was not used in negative sense. More than 200 years ago that idea was explored by Destutt de Tracy when he introduced the term *ide'ologie* to denote a new discipline that studied ‘ideas’. In contemporary political discipline the notion is applied to system of political beliefs.

Discourse is envisaged from perspective of values, beliefs and categories it embodies. This belief system constitutes a way of viewing world. Since different discourses embody different representation of experiences, the source of these representations is context wherein the discourse is embedded (Fowler cited in Mills, 2004). The ideological beliefs form basis of critical theory that acknowledges role of ideologies in shaping belief system and power relations among institutions in a society. It accepts Marxist views that ideology creates and distorts realities by directly affecting belief systems of a society.

2.3.1 Organizational Discourse and Ideologies

Discourse is meaningful and purposeful stretch of language studied in context. Organizational discourse concentrates on structured collection of texts rooted in practices of speech and texts that bring organizationally related things into being as these texts are dispersed, shaped and used up (Grant, Keenoy & Osrick, 1998). It has contribution in understanding of organization. It shows how discourse is vital for social construction of reality (Searle, 1995). Thus, it acts a “powerful ordering force in organizations” (Alvesson and Karreman, 2000:1127). Since corporations are privately owned organizations, organizational discourse provides an insight into corporate discourse and its features.

The organizational discourse studies (ODS) came to prominence during 1960s and 1970s. Back then these studies focus on behavior of organizational members in

cultural perspective. Organizations were described as 'systems' composed of inputs, outputs and throughputs having functional complementarity between its subsystems (Silverman, 1970). This cultural aspect promoted study and understanding of notions like symbols, meaning and signs to carry our meaningful analysis of actions of people in organizations (Turner, 1993). In 1980s, the focus was diverted to organizational interaction as the cultural model failed to depict the intricacies of organizational discourse. The late 1980s turned discourse into a theoretical device signaling a break from analytical cultural researches. More recently discourse has been viewed differently by different scholars. It has diverse facets. Wodak (1996) envisages it to be actualization of speech; Kress and Leeuwen (1996) describe social formation of meanings in organizational discourse; Iedema (2003) views it in semiotic terms.

Grant and Iedema (2006) have proposed a multi-dimensional approach to study organizational discourse. That entails consideration of organizational research into five distinct dimensions. The theoretical approach to organizational discourse concentrates on philosophy of social organization besides representation and sees discourse as an abstract construct forming individuals and organizations with its multiple and heterogeneous dimensions (Chia, 2003). The second approach sees if researchers may limit their attention to language or include other kinds of meaning. Most of the ODS is predominantly language-focused or occasionally mono-modal but it is multi-modal as it also includes visuals and semiotic components. The third approach views discourse as a pattern. Woodilla (1998) segregates three areas of organizational discourse including critical language theory, pragmatic linguistics and conversational analysis. The cognition-practice dimension envisages discourse as thinking practice that is manifested through social practice. Cognition signifies pre-discursive practice and determines discourse (Reddy, 1979) while cognitive 'models influence organizational experiences' (Putnam and Fairhurst, 2001: 240). The fifth dimension distinguishes critical research from that of pragmatic research in organizational discourse. The critical theoretical research is concerned with critique of organizational power and dominance. The power relations in organizations fail to address the socio-material injustices (Reed, 2000).

Foucault is of the view that power is exercised within discourses through ways which constitute and govern individual subjects. It is reflected in social practices. Ideologies are most commonly manifested in group relations of power and

dominance. Van Dijk (2004) believes that the close relation between social identity, ideology, group schemata and social construction of group advocates that grouping may be naturally linked to ideology. This group identification manifests itself in a number of social practices as well as social representations like common goals, beliefs and values. Likewise, the groups may be formed on the basis of shared goals. In simple words, ideologies are the goal and the source, the beginning and the end of group practices, and thus lead to challenge power of other groups.

Ideologies form core of discourse. Critical discourse analysis unfolds embedded or hidden ideologies in texts. Widdowson (2000) opines that it exposes underlying ideological bias and exercise of power in texts. Fairclough (1993) considers language to be comprised of so ethical identities, social relations, and ideologies. The analysis of organizational discourse inquires how events, texts and discursive practices are rooted in ideologies which are shared by relations of power and struggle over power. It explores relationships between organizations and among members of organizations. Discourse like society is viewed as a source of acquiring and securing power and hegemony.

The ideological dimension of discourse is also molded by non-verbal practices, organizational structures and other aspects of corporations or institutions. Van Dijk (2004) has given example of ideology of news reporting to explain the aforementioned idea. That reporting not only covers content and style of news but also instills all aspects of news gathering, attending sources, organizing professional meetings and interactions. All these activities have ideological basis and they influence social actors taking part as members of various social groups in the process of reporting. Similarly, corporate discourse portrays value system and social practices of its stakeholders that are embedded in their ideological beliefs. It attempts to link consumers with producers through shared goals the corporations set for its owners and target audience.

Texts are manifestations of organizations. They may include foundational documents of strategic importance like manifestos and mission statements; they may include interactions in oral or written form and different media of communication. Organizational discourse is a social practice to bring people closer to each other.

2.3.2 Ideology as Source of Manipulation

Discourses are embodiments of social practice and reflect all aspects of society and culture. Ideology can be viewed using multiple lenses. It reflects local culture and values. These values and cultural aspects are manipulated in discourses. Political and organizational discourses both exploit ideology and manipulate sociocultural values to influence masses. Local culture and societal practices are reflected through these discourses as politicians and corporate businessmen exploit ideology to convince public that they practice the same values and hold high respect for their culture. The concept of ideological manipulation and exploitation has been explored in this section of literature view.

Manipulation is one of the critical notions discussed in Critical Discourse Analysis. Van Dijk (2006a) offers a triangulated approach to explain this concept. He views it as a form of social power abuse, discursive interaction and cognitive mind control. From social point of view, manipulation can be seen as illegitimate domination confirming social inequality. Discursively, it involves different forms and formats of ideological discourse. Cognitively, the concept implies mind control involving interference in process of understanding, social representations such as knowledge as well as ideologies and formation of biased mental methods. Van Dijk applies discourse analytical approach to explain this concept as he believes manipulation takes place by text and talk. Humans are manipulated and it occurs via manipulation of their minds. Also, it has social dimension since it is form of talk in interaction implying power and power abuse. He differentiates manipulation from legit mind control, like persuasion and providing information. Manipulation is in the best interest of dominant group that manipulates ideology, values and beliefs of other group by taking control of their mind for its interests.

Manipulation not simply involves power rather it focuses on abuse of power through domination. It is the exercise of a form of illegitimate influences through discourse. That is, manipulators make others believe in things that are in interest of manipulators and against the best interests of manipulated (Chouliaraki, 2005; Martin Rojo & Van Dijk, 1997). Communicative manipulation is multimodal where the illegitimate influence may be exercised through movies, pictures and advertising. Manipulation can be without negative associations where it could be a form of legitimate persuasion (O'Keefe, 2002). In that case, the recipient group is

free to accept or reject the argument of persuader. While in manipulation, recipients are assigned more passive roles and consequently they become victims of manipulation. Under such conditions, the recipients are unable to understand the real intentions of manipulator. It may happen when the recipients lack specific knowledge that might be used to resist manipulation (Wodak, 1987).

The real interests and benefits of manipulators are hidden or denied while the alleged benefits for 'all of us', 'for public' etc. are emphasized in terms of amplified feelings of safety and security. Van Dijk (2006a) has given example of anti-terrorist actions and military intervention where military and business corporations produce arms for profits, but in going through those attempts more terrorism may actually be promoted, that may further endanger security of citizens. It can be inferred that one cognitive condition of manipulation is that the targets of manipulation are made to believe that some actions or policies are in their (targets') interests. The reality is that those policies serve interests of manipulators and their associates. This phenomenon is obvious in political and corporate fields. Corporations manipulate public for their interests and use advertising, verbal and visual discourse for the same purpose. They make use of local culture and socially accepted beliefs to convince public for buying their products and services.

Globalism has transformed large corporations into institutions that exercise power in political, social, environmental, economic and cultural arenas. To legitimize their actions, corporations avail 'windows of opportunity' left vacated by the state. That is how they start to act in environmental, cultural and social spheres and transform them into marketing variables (Irigaray, Cunha, & Harten, 2006). Thus, ideology becomes a source of manipulation that is exploited by corporations in a way that ideology disseminates with truth advocating active participation of corporations in offering solutions to challenges faced by society. They do so by developing synergy between social as well as governmental interests and corporate strategy. Therefore, economic profit is projected as mere consequence of the process rather than the sole purpose of activity.

Irigaray et al. (2016), while citing their research on mission statements of Brazilian companies, have made observation that the word 'profit' does not appear in mission of any corporation and inferred that it is a taboo subject for mission statements. They have explained the reason behind the same that corporations evade mention of word profit to avoid questions that can be raised regarding their

legitimacy. Profit production may be understood as an outcome of successful manipulation of truth that legitimizes the interests of corporations. That enables corporations to guise their basic intentions and make the target audience unknowingly follow their rules of game.

It has been mentioned earlier that ideology has inextricable connection with power relations. Fairclough (2004) views ideology as social representation of power, domination and exploitation. He terms this view of ideology ‘critical’. This critical view of ideology is studied in Critical Discourse Analysis and it will be briefly discussed in next part of this section.

2.4 Critical Discourse Analysis

The preceding section discussed ideologies in organizational discourse. Just like political discourse, organizational discourse and corporate communication both describe power relations and inequities in power distribution in society. These power relations will be discussed in this section. To provide theoretical background to power relations in corporate discourse, the concept of Critical discourse analysis (CDA) has been explored and its various approaches have been discussed. Critical discourse analysis deals with language use as an act of social practice and has realist social ontology. Fairclough (1995) describes it as systematic exploration of opaque relations between (i) discursive practices, texts and events, and (ii) cultural and social structures, processes and relations. It attempts to investigate origin of such practices, texts and events and how they are ideologically shaped by relations of power and struggles over power (p. 132). In the light of this definition Fairclough and Wodak (1997) have given following basic principles of CDA:

- i. Existing social order is socially constructed and thus changeable. It is sustained more by particular constructions or reality and less by will of individuals.
- ii. Discourse is product of ideology.
- iii. Power in society has inevitable effect on discursive arrangements and it provides privilege and status to some people over others.
- iv. Textually and intertextuality are mediated through verbal as well as non-verbal language systems.
- v. Discourses consolidate power and colonize humans through covert positions.

CDA does not describe a field or sub discipline of discourse analysis but rather a critical approach of studying talk and text (Van Dijk, 1995). It has emerged

from critical linguistics, critical semiotics and socio-politically conscious method of exploring discourse. It is amalgamation of Critical study of language, sociological theories and theories on ideology and power as propagated by Foucault. It was developed in the latter half of 20th century by Lancaster school of linguists. Norman Fairclough and Ruth Wodak have been prominent theorists of this school. It has basis in critical social theory along with theories of Karl Marx, Louis Althusser, Antonio Gramsci, Jurgen Habermas, Pierre Bourdieu and Michel Foucault. Also, it has examined power relations and ideologies in social discursive practices.

CDA studies deals with all dimensions of discourse including those of style, rhetoric, grammar, speech acts, pragmatic strategies etc. They are not restricted to verbal discourse but also study semiotic aspects (visuals, films, movies etc.) of communication. Much of the CDA studies deals with underlying ideologies that legitimize structures as well as strategies of dominance on one side and resistance in social relationships of ethnicity, language, religion or gender (Van Dijk, 1995). The aim of CDA is to uncover what is hidden, implicit or less obvious in discourse. It examines embedded power and ideologies. Van Dijk (1995) views that strategies of legitimization, manipulation and manufacturing of consent along with other discursive practices that influence minds of people directly and their actions indirectly in interest of the powerful.

2.4.1 Approaches to CDA

It has been earlier discussed that roots of CDA are in critical theory. Langer (1998) defines critical theory as a research perspective that has a critical attitude towards society. Fairclough (1995) associated it with effects of domination and critique of ideology. Critical linguistics was developed in 1970s by a group of literary theorists and linguists at University of East Anglia. They based their approach on Halliday's Systemic functional linguistics (SFL). In the last two decades professionals from a variety of fields have taken interest in discourse in social context to apply discourse analysis for problem solving in their work. The approaches to CDA differ in from one another in having different theoretical foundations, scope, and tools to analyze discourse. However, the elements of ideology, power and critique are present in all approaches. Thus CDA shows dialectic relationship among language, culture, politics and society.

Fairclough's (2003) approach views text as social practice. He believes that language shapes social identities and in return social interactions, ideologies and

knowledge systems shape language. He names his approach Critical Language study which aims to study how language influences the dominance of one group over others. Language creates, maintains and changes social relations of power. Awareness is first step towards emancipation that requires raising level of consciousness among masses. Linguistic phenomena are social but capitalism and communism are part of corporate discourse. Thus, the relation between language and society does not follow one to one correspondence. The society is whole and language is its part. This approach distinguishes text from discourse. Text is a product not process while discourse is process of social interaction.

Fairclough (2003) considers three elements as necessary for discourse that are text, interaction and social context. Text analysis is a fragment of discourse analysis and process of social interaction includes text production and its interpretation. Fairclough identifies three dimensions of CDA that pertains to the aforementioned aspects of discourse. These dimensions include description, interpretation and explanation: 1) Description explains formal relations and structures of text. 2) Interpretation deals with relation between text and discursive practices that views text as product of relationship between language and social practice 3) explanation describes relationship between discourse and social practices and studies implications of meaning for social practice.

Van Dijk (2006b) offers a socio-cognitive approach to understand CDA. People talk about what exists in their minds. A major principle in describing others is positive representation of self and negative representation of other group. Van Dijk suggests researchers to examine CDA as an interdisciplinary approach. He takes an eclectic approach towards CDA and uses findings of other humanities disciplines and cultures. His socio-cognitive discourse analysis shows significance of studying cognition in CDA. But it does not limit study of CDA to cognition contending that CDA should adopt historical, cultural, logical, philosophical, socio-economical approaches as well to understand real world. The reason why Van Dijk puts emphasis on cognition is that he believes in lingual nature of discourse that needs linguistic and cognitive foundations for its understanding.

Van Leeuwen's (1996) approach focuses on taxonomy of social actors that are under constant influence of mighty authorities that includes or excludes them from corridors of power. The main focus of this approach is on power structures that produce, reproduce as well as alter the various aspects of reality along with affects

ideologies and identities of agents/actors in society. For this purpose, language is employed as a tool to influence members of a community. As a result, power structures generate, reproduce and disseminate knowledge in a continuous social stream. The framework of Leeuwen(cited in Rahimi & Riasati, 2011) has following main sections:

- a.Exclusion
 - I) Suppression
 - II) Backgrounding
- b. Inclusion
 - I) Activation vs. passivization
 - II) Generalization vs. specification
- c. Individualization
- d. assimilation
- e. Indetermination
- f. Determination
- g. Nomination and categorization
- h. Functionalization and identification
- i.Impersonalized social actors
 - I) Abstraction
 - II) Objectification

Van Dijk believes that there is no direct relation between discourse structures and social structures and both can be linked through both personal and social cognition. His approach focuses on triangle of cognition, discourse and society. Here discourse is a communicative event including oral and written texts, pictures and semiotic signifiers. Cognition pertains to personal as well as social cognition of beliefs, values, mental schema and emotions. Society comprises of both micro and macro level structures which can be viewed in terms of dominance and inequities among different groups of society. Context needs social; and cognitive dimensions for detailed examination and is of two kinds: micro and macro. Micro context concentrates on characteristics of immediate situation and interaction wherein a communicative event takes place while macro context is concerned with larger picture like social, cultural, political and historical structures in which the communicative event takes place. Thus, CDA studies roots of basic social problems,

its influence on macro structures of society and role it plays in removing social inequalities.

The historical and sociological approach to study CDA has been given by Wodak and his fellow colleagues at Vienna University. Wodak has explored discourse barriers and institutional relations in hospitals, schools and courtrooms. He has also studied sexism, anti-Semitism and racism. His historical approach to discourse envisages written and spoken language as forms of social behavior. Wodak differentiates between discourse and text. For him discourse is a set of coherent and synchronic linguistic acts that originates in text. The highlighting feature of this approach is that it makes use of all background knowledge to analyze different layers of a spoken or written text. Wodak (2001:69-70) has attributed following distinguishing features to his historical approach to CDA:

- i. It is interdisciplinary and recognizes the intricate relationship between language and society.
- ii. This approach combines rhetoric and argumentation theory with Halliday's systemic functional linguistics (SFL).
- iii. It does not focus on some specific language issue instead it is problem-oriented.
- iv. Historical context is mandatory for investigation and analysis of discourse and texts.
- v. Both theory and methodology are chosen through eclecticism.

The discourse-historical approach is employed in researches involving fieldwork and ethnography to examine problem from inside and relates textual analysis to context of discourse production, distribution and reception in broad social context (Wodak, 2001).

Holland (2014) has proposed a new approach to explore ideologies that he termed as Foundational Document Model (FDM). This approach studies ideologies in texts and documents and treats them as foundational documents. It is a semantic theoretical framework that uncovers major ideological elements in foundational texts. It involves content analysis of documents and categorizes text into five sociological categories. These categories *include role attribution, ethical norms, strategic planning, utopian schemes and folklore narratives*. An earlier version of this theoretical framework comprised of six categories including *Motivational Appeals* but later the theorist restricted framework to five ideological strands owing

to fact that all texts and discourses do not possess language appealing to motions. Another interesting aspect of this model is its approach to explore narrative fidelity of the text. The theorist hypothesizes that ideological themes in foundational texts are the same as used by social movement entrepreneurs for collective action. Narrative fidelity examines the truthfulness of movement by comparing ideologies in texts to that of speeches of social entrepreneurs. The present study is also adopting this theoretical framework to explore corporate manifestoes. Corporate manifestoes are treated as foundational documents containing these five ideological strands. This study has taken mission, vision and values as foundational document and CSR text of cellular networks as voice of corporate entrepreneurs. By comparing the ideational elements of both, it will be evident if the corporations hold narrative fidelity to their manifestoes or not. The next section of this discussion will shed light on foundational documents.

2.5 Foundational Documents

Foundational documents are strategic documents that serve purpose of planning social, religious or political agendas. Holland (2014) has defined foundational documents in Foundational Document Model (FDM). Foundational documents include political, social and corporate texts that form everyday reality of people. They reflect the ideologies of people and shape their social and political agendas. FDM is inter-textual structuralist approach based on six distinct categories that have origins in social psychology. These categories include strategies, ethics, roles, folklores, motivations and utopias. They perform ideological content analysis of mobilizing texts like corporate manifestoes. This theoretical framework can be applied to religious and political discourse, manifestoes of corporations, social movement studies.

Foundational documents give a culturally universal metanarrative that is able to withstand, build, inspire and appraise social movements. They form everyday reality of people living in society. Holland (2014) considers them vital in shaping social, political and ethical agendas. These documents include religious, social, political and cultural schemas to motivate and persuade public for political and social movements. They provide a definite worldview to readers and are always explored, analyzed and studied in social context. They have historic and literary significance as their ideologies are embedded in historical contexts. They have power to change social contexts and situations through their influence.

Since these documents are read, written and construed in different social contexts, it is necessary to analyze them keeping in mind the nature of research as well as perspective of researcher. They are vital in making ‘master frames’ in society. Benford and Snow (2000) define master frames as cultural concepts that are interpretive and resonant as they can be used to mobilize potential social movement activists. The foundational texts offer narrative background to master frames and these documents are essential to provide discourse communities a cohesive rationale for ethical guidance, role stability, strategic coherence and utopian visionary goals.

2.5.1 Narrative Fidelity

Holland (2014) has also introduced the concept of narrative fidelity in FDM. He hypothesizes that ideological themes in foundational texts are the identical to those used by social movement entrepreneurs for some joint venture. Narrative fidelity examines truthfulness of movement by comparing ideologies in texts and that of speeches of social entrepreneurs. It is central to understanding of social movement frames (speeches, leaflets, protests, CSR reports) and a way to check faithfulness of narrator to foundational text.

In order to resonate a frame with a potential movement activist, the message in frame must have a certain degree of narrative fidelity (Hunt, Benford and Snow, 1994). This fidelity is on rise as frame focuses on traditional folklore narratives, role attribution, ethical mandates and commonly accepted norms. Social movement entrepreneurs present unique frames for public and these frames influence the potential movement activists. Complete acceptance of frame will make new convert sensitive to group’s collective identity thus building his strong connection with group’s strategic actions (Hornsey, 2008). However, it is essential for framer to consider cultural norms, beliefs and values while designing frame. The more loyal the frame is to familiar narratives, the more likely the potential activist will experience conversion.

Fairclough (1992) has presented the notion of intertextuality which is closely linked to idea of narrative fidelity. Holland (2014) while giving reason for introducing this concept explains that he prefers term narrative fidelity over intertextuality to emphasize on bonds that exist between frames of social movement organizer and a foundational text. The term intertextuality cannot convey that storied bond. Thus, FDM suggests a replicable methodology for location and systematic dissection of textual ideological strands. The next part of this discussion

explores the hidden ideologies in logos. To understand how semiotic elements in visuals communicate ideologies covertly, the basic understanding of concepts like logos, brand and semiotics is done in next section.

2.6 Corporate Logos

The word brand is part of daily vocabulary. It is used as both noun and verb. Cambridge Dictionary Online gives meanings of reputation, mark of ownership, red-hot wood, a specific product etc. (Brand, 2016). In corporate culture, it is used to differentiate one product from other product. Kapferer (2008) opines that a brand has two different functions: first is to differentiate product from other products and other is to indicate origin of product. Thus, brand represents its origin and unique identity which differentiate it from like products.

Logo is vital asset and corporations spend huge time and finances on its design and promotion (Anson, 1998). This investment is done by producers with understanding that it will generate huge revenues and enhance brand reputation as well as firm's image. It generates a competitive market which ensures long-term success of the corporation (Chen & Uysal, 2002). Logos being visual representation of business convey their content and purpose irrespective of the fact that business is private or public. The main purpose is to identify logo itself besides the corporation as a quality producer in the competitive market. They provide instant identification to viewers when they see them on posters, sign boards, advertisements and other outdoor displays (Considine & Haley, 1992).

Logos are part of sign system. They are combination of graphic designs, colors, pictures and shapes. The name of brand may or may not be part of it yet in either case the purpose is to convey the characteristic of products. Silva-Rojas and Roast (2006) view logo as one of the five elements of corporate visual identity, the other four include name of brand, typography, colors and slogan. Logo may contain name of brand thus embodying both visual and verbal identity. At times, logo along with brand name and tagline are used exclusively for advertising. The colors and design of logos become the visual identity of the product.

Logo elicits recognition of the corporation. It is an identification mark that communicates ownership of producer as well as consumers. It acts as a mnemonic device that conveys the desired thought or feelings of producer and consequently generates a desired emotional response at consumers' end (Logo Design Source, n.d.). Morones (2017) views it as core of corporate identity that defines and

symbolizes the image of corporation. Though logos are graphics, they assist in developing personal connection between manufacturers and consumers.

2.6.1 Types of Logos

Logo designers make use of different colors and shapes for designing these visual symbols for corporations. Different classifications of logos exist depending on the way designers view their logos. There are three basic types of symbols that include icons, logotype and combination marks (Logo Design Source, n.d.). Icons are actually symbols where imagery is used to convey a literal or abstract representation of an organization and are illustrative in nature. They are instant reminders of product or service. Logotype is also known as ‘word mark’ in design industry as it incorporates name of brand or corporation into a unique shapes, style, font and size that become its identity mark. Type and font designs may also be hand drawn letters or images may be integrated into logotype for attracting viewers. Combination marks incorporates both text and icons that complement each other and provide clarity regarding enterprise.

Lischer (n.d.) considers logo as stamp of the organization that reveals authentic sense of brand to its customers. He describes logos in pairs that they can be text based or image based, literal or symbolic, static or dynamic. Though these categories are not definitive, some logos may incorporate more than one of the above mentioned elements. He has classified logos as five different types of marks which are wordmarks, letterform marks, conceptual marks, emblematic marks. While wordmarks may be formal name of company or a readily recognizable acronym defined in similar way as above, letterform marks are monograms or minimalist cousin of wordmarks as they feature a singular letter for graphical representation of brand to invoke full name of brand in mind of viewer. Conceptual marks connote goals of brand through imagery and may feature an easily recognizable pictorial or abstract image. Emblematic marks are housed in shapes comprising multiple elements. The aforementioned four types of marks are static marks. However, dynamic marks also exist that are frequently presented via digital media. They can move and switch to other dimensions.

Morones (2017) describes seven types of logos which include abstract marks, combination marks, letter marks, pictorial marks, wordmarks, emblem logo marks and mascot logo marks. Pictorial marks are simply icons or what Lischer (n.d.) describes as conceptual marks. Abstract mark is a definitive type of pictorial mark

where instead of a recognizable image abstract geometric shape embodies brand. Mascot is an illustrated character used to identify a company. They are spokespersons of brand, often colorful and sometimes cartoonish. Thus, creativity is hallmark of these designs and corporations always prefer unique types of logo to signify their brand.

2.7 Brand Identity and Corporate Logos

Brands and logos are two different concepts that are sometimes interchangeably used as both represent the corporation. In reality, both “logo” and “brand” are two different terms having different meaning, form and function. Both together create visual identity of corporation and play vital role in visual communication. Brand is a visual tool representing corporation’s repute and perceived image (Nee, 2011). Brand is a sort of emotional tie which visually displays intangible features of corporation’s overreaching beliefs, goals, promises and purpose thus creating a nexus with its targeted audience (Pittard, Ewing & Jevons, 2007). Thus, a brand is integral to create a positive image and impact of the corporation and its product or service on minds of audience.

Today, every corporation offers products or services and what distinguishes them from each other is brand. According to Wheeler (2003), products are manufactured in factories while brands are created in mind. It is both promise of commitment of organization and expectations of customer’s mind about service or product offered by corporation. Brands are established on edifice of consumer’s trust and loyalty. Only a strong brand can create a high degree of loyalty in customers (Kapferer, 2008). Thus, branding should be done in such a way that appeals to needs and desires of target customers and creates a positive impression in their minds (Yastrow, 2003).

Logo is visual representation that provides recognition to corporation. Logo directly influences viewer’s impression of the product or service offered by the corporation (Gernsheimer, 2008). It is actually symbol that differentiates one brand from another. It invokes visual identity of brand in minds of viewers and is easily recognizable. It builds image of the corporation. Rand (1991) has termed image as “king” in business of communications and its essence, the logo, has been defined as “jewel in its crown”. Thus, instead of looking for familiar brand name, consumers look for corporate symbols as visual shortcuts (Selame, 1998). As a whole, logo provides visual identity and recognition to the corporation.

Logos serve not only as a mean of identification but also depict the verbal and visual promotion strategies of corporations (Cowin, 2011). They facilitate brand recognition and loyalty among their users that pave way for brand equity (Murphy, 1990). They link company and consumers and this nexus determines financial success of business (Lipovetsky & Roux, 2003). Black (2009) is of the view that a logo is not just a mix of dyeing and printing, rather it acts as a visual front for establishing and maintaining the relationship between producer and consumer.

Logo is face of the brand. It is a graphic symbol that not only presents vision of corporation but also is materialistic presentation of product or service (Heilbrunn, 1998). It serves as tool for advertising and an emotional connection between service and customers. Schechter (1993) defines logo as ‘ultimate sign of a company or organizational visual identity system’ (p. 33). Corporate logos are established as identity markers of the corporations forming visual identity system. Biricik (2006) is of this view that brand identity is formed over time through advertising, interaction of customers with product, company and logo. Logo makes emotional connections with customers who love and trust their favorite brands, believe them to be superior and develop loyalties with them.

2.8 Semiotics, Visuals and Logos

Logos communicate some message that can be interpreted by using semiotic frameworks. Semiotics deals with the study of signs and symbols and how they make meaning. Encyclopedia Britannica defines it as the study of signs and signs using behaviors. Swiss linguist Ferdinand de Saussure considers it ‘the life of signs within the society’ (Semiotics, 2016). Saussure envisages language as a sign system where sign has two inseparable components: the signifier which is form of sign and the signified which is its meaning, concept and idea. The relation between form and meaning is arbitrary and motivated by social norms and traditions. He has termed this study as semiology.

The frameworks of Peirce’s (1958) and Morris (1964) are extensions of Saussure’s concept of sign. Peirce’s semiotics refers to sign object relation. His sign stands for something to somebody in some capacity thus reflecting triadic nature. Thus, a sign is a relation between the sign vehicle (representamen or the sign itself), a sign object (the referent) and interpretant (viewer’s interpretation). He is of the view that a sign does not have a definite meaning but its meaning continuously evolves with time. He has categorized signs into three types which are icon, index

and symbol. A square is a geometrical icon, footprint indicating walk of a person is index and flag is a symbol. Iconic signs are overt imitative representations that stand for what they actually reflect at face value. Indexical signs denote physical relations serving as evidence of something or indicate cause and effect relationships. In case of symbolic sign, meaning is arbitrarily open for interpretation (Pierce, 1958).

Morris, a well-known semiotician and pragmatic philosopher, has worked on signs and values. In his monograph 'Foundations of the Theory of Signs', he has proposed a sign to be comprising of sign vehicle, designatum and interpreter. He defines semiotics as a combination where syntactics studies the structure of images, semantics deals with significance of signs in specific culture or context, and pragmatics focuses on interpretation of interpreter (Morris, 1964). Syntactics is part that of semiotic which studies how signs are combined with each other to generate intricate messages. Semantics is that area where significance of signs is studied in cultural context to interpret meaning of an image whereas pragmatics deals with origin of signs, their common usage along with their communicative effects to describe effect of an image.

Penn (2000) envisages that semiotics provides logo or sign analysts tools to systematically approach the sign systems to develop understanding regarding production of meaning by a sign. He believes in polysemic nature of images. He envisages that variation in interpretations of signs or symbols is due to factors like cultures, individual (interpreter) and color, caption, shape and typography. Due to this polysemic nature, images need accompanying text sometimes. This text clarifies ambiguity and is referred to as anchorage. Most of the logos have both visual and linguistic elements to convey vivid message and this is referred to as relay.

It is widely accepted fact that spoken and written communications varies from visual communication as sign is reflected to audience in a controlled, vigilant and careful sequence in spoken and written communication whereas in case of images, the elements of visual sign are presented simultaneously to the viewers which obviously leads to little control in conveying the message sequence (Penn, 2000). Connotative and denotative inventories are specialized tools designed by Penn (2000) to conduct semiotic analysis where denotative inventory provides literal description of what viewers see in image and consists of a direct and precise description of signified. On the other hand, connotative inventory delineates

meanings evoked by visual images. Moriarty (2005) referred to this as “cultural baggage” linked with visual images.

There is disagreement among researchers over the fact if semiotics studies only visual symbols or symbols and language both. Semiotics deals with signs and language also consists of arbitrary signs that signify meaning. Penn explains this though term relay which refers to simultaneous use of both visual and accompanying text in images for clarity. In logos, text relay with image for clarity and long-lasting impression on mind of viewers. Thus, Penn’s semiotic framework explores both visual and linguistic elements that are part and parcel of images specially logos.

2.8.1 Colors and Shapes in Logo Designs

The use of colors in logo designs also contributes to meaning-making along with design of logos. Color choice for logos plays important role in brand identity. Colors attract attention and provoke response. They appeal to aesthetic sense and create emotions. Goethe (1982) has given theory of colors to explain that colors have effect on human emotions. Colors act as emotional tools to invoke emotions. He has classified colors into two groups on basis of emotions. Warm colors (red, yellow, orange) yield feelings of excitement and cool colors (green, blue, violet) create unsettled feelings. Thus, colors reflect mood, identity and choice of brand and form long-lasting associations with customers. Emotions are ephemeral, intense and directed to external stimuli that can be object, image, person or any other frame of reference (Nabi, 2002). Thus, in realm of business, evoking right emotions in minds of viewers with right intensity at right time can influence a customer to buy a specific product or service to which they are emotionally connected.

Meanings reflected through colors are shaped by culture. Such understanding is unanimously agreed upon, so it is important to investigate differences in various meanings a color depicts across cultures. This subjectivity exists because the human eye and brain experience colors physically, emotionally and mentally (Stone, Adams & Morioka, 2006). Brader (2006) has researched on use of emotional appeals and political advertisements in elections. He has observed relevance of colors with human emotions and impact of color selection on voters. He experienced that specific color schemes appeal to primary emotions and any slight change in that leads to dissociation of viewers from their candidate.

Christie (2017) is of the view that logo shapes are not randomly chosen. The powerful psychological forces are at work behind these identity markers (shapes and colors). He refers to Gestalt theories to extend use of psychology to understand logos. These theories propagate that human mind unifies the visual elements it observes to formulate the whole that communicates complete meaning. Viewers form patterns on the basis of similarities and contrasts in shapes. One interesting Gestalt principle extensively used in designing of logos is to leave an object incomplete that triggers human eye to form complete picture on canvas of mind.

Kim (2015) believes that logo design is crucial element in brand building. Thus, the right color scheme and shape are very important. Human mind responds differently to different shapes and colors. Both imply the meanings and vision of company thus they must be carefully chosen while designing a logo. The wrong selection of colors may convey feelings that are unintended by the corporation. Purchasing judgments are made on basis of visual elements and majority of customers envisage that color enhances brand recognition.

Haden (2014) and Kim (2015) have brought to light role of colors, font and shapes in logo designs. They have collected examples of famous global brands and explain how right choice of color and shape contributes to success of brand. They have explored role and significance of colors and shape by giving examples of different brands that share same colors and shapes.

Role of logo design in communicating brand emotions and message of corporations can never be denied. Sukhraj (2017) is of the view that for both commercial logo designer and an art lover, color combination and shape must evoke specific recognition pertaining to brand. Just like colors, shapes have emotional connotations too. Shapes trigger different images and memories in minds of viewers based on cultural norms and frames of reference. Sukhraj has given examples of star and heart shapes as heart invoke feelings of love, warmth and kindness while star elicits light, achievement and success. She has mentioned that 50% of the most famous world corporations have rectangular logos, 22% have square shaped logos while other 20% have made use of circles. Thus, corporations can easily capitalize these intrinsic effects to convey brand values through their logos.

2.9 Previous Works

The current study has explored discourse and logos both to explore ideologies. First researches on corporate discourse and then works done on logos are briefly discussed in this section.

Bee (2001) has worked in Singapore on mission statements of higher education to uncover the hidden ideologies. She has studied the influence of ideologies on management of Higher Education. She has analyzed discourse of a speech given by Education Minister on Higher Education and mission statement of Ministry of Education. Singapore is a small country where people are considered as resources of economy and their educational training is vital for economy. She has found out that the message of survival through education is main component of mission statement. She has inferred that the ideology of mission statement matches with Confucianism as both focus on making responsible social beings through educational training. She has emphasized that universities need to function like commercial organization like economic corporations as people are resources, thus outcomes of education must upgrade economy of country.

Smith, Heady, Carson and Carson (n.d.) have researched on mission statements and they have given detailed analysis of content and its relationship with organizational longevity. They have mentioned Ashridge Mission Model (Campbel, 1992) and conducted content analysis using four modules mentioned in model which are values, behavioral standards, purpose and strategy. They have used software SWIFT (Structured Word Identification and Frequency Totals) to categorize content of statements. It develops an outline for theoretical framework through manual counting of frequencies. They have found out those companies whose mission statements reflect long term vision, ideology and responsibility have sustained and developed well over time.

CSR researches also focus on moral aspect of discourse. Reynolds and Yuthas (2008) has examined CSR reporting as moral discourse. While moving from traditional stakeholder theory that recognizes stakeholders as external entities, the emerging trends consider them integral part of the corporate functions. Different models of CSR accountability have been explored to study stakeholder philosophies. Habermas theory of communicative action has been used to study how stakeholders are engaged in moral discourse. They have found that those philosophies are consistent with traditional viewpoint but hardly follow moral

standards set by relational stakeholders' perspective that focus on mission, values and management systems.

Researchers studied CSR reports and explored their discursive practices. Itanen (2011) has explored CSR discourse from standpoint of multinational corporations (MNCs). She has studied the socio-cultural construction of CSR by analyzing discourse of CSR reports and social relations of corporations with society. Using empirical sample of CSR reports of 10 European MNCs, she has examined reports as cultural texts embedded in discursive practices of power and knowledge. She has identified three streams of discourse: business discourse, caring discourse and sharing discourse. The first one pertains to discourse related to strategic management and profits; the second stream focuses on social construction of corporations as humane identities by propagating their role in social development and third stream frames CSR as a joint venture involving different social actors. The third stream is evident from themes of collaboration, common goals and challenges. Sharing discourse builds image of corporation in society as that of an active participant working towards mutual interests.

Holland (2014) has proposed FDM that has been discussed earlier and applied that on foundational document of Chinese Little Red Book. The text is coded using ideological strands of FDM. The proposed concept of narrative fidelity has been applied to Red Guard political speech delivered by charismatic leader Mao in 1966 during Red Guard Movement that mobilized Red Guard activists. The research has examined how the movement employed the most popular document of Mao to frame presentations in accordance with cultural resonance. The researcher compared the ideological strands of LRB with ideational elements in Mao's speech and concluded that presence of those culturally embedded ideological strands is reflected in speech.

Holland and Nichelle (2015) have analyzed the contents of manifestoes of two soft drink beverage companies (Pepsi and Coca-Cola) using FDP approach. They have uncovered ideologies and deliberated impact of linguistic choices on corporate discourse and persuasion of potential adherents. They have focused on how ideologies interact with structures and shade them with different meanings. They have identified striking similarities and contrasts in manifestoes of two companies. They have concluded that ideologies reside inside texts and influence

socioeconomic prospects of corporations. A few researches carried on analysis of logos are cited in next part of this section.

Irigaray et al. (2016) has carried a research on missions of 64 Brazilian companies using Fairclough's (2003) tridimensional model. They have treated texts as sites that synthesize essence of those companies. They have identified strong nexus among social, discursive and textual dimensions. Their findings show that mission statements influence employees' behavior by encouraging them to outperform. They have termed production to be part of social context. Thus, these two dimensions create ideological context which creates room for manipulation of culture and values. They have concluded that corporate discourses utilize symbolic dimension to control and manipulate workers, legitimize corporate actions in society and exploit ideology as well as culture to project corporations as serving public interest. Also, the profitability aspect has been suppressed which in turn strengthens their symbolic and emotional dimensions and projects these corporations as indispensable part of society.

Over last two decades, considerable research has been done on logo designs. Researchers have explored different areas. Biricik (2006) has explored role of logo in creating brand emotions by comparing logos of IMB and Apple and using tri-relation theory of Morris (1964). The study examines their connotations, effects, history, and messages conveyed to viewers through logo. Her findings are that a well-designed emotional logo acts as visual shorthand for meanings associated with it and influences customers emotionally by making them receptive to brand messages. She has concluded that logos create emotional and subconscious connection with customers and pursue them to display extreme brand loyalty.

Nee (2011) has worked on political logos and conducted semiotic analysis of American presidential logs of Barack Obama, George W. Bush and John McCain. Using Penn's (2000) denotational and connotational inventory, she has explored effect of logos on political marketing of the campaign. She has concluded that name of Obama in logo is one of the reasons of successful campaign that generated brand Obama for election campaign. The logos have used colors of American flag and researcher thus does not explore significance of colors.

Cowin (2011) has carried out research on change in logo designs with time and examined evolution of six corporate logos namely Apple, McDonald, Nike, Pepsi, Shell, and Starbucks using Peirce's model (1958). She has identified common

themes from analysis and concluded evolution of logos reflects changing attitudes of customers and corporations with time.

Park, Eisingerich, Gratiana and Park (2012) have studied the role of logos in performance of company. They believe that market place is very noisy and it is up to corporation what it wants its customers to remember. They have developed conceptual frame work to study effectiveness of logo which depends on multiple properties of logo design. Their findings are that logos have aesthetic appeal and logos with visual shapes are more effective than logos with only brand names in developing customer-brand relations. They have not explored embedded meaning and focused only on customer-logo relation.

These researches have explored different dimensions using international corporate and political logos. Research of Park et al. (2012) has not dealt with semiotics. Cowin (2011) and Bircik (2006) have not taken into account the cultural context and color symbolism. Nee (2011) has explored cultural content through connotational inventory but has not shed much light on significance of colors. The present study explores corporate logos of cellular networks in Pakistan using Penn's (2000) framework. It also explores color symbolism using Goethe's (1982) theory of colors. Both theories help to understand meanings that are embedded in logo of cellular networks. The previous works on corporate manifestos have not explored ideologies in CSR texts. Thus, this study explores corporate manifestoes through ideological content analysis of mission, vision, values and CSR reports using Holland's (2014) Foundational Document Model that is a recent model. This study treats corporate manifestoes as foundational documents and CSR text of cellular networks as voice of corporate entrepreneurs. Though Holland has explored the concept of narrative fidelity in his research on Little Red Book but this is not done with CSR reports previously. This research is pioneer to explore meanings, ideologies and identity in corporate manifestos and logos of international cellular networks operating in Pakistan.

CHAPTER 3

RESEARCH METHODOLOGY

This chapter provides detailed overview of research methodology that is used to carry out the current research. It outlines details about both theoretical frameworks used to explore research study data which includes Holland's (2014) framework for content analysis and Penn's (2000) inventories for semiotic analysis. It also provides the characteristic features of the sample, sources wherefrom data has been collected, details of coding and categorization process as well as research methods used to explore and analyze that data.

3.1 Theoretical Framework

This research uses two frameworks as mentioned earlier. One is used for content analysis of linguistic data while other is a semiotic framework for analyzing visual data. The framework employed to conduct content analysis is proposed by Holland (2014) that is a new approach to conduct ideological content analysis using its distinct ideological strands *of strategic planning, utopian schemes, folklore narratives, ethical norms, motivational appeals and role attribution*. This new approach is termed as Foundational Document Model and involves deconstruction of texts into aforementioned categories. For semiotic analysis, denotative and connotative inventories of Penn (2000) are used. Following is given a detailed overview of both frameworks:

3.1.1 Holland's Foundational Document Model

Language has been a source of power and this power is exercised through shared ideological beliefs that are embedded in discourse. Critical Discourse Analysis studies power relations in discourse and encompasses how it constructs and shapes social realities. The theories and models of Fairclough, Halliday, Van Dijk, Krippendorf, and Wodak have extensively studied power relations manifested through discourse. When it comes to power, ideologies are primary component to exercise that power. These approaches explore ideologies and thus can be used to study language used in corporate manifestos. Corporate manifestos are persuasive texts that manufacture consent of the audience about the particular services offered by these corporations. Foundational Document Model can be used to see how each cellular company makes use of language to address its potential adherents. It can

explore both ideological and ideational aspect of discourse and can study strategic planning, utopian schemes, folklore narratives, ethical norms, motivational appeals and role attribution. This model has been chosen for its deconstructionist approach as it deconstructs data during coding process to identify its distinct categories. After separation of categories, it is easy to study ideologies under each ideological strand rather than analyzing all elements of text together. Also, frequencies of ideational elements can be determined through number of subcategories formed. It provides structure of text and its social construction.

This study explores the idea of ideology in corporate discourse that is based on ‘Ideological Content Analysis’ of corporate texts by using Semantic-Grammatical model given by Holland (2014). This approach is not only concerned with ideological content analysis but also deals with higher order of grammatical patterns in the texts. Fairclough (1992) refers to it as “architecture of text” (p.77). The practical application of this discourse model is that it explores the semantic units inside the grammatical layouts of the corporate texts explored. This model offers exploration of ideologies through various categories or ideological strands. These strands explain composition of the text in terms of structural and semantic features of these texts. The discourse structure reflects how ideational strands are positioned in grammatical layout of texts and how they interact with one another to give meaning to text. Thus, Foundational Document Model by Holland (2014) can be used to study and explore ideological content that provides customers with frameworks having strategies, ethics, motivations, folklores, utopias and roles. This semantic- grammatical model explores ideologies through its six distinct categories that are *role attribution, folklore narrative, ethical norms, utopian schemes, motivational appeals and strategic planning*. These strands of FDM represent different ideological typologies and the frequencies of their occurrences in texts determine the dominant ideologies and ideational elements. The model also explores narrative fidelity in text that was previously explored in other approaches as intertextuality. This new concept can be used to explore truthfulness of narrator if it practically demonstrates ideologies it claims in its vision and mission statements.

This research has taken four strands of FDM namely role attribution, ethical norms, strategic planning and utopian schemes. Folklore narrative is an important category that traces the history of texts and the changes that take place over years or decades. Since these corporations have been operating in Pakistan for not more than

two decades, there is hardly any reference to their history or evolution in their discourse. Thus folklore narratives are not part of these corporate manifestos. ‘Motivational appeals’ is that category which may not be found in corporate manifestos. Holland (2015) has discarded this category in later version of his model while exploring corporate manifestos of Pepsi and Coke contending that motivational appeals are part of political discourse and speeches but they cannot be found in corporate texts. The four categories explored provide the perfect order of ideologies found in these texts. The corporations make use of motivational appeals through taglines while advertising their products and services. Role attribution provides an insight into the roles the corporation promises to assume to establish its credibility in eyes of its audience. Ethical norms show commitments made by these companies to their audience. Strategic planning outlines the ways companies adopt to fulfill those commitments and shows the practical vision of corporations. Utopian schemes is distinct ideological strand in a sense that it provides audience neither planning nor commitments, however, it provides both company and its customers with high minded vision for future of the corporation. These four categories provide a perfect combination for perfect order. The two strands namely strategic planning and utopian schemes are interestingly contrasting in nature as former focuses on the current planning of corporation while the latter deals with high minded future vision. Strategic planning presents reality based ideas while utopian schemes present ideal state of affairs and perfect order. Both of these categories present exactly opposite ideologies as one presents reality and other reflects ideals. Narrative fidelity is explored through same categories and coding techniques but this concept is applied on different texts like political speeches or corporate social responsibility reports of corporations.

The 2014 version of FDM offers six ideological strands *Role attribution, folklore narrative, ethical norms, Utopian Schemes, Strategic Planning and motivational appeals*. Following is a brief overview of these categories:

- a. Ethical Norms:** These are pieces of texts that focus on moral visions. These are moral values that are deployed to bolster the image of brand and to inspire the shareholders, employees and investors to commit them for financial gains.
- b. Utopian Schemes:** They form those portions of texts that claim high minded vision for future success of corporations. They are put before investors again and

again to invite more investment or presented to inspire potential adherents to prepare them for fierce market competition.

c. Strategic Planning: It presents those parts of discourse that tell about certain actions to which the corporation and its employees adhere. It constitutes actually practical rhetoric chunks of discourse showing the corporation its field of work, tactics for execution, and strategies for competing competitors and winning target customers. It may focus on innovations or new perspectives.

d. Folklore Narrative: This is that ideological strand which is rooted in history of organization. It appeals to manifest intertextuality. It involves in depth study of history and incumbent situation that prevails in organization. It looks for those narratives that re-occur in texts over the years or changes in these narratives. This strand examines annihilations, transformations and mutations in texts.

e. Role Attribution: The vision behind the formation of corporate texts is to mobilize the potential adherents including investors into organization of corporations. It considers role of corporations, employees, investors, shareholders and customers in functioning of organization.

f. Motivational Appeals: These are mostly used in political discourse. The taglines are good examples of motivational appeals that utilize ideologies to motivate users to use a particular brand. These are not found in corporate manifestos and Holland (2015) himself excluded this category from his model in latest version of FDM.

Holland (2015) has excluded motivational appeals in his article titled *An ideological content analysis of corporate manifestos: a foundational document approach* on account of the fact that motivational appeals are not found in all types of texts. Thus, this research also does not explore this category in its data. This study explores data with four strands namely *role attribution, ethical norms, Utopian Schemes, and Strategic Planning*. Folklore narratives too are not explored in this research since the data lacks any historic allusions. These corporations have been established in last two decades and hardly any change can be observed in their vision, mission and core values. Thus, folklores cannot be traced in these corporate texts. As a result, this research focuses on exploration of roles, ethics, utopias and strategies.

Narrative fidelity is another aspect of Holland's (2014) semiotic framework. This idea is used in framing and aims to explore truthfulness of narrative in another text. For this research mission, vision and key behaviors or values are explored. To

check narrative fidelity CSR texts are explored using the same four selected ideological strands namely *role attribution, ethical norms, Utopian Schemes, and Strategic Planning*.

3.1.2 Penn's Semiotic Framework

Semiotics has become more explored area in recent decades. From Saussure's concept of sign and signified, it has evolved much. Now it studies both visual and linguistic content. Logos of cellular networks have both visual and linguistic elements. Penn's (2000) approach involves use of denotational and connotational inventory to analyze both visual and linguistic elements. The denotational inventory explores literal elements in the logo that are obvious and connotative inventory uses denotative inventory to explore connotative meaning. This method analyzes shapes, colors and typography of text in polysemic logo designs. Goethe's (1982) theory of colors will be applied to explore color symbolism. Penn's framework will work in this way:

Denotational Inventory

It involves systemic study of literal information and contents of logo. It explores both image and text by identifying

- Obvious and less obvious element in logo
- Elements of shape, size, colors and typography

Connotational Inventory

It examines the higher level of signification like connotation and reference system. It identifies

- What do elements connotes?
- Cultural knowledge to which image refers for interpretation.

Syntagm

It explores syntagmatic relations of a sign and how elements of logos those are juxtaposed and patterned to elicit various meanings and interpretations. Such elements include color, size, positioning, cues of emphasis and relationships of the elements to each other (Penn, 2000) .It express the whole part relationships by answering

- How does text relay to image?
- How do identified elements relate to each other?
- How the elements (color, size and shape) affect the logo?

Thus denotation, connotation, cultural knowledge and whole part relations along with color symbolism are different dimensions that are explored in analysis section. This framework interprets embedded ideologies through these inventories and color symbolism is explored using assumptions of Goethe's (1982) theory. This theory of colors explains human behavior regarding perceptions of colors and has roots in psychology. It explains how colors are perceived by brain that affects human perceptions about different colors. Logos are designed keeping in mind the human perceptions about colors. This research thus has used Goethe's (1982) theory of colors to study color symbolism.

3.2 Research Design

There are two distinct approaches to conduct research, interpret and analyze data that are qualitative and quantitative approaches. The present research lies in area of qualitative research as it explores ideological content in both linguistic and visual data.

3.3 Research Method

Within the qualitative paradigm, this research has used content analysis as the method of data collection. The contents of the selected data (in form of mission, vision statements, values, CSR text, logos etc.) have been explored under defined categories. For thematic analysis, following strands of FDM have been identified (details are provided above):

- Strategic Planning
- Utopian Schemes
- Ethical Norms
- Role Attribution

These strands actually work as themes which are further interpreted and explored. Furthermore, manual coding is done to identify themes: however, frequency and other qualitative aspects are not the focus of this study. The visual data in form of logos have been studied with semiotic framework of Penn (2000). Relaying technique is used in logos to clearly illustrate meaning and ideologies. Online software *FOUNT* is used to determine typology of letters used in these logos. To study color symbolism in logos, Goethe's (1982) human perceptions about colors are used. Background knowledge and cultural elements necessary for studying visuals are also considered while interpretation of data.

3.3.1 Sampling

Mission statement, vision and values of each cellular corporation are available on their official websites. Texts of annual CSR reports are available in downloadable pdf format on the official websites of the four cellular companies namely Mobilink, Telenor, Warid and Zong. All these reports are not publications of same year. The CSR report of Mobilink is of Year 2015, Telenor is of 2015-16 and that of Zong is published in 2017. Ufone has not published any annual CSR report in pdf format. Instead, date wise reports from year 2011 onwards are given on official website of corporation. Reports starting from years 2014 are coded and analyzed to keep the data lying in same time period as CSR reports of other corporations. The CSR reports of Warid have been collected from its annual magazine published in 2016 that is available in pdf format. It has contents on diverse themes. Three reports related to CSR projects are collected. The CSR reports of cellular corporations cover CSR projects from 2014 to 2017. These logos of the cellular networks are also available on their official websites.

Cellular services started in Pakistan almost two decades back. Mobilink has been the oldest mobile sim corporation working in Pakistan since 1994. Telenor and Warid have been operating since 2004. Zong has entered in telecom sector in 2008 and Ufone has been working since 2001. According to Pakistan Telecommunications Authority (2014), Mobilink has 38 million, Zong has 25.6 million, Ufone has 18 million, Telenor has 35 million, and Warid has 12.9 billion subscribers in Pakistan. Following table shows facts and figures of these five cellular companies.

Table 3.1

Basic details of all corporations

Cellular Company	Year of start	Subscribers in 2014	Subscribers in 2017	Market share in 2017	Services
Mobilink	1994	38 million	41 million	28%	3G
Zong	2004	25.6 million	30 million	20%	4G
Ufone	2001	18 million	20 million	13%	3G
Telenor	2004	35 million	42 million	28%	4G, LTE
Warid	2008	12.9 million	13 million	9%	LTE, HPSA+

Source: Pakistan Telecommunications Authority (2014) and (2017)

3.3.1.1 Collection of Samples

Data is collected from official websites of these corporations. The format of data is not uniform. However, all have mission, vision and core values. CSR texts of Mobilink, Zong and Telenor reports are in proper format having account of business, social and environmental projects launched. The CSR reports of Mobilink and Telenor are published under heading of CSR reports while that of Telenor is published as sustainability report. The CSR reports of Warid are collected from its annual magazine of 2016 where CSR programs are also reported along with commercial events. The pattern of all reports is not uniform as these corporations have identified different areas for CSR projects. Only parts of texts covering social development, health, disaster relief and education are collected as data. However, Ufone website has only collection of brief reports under the heading of CSR. That is why reports from year 2014 to 2017 are collected from official website of Ufone. Thus, the reports on social investments like social development, health, disaster relief and education are collected as data. Only discourse of social investments is explored for this study to check narrative fidelity. The recently published reports are taken as data. The manifestos and logos are collected from official websites in November 2016 while CSR texts are collected in May 2017. Thus, any change in data after that time period is not considered. The first round coding of manifestos as well as CSR text has been part of appendix while full reports are attached in soft form.

3.3.2 Coding Techniques

Manual coding of data is done. Since aim of this research is to identify ideological strands and not its frequency of occurrence, manual coding served the purpose. The four distinct categories are identified in first round of coding that is attached as appendix. These categories are coded with specific codes: Role Attribution (ROLE), Ethical Norms (ETH), Strategic Planning (STRT) and Utopian Schemes (UTP). The second round of coding leads to formulation of sub-categories and it is presented in tabular form along with frequency of each sub-category in analysis section. The analysis is done using sub-categories and involves interpretation and explanation of data.

3.3.3 Analysis Procedures

The written corporate discourse has been analyzed in two subsections. The first subsection has studied manifestos (mission statement, vision, values) and the other has presented analysis of CSR texts after tabulation of data where subcategories are formed under each category for each ideological strand of FDM on the basis of synonymy or similarities. The logos have been studied using semiotic framework of Penn (2000). Findings of data analysis have been discussed along with analysis. The comparison of ideologies in manifestos with those in CSR texts has been done to explore narrative fidelity. Also, ideologies uncovered in manifestos through content analysis are compared with those uncovered in logos through semiotic analysis to study the flow of ideologies.

3.4 Ethical Considerations

The online data is collected from official websites of these corporations. These manifestos are available for all interested readers on websites. Thus, there are no ethical restrictions in collection and interpretation of data. The software Fount is also available online which allows its use free of cost and permission. The data is manually coded. It is collected from official websites and converted to MS Word document for coding. No software is used for coding. The categories and subcategories are identified in first and second rounds of coding. There is no change in data despite its destruction and isolation. The originality of data is maintained.

CHAPTER 4

DATA ANALYSIS AND FINDINGS

This chapter provides details of data analysis and findings. The data is of two types: written corporate discourse and visual corporate discourse. For convenience, the data has been preserved into two sections. Section one focuses on ideological interpretation of written corporate discourse while section two is aimed to present findings of visual corporate discourse. Its first section presents analysis of written discourse of corporate manifestos that is further classified into mission, vision, values and CSR discourse. For convenience, mission, vision and values have been treated as manifesto while CSR discourse has been analyzed separately. Both manifestos as well as CSR texts have been coded using FDM approach of Holland (2014) and tables are formulated using four categories namely strategic planning, utopian schemes, ethical strands and role attribution. The second section has presented the ideological exploration of logos using semiotic framework of Penn (2000). The section three of this chapter presents comparison of ideologies and is divided into three subsections. The first subsection has presented comparison of manifestos and CSR text to explore narrative fidelity which aims to examine truthfulness of ideologies incorporated in these manifestos. For that purpose, the ideological strands of each manifesto and CSR text have been compared to check faithfulness of the corporation with its manifesto. The second subsection has compared manifestos with logos. In the third subsection, brief ideological comparison among corporations has been presented. This section only presents findings, whereas discussion is provided in the next chapter.

4.1 Ideological Strands in Written Corporate Discourses

This section analyses written corporate discourse. Its first part has presented analysis of vision, mission and values of each corporation that are collectively treated as manifesto. The second part has presented analysis of CSR discourse of the five cellular networks. Both manifesto and CSR text have been coded using four ideological strands of Holland's (2014) FDM. The tables are formulized in second round of coding under four ideological strands of strategic planning, utopian schemes, ethical strands and role attribution for both manifesto and CSR text of each cellular corporation. The tables present further subcategories in detail for

analysis. The first round of coding is attached as appendix. However, tables are part of analysis.

4.1.1 Analysis of Manifesto (Mission, Vision and Values)

Data analysis of manifesto is done using four distinct categories of FDM. First round coding has been performed through identification of categories in text which forms appendix of the study. Second round of coding has been done through making tables and subcategorizing ideologies in each category. These subcategories have been analyzed then. All four main categories are analyzed under name of each corporation in alphabetic order.

4.1.1.1 Mobilink

Corporate manifesto of Mobilink incorporates vision and values of company. It has 141 words. The values are given in three separate headings. All headings are in red color that is color of Mobilink. The manifesto of the oldest cellular company of Pakistan is brief but reflects comprehensive strategic planning and ethical ideals it believes.

a. Strategic Planning

The second round coding is given in the following table:

Table 4.1

Strategic Planning in manifesto of Mobilink

<u>communicative solutions(1)</u> make each day better	<u>lead with purpose (2)</u> to lead market through innovations	<u>customer needs(2)</u> fulfilling exceeding <u>exceeding shareholder value and employee expectations(1)</u>
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This category dominates manifesto of Mobilink. The value of ‘leading with purpose’ dominates strategic planning. The corporation is ‘committed’ to lead the market. Thus the purpose behind leading can be identified as winning the market. This can be done through innovations in services and products. The word ‘innovations’ and ‘new’ are used together which may reflect strong emphasis on the importance of novelty to attract customers. It aims not only to fulfill the needs of customers but also wants to exceed beyond the expectations of its consumers. Thus, its approach is optimistic. It also offers effective communicative solution to its customers to upgrade their living standards. It focuses on making each day better.

The planning shows day to day commitment of Mobilink to enrich lives of customers with every passing day. It also reflects planning related to employees and shareholders. It plans to go beyond expectations of employees and shareholders which show it gives value to employees that work for organization and shareholders which are financial partners in business.

b. Utopian Schemes

Table 4.2

Utopian Schemes in manifesto of Mobilink

<u>Vision(1)</u> to be leading telecommunication service provider	<u>innovations(3)</u> cutting edge technologies and solutions new services and products innovative communicative solutions
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The vision of company opens with a utopian claim that the company envisages to lead telecommunication sector and wants to be leading service provider. It shows that it acknowledges competition in the country among different service providers. But it does not offer any innovative vision to fulfill this future goal. It talks about bringing innovations in future without mentioning any clear path to follow for achievement. It claims to present cutting edge solutions for problems that customers come across while using this telecommunication service. The adjective 'cutting edge' marks the height of utopianism as they are promising some exceptional solutions to its customers.

c. Ethical Norms

Table 4.3

Ethical Norms in manifesto of Mobilink

<u>Commitment(3)</u> to be passionate passionate committed	<u>practicing highest ethical standards(2)</u> pride	<u>responsibility(2)</u> professionalism
---	---	---

The text reflects ethical norms of corporation through sub categories of commitment, ethical standards and responsibility. Corporation is committed to lead market which shows their ethical commitment to its work. It is passionate about its work. That is why it believes in professionalism. It takes responsibility of actions of its employees and company that highlight their professionalism. It is proud to practice ethical standards of responsibility and professionalism.

d. Role Attribution

Table 4.4

Role Attribution in manifesto of Mobilink

<u>our(2)</u>	<u>we(3)</u> <u>Pakistan(1)</u>	<u>customers(1)</u> <u>Mobilink(3)</u>
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There are six roles mentioned in manifesto. The name of corporation “Mobilink” is used thrice: once with vision and twice with values. To express the passion, name of company is mentioned in addition to ‘we’ as “we at Mobilink are passionate”. It reflects emphasis on individuality of company. Customers are mentioned once where there is focus on their needs. ‘Our’ is mentioned twice and ‘we’ is mentioned thrice reflecting their emphasis on values. ‘our actions’ is in the text to reflect the responsibility of actions. ‘Pakistan’ is specifically mentioned as the target region of the corporation. It is obvious that there is not much variety of roles in the manifesto of Mobilink.

Strategic planning dominates manifesto of Mobilink, followed by ethical norms. Utopian schemes are related to standing of company in competition with other. The roles mentioned are a few but name of corporation is mentioned to reflect its separate individual identity. There is more emphasis on company in terms of role attribution than customers.

4.1.1.2 Telenor

The manifesto of Telenor is comprised of 225 words and incorporates vision, mission and values. Blue color is used to give headings reflecting its association with blue color. It is comprehensive and detailed. It reflects extensive strategic planning which dominated other categories. It is rich in role attribution mentioning a wide range of actors involved.

a. Strategic Planning

Table 4.5

Strategic Planning in manifesto of Telenor

<u>role(4)</u> play increasingly important role headed to help exist to help <u>empower societies(5)</u> provide power of digital	<u>get full benefit of being connected(2)</u> want to be part of local community <u>to improve lives change and(3)</u> improvement find new ways to improve	<u>make it easy(3)</u> don't complicate things easy to understand and use <u>build societies(5)</u> secure a better future bring vital infrastructure new services and products stimulate progress
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communication	<u>mission(1)</u>
enabling everyone	
vision to empower	
societies	

The most reiterating strategic themes are building societies and empowering people. It is evident that focus of company is on customers. It is customer oriented planning. The subcategory of role seeks to reflect concern of corporation with its customers. It is headed to help customers. The reason of existence is clearly given as helping customers which is interestingly its strategy to survive in market. It is adamant to get full advantage of being a cellular service. For that purpose it wants to be part of local culture so that it can manifest culture in its services to grab the target audience and to maintain its customers. It seeks to make things possible for its customers. Thus it emphasize on building strong relations with customers by offering vital infrastructure and novelty in services. It wants to play role in progress of its customers by building societies that would be connected by thread of services offered by company. It aims to secure future of consumers through its innovations and services. It gives importance to simplicity so that customers can easily understand and use their services with convenience.

There is also strategy of power sharing in it. It vows to empower people giving power to use digital communication to everyone. It believes that it is service provider and power belongs to customers. They are supporters of Telenor thus it emphasize on empowering people for advancement of company. Thus, it aims to improve their lives for benefit of company. Customers can make or mar organizations. Therefore, the importance of customers is identified in its discursive practice. This reveals that it reflects to have a strong bond with its consumers. Their slogan of ‘sacchi yari’ is also a projection of this strategy.

b. Utopian Schemes

Table 4.6

Utopian Schemes in manifesto of Telenor

<u>our success(3)</u>	<u>inspiring (4)</u>	<u>create value(1)</u>
measure	look good	<u>role we will play(3)</u>
how passionately they	modern	empowering societies to
promote	refreshing	grow and progress
		transforming people’s lives

It claims to be an inspiring service to create a difference in eyes of potential adherents. It projects its services to be modern, refreshing and good looking. It reflects the obligation to have all these qualities for improvement of its brand. It focuses on brand image through modern approach in its services. The word ‘refreshing’ is used here to inspire customers. It vows to create value for its brand in the market. It wants to make difference through creation of values for itself. This is reflective of competitive spirit.

It has future claims to empower people that are also part of strategic planning. The future plan is to transform lives of people through modern and refreshing innovations in services. Its idea of success is also given there which can be measured by passion of people. It is a fantasy that success of company depends on ‘passion’ of customers. The success is dependent on customers but there is no involvement of passion on customers’ part. Success is associated with promotion of services by people not for people. In reality, this relationship must be reverse. That is, success is dependent on effective advertising by company for people.

c. Ethical Norms

Table 4.7

Ethical Norms in manifesto of Telenor

<u>clear call to action(4)</u>	<u>work together(1)</u>
keep promises	<u>respectful (3)</u>
about delivery not overpromising	acknowledge
action not words	respect local culture
<u>values(3)</u>	
serve as guide	
how we should serve	
work together	

The discourse embodies a considerable quantity of ethical norms. The most dominating subcategory is to rely on practicality. It concentrates on keeping its promises that they have been made to consumers. There is emphasis on actions not words as its morals make it responsible about delivery. Its people believe that actions speak louder than words. That is why there is emphasis on ‘delivery not overpromising’. Their ethics bound them to keep promises that can be done only through delivery or actions not overpromising and mere verbal claims. It is their ethical value to respect customers and potential adherents. The corporation acknowledges the local culture and shows respect for it. Ideological manipulation is

evident here as Norwegian based corporation is exploiting local culture to advertise and promote its services.

It believes that their values are guiding principles for employees and corporation. These values bound them to serve potential adherents. Its focus on ‘sachi yaari’ (true friendship) also reflects how emotions are being exploited. There is also focus on teamwork and they are affirming the belief that the employees are colleagues so they together are responsible for corporation. The oneness of corporation is dependent on unity of its stakeholders and employees.

d. Role Attribution

Table 4.8

Role Attribution in manifesto of Telenor

<u>we(10)</u>	<u>our (9)</u>	<u>customers(3)</u>
us	<u>People(3)</u>	<u>industry(2)</u>
colleagues	all	Telenor
	everyone	

The manifesto is rich in terms of actors that are part of it. It displays varieties in role attribution. The greatest numbers of presences are for ‘we’ that appear ten times. ‘We’ refers collectively to employees and shareholders of Telenor. The word “colleagues” has spirit of team work which is reflected in every presence of word ‘we’. The numerical frequency of ‘our’ is 9 which again reflects spirit of ‘we’. Customers also make presence in its manifesto while nouns like people’s lives, everyone and all represent general public. These are used for customers at different places. Name of corporation is mentioned once which is in opening paragraph. The word ‘industry’ is used for corporation that shows corporation’s commitment to work persistently. ‘Everything’ is used for product or services offered by the industry.

The manifesto is comprehensive and consumer centric. It focuses on association of company with customers and endeavors to reflect truthfulness of this relationship. To serve that purpose, local culture is manipulated which also shows that Telenor team is headed to upgrade the lives of people along with boosting the corporation. Most of the content deals with customers and they are reflected as assets of organization.

4.1.1.3 Ufone

Their manifesto is brief comprising of 83 words. Ufone has been famous for its advertising. It used to make new advertisements to project new services. Its focus has been on campaigning. Their manifesto's brevity can be reflected from section of values which includes no headings. The core values are precisely mentioned in a few words. The most prevalent theme in manifesto is their focus on becoming the best cellular option for public. The name of corporation has second person 'you' and it is named after its customers and potential adherents.

a. Strategic Planning

Table 4.9

Strategic Planning in manifesto of Ufone

<u>mission(2)</u> to achieve vision	<u>organizational environment(2)</u> cost effective environment
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The strategic planning covers financial gains and organizational stewardship. Its mission is to achieve its vision which is full of utopian schemes. It aims to have an 'organizational environment' for employees and shareholders. It wants to have a cost effective business environment for employees. They want cost effective environment so that its employees and shareholders can work for financial growth. They are investing on employees to maximize their capital.

b. Utopian Schemes

Table 4.10

Utopian Schemes in manifesto of Ufone

<u>sustained growth(3)</u> earning profitability	<u>future planning(1)</u> to be leading information and communication technology service provider	<u>financial success(1)</u> maximizing shareholder value <u>Customer satisfaction(2)</u> <u>optimum technology(1)</u>
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The vision of manifesto is dominated by utopian ideas. The opening words of vision reveal the desire to become leading service provider. It longs for sustained growth in terms of earnings and profits. It also mentions customer satisfaction as one of core values. It fancies its services to make use of optimum technology that may allude to latest advanced technology. For financial success the strategic planning of cost effective service is coupled with utopian idea of upgrading of

shareholder value. It wants financial gains in accordance with its investment. These ideas have nothing novel to offer. But this brief manifesto constitutes utopian ideas more frequently than strategic planning.

c. Ethical Norms

Table 4.11

Ethical Norms in manifesto of Ufone

<u>professionalism (2)</u> professional integrity	<u>values(3)</u> motivation and quality quality conscious services quality and time conscious loyalty	<u>teamwork(1)</u>
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Ufone emphasizes on core value of teamwork. It mentions professionalism and integrity as moral directions for company. Quality is the most frequently mention value. It forms most of the content of mission. It is used along with motivation for environmental stewardship. Ufone focuses on services of good quality that must be time conscious too. The time factor may allude to time saving or valuing time.

d. Role Attribution

Table 4.12

Role Attribution in manifesto of Ufone

<u>our(1)</u> <u>region(1)</u>	<u>company(2)</u> environment <u>customer (1)</u>
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The manifesto has a brief list of actors. It mentions itself as a company. According to Holland (2015), the word ‘company’ is loaded with social responsibility and efficiency. It can be inferred that this social responsibility is incorporated in terms of loyalty in manifesto. Company believes in loyalty as its core value. The word ‘region’ shows the area of influence of the cellular company. It is that part of the world where services of Ufone are available. The word ‘our’ is used once and with vision. Environment is also an actor in manifesto. Roles can be categorized as mutual, external and internal. The external roles refer to ‘region’ which is external world. The mutual role is customer service offered by company for people. The internal role is role of company and its working environment that constitute shareholder and employees of organization.

The mission of Ufone is full of ethical norms and strategies while vision presents utopian schemes. Core values are moral values in general and roles can be identified as external, internal and sharing.

4.1.1.4 Warid

The manifesto comprises of 97 words. Mission, vision and values constitute the corporate manifesto of Warid. It is similar to that of Ufone in brevity. Like Ufone, it has briefly described the values.

a. Strategic Planning

Table 4.13

Strategic Planning in manifesto of Warid

<u>aim(3)</u> seek out to reflect changes perceived as a telecommunication operator of voice services	<u>keep pace with rapidly changing technology(3)</u> through clear connectivity maximum network coverage	<u>helping customers(2)</u> customer friendly <u>simple(1)</u> <u>innovative(1)</u>
---	--	--

The strategic planning has scattered ideas. The aim of corporation is to be identified as a telecommunication operator. This is very practical and easy going strategy. There is no spirit of competition or leading the market. It strives to bring changes by keeping pace with new technology. It aims to renew its services. It acknowledges that technology is rapidly changing thus it wants to keep pace with it. It focuses on helping customers to understand the new technological advancements. It wants to keep everything simple so that it can be easily understood by potential adherents.

b. Utopian Schemes

Table 4.14

Utopian Schemes in manifesto of Warid

<u>future standing(5)</u> to be a part of largest postpaid cellular base to become the leader in national communications arena with a strong international presence universal provider comprehensive services
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Vision of Warid is embodiment of utopian schemes. This study identifies all the ideas under future planning. Vision pertains to future of company and its standing in future. It has national and international goals. Warid wants to be part of largest postpaid cellular network in the country. It wants to develop a good repute in international market. It wants to be known as a universal provider that pertains to international market. It wants to be known as a network having comprehensive services to offer. This is a high minded vision to attract investors for becoming part of largest cellular network.

c. Ethical Standards

Table 4.15

Ethical Strands in manifesto of Warid

<u>transparent(1)</u>	<u>quality(1)</u>
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This manifesto has only two words that can be categorized under ethical values. These are transparency and quality. These two words form the ethical ideology of this company.

d. Role Attribution

Table 4.16

Role Attribution in manifesto of Warid

<u>country(1)</u>	<u>residential and business customers(1)</u>	<u>telecom sector (2)</u> the field of communication
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There is mention of only four roles. Country has been recognized as potential target market while field of communication has universal connotations. It alludes to phenomena of globalization. Customers are classified as residential and business customers. Business customers pertain to investors and residential customers are the users of service. Telecom sector has universal dimensions too. It refers to global telecommunication market and Warid seeks to bring changes in it.

The vision of Warid constitutes utopian ideas. While mission has strategic planning. The values have amalgamated utopian, strategic and ethical content. The main emphasis is on future standing of the company. It attributes two words only for ethical content category.

4.1.1.5 Zong

The manifesto of Zong has 111 words in it. The manifesto is not written in form of sentences. It is written in the form of points with each point reflecting responsibility. No complete sentence is there in the text. The tag line of Zong is “sub keh do” and manifesto depicts point of view of company in precise but comprehensive manner.

a. Strategic Planning

Table 4.17

Strategic Planning in manifesto of Zong

<u>work smartly(4)</u>	<u>Our corporate ideology(4)</u>
employ effective communication	Act
efficient execution	Attitude
deliver measurable results	communication
have clear goals	<u>To create(1)</u>
strive for flawless execution	

The ideologies in this category can be identified under one sub category of “work smartly”. The strategy of Zong focuses on efficient working of organization. It emphasizes again and again on effective and flawless execution of plans. It has clear goal of delivering quantifiable results or fiscal gains. The pathway to achieve this goal has been identified as effective execution. Thus, strategy is dominated by ideology of smart and efficient working. There is no mention of financial concerns in it. Zong also mentions the idea of corporate ideology in its manifesto that is not part of manifesto of any other cellular corporation. Their ideology is based on practical ideas. Act and attitude reflect the seriousness of organization towards achieving its set goals. The goal is communication oriented, that is a utopian one of leading 4G technology.

a. Utopian Schemes

Table 4.18

Utopian Schemes in manifesto of Zong

<u>mission(5)</u>	<u>vision(2)</u>
lead future innovatively	become indispensable life partner
organizational agility	lead the Digital Innovation
customer centricity	lead the best ecosystem of 4G
boundary less team	

The mission and vision of corporation is dominated by utopian ideas. Mission is based on vision to grow company into a necessary life partner in lives of customers. The innovation here is that it wants to be network of life which is reflected through word “life partner”. Also, it is utopian vision to lead digital innovation. Digital innovation has been the recent focus of Zong. However, in presence of other cellular networks offering similar promises, it seems mere an ideal goal set for competition. Moreover, it also presents high-minded idea to lead “the best ecosystem of 4G”. Ecosystem is an environmental term that is uniquely used for new 4G technology and Zong presents idea not only to be leader of 4G technology but the best 4G ecosystem of technology. The future plan is to lead with innovations which are necessary part of all corporate manifestos. There is no novel revelation related to future. Its employees can achieve strategy of smart work only by becoming a boundless team. It wishes to develop corporation into an agile corporation. It also wants to develop customer centric schemes. However, benefits earned by the corporation do not form any part of the manifesto.

b. Ethical Norms

Table 4.19

Ethical Norms in manifesto of Zong

<u>Integrity(6)</u>	<u>take ownership(2)</u>
accountability	responsibility
transparent	<u>maintain positive spirit(1)</u>
open	<u>strive hard(3)</u>
candid	never give up
do as they say	perseverance

This category is the richest in terms of diversity. Ethical content dominates its manifesto. The most frequently occurring ethic is integrity. Different words can be identified in text having spirit of integrity. Zong inspires to be life partner so it wants to develop honest relation with customers. Emotions are exploited through language here. For that purpose it vows to do the same that this manifesto orients it to do. The employees take responsibility of organization and own organization and customers. They also inspire optimism but believe in hard work and consistency.

c. Role Attribution

Table 4.20

Role Attribution in manifesto of Zong

our(3)

our people(5)

Only two actors are identified here. The word ‘our people’ is used five times for employees and investors or collectively for team. There is no mention of customers except for once where it refers to customer centricity.

The manifesto of Zong embodies comprehensive ideologies of ethics and utopian ideas but it identifies the least roles. Its strategy focuses on achieving excellence through efficient execution.

4.1.2 Analysis of CSR Text

Data analysis of CSR texts is also done using the four distinct categories of FDM. First round coding has been performed through identification of categories in text which forms appendix of the study. Second round of coding has been done through making tables and subcategorizing ideologies in each category. These subcategories have been analyzed then. All four main categories are analyzed under name of corporation. They are analyzed in alphabetic order.

4.1.2.1 Mobilink

Mobilink enjoys the largest customer base as cellular network in Pakistan due to the extensive coverage it enjoys in remote areas. That provides the company greater avenues for social work. It has established ‘Mobilink Foundation’ to achieve its CSR goals. This foundation is social face of the corporation and its torchbearers are involved in various education, health, and sponsorship and disaster relief projects. Coding of the CSR text has yielded that role attribution is the most frequently occurring category. However, strategic planning forms most of the text. The data coded has been taken from annual CSR report 2015 of Mobilink that contains details of initiatives taken during 2014-15.

a. Strategic Planning

The reality based form strategic planning of its CSR discourse. It provides detailed overview of various CSR initiatives taken by the corporation in capacity of a socially responsible organization. Most of these programs are run by Mobilink Foundation that acts as a social work wing of Mobilink. This strategic planning is in areas of education, health, disaster relief and fundraising. The following table shows main subcategories while the next table provides details of activities under these subcategories.

Table 4.21

Strategic Planning in CSR text of Mobilink

<u>CSR activities(27)</u>	<u>social investments in</u>	<u>conduct(4)</u>
<u>a host of initiatives(26)</u>	<u>Health(6)</u>	<u>benefit(2)</u>
<u>Sponsorships(6)</u>	<u>nationwide drive(8)</u>	<u>develop(2)</u>
<u>Organized(5)</u>	<u>relief activities(3)</u>	<u>leading to the creation(2)</u>
<u>distribution(7)</u>	<u>sending out informational</u>	<u>track record in</u>
<u>Helping Young People</u>	<u>messages(3)</u>	<u>delivering(5)</u>
<u>Shape Their Future(6)</u>	<u>Upgradation(2)</u>	<u>Educate(5)</u>
<u>Mobilink's latest social</u>	<u>Enable(6)</u>	<u>community</u>
<u>investment(6)</u>	<u>Partnered(9)</u>	<u>mobilization(14)</u>

The strategic planning in Mobilink's CSR text is comprised of activities, programs, initiatives, projects, sponsorships and steps taken to execute them. The canvas of these activities is quite diverse like nature of these activities and they include helping young students, social investments in education as well as healthcare, nationwide drives regarding blood donation as well as cancer awareness, upgradation of infrastructure of schools, collaborations with different partners, creative activities as well as their execution and community mobilization. The words like enable, conduct, organize, distribute and benefit shows the actions and implications of these social welfare activities.

Table 4.22

Detailed Strategic Planning in CSR text of Mobilink

<u>CSR activities(27)</u>	<u>Helping Young People</u>	<u>Upgradation(2)</u>
<u>initiative(7)</u>	<u>Shape Their Future(6)</u>	<u>upgrade infrastructure</u>
<u>projects(5)</u>	<u>for young people</u>	<u>upgrade the school</u>
<u>charitable projects</u>	<u>to help young people</u>	<u>premises</u>
<u>activities(5)</u>	<u>to make their mark</u>	<u>Enable(6)</u>
<u>book reading activity</u>	<u>helping them build</u>	<u>Partnered(9)</u>
<u>program(8)</u>	<u>businesses</u>	<u>Partnership</u>
<u>pilot scheme</u>	<u>helping the next</u>	<u>join hands</u>
<u>a host of initiatives(26)</u>	<u>generation</u>	<u>collaboration(3)</u>
<u>Make Your Mark(8)</u>	<u>to find solutions</u>	<u>associated</u>
<u>VimpelCom's flagship</u>	<u>to assess and review</u>	<u>partnering</u>
<u>program</u>	<u>business plans</u>	<u>conduct(4)</u>
<u>Entrepreneurship</u>	<u>Mobilink's latest social</u>	<u>benefit(2)</u>
<u>Supporting Initiative</u>	<u>investment(6)</u>	<u>develop(2)</u>
<u>ICT Enhancement</u>	<u>to make a significant</u>	<u>develop pilot scheme</u>
<u>Program</u>	<u>positive impact</u>	<u>develop skills</u>
<u>SMS Based Literacy</u>	<u>to identify schools</u>	<u>leading to the creation(2)</u>
<u>Program</u>	<u>to contribute towards the</u>	<u>creative digital</u>
<u>Mobilink's mLiteracy</u>	<u>academic nurturing</u>	<u>commercial ideas</u>

program	establish labs	<u>track record in</u>
SMS-based Adult Female Literacy Program(2)	established 6 state-of-the-art ICT Labs	<u>delivering(5)</u>
Theatrical Play by Cancer Patients	<u>social investments in Health(6)</u>	to tackle socio-economic challenges
Mobilink's Pink Ribbon Campaign(2)	provide the best-in-class healthcare facilities	to empower young people to make a positive difference
Nationwide Blood Donation Drive	medical camps	empowering women beneficiaries
Global Hand washing Day(2)	Provided furniture	<u>Educate(5)</u>
Mobilink Connectivity Drive	visiting resident patients	using technology and resources
Heat Wave Relief Activity	marking world health related days	to bring education
Mobile Emergency Alert System	facilitating to provide free cancer treatment	Supporting educational provisions
Teach to Transform(2)	<u>nationwide drive(8)</u>	support local educational institutes
<u>Sponsorships(6)</u>	collection of blood	to educate rural women with free connectivity for teachers and learner
Spring Gala fundraiser(2)	setting up blood donation camps	ICT based education
Subh-e-Nau Fundraiser	to run the campaign	<u>community</u>
Subh-e-Nau Disability Program	assisted the campaign by carrying out an advocacy drive	<u>mobilization(14)</u>
<u>Organized(5)</u>	to show solidarity	reach out to(4)
organized a fun filled activity organizing blood donation drives	<u>relief activities(3)</u>	access to this means of communication
organize classes(2)	marked their presence in the remotest parts	provision of mobile phones
organize sewing, cutting and stitching classes	initiated a relief campaign	six-month basic literacy coursework
<u>distribution(7)</u>	<u>sending out informational messages(3)</u>	six month stitching course
distributed school bags	disseminated hygiene awareness via information messages	setting up a stitching and sewing facility
distributed goody bags	help offer a basic literacy curriculum using SMS	donated smartphones
distribution of necessary course books		providing teaching support
relief aid distributions activities		provided assistance
distribution of gift hampers		interactive sessions
distribution of Eid gifts		socializing with the residents
distribution of giveaways		sponsored a networking session

The first category in the table 'CSR activities' is combinations of general words used to reflect CSR activities and include initiative, projects, charitable projects, program, pilot scheme etc. The book reading activity has been included in this category as it has been a symbolic gesture by CEO of Mobilink to support

education drive of the company. The ‘pilot scheme’ shows planning of Mobilink that it goes for feasibility study first before starting an initiative on large scale.

‘A host of initiatives’ enlists all major initiatives taken by Mobilink in collaboration with universities, schools and welfare organizations. ‘Make your mark’ is broader vision that is run under flagship of Mobilink’s investor Vimpelcom and covers healthcare education and financial investments it covers ‘Entrepreneurship Supporting Initiative’ for helping university students for career choice, ‘ICT Enhancement Program’ for setting up labs in schools and ‘SMS based Literacy Program’ for educating customers where curriculum is sent through SMS. This literacy program has been especially helpful for female learners in remote areas. ‘Teach to transform’ is volunteer work initiative to provide tuition to school students who cannot afford. In healthcare, the company initiated ‘Pink Ribbon campaign’ for cancer awareness and blood donation drive. In addition, it also organized play where cancer patients performed at Shaukat Khanum. It marks major days like hand washing day where children have been given awareness regarding hygiene. The relief work covers connectivity drive involving warning messages in advance, and collaboration with hospitals during hot summers. In collaboration with Police, it has started emergency alert system to facilitate customers.

It has also been engaged in sponsorship programs like fund raising. It has sponsored spring gala where fund raising activity has been conducted and that amount has been given to Jamila Sultana Foundation. The NGO Subah Nau arranged fund raising to support its disability programs and the event was sponsored by Mobilink.

‘Organized’ is next subcategory that referred to different events and activities organize by Mobilink or its foundation in collaboration with partners. It involves organizing classes for rural women in small learning centers. In addition, its CR team has organized sewing stitching and cutting classes for rural women. Also, it has organize fun filled activities at orphanage. It has taken active part in organizing blood donation derive across the country.

‘Distribution’ is next category which reflects good will gestures shown in different social welfare activities. It includes distribution of bags as well as course books for school students, goody bags for orphans, gift hampers at old home, eid gifts to IDP children, and other giveaways. Similarly, bottles, food items and beddings have been distributed as part of relief work.

‘Helping young people shape their future’ is next category that reflects initiative taken to help university business students to make their mark. Sessions have been conducted to assist them with guidance for building business. Mobilink teams have assessed their potential and reviewed their plans. It is a step to aid the next generation of businessmen with strategic help.

‘Latest social investment’ indicates how the firm is making positive development in education sector through technological assistance. It identifies schools and contributes towards academic nurturing of students by establishing ICT labs in schools that cannot afford to buy technology otherwise. Also, it has provided ICT to LUMS.

‘Social investments in health’ is next subcategory reflecting steps taken to improve health care facilities. It involves setting of medical camp and provision of furniture to hospitals besides providing other facilities. Also, it marks various health related day like hand washing day. It provides free facilitation to cancer treatment in addition to facility of visiting resident patients.

‘Nationwide drive’ is next category that indicates blood donation drive and cancer awareness drive. For that, the corporation has collected blood at donation camps and assisted hospitals like Shukat Khanum and Indus Hospital. In addition, it has also been involved in advocacy drive for Pink Ribbon Campaign.

‘Relief activities’ involves relief campaigns in remote parts of country. The network enjoys immense coverage in remote areas. ‘Sending information messages’ is next category that reflects Mobilink’s ideology of using technology for solutions. These SMS have been sent as part of cancer awareness campaign. Also, it disseminates hygiene awareness through messages.

‘Enable’ is next category that reflects will of corporation to involve itself in various social welfare projects. It reflects how Mobilink has enabled young students and rural woman to get quality education. ‘Partnered’ is next category that reflects partnerships and collaboration of corporation with different national and international collaborators. ‘Conduct’ reflects involvement of organization in different activities like conduction of iftar activity at old age home, membership session and other activities in schools. ‘Develop’ reflects the act of inculcating skills in females to make them productive members of society. It also indicates designing of pilot scheme before starting a project that shows that corporations follow the business models in social work too.

‘Leading to the creation’ reflects digital solutions that are innovative for commercial and social work. ‘Track record in delivering’ indicates how Mobilink implements its planning by tackling socio-economic challenges and making a positive difference. It delivers by empowering young people and women through various initiatives.

‘Educate’ reflects the support provided by the organization for various education related activities. It involves use of technology and resources to provide support to educational institutes. It also has invested for educating rural woman. ICT based education facility has been offered in many government schools as a part of this initiative of providing technology.

‘Community mobilization’ is last category that involves activities that mobilize different sections of community. For that, Mobilink reaches out to women learners, school and university students to provide them ICT, smartphones and simple cell phones depending on level of assistance needed. Coursework for promotion of literacy and woman skills are also part of mobilization. In addition, interactive sessions are conducted as part of socialization with community during different activities. Teaching support is provided through technology and interactive sessions. It also includes sponsorship initiatives for young entrepreneurs.

Manipulation of local culture is obvious in strategies for women. It has chosen tailoring classes for rural woman which is in accordance with traditional concept associated with rural women. Literacy based programs are also part of addressing the national need of uplifting literacy rate. Mobilink exploits this social need and projects itself as advocate of education in Pakistan. It is strategy to win hearts of public.

b. Utopian Schemes

The CSR discourse of Mobilink has less frequency of ideal visions related to their CSR initiatives. Most of the text is either about roles or real planning and its execution. That leaves r little room for ideals. Five subcategories of high-minded visions are identified whereas three of them have further ideological strands. These ideals are either high claims for present or future standing of corporation or related to its claims on social investments.

Table 4.23

Utopian Schemes in CSR text of Mobilink

<u>won top honors(1)</u>	<u>Distinctions(4)</u>
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<u>inspire(4)</u> <u>made valuable</u> <u>investments(6)</u>	<u>can together make a real</u> <u>difference(1)</u>
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The first category is that of ‘won top honors’ that refers to CSR Excellence award the corporation received in degree of innovation. Though it is using its technology for social work but it lacks innovation. The ICT labs, smartphones, emergency alarm system or information via SMS do not reflect innovation of any kind.

The subcategory ‘inspire’ relates to inspiring young people having new ideas so that they may turn their energies into new digital solutions. Except for providing ICT labs, it does not offer any platform to young people where they can strive for digital solutions. Similarly, ‘high impact social solutions’ is an ideal that does not seem to be achievable using these strategies. Lectures and interactive sessions at universities provide guidance yet Mobilink offers no new job initiatives to inspire young blood.

Table 4.24

Detailed Utopian Schemes in CSR text of Mobilink

<u>won top honors(1)</u> <u>inspire(4)</u> to turn their energy, enthusiasm and insights into digital solutions leverages business strengths to offer high impact social solutions through inspiring social entrepreneurship	<u>made valuable</u> <u>investments(6)</u> considerable decline in the business’ carbon footprint noticeably reduced gender bias to mobile use reported a heightened sense of security making a difference in alleviating healthcare conditions organized Pakistan’s largest corporate blood donation drive	<u>Distinctions(4)</u> became the first and only Telecom operator scale and international presence combined with local knowledge to establish a generation of successful entrepreneur first of the social inclusion activities <u>can together make a real</u> <u>difference(1)</u>
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‘Made valuable investments’ is that subcategory which reflects unrealistic approach of the corporation. CSR text shows no initiative taken to reduce carbon foot print though it is mentioned that carbon emissions are reduced by 35%. However, no mechanism or strategy has been shared in that connection. Likewise, just provision of mobile phones does not ensure that they would be used by female

users or can provide sense of security. The claim of organizing largest blood donation drive is also ideal claim that cannot be verified. The claim of making difference through some initiatives is too big a claim for a country having population of more than 180 million.

The category of ‘distinction’ shows different accolades the CSR attribute to Mobilink that are mere ideals and impossible to achieve. The word distinction has not been used in text but this category is categorized so to show how the company marks its distinction from others. The claim of only telecom operator, first to start social inclusion activities, international presence and to create a generations of young businessmen are all ideal visions as no evidence or practical strategy is given in text.

‘Can together make real difference’ indicate the partnership of Vimpelcom and Mobilink as both are behind initiative of make the mark. However, the scope and scale of these activities is too narrow to boast about making real difference.

c. Ethical Norms

These are ethical standards that form tiny portion of the CSR discourse. However, they mark values and sense of social responsibility the organization has towards society as a responsible corporate. There are seven subcategories identified under ethics in CSR text.

Table 4.25

Ethical Norms in CSR text of Mobilink

<u>Support(4)</u>	<u>services for society’(4)</u>	<u>corporate responsibility(4)</u>
<u>wholeheartedly extended</u>	<u>to instill the values of</u>	<u>Contribution(3)</u>
<u>assistance(3)</u>	<u>humanity(8)</u>	<u>deserving(3)</u>

These subcategories reflect the ethical ideologies the corporation reflects in its social work. ‘Support’ shows support of Mobilink for different causes and drives. Extending assistance is also an act of social responsibility. Ethics also include different values that are reflected through CSR activities showing how socially responsible is the company. ‘Deserving’ shows the firm’s interest in underprivileged segments of society.

Table 4.26

Detailed Ethical Norms in CSR text of Mobilink

<u>Support(4)</u>	<u>services for society’(4)</u>	<u>corporate responsibility(4)</u>
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extending generous support	service to community	socio-economic well-being of communities
offers support	religious tolerance	foremost CR priority
supported	equal opportunity	socially responsible business
supporter of the Pink Ribbon Campaign	<u>to instill the values of humanity(8)</u>	<u>Contribution(3)</u>
<u>wholeheartedly extended assistance(3)</u>	devoted	Monetary
providing humanitarian assistance	transparent	Volunteer hours
alleviating the suffering	impartial	<u>deserving(3)</u>
	committed	marginalized segments to reach out to the
	strive hard	marginalized and forgotten members of the society
	quality	
	comprehensive healthcare	

The subcategory of ‘support’ indicates the generosity of the corporation as it supports Shukat Khanum, blood donation, young students and cancer awareness campaign. ‘Wholeheartedly extended assistance’ shows that it works on humanitarian grounds to alleviate sufferings of people who need support and assistance. ‘Services for society’ indicates social services done or planned for welfare of people. In addition, religious tolerance and equal opportunity are services reflected through conduct of the corporation.

‘To instill the values of humanity’ is next ethical strand that reflect values of devotion, transparency, impartiality, commitment, hard work, quality and comprehensive health care. The CSR initiatives reflect these values. ‘Corporate responsibility’ is itself an ethical idea and this category shows that Mobilink is concerned with socio-economic wellbeing of communities. That is why it offers guidance to young people regarding career choices and is working for social welfare of communities. Thus, it acts as socially responsible business corporation that has corporate responsibility as foremost priority.

‘Contribution’ reflects contribution of Mobilink to a women welfare center that has been both monetary and social. Social contribution has been offered as volunteer work. ‘Deserving’ reflects Mobilink’s ethics to be compassionate to marginalized segments like orphans, IDPs and old people that deserve happiness in life.

Ethics of humanity, serving marginalized people and concern for socio-economic wellbeing of community reflect ideological manipulation. Thus, the corporation projects itself to be responsible for good governance that is actually job

of government and state. Its corporate responsibility centers on socially responsible business, which is profitmaking. However, exactly opposite idea is conveyed through its CSR text. That is, the corporation practices ethics and cares for wellbeing of public rather than profits.

d. Role Attribution

The maximum diversity is visible in this strand. Mobilink has a number of collaborators, contributors and institutions that represent its partners or recipients of assistance. Beneficiaries, recipients etc. reflect those who get benefit of these initiatives. There are schools, universities, international organizations and foundations that are mention as roles that are related to CSR activities of Mobilink.

Table 4.27

Role Attribution in CSR text of Mobilink

<u>Mobilink(28)</u>	<u>welfare institutes(15)</u>	<u>Foreign places(4)</u>
<u>Mobilink team(19)</u>	<u>Noncommercial</u>	<u>Beneficiaries(9)</u>
<u>Mobilink</u>	<u>institute(11)</u>	<u>Recipients(37)</u>
<u>Foundation(10)</u>	<u>Collaborators(31)</u>	<u>participants(15)</u>
<u>Vimpelcom(5)</u>	<u>Pronoun roles(5)</u>	<u>Pakistan(11)</u>
<u>Mobilink's CEO(2)</u>	<u>International</u>	<u>country(21)</u>
	<u>organizations(3)</u>	

The above mentioned table shows 16 subcategories of roles. Mobilink reflects role of the corporation in CSR initiatives. Its teams form another role reflecting activities of its members or employees. Mobilink Foundation represents CR side of the company. Vimpelcom is investor of Mobilink. CEO of the firm is mentioned twice. Welfare institutes show names of welfare organizations while non-commercial institutes show different roles of these organizations in general. There are collaborators, international organizations, beneficiaries, recipients and participants. There is mention of foreign places and areas of Pakistan that are centers of these CSR activities.

Table 4.28

Detailed Role Attribution in CSR text of Mobilink

<u>Mobilink(28)</u>	<u>Collaborators(32)</u>	<u>Recipients(37)</u>
Company	CSR Association of	local entrepreneurial
Organization	Pakistan	community
Green Office Certified	Health, Safety Security	Senior citizens
Offices(2)	Environment (HSSE)	Victims
Mobilink premises	teams	Residents(5)

business units(2)	Shaukat Khanum(3)	caretakers
<u>Mobilink team(19)</u>	LUMS(2)	family(2)
Mobilink's CR team(2)	LUMS Center for	marginalized social
Leadership	Entrepreneurship(LCE)(2)	classes
Mobilink's employee	LCE representatives	deserving students
volunteers	Judges	students
Torchbearers(13)	Pakistan Centre for	young people (2)
<u>Mobilink</u>	Philanthropy PCP(4)	young scholars
<u>Foundation(10)</u>	Organization of Pakistan	local communities
Foundation Mentors	Entrepreneurs	disaster stricken
Foundation volunteers	GuarantCo(2)	communities
<u>Vimplecom(5)</u>	Bunyad Foundation	affected communities
<u>Mobilink's CEO(2)</u>	Sundus Foundation	IDP communities
<u>welfare institutes(15)</u>	NDMA	patients(3)
Safina Children	PDMA	survivors
Home(3)	Abbasi Shaheed Hospital	children(8)
Safina Welfare Services	Qatar Hospital	special children
Women Welfare &	Shah Bhitai Hospital	child performers(2)
Development Center(2)	Civil Hospital	University students
Society of Special	Plan International Pakistan	
Education	Punjab Water Aid	<u>participants(15)</u>
Al-Farabi National	Police	female learners
Special Education	armed forces	teachers
Center	Social Welfare Department	facilitators
Darul Atfal Peshawer	<u>Pronoun roles(5)</u>	learners(3)
Jamila Sultana	Our	local elders
Foundation	They(3)	rural women
Bint-e-Fatima Old	Who(2)	women(3)
Home	It	adult females
Afiat Old age home,	Themselves	Village Education
Lahore	<u>International institutes(3)</u>	Support Committees
Subh-e-Nau	UN	respected elders
Greenland Society of	UNESCO	influential individuals
Special Education	UNICEF	<u>country(21)</u>
(GSSE)(3)	<u>Foreign places(4)</u>	Rural Punjab
<u>Noncommercial</u>	Empire State Building	rural and peri-urban
<u>institute(11)</u>	The White House	areas(2)
Experienced team	The Eiffel Tower	eight rural districts of
nongovernmental &	The Sydney Opera House	KPK(2)
nonprofit organization	<u>Beneficiaries(9)</u>	Minar-e-Pakistan
NGO	Govt. Girls High School(2)	educational
Trust	Zunaira Mallah School	institutions(2)
orphanage	Read Foundation Higher	learning centers
Hospitals(2)	Secondary School	local schools
reputable institutions	HDF Model School	underprivileged schools
medical institutions	Nasra School	Adult Literacy Centres
health units	Master Ayub's Park School	Schools(2)
<u>Pakistan(11)</u>	DSRA School	primary and secondary
nation		schools(3)
People(2)		

communities
customers
stakeholders
Partners

‘Mobilink’ reflects role of organization in different CSR initiatives. Company, organization, offices, green office, its premises and business units are different roles mentioned in the CSR text. Mobilink team refers to roles related to Mobilink employees and includes CR team, leadership, employee volunteers and torchbearers involved in CSR initiatives. Mobilink Foundation is foundation run by the corporation and has mentors and volunteers that organizes and takes part in different social welfare works. ‘Vimpelcom’ is investor of Mobilink and it works in collaboration with Mobilink for CSR projects in Pakistan.

‘Welfare institutes’ is that category that sums up children homes, old village home, welfare centers and foundations. It includes Safina Children Home that is an orphanage, Women Welfare and Development Center, Al-Farabi National Special Education Center for disable persons, Darul Atfal for orphans, Bint-e-Fatima for old people, Aafiat Home for old age, Subh-e-Nau, Greenland Society for special children and Jamila Sultana Foundation that works for children affected by Thalassemia.

‘Noncommercial institute’ involves general category roles that include those of trust, experienced team, orphanage, NGO, hospitals, medical institutions, health units and reputable medical institutes. ‘Pakistan’ is next subcategory that includes collective roles such as nation, people, communities and specific roles like customers and stakeholders. ‘Collaborators’ is next category that includes those institutes that collaborated with Mobilink for CSR initiatives. CSR Association awards corporations while Health, Safety Security Environment (HSSE) teams are involved in health initiatives. At Lahore University of Management and LUMS Center for Entrepreneurship, business guidance is offered to students by Mobilink. LCE representatives have served as judges at different forums like TiE, OPEN etc. while Shukat Khanum has partnered for blood donation drive. Pakistan Centre for Philanthropy has partnered for identification of schools and welfare of students.

Bunyard Foundation is collaborator in SMS literacy drive. Sundus Foundation has joined hand for medical camps. National and provincial disaster management authorities as well as army work in close connection with Mobilink for sending

advance alert messages. Collaboration with Abbasi Shaheed Hospital, Qatar Hospital, Shah Bhitai Hospital and Civil Hospital has been for providing assistance in heat wave relief activities during summers. Organization of Pakistan Entrepreneurs gets sponsors through Mobilink. Plan International Pakistan and Punjab Water Aid have collaborated for celebration of Global Hand Wash Day. Police is partner in emergency alarm program. Social Welfare Department collaborated for iftar dinners at old age homes.

The next category ‘pronouns’ enlists pronouns like our used for describing different attributes of Mobilink, ‘they’ is used for torchbearers and collaborators, who is used for young scholars; ‘it’ for GSSE, and ‘themselves’ for entrepreneurs. The international institute of UN and its programs like UNICEF and UNESCO form another category. The names of famous foreign places are mentioned like Empire State Building, the White House, the Eiffel Tower and the Sydney Opera House to show the importance of Pink Ribbon Cancer Awareness Campaign.

‘Beneficiaries’ include list of schools that receive technological assistance. They include Govt. Girls High School, Zunaira Mallah School, Read Foundation Higher Secondary School, HDF Model School, Nasra School, Master Ayub’s Park School and DSRA School. Recipient is that subcategory which enlists human roles liken senior citizens in old homes, victims of heat stroke, residents as well as caretakers of old age home, family of female learners, marginalized social classes, deserving students who cannot afford tuition fee, students, young people, young scholars in universities, patients, survivors of cancer, children, special children, and child performers at SKCT. It also includes local communities, disaster stricken communities, affected communities and IDP communities.

The next category is that of ‘participants’ that enlisted participants of female literacy program and includes female learners, teachers, facilitators, learners, local elders, rural women, women, adult females, Village Education Support Committees, respected elders and influential individuals. The aforementioned committee, influential people and elders are involved to make the project a success.

‘Country’ is next category that enlists geographical boundaries like rural Punjab, rural and urban areas as well as eight rural districts of KPK where CSR projects are operationalized. Minar-e-Pakistan has been lit with pink light for breast cancer awareness. Educational institutions, learning centers, local schools,

underprivileged schools, Adult Literacy Centers, primary and secondary schools represent general target areas for CSR initiatives.

The CSR text of Mobilink is dominated but strategies while a variety of roles are also presented in the text. The ethics and utopian ideas have fewer categories comparatively. It shows the CSR text has tilt towards realistic ideas and it is indicated by large number of CSR initiatives. The roles show diversity that reflects the horizon of its CSR activities.

4.1.2 .2 Telenor

The CSR text for Telenor has been taken from Sustainability Report of 2015-16. The annual 2017 report has been available but that covers only the economic investments and projects. The distinguishing feature of report is that it mentions status and ambition in every initiative. Status describes stage at which the project has been and in which direction it will precede in future. The ambition covers the broader goals associated with each project.

a. Strategic Planning

This ideological strand depicts the realistic ideas. Status of CSR programs shows the implementation of planning and future plans while ambition reflects the goals. Most of text reflecting status and ambition forms strategic planning. The subcategories have been identified on basis of different initiatives rather than activities like in case of data of other four cellular organizations due to extensive details and large number of CSR programs. However, some categories are identified on the basis of action verbs. Following table shows main categories of strategies while the next table provides subcategories listed under main categories.

Table 4.29

Strategic Planning in CSR text of Telenor

<u>program(8)</u>	<u>Khudaar Pakisatan: Open</u>	<u>building strategic</u>
<u>Conduct (8)</u>	<u>Mind(9)</u>	<u>partnerships(8)</u>
<u>Signed(1)</u>	<u>School Outreach</u>	<u>Human Rights Due</u>
<u>Identified(1)</u>	<u>Program(21)</u>	<u>Diligence(3)</u>
<u>Naya Aghaz(7)</u>	<u>Big Data for research on</u>	<u>Emergency Relief and</u>
<u>Humqadam(14)</u>	<u>Dengue(2)</u>	<u>Early Warning(5)</u>
<u>School Rehab &</u>	<u>Khushal Zamindar</u>	<u>Occupational Health and</u>
<u>Improvement Project(3)</u>	<u>Service(16)</u>	<u>Safety(8)</u>
<u>Digital Birth</u>		<u>Employee</u>
<u>Registration(8)</u>		<u>Engagement(24)</u>
<u>Digital Learning(13)</u>		<u>Inspections (4)</u>

The category of 'program' shows general representation of different CSR initiatives. 'Conduct' reflects the socially responsible conduct of Telenor that is reflected through initiatives like conducting trainings for awareness on safe internet and road safety. 'Signed' reflects commitment of Telenor to sign agreements related to responsible business. 'Identified' refers to non-conformities identified during inspections. 'Building strategic partnerships' shows collaborations and partnerships of Telenor with other organizations. The other categories of planning refer to CSR activities conducted by Telenor as socially responsible business.

Table 4.30

Detailed Strategic Planning in CSR text of Telenor

<u>program(8)</u> pilot initiative Mitigating Supply Chain Risk <u>Naya Aghaz(7)</u> empowering women harness gender diversity provides opportunities for women to create a future talent pool testing flexible working opportunities inclusion of women from diverse backgrounds providing women with flexible working opportunities benefitted <u>Humqadam(14)</u> flagship Employee Voluntarism program engagement in sustainable activities Play days with patients Workshops to inculcate professional skills Recycling Awareness Session Hygiene awareness sessions Safe Internet Sessions First Aid Mobility assistance trainings	<u>Khudaar Pakisatan: Open Mind(9)</u> focusing on mainstreaming disability trainings ensuring building accessibility enabling inclusion in the work force go through comprehensive on job training showcasing the inclusion model to operationalize the program work on finding possibilities <u>School Outreach Program(21)</u> to access the Internet with the right information to be able to navigate this new world safely Safe Internet Program(3) empower girls and boys to use Information Communication Technology building their capacity in self-protection interactive awareness sessions enhances the capacity child protection via workshops and	<u>Khushal Zamindar Service(16)</u> service provide localized, contextualized and customized information advisory through text messages voice calls to help farmers covers cash crops access to reliable information help counter the agronomic problems increase crop yield addressing gender inequalities Prosperous Framers platform to enhance women participation promote awareness Source Smart: an online commodity buying platform Empowerment of Farmers through digital and Financial Inclusion to train the farmers <u>Employee Engagement(10)</u> Awareness & Trainings ensure their own safety Regular communication
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Regular Blood banks	engagements	on creating awareness
ICT Trainings and labs setups	engages with broader stakeholders	Celebrating HSE Week
<u>School Rehab & Improvement Project(3)</u>	to sensitize them	Organize activities
provided physical infrastructure	awareness	Tool-Box-Talks(2)
<u>Digital Birth Registration(8)</u>	Preventing the spread of child sexual abuse	Training & Awareness Sessions
provides real-time data reported and registered births	launched in the newly rehabilitated schools	Campaigns for employees to build awareness
monitors the performance	to provide virtual access	awareness sessions
extracts information	Safe Internet Parents Guide	<u>Road Safety(14)</u>
disseminates	Puppet shows and role plays	Road Safety Campaign participated in the E-learning
scale up(2) the solution strategically	Train	driving safety(3)
<u>Digital Learning(13)</u>	<u>Big Data for research on Dengue(2)</u>	Handbook was launched
virtual education platform	analyze	Campaign through social media
to transform the teaching and learning environment	support the remedial efforts	to mitigate risks
converted into animated digital content	control the spread	E-based training on Road Safety
produced in local languages	<u>building strategic partnerships(8)</u>	People First-Road Safety Rules
to supplement understanding(2) learning	collaboration(5)	translated in local language
Teacher training	public private partnership	<u>Inspections(4)</u>
real time monitoring	tripartite partnership	supplier inspections
to create an education system	<u>Emergency Relief and Early Warning(5)</u>	simplified Inspections
personalized and adaptive	Stationed	detailed inspections
ensure greater accessibility	to provide basic medical aid	<u>Signed(1)</u>
to achieve sustainability	broadcasted	<u>Identified(1)</u>
inclusive and participatory	to prevent potential damage	<u>Conduct (8)</u>
intends to develop	Occupational Health and Safety(8)	conducting conducted(5)
built ICT lab	fostering a safe and healthy work environment	Conducted a feasibility study
<u>Human Rights Due Diligence(3)</u>	improvements(3)	conducts human rights due diligence exercise
to avoid human rights abuses	inspected	
ensure effective remedies	to ensure and secure	

The first category of planning is ‘program’ that indicates pilot project conducted for digital birth registration. ‘Initiative’ is used for empowering women formers. Mitigating supply chain risk reflects the carefulness of Telenor to mitigate risk involved in continuation of supply chain that actually connects all respective stakeholders in a project.

‘Naya Aghaz’ is next category that reflects initiative of empowering woman that is labeled as the ‘new beginning’ for them. It is an endeavor to harness gender diversity by including women from various backgrounds into talent pool of Telenor through proper recruitments. However, the nature of job that would be assigned to them is not specified. It leads to creation of a future female talent pool for Telenor. ‘Benefitted’ reflects that Telenor envisages this activity as a platform to benefit women.

‘Humqadam’ is next category that shows different steps taken to implement the flagship volunteer project that has been working successfully since 2009. Telenor employees spend time with patients, conduct workshops to inculcate skills for professional life, deliver awareness sessions on safe internet, hygiene and recycling as well as organize ICT trainings and regular blood bank. This initiative covers diverse activities like sessions, workshops and setting up of ICT labs. The name of initiative reflects its spirit.

‘Schools Rehabilitation and Improvement Project’ refers to previous successful initiative of Telenor that provided physical infrastructure to schools that were affected by floods. ‘Digital Birth Registration’ provides digital facilitation in registration of childbirth data. It also monitors performance of concerned government official and disseminates that information to concerned authorities. That information can be extracted anytime. Thus, it provides digital solution to provide birth records by offering this strategic solution.

‘Digital learning’ is next category that shows initiative of virtual education as Telenor provides a virtual platform to promote education. It has been implemented in primary school and is an attempt to transform the learning environment to supplement understanding through use of technology. Content for learning is provided in local language to facilitate learners. Curriculum is converted to animated digital content to arouse interest of students. It also offers teacher trainings and monitors their performance. Greater accessibility has been ensured through

provision of technology to underprivileged communities. Thus, the strategy to improve lives of people through technology is implemented through this initiative.

‘Human Rights due Diligence’ is the next category that reflects the efforts of Telenor to address human right violations. It involves identification and then ensure mitigation of risks through effective remedies. ‘Khudaar Pakistan’ is projected as ‘Open Mind Pakistan’ and is a project that brings disable persons into mainstream by providing them job opportunities. For that purpose, Telenor offers training and on job training to these disabled persons. It helps in their social inclusion as productive members of society. It is based on inclusion model that reflects strategy of transforming lives of people.

‘School outreach Program’ category reflects initiative of Telenor to provided right information to school students. Internet access has been provided to students so that they can be adept in use of technology. At the same time, they have been trained to use internet safely that builds the self-protection capacity of young minds. It is a good step where side effects of digital learning have been preempted and a strategy has been designed to counter that. It empowers students to take right decisions in life. It is launched in newly rehabilitated schools. Students are provided awareness to sensitize them regarding any sexual abuse via internet and technology. It engages broader stakeholders like government departments and media to sensitize young minds. Trainings, parents’ guide, puppet shows and role plays are organized for awareness of teachers, parents and students. The strategy of building society is reflected through this project.

‘Big Data for research on Dengue’ is that category which reflects actions taken to help government against spread of dengue fever. Telenor has collaborated with Harvard TH Chan School of Public Health and Telenor Research (Telenor Group) and conducted a study on impact of human mobility in emergence of dengue. That data has been analyzed and remedies have been given to control spread.

‘Building strategic partnerships’ is next category that enlists choice of words used to indicate different partnerships. Collaboration is the most frequently used word. Public private partnership is used for digital birth registration where government officials register that data and Telenor monitors their performance in addition to providing dissemination of information. Tripartite partnership is used for same project where third party is people whose data is registered. These

partnerships represent the use of technological solutions to make things easier for public.

The next category is ‘emergency relief and early warning’ that indicates the relief work done by Telenor during floods. Under this program, basic medical aid has been provided to affectees. Healthcare units have been stationed and early messages have been broadcasted to prevent damage. ‘Occupational health and safety’ is next category that shows commitment of the corporation to foster safe and healthy work environment. For improvements, inspections are done to ensure and secure that the initiative has been properly managed.

‘Khushhal Zamindar service’ is next category that reflects efforts of Telenor to help farmers. Text messages and voice calls are tools of advice for that which offers local and customized information. The information is reliable and helps to counter farming issues and resultantly achieving target of greater crop yield. It also engages female farmers and encourages female participation. It offers facility of ‘source smart’ which provides facility of buying commodities online. For awareness, trainings are offered to farmers. This digital and financial inclusion reflect the strategies mentioned in manifesto of Telenor which are building societies, making things easier and improve lives of people using digital solutions.

‘Employee engagement’ is next category that reflects strategy of involving supply chain employees in health care and safety awareness through trainings. Different days are celebrated. Activities like tool box talks and training session are regularly organized. Tool box talk refers to refresher type small talk for awareness on particular issue. Campaigns are run for safety of employees. Road safety is one such project where handbook for driving safety has been launched. Safety rules are translated in local language for facilitation. Social media is employed for awareness, mitigation of risks as well as e-based training on road safety.

‘Inspections’ is next category that reflects the various types of inspections conducted by Telenor. Supplier inspection involved employees in supply chain. Detailed inspection is thorough one. This category reflects the check and balance mechanism Telenor adopts to ensure transparency in audits and services.

‘Conduct’ is last category that reflects conduct of Telenor as socially responsible organization. It conducts feasibility study like that of economic projects. Also, conducts road safety training and awareness sessions on safe internet. It is involved in due diligence exercise that shows respect Telenor has for human rights.

Telenor acts like an indispensable life partner by offering services in digital learning, agriculture, professional trainings, health and road safety. Detailed planning behind these initiatives is obvious. However, culture and social values are exploited to make them successful. Agriculture is backbone of Pakistan's economy, thus, Telenor invested in that. It advocates woman empowerment and harnessing gender diversity to become popular network of urban masses. Similarly education, health and road safety initiatives are meant to influence minds of public that the corporation cares for them. The sole purpose of all these activities is to achieve economic gains.

b. Utopian Ideas

The ideals claim to boost the morale of stake holders are reflected through three categories of utopian ideas. They include operating new avenues, first of its kind program and game changer. Even the manifesto has greater number of categories that include 'our success, inspiring, creates value and role we will play' that are future oriented and thus hard to predict.

Table 4.31

Utopian Schemes in CSR text of Telenor

<u>Operating new avenues(3)</u>	<u>first of its kind program(5)</u>	<u>game-changer(7)</u>
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The category of 'operating new avenues' reflects high minded claims regarding provision of innovative technology. Recruitment of new talent pool of female workforce is projected as a new way to acquire talent. The reality is that different private NGOs are operating in Pakistan that provide similar or even innovative ways to engage female workforce. Likewise, digital birth registration is a good incentive but it is too early to quote it as an ideal example of technology as scope of this activity is not extended to whole Pakistan.

Table 4.32

Detailed Utopian Schemes in CSR text of Telenor

<u>Operating new avenues(3)</u>	<u>first of its kind program(5)</u>	<u>game-changer(7)</u>
lead to the establishment of new ways of attracting and acquiring a talent pool	one of the first employees in the country to take up Disability as a priority agenda	To broaden the perception of diversity and pioneer the job market in inclusion build capacity among suppliers
ideal example of	the first to implement a	empowering societies

leveraging technology for development	program translating ambitions into concrete outcome biggest Public-private partnership project of its kind in the world	Empowerment through Innovation through innovative use of technology Increased access to innovative ICT
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The category of ‘first of its kind program’ is itself a utopian idea. It claims to be among the pioneers to involve disable people into productive work force. Incentives for them have been taken by NGOs and international organizations in past. Translating ambitions into concrete reality is mere claim related to open mind Pakistan program. In addition, the claim of biggest private public partnership between farmers and Telenor is also utopian to win accolades from stakeholders.

‘Game changer’ is last category of utopian ideas that portrays Telenor as game changer. The small initiatives of empowering societies through innovations are partially true as scale of these initiatives is too small like their impacts. No strategy is offered for capacity building of suppliers despite inspections. Other networks are too involved in social inclusion and Telenor is, thus, not performing extraordinarily to prove this ideal vision. It is creating talent pool but not creating job opportunities for them in Telenor.

Truthfulness of manifesto is not reflected in utopian ideas of Telenor. It never provides evidence if it is really first of its kind. No survey or credible source is quoted in that connection. The role it plays in empowering societies offers digital solutions but not innovative one. Also, the status and ambition mentioned within each initiative in text do not reflect much innovation in near future.

c. Ethical Norms

This category reflects the ethics of the corporation. The ethics listed in the manifesto include call to action, values, teamwork and respect. There are six categories of ethical norms identified in CSR discourse. Ethics too form small portions of CSR discourse. The following table shows main categories and next table shows its further subcategories.

Table 4.33

Ethical Norms in CSR text of Telenor

<u>responsible digital service provider(5)</u>	<u>community service(8)</u> <u>support system(4)</u>	<u>human rights(5)</u> <u>safe work practices(5)</u>
<u>Values(7)</u>		

Responsible digital service indicates that being a responsible service, the corporation feels its responsibility. Values reflect the core ethics that establish it as a responsible organization. Community service covers those ethics observed during community welfare projects. Human rights reflect that the company is a big advocate of them. Safe practices reflect the responsibility of the corporation to aware public about shortcomings of technology.

Table 4.34

Detailed Ethical Norms in CSR text of Telenor

<u>responsible digital service provider(5)</u>	<u>community service(8)</u>	<u>human rights(5)</u>
supply chain responsibility	raising awareness	upholds internationally recognized human rights
responsible business practices	advocacy	identification and mitigation of human rights
kindle social awareness and responsibility responsibly in a safe manner	volunteerism	labor rights
<u>Values(7)</u>	awareness sessions	<u>safe work practices(5)</u>
committed	anti-corruption	safe internet
compliance(3)	awareness to anticorruption	safe on-line behavior
transparency(2)	disburse and collect	online safety guidelines
respect	interest free loan installments	awareness on safe internet usage
	<u>support system(4)</u>	
	free of cost(2)	
	free early warning SMS	

The first category is that of ‘responsible digital service provider’ which is reflected through conduct of supply chain, business practices and social inclusion initiatives. Telenor holds ethic of being a responsible corporation. Its awareness programs show it to be socially responsible organization. ‘Values’ reflect commitment, compliance and transparency as value system of CSR initiatives. Commitment is reflected through trainings and awareness programs. Transparency is reflected through inspections. Respect embodies the corporation’s respect for human rights.

‘Community service’ is next category of ethic based ideologies. Telenor offers community service through awareness sessions, volunteer work, advocacy for human rights and collection of loan free installments to ease burden on those who take loans. It also believes that working system should be corruption free. ‘Support system’ works by offering free of cost services to customers like warning messages in case of disaster preemption.

‘Human rights’ is next category that reflects Telenor’s commitment to human rights and mitigation of risks involved in that. It also advocates labor rights. Safe work practices include awareness for right information on internet to prevent child abuse. Online safety guides provide awareness related to that. Human rights and safe internet service are main concerns of Pakistan. Thus, Telenor offers services in these vulnerable areas. Other networks too offer technology but rarely anyone has shown concern towards online safety. Telenor does that to influence minds of parents that it is contributing in bringing up of students and inculcating ethics in youth of Pakistan.

d. Role Attribution

The role attribution is that category which lists all stakeholders involved in CSR projects. They include collaborators, the corporation, its investors, recipients, beneficiaries and marketplace. Collaborators are organizations, investors are business giants, receipts and beneficiaries are communities, people, students, customers and institutions (both social and welfare). Market place views country and its various parts as market wherein the organization operates.

Table 4.35

Role Attribution in CSR text of Telenor

<u>Telenor(31)</u>	<u>Females(9)</u>	<u>Beneficiaries(15)</u>
<u>Telenor Pakistan’s</u>	<u>our people(5)</u>	<u>International(4)</u>
<u>workforce(8)</u>	<u>Collaborators(11)</u>	<u>stake holders(13)</u>
<u>Customers(2)</u>	<u>Facilitators(4)</u>	<u>Pakistan(13)</u>

The category of Telenor lists all roles that the company fits in during CST initiatives. Workforce covers the employees and teams of the company. Customers are actual users and form commercial base. Females refer to roles of females in CSR initiatives. Collaborators reflect various hospitals and government departments that have partnered with Telenor for CSR projects. Beneficiaries incorporate all recipients of CSR projects excluding female recipients. International indicates presence of international players in these projects. Stakeholders cover various players that work in awareness campaign.

Table 4.36

Detailed Role Attribution in CSR text of Telenor

<u>Telenor(31)</u>	<u>Females(9)</u>	<u>Beneficiaries(15)</u>
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Harvard TH Chan School	female workforce	People with disabilities(3)
Telenor Pakistan(21)	female farmers	Children(3)
Govt. of Punjab's partner Organization(3)	female workforce them	project staff teachers
equal employer	potential female employees	School Management Council members
Occupational health and safety (OH&S) unit	female leaders	Students(2)
sahulat ghar	women farmers	family members
Facilitation center	active users	families
<u>Telenor Pakistan's workforce(8)</u>	<u>our people(5)</u>	co-workers
Employees(4)	Arthis	<u>International(4)</u>
We(2)	employers	ILO
Experts	health professionals	UN
<u>Customers(2)</u>	underserved communities	UNICEF
Our users	<u>Collaborators(11)</u>	Plan International Inc.
<u>Pakistan(13)</u>	NDMA	<u>stake holders(13)</u>
provinces(2)	PDMA	government departments
Districts(3)	National Highways & Motorway Police(2)	civil society
affected districts	Corporate offices	media
Punjab(2)	data centers	secondary schools
Districts of Punjab(2)	Orenda	public elementary schools
Sindh	Partner hospital	Government
KPK	like minded organizations	provincial governments
corporate sector	contracting partners	elementary School teachers
public and private sector	Suppliers	government primary
	<u>Facilitators(4)</u>	public and private sector schools
	Telenor Facilitator	schools
	Government Facilitators	Local Government
	Lady health workers	Department Secretariats
		government officials

The first category is 'Telenor' that lists different sides of the company. Harvard TH Chan School is a research center that operates under Telenor. Telenor Pakistan refers to telecom operator working in Pakistan which is partner of Government of Punjab. It is organization that has facilitation center, health and safety units and sahalat ghar(retail centers). Equal employer reflects role of Telenor as provider of equal work opportunities to disable people.

'Telenor Pakistan's workforce' is next category covering roles of employees, experts and we. Experts are employees involved in specialized jobs. 'We' is used collectively for employees. 'Customers' is next category that covers users of Telenor SIMS or technology commercially. 'Pakistan' is next category that covers provinces, districts, affected districts, districts of Punjab, Sindh, KPk, corporate sector as well as public and private sector.

‘Females’ are next category of roles that include female workforce that is recruited as potential female employee of Telenor for future projects. It includes women and female farmers that are active users of mobile agriculture. Female leaders are motivational roles created for potential female employees so that they can be inspired to perform better. ‘Our people’ cover roles of health professionals, arthis(middle man in agriculture), employers and underserved communities.

‘Collaborators’ is next category that covers government departments like NDMA(National Disaster Management Authority), PDMA (Provincial Disaster Management Authority), National Highways and Motorway Police, corporate offices, data centers, partner hospital, likeminded organization, contracting partners, suppliers and Orenda Pvt. Ltd. ‘Facilitators’ indicates people who are engaged in digital birth record. There are three types of facilitators: Telenor facilitators, government facilitators and lady health workers.

‘Beneficiaries’ include disable persons who have got work opportunities, project staff in schools, children, teachers, School Management Council members, family members and co-workers. ‘International’ reflects international organizations involve in the project that ILO (International Labor Organization), United Nations, UNICEF and Plan International Inc.

‘Stakeholders’ is last category that involves government departments, civil society and media. Government departments involve schools, public elementary schools, provincial governments, elementary school teachers, government primary public and private sector schools, local Government Department Secretariats and government officials.

The CSR text is dominated by strategies reflected in CSR programs. The status and ambition given with each initiative are also representing planning and its implementation. It offers technology based solutions. There is diversity of roles showing vast market, area of influence of CSR programs, collaborators involved and beneficiaries. However, utopian ideas and ethics have little presence in CSR text of Telenor. That indicates the realistic approach in CSR projects.

4.1.2.3 Ufone

It has the shortest mission and vision that do not provide much insight into objectives and goals of the organization. In past, their focus has been on advertising campaigns. The firm does not publish CSR report like other organizations. Instead it publishes its CSR programs and their details on its official website in the form of

brief reports with dates and years. On websites, the reports from year 2011 are available. But for this research, only reports of 2014 onwards have been collected for coding. The reason for this is that CSR reports of other cellular organizations selected are from year 2014 onwards. Reports on social development, healthcare and education initiatives only have been collected and coded using FDM approach as per requirement of sample. The first round of coding has been done to identify four main ideological strands namely strategic planning, utopian schemes, ethical norms and role attribution. As mentioned in previous chapter, coding has been manually done and carefully counter checked twice to reduce margin of error. The coded data has been tabularized in second round of coding where subcategories has been identified for analysis.

a. Strategic Planning

This category reflects those pieces of discourse that have practical implications and that are action oriented. It deals with reality based ideas. Different CSR initiatives have been categorized under this category as they are part of Ufone's strategy to act as socially responsible organizations. Some verbs, like collaborate, provide, award, appreciate that reflect practical actions of the corporation. Moreover, phrases or chunks of texts have been selected during coding to convey complete meaning and ideologies. Main categories identified during second round of coding are:

Table 4.37

Strategic Planning in CSR text of Ufone

<u>Initiated(2)</u>	<u>keep the CSR spirit</u>	<u>Collaborate(4)</u>
<u>Initiatives(13)</u>	<u>alive(9)</u>	<u>Collaboration(8)</u>
<u>Identifying key areas(11)</u>	<u>Healthcare</u>	<u>Educational Initiatives(11)</u>
<u>extended(4)</u>	<u>Initiatives(12)</u>	<u>facilitation(2)</u>
<u>to help the authorities of</u>	<u>registered(2)</u>	<u>strengthen and</u>
<u>this country(10)</u>	<u>inquiry (3)</u>	<u>compliment the security</u>
<u>CSR activities(34)</u>	<u>verification service(2)</u>	<u>operations(5)</u>

In second round of coding sixteen broader categories are identified that are listed in the above table. The maximum frequency is that of "CSR activities" that actually shows various initiatives taken by Ufone to reflect its image as socially responsible organization. The noun 'initiatives' also has been frequently used to mention the CSR initiatives along with verb 'initiated' as both indicate that Ufone has been taking new steps to act as responsible organization that cares for children,

women, needy and in general people. Some of these initiatives are for targeted communities like flood victims, needy etc. and others are for Ufone customers.

In order to keep CSR spirit alive these reports mention different strategies planned by Ufone that help to make a difference in lives of people by offering technological solutions that can be easily adopted. In addition, healthcare and education have been projected as prime concerns of Ufone and the corporation owns the responsibility for the same. It also offers registration and verification services to help its customers in daily life activities. It is also concerned with security operations to make Pakistan a stable and peaceful society. Thus, it offers collaboration with law enforcement agencies to control crime. This collaboration is technological one ensuring to facilitate police in its work. It also extends support to non-profit organizations and police to acts as a socially responsible organization.

Table 4.38

Detailed Strategic Planning in CSR text of Ufone

<u>Initiated(4)</u>	<u>keep the CSR spirit alive(9)</u>	<u>identifying key areas(11)</u>
Initiated CSR project	conducts various mentor	to provide food items
Initiated pilot project	programs and competitions	to give boxes filled with
<u>Initiatives(13)</u>	production of public service	presents
great initiative	messages	fulfilling their immediate
new initiative	posting them on social	needs
CSR initiative(5)	media	bring smiles on their faces
<u>CSR activities(34)</u>	a portal for live reporting	provide timely relief
CSR program	use your core strength	provide a quick relief to the
introducing Rizq(2)	to benefit the larger society	affectees
Ramzan Campaign	donate media space and	carried out a relief activity
Khana Ghar(3)	airtime	incorporating technological
Wall of Kindness(5)	support to these initiatives	advance
Wadaan(2)	<u>facilitation(5)</u>	providing the technical
Emergency Alert	send details	support
System(7)	free of cost(2)	to bring convenience
Relief operations(2)	not require any hi-end	<u>strengthen and compliment</u>
Police Mobile	mobile phones	<u>the security operations(5)</u>
Verification System(3)	to facilitate	triggered
Lighting a Million Lives	access of use of solar	alert
Campaign	lighting devices	to safeguard
Solar Based Domestic	set up station	to take necessary action
Lighting Systems	distribution of lanterns	to contribute towards the
Upaisa(5)	provide Solar charging	security
Operation Eid Child(2)	stations	<u>inquiry (3)</u>
<u>Educational</u>	<u>to help the authorities of</u>	<u>Collaborate(4)</u>
<u>Initiatives(11)</u>	<u>this country(10)</u>	<u>Collaboration(8)</u>
Service	facilitate the Police	partnership
Awarded(2)	assist the Police	joined hands(2)

appreciate their performance presented the gifts UEnglish(3) to enhance their English language vocabulary interactive English language learning SMS service facilitate those customers inculcation of skills their application <u>extended(4)</u> extending its full support(2) extend with the same zeal and social responsibility	aid Police helping Police dealing with emergency situations instill a mechanism able to decrease the overall crime rate help mitigate crime rate to fight crime help to shrink crime rate <u>verification service(2)</u> to verify the registration <u>registered(2)</u> register their Ufone SIMs	consolidate our support <u>Healthcare Initiatives(12)</u> child healthcare Initiative improving healthcare sector ensure better healthcare facilities to conduct several free tests create much needed awareness awareness diabetes awareness session preventing the onset of the disease to follow an active lifestyle increasing health literacy health camp
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The strategic planning in social development, health care and education is dominated by initiatives. Both noun ‘initiative’ and verb ‘initiated’ are used to indicate that organization considers itself responsible for helping people through new projects. The term CSR project is used. Another interesting term is ‘pilot project’ which is an economics term used to describe a small project conducted to check feasibility of a new project. Thus, the CSR programs are being run on pattern of business project. Pilot project is conducted to provide solar power to households in two small villages. However, despite initiative in 2014, the project has not made progress in next three years which is evident from the absence of any report regarding continuation of this project.

‘CSR activities’ is the most frequently identified category of strategic planning. It includes all initiatives: introducing Rizq, Khana Ghar, Wall of Kindness, Wadaan, Emergency Alert System, and relief operations, Police Mobile Verification System, Lighting a Million Lives Campaign, Solar Based Domestic Lighting Systems, Upaisa, UEnglish and Operation Eid Child. Noun phrase ‘Ramzan Campaign’ is used to reflect the sanctity of Ramzan. It shows corporation’s attempts to win the hearts of majority Muslim population of Pakistan that corporation believes in their ideology of doing charity work in holy month of Ramzan. ‘Operation Eid Child’ aims to help poor children on Eid and Ramazan as it provides gifts to needy children so that they can enjoy the festival in full spirit. Initiatives like introducing Rizq, Khana Ghar, Wall of Kindness and wadaan are

taken to provide food and other necessary things for needy people. Relief operations have been conducted to help flood victims which shows the sensitivity of Ufone towards affectees in hour of need on humanitarian ground. Emergency Alert System and Police Mobile Verification System are initiatives to help law enforcement agencies in controlling unlawful activities. Ufone provides technology based service to cooperate with police force to aid them in their work. Lighting a Million Lives Campaign and Solar Based Domestic Lighting Systems show interest of Ufone to win heart of rural community by providing them solar panels to deal with power shortages. It definitely helps people to resume their normal life that is disturbed due to excessive power shortage in rural centers. Upaisa refers to retail center of Ufone that offers collaboration with Shoukat Khanum Hospital for donations where Ufone consumers can donate through these retail centers

‘Educational initiatives’ explain the services of Ufone in education sector. ‘U English’ is also for facilitation of Ufone SIM holders who are interested in improving their English proficiency. It offers interactive message service with multiple choice questions to enhance English vocabulary. The report mentions awarding of gifts to two winners by Ufone and British Council to appreciate their performance in learning English language. This initiative reflects the desire of Pakistanis to learn and improve English which is lingua Franca and language of prestige. Ufone understands importance of English and is thus taking initiative to inculcate language skills among the interested customers.

‘Extend’ is another category of planning that emphasize on offering assistance to police through technology based solution of alarm system. Ufone helps the famine hit areas of Tharparkar by extending them full support via sending its employees with donations to ease the miseries of Thar people. It is an attempt to extend social responsibility to targeted needy community of Thar stricken by famine.

CSR spirit is main derive behind all these initiatives. The next category is ‘keeping CSR spirit alive’ through initiatives and campaigns. To keep this spirit alive, the corporation conducts various competitions and arranges programs to appreciate and encourage those who are interested in learning. Also, it makes use of public service message as a practical step to create awareness through different social media, airtime and media space. Again, technology is used to convey that Ufone is interested in improving lives of Pakistanis. The alarm system is a portal

that may be used for live reporting. Furthermore, it aims to benefit society by supporting those initiatives that can benefit large segment of society.

‘Facilitation’ is that category which addresses different facilities offered by Ufone. It includes sending details requested by consumer without any cost. The alarm system initiative does not need high technology phones. Rather simple and cheap mobiles can serve purpose of sending message which means this facility can be exploited by all users having particular SIMs issued for this purpose. Moreover, the corporation provides facility of solar lights by setting up respective stations.

Ufone helps the authorities of country in dealing with emergency situations by offering alarm system which is an instilled mechanism designed by Ufone to assist police to control crime rate in country. Verbs like decrease, mitigate, fight and shrink are used to show strategy of reducing crime rate in country. Verbs like assist, aid, help and facilitate are used to show commitment of Ufone to help police in dealing with state of emergency.

‘Verification’, ‘registration’ and ‘inquiry’ are three categories that also explain services of Ufone in registration of Ufone SIMs to connect users to Alarm system to deal with emergency situation with help of police. It also offers verification service to police to confirm if a user is registered in that system. Moreover, Ufone helps in inquiry of registration details of stolen vehicles besides other vehicles. Also, it offers inquiry of CNICs of criminals which is of great help to law enforcement agencies.

‘Identifying key areas’ is next category that covers diverse areas. From providing food items to needy to giving gift boxes to children on Eid, Ufone intends to show its responsibility of fulfilling needs of people immediately in hour of need so that it can bring smiles on their faces. Moreover, it offers timely relief to flood victims. In addition, it incorporates technical solutions to support and bring convenience to people. These areas indicated actually are oriented to help people in hour of need which is core value and ideology of Pakistanis.

The strategy of strengthening security operations to aid police through alarm system has been already discussed. However, use of verbs like alert, trigger and take shows escalation as well as usefulness of activity with intention to safeguard Pakistan from criminals and terrorists. The alarm system helps in security operations through its immediate action. It is another way that Ufone is contributing to society. This is how discourse is manipulated to express usefulness of Ufone as a

responsible organization helping in security operations. The idea that technology can provide stability and comfort to nation is propagated through this subcategory.

‘Collaborate’ and ‘collaboration’ are used to show interest of Ufone in partnerships with hospital, research centers, law enforcement agencies and non-profit organizations. It is successfully done to achieve CSR goals. It consolidates supports to these partners through donations and its technology based systems. ‘Joined hands’ is also used for collaboration but it shows sense of togetherness and commitment among partners to bring change in lives of people. Thus, ethic of cooperation is promoted through these collaborations for betterment of humanity.

The last category is that of ‘healthcare initiatives’ that is covered through use of action verbs like improve, ensure, prevent and increase. Nouns like awareness, active life style, as well as health camp and health literacy are used to emphasize importance of health. The common disease of diabetes is addressed and Ufone has conducted sessions and camps for awareness to enhance health literacy. Again the ethical norm of care is reflected through these initiatives that portrays Ufone as responsible organization caring for health of people.

Strategic planning in CSR reports is concerned with social work of organization to establish it as a responsible corporation. These ideas are different from those given in mission and vision that only center on financial gains and organizational stewardship. Mission and vision are business oriented while CSR projects are conducted to make Pakistan a better place through various initiatives. These initiatives are nothing in comparison to economic profits it earns, yet it shows interest of Ufone in acting as a responsible organization.

The exploitation of local culture is obvious in these initiatives. Introducing rizq, Ramzan campaign, Khana Ghar, Wadaan, wall of kindness etc. have been carefully designed keeping in mind religious mindset of public. Relief operations and lighting campaign address economic needs of people. While UEnglish exploits weakness of public to learn English language. Its collaboration with Police to provide security to schools addresses emotional need of public that has been facing terrorism for more than a decade.

b. Utopian Schemes

These are the high minded visions promised to boost image of corporations. These show an ideal state of affairs where world work in perfect order with harmony. However, the reality is quite different. This strand of FDM approach helps

to identify these ideals that are part of vision, mission, values and CSR texts. The second round of data coding has identified the following broader subcategories of utopian ideas. However, the frequency of this strand is quite low in CSR text as compared to strategic planning that reflects the real planning and is exactly opposite to these ideals in application and spirit.

Table 4.39

Utopian Schemes in CSR text of Ufone

<u>spreading goodness(3)</u>	<u>simply a better life(3)</u>	<u>Sustaining values(10)</u>
<u>innovation(8)</u>	<u>to empower women(2)</u>	<u>to lead to real change</u>
<u>Crime Control(5)</u>	<u>success(2)</u>	<u>in Pakistan(6)</u>
	<u>to provide clean</u>	<u>Capacity Building(8)</u>
	<u>energy(3)</u>	

The above table shows that nine subcategories of utopian ideas are identified that are broader areas containing further subcategories. ‘Sustaining values’ has highest frequency and it embodies all utopian commitments including making Pakistan a safer country by bridging gap between reality and ideals which seems an impossible standard set by a business corporation. The vision and mission of Ufone is dominated by Utopian ideas regarding its standing as ‘top corporation’ in the country and economic benefits. However, in CSR text the focus is on bringing change through social investments. But it is full of utopian ideas like real change cannot be brought by small initiatives at small scale. There is focus on innovation but no novel idea has been proposed. Similarly crime control is not job of a corporation. The tall claims of controlling crime for just extending little help to police through an easy technology show that Ufone is more interested in propagation of its initiative than actually contributing to society.

Ufone is concerned with capacity building but no effective planning or strategy is suggested for the same. In absence of effective planning, it is just an ideal vision to build capacity. These are utopian ideas to engage only thousands among millions of population in small initiatives that can engage hardly a few thousands. These initiatives are not enough to create responsive governance in country. Furthermore, the idea of success is also utopian as the initiatives have not been that successful as they are portrayed in these reports. The success stories are not that big to be given wider reach.

Table 4.40
Detailed Utopian Schemes in CSR text of Ufone

<u>spreading goodness(3)</u> achai ki misaal setting an example to inspire its consumer	<u>simply a better life(3)</u> enabling them to get access to health and economic activities, education	<u>Sustaining values(10)</u> living up to its values bridging the gap real time developmental impact
<u>innovation(8)</u> leader in innovation mission of constant innovation innovative donation collection service new and efficient service new facility(2) new initiative innovative and efficient technology- based solutions	<u>economic activity</u> <u>to empower women(2)</u> furthering women empowerment <u>success(2)</u> give these success stories a wider reach has been largely successful <u>to provide clean</u> <u>energy(3)</u> reduce carbon emissions	continues tradition of being there for Pakistanis mitigate some of the miseries illuminating lives(2) in the spirit of benefiting our country promises immense impact building a safer country make Pakistan a safe country(2)
<u>Crime Control(5)</u> Crime control in full flow curbing crime across the country full flow implementation across country significantly reducing the crime rate 100% monthly growth to curb crime and terrorist activities success of the initiative bringing down the rate of crime by considerable rate	to boost energy security <u>Capacity Building(8)</u> enabled thousands of individuals enable immediate security acquiring immediate help positive role in responsive governance to develop capacity in healthcare sector provide an opportunity valuable contribution to protect the future generation	to give back to the country in a meaningful way made many citizens hopeful <u>to lead to real change</u> <u>in Pakistan(6)</u> Pakistan's premier telecom operator(2) one of the leading cellular operators in Pakistan socially responsible company a top- tier telecom operator in Pakistan leveraging its technology leadership

It has already been discussed that Ufone has taken new initiatives to help poor people and targeted needy communities in Pakistan besides offering some new services to its customers. However, the corporation has publicized these small scale initiatives as means of spreading goodness. It is an attempt to encash its social work. With these little efforts, it projects itself as 'achai ki misaal'(example of goodness). It claims to set an example to spread goodness to inspire its consumers

for the same. It is also height of biasness that this inspiration is for only Ufone consumers not generally for all people. However, the phrase of setting an example encourages those people who wish to follow Ufone in its ‘spreading goodness’ mission. Ufone manipulates social value of encouraging goodness here.

‘Innovation’ is next category. All corporations promise innovations by introducing new technology. In reality, there is rarely innovation. The existing technology is presented in new light to convince audience that innovations are underway. Ufone claims to be a leader in innovation having mission of constant innovation though ‘innovation’ is not part of mission statement of Ufone. It even terms its donation service innovative which offers nothing new as other cellular corporations also offer similar retail centers for its customers. It is good that Ufone is involved in social investments but the claim of innovation and efficiency is not honored in true spirit.

‘Crime Control’ is an interesting category as it is not job of corporation to control crime. Ufone offers alarm system activated on its SIMs that is an emergency mechanism to inform police. For this purpose, thousands of SIMs have been sold to government schools post Army Public School, Peshawar attack. It has been more of an economic initiative than a crime control drive. In fact, the chaotic situation in wake of terrorism has been exploited by the corporation for economic benefit. With an emergency alarm in some educational institutes, it is rare possibility that crime rate can be considerably dropped. The claim of 100% increase in demand of the alarm system is also false. In media, it has never been reported that this system has helped in protecting students from terrorists or teachers have used this system in emergency for help. This alarm system has been in fact an additional expenditure on part of school. Ufone exploits the worst ever security situation in country which shows its business approach. It manipulates crises to make profits.

The next category is ‘simply a better life’ that indicates the paradigm shift in CSR of large corporations. The corporation considers itself socially responsible to provide better life. But in reality providing solar stations to small villages does not indicate paradigm shift. These stations surely provide these villagers power supply but that little power supply cannot ensure health, economic activities and education for rural community.

Women empowerment is another idea in CSR text of Ufone. However, it is categorized as a utopian idea since Ufone has empowered selected rural women of

two small villages in Chiniot by providing them opportunity to run the solar stations. It is not working for education of women that is foremost way to empower women. Thus, women empowerment is just a utopian slogan to win audience and stakeholders.

The idea of ‘success’ is also utopian as the corporation itself is claiming about the success of its initiatives. It also aims to advertise and publicize the success stories yet apart from advertising on media about these initiatives, nothing has been publicized. In addition, these success stories are not that big to be an example.

The next category is ‘to provide clean energy’ through solar panels. Ufone has taken that initiative to cater the need of electricity in the targeted villages. In order to publicize this small project, the corporation added the environmental factor to that ‘pilot project’. It is utopian thinking to bolster energy security by providing a few solar panels. Moreover, it is exploiting the environmental issue to propagate itself as a socially responsible organization. The ideas of reducing carbon emissions and providing clean energy are unrealistic as these solar stations would not make any difference in area where there is severe shortage of electricity produced by petroleum or have no electricity generation at all. These stations are somehow fulfilling energy needs not replacing electricity produced by oil.

‘Capacity building’ is next category that contains wider range of ideas to build capacity of people. The idea of helping thousands in a country having population of millions does not seem to be building capacity. In reality, these CSR programs engage hundreds of people not thousands of them. With small scale application of these initiatives, Ufone can hardly play role in responsive governance. Also, it is difficult to protect future generations of Pakistanis with these inconsistent projects. As far as developing capacity in healthcare session is concern, it cannot be done with a few sessions and camps for awareness.

‘Sustaining values’ is the most frequent category of utopian ideas covering broader areas. It is ironic that core values of organization focus on profits, customer satisfaction and professional integrity. These values are not relevant to CSR projects that are for betterment for customers and general public. Thus, living up to its values is just unreal claim. Similarly, Ufone cannot bridge gap between privileged and underprivileged children through a childcare initiative. It is helpful to flood affectees but this help is extended to small percentage of victims which is too meager to mitigate their miseries. The spirit of benefitting country through social

projects meant for economic gains does not bring real time impact or make citizens hopeful. Moreover, giving back to country is also utopian idea as Ufone is investing meager amount in CSR projects in comparisons to its profit. Building a safer country cannot be done with an emergency alarm system. Similarly, such a small percentage is getting benefit of solar stations that ‘illuminating lives’ seems a mere utopian tagline. In addition, these tall claims are merely a manipulation tool to exploit public with fancy ideas of building safe and secure Pakistan.

c. Ethical Norms

This ideological strand refers to ethical ideas and standards the corporation believes in. They are the ethical values of corporation that are embodiments of social ethics so that the consumers feel that the organization holds same ethical beliefs as theirs. The mission, vision and values reflect professional integrity, teamwork, loyalty and quality as ethics of Ufone. Its ethics are rooted in sociocultural vales that society practices. The corporation manipulates these ideologies to influence public for increasing its customer base.

Table 4.41

Ethical Norms in CSR text of Ufone

<u>encourage</u>	<u>Acts of kindness(9)</u>	<u>donated(5)</u>
<u>kindness(5)</u>	<u>support(4)</u>	<u>our responsibility(4)</u>
<u>Values(9)</u>	<u>Care(3)</u>	

The ethics given in CSR text are dominated by words like values, kindness, support, care, donate and responsibility. Verbs like donate and encourage reflect ethics of Pakistani society. Same ideologies are reflected in CSR text of Ufone. All of the categories listed in above table are values that reflect the ethical ideologies of Pakistanis. That is why the CSR text incorporates these values to present Ufone as a responsible corporation. The categories of ‘encourage kindness’ and ‘acts of kindness’ are separately treated because the former encourages Ufone customers and audience for charity work while later refers to actions taken by Ufone as part of CSR initiatives to help needy.

Table 4.42

Detailed Ethical Norms in CSR text of Ufone

<u>encourage kindness(5)</u>	<u>Acts of kindness(9)</u>	<u>donated(5)</u>
strengthen humanity	collect hygienic	donation service
do good things in their	surplus food	make donations

own limited capacities make a difference in the lives of the underprivileged keep clothes for others in need <u>Values(9)</u> our business values to work together cooperate contribution to the society pursue its tradition(2) vision of helping people(2) giving back to the society(3)	at a nominal price of Rs. 10 doesn't go to waste providing food to the needy serving them warm meals handed over ration providing them with much needed rations to facilitate flood affectees remembering the flood affectees facilitate these floods hit brothers delivering quality clinical services	noble cause with the utmost convenience <u>our responsibility(4)</u> lookout for their well- being positive socio- economic change <u>support(4)</u> to help ease the pain of the affected people support to the deprived support the relief efforts help our fellow countrymen <u>Care(3)</u> source of happiness by joining these causes
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The first category in above table is that of 'encourage kindness' that embodies the quality of inspiring people for charity even in their limited capacities as little deeds of kindness can create a big difference in lives of underprivileged. It is an effort to strengthen humanity. The basic necessity of life is clothing and Ufone encourages people to keep clothes for those who need them. The spirit behind this is to motivate people to be kind to others.

The category of 'values' explicitly provides insight into ethics that form core of Ufone's CSR initiatives. Even business values of cooperation and collaboration are visible in its collaborations with Shoukat Khanum Hospital and other non-profit organizations. This category also includes pursuing the tradition of corporations that is an allusion to social work which the corporation has been doing. The vision of helping people and giving back to society in form of CSR program reflect the ethical standards set for CSR projects. These targets were set to make target audience feel that it practices and promotes their values.

The category of 'acts of kindness' shoes the actions taken by Ufone as part of CSR programs that includes collecting surplus food and offering it to poor at nominal rates. Also, it involves saving surplus food and then distributing warm meals among the needy. Furthermore, remembering and facilitating flood victim by providing them ration are acts of kindness. The use of word 'brothers' for flood hot people shows that corporation has incorporated idea of brotherhood in CSR initiatives to win hearts of people on one side and on the other hand it projects the

high ethical standards of organization. The use of word ‘quality’ reflects that Ufone has extended its core value to provide quality service to its healthcare project. Thus, Ufone shows narrative fidelity by being truthful to the value of providing quality services not only in economic investments but also in social investments. In addition, CSR text emphasis on timely relief for flood victims that again shows narrative fidelity as Ufone has projected itself as quality and time conscious service.

‘Donate’ is next ethical strand that focuses on act of donation. Ufone encourages its customers to donate using platform of Upaisa retail centers. The service of Upaisa is projected as being a platform that can be employed for noble cause of donation. It is for convenience of Ufone customers that they can donate by just visiting the nearest Upaisa centers.

Ufone considers itself ethically responsible for social work and this point of view is reflected through category of ‘our responsibility’ which includes both corporation and customers. That responsibility is fulfilled through CSR programs aimed for well-being of people in general. In the longer run, the purpose of these efforts is to change socio-economic condition of masses as well as to improve socio-economic stature of the corporation.

‘Support’ is next category that shows Ufone’s ideology of helping deprived and affected people. It aims to morally as well as economically support them so that their pain can be eased. This time noun ‘fellow countryman’ is used for deprived and needy people to make them feel as part of community which is ready to help them through thick and thin.

The last category is that of ‘care’. The corporation projects that it cares for well-being of denizens of Pakistan. It encourages its customers and public to become source of happiness by joining hands in Ufone’s care oriented CSR initiatives to bring improvement in lives of the poor and needy. Again motivating people for social work is reflecting narrative fidelity.

e. Role Attribution

The spirit behind this category is to identify the roles mentioned in the texts. These roles may vary from corporation to country and world. This category considers role of corporations, employees, investors, shareholders and customers in functioning of organization. The coding of CSR text of Ufone reveals broad

categories. It includes proper nouns, common nouns and pronouns. For convenience some broader categories are designed.

Table 4.43

Role Attribution in CSR text of Ufone

<u>Ufone(45)</u>	<u>Children(1)</u>	<u>Pakistan(7)</u>
<u>We(23)</u>	<u>Everyone(1)</u>	<u>Pakistanis(4)</u>
<u>Ufone employees(5)</u>	<u>Customers(1)</u>	<u>People(10)</u>
<u>Police(9)</u>	<u>Focal persons(19)</u>	<u>Pakistan's rural</u>
<u>non-profit</u>	<u>Individuals(1)</u>	<u>communities(3)</u>
<u>organization(13)</u>	<u>U(2)</u>	<u>Country(9)</u>
<u>Women(4)</u>	<u>You(5)</u>	<u>population (3)</u>
<u>Them(3)</u>		<u>Collaborators(18)</u>

Table 4.44

Detailed Role Attribution in CSR text of Ufone

<u>Ufone(45)</u>	<u>Focal persons(19)</u>	<u>Individuals(1)</u>
Ufone's(7)	young men	U(2)
<u>We(23)</u>	Chief Commercial Officer	You(5)
us(3)	Ufone	Your(3)
Our behalf	CEO Ufone	Yourself
Team	Head of PR & CSR	<u>Pakistan(7)</u>
Etisalat Group	Ufone	Pakistanis(4)
Corporates(3)	Head of PR- Ufone(4)	passionate Pakistanis(3)
Company	Head of Financial	<u>People(10)</u>
Organization	Services – Ufone	<u>Pakistan's rural</u>
<u>Ufone employees(5)</u>	Head of Financial	<u>communities(3)</u>
our family members	Services and M-	Village residents
part of family	Governance at Ufone	<u>Country(9)</u>
<u>Police(9)</u>	Head of Operations	<u>population (3)</u>
Motorway Police	UBank	43% population
Police officials(2)	Head of Financial	Community
Police station	Services Ufone	<u>Collaborators(18)</u>
Stakeholders	General Secretary at	Pakistan Red Crescent
<u>non-profit</u>	PRCS	Society(6)
<u>organization(13)</u>	Additional Inspector	education department
Support with Working	General Police	educational institutes(2)
Solutions	Additional IG Operations	British council(5)
Buksh Foundation(6)	CEO SWSS(3)	National Highways
The Diabetic Centre(3)	CEO TDC	SKMCH&RC(4)
<u>Women(4)</u>	CEO Bukhsh Foundation	<u>Everyone(1)</u>
They(3)	Director English	<u>Children(1)</u>
Their	Head of Program	<u>Them(3)</u>
<u>Customers(1)</u>	Head of VAS	
	CEO SKMCH&RC	

The most frequently occurring word in text is name of corporation. That is hammered in minds of audience and reader again and again so that one may not forget that one is studying CSR report of Ufone. Corporate, company and organization occurred once in text to indicate Ufone. While 'Ufone's' is used to refer to different CSR projects. The word 'U' is used which is different from 'you'. While 'you' indicates second person, 'U' is an allusion to Ufone's customers. It is an attempt to form an ingroup of 'U-customers' from outgroup 'you' or general public.

Other pronouns in the text like 'we' and 'us' indicate that composition of 'we' is public plus corporation. While 'they' refers to women where there is mention of woman empowerment. Women, children, individuals, everyone etc. show different roles expressed in text and their frequency of occurrence show their importance for the corporation. Also, roles like Pakistanis, village residents, rural community, targeted communities etc. indicate desire of Ufone to exercise influence on these.

The use of Pakistan, country and population shows that text contains these roles to project Ufone as a corporation that cares for whole country. The fact is that Pakistan is market of Ufone and its population can be potential adherents. The reference to 43% population living without electricity is an attempt to make that segment of population realized that Ufone cares about their well-being.

To refer to employees of Ufone, noun phrases like family members and part of family are employed. There is mention of team indicating the culture of cooperation and teamwork. The name of investor Etisalat Group is mentioned as main drive behind all CSR projects in an effort to establish goodwill for chief investor of corporation.

A list of collaborators is given in CSR text with whom the corporation has made collaborations for different CSR initiatives. These include Police, Pakistan Red Crescent Society (PRCS), education department, educational institutes, British council, Shaukat Khanum Memorial Cancer Hospital and Research Center and National Highways. Police and education department is involved in alarm system initiative. Shaukat Khanum Memorial Cancer Hospital and Research Center collaborated with Upaisa for donations. British Council collaborated for enhancing English language proficiency among interested Ufone consumers.

There is a list of non-profit organizations that work for social welfare and collaborate with Ufone for social work. These include Support with Working

Solutions (SWWS), Buksh Foundation and The Diabetic Centre (TDC). The collaboration with SWWS has been for Tharparkar relief operations, with micro financing organization Buksh Foundation for providing solar stations and with TDC for health care initiatives and awareness.

There are statements from focal persons of Ufone as well as that of collaborators appreciating Ufone for its initiatives. This is a popular way to publicize social work using credible focal persons. The focal persons from Ufone include Chief Commercial Officer Ufone, CEO Ufone, Head of PR & CSR Ufone, Head of PR- Ufone, Head of Financial Services – Ufone, Head of Financial Services and M-Governance at Ufone, Head of Operations UBank and Head of Financial Services Ufone. The focal persons from collaborators include General Secretary at PRCS, Additional Inspector General Police, Additional IG Operations, CEO SWSS, CEO TDC, CEO Buksh Foundation, Director English, Head of Program, Head of VAS and CEO SKMCH&RC.

Roles reflect all the roles Ufone considers including itself, collaborators, employees, investors, customers, public, villagers and people. Its market is whole country Pakistan. However, Ufone is popular in urban centers only. That may be the reason that CSR projects target rural community and remote areas like Thar. The mission and vision mention least roles while CSR text provides a wide list of roles.

The CSR text is dominated by strategies reflected in CSR programs.. There is diversity of roles showing vast market, area of influence of CSR programs, collaborators involved and focal persons from Ufone and collaborating partners. However, ethics have little presence in CSR text of Telenor. The utopian ideas form large portion of CSR text of Ufone. That reflects that Ufone has high boast claims for every CSR program it has conducted.

4.1.2.4 Warid

The CSR text of Warid has been collected from *Corporate Magazine* of Warid published by ‘People and Cultural Division’. Its latest edition available online is third edition of 2016. There was merger of Warid and Mobilink at start of 2017. Thus, there is no edition published in 2017. This magazine of 2016 has only three reports on CSR initiatives that have been presented with name of reporters. There is one media report mentioning that the corporation won CSR award. These three CSR reports and one media report in that magazine have been coded for exploring narrative fidelity.

a. Strategic Planning

This category comprises of the realistic ideas and line of action adopted or to be adopted by corporation to carry out different projects. Warid's CSR discourse is dominated by strategies that it has adopted to initiate and complete its different CSR programs. The second round of coding has yielded 12 subcategories of this strand. The following table provides list of those categories and the details are in next table.

Table 4.45

Strategic Planning in CSR text of Warid

<u>Conducted(4)</u>	<u>earn a great brand</u>	<u>initiatives(1)</u>
<u>Campus to Career(7)</u>	<u>character(4)</u>	<u>Repute(1)</u>
<u>Blood Collection</u>	<u>Provision of services(8)</u>	<u>Ensured(1)</u>
<u>Activity(5)</u>	<u>Collaborating(3)</u>	<u>Served(2)</u>
	<u>facilitating releif efforts(9)</u>	

The realistic ideas are reflected through action verbs like conduct, collaborate, repute, earn, serve, facilitate and ensure. These words reflect the ways Warid has adopted to achieve its CSR goals. Campus to career, provision of services and blood collection activity are different CSR drives or strategies to win hearts of public. However, these initiatives have limited scope as they have been at restricted areas to serve a small number of people.

Table 4.46

Detailed Strategic Planning in CSR text of Warid

<u>Conducted(4)</u>	<u>earn a great brand</u>	Collaborating(3)
conducted mock	<u>character(4)</u>	Collaboration
interviews	Investing time and energy	joined hands
<u>Campus to Career(7)</u>	invested their time	<u>facilitating releif efforts(9)</u>
program	to strengthen the	came into direct contact
guided students	employability	excuting this activty
provided helpful tips	<u>Provision of services(8)</u>	manage the distribution of
imparted their collective	providing clean and fresh	work
insight	water	taking part
delivering a talk	to install 5 hand-pumps	participated(4)
to deliver	provide good quality	<u>initiatives(1)</u>
lectures/seminars/	drinking water	<u>Repute(1)</u>
information sessions	to identify good water	<u>Ensured(1)</u>
<u>Blood Collection</u>	sources	<u>Served(2)</u>
<u>Activity(5)</u>	providing them free	
blood donation drive	medicine	
arranged a quick blood	sending clothes, medicine	
transfusion lab	and nutrition supplements	

blood collection activity	took direct advice
organising this corporate social responsibility activity	purchased

The first category is ‘conducted’ which refers to conduction of various sessions by Waird’s Organizational Excellence (OE) team at various universities. These sessions aim to help business students improving their interviewing skills. It is an attempt to guide students for getting better employment in future. OE team has conducted mock interviews to identify weaker areas.

“Campus to career’ aims to guide business students in prominent universities of Lahore regarding job interviews. The focal persons from OE team have helped them with tips, delivered various sessions, had interactive sessions and imparted their insight to guide students for taking big leap from campus to career.

The next category refers to blood donation activity. Warid has arranged that activity in collaboration with Indus Hospital and employees of Warid donated blood at lab arranged in office of Warid. This blood collection activity has been projected as an act of CSR.

‘Earn a brand character’ is the next category and Warid achieves that goal by investing time and energy in different CSR projects. The exercise of conducting sessions at various universities has been a step to enhance students’ chances of getting better employment. The corporation is being projected as a beneficial entity trying to help youth while in reality, it is exploiting this little initiative to advertise its CSR project and bolster its image.

‘Provision of services’ is that category which covers actions taken by Warid teams for achieving CSR goals. They include installation of 5 hand-pumps in Tharparkar for provision of quality drinking water for drought hit people there. It also involves purchase and provision of medicines, food supplements as well as clothes after directives from local doctors for flood victims.

‘Collaborating’ is next category that reflects partnerships of Warid with various universities and hospitals. Warid has joined hands with Indus Hospital for blood donation, with Ericson team for relief activities and with universities for students’ facilitation sessions. The next category ‘facilitating relief efforts’ involves various activities that helped flood victims. Warid teams participated in relief

activities through organized execution and distribution of work. They have taken part in relief activities and sought help from Al Mustafa trust.

b. Utopian Schemes

These are the unrealistic ideas that are incorporated in discourse to attract customers and stakeholders. The CSR reports of Warid have limited content based on ideal standards or perceptions. It involves the least number of subcategories having no further subdivisions.

Table 4.47

Utopian Schemes in CSR text of Warid

<u>Building a better world for tomorrow(3)</u>	<u>giving back to society(1)</u>
<u>most active and consistent telecom contributor(1)</u>	<u>unparalleled services(1)</u>

Table 4.48

Detailed Utopian Schemes in CSR text of Warid

<u>Building a better world for tomorrow(3)</u>	<u>most active and consistent telecom contributor(1)</u>
<u>Bridging the gap between university students and corporate(2)</u>	<u>giving back to society(1)</u>
	<u>unparalleled services(1)</u>

Warid offers to build a better world for tomorrow. However, no strategy has been given to achieve this. It presents its CSR initiative of counseling students at universities as a means to bridge the gap between students and business world. The image of most active and consistent contributor also presents an ideal set by corporation for itself. Though it won CSR award for fifth time but these reports fail to provide any innovative drive by the corporation. Similarly, claiming its service to be matchless is also a high minded vision. Warid may be earning profits but its CSR contribution is too little to pay back to society by any means.

c. Ethical Norms

Ethical norms comparatively form greater portion of these CSR reports than utopian ideals. There is mention of ‘corporate ethics’ that the company follows. In addition to that support, shared value, focused commitment and helping are other subcategories identified.

Table 4.49

Ethical Norms in CSR text of Warid

<u>Support(4)</u> creating shared value in the society(5)	<u>Corporate ethics(8)</u> <u>Focused commitment(4)</u> <u>Helping(5)</u>
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Table 4.50

Detailed Ethical Norms in CSR text of Warid

<u>Support(4)</u>	<u>Corporate ethics(8)</u>	<u>Focused commitment(4)</u>
utmost support	Devotion	working on off-days
contributed to support	Intent	involvement in community welfare
<u>creating shared value in the society(5)</u>	Passion	well-being of the people of Pakistan
Sharing is caring(2)	etiquettes	<u>Helping(5)</u>
ease the suffering of numerous families	Dedication	encouraging the team
raising funds	pride and enthusiasm	give us the courage
		help others
		donated their blood

‘Support’ is first subcategory that indicates how Warid supports social welfare causes and participates in activities like raising funds, blood donation activities, assisting SKMT etc. The ethic of ‘creating a shared value’ is evident from ‘sharing is caring’ that involves relief activities for flood hit people, raising funds, providing water, clothing and medicines to ease sufferings of numerous families. Under ‘caring is sharing’, the corporation successfully manipulates target audience that it is helping to ease pain through its initiative.

‘Corporate ethics’ listed a number of values but they appear in text once. It includes devotion to work, positive intentions for CSR programs, passion for helping others, etiquettes to teach students, dedication for providing quality and drinking water to Tharparker. Warid takes pride in its ethics and enthusiasm of its employees for work

‘Focused commitment’ involves Warid’s commitments. Its employees have worked on off days to complete relief work in time. The involvement in community welfare and passion for working for well-being are those ethics that is reflected in CSR discourse again and again.

‘Helping’ is last ethical strand that shows spirit of helping other. The corporation encourages its employees and general public for such programs and propagates through publications that such programs strengthen them for helping those who need help.

d. Role Attribution

Role attribution refers to roles referred in the text by corporation. It reflects in which roles the organization views itself and how it views the surrounding world, its customers, general public and marketplace. There is mention of collaborators and those institutions in general that are targeted center of Warid's CSR activities. Contributors are also mentioned in these reports and refer to those individuals that contribute to Warid's CSR programs. On the other hand, collaborators are those roles that joined hands with Warid for welfare of their students or patients.

Table 4.51

Role Attribution in CSR text of Warid

<u>Warid (14)</u>	<u>Pronouns (8)</u>	<u>educational institutions (4)</u>
<u>Warid employees (20)</u>	<u>Pakistan (2)</u>	<u>Collaborators (14)</u>
<u>Beneficiaries (6)</u>	<u>Donors (4)</u>	<u>Contributors (2)</u>

Table 4.52

Detailed Role Attribution in CSR text of Warid

<u>Warid(14)</u>	<u>Beneficiaries (6)</u>	<u>educational institutions (4)</u>
Company	Future employee force	University campuses
Our offices	Students(2)	Universities
Office lobby	Affected	<u>Collaborators (14)</u>
Centrum office	patients	LUMS(2)
Administration office	brothers and sister	FAST
engineering and	<u>Pronouns(8)</u>	Lahore School of
operations team	Everyone	Economics
Our technical division	I(3)	UCP Lahore
Warid Telecom	We (3)	National Business
<u>Warid employees(20)</u>	they	Accreditation Council
Our Community	<u>Pakistan(2)</u>	HEC
Warid team(2)	several villages	Ericson Team members
Team(4)	affected areas	SKMT(3)
active team members(3)	Academia	Indus Hospital(3)
Energetic individuals	Corporate	Al Mustafa Trust(4)
our teams	Hospital(3)	<u>Contributors(2)</u>
themselves.	<u>Donors(4)</u>	MATEO and local experts
Organizational	Volunteer donor	Doctors
Excellence Team(OE)	Donor's family members	Indus Hospital Staff
(3)	Healthy donor	Chairman of the Board of Governors SKMT

The first category is that of "Warid" which describes the worldview of the corporation about itself. It views itself as company, telecom and office. Different offices and divisions like centrum, administration, engineering, operations and

technical divisions form the collective identity of Warid as a corporate identity. The subcategory 'Warid employees' envisages company in terms of its workforce and refer to them as community, teams and energetic individuals. There is mention of OE team that helps university students regarding future job interviews. The pronoun 'themselves' is used for OE teams. Active team members is used for the enthusiastic employees.

There are miscellaneous roles that occur once or twice like students who are viewed as future employee force, affected people including flood victims and patients that are presented as brothers and sisters to create sense of responsibility and familiarity. Everyone is mentioned to encourage general public for welfare activities.

'Pakistan' is viewed in terms of villages of Tharparker, affected areas, academia and corporates. These present worldview of Warid for Pakistan. 'Donors' include Warid volunteers and there is focus on health of donor. Moreover, family of donor has also been registered to ensure that donor is healthy.

'Educational institutes' covers universities where guiding sessions are conducted. 'Collaborators' covers names of those universities that include NUST, FAST, LUMS, UCP and Lahore school of Economics. Ericson, Indus Hospital and Al Mustafa have been the working partners in relief activities. Shukat Khanum Memorial trust has awarded CSR award to Warid in acknowledgement of its services as contributor to welfare of people. 'Contributors' refer to people who have helped Warid in their CSR projects that includes mateo and local experts consulted for installing water pumps, local doctors in Tharparker, hospital staff and Chairman of SKMT who mentioned Warid as CSR contributor during award ceremony.

Other roles mentioned in its manifesto are telecom sector, region and customers. There is elaborated mention of roles in telecom and region categories and these are roles where narrative fidelity can be seen. However, customers are altogether absent in its CSR text as Warid does not involve its customers in its CSR projects. In telecom sector there is mention of corporates in general and Warid. The scope of region is also narrowed down to villages and effected areas while academia and corporates are incorporated in text as useful parts of Pakistan.

The CSR text is brief and dominated by strategies reflected in three CSR programs mentioned in text. It has only four categories of utopian ideas having almost no details. The CSR reports are written in journalistic way offering more real ideas and less focus on high minded visions. There are a number of roles showing

Warid employees, area of influence of CSR programs, collaborators involved and beneficiaries. The ethical strands focus on corporate ethics of help, support, and commitment and shared value. Ethics form considerable chunks of texts.

4.1.2.5 Zong

Zong has Chinese investors that are involved in multiple projects in Pakistan. The mission and vision of Zong is technology oriented. Its focus is on providing novel technology and setting up “4G ecosystem”. The annual CSR report of Zong has been published in 2017. It focuses on social investments in education and health. In addition, Zong has started connectivity projects in remote areas of Balochistan. This area ‘connecting the rural belts’ has also been coded as Zong has presented this connectivity project as a social investment in its CSR report. Relief operations conducted during floods in past years have a brief mention in the report. They seem outdated for report of 2017. It has been good tradition by Zong to engage itself in social work initiatives on important days like blood donation day and women’s day. There are statements of top management of Zong in report commending Zong for its different CSR initiatives.

a. Strategic Planning

The focus of Zong is on providing efficient communication to its consumers. It is the dominant strategy presented in its manifesto. Its corporate ideology is also communication centered. The strategies mention in CSR report cover different collaborations of Zong with different organizations and its volunteer projects. Both collaborations and CSR projects have predominant goal to provide technological solutions for different segments of society. The good thing about its CSR projects is that they are for welfare of community not for Zong customers which is in accordance with spirit of the corporation. The strategy and ideology of “let’s act” is evident in the CSR text.

Table 4.53

Strategic Planning in CSR text of Zong

<u>CSR Projects(19)</u>	<u>bring the change(6)</u>	<u>provide high speed 3G</u>
<u>Multiple Activities(13)</u>	<u>collaborations(13)</u>	<u>broadband services(5)</u>
<u>Health initiatives(9)</u>	<u>spending a day(4)</u>	<u>conducting regular</u>
	<u>accessible(7)</u>	<u>Internet training</u>
<u>caters(1)</u>	<u>impact the community(9)</u>	<u>workshops(2)</u>
<u>relief activities(3)</u>	<u>Connecting Rural Belts(2)</u>	<u>to transform the lives of</u>
		<u>Pakistanis(2)</u>

The strategies mentioned in CSR report are comprised of multiple initiatives and activities undertaken by Zing employees and collaborators to start and continue those projects. These initiatives cover developments in health and education sector where Zong has offered its fast connectivity to its partners for completion of these projects. It has clear goals that can be achieved as the corporation has technological solutions. The social work like spending a day with earthquake victims and relief activities for flood victims mark the policy of action and attitude of Zong towards helping those in need. Furthermore, it focuses on connecting remote rural areas. Its impact on Pakistanis may be on small scale but Zong has taken good initiatives to transform lives of people. Verbs like cater, engage and ensure reflect work policy of Zong. It not only provides cellular services but also train individuals for future so that they can contribute to society.

Table 4.54

Detailed Strategic Planning in CSR text of Zong

<u>CSR Pojects(19)</u>	<u>bring the change(6)</u>	<u>relief activities(3)</u>
CSR programs	circumvents socio-cultural	stood by the calamity hit
corporate social	barriers	people
responsibility	become the official	assist the ongoing relief
initiatives(2)	connectivity partners	activities
program	Zong 4G enabled Wi-Fi	<u>provide high speed 3G</u>
initiatives	connectivity	<u>broadband services(5)</u>
4G Research lab(2)	establishment of	provide cellular mobile
GSM lab	telecommunication	services
Employee	infrastructure	to set up a 4G Internet lab
Volunteerism(2)	correcting two market	provision of ICT services
Employees' Volunteer	failures	able to greatly benefit
Program(4)	<u>collaborations(13)</u>	from the positive
Youth Development	strategic partnership	dividends of 4G
Projects	partnership(3)	to exhibit internet usage
youth development	diverse partnerships	setting up of 4G lab
initiatives	by working with partner	<u>conducting regular</u>
Social Welfare Initiatives	organizations	<u>Internet training</u>
road safety awareness	joined hands	<u>workshops(2)</u>
campaign	partnered(2)	train them on the use of
<u>Multiple Activities(13)</u>	partners(2)	internet
Gender Equality(3)	<u>spending a day(4)</u>	<u>to transform the lives of</u>
comprehensive social	Joined prayers with	<u>Pakistanis(2)</u>
support program(2)	victims	to advance positive social
organized and kicked off	distributed gifts	change
a community	engaged in multiple	<u>impact the community(9)</u>
mobilization session	playful activities	in igniting a positive
spend time with these	took time to decorate	social change
children	<u>Health initiatives(9)</u>	healthy development

steadily expanding our network benefit the locals Road Safety road safety messages <u>accessible(7)</u> our affordable products renovated and reconditioned to provide internet access provided privileged wireless access access the Digital Library access to information	door to door sessions conducted Sanitation and Hygiene Neo-Natal sessions assist remotely located doctHERs using diagnostic tools evaluating patients Blood donation drive(2) organized blood donation drives to spread awareness <u>caters(1)</u>	ensure steady growth held learning sessions provides the platform for development of software to remove discrepancies familiarize students a stride in the direction of social inclusion inclusion for women create positive social impact(2) <u>Connecting Rural Belts(2)</u> provision of basic services
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CSR projects cover different initiatives where Zong has made use of technology to facilitate people following its corporate ideology. These initiatives include establishing of 4G research lab at Lahore university of Management Sciences and GSM lab at National University of Science and Technology. Employee Volunteerism shows strategy as well as ethical commitment of Zong that encourages its employees for social welfare projects. Zong being a Chinese company strives to adopt local culture to exploit the same. Employees have spent time with children at SOS Village and Mashal School. At Mashal school, Zong set up 4G internet lab and its volunteers have trained students for using technology. At SOS Village, volunteers spent a day with victims of earthquake and presented them gifts besides other activities. Youth initiatives have been taken at different universities in capital. Road Safety campaign also shows that Zong feels it socially responsible to aware public through messages for their safety.

The next category is ‘multiple activities’ and covers various activities that Zong has been involved in to engage different segments of society in its projects as part of CSR. These activities involve activism regarding gender equality to mark Women’s Day, social support programs for underprivileged, mobilization sessions for healthcare, spending time with earthquake victims at SOS village and road safety messages. All these reflect practical approach of Zong for community service. It reflects how Zong exploits local culture to become part of the same.

‘Accessible’ is next subcategory of strategic planning that covers Zong’s strategies of providing access to its products. Provision of internet, wireless and digital library all with aim to provide access to information is a good step towards

facilitation of students in studies. Similarly renovation of lab for children at Mashal Public school reflects the spirit of accessibility of digital technology to students.

‘Bring the change’ is next category that shows Zong’s commitment to bring revolution in lives of Pakistanis. It circumvents cultural barriers by engaging female doctors even in remote areas through its platform of doctHers. Thus, it has been bringing change by correcting market failures through inclusion of female professionals in healthcare. In direction to provide access to connectivity, it collaborated with female doctors. While building its infrastructure for commercial profits, it has also been involved in social investments using its power of digital connectivity.

The next category is ‘collaboration’ which shows spirit of collaboration with social welfare organizations like Triocare, PRCS, SOS Village etc. on one hand and schools, colleges and universities on the other hand. For LUMS, the report termed collaboration as ‘strategic partnerships’ which shows long term planning for assisting university through digital services. Words like partnership and joining hands mirrors spirit of collaboration in diverse fields.

The next category is ‘spending a day’ that marks Zong volunteers’ spending time with earthquake victims at SOS village whose families were hit by disastrous earthquake of 2005. On anniversary of the disastrous event, the volunteers joined prayers with children, distributed gifts among them, decorated their rooms, and engaged them in multiple activities.

‘Health initiatives’ is next category showing contribution of Zong in healthcare. It involves door to door awareness sessions on sanitation and hygiene by Zong volunteers. In addition, Zong helped doctHers, a digital healthcare platform connecting female doctors, in remote areas for efficient execution of healthcare campaign through use of digital technology. ‘Blood donation drive’ is another CSR initiative where Zong has collaborated with Pakistan Red Crescent Society for organizing blood and spreading awareness for the same on blood donation day. Zong propagates itself to be concerned with wellbeing of Pakistanis.

The next category ‘relief activities’ covers activities of Zong to help flood victims of floods that occurred from 2010 to 2013. It seems out of context to mention relief work after 4 years in CSR report of 2017. It reflects Zong’s involvement in relief operations for which no details are given in text. It just

conveys that the corporation stood with people in those times but its line of action for relief work and its impacts are not given in report.

‘Provide cellular mobile services’ is the next category reflecting strategy of providing ICT (information and Communication Technology), 3G and 4G technology. It involves setting of 4G labs in educational institutes and demonstration of internet use in Mashal Public School. It is an endeavor to benefit students with technology by providing them better learning environment. To achieve this, Zong regularly conducts internet training workshops in primary school to train students in technology use. It is promoting its technology by exploiting ideologies and social values of target audience.

The next two categories in the table ‘to transform lives’ and ‘impact the community’ reflects the change Zong endeavors to bring in lives of Pakistanis. Its initiatives are directed to achieve healthy development and steady growth for betterment of public. It promises to ignite positive social change through learning sessions and provision of fast internet service as well as software development. To fulfill this, Zong has engaged students in use of technology through training session and women professionals through forum doctHers which surely reflects its vision of creating positive social impact.

The last category ‘connecting rural belts’ is an economic project but Zong reflects the spirit behind connecting remote areas of Balochistan as social one. Zong has taken initiative to provide its services in backward areas of Balochistan that will not only increase its customer base but also open new avenues for rural Baloch public to make use of technology. It surely will reform their lives. However, Zong is manipulating its economic venture in Balochistan as a CSR project initiated to provide technology to remote areas of the province.

b. Utopian Schemes

The CSR text comparatively contains less utopian ideas than strategies. The brand philosophy “*A New Dream*” of Zong that was launched in mid-2016 is utopian one. The idea is mentioned once in the report to express the brand philosophy. The rhetoric of ‘*A New Hope*’ frequently appears in CSR discourse of Zong. The other utopian ideas cover innovations and boasting of 4G technology. Following are the subcategories identified and their further categories are given in next table.

Table 4.55

Utopian Schemes in CSR text of Zong

<u>A New Hope(6)</u>	<u>through technological</u>	<u>Equipping with fastest 4G</u>
<u>A New Dream(1)</u>	<u>innovation(2)</u>	<u>MBB devices(8)</u>
<u>Bridging the digital</u>	<u>impact the lives of</u>	<u>truly befits the</u>
<u>divide (3)</u>	<u>millions of Pakistanis(11)</u>	<u>enterprise image(3)</u>

The idea of ‘A New Hope’ is a utopian slogan to attract public and stakeholders. The brand philosophy of ‘A New Dream’ is also utopian one. Zong offers 4G services but Telenor also does the same. Thus, new hope and dream is not a novel idea altogether. Similarly, Zong is not the only player that is bridging the digital divide. Also, with its small customer base as compared to Mobilink and Telenor, it cannot provide services to people more than the other two networks mentioned. Similarly, the image of enterprise cannot rise with few social investments.

Table 4.56

Detailed Utopian Schemes in CSR text of Zong

<u>A New Hope(6)</u> providing a renewed sense of hope	<u>impact the lives of</u> <u>millions of Pakistanis(11)</u>	<u>Equipping with fastest 4G</u> <u>MBB devices(8)</u>
<u>A New Dream(1)</u>	pivotal role to facilitate education	most technologically advanced cellular network
<u>Bridging the digital</u>	entering into smart partnerships	the fastest, widest and strongest 4G coverage
<u>divide (3)</u>	greater social inclusion(2) increased social inclusion	set in motion a 4G revolution
liaison with the telecom industry’s needs	pave the way for a bright future	the leaders in 4G technology
creating a bridge between the academia and the corporate world	paving a bright future for both the stakeholders	our widest 4G network a subsidiary of the world’s largest mobile operator
<u>through technological</u>	polish their academic endeavors on latest	ascribe to be the preferred choice of the Pakistani people
<u>innovation(2)</u>	technological lines	<u>truly befits the</u>
leveraging leading- edge technology	enjoy seamless Internet services	<u>enterprise image</u>
to provide innovative services and products	highly economical exclusive students’ package	enable health related services
Zong’s cutting edge products and services	significantly improve the lives	smart health care solutions

‘A New Hope’ is first category that shows height of utopianism. The claim of renewed sense of hope offers nothing new except 4G technology. The brand

philosophy of ‘new dream’ is also a utopian idea. ‘Bridging the digital divide’ also offers unrealistic goals as Zong is not working on huge scale to facilitate academic institutes. It is height of utopianism that it portrays itself as representative of the corporate world in facilitating academia.

The next category presents idea of ‘technological innovation’ in an ideal way. The idea of leading edge-technology and cutting edge projects are non-practical ideas to attract public and shareholders. Like other corporations, it offers products and services with little or no innovation.

The category having the highest frequency under utopian claims is ‘impact the lives of millions’ which is not reflected from its micro scale initiatives. The claim of playing pivotal role in education is also unreal as it has only facilitated students of NUST, ISRA, LUMS and Mashal Public school which cannot impact millions. The idea of greater social inclusion is also unreal due to small scope of doctHers. The boasting claim of bright future and polishing students on technological lines are equally unreal due to small scope of Zong’s CSR programs. It’s true it has been working but it has been making far higher claims in CSR discourse than its actual work.

Similarly, not all customers enjoy seamless internet service. The packages offered to students are not that economical as is reflected. That is why not many students can afford them. Significant improvement in lives is also an ideal situation that is not reflected through its CSR programs.

The claims under category ‘equipping with the fastest 4G MBB devices’ is also unreal one. The idea of most advanced network having fastest, widest and strongest coverage as well as claim of leader in technology are unreal claims. Similarly Zong proclaims to be setter of 4G revolution that Telenor has also been offering simultaneously. The boast of being the preferred choice of Pakistanis is also unrealistic as Zong has neither been the preferred choice of rural Pakistanis. It also presents its investor China Mobile Pakistan as the world’s largest operator but it has not been clarified what makes it the largest operator.

The last category of ‘truly befits the enterprise image’ is a complementary phrase to show Zong as working like an ideal enterprise by providing smart education and health care services. The reality is that the scope and impact of these activities is too small to support this claim.

c. Ethical Norms

Ethics form the least portion of CSR comparing of only four subcategories though this ideological strand has considerable presence in manifesto (mission, vision and key attitudes). In manifesto the main subcategories include integrity, strive hard, take ownership and positive spirit. Following table shows the main subcategories and next table gives the details.

Table 4.57

Ethical Norms in CSR text of Zong

<u>Commitment(7)</u>	<u>volunteer work(3)</u>	<u>support social causes(6)</u>
<u>working diligently(1)</u>		

The ethics in CSR are reflected through commitments, support system, volunteer work that is actually a strategy and diligent work. Commitment has highest frequency and reflects Zong's commitment to social welfare through volunteer work. The ethic of hard work is evident from 'working diligently'. The support for marginalized segments of society is also a virtue and form ethical values of the corporation.

Table 4.58

Detailed Ethical Norms in CSR text of Zong

<u>Commitment(7)</u>	<u>volunteer work(3)</u>	<u>support social causes(6)</u>
Committed responsible social citizens serve the local community commitment ceremony of 'PurAzm'	quality healthcare enthusiastically participated in these blood donation drives proud of their contribution	help assist marginalized segments of society aiding the welfare of the underprivileged segments(2) internet accessibility for all segments of society providing education to marginalized children
<u>working diligently(1)</u>		

The first category reflects commitments of Zong to act as responsible organization. Its volunteers are committed to act as responsible citizens during their social welfare projects. The corporation marked 16 days of activism to support gender equality on Women's day. Zong has also participated in ceremony 'Purazm' to show its commitment for gender equality.

'Strive hard' is that ethic which is reflected in manifesto of Zong. In CSR discourse, Zong reflected this value through 'working diligently'. The volunteer

work also reflects diligent working of employees in social sector. That is why they act as enthusiastic workers in different CSR drives in providing quality healthcare to public. Zong is proud of their contribution in CSR drives.

The last category of ethical norms is ‘support social causes’ that covers helping marginalized people like orphans, widows and street children. Their CSR initiatives mostly focus health and education of underprivileged people. However, the internet accessibility is for all segments of society including underprivileged people. Therefore, its ethics incorporates social norms to reflect Zong as part of local culture.

d. Role Attribution

This category reflects different roles that are involved in CSR projects. It mentions roles at corporation’s and receivers’ end. The first one refers to roles related to corporation employees and corporation as an entity while later refers to those roles that are receivers or targets of CSR projects. In addition, different collaborators are also mentioned in roles. Furthermore, roles with reference to marketplace are also listed. The roles in manifesto of Zong are ‘our people’ that refer to Zong employees. There is no mention of customers, public and marketplace in its manifesto.

Table 4.59

Role Attribution in CSR text of Zong

<u>Zong(20)</u>	<u>Investors(5)</u>	<u>Educational</u>
<u>Zong employees(11)</u>	<u>top management(6)</u>	<u>institutes(17)</u>
<u>Zong’s volunteers(9)</u>	<u>Pakistan(19)</u>	<u>Government of Pakistan(1)</u>
<u>DoctHers(3)</u>	<u>Pakistanis(25)</u>	<u>Collaborators(16)</u>
<u>doctHERs participants(5)</u>	<u>marginalized segments of</u>	
	<u>society(8)</u>	

The name of company forms the top most subcategory in roles. The roles related to corporation include volunteers, employees, doctHers and top management of Zong. The roles related to marketplace include focus on rural areas where Zong does not enjoy good coverage and customers. The roles related to Pakistanis are also diverse ranging from targeted segments to all public. Underprivileged category too includes a variety of roles. Educational institutes are also part of roles as Zong is providing them technological support. There are a number of collaborators among roles that partnered with Zong for its CSR projects.

Table 4.60

Detailed Role Attribution in CSR text of Zong

Zong(20)	<u>Pakistan(19)</u>	<u>Educational</u>
offices	all provinces(2)	<u>institutes(17)</u>
<u>Zong employees(11)</u>	territories of Pakistan(2)	Schools(5)
Our employees(2)	Balochistan(2)	leading schools
We(5)	Pakistani market	Mashal Model School(4)
Donors	<u>Pakistanis(25)</u>	registered trust
<u>Zong's volunteers(7)</u>	Population	Universities(2)
Zong's New Hope	Rural communities	LUMS(2)
volunteers(4)	Communities	ISRA
Female volunteers	our youth	NUST(2)
Female doctors	Students(7)	AIOU(4)
<u>DoctHers(3)</u>	Children(8)	<u>Government of Pakistan(1)</u>
<u>doctHERs participants(5)</u>	Women	<u>Collaborators(16)</u>
them	women professionals	HEC(2)
community-based nurses	Tutors	HEC's digital library
health workers	Employees	Pakistan Red Crescent
midwives	<u>marginalized segments of</u>	Society(5)
<u>Investors(5)</u>	<u>society(8)</u>	SOS village(2)
Huawei(3)	underserved patients	Islamabad Traffic
China Mobile	patients	Police(2)
Pakistan(2)	widows	Metropolitan Corporation
<u>top management(6)</u>	orphans	of Islamabad
CEO Zong(2)	Street children	Triocare(2)
Chief Technical Officer	low income families(2)	AusAid
Chief Financial Officer	physically/mentally	
Chief Human Resource	challenged individuals	
Officer		
Chief Regulatory Officer		

Zong is mentioned 20 times in the selected CSR text with reference to various CSR projects it started and its connectivity. Zong employees are mentioned as donors and pronouns 'we' and 'our' are used to ascribe them. 'We' and 'our' reflect that corporation takes ownership of its employees and employees work for CSR projects. The bond between employees and corporation is strong and professional one.

'Zong volunteers' is next category where Zong proudly mentions them as 'new hope volunteers' and includes female volunteers or doctHers in that too. DoctHers is a digital platform for healthcare where female doctors serve underserved patients. These female volunteers serve in remote areas and are connected to Zong through digital technology.

The other local participants of doctHers form category of ‘doctHer’s participants’ and this subcategory includes nurses, health workers and midwives that are lifeline of healthcare in rural areas. The next category is that of investors and includes Huwawi and China Mobile Pakistan. China Mobile Pakistan is investor of Zong. The category of ‘top management’ includes top hierarchy of Zong including its CEO, Chief Technical Officer, Chief Financial Officer, Chief Human Resource Officer and Chief Regulatory Officer.

The next category is ‘Pakistan’ and refers to Pakistan as marketplace. It includes all provinces, territories of Pakistan and Balochistan. Zong is working in Balochistan to provide connectivity to small villages of Balochistan by providing Zong services there. It is establishing new market for its services in the technologically backward province of Pakistan.

The category of ‘Pakistanis’ is diverse and includes rural communities that are commercial focus of Zong, youth like students, school children for whom Zong is providing digital labs and training facilities, women and women professionals that are engaged in CSR projects like doctHers, tutors and employees of Allama Iqbal Open University (AIOU) that avail connectivity services provided by Zong under CSR education program.

‘Marginalized segments of society’ form next subcategory of roles. It includes underserved patients treated by doctHers, audits participants, widows and low income families that need financial assistance, orphans and street children from poor household that cannot afford education and access to technology as well as special individuals having mental or physical abilities. Zong supports all these mentioned roles through its CSR projects.

‘Educational institutes’ is the next category of roles. It mentions those institutes where Zong has made technological investment as social welfare incentive. It involves primary schools and universities. Specifically Mashal Public school, a registered trust, has been center of CSR drive where Zong has established digital lab and train students in internet usage. In addition, NUST, LUMS , AIOU and ISRA are universities where Zong has established digital infrastructure. Government of Pakistan’ has been mentioned once with reference to Mashal Public School that has been registered as trust by government.

The last category of roles is ‘collaborators’ that include partners which joined hands with Zong for social welfare works. They include HEC and its digital library

that offers free access to books in universities where Zong has set up its labs. Pakistan Red Crescent Society partnered with Zong for blood donation drive. Zong volunteers have spent a day with children at SOS village in commemoration of earthquake 2005. The partnership with Traffic Police and Metropolitan Corporation of the capital is for road safety project. With Triocare and AusAid, it collaborated for gender equality activism.

The strategic planning in CSR text of Zong is 4G oriented. Most of the CSR initiatives are related to 4G technology. The utopian ideas are reflected through new dreams and hopes associated with 4G. Ethics are not that prominent in CSR initiatives as strategies or utopian ideas. There are separate roles of employees, volunteers and participants. The market place is reflected through category of Pakistan. The role attribution also reflects use of 4G like doctHers platform. .

4.2 Semiotic Analysis of Visual corporate Discourse

This section has identified and analyzed elements of logos and explores how texts relay with visual elements. The relationships among elements of size, shape, color has been explored. Tables have been made for purpose of clarity.

4.2.1 Mobilink

Jazz is the new face of Mobilink formed by merger of Mobilink and Warid in 2015. The logo has been relaunched with Jazz as prominent face of Mobilink. The logo has incorporated peeled tomato symbol of mobilink in letter 'a' of Jazz. Thus this logo is actually amalgamation of two logos. The following table identifies and describe the visible elements of logo.



Figure 4.1 Logo of Jazz and Mobilink

Table 4.61

Denotational elements in Mobilink

Text	<p>Linguistic Element</p> <p>Jazz is name of brand.</p> <p>Visual Element</p> <p>Font description: Sans serif</p> <p>Characteristics of text: centered text, slanting and bold against red backdrop.</p> <p>Text is enlarged enough to make red globe stay in background at the center.</p> <p>The inside space of alphabet ‘a’ is covered with peeled tomato.</p>
Image	<p>Logo Image</p> <p>Color: Red globe and peeled tomato, yellow colored brand name</p> <p>Shapes: Geometric circular shape further consist of small circles of predominantly red color.</p>

Syntagm

The whole part relations can be analyzed using denotational inventory. The focus is on name of the brand and text is placed in the center of image covering most of the space. The letters are very close to each other and are touching each other. The font size is large enough that letter ‘a’ has given space to Mobilink’s peeled tomato logo.

In image, small red color circles form the big circle. There are few yellow small circles too. Red circles are moving away from the big circle. The color scheme is contrasting with red and yellow colors. Big circle is red with dominating Jazz written on it which is in different shades of yellow color. Though name of Mobilink is not mentioned but its logo’s placement in the center shows the merger. The image is one dimensional but Mobilink logo is 3D.

Cultural Knowledge

The type face used is Lato which was developed in 2010 by Warsaw based designer Lukasz Dziedzi (Lato,2014.). In Polish language, it means summer. The letters are made very close to each other by use of semi-rounded letters. This shows feeling of warmth. In logo of Mobilink, the brand name is also in Lato but it is not part of logo of Jazz.

The peeled tomato is the recent logo of Mobilink which has been launched on its 19th birthday. It shows the concept of reshaping lives and relationships. Only tomato skin is visible and inside is empty. Previously, the logo was of purple color and it showed collaboration with Indigo. It is a novel idea and change of color matches with Jazz color scheme too. The new logo and typeface are adopted to show positive change that Jazz-Mobilink collaboration has brought.

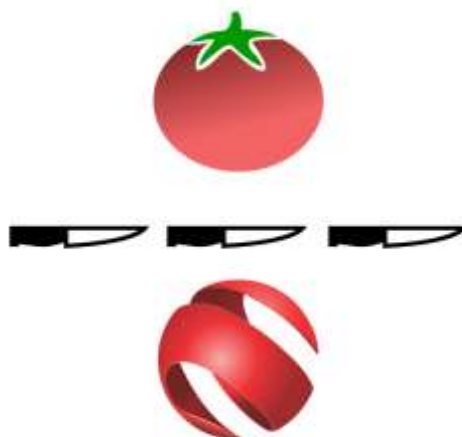


Figure 4.2 Image showing how new Mobilink logo is designed

Connotation

The placement of peeled tomato in the center of letter ‘a’ shows that both form one unit. The type face shows the changing trends that have evolved the logo to present design. The letters are showing warmth and unity. According to Goethe (1982), red and yellow colors are warm colors. Thus type face and color both show unity of theme (i.e. warmth). The word Jazz also means passion and excitement.

The red color shows energy, emotions, intensity, warmth, passion and boldness (Kim, 2015). It is used in logos of Coca cola, Youtube and Redbull. Haden (2014) suggests that red color is associated with intensity of blood and fire. Both blood and fire are vital for life and provide energy. It is color of peeled tomato and the dominant color of big circle. Thus, the logo suggests positivity and warmth of relations that are maintained due to Jazz network.

The text is in yellow color which is also a warm color. Yellow is associated with creativity, energy and joy of sunshine (Haden, 2014). It is color of McDonald and Shall logo. The yellow color small element may indicate joy that customers feel

while using Jazz network. They may indicate the creativity of brand that promises to reshape the lives of people. The energy of red is imparting joy in lives of users.

Use of circles is common in logos. Pepsi, Firefox, Fanta has circular shaped logos. The use of circles shows community, relationships and friendship. Thus, the small circles indicate individuals that form community. The big circle may indicate globe or world. It shows friendly relationship between Jazz community members that share same network. The globe or circle is giving rise to new small elements. This symbolizes processes of both fulfillment and exceeding the needs of customers that is mentioned in mission statement of the brand.

The logo of Jazz is carefully designed. It is reflective of vision and mission statement. Both reflect commitment of brand with customers. Both focus on change and reshaping lives with new technologies. The mission statement is also in red color indicating that network is necessary for life. The logo truly presents brand identity in the same way as mission statement and advertisements.

4.2.2 Telenor

The 3G logo of Telenor was launched in 2006 by the Norwegian company (Telenor ASA, 2006). The latest logo having 4G as its part is launched in 2016 when Telenor has acquired 4G technology. It was launched in Pakistan in 2007 with 3D shape that remains part of logo till date. It signals at strengthening customer's orientation. The logo is composed of three petals and three dimensional shape relays with name of brand and tagline. Tag line is in Urdu. The following table identifies and describes the visible elements.



Figure 4.2. Logo of Telenor

Table 4.62

Denotational elements in Telenor

Text	Linguistic Element
	There are two types of texts: Telenor is name of brand. 3G

indicates use of technology.

Visual Element

Font description: Sans serif

Characteristics of text: Telenor is in between image and 4G and in overall symmetry of logo it lies in center too. 4G has right alignment and it lies at center on right side next to name of brand. Black color is used for brand name and blue color of image is used for 4G.

Image

Logo Image

Color: blue color image, 4G in blue color inside blue square.

Shapes: three lobed and 3D shape, a slanting square shape

Syntagm

There are three parts that form whole image: the shape of image, 4G in square shape and name of brand. The 3D image is in center of left corner, name of brand is in corner, 4G is at right side in the center. These three elements form a balanced logo design.

Cultural Knowledge

The typeface is 'telenorregular' that is named after Telenor. All information on official website is in this typeface. The name of brand 'Telenor' means telecommunication in Norwegian. The name of brand is not written with first capital alphabet which is norm of English grammar for proper noun. It is written like a common noun showing desire of brand to become network of common man.

Telenor's mission statement echoes with strategy of empowering customers. It believes in innovative solutions through use of technology. This innovation is represented through relay of 4G with image. The image is dynamic in nature showing movement. The brand desires to reach rural and farfetched areas making technology available to all common masses.

Connotation

According to press release of 2006, Telenor reflects ambition and its logos is symbol of movement and change. The logo movement shows desire to have presence all across the country. The change means betterment and improvement with time and advancement of technology. It shows the philosophy of innovation.

4G reflects availability of advanced technology in rural areas which has empowered masses in backward areas.

The blue color is used in square and image. Blue is cool color (Goethe, 1982) and represents nature. It is color of sky that is shared by all and sundry. It is color of common man. It is associated with depth and stability of sea and sky. The blue color symbolizes trust, strength and security (Haden, 2014). The color choice reflects policy of Telenor to win trust of customers by empowering them. The square shape suggests balance (Kim, 2015). Thus, both blue color in square and image reflects balance.

There are gaps in logo between different elements that make it wide and give it distinctive style. The logo actually reflects vision and mission of Telenor. The color and shapes show the strategy of empowering common man.

4.2.3 Ufone

Ufone logo is simple and is combination of a round cornered rectangle relay with name of brand. According to official website, it was a product of PTCL but following its privatization it has become part of UAE based corporation Etisalat. The following table identifies obvious elements of logo.



Figure 4.4 Logo of Ufone

Table 4.63

Denotational elements in Ufone

Text	Linguistic Element
	Ufone is name of brand.
	Visual Element
	Font description: Sans serif
	Characteristics of text: It is bold and centered. It begins with small letter. The letter 'u' is in green and other four letters are in orange color. The central line of 'f' touches next letter 'o'.
Image	Logo Image

Color: The left vertical side is in yellow color and other three sides are in orange color.

Shape: Round cornered rectangle enclosing text.

Syntagm

The logo is simple but different elements complement each other. The text placement is in center of image. The image is in bold and default font is used for making text prominent. The letter ‘o’ is tilted at some angle towards left and is touched by central upward slanting line of ‘f’. It seems ‘f’ is controlling ‘o’. The text is placed in center of rectangle to give it a balanced look.

Cultural Knowledge

The brand name forms text of logo. It is combination of ‘you’ and ‘phone’. Shorthand language has turned it to ‘Ufone’. The letter ‘u’ creates familiarization that this brand is for customers. The importance of customers for brand is visible though this strategy. Its vision focuses on customers’ satisfaction and the logo conveys this ideology. The first letter is not capitalized making it look like common noun. It demonstrates that brand is for common man. The letter ‘u’ is in green color which is color of flag. Thus ‘u’ signifies the people of Pakistan.

Ufone introduces new packages continuously to maintain their customer base. The word ‘o’ represents the world that is tilted and controlled by ‘f’ that symbolizes female customers. It is strategy of Ufone to target female customers. Thus, female customers are manipulated with idea that brand belongs to them. In that guise, female customers are motivated to make long calls and it clearly reflects manipulation of female psyche.

Connotation

The name of brand in logo conveys message that it is customer oriented. The shorthand script is used and this phenomenon has revolutions the digital language of messages. People send messages in Roman using minimum letters. It is time saving strategy but it has become trend and name of brand reflects this trend. The rectangular shape signifies professionalism and efficiency (Kim, 2015) that is core value of mission statement of Ufone.

The orange color is dominating in logo. It is one of the warm colors and symbolizes happiness and sociability that Ufone promises to promote. Orange color is associated with happiness of sun shine and tropics (Haden, 2014). Pakistan is a

tropical country and thus this color has brought element of geography. This color is part of Fanta, Firefox and Orange logos where it symbolizes affordability. This conveys message that Ufone is an affordable network for customers. According to Kim (2015), orange is color of creativity and enthusiasm like yellow. Use of yellow and orange colors shows enthusiasm of brand that offers innovative services to win hearts of its customers.

The logo is customer oriented. The visual element reflects the commitment of brand to satisfy customers. The strategy of familiarization and use of green color is a smart strategy to attract customers.

4.2.4 Warid

Warid is owned by a Dubai based business group and the name of brand is also an Arabic word. The name of brand is mentioned in the logo for instant recognition. The logo is combination of a 3G image relay with name of brand. LTE is enclosed in a rectangle showing the importance of technology. The following table lists the visible elements of logo.



Figure 4.5 Logo of Warid

Table 4.64

Denotational elements in Warid

Text	Linguistic Element
	Warid is name of brand. LTE shows use of technology.
	Visual Element
	Font description: Sans serif
	Characteristics of text: It is centered and at bottom of logo. It begins with small letter. LTE is at lower right side of logo next to brand name.
Image	Logo Image
	Color: Image uses red and blue color, The square enclosing

LTE is in blue color.

Shape: The image is 3D. It is like shape of capital 'A' and central line of A is slanting,

Syntagm

The text is placed at the bottom of logo and image is anchored in it. The name of brand is in the center showing the importance of brand while LTE is adjusted on right corner. Both texts are written in same typeface but name of brand is in larger font. Image takes most of the space in logo. It is composed of three slanting 3D lines meeting each other giving a rough capital 'A' shape.

Cultural Knowledge

The name of brand is an Arabic Muslim name meaning arrival and blossom (Warid, 2016). It reflects Arabic origin of brand. Warid has marked the arrival of Arab investors in Pakistani market. The typeface used is Calibri which is most frequently used font of Microsoft. Its use indicates that Warid design logo keeping in mind the trends. LTE refers to advanced technology and is abbreviation of 'long-term evolution'. It reflects vision and ambition of brand to become leading technology providing network.

The image has a rough triangle like shape. According to Kim (2015), use of triangle tends to be a masculine trait and those brands use it in logos that have gender bias. Arabs believe in patriarchal society but the triangle is deformed suggesting the evolution in thought.



Figure 4.6 The Previous and Current Logos of Warid

Connotation

The previous logo has a triangular space at the center which has undergone change. The swoosh like red image in previous logo has changed to an ascending

line cutting the other two sides of image. The red color is significant. It reflects energy and passion. Warid brings excitement with its services. The blue color indicates trust and honesty which implies brand's vision of transparency and quality. LTE reflects the mission and strategy of brand to keep pace with technology. Its presence in the logo shows concern of brand towards its customer to provide them advanced and quality service.

4.2.5 Zong

Zong is a Chinese brand operating in Pakistan. This logo is launched in 2016. The logo is composed of only text. The name of brand and brand philosophy is in English letters. There is no image in new logo of Zong. The visible elements in logo are given in the table.



Figure 4.7 Logo of Zong

Table 4.65

Denotational elements in Zong

Text	Linguistic Element
	Zong is name of brand. The brand philosophy of 'A New Dream' is also part of logo. Letters 4G is also part of logo.
	Visual Element
	Font description: Sans serif
	Characteristics of text: It is left aligned. It begins with small letter. Last letter 'G' is capital. All letters 'z, o, n, G' are in green color. The brand philosophy is right aligned and is in pink color. 4G is written in pink color and is aligned on right side in top right corner while brand philosophy is mentioned on bottom right corner.
Image	Logo Image
	There is no image in new logo of Zong.

Syntagm

The name of brand is on left side while 4G is written on upper right corner. The brand philosophy is written on bottom left side. The placement of name of brand is in middle between 4G and the brand philosophy. There is no image and no anchoring of text in image. The composition of letters in brand name is unique. Only last letter 'G' is capital. The letter 'o' is not complete. Instead a gap is left on lower side of the letter showing innovation.

Cultural Knowledge

The typeface used is Roboto that does not compromise on space and provides enough space to give it a wide look. It has friendly and open curves. It makes use of geometric shaped letters (Roboto, n.d.). The letter 'G' signifies 2G, 3G and 4G. Zong is the first network to provide all these services. The new brand philosophy is that of 'a new dream' that reflects rebranding of Zong. The new logo is pro Pakistani as it incorporates green colored brand name Zong against white background which are same colors as that in flag of Pakistan. The new brand philosophy is 'customer-centric' reflecting a new hope in lives of Pakistanis after introduction of 4G technology in Pakistan.

The letters are geometric in shape. The letter 'o' is not a complete circle as a small gap is left at the lower side. This may reflect the innovation Zong brings with rebranding in lives of customers with 4G technology. The name of brand is in green color which is color of nature and life. Green color is associated with prosperity and grown in finances. It is color of renewal, rebirth and hope. It is soothing, relaxing and youthful. Green color symbolizes the commitment of new hope Zong offers to its customers along with rebranding after winning the anticipated spectrum for next spectrum for Next Generation Mobile Services. The pink colored 4G and brand philosophy in logo shows romance associated with pink color. Pink is color of friendship, inner peace, affection, harmony and approachability. The Pak China friendship is reflected through use of pink and green colors. Also, pink color shows the affection and nexus Zong has with Pakistanis.

Connotation

The name of brand shows love of brand for geometry. The combination of green and pink reflects hope and harmony for future of Pakistanis that 4G

technology will innovate their lives. Zong claims to become indispensable partner in lives of customers and the logo reflects this ideology through pink and green colors.

The two colored logo conveys multi-channel (2G, 3G and 4G), bold and positive approach of brand. The logos of Google, NBC and ebay are also multicolor and reflect their multi-channel approach. Zong means model in Chinese language that again conveys this strong message that it wants to be identified as model network for its people. It provides multi-channel opportunities to public to share their feelings with each other. The logo conveys ideology of friendship and trust that exists between customers and brand.

This logo embeds the ideologies mentioned in vision and mission statements. The logo is multi-colored, customers friendly that conveys a new hope with introduction of 4G in lives of its customers. It also expresses the desire of brand to own its customers. The logo conveys message that brand takes responsibility to provide them multi-channel access to technology across the country with new hope associated with 4G. The new logo symbolize new dream and rebranding that reflects desire of Zong to position itself in future as a true innovator and digital leader in market.

4.3 Comparison of Ideologies

This section presents comparisons between written and visual corporate discourses. The first part is aimed to compare manifesto and CSR text to check narrative fidelity which implies that it explores if the ideologies in CSR text are truthful and faithful to those mentioned in the manifesto of each respective cellular organization. On the other hand, the second part has presented ideological comparison of logos and manifestos to study the flow of ideologies.

4.3.1 Manifestos versus CSR Text: Narrative Fidelity

Manifesto incorporates mission, vision and core values. The corporate manifestos are brief description of goals of cellular corporations. CSR reports are published by the organizations which reflect the performance of the corporation as socially responsible organization through description of its work in social investments. The areas of healthcare, education and disaster relief are broadly selected for analysis to conduct current study. The four ideological strands of FDM have been identified in both manifestos and CSR texts. In this section, the presence narrative fidelity has been checked through careful study of main categories of ideological strands of both manifestos and CSR texts. The similar and contrasting

ideologies have been identified. The identical and contrasting elements in both types of written corporate discourse are identified for comparison for each corporation.

4.3.1.1 Mobilink

Mobilink has detailed strategic planning and role attribution in CSR text. The comparison of main categories of each ideological strand has been done to identify the similarities in ideology to study narrative fidelity of CSR ideologies with that of mission, vision and values of the organization.

The three main subcategories of strategic planning mentioned in manifesto include effective communication, lead with purpose and customers' needs. The narrative fidelity exists within strategies of CSR text. Effective communication is visible in technological solutions offered to rural female learners in form of SMS, to school students in form of ICT labs and cell phones for emergency alarm system. Leading with purpose is evident in make the mark, teach to transform and other initiatives. Establishing of Mobilink foundation is also an example of this. The strategy of fulfilling and exceeding customers' needs is reflected through awareness campaign against cancer, SMS based literacy drive and warning messages to remote areas for alerting them in advance for earthquake or flood.

The utopian ideas in manifesto are categorized into vision and innovations. They indicate the vision of becoming the leading telecom operator and innovations through cutting edge technologies. These ideals are difficult to achieve as no innovation in technology is offered. Thus narrative fidelity is not visible here. Neither, any strategy has been discussed to turn it as leader of telecommunications. However, the ideals of first and only telecom operator and innovative social inclusion are parallel to ideals mentioned in the manifesto of Mobilink.

Ethics form small part of CSR text yet the similarities in ethics of manifesto and CSR can be easily observed. Commitment, ethical standards and responsibility are three ethics reflected in manifesto of Mobilink. The narrative fidelity is visible there as all three values are reflected in CSR discourse. The commitment to help and serve people, ethics of transparency, impartiality, support, quality and hard work are all reflected in CSR discourse. The aspect of responsibility is evident from this fact that education is foremost CR priority of the corporation.

There is huge diversity in roles identified in CSR text while those in manifesto are very few in comparison. Roles mentioned in manifesto are our, we, Pakistan, customers and Mobilink. Narrative fidelity is observed in roles mentioned in CSR

text. 'We' is there to refer to employees of organization. Pakistan enlists customers, people and stakeholders. The name of organization is repeated again and again to show its presence behind different CSR drives while in manifesto it is mentioned to inspire passion.

It can be observed that narrative fidelity exists in three ideological strands namely strategic planning, ethical norms and role attribution. The category of utopian schemes does not reflect any truthfulness.

4.3.1.2 Telenor

The manifesto of Telenor the most detailed one among all cellular corporations and its CSR reflects detailed strategic planning and diversity in role attribution. However limited number of categories is identified under ethics and utopian ideas, thus, comparison in those categories is not elaborated one.

The manifesto of Telenor has detailed strategies to achieve various goals. Therefore, its CSR report has given details of those strategies implemented through various initiatives. The narrative fidelity is greatly reflected here. Its strategy of helping is reflected from initiatives of 'open minded Pakistan' and facilitating disabled person, 'naya aghaz' to empower women, 'humqadam' encourages volunteer work, 'prosper farmer' to facilitate farmers to mention a few. The strategy of empowering societies is reflected through prosperous farmer program, safe internet program and naya aghaz. 'Get full benefit of being connected' is reflected through safe internet, digital learning and digital birth registration. 'Make it easy' is materialized through trainings and awareness sessions. 'Build societies' is reflected through upgradation of infrastructure of rehabilitation schools and setting up ICT labs for under privileged communities. Guides for road safety and parents for safe internet show concern of Telenor for building better society. Thus the truthfulness of strategies mentioned in manifesto is greatly reflected through the CSR text.

Truthfulness of manifesto is not reflected in utopian ideas of Telenor. It never provides evidence if it is really first of its kind. No survey or credible source is quoted in that connection. The role it plays in empowering societies offers digital solutions but not innovative one. Also, the status and ambition mentioned within each initiative in text do not seem to have any impact.

The concept of narrative fidelity is applicable on ethics listed in CSR texts as they are representation of those ethical ideologies listed in manifesto of Telenor. The ethics listed in the manifesto include call to action, values, teamwork and

respect. 'Call into action' is reflected in safe internet drive. Values of commitment, compliance, transparency and respect for others are evident in CSR discourse. Teamwork is reflected through supply chain responsibility that holds all stake holders responsible as projects are run under joint efforts of all involve in supply chain. Respect is reflected through respect for basic human rights. Thus truthfulness to ethics in manifesto is predominantly obvious in CSR initiatives.

Narrative fidelity is obvious in role attribution. The role categories in manifesto are we, our, customers and industry that are represented in roles mentioned in CSR text. 'our' is used with users in the CSR text. The category 'we' including Telenor and colleagues is reflected through employees in the CSR text. 'Customers' makes appearance once in its CSR discourse but the initiatives like mobile agriculture are for customers. People cover all beneficiaries and female roles. Industry is represented by corporate sector. Thus the CSR discourse remains faithful to its manifesto.

Like Mobilink, narrative fidelity is evident in strategies ethics and role while narrative fidelity is not found in utopian ideas. None of the utopian idea is practically implemented in CSR strategy. Both ideals in manifesto and CSR text are not easy to achieve. Thus, this strand lacks narrative fidelity.

4.3.1.3 Ufone

Its manifesto has limited ideologies of all four ideological strands. In its CSR text, there are detailed strategies and utopian ideas. The ideologies in manifesto are business oriented whereas that in CSR are based on social responsibility. However, some common areas are identified for comparison.

Strategic planning in its CSR reports coded is concerned with social work of organization that proves it to be a responsible corporation. These ideas are different from those given in mission and vision which only center on financial gains and organizational stewardship. Mission and vision is business oriented and CSR strategies are oriented towards making Pakistanis a better place through various initiatives. These initiatives are nothing in comparison to economic profits it earns, yet it shows interest of Ufone in acting as a responsible organization.

Its manifesto has more utopian ideas than realistic planning. The categories identified in utopian ideas are sustained growth, future planning, financial success, customer satisfaction and optimum technology. Sustained growth pertains to financial investments, thus, it cannot be reflected in CSR text of Ufone. The

categories of future planning to make Ufone to be leading information and communication technology service provider overlaps with that of leading to real change in Pakistan. Optimum technology may be reflected in category of innovation but both represent mere ideals. Thus, there is no truthfulness found in CSR text. The manifesto is oriented towards financial investments while CSR text is based on social investments.

The ethics in manifesto are professionalism, values and team work. The truthfulness of ethics in its CSR text with those in its manifesto can be found. Professional integrity is evident in CSR initiatives. The value of motivation is Drive behind CSR activities. The quality and time consciousness of services is reflected in disaster relief and emergency alert system initiative. The ethic of teamwork does not make presence in text but its spirit is there in the CSR text. The CSR text has more elaborated ethics than the manifesto. The faithfulness of CSR ideologies with those of ethics in its manifesto is limited one.

The category of role attribution reflects all the roles Ufone considers including itself, collaborators, employees, investors, customers, public, villagers and people. Its market is whole country Pakistan. The mission and vision mention least roles while CSR text provides a wide list of roles. The manifesto incorporates roles of our, region, company and customer service. 'Our' and 'company' are reflected in its CSR text that provides list of roles Ufone fits itself in during CSR projects. Region is reflected in Pakistan and market place roles. Customer service is reflected in some initiatives that are for benefit of only Ufone customers like emergency alert system. Thus, narrative fidelity is obvious in role attribution.

Narrative fidelity is almost non-existent in strategies and utopian ideas while it is present in a considerable degree in ethics. However, roles have been completely overlapping in both types of written corporate discourse.

4.3.1.4 Warid

The CSR text of Warid is brief consisting of only three CSR initiatives. Even those brief reports there are limited utopian ideas. However ethics, strategies and roles identified have diversity. The manifesto is also brief thus making scope of comparison and narrative fidelity limited.

The CSR initiatives or strategies are neither technologically driven nor customer centric. They are just efforts on small scale to facilitate students and affected people. Thus, narrative fidelity is not evident in strategic planning of CSR

text. Also, these programs are very few in number with limited scope as compared to CSR projects conducted by other cellular companies.

The aspect of narrative truthfulness is missing in category of utopian ideas too. The ideals set in manifesto are related to future standing of corporation while there is nothing that pertains to future in utopian ideas given in CSR discourse. Also, the strategies of Warid do not reflect any ideal mentioned in manifesto of Warid.

Ethics in manifesto includes transparency and quality. Both words do not appear in CSR text under any category. Thus truthfulness of CSR discourse to manifesto is not directly there but it can be implied. Warid has not focused on quality of services it offers irrespective of the fact whether they are social or commercial services. Similarly there is no transparency mechanism shared in CSR text. The ethics of support, sharing, help and commitment can be somehow related to quality of service. In this way, it can be found in implied way if not overtly.

The roles mentioned in manifesto are telecom sector, region and customers. There is elaborated mention of roles in telecom and region categories and these are roles where narrative fidelity can be seen. However, customers are altogether absent in CSR as Warid does not involve its customers in its CSR projects. In telecom sector there is mention of corporates in general and Warid. The scope of region is also narrowed down like villages and effected areas while academia and corporates are incorporated in text as useful sections of Pakistan.

Narrative fidelity is absent in strategies and utopian ideas of CSR text of Warid while ethics and roles exhibit some similarity in ideologies of its manifesto and CSR text. Among all corporations, narrative fidelity is the least obvious in Warid's CSR text.

4.3.1.5 Zong

The main ideology of Zong is to provide innovation in technology that is reflected through its brand philosophy, logo, and manifesto and CSR text. Most of the CSR initiatives are technologically driven. Its utopian schemes are high claims related to innovative use of technology. Thus, technology is dominant theme in written corporate discourse and visual corporate discourse.

The manifesto (vision, mission and values) of Zong reflects that it believes on ideology of smart work that it has been doing through effective communication and efficient execution. Its goals are clear and it achieves them through its social investments. Narrative fidelity is obvious in strategic planning as Zong has engaged

its employees as volunteers in training and providing their expertise to schools and universities besides setting 4G labs there. The strategy of efficient execution is also evident in its provision of technology. It has been training students for future use that reflect the spirit of flawless execution

The aspect of narrative fidelity is not visible in ideological strand reflecting ideals. The utopian ideas of its manifesto and CSR report both overlap with boasts of innovations and leading. But these small scale drives do not qualify Zong to be a leader of technology providing innovations through 4G. Thus, truthfulness in ideals of its CSR texts is not reflected through manifesto of Zong.

Narrative fidelity is prominent in ethical norms. The quality of hard work is reflected in “working diligently”, responsibility is evident in ‘volunteer work’ as well as assisting marginalized segments of society and maintaining of positive spirit is clear from commitments. Their strategies regarding different initiatives reflect their ethics and quality of taking ownership of their actions.

As far as narrative fidelity in roles is concerned, it is there. In its manifesto, only Zong employees are mentioned in roles whereas its CSR discourse includes variety of roles including Zong employees. These employees include Zong volunteers, doctHers and donors that are engaged in different CSR projects in their own capacity.

Narrative fidelity exists in strategies, ethics and roles. These three categories of the CSR text reflect truthfulness with manifesto which is 4G oriented. The same spirit for use of technology is reflected in these strands of the CSR text. However, utopian visions do not exhibit any faithfulness to strategies but there is overlapping in some subcategories.

4.3.2 Logos versus Manifesto: Flow of Ideologies

This section presents comparison of logos and manifestoes based on ideologies. The ideologies in logos have been explored using Penn’s(2000) semiotic framework. The embedded ideologies have been uncovered through semiotics. Here in this section, those ideologies have been compared with ideologies in manifesto to study the flow of ideologies.

4.3.2.1 Mobilink

The manifesto of Mobilink reflects dominant ideologies of fulfilling and exceeding the customers’ needs and leading the market with purpose. The logo is also epitome of those ideologies. The utopian idea of providing cutting edge

technologies is not directly conveyed in logo as logo lacks anything related to technology. The ethics of commitment, passion and professionalism are reflected through the logo.

The strategy of fulfilling and exceeding customers' needs reflects the customer-centered approach of Mobilink. The importance of customers is reflected in logo where the small red circles indicate individual or community and together make a big circle representing world. The name of Jazz is in the center and covers most of the space in logo which indicates place of the network in lives of customers. The idea of fulfilling customer needs is represented through small red circles that are close towards the center. The idea of exceeding customers' needs is reflected through small red circles that are not part of circle but lie in close proximity. Thus, Mobilink is reflecting the idea of customers' needs through its logo. The idea of leading a market with purpose is also reflected through logo. The merger of Mobilink and Warid shows the policy implementation of lead the market with purpose and the logo indicates that merger.

The utopian idea of becoming the leading communication service provider exists in logo. Merger of Mobilink and Warid is an attempt to become leading service provider. Mobilink will share 3G services while Warid will offer LTE services to Mobilink users according to merger policy. The logo does not mention technology but the merger is an attempt towards technological solution. The peeled tomato reflects the idea of reshaping lives of customers that can be done only through technology.

Ethics of professionalism and commitment are also embedded in colors and shapes of logo. The commitment is reflected in fulfilling customers' needs, which is also professional standard held by the organization. The idea of reshaping lives communicated through peeled tomato inside the letter 'a' also shows commitment of changing lives of people.

Use of yellow and red color also reflects ideological point of view of the corporation. Red color inspires passion and 'to be passionate' is ethical ideology mentioned in manifesto. Passion is associated with energy and fire and both are lifeline for humans. The logo suggests that Mobilink is passionate about its customers and that is why circles are in red color that symbolizes customers and world. Yellow color. Yellow color is associated with creativity and joy. Jazz is in yellow color reflecting that it is responsible for providing joy to its customers

through innovations. That innovation may be technological one like providing 3G and LTE services to users or in form of easy going packages.

It is obvious that there is flow of ideologies from written corporate discourse of Jazz towards the visual discourse. The ideologies in manifesto are conveyed through logo design, color and shapes that inspire the same passion of the corporation which is part of its manifesto.

4.3.2.2 Telenor

Telenor has relatively an elaborated manifesto with detailed strategies as compared to other manifestos. The ideologies of building and empowering societies through services and technology are reflected through presence of 4G on logo. The utopian ideologies of modern and look good are reflected in colors and shape of logo. The role indicating ‘everyone’ is also communicated through logo.

The idea of building and empowering societies through its services and technological solutions is reflected through logo. The presence of 4G in logo says it all clearly. This 4G shows commitment of building society via technology. The world has become a global village and technology has transformed lives of people. Telenor’s 4G technology also aims to transform lives of people. That is how the strategy of building and empowering societies is reflected through logos.

The ideals in the manifesto of Telenor include looking good and modern. With 4G, it is striving to modernize its users so that they can use the network with ease. The logo is balanced having image and text with shades of blue that is a modern look. This modern look reflects the desire of Telenor to modernize itself with changing world. The 3D shape of image in logo also symbolizes change and modernity.

The ethic of respect is reflected through logo. The name of brand is written in small letters like common noun thus making it a network of common man. That is how Telenor inspires to be network of common masses by becoming an important part of their lives. It shows respect the brand has for everyone in Pakistan. There is mention of everyone in roles that reflect commonality. The same spirit is conveyed through name of brand in logo.

The colors used in logo design are different light shades of blue. Blue is color of sea and sky that are for all and sundry. Same is the ideology of Telenor that it is network of common man. The 4G is surrounded by light blue slanting square that indicates that 4G technology is for building and empowering of society. The

ideology of doing as it says is also reflected through style of writing Telenor as common noun, light blue color and 4G.

It is evident that its manifesto and logo communicates the same ideology. It is commonsensical that logo cannot reflect every word of its manifesto. However the predominant ideas are reflected through image that reflects modernity and change. Name of brand shows it is for general public while 4G shows innovation as well as change through technology.

4.3.2.3 Ufone

The manifesto of Ufone is brief. It has less strategies and more utopian schemes. The ethics and roles reflect professionalism and customer oriented approach. The strategy of cost effective environment reveals its vision to provide cost effective services to its customers. The name of brand is smart combination of 'you' and 'phone'. There is no promise of innovation which is realistic as Ufone is 3G network operating in only urban centers of Pakistan. Logo of Ufone also reflects customer centric approach. The logo has name of brand enclosed in round centered square. Thus all interpretation of logo is brand oriented in absence of any image.

The strategy of cost effective environment is reflected through orange color that symbolize happiness and affordability. This conveys idea that Ufone is an affordable network for its customers. There is no promise related to technology in strategies and it is neither reflected through logo.

The ideals of customer satisfaction and optimum technology are embedded in logo. The name of brand suggests that it is network of 'you' that symbolizes people. Thus, their satisfaction is foremost priority of organization. Though it is an ideal vision to satisfy customers but it is reflected through logo. Ufone is 3G thus it cannot offer innovation. Yet it offers optimum technology. The name of logo is also representation of optimum technology. It is written in shorthand Roman and encouraged use of shorthand to customers. It has been after launch of Ufone that trend of shorthand Roman has become popular. Thus the brand name of Ufone reflect ideal of optimum technology through digital language for convenience of its customers.

The ethic of professionalism is also evident from customer oriented logo. Its professionalism lies in customer oriented approach which aims to facilitate its users. The ethic of quality is reflected in affordability reflected through orange color.

The color of 'u' in brand is in green color reflecting green color of Pakistani flag. It symbolizes masses. Green is color of nature and important part of life. Having green colored 'u' indicates that customers are backbone of the corporation. The orange color is predominantly used in logo design that reflect happiness of customers reflecting role of a true 'customer service' for its users.

The logo of Ufone is simple without image yet it reflects most of the ideologies mentioned in mission and vision. Its colors and style of writing brand name indicates ideologies conveyed in its manifesto.

4.3.2.4 Warid

The ideologies of keeping pace with technology, helping customers, clear connectivity and customer friendly service are incorporated in manifesto as ideologies. The ethics of transparency and quality are also part of its manifesto. The utopian vision of making network as universal service provider is also part of manifesto. The logo has a semi triangle shaped image with a swoosh sign along with brand name and LTE. Through comparison of these ideologies with logo colors, shape and design, the flow of ideologies in manifesto and logo of Warid has been studied.

The strategy of keeping pace with technology is represented through presence of LTE in the logo. LTE indicates 'long term evolution' through technology. Warid is a 2G service but it offers LTE that even the widest network of Pakistan, Mobilink, does not possess. This technology conveys the strategy of clear connectivity, thus, helping its customers in connecting to their friends and family.

The ethics of quality and transparency are also embedded in logo. LTE is a promise to provide quality service to customers and it is part of logo. Transparency is reflected through blue color. The blue color indicates trust and honesty which implies brand's vision of transparency and quality.

The red color in logo reflects the excitement. It is significant. It reflects energy and passion. Warid brings excitement with its services. Thus, it offers LTE services to help its customers in having better connectivity. The blue color indicates trust and honesty which implies brand's vision of transparency and quality. LTE reflects the mission and strategy of brand to keep pace with technology. Its presence in the logo shows concern of brand towards its residential and commercial customers to provide them advanced and quality service.

As mentioned earlier, not all ideologies present in manifesto are reflected through logo. However, the dominant ideologies of keeping pace with technology, helping customers, clear connectivity, quality and transparency are embedded in logo of Warid.

4.3.2.5 Zong

The manifesto of Zong highlights its aim to provide 4G technology to its users. The logo of Zong also reflects the same. The brand ideology of a new dream is presented to be materialized through 4G technology. Zong's manifesto is focused on presenting digital solutions to its customers through innovative technology. Zong is only network in Pakistan that provides 2G,3G and 4G services simultaneously depending on need of a particular area in Pakistan.

The strategy of effective communication and creativity presented in its manifesto is reflected through logo of Zong. The philosophy of new dream pertains to communication. The 4G communication technology is presented as new hope for Pakistan. Creativity is obvious in design of logo besides the message that it conveys. Innovations and technological solutions using 4G technology show creativity of Zong. It presents 4G in a new light as ray of hope and as promise of a prosperous future.

The utopian ideas in its manifesto like leading digital innovations and best ecosystem of 4G is a high minded vision. The reality behind this claim is that Zong offers 4G technology in Pakistan along with Telenor. However, the technology offered by Zong is more advanced. That is the reason it has redesigned its logo reflecting its desire to fulfill its dream of becoming leader of digital innovations in Pakistan. The promise of new dream reflects ideology of becoming the indispensable life partner in lives of customers. It is dream of Zong to become indispensable part of lives of its customers.

The ideologies of openness, doing as they say and never giving up are evident in logo of Zong. Zong feels free to share its dreams with customers. Its dream of setting best ecosystem of 4G technology is reflected through presence of 4G on logo of the corporation. Doing as the corporation says reflects integrity of corporation. Again, the presence of 4G on logo shows that Zong actually believes in fulfilling dreams of its customers through its technology. The will of never giving up is also reflected through brand philosophy of a new dream as 4G innovation would never let it give up. Rather it will bring closer customers and the corporation.

Colors in logo also reflect ideologies presented in manifesto. Green color show prosperity and Zong is presented in green color. It reflects promise of prosperity to its customers by provision of 4G technology. The pink color is color of affection that shows strong bond of Zong with its customers. The brand philosophy and 4G are in pink to reflect the commitment of Zong with its customers that it will fulfill their and its dream via 4G technology.

The ideologies embedded in logo of Zong are same as those presented in manifesto. The logo has no image. It has name of brand and brand philosophy to reflect its dreams and ideologies which are also indicated by smart combination of green and pink color. The commitment of provision of 4G technology is reflected from both its logo as well as manifesto.

4.3.3 Comparison among Ideologies of Pakistani Cellular Corporations

All five cellular companies operating in Pakistan practice different ideologies. Some ideological practices of these corporations overlap with other corporations. The common themes also exist. All CSR initiatives are designed to benefit corporations and project their good image in eyes of public. Local norms and cultural practices have been embodied in manifestos and CSR practices to influence the minds of public. The ultimate goal of all business corporations is promotion and profits.

All corporations have been involved in education, healthcare and social investments. The nature of projects and investments by different corporations is different. They propagate and practice different ethics but all converge on one point that those ethics are part of Pakistani culture. Manipulation of local culture has been observed in strategies and ethics of all corporations. Also, there is impact of investors on these corporations. Zong has Chinese investor and thus focus is on 4G technology. Ufone and Warid have Arab investors thus their rhetoric is based on quality as they lag behind in technology. Telenor has Norwegian origin thus focus is on transforming lives and building societies.

The goal of CSR activities is to bring change in lives of people. Volunteer programs have been run by all corporations except for Ufone. Mobilink Foundations has volunteers that are proclaimed torchbearers and work for healthcare, education and relief activities. Telenor volunteers provide awareness on safe internet, recycling and conduct training sessions for employees. Warid volunteers have been involved in relief activities in Tharparker. Zong volunteers are committed to teach

technology use to school students. These corporations practice the virtue of kindness through volunteer work to influence the public and to project their positive image.

Provision of awareness is theme shared by all corporations except Warid. Mobilink, Telenor and Zong conduct sessions on hygiene. Zong and Telenor are involved in delivery of awareness on technology where focus of Telenor is on safe internet practice. Both Telenor and Zong are involved in road safety campaign under which Zong send awareness messages to its users. Ufone conducts health sessions and camps. Mobilink, Telenor and Zong celebrate different days. Mobilink has observed different health related days, Zong has marked Women's day as well as blood donation day while Telenor has observed play days with patients. Awareness is incorporated in CSR discourse to make target audience realize that these corporations care for them. In reality, these small initiatives are carried out merely to establish credibility of corporations as responsible organizations.

Blood donation drives are run by Mobilink, Warid, Telenor and Zong. Again, it is an attempt to reflect concern of these corporations towards blood related diseases common in Pakistan. This is lifesaving initiative aimed at promoting corporations as custodians of healthcare. Mobilink and Zong show concern for marginalized segments of society where Mobilink helps needy, orphans as well as IDPs while Zong offer people of remote areas health advice through its team of doctHers. Telenor offers jobs for handicapped people.

The ideology of empowerment has been dealt differently. Mobilink is concerned with empowerment of youth and women while Telenor has focused on need to empower girls, boys, women and farmers. Ufone sticks to women empowerment whereas Zong celebrates Women's day and advocates inclusion of women workforce. Also, Zong has developed digital program doctHers under which female doctors deal with patients of remote areas. Mobilink empowers women beneficiaries to emancipate them. Telenor talks about gender equality and its initiatives focus on inclusion of women from diverse background into active work. Its volunteers are involved in training female employees for future. Ufone's rhetoric for woman emancipation centers on appointing women as in charge of solar stations installed in two villages of Punjab. The interesting fact is that Mobilink has organized training sessions for rural women where their tailoring skills are polished. Mobilink enjoys the widest network in Pakistan having more customer base in rural

centers. Thus, stitching workshops and sessions are exploited for publicity and propagation of the corporation.

The education oriented initiatives reflect different ideological approaches. Mobilink offers SMS curriculum and awareness via information messages. Both are great help to rural citizens. Telenor and Zong focus on providing innovative technology to educational institutes in addition to train both teachers and students in that. Zong offers access to digital library. Warid focuses on counseling and training university students to ease their journey from campus to career. The contribution of Ufone is towards teaching English. It offers novel UEnglish service that is interactive message service involved in building vocabulary. English is considered a language of prestige and Ufone plays with psyche of that segment of public which is interested in learning English but has no other option to learn the same. Thus, the need of public is manipulated to earn profits through these messages.

Telenor propagates the ideologies of transforming lives of public and building societies through technological innovations. Zong also makes similar claims. Both corporations offer technology to educational institutes and train students in its effective operation. Telenor takes lead by offering safe internet sessions for awareness of young students. Zong offers doctors to remote areas while Telenor assists farmers in agriculture. Telenor smartly reflects its concerns for farmers and internet safety issues. Both agriculture and internet safety are vital for progress of country. Thus, Telenor manipulates farmers and young students to influence them. Similarly UEnglish initiative addresses need of public to learn English. The noteworthy fact is that technological solutions are for customers of these networks. Thus, technology and customers both are exploited for economic profits.

Only Zong has reflected its corporate ideology in its manifesto that is tridimensional embodying action, attitude and communication. However, it practices only the communication dimension of its corporate ideology since it emphasizes on offering technology and takes pride for being the only cellular network operating in 2G, 3G and 4G. It also focuses to connect remote areas of Balochistan and projects this economic initiative as social initiative providing connectivity to Baloch people. It aims to influence Baloch rural masses that Zong cares for them. The ideological manipulation and exploitation is obvious in Zong's interest in Balochistan.

Mobilink and Ufone are involved with Police to provide security to public. Both networks provide alarm service to schools where schools can inform nearest police stations using special sims of these two networks. This cooperation is economic and both networks have sold thousands of sims under this security incentive. Thus, poor law and order situation and in wake threat of terrorism, these organizations have made money in grab of providing security.

Ethical norms are other areas of comparison. All five corporations practice different sets of ethics but the point of convergence is local cultural norms and values embedded in these corporate ethics. Ethics are ideologies included in corporate discourse to establish corporations as credible organizations. Also, ethics are vital for developing customer-corporation bond.

Corporate social responsibility is actually an ethical notion under which corporations commit to invest in social development. In real sense, it is platform to manipulate and influence target audience that corporations work for their benefit while the reality is that corporations work only for their profits. To achieve heavy goal of earning profits, it exploits cultural values by making them permanent part of its discourse and the propagating them like their rhetoric. All corporations have highlighted relief work during floods of 2010-2012 which are stories of past stressed again and again to boost up image of these corporations.

Mobilink takes pride in its ethical practices. Support or assistance to marginalized segments of society is practiced by it. It collects funds and offers assistance to needy, poor, orphans, old age homes and IDPs. Zong also sticks to support underprivileged in arenas of education and technology. Thus, Mobilink and Zong instill and impart virtue of humanity through their practices. This social work is advertised and exploited at different forums to invite investments.

Respect for local culture makes appearance in discourse of Telenor. Only it reflects respect for local culture of Pakistan. Culture and ethics are the two most preferred areas of manipulation. Corporations show respect for local culture and adopt it to first attract and then maintain customers. It is commonsensical that a society does not accept any product or service against societal values and norms. Telenor is only network that addresses human rights and its abuses maintaining itself to be the chief advocate of human rights. Even it brings safe internet practice under umbrella of human rights.

Both Ufone and Warid incorporate quality of service as ethical ideology of corporation. However, it is not specified as where this quality is reflected. It is ironical that Chinese and European investors offer technological innovations while Arab investors despite being focused on quality do not offer any technological innovation.

Warid and Zong both mention ethic of transparency in their manifestos. Zong holds itself accountable to society and takes ownership of its values and culture. It reflects diligence, hard work and perseverance in use of innovative technology. It maintains a positive spirit and hold optimistic views for future of the corporation and Pakistan.

All corporations manipulate ideologies to varying degrees to achieve their financial goals. It is only Ufone that exploits religious sentiments through its initiatives of wall of kindness, introducing rizq and practicing religious values in holy month of Ramzan. While other four corporations focus on manipulation of social and cultural values. Ufone also offers novel UEnglish to cater need for learning language and Upaisa service for donations. It is only one example from last decade where Ufone has sold thousands of sims to government schools post Army Public School, Peshawar misfortune in name of security. Thus, Ufone has practiced highest level of manipulation and exploitation among the five corporations While Warid has exercised least ideological manipulation.

4.4 Conclusion

The four ideological strands of FDM have identified different categories and synonymous subcategories in both manifestos and CSR texts. The CSR text has elaborated strategies and focus is less on utopian ideas with exception of Ufone where frequency of high minded visions is quite high. The ideologies in manifesto are not framed keeping in mind CSR objectives. However, the vision, mission and values are reflected in CSR text. Narrative fidelity is most prominent in strategies. In utopian ideas, the truthfulness is almost non-existent. The reason behind it is that the high minded visions of manifesto are not implemented in CSR projects. However, some subcategories of both manifestos and CSR text have overlapped. The logos have embedded ideologies that are same as those in manifestos. However, all ideologies in manifestos are not found in logos. These findings are only based on corporate discourse of cellular corporations in Pakistan and cannot be generalized on all the documents and verbal discourse of these corporations.

CHAPTER 5

DISCUSSION AND CONCLUSION

This is the last chapter of the study that is based on recapitulation of objectives of the present research, selected methodology, findings and results of the current study. It also briefly answers all research questions. It would also endeavor to look at the significance of research findings and their applications in linguistics and critical study of language with specific reference to corporate discourse. At the end, it would address implications for future researchers in the field of discourse analysis.

5.1 An Overview of Findings

The current research has endeavored to study ideologies in written and visual corporate discourse. The data selected for this research has been comprised of written and visual corporate discourses. Written discourse such as manifestos as well as CSR texts and visual discourse such as logos of five cellular corporations operating in Pakistan namely Mobilink, Telenor, Ufone, Warid and Zong have been collected. The manifestos have been treated as foundational documents that house ideologies besides social and cultural ideas are set inside them. Ideologies are abstract and embedded in discourse. Thus, the critical study of language is used to find the nexus between language practices and societal dimensions. To study this relationship, Holland (2014) has proposed Foundational Document Model that treats social movements as main derive behind foundational texts. FDM is a semantic grammatical model that deconstructs foundational discourse by categorizing it into five ideological strands that are: strategic planning, utopian ideas, folklore narratives and role attribution. Folklores cannot be traced in manifestos and CSR texts owing to lack of any trace of history in selected data. The data has been coded and analyzed. Later, narrative fidelity of manifestos has been explored in CSR texts. Visual discourse is an area of semiotics; therefore, Penn's (2000) semiotic framework has been used to study connotational and denotational elements in logos. Its inventories have uncovered ideologies hidden in logo design.

The linguistic data has been coded manually. Tables are made where similar ideational elements are categorized under each category of all four selected strands. The analysis is based on presenting each manifesto and CSR text with four ideological strands along with their categories and subcategories. Results of coding are used to discuss emergent themes with their respective synonymous categories.

Later, the categories of manifestos and CSR texts are compared to study narrative fidelity seen in terms of common themes between both types of written discourse. Thus, it has been proved to be ‘Thematic Content Analysis of Corporate Discourse’ as suggested by Holland.

The logos have been studied through denotative inventory to study obvious linguistic and visual elements. Connotative inventory used that knowledge to build cultural context for unearthing ideologies embedded in color, shapes, design and text of logos. The ideologies in logos have been compared with ideological strands of manifestos to study the flow of ideologies.

Mobilink’s manifesto is focused on strategies that reflect its mission to lead with purpose, customers’ needs and effective communication. Its implementation is visible in strategic planning of CSR projects. The CSR text of Mobilink is dominated by strategies like teach to transform, make the mark, provision of alarm system etc., thus, reflecting narrative fidelity. The ethics of transparency, impartiality, support, quality and hard work are all reflected in CSR discourse showing narrative fidelity with manifestos. Limited roles are mentioned in manifesto but they make their place in CSR roles that present diversity. The logo of Mobilink also reflects customer center strategy through red colored circles that represents customers. The utopian idea of becoming largest cellular service is reflected through Jazz which indicates Mobilink Jazz merger. The ideology of reshaping lives reflects commitment of Mobilink with its customers.

Telenor has the most elaborated manifesto and CSR text dominated by strategies. The strategy of building and empowering societies is reflected through technological solutions, empowerment of female formers and training of disabled person in CSR projects. It has fewer utopian categories in both types of texts. Ethics are obvious in safe internet program, teamwork and advocacy for human rights that show the ethic of clear call to action. There is diversity in roles mentioned in CSR text but they are reflected in roles mentioned in manifesto like colleagues, people, everyone, we, industry etc. The logo of Telenor has presence of 4G in it that reflects the ideology of empowering people via technology. The 3D shape also reflects transformation.

Ufone has brief manifesto that is purely business oriented. Its CSR text is dominated by utopian ideas like crime control, provision of clean energy, capacity building. Strategic planning in CSR text is concerned with social work of

organization that proves it to be a responsible corporation. The ethic of time consciousness is evident in disaster relief activities. All roles in manifesto are operating in CSR activities. The simple logo of Ufone reflects business oriented professional approach of corporation that 'U' is in name of brand showing customer centricity. Thus, ideologies of manifesto are reflected in design of logo.

Warid has the briefest CSR text that is dominated by strategies. However, narrative fidelity is not obvious or implied in strategies. The CSR projects are neither customer centric not technologically driven. The ethics of transparency and quality have not appeared in its CSR text. They can be implied as ethic of quality relates to commitment in CSR text to support, share and help. There is diversity of roles in CSR text that are represented in manifesto. The presence of LTE in logo reflects Warid's ideology of providing clear connectivity.

The manifesto, logo and CSR text of Zong is dominated by dream of Zong to develop the best ecosystem of 4G. Its CSR projects involve use of 4G technology to revolutionize telecom sector. Strategies of effective communication as well as creativity, utopian idea of innovation and ethic of do as say all are 4G oriented. The brand philosophy of new dream also pertains to technological solutions and innovations.

These findings answer the research questions framed to carry out the current research. The four ideological strands of FDM namely strategies, utopias, ethics and roles have been identified to conduct thematic content analysis of manifestos and CSR text. The ideologies in logo have been studied through semiotic framework of Penn (2000). Comparison of ideologies of manifestos with CSR ideologies shows that narrative fidelity exists in strategies to greater extent and considerably in roles as well as ethics. There is one exception to aforementioned finding which is that strategies in CSR text of Warid do not exhibit any narrative fidelity. The utopian ideas show some overlapping but truthfulness is least obvious in them. The comparison of ideologies in Warid logo with those in manifesto yields that dominant themes in both are same. That is how the findings of research answer the research questions.

Ideological exploitation is evident in CSR texts of all corporations. Religious sentiments are exploited by Ufone through its initiatives related to Ramzan. Economic exploitation is clearly visible as Ufone and Mobilink collaborate with police to sell their sims in name of security, Zong develops connectivity in

Balochistan and Telenor provides assistance to farmers. Emotional exploitation also exists throughout CSR texts. Ufone's initiative of UEnglish, Telenor's safe internet, Mobilink's fundraisers, Warid's 'sharing is caring' and Zong's doctHers are a few examples.

5.2 Discussion

The present research has studied ideologies in manifestos, logos and CSR texts. Discourse analysts like Fairclough, Wodak, Foucault and Van Dijk have explored different dimensions of ideologies. Discourse is conceived as a product of ideology (Fairclough and Wodak, 1997). This study echoes that ideologies are socially constructed realities that are reflected through discursive practices. The ideologies in manifestos are customer and business oriented as they are designed to serve corporate purpose. These discourses have set new trends like using technology and digital language for communication. The ideologies are thus changeable and evolve through discursive practices. The corporate discourses are vehicles of power that corporations exercise through persuasive discourse. This persuasion manufactures consent of customers by colonizing their minds covertly as suggested by Fairclough and Wodak (1997).

These manifestos and CSR texts have all the constituents that Fairclough (1993) has identified in language. They incorporate social identities which are represented by roles played by organization, customers, employees and business partners. They reflect social relations of corporations with their customers and business partners. These social relations are both inter and intra-organizational in nature. Ideologies form core of text as implicit or explicit values, missions and visions. Thus, discourse identifies strategies and defines the functioning of corporation. Sufi and Lyons' (2003) claim that these texts convey reason of existence of the corporation is proved to be true.

Corporate ideologies are both goal and direction oriented. They constitute practical rhetoric in form of strategies in discourse. It is pointed out in analysis section that strategies are practical actions and they show their commitment to their mission. Collins and Porras (1994) have referred to this phenomenon as taking practical measures to make ideology universal. The CSR texts are dominated by implementation of strategies reflected in manifestos. The CSR projects are practical manifestation of these strategies. The corporations used these CSR projects and discourse to make their ideologies universal.

The findings of this research also indicate that manifestos, logos and CSR texts are source of developing bond with customers and potential adherents. The services of cellular corporations are explicitly visible in CSR projects where technology offers solutions to improve literacy, agriculture, healthcare, law and order as well as preemption of emergency through sending of information. Therefore, CSR projects are also a tool to promote services of a company. It relates to idea of Van Leeuwen (1996) that language is employed as a tool to influence members of community. It generates flow of ideologies in a continuous social stream.

Logos are visual images that convey embedded ideologies. This research has uncovered those ideologies and related them with themes in manifestos. Semiotics is comparatively a less explored area of study. In recent years, however, the researchers have focused on multimodal approaches. Grant and Iedema (2006) has offered multi-dimensional approach to study multi-modal discourse. Similarly, this research has not limited its scope to written language and included other meanings such as ideologies in logo as well. The findings of the study reflect strong concomitance in ideological themes of both text and visuals.

Since ideology is an abstract idea, it can be interpreted using some theatrical framework. Bee (2001) has used interpretation as tool of analysis. This research identifies categories in text then develops subcategories to explain ideologies. The ideologies are then interpreted. Smith et al. (n.d.) have classified the content into values, behavior standards, purpose and strategy. Values are identified as ethics; purpose can be identified with role attribution and category of strategy overlaps. Behavioral standards show behavior of organization in terms of professionalism or innovation in services. This category is merged in ethics in FDM. FDM approach identifies utopias that are not identified by Ashridge Mission Model. Thus the approach adopted by this research covers ideological content using more elaborated categories.

Corporate mission and vision may or may not be truthful to CSR texts. Findings of present study suggest narrative fidelity in strategies, ethics and roles. Same idea is presented by Hunt et al. (1994) in general sense that the message in frame (CSR text) must have a certain degree of narrative fidelity. It implies that the corporations consider cultural norms, social beliefs and values while designing CSR projects proving point of Hornsey (2006) that these frames help potential adherents

in social acceptance of ideologies of corporations. With time, people may be convinced to the extent that they start blindly believing even ideals projected in the frames.

CSR texts are also source of ideological manipulation. There is thin line between manipulation and persuasion. Manipulation involves mind control while in case of persuasion the recipients are free to accept or reject that ideology. CSR discourse is persuasive but at times it takes over manipulative tone. Irigaray et al. (2016) shed light on how ideology disseminates with truth in corporate discourse creating room for corporations to present solutions to challenges faced by society. Sometimes, corporations interfere in role of state by trying to fit them in governance roles. These ideas are prevalent in CSR discourse of five cellular networks working in Pakistan.

The concept of narrative fidelity has been explored in corporate texts for the first time as Holland (2014) has applied it to Chinese social movement text. Though, narrative fidelity is visible in strategies, ethics and roles to some extent, it is not evident in utopian ideas. The reason behind it is that utopian ideas are ideals that can be hardly reflected in practical actions. Thus, this ideological comparison of manifestos and CSR texts make this research a pioneer in corporate discourse.

5.3 Conclusion

This study has tried to explore written as well as visual corporate discourse using thematic content analysis of manifestos as well as CSR text and semiotic analysis of the logos of five cellular networks operating in Pakistan. For ideological content analysis, the most recent Foundational Document Model of Holland (2014) has been used. The narrative fidelity has been examined by comparing four ideological strands (strategies, utopias, ethics and roles) identified in manifestoes and CSR text. Semiotic framework of Penn (2000) has been used for studying ideologies embedded in logos. The flow of ideologies has been presented through comparison of ideologies in logos and manifestos.

The findings of the linguistic data show that all manifestoes and CSR texts have used extensively all four ideological strands. The ideologies in manifestos are framed keeping in mind the financial objectives and customers while CSR ideologies are based on CSR initiatives for social welfare of targeted communities. Corporate manifestos set mission, vision and key values while CSR texts reflect those. CSR text of all corporations is full of strategies implemented through various

projects. Narrative fidelity has been obvious in strategies the most. It is almost non-existent in utopian ideas due to their high minded goals that are not achievable through CSR programs. Though ethics form smaller portions of CSR text, the truthfulness to manifesto themes is evident in all CSR texts. In case of roles, CSR texts present a variety of roles including marketplace, corporation, its employees, collaborators, beneficiaries, different government and international institutions etc. showing broad horizon of CSR projects. CSR texts of all corporations has exploited local culture as well as values and manipulated ideologies for gaining profits.

The findings of visual data show that it has embedded ideologies that can be interpreted using cultural knowledge, color symbolism. These ideologies are same that are part of manifesto. All ideologies in manifestos may not be reflected but dominant themes can be related with both CSR ideologies and interpreted ideologies of visual data. These ideologies represent social realities, culture, beliefs, ideals and value system of Pakistani society. The corporations embed these ideologies in their discourse to manufacture positive consent and reputation via its services and social investments.

5.4 Suggestions

Corporate discourse is a neglected area in Pakistan. Most of the local corporations do not design proper manifestos. Practices of launching official websites and using social media are common. These two platforms should have presence of manifestos reflecting goals of these small corporations. Big corporations like cellular networks have manifestos but they are not regularly updated. There must be change in goals with launch of new services or products. In Pakistan, international practice of publishing CSR reports may be initiated on regular basis for self-evaluation of company. In addition, corporate discourse is designed in such a way that it would present balance blend of roles, ethics, ideals, planning, folklores and motivation. Corporate discourse may be introduced in university as a subject to study its unexplored dimensions.

5.5 Recommendations for Future Research

This model can be used in future to compare and contrast ideological content of manifestos of private schools, multinational companies, political manifestoes and social movement texts. It is upon discretion of future researchers to explore one or more ideological strands. Taglines or slogans of firms can also be analyzed as manifestation of strategies. The impact of mission statement on advertising can be

future research areas. The idea of Fox and Fox (2004) that organizations exercise power through consent not coercion in current times can be a hypothesis for new research using manifestos as data. Due to word limit, this research cannot compare and contrast ideological strands (in manifestos and CSR texts) of corporations with each other. Comparison among ideologies of these corporations is outside the scope of this research, however, a brief comparison among ideologies of these corporations has been incorporated in analysis section. This research can be further expanded in future for detailed comparison of ideologies of these corporations with each other. The factors or reasons operating behind these ideologies may be explored in future. Since the manifestos are business oriented, reports on business investments can be also studied using same model. The present study presents qualitative examination of data. The frequency of occurrence of selected or all strands can be used to conduct quantitative research depending on scope of study. Narrative fidelity with manifestos can also be explored in advertisements, speeches of top management of corporations, their press releases or their forewords in CSR reports.

Logos are also the least studied area of research. Semiotic analysis of logos and pictures in CSR reports can be conducted for thematic analysis. Logos of cellular corporations have undergone great evolution. This evolution can be studied in a research with aim to study changes in logos over a period of time.

5.6 Final Words

Corporate written discourses have ideologies embedded in text. The FDM is a good approach to categorize and subcategorize text into different ideological strands through content analysis. These distinct categories are corresponding in that (1) Values presents ethical norms (2) Vision refers to utopian ideas (3) mission is reflected through strategies, and (4) identities can be defined through different roles. Same are the findings of Holland and Nichelle (2015).

Analysis of manifestos and CSR texts shows contrasting features of both. In manifestos strategies reflect realistic planning, ethical norms are set standards for work and roles are identified for execution of planning. Whereas in CSR reports strategies are represented by execution of planning, ethics are practiced in execution and roles are operational in execution of projects. Thus, manifestos set goal and CSR reports execute and operationalize those goals. CSR projects are an attempt to

win hearts of public to show that corporation is socially responsible for social welfare of public.

The findings of the study suggest that different strands have different frequencies. Though the choice of words and projects organized by each corporation are of different nature, some words like collaboration, conduct, develop, provide etc. are used by all corporations to show execution of activities. Similarly, innovation, new, lead etc. are part of utopian ideas. The ethics of commitment support and help are obvious in all texts. The common categories of roles are employees, beneficiaries, collaborators and Pakistan in CSR text.

Corporate discourse is rhetoric, persuasive and discursive in nature with aim to make people aware of their ideological and socio-political needs. It presents reality through language. The FDM approach and its distinct strands provide theoretical model to study these ideologies, compare them with each other and compare those of manifestos with CSR texts to explore narrative fidelity. Logos are not mere colors, shapes relayed with text but reflective of social practices practiced by corporations. These ideologies represent value system and beliefs of society that are intertwined in social fabric of Pakistan. The ideas reflected in corporate discourse shape social ideologies and are also in turn influenced and shaped by them. All these corporations exploit local culture, values and ideologies for attracting customers. Thus, language is manipulated in corporate discourse and advertising for economic benefits.

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APPENDIX

FIRST ROUND CODING OF CORPORATE MANIFESTOS

1. Mobilink

Mobilink's(ROLE) Vision(STR)

To be the leading Telecommunication Services Provider (UTP) in Pakistan(ROLE) by offering innovative Communication solutions(UTP) that make each day better(STR) for our (ROLE) customers(ROLE) while exceeding Shareholder value & Employee Expectations(STR).

Mobilink's(ROLE) Values(ETH)

Be Passionate (ETH)

We(ROLE) at Mobilink(ROLE), are passionate(ETH) about fulfilling(STR) & exceeding(STR) customer(ROLE) needs and enriching their lives(STR) everyday.

Be Professional (ETH)

We(ROLE) take pride (ETH) in practicing the highest ethical standards(ETH) and take responsibility(ETH) for our(ROLE) actions.

Lead With Purpose(STR)

We(ROLE) are committed(ETH) to lead(STR) the market (ROLE) through innovations(STR) in new services, products(UTP), as well as cutting edge technologies and solution (UTP).

2.Telenor

Vision, Mission and Values

Our(ROLE) industry(ROLE) plays an increasingly important role(STR) in people's everyday lives(ROLE). Our (ROLE)vision, mission(STR) and values(ETH) express where Telenor (ROLE) is headed and the role we will play(UTP) both in transforming people's lives(UTP) and empowering societies(STR) to grow and progress(UTP).

Our vision

Empower societies(STR)

We (ROLE) provide the power of digital communication(STR), enabling everyone(STR) to improve their lives(STR), build societies(STR) and secure a better future(STR) for all(ROLE).

Our (ROLE) vision to empower societies (STR) is a clear call to action(ETH). We (ROLE) bring vital infrastructure (STR), new services and products (STR) that stimulate progress (STR), change and improvement(STR).

Our mission

We're here to help(STR) our(ROLE) customers(ROLE)

We(ROLE) exist to help (STR) our(ROLE) customers (ROLE) get the full benefit of being connected(STR). Our success (UTP) is measure (UTP) by how passionately they promote (UTP) us.

Our values

Our(ROLE) values(ETH) serve as a guide(ETH) for our(ROLE) everyday work. They (ROLE) describe how we should serve(STR) our(ROLE) customers(ROLE) and work together as colleagues(ETH).

Be respectful(ETH)

We(ROLE) acknowledge and respect local cultures(ETH) and want to be a part of local communities(STR) wherever we(ROLE) operate(STR).

Keep promises(ETH)

We(ROLE)'re about delivery, not overpromising(ETH). We(ROLE)'re about actions, not words(ETH).

Make it easy(STR)

We (ROLE) don't complicate(STR) things. Everything we(ROLE) produce should be easy to understand and use(STR).

Be inspiring(UTP)

Everything we(ROLE) produce should look good, modern and fresh(UTP). We(ROLE) find new ways to improve(STR) and create value (UTP) – for people(ROLE) and society(ROLE) alike.

3.Ufone**Mission(STR)**

To achieve (STR) our(ROLE) vision by having:

An organizational environment (STR) that fosters professionalism (ETH), motivation and quality (ETH).

An environment(ROLE) that is cost effective(STR) and quality conscious services (ETH) that are based on the most optimum technology (STR)

"Quality" and "Time" conscious(ETH) customer service(ROLE).

Core Values (ETH)

Sustained growth(UTP) in earnings and profitability(UTP) Professional Integrity(ETH), Customer Satisfaction(UTP), Teamwork(ETH), Company(ROLE) Loyalty(ETH).

Vision

To be the leading Information and Communication Technology Service Provider (UTP) in the region by achieving (STR) customer satisfaction(UTP) and maximizing shareholders' value(UTP).

4.WARID**VISION**

Be a part of largest post paid cellular base(UTP) in country(ROLE) and to become the leader in national communications arena(UTP) with a strong international presence(UTP)

MISSION

Our (ROLE) aim (STR) is to be perceived not only as a telecommunication operator of voice services((UTP),but also as a universal provider(UTP) of comprehensive communications services (UTP) for both residential and business customers(ROLE). Warid's corporate identity (ROLE) seeks to reflect the changes (STR) in telecom sector (ROLE) in relation to helping customers (STR)keep pace with rapidly changing technology(STR) in the field of communication (ROLE), through maximum network coverage(STR) and clear connectivity (STR) that we have committed(ETH) to provide.

VALUES Quality (ETH), Transparent (ETH), Innovative(STR), Customer friendly(STR), Simple(STR)

5.ZONG

Vision, Mission & Core Values

Our Vision

Become an indispensable digital life partner(UTP)

Lead the Digital Innovation(UTP)

Our Mission

To lead the future innovatively(UTP) through:

- Customer Centricity(UTP)
- Boundary less Team(UTP)
- Organizational Agility (UTP)

To create (STR) and lead the best ecosystem of “4G communication”(UTP) for every Pakistani(ROLE) to be able to connect anytime, anywhere(STR)

OUR CORPORATE IDEOLOGY(STR)

Let’s ACT(STR), Attitude(STR), Communication(STR), Teamwork(ETH)

Our Core Values

Integrity & Accountability (ETH)

Our People(ROLE)

Take ownership(ETH) & responsibility (ETH)

Do as they say (ETH)

Openness (STR)

Our People(ROLE)

Are transparent (ETH), open & candid (ETH)

Employ effective communication channel (STR)

Perseverance (ETH)

Our People(ROLE)

Strive hard (ETH) and never give up(ETH)

Maintain positive spirit at all time (ETH)

Passion (ETH)

Our People(ROLE)

Go above and beyond (STR)

Demonstrate dedication & drive (ETH)

Efficient Execution(STR)

Our(ROLE) People(ROLE)

Have clear goals(STR) & deliver measurable results(STR)

Strive for flawless execution(STR)

CSR TEXTS

1. Mobilink

CORPORATE RESPONSIBILITY REPORT 2015

CSR Excellence Award

Mobilink(ROLE) won top honors(UTP) at the 8th Annual CSR Excellence Awards 2015, which were conducted by the CSR Association of Pakistan(ROLE). The award was received under the ‘Innovation’ category for its CSR activities(STR) which were endorsed as one that leverages business strengths to offer high impact social solutions(UTP).

Awards & Recognition

CSR EXCELLENCE AWARD

Mobilink(ROLE) became the first and only Telecom operator(UTP) in the country(ROLE) with three of its office(ROLE) premises considered “Green Office Certified” (ROLE). This was after the IBC I & II buildings(ROLE) passed the WWF’s Green Office(ROLE) Audit as a result of considerable decline in the business’ carbon footprint(UTP).

The feat was only made possible through a host of initiatives(STR) taken by the CSR and the HSSE teams(ROLE) and the support exhibited by the entire Mobilink team(ROLE) that enabled us(ROLE) to add yet another international accolade to our name.

Shaukat Khanum(ROLE) Social Responsibility Award

Mobilink(ROLE) received the Annual Shaukat Khanum(ROLE) Social Responsibility Award, for the third consecutive year for extending generous support(ETH) to the Hospital and the Trust.

CSR Activities in 2015

Make Your Mark(STR)

In 2014, VimpelCom(ROLE) launched a Group-wide program called Make Your Mark(STR), which focuses on ‘Helping Young People Shape Their Future.’(STR) The program’s(STR) brand reflects the Company’s(ROLE) aim to help young people(STR) leave their fingerprints on the world– to make their mark(STR).

Make Your Mark(STR) enables VimpelCom(ROLE) to make a significant positive impact(STR) on society(ROLE) by involving all business units(ROLE) and OpCos in contributing initiatives and projects(STR) under one common theme. It incorporates ongoing projects(STR), but is also leading to the creation(STR) of many more.

Make Your Mark(STR), as VimpelCom’s flagship program(STR) is aimed at helping the next generation(STR) find solutions(STR) to the challenges the future will bring – climate change and resource scarcity, rising population and the pressure these will bring on access to the fundamentals of society like health, education, employment and food. The goal of Make Your Mark(STR) is to empower young people(STR) to make a positive difference(STR) through increased access to education(STR) and through inspiring social entrepreneurship(UTP), particularly in the digital arena.

Make Your Mark(STR) includes three

sets of activities:

- **Educate(STR)** – using technology and resources(STR) to bring education(STR) to people(ROLE) who would otherwise not have access to it.
- **Support(ETH)** – for young people(ROLE) with creative digital commercial ideas(STR), helping them build businesses(STR).

• **Inspire(UTP)** – young people(ROLE) to turn their energy, enthusiasm and insights into digital solutions(UTP) which target challenges in areas such as **healthcare, food production, education and access to finances**. The three themes have been chosen because they profoundly affect communities(ROLE), customers(ROLE) and wider stakeholders(ROLE) and also because VimpelCom (ROLE) and the business units(ROLE) can together make a real difference(UTP) in the said areas. The Company(ROLE) and the business units(ROLE) can together offer the below skills(STR) and resources to enable(STR) the future of the young and discerning;

- our(ROLE) expertise and investment in communication technologies
- our (ROLE) commercial expertise(
- our(ROLE) own track record in delivering(STR) ‘services for society’(ETH)
- our (ROLE) scale and international presence combined with local knowledge(UTP)
- our(ROLE) political, commercial and financial contacts
- the commitment of our employees(ETH)
- our(ROLE) financial resource

Make your Mark(STR) Pakistan(ROLE)

Mobilink, under the strategic guidance of VimpelCom(ROLE) launched the program(STR) in Pakistan. The initiatives(STR) planned under the program(STR) offers support(ETH) to a variety of beneficiaries(ROLE) to tackle(STR) the socio-economic challenges in Pakistan(ROLE). The ultimate aim of MYM(STR) is enabling(STR) a generation of educated and tech-literate young people. For this purpose, Mobilink(ROLE) partnered(STR) with three global organizations(ROLE) that include LUMS(ROLE), Pakistan Centre for Philanthropy(ROLE) and GuarantCo(ROLE). Details of the three initiatives(STR) launched under the program(STR), are:

1. Mobilink Entrepreneurship Supporting Initiative(STR)

Mobilink(ROLE) partnered(STR) with LUMS Center for Entrepreneurship (LCE) (ROLE), an all-inclusive development incubator for budding entrepreneurs that formalizes the process of scouting, mentoring and facilitating startup founders. Set up under the umbrella of Lahore University of Management Science (LUMS) (ROLE) as an autonomous platform, LCE(ROLE) aims to build an entrepreneurial ecosystem that will bring together necessary resources & acumen required to maximize the growth potential of local entrepreneurs.

LCE representatives(ROLE) were invited as judges(ROLE) at TiE, OPEN, P@SHA, Startup Weekends, Civic Hackathons, Startup Cup and Mobile Coding Jams where they(ROLE) got a chance to assess(STR) and review hundreds of business plans. Under the partnership(STR), 13 Start-ups have been scouted from across the country(ROLE) and are currently incubated at the center. The selected prospective businesses received mentoring from industry experts,

following which they will get an opportunity to secure funding(STR) and/ or commercial contracts at Investor’s

Day.

The list of Start-ups supported(ETH) by Mobilink(ROLE) are as follows:

- Docket • Aitomation • Event Bazar
- Shadi Box • Mezaaj • Treble
- ShahiSawari • Paperpk.com • Nearpeer.org

2. MYM's(STR) ICT Enhancement Program(STR)

Supporting educational provisions(STR) to enable(STR) young people(ROLE) to take control of their future, Mobilink(ROLE) has established 6 state-of-the art ICT Labs(STR) (10 computers in each lab) at schools(ROLE) adopted by NGOs.

This initiative(STR) saw Mobilink(ROLE) and PCP(ROLE) join hands(STR) to identify schools(STR) in need of ICT labs, with PCP(ROLE) responsible for ensuring that the recipients(ROLE) are marginalized social classes(ROLE). PCP's(ROLE) involvement also made the process transparent(ETH) and impartial(ETH). The program(STR) will now reach out to(STR) almost 3500 deserving students(ROLE) of primary and secondary schools(ROLE) operating in rural and peri-urban areas(ROLE) every six months.

The Program(STR), in its first year, reached out to(STR) 6000+ deserving students(ROLE) of primary and secondary schools(ROLE), operating in rural and peri-urban areas(ROLE).

The details of the schools(ROLE) where the six computer labs were setup are as follows:

- Govt. Girls High School(ROLE), Dhak Rangla, Bagh AJK
- Zunaira Mallah School(ROLE), Village Sumaar Mallah, Hyderabad
- Read Foundation Higher Secondary School(ROLE), Jutial, Gilgit
- Government Girls High School(ROLE) Shafiq Shaheed, Killi Shadi Khan, Quetta(
- HDF Model School(ROLE), Dosehara Road, Mahu Dheri, Mardan
- Nasra School(ROLE), Kachi Abadi, Depot Lines, Karachi

The overall aim of Mobilink's latest social investment(STR) is to contribute towards the academic nurturing(STR) of young scholars(ROLE) who(ROLE) will become part of the emergent digital economy and to establish a generation of successful entrepreneurs(UTP) who(ROLE) can provide for themselves(ROLE) and their families(ROLE). With the addition of the 6 recently established labs, Mobilink till date has established(STR) a total of 11 computer labs in various educational institutions(ROLE) across the country(ROLE).

3. SMS Based Literacy Program(STR)

In 2009, Mobilink(ROLE) developed a pilot scheme(STR) with UNESCO(ROLE) and the Bunyad Foundation(ROLE) to educate rural women(STR), a group mostly excluded from the conventional educational system in Pakistan. The project(STR) started in 2009 with 250 female learners(ROLE) in rural Punjab(ROLE), and by the end of 2013, it had Embraced(STR) 5,000 women(ROLE) across the country(ROLE). Mobilink's mLiteracy program(STR) helps(STR) teachers(ROLE) offer a basic literacy curriculum using SMS(STR) – with free connectivity for teachers and learners(STR). The

program's project facilitators(ROLE) organize classes(STR) in small learning centers(ROLE) in villages(ROLE), often in the houses of local elders(ROLE), and learners'(ROLE) responses are logged in to monitor their progress(STR). The project(STR) has expanded to enable(STR) rural women(ROLE) to better manage domestic finance, and to raise subjects such as religious tolerance(ETH) and equal opportunity(ETH). The program(STR) has noticeably reduced gender bias to mobile use(UTP), and participants(ROLE) have reported a heightened sense of security(UTP) by having access to this means of communication(STR).

With the additional budgetary support of GuarantCo(ROLE), Mobilink(ROLE) in the program's(STR) 6th phase partnered with The Institute of Social and Policy Sciences (I-SAPS) (ROLE) and GuarantCo(ROLE) for 'SMS-based Adult Female

Literacy Program'(STR), which is enabling(STR) learners(ROLE) to receive ICT based education(STR)n in close proximity to their homes. Through this initiative(STR), Mobilink(ROLE) is educating(STR) around 4,050 women(ROLE) in eight rural districts of KPK(ROLE), including Mardan,Swabi, Nowshera, Malakand, Haripur, Mansehra, Kohat and Buner.

Since community mobilization(STR)n was deemed a cornerstone to make this initiative(STR) sustainable, 'Village Education Support Committees(ROLE)' were created throughout the eight districts(ROLE), whose members include respected elders(ROLE) and influential individuals(ROLE). As a result, Mobilink(ROLE) with the help of their implementing partners(ROLE) not only had an all-out community support in identification of teachers and learners in each of the 154 villages, but also managed to establish(STR) 160 easily accessible Adult Literacy Centres(ROLE), where adult females(ROLE) of ages between 15 and 35 have been enrolled and imparted basic literacy skills.

Under the 'SMS-based Adult Female Literacy Program'(STR)(STR), learners(ROLE) gain some level of literacy during their six-month basic literacy coursework(STR) along with the provision of a mobile phone(STR) in order to practice and further develop(STR) their newly acquired skills

Health

As a socially responsible business(ETH), Mobilink(ROLE) strives to adapt to the evolving needs of the society(STR) and is committed(ETH) to provide basic, yet essential health services across Pakistan(ROLE). Mobilink's social investments(STR) in the domain of public health are directed to reputable institutions(ROLE) providing quality(ETH) and comprehensive healthcare(ETH). The company(ROLE) has not only supported(ETH) a number of medical institutions(ROLE) but has also put in immense effort to provide the best-in-class healthcare facilities(STR) to the local communities(ROLE). Throughout the year, the Mobilink Foundation(ROLE) made valuable investments(UTP) in the up-gradation of health infrastructures(STR), organizing blood donation drives(STR) and medical camps(STR), marking world health related days(STR) besides visiting resident patients(ROLE) at various hospitals(ROLE), and hence, making a difference in alleviating healthcare conditions(UTP) across the country(ROLE).

1.Theatrical Play by Cancer Patients

In September, 2015, Mobilink(ROLE) organized a theatrical play(STR) in collaboration(STR) with Shaukat Khanum Memorial Hospital(ROLE). The very special show featured a cast of child performers(ROLE), all of whom were either cancer survivors(ROLE) or under treatment. The performers(ROLE) enthralled the audience with their superb performance. Proceeds from the sales of tickets were donated(ETH) to the Hospital(ROLE) facilitating(STR) it to provide free cancer treatment(STR) to poor patients(ROLE). The event that attracted various national and international media was chaired by Mobilink's CEO(ROLE), Andrew Kemp.M

2.Mobilink's Pink Ribbon Campaign 2015

Pakistan(ROLE) has the highest rate of female breast cancer in Asia, as 1 out of 9 Pakistani women(ROLE) is likely to suffer from breast cancer at some point in their lives. Approximately 90,000 cases of breast cancer are reported every year in Pakistan(ROLE) and about 40,000 women(ROLE) die from this deadly ailment. More than 90% women(ROLE) have a chance of surviving breast cancer with early diagnosis; however due to lack of awareness and medical facilities, women(ROLE) are diagnosed at later stages which is the prime reason for the high mortality rate.

Mobilink(ROLE) had been a supporter of the Pink Ribbon Campaign(ETH) for the past eight years. Mobilink(ROLE) assisted the campaign(STR) by carrying out an advocacy drive(STR) which involved sending out informational messages(STR) to its customer base(ROLE), nationwide.

On October 25, 2015, Minar-e-Pakistan(ROLE) was lit up in rosy pink lights(STR) to symbolize support(STR) for the Breast Cancer Awareness Month, and to show solidarity(STR) to patients(ROLE) and survivors(ROLE) at the International Mammogram Day. This initiative(STR) by the Pink Ribbon Campaign(STR) supported(ETH) by Mobilink(ROLE) was in accordance with international support for 'Pinktober', which had seen famous monuments such as the Empire State Building(ROLE), the White House(ROLE), the Eiffel Tower(ROLE) and the Sydney Opera House(ROLE) also turning pink.

3. Nationwide Blood Donation Drive(STR) 2015

At Mobilink Foundation(ROLE), we strive hard(ETH) to instill the values of humanity(ETH), service to community(ETH) and corporate responsibility(ETH) across the organization(ROLE). In December 2015, Mobilink(ROLE) organized Pakistan's largest corporate blood donation drive(UTP). The nationwide drive(STR) was organized by Mobilink's CR team(ROLE) along with its team of active Torchbearers (ROLE) all across Mobilink offices(ROLE) and resulted in collection of over 1201 pints of blood(STR) over a period of 7 days, benefiting(STR) over 3,500 young Thalassemia patient(ROLE) s across Pakistan(ROLE).

The activity(STR) saw Mobilink(ROLE) partnering(STR) with Sundus Foundation(ROLE) and Indus Hospital(ROLE), setting up blood donation camps(STR) at 15 Mobilink premises (ROLE) across the three regions. Contributing further to the cause(ETH), Mobilink(ROLE) brought onboard 6 of the country's leading educational institutes(STR) to run the campaign(STR) amongst university students(ROLE). The drive(STR) was a means of collecting blood for children(ROLE) suffering from a range of chronic and life threatening illnesses including Thalassemia, which is a hereditary genetic blood disorder. Over 5,000 children(ROLE) are born with this disease in Pakistan(ROLE) every year and their survival depends on regular blood transfusion for the rest of their lives.

4. Global Hand washing Day(STR)

According to the Pakistan Demographic and Health Survey conducted in 2013, almost 53,000 children(ROLE) under five years of age die, because of diarrhea - a disease which is directly linked with poor quality water, sanitation and hygiene. Out of every 1000 live births almost 104 children(ROLE) die before reaching their fifth birthday. Lives can be saved by improved water sanitation and hygiene facilities and access to health services. Various studies and researches have proved that the hand washing with soap can avert the incidence of diarrhea and pneumonia by up to 16%. Mobilink (ROLE) also disseminated hygiene awareness(STR) via informational Text Messages(STR) nationwide and also took part in the GHWD(STR) event organized by Plan International Pakistan(ROLE) in collaboration(STR) with Punjab Water Aid and the UNICEF(ROLE) on October 15, 2015.

Education

Education remains one of the most significant indicators of social progress playing a decisive role for a society to achieve self-sustainability and equitable development. Education is recognized as one of the top priorities by the UN(ROLE) and is a critical parameter of the UN Millennium Development Goals; only second to extreme poverty eradication.

At Mobilink(ROLE), the leadership(ROLE) believes that the long term socio-economic well-being of communities(ETH) is dependent on proliferation of education and strengthening of educational institutions. Education, because of the remarkable social uplift that it promises, remains the foremost CR priority(ETH) as it is considered to be the only veritable sustainable development tool.

Activity(STR) with the residents of Safina Children Home(ROLE)

Mobilink Foundation(ROLE) organized a fun filled activity(STR) for the residents of Safina Children's Home(ROLE), an orphanage established by Safina Welfare Services(ROLE),Islamabad. 30 Mobilink Torchbearers(ROLE) spent the evening with the children(ROLE) orphaned due to the devastating earthquake in October 2005.

Mobilink Torchbearers(ROLE) hosted the activity for the 60 residents of Safina Children Home(ROLE) at Fatima Jinnah Park, where they(ROLE) took part in entertaining activities, games and sports. These included painting, tug-of-war, sack race, Frisbee and football. The day was concluded with the Torchbearers(ROLE) distributing school bags(STR) among the children(ROLE).

Mobilink(ROLE) Upgrades Women Welfare and Development Center(ROLE)

In June 2015, Mobilink(ROLE) upgraded(STR) the Women Welfare & Development Center(ROLE), Islamabad by setting up a stitching and sewing facility(STR). The facility with 10 sewing machines, was inaugurated by Mobilink's CR Team(ROLE) and Torchbearers(ROLE) in an activity held at the Center. The upgraded vocational training center will organize sewing, cutting and stitching classes(STR) for the women(ROLE) of Islamabad and surrounding areas. The six months' course(STR), offered at the Center, aims at empowering women beneficiaries(STR) with skills that they can utilize in earning a living for their family(STR) and subsequently teach others. Contribution(ETH) to this Center was monetary(ETH) as well as in volunteer hours(ETH). The Center is located in the north of Islamabad.

Society of Special Education(ROLE)

Mobilink Foundation(ROLE) continued its initiative(STR) to support local educational institutes(STR) by visiting the Greenland Society of Special Education (GSSE) (ROLE), a non-commercial institute(ROLE) in Lahore. The Mobilink Torchbearers(ROLE) aligned a host of activities(STR) including a poem recitation competition, storytelling and interactive sessions to make the day memorable for the students. **Goody bags** comprising of coloring book and pencils, ludo, toys and edibles were distributed(STR) amongst the students at the conclusion of the activity. GSSE(ROLE) was established in 2000 for the development of special children(ROLE) and has branches in Garhi Shahu, Lahore and Kot Radha Kishan, Kasur district. It(ROLE) has professionally qualified and experienced teams (ROLE) providing a tailor-made individualized educational program (IEP) as per each child's need so that they (ROLE) utilize their potential and become independent.

Mobilink Foundation(ROLE) has been associated(STR) with the institute since 2009 and has previously provided(STR) classroom furniture, playground equipment and conducting other activities(STR) to upgrade the school(ROLE) premises.

Mobilink Connectivity Drive(STR)

Mobilink(ROLE) donated(STR) 10 Smartphones with the data enabled SIMS to Pehli Kiran School(ROLE) System Campuses. The mobile phones are being used for installation of Government provided Mobile Emergency Alert System(STR) for Schools(ROLE). They connect local schools with the Police and other law

enforcement agencies. The software, downloaded on to an Android smart handset, can be prompted to notify the above mentioned if the educational establishment faces a threat of or a potential occurrence of terrorism, fire, kidnapping or robbery.

(ROLE) Mobilink Foundation(ROLE) launched its ‘Teach to Transform’ (T2T)(STR) program(STR) by conducting(STR) a 90 minutes mentorship session at Master Ayub’s Park School(ROLE) located at F-6, Islamabad.

Under the program’s guidelines, Mobilink’s employee volunteers(ROLE) spent their time at the school by providing teaching support(STR) to students(ROLE) who were struggling academically and required additional tuition.

Jeffrey Hedberg, CEO – Mobilink(ROLE), was also part of the volunteer team(ROLE) and dedicated his time to a book reading activity(STR) with the students(ROLE). The activity(STR) was concluded after the distribution of necessary course books(STR), self-help reading materials and stationery amongst students.

T2T(STR) is a student mentorship program that assigns Mobilink Torchbearers(ROLE) to underprivileged schools(ROLE) across the country(ROLE). Launched in 2013, it is yet another innovative corporate social responsibility initiative(UTP) by the Mobilink Foundation(ROLE). The pilot phase of the project(STR) was launched at the DSRA School(ROLE) in Karachi where 46 students(ROLE) benefited(STR) from the teaching assistance provided.

Torchbearer(ROLE) Visit to Al-Farabi National Special Education Center(ROLE)

In December 2015, Mobilink Foundation(ROLE) commemorated the National Day for Disability by organizing a “Disability Equality Training” (STR) at the Mobilink House(ROLE), Islamabad. The training was aimed to equipParticipants(STR) with a working knowledge of disability and to recognize discriminatory language(STR) and practices. Following the training, Mobilink Torchbearers(ROLE) visited the Al-Farabi National Special EducationCenter(ROLE) for Physically Handicapped(ROLE) in G-8/4, Islamabad.

At the Center(ROLE), they(ROLE) engaged in an interactive session(STR) with children with special needs(ROLE), which included a discussion on their aspirations and plans for the future. This activity was partnered(STR) with Special Talent Exchange Program(STEP) Pakistan(ROLE).

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Disaster Relief

The Mobilink Foundation(ROLE) has an illustrious history of displaying corporate social responsibility(ETH) towards the society at large especially in providing humanitarian assistance(ETH) to disaster stricken communities(ROLE). In the nation’s(ROLE) time of need, Mobilink(ROLE) and its Torchbearers(ROLE) have marked their presence in the remotest parts(STR) of the country(ROLE) and have wholeheartedly extended assistance(ETH) to the affected communities(ROLE). Mobilink(ROLE) played a major role to play in alleviating the suffering(ETH) of those whose lives and livelihoods have been disrupted due to such calamities. Mobilink(ROLE) has worked closely with national and provincial disaster management authorities(ROLE) and the armed forces(ROLE) besides other relevant government authorities(ROLE) in ensuring that Mobilink’s assistance of food and non-food consignments(ETH) reach the most deserving(ETH).

Heat Wave Relief Activity(STR)

The heat wave that gripped Karachi and interior Sindh in the month of Ramzan claimed over 1300 lives. As a response, Mobilink Foundation(ROLE) took the lead

and initiated a relief campaign(STR) that reached out to the victims(STR) of heat strokes, hospitalized for treatment at health units and hospitals(ROLE). Mobilink Torchbearers(ROLE) carried out several relief aid distributions activities(STR) at:

- Abbasi Shaheed Hospital (ROLE) Karachi,
- Qatar Hospital (ROLE) Karachi
- Shah Bhitai Hospital (ROLE) Hyderabad
- Civil Hospital (ROLE) Hyderabad

More than 3,300 people(ROLE), affected by severe heat, were provided assistance(STR). The relief activities(STR) saw distribution(STR) of 10,000 bottles of mineral water, 6000 boxes of juice, 4000 ice packs, 4000 hand sized towels and 40 cooling mist fans.

Sponsorships(STR) and Other Activities

Torchbearer(ROLE) visit to Darul Atfal Peshawer(ROLE)

Mobilink(ROLE) continued its efforts of providing assistance(ETH) to the deserving(ETH) and marginalized segments(ETH) by having the first of the social inclusion activities(UTP) in Peshawar. The activity was held at Dar ul Atfal(ROLE), a privately managed orphanage(ROLE), housing children(ROLE) from the IDP communities(ROLE). More than 100 children(ROLE) of the facility and 15 Mobilink Torchbearers(ROLE) took part in the activity which included interactive sessions(STR) with the resident children(ROLE), board games and refreshments.

Iftar Dinner at Binte Fatima Old age home(ROLE)

In the spirit of Holy month of Ramadan, Mobilink Foundation (ROLE) initiated a number of charitable projects(ETH) with the aim to reach out to the marginalized(ETH) and often forgotten members of the society. In the South region, the Iftar activity(STR) was held at the well reputed Bint-e-Fatima Old Home(ROLE), Karachi. Bint-e-Fatima Old Home(ROLE) (trust) is a nongovernmental & nonprofit organization(ROLE) providing shelter to the senior citizens and gender based violence survivors of society.

The activity was managed by the Foundation volunteers(ROLE) who spent their time socializing with the residents(STR). The evening featured an outdoor Iftar dinner. The activity also included distribution of gift Hampers(STR) amongst the residents(ROLE) including new bedding, clothes and other household items.

Iftar Dinner at Afiat Old age home(ROLE) Islamabad

The Mobilink Foundation(ROLE) conducted the third Iftar activity(STR) at Aafiat Old Home(ROLE), Islamabad, an old home(ROLE) established by the Social Welfare Department(ROLE). The Iftar was managed by the Mobilink Foundation Mentors(ROLE) and Torchbearers(ROLE) and was attended by more than 50 residents(ROLE) present at the facility. The activity included iftar and dinner with residents as well as distribution of Eid gifts.(STR)

Iftar Dinner at Afiat Old age home(ROLE) Lahore

Annual Iftar dinner for senior citizens(ROLE) was held at Aafiat Old Home(ROLE) in Lahore. The Iftar was hosted by the devoted(ETH) Mobilink Torchbearers(ROLE) and their families(ROLE) who spent their time interacting(STR) with the elderly residents. The activity(STR) also included distribution of giveaways(STR) amongst 40 residents (ROLE) and 15 caretakers(ROLE) which included new building. Clothes and household items.

Mobilink Foundations(ROLE) Sponsors

Spring Gala fundraiser(STR)

Mobilink(ROLE) sponsored Spring Gala(STR), hosted by Serena Hotel(ROLE). The proceeds and collections were donated(ETH) by the Hotel to Jamila Sultana

Foundation(ROLE). The Jamila Sultana Foundation(ROLE) provides assistance and treatment to children(ROLE) affected by Thalassemia.

Subh-e-Nau Fundraiser(STR)

Subh-e-Nau(ROLE), a registered NGO(ROLE), held a fund raising event in collaboration(STR) with renowned singer Rahat Fateh Ali Khan at the Islamabad Marriott(ROLE) on 21st February, 2015. All proceeds went to the Subh-e-Nau Disability Program(STR).

Organization of Pakistan Entrepreneurs (ROLE)

Mobilink(ROLE) sponsored a networking session(STR) of the local entrepreneurial community(ROLE).

2.Telenor Sustainability Report 2015-16

Naya Aghaz

With the goal of empowering women(STR) at workplace and harness gender diversity(STR) within Telenor Pakistan's workforce(ROLE), the program(STR) provides opportunities for women(STR) who have either been on a career break to support their families or never had the opportunity to work in the corporate sector(ROLE)

The nine-month "Naya Aghaz" program(STR) also enables Telenor(ROLE) to create a future talent pool(STR) of potential female employees(ROLE) and future female leaders(ROLE) for the organization(ROLE) while testing flexible working opportunities(STR), virtual working, flexi hours and inclusion of women from diverse backgrounds(STR). Telenor Pakistan(ROLE) believes that this program(STR) will lead to the establishment of new ways of attracting and acquiring a talent pool(STR), while providing women with flexible working opportunities(STR) in order to manage their work life balance.

In Naya Aghaz Program Batch III (2015) 22 , and in Batch IV (2016) 28 women(ROLE) were taken onboard. Till date 59 women have benefited(STR) from this initiative(STR) This program(STR) is a regular annual recruitment feature of TP's culture and recruitment.

Humqadam(STR)

To kindle social awareness(ETH) and responsibility(ETH) in our people(ROLE), Telenor Pakistan(ROLE) is conducting a flagship Employee Voluntarism program(STR) called Humqadam(STR), since past 6 years.

More than 70,000 working hours have been clocked till date by employees (ROLE)towards community service(ETH) in areas of disability, education, health, environment and emergency response. The program(STR) won the National CSR Award 2016 for employee(ROLE) engagement in sustainable activities(STR).

Activities(STR) Includes:

- Playdays with patients(STR) at the Partner hospita(ROLE)
- Workshops to inculcate professional skills(STR) in Persons with Disabilities(ROLE)
- Recycling Awareness Session(STR) for kids(ROLE)
- Hygiene awareness sessions(STR) and distribution of hygiene kits(STR) in schools(ROLE)
- Tree plantations(STR)
- Safe Internet Sessions(STR)
- First Aid Mobility assistance trainings(STR)
- Regular Blood banks(STR)
- ICT Trainings(STR)
- ICT labs setup(STR)

Khudaar Pakisatan: Open Mind(STR)

Telenor Pakistan(ROLE) takes pride in fact that it is not only one of the first employees in the country to take up Disability as a priority agenda(UTP), but also among the first to implement a program translating ambitions into concrete outcomes(UTP).

Being an equal employer(ROLE), Telenor Pakistan(ROLE) launched the first of its kind program(UTP) Open Mind Pakistan(STR) focusing on mainstreaming disability(STR). By building strategic partnerships(STR), raising awareness(ETH) through advocacy(ETH), trainings(STR) and volunteerism(ETH), ensuring building accessibility(STR) and enabling inclusion in the work force(STR), Telenor(ROLE) is operating new avenues(UTP) for people with disabilities(ROLE) as per ILO(ROLE) conventions.

Batch III of OPM(STR) commenced in January 2016. 16 persons with disabilities(ROLE) were on boarded as trainees(ROLE) to go through comprehensive on job training(STR). So far 48 PWDs(ROLE) have been part of this program since 2013.

Ambition

To broaden the perception of diversity(UTP) within and outside the organization(ROLE) and under the umbrella of diversity .To continue showcasing the inclusion model(STR) as a best practice for wider adoption within likeminded organizations (ROLE)in public and private sector(ROLE) and pioneer the job market in inclusion(UTP). We(ROLE) aim to operationalize the program(STR) as an integral annual feature of Telenor Pakistan's culture and recruitment and work on finding possibilities(STR) of long-term placements within and outside the organization(ROLE).

Safe Internet and School Outreach Program(STR)

By virtue of being a responsible digital service provider(ETH), Telenor Pakistan(ROLE) is a strong proponent of the fact that our users(ROLE) be equipped not just with the means to access the Internet(STR), but with the right information (STR)and support system(ETH) to be able to navigate this new world safely(STR).

The Safe Internet Program(STR) is designed to empower girls and boys(STR) to use Information Communication Technology (ICT)(STR) and the Internet responsibly in a safe manner(ETH).

It promotes responsible(ETH) and safe on-line behavior(ETH) of children(ROLE) through building their capacity in self-protection(STR) online through play based interactive awareness sessions(STR) and modules.

It also enhances the capacity(STR) of project staff(ROLE), teachers(ROLE), School Management Council members (ROLE)and student(ROLE)s on child protection via workshops and engagements(STR).

Telenor Pakistan(ROLE) engages with broader stakeholders(STR) including relevant government departments(ROLE), civil society(ROLE) and media(ROLE)

to sensitize them(STR) on the importance and effective use of online safety guidelines(ETH).

The program(STR) covers two major areas:

- School outreach & awareness(STR)
- Preventing the spread of child sexual abuse(STR)

Status:

Building on the success of Telenor’s School Rehab & Improvement Project(STR), which provided physical infrastructure(STR) to schools destroyed by floods, Safe Internet Program(STR) was launched in the newly rehabilitated schools(ROLE) to provide virtual access(STR) and awareness on safe internet usage(ETH) through “Safe Internet Parents Guide.”(STR) Puppet shows and role plays(STR) were also part of the awareness sessions(ETH). The program will reach approximately 17,000 children(ROLE) and elementary School teachers(ROLE) in 4 Districts in Punjab(ROLE), Sindh(ROLE) and Khyber Pakhtunkhwa(ROLE) (KPK) in collaboration(STR) with our implementation partner, Plan International Inc. (ROLE) (Pakistan office), over a period of 12 months starting from September, 2016 to August, 2017 Also as a new theme within humqadam(STR) and Customer First Day we have been able to reach more than 5000 students.

Ambition:

Embedding the safe internet(ETH) theme in I- Champ 2017 program(STR), Telenor(ROLE) is aiming to cover around 1600 secondary schools(ROLE) in 76 districts(ROLE) of 4 provinces(ROLE), Gilgit Baltistan and Azad Kashmir. An estimated 600,000 students(ROLE) will be trained(STR) by experts(ROLE) under this program(STR).

Human Rights Due Diligence(HuRidd)(STR)

Telenor Pakistan(ROLE) respects(ETH) and upholds internationally recognized human rights(ETH) as set forth in the UN(ROLE) Universal Declaration of Human Rights. Telenor Pakistan(ROLE) seeks, in accordance with the UN’s Guiding Principles on Business and Human Rights, to avoid human rights abuses(STR) and ensure effective remedies(STR) in case any of these rights have been violated.

In pursuit of the same Telenor Pakistan (ROLE)regularly conducts human rights due diligence exercise(STR) for identification and mitigation of human rights(ETH) related risks, opportunities and impacts resulting from its activities.

Status:

1st iteration concluded and 2nd iteration commenced in 2016

Ambition:

To conclude 2nd iteration in 2017

Emergency Relief and Early Warning(STR)

Over PKR 20 million contributed to more than over 268 flood affected families(ROLE) of Gilgit Baltistan. Moreover; four mobile healthcare units were also stationed(STR) for two weeks to provide basic medical aid(STR).

NFs and shelters worth PKR 29 million were provided to 700 families(ROLE) in District Dir and Bajur. Agency FATA(ROLE) after a sever earthquake hit KPK(ROLE) and FATA(ROLE) in October 2015.

More than 40 million free early warning SMS(ETH) were broadcasted(STR) in 2015 in close collaboration(STR) with NDMA (ROLE)and PDMA(ROLE) aiming to prevent potential damage(STR) caused by natural disasters.

Occupational Health and Safety(STR)

Occupational health and safety (OH&S) unit(ROLE) at Telenor Pakistan(ROLE) has a strong focus on primary health and safety hazard prevention and control. The goal of occupational health and safety programs include fostering a safe and healthy work environment(STR). OH&S(ROLE) may also protect co-workers(ROLE), family members(ROLE), employers(ROLE), customers(ROLE), and many others who might be affected by the workplace environment.Telenor Pakistan(ROLE) has implemented OHSAS 18001 standard for continual improvement in occupational health and safety management system(STR). It covers all the corporate offices(ROLE), data centers(ROLE), core and network locations Annual Risk Assessments activities(STR) on the occupational health & safety scope resulted in 360 improvements(STR) in the year 2015. In 2016, the number was raised to 539 improvement(STR). Most of these improvements (STR)were in the major risk areas of work including fire safety, work at height, electrical safety and ergonomics etc. In addition, every building is inspected(STR) on occupational health and safety(STR) scope on quarterly basis for reviewing the situation and for identifying health and safety related risks.

Telenor Pakistan(ROLE) is committed(ETH) to systematically work to ensure and secure(STR) a good and compliant working environment for its personnel.

a) Employee Engagement, Awareness & Trainings(STR)

We(ROLE) believe that all incidents that pose a threat to health and safety of our and supply chain workforce can be avoided!

During 2015 - 2016 primary focus was on employees' behavioral change to ensure their own safety(STR).

The behavioral change program included:

- Regular communication focusing on creating awareness(STR), realizing importance and understanding benefits of safe work practices(ETH)
- Rolling out weekly HSE tips to all employees(ROLE)
- Celebrating HSE(Health and Safety executive) Week and Road Safety(STR) Week
- Organize activities(STR) on International HSE related days, including:
-

International Day for preservation of Ozone layer	16th September
Human Rights Day	10th December
World Environment Day	5th June
World No Tobacco Day	31st May
World Day for Safety & Health at Work	28th April
World Labor Day	1st May
World Earth Day	22nd April
World Water Day	22nd March

b) Tool-Box-Talks (STR)

Tool-Box-Talks (STR) are Telenor Pakistan's perpetual 15 - 20 minutes refreshers to workers on HSE related matters.

c) Training & Awareness Sessions (STR)

d) Focused group class room sessions are held for employees (ROLE) and In-house contractors based upon training need analysis, Inspections and Risk Assessments. The key training topics include Electrical Safety, Fire Safety, Driving Safety, Manual Handling, Work-at-Height etc.

d) Campaigns for employees (ROLE)

In 2016, campaigns (STR) were run on Road Safety (STR), Climate & Environment, and Ergonomics to build awareness (STR) amongst employees (ROLE).

Road Safety (STR) week was celebrated in July

b. Approx. 1,000 employees participated in the E-learning (STR) module on driving safety (SRT)

c. In collaboration (STR) with National Highways & Motorway Police (NH&MP) (ROLE), 20 Training sessions were held (STR) on “Road Safety” (STR), throughout the year 2016, training participants

d. Driving Safety (STR) Handbook was launched for employees (ROLE) and public

e. 4x4 vehicle trainings were held for driver of USF projects

f. Campaign through social media (STR) were conducted (STR)

Supply Chain Sustainability

Telenor’s Supplier Conduct Principles (SCP) are based on internationally recognized standards, including requirements on human rights (ETH), health and safety, labor rights (ETH), environment and anti-corruption (ETH). It is mandatory for all Telenor (ROLE) contracting parties (ROLE) to agree to these principles. Suppliers are legally obliged to uphold responsible business practices (ETH), monitor compliance (ETH) to Telenor’s requirements and build capacity among suppliers (STR).

In 2015-16, the supply chain responsibility (ETH) focus remained on mitigation of supply chain risks, capacity building (STR) and monitoring compliance (ETH) with Telenor’s requirements on responsible business conduct (ETH). It has particular emphasis on SCP areas with respect to child labor.

Mitigating Supply Chain Risk (STR):

An Agreement on Responsible Business Conduct (ABC) legally obliges the supplier, having a direct contractual relationship with Telenor Pakistan (ROLE), to comply with the SCP and requirements set out in the agreement on Responsible Business Conduct (ABC). By year end 2016, in Telenor Pakistan (ROLE), a total number of 1720 Agreements on Responsible Business Conduct were signed (STR)

Monitoring Compliance (ETH):

- Telenor Pakistan carried out 426 supplier inspections (STR) in 2016; including simplified Inspections (STR), detailed inspections (STR) and audits
- 79 % of the inspections (STR) were carried out unannounced
- Approximately 82 major non-conformities were identified (STR) during the inspections (STR), followed by immediate remedial actions

Annual Supply Chain SCP Risk Assessment:

This risk assessment of the entire supply chain is carried out annually for all suppliers (ROLE) and high risk sub-suppliers (ROLE); based on the potential SCP risk they pose.

In 2016, Telenor Pakistan (ROLE) conducted (STR) SCP risk assessment of 1,665 supplier (ROLE)s and sub-suppliers (ROLE). Consequently, 18% suppliers (ROLE) were identified (STR) as high risk, and mitigation measures, covering the monitoring and capacity building (STR), were planned accordingly

Capacity Building in supply chain(STR) - 2016:

On a variety of areas from general HSE awareness to anticorruption(ETH), a total of 205 trainings have been conducted(STR) with over 3000 participants and 4,455 man hours.

Road Safety Campaign(STR) in Supply Chain

Prioritizing transparency(ETH), our reporting on non-conformities or incidents goes beyond tier 1 of the supply chain. The road and driving risks increased in our supply chain during 2016 due to remote operations, roll-out in hilly terrains, fog and smog issues. Resultantly, massive campaigns and road shows were conducted(STR) to mitigate risks(STR) regarding work-related travel.

- E-based training on Road Safety(STR) ‘People First-Road Safety Rules Edition(STR)’ was developed and translated in local language(STR). Through class room sessions at TP premises, 3rd party locations and supplier premises the awareness(STR) was rolled-out for;

1. Work force in Sales and Distribution channel
 2. General suppliers
 3. USF projects
- Driving Safety(STR) awareness sessions(STR) for suppliers in collaboration(STR) with National Highways & Motorway Police (NH&MP) (ROLE) were conducted(STR) Empowerment through Innovation(UTP)

Digital Birth Registration (DBR)(STR)

Pakistan(ROLE) has a birth registration rate of only 33.6 percent; approximately 60 million children(ROLE) are unregistered. This is due to multiple social and economic factors, including insufficient resources, weak governance structures, and high costs in time and money required for birth registration.

These factors are then exacerbated by a general lack of awareness regarding the benefits of birth registration.

Status

Telenor Pakistan(ROLE)in collaboration(STR) with UNICEF(ROLE), Government (ROLE)and a range of other stake holders(ROLE) Conducted a feasibility study(STR) in which three potential registration models were identified(STR):

1. Telenor Facilitator(ROLE): In UC Ghara District Thatta, telenor retailers or “sahulat ghar” (ROLE) were used as torch points
2. Government Facilitators(ROLE): In UC Kalia District Pakpattan, Nikah registers, while in Dhabeji, district Thatta< Lady heath workers(ROLE)were chosen as facilitators(ROLE).

A web-based dashboard provides real-time data (STR) on reported and registered births (STR) and also monitors the performance (STR) of concerned government officials (ROLE). The authorized government officials (ROLE), after reviewing the submissions online, address any queries and process the registration accordingly. The system also extracts information (STR) from the data collected and disseminates (STR) mother and child's related advisories along with alerts to the beneficiaries. This project is an ideal example of leveraging technology for development (UTP) through public private partnership (STR).

Ambition

After successful conclusion of the pilot (STR) in 2016 with promising results, both the provincial governments (ROLE) decided to scale up the solution strategically (STR) in other districts (ROLE), laying a strong foundation for provision of this basic human right (ETH) across provinces (ROLE).

DBR (STR) is now being scaled up (STR) to 5 priority districts (ROLE) under the same tripartite partnership (STR). The solution is now being deployed at Local Government Department (LGD) Secretariats (ROLE) at the provincial capitals (ROLE) Lahore and Karachi.

Digital Learning (STR)

Digital Learning Program (STR) is a virtual education platform (STR) designed in collaboration (STR) with Orenda (ROLE) to transform the teaching and learning environment (STR) while meeting the needs of primary schooling in Pakistan (ROLE) through innovative use of technology (UTP).

Using an iterative design methodology, the national curriculum is adapted and converted into animated digital content (STR), produced in local languages (STR), to supplement understanding (STR) of concepts through visual aid and simpler language.

Status:

The digital content is coupled with activity and play based learning (STR). Teacher training (STR) module and a robust real time monitoring (STR) and evaluation system for adaptive and personalized lesson management and planning are also in place. Currently, the direct beneficiaries (ROLE) of the program are students at 12 government primary schools (ROLE).

Digital Learning program (STR) is built to create an education system (STR) that is personalized and adaptive (STR) according to the learners' capacities, captivate the learners' interest, and ensure greater accessibility (STR) and transparency (ETH), in order to achieve sustainability (STR).

Silent outcomes

- Increased access to innovative ICT (UTP) Better turnout & reduced dropout rates
- More inclusive and participatory classrooms (STR)
- Better trained teachers in schools in underserved communities (ROLE)

- Supplement the existing teaching(STR) modules through activity and play based learning

Ambition

Based on learnings and experiences from the pilot and proof of concept, TP (ROLE) intends to develop(STR) a commercially sustainable model for wide scale take up among public and private sector schools(ROLE).

During the scale up phase of Schools Rehabilitation and Improvement Project(STR), Telenor Pakistan(ROLE) built 44 fully equipped ICT lab(STR)s in 44 public elementary schools(ROLE) of 4 worst flood affected districts(ROLE). Facilities included laptops, solar panels and smart phones along with data SIMs and internet connectivity via Telenor's portable Wi-Fi devices

An extensive ICT and mLearning training module was developed in collaboration(STR) with PLAN International based upon Public Curriculum and Telenor Taleem portfolio. Simple and basic educational and informative content via SMS, MMS(STR) and IVRs were sent to the rehabilitated 44 school(ROLE)s under detailed lesson plans.

Big Data for research on Dengue(STR)

Since November 2010, thousands of people in Pakistan have been diagnosed with dengue and many lost their lives to the infectious disease.

Realizing the gravity of the situation, Telenor Pakistan(ROLE) in collaboration(STR) with Harvard TH Chan School of Public Health and Telenor Research (Telenor Group) (ROLE) in 2015, conducted(STR) a study on 'Impact of human mobility on the emergence of dengue epidemics in Pakistan.

The purpose was to analyze(STR) the causes, trends and effects of dengue fever in Pakistan and to study its spread through anonymized consumer data. The study provided a tool to the health professionals(ROLE) and authorities and contributed to the design of more effective national response mechanisms. The findings were of international significance to support the remedial efforts(STR) to control the spread(STR) of Dengue in various parts of the world.

Mobile Agriculture

In the line of vision of "empowering Societies"(UTP), Telenor Pakistan(ROLE) launched its "Khushal Zamindar" (Prosperous Farmer) service(STR) for smallholder families(ROLE) that makeup to 89% of Pakistan 's 30 million farmer (ROLE)base in December 2015. This service provide localized, contextualized and customized information which(STR) includes weather forecasts, timely agronomic and livestock advisory through text messages(STR) and voice calls (STR) to help farmers(STR) increase their crop yield, reduce post-harvest losses, safeguard nutrition and better handle adverse climatic affects and natural resources. Out of 1.4 million active users(ROLE) on Khushal Zamindar service(STR) in December 2016, 20% are females(ROLE). The service is available in three languages, is free of cost(ETH) and covers(STR) wide range of cash crops, fruits and vegetables, fodder and livestock. This service(STR) is particularly helpful for farmers who lack access to reliable information(STR) that can help counter the agronomic problems(STR) to increase crop yield and guides(STR) them (ROLE)on immediate remedial actions in case of natural calamities.

Ambition

Addressing gender inequalities(STR): 70% of Pakistan's female workforce(ROLE) is deployed in agroculture sector where smallholder family women(ROLE) are primarily taking care of livestock and horticulture crops. Connecting with these women is extremely challenging due to cultural and educational issues that deprived them of numerous opportunities to improve their livelihoods and contribute towards their family's income and hence wellbeing.

In line with commitment(ETH) towards the SOG of "reduced inequalities" we launch a free of cost(ETH) MR Service for female farmers(ROLE) using our Prosperous Framers platform(STR) through dedicated extension i.e. 7272-51 with aim to enhance women participation (STR)in agriculture The service (STR)will additionally promote awareness(STR) on nutrition and livelihood related issues along relevant content for improving their dairy, livestock and horticultural yields.

Digital Financial Inclusions

Agri-business do not have direct relationship with farmers(ROLE) they procure from. The relationship is controlled by middle man call Arthis(ROLE). This leads to corruption, delayed dissemination of information, and limited access to financial services for small farmers: and serious supply chain inefficiencies for the agri-business. To address this issue Telenor Pakistan (ROLE) will launch Source Smart: an online commodity buying platform(STR) aims at designing farmer's production records and payments hence improving(STR) their credit worthiness that will accelerate their financial inclusion.

Telenor Pakistan (ROLE)has been officially selected as Govt. of Punjab's partner(ROLE) to carry out their initiative(STR) of "Empowerment of Farmers through digital and Financial Inclusion"(STR) across Punjab(ROLE). Telenor will disburse and collect interest free loan installments(ETH) from 125,000 farmers, provide(STR) 4G mobile s and SIMs, agri apps, internet connectivity to farmers(ROLE). Telenor will also be setting up facilitation centers(ROLE) across 36 districts of Punjab(ROLE) to train the farmers(STR) on smartphone and app usage to the best of their advantage. This is a game-changer (UTP)and biggest Public-private partnership project of its kind in the world(UTP).

3. Ufone Corporate Responsibility Social Development

Alongside the main initiatives(STR) Ufone(ROLE) also conducts various mentor programmes and competitions(STR) to keep the CSR spirit alive(STR)!

Ufone(ROLE) is introducing Rizq(STR)

June 09th, 2017

In continuation of Ufone's(ROLE) aim to encourage kindness(ETH) and strengthen humanity(ETH), Ufone(ROLE) is introducing Rizq(STR), an initiative(STR) by three young men(ROLE), who collect hygienic surplus food(ETH) from restaurants, households, wedding halls and distributes it in the community at a nominal price of Rs. 10(ETH), so it doesn't go to waste(ETH).

This month, Ufone(ROLE) wants to inspire each one of its consumer(UTP) in taking such efforts forward, spreading goodness(UTP) by becoming **#achaikimisaal(UTP)** and setting an example(UTP) for those who wish to follow them(ROLE).

The hope for a better tomorrow(UTP) is U(ROLE)!

June 10th, 2016

The month of Ramzan reminds us(ROLE) of all that we(ROLE) have been blessed with and gives us(ROLE) the opportunity to give back. In this spirit, Ufone's(ROLE) Ramzan Campaign(STR) this year will donate media space and airtime(STR) to the passionate Pakistanis(ROLE) who do good things in their own limited capacities(ETH) and make a difference in the lives of the underprivileged(ETH).

Three efforts being promoted in this campaign(STR) are:

Khana Ghar(STR) founded by Parveen Saeed in Karachi for the sole purpose of providing food to the needy(ETH). For the past several years Khana Ghar(STR) has fed thousands of people(ETH) in Karachi each day by serving them(ROLE) warm meals(ETH) for only Rs. 3.

Dewar-e-Meherbani (Wall of Kindness)(STR) was initiated by Omer and Daniyal under the banner of Wadaan(STR) in Peshawar, where people(ROLE) keep clothes for others in need(ETH). Throughout Ramzan, in addition to clothes, non-perishable food items, shoes and other gift items can also be kept at the Wall of Kindness(ROLE).

Operation Eid Child(STR), founded by Sharmin Aziz in Islamabad a year ago has enabled thousands of individuals(UTP) to give back in the form of boxes filled with presents(STR) that are distributed amongst children in need(ETH), all throughout Ramzan and Eid.

Ufone(ROLE) has also donated the production of public service messages(STR) on all mediums, and our media support to these

initiatives(STR) will give these success stories(UTP) an even wider reach.

Like these individuals(ROLE), you(ROLE) too can be a source of happiness(ETH) for others by joining these causes(ETH), or starting one yourself(ROLE) in your(ROLE) own area. Don't forget to let everyone know(STR) of Khana Ghar(STR), Operation Eid Child(STR), and Wadaan(STR) or your(ROLE) acts of kindness(ETH), by posting them on social media(STR) with the hastag #itsallaboutU(UTP)

Let's make a difference(UTP); the hope for a better tomorrow(UTP) is U(ROLE)!

Ufone(ROLE), PRCS(ROLE) collaborate(STR) to facilitate flood affectees(ETH) on Eid ul Azha

September 15th, 2015

ISLAMABAD, September 15th, 2015: Pakistan's premier telecom operator(UTP) Ufone(ROLE) has joined hands(STR) with Pakistan Red Crescent Society (PRCS)(ROLE) to pursue its tradition(ETH) of remembering the flood affectees(ETH) through thick and thin. On the occasion of Eid, Ufone(ROLE) and PRCS(ROLE) have collaborated(STR) in an effort to provide food items(STR) to areas where floods devastated livelihoods of hundreds of thousands of families reside in Chitral.

In line with Ufone's(ROLE) vision of helping people(ETH) and giving back to the society(ETH), Ufone(ROLE) has handed over a consignment of 1 week of ration(ETH) for 1000 families to PRSC(ROLE), after the latter helped Ufone(ROLE) in identifying key areas(STR) which needed immediate attention. The areas in which PRSC(ROLE) will be serving as a distributor are Bamburait, Rumboor, Reshun, Mulkhaw, Orghuch, Doom Shugohre, Garam Chashman, Zitur, Drosph, Brep.

Expressing his views Mr. Amir Pasha Head of PR & CSR Ufone(ROLE) said, "Ufone (ROLE) along with PRCS(ROLE) has taken this initiative(STR) to facilitate these floods hit brothers(ETH) by providing them with much needed rations(STR) fulfilling their immediate needs(STR), so that they(ROLE) may not feel left behind on this auspicious occasion of Eid-ul-Azha."

Regarding this initiative, Dr. Rizwan Naseer General Secretary at PRCS(ROLE) said, "It is indeed sad that so many people(ROLE) lost their livelihoods because of the recent catastrophic floods, this initiative(STR) was the need of the hour and we(ROLE) highly appreciate Ufone's (ROLE) efforts in this regard, as this would not only provide timely relief(STR) to the flood affectees, but also bring smiles on their faces(STR) on the upcoming Eid."

The flood relief ration have been handed over to PRCS(ROLE) by Ufone(ROLE) for the distribution, in a ceremony held at PRCS(ROLE) Headquarters. This will not only provide a quick relief to the affectees(STR) but establish a sense of equality(UTP) among the Chitrali citizens on the nationwide occasion of Eid.

PAKISTAN RED CRESCENT SOCIETY, is a humanitarian relief organization constituted under an Act of Parliament, Act No. XV of 1920, which gives it a legal status. PRCS main activities are relief work during and after natural or manmade disasters, and primary health and welfare services for the less privileged and marginalized people of the society. PRCS also works alongside the Government of Pakistan and supplements its efforts for relief and rehabilitation of victims of such disasters.

Karachi Police(ROLE) launches Emergency Alert System(STR) in collaboration(STR) with Ufone(ROLE)

March 2nd, 2015

Karachi, March 2, 2015: In wake of the growing security concerns for educational institutes(ROLE) throughout the country(ROLE), Karachi Police(ROLE) in collaboration with Ufone(ROLE) has launched a single click Emergency Alert System (EAS)(STR) to strengthen and compliment the security operations(STR) of the Police department(ROLE).

In order to activate this well thought out security system, Ufone(ROLE) numbers of the school staff members and other educational institutes(ROLE) will be registered(STR) in collaboration(STR) with the education department(ROLE) and Police(ROLE). Likewise, the schools will also be allowed to individually register their Ufone SIMs(STR) by filling up the forms available online or at the Police Stations(ROLE) in Karachi. Once this process has been completed, following the registration of the number, any alarm triggered(STR) through it would alert(STR) the nearest Police Station(ROLE) and relevant police official(ROLE) to take necessary action(STR) to safeguard(STR) the school. The alert system(STR) would also send details(STR) containing the name of the school as well as the name of the person who generated the alarm. An added advantage of Ufone's(ROLE) CSR based Emergency Alert System (EAS)(STR) is that it's free of cost(STR) which would not render any alarm ineffective simply due to the insufficiency of mobile credit. Also, it does not require any hi-end mobile phones(STR) to be effectively functional. The system would also have a portal for live reporting(STR), extended(STR) to all senior Police officials(ROLE) and all other stakeholders(ROLE) involved.

“It's a unique security alarm system that will enable immediate security(UTP) and assist the Police(STR) in their endeavors to protect the future generation(UTP) of the country(ROLE). In this time of need, the efforts of Ufone(ROLE) are commendable not just in terms of innovation(UTP) but also through their quest to contribute towards the

security(STR) thereby showing the nation that it's an organization(ROLE) that cares(ETH)," said Ghulam Qadir Thebo, Additional Inspector General Police(ROLE) Karachi.

Speaking about the effort of the company towards building a safer country(UTP), especially for education seekers, Noman Azhar, Head of Financial Services and M-Governance at Ufone(ROLE), said, "This initiative(STR) reflects Ufone's(ROLE) determination to give back to the country in a meaningful way(UTP). Following our strategy of incorporating technological advance(STR) in our system, we(ROLE) have instilled(STR) a mechanism that would facilitate the Police(STR) in promptly dealing with emergency situations(STR)."

Ufone's Emergency Alert System(STR) has made many citizens hopeful(UTP) in terms of acquiring immediate help(UTP) when needed.

Ufone extends support(STR) in Tharparker relief operations(STR)

May 16th, 2014

Lahore, May 16th, 2014: Pakistan's premier telecom operator(UTP), Ufone(ROLE), pursuing its tradition(ETH) of being there for Pakistanis(ROLE) in times of crisis has carried out a relief activity(STR) for the famine hit areas of Tharparker, to help ease the pain of the affected people(ETH), by the disastrous famine.

In line with Ufone's vision of helping people(ETH) and giving back to the society(ETH), besides providing support to the deprived(ETH), 20 employees(ROLE) of Ufone(ROLE) from all over Pakistan(ROLE) volunteered and travelled to Tharparker, to support the relief efforts(ETH). Apart from this, all Ufone employees(ROLE) donated(ETH) whole heartedly for the drought stricken people(ROLE) of the area.

This CSR initiative(STR) was carried out in collaboration(STR) with SWWS (Support with Working Solutions)(ROLE), which is a non-profit organization(ROLE) working for the community(ROLE) driven development in Pakistan(ROLE) for the last 20 years.

Expressing his views regarding this noble initiative, Head of PR and CSR Ufone(ROLE), Amir Pasha said, "Ufone(ROLE) continues with its tradition of being there for Pakistanis(UTP) in time of crisis to mitigate some of the miseries(UTP) caused by the disastrous famine, which the Tharparker residents are facing." He further added, "We(ROLE) feel that it is our responsibility(ETH) to help our fellow countrymen(ETH) in the hour of need".

Through the relief operation(STR), food parcels were provided to 3500 people(ROLE) in different Union councils of Tharparker (i.e. Tehsil Diplo, Chachro, Nagarparker, Islamkot and Mithi). These food parcels contain a two weeks ration for the affectees including wheat flour, rice, Lentils (Daal's), ghee, sugar, tea, salt, water bottles and milk.

Javed Akhtar, Chief Executive Officer, Support with Working Solutions (SWWS) (ROLE) said, “We(ROLE) thank Ufone(ROLE) for extending its full support(STR) during the relief operations(SYR) in the drought stricken areas of Tharparker.”

Crime control in full flow(UTP) courtesy Ufone(ROLE), Police(ROLE) force

April 8th, 2014

Islamabad, April 8, 2014: Ufone(ROLE), one of the leading cellular operators in Pakistan(UTP) and a leader in innovation(UTP), initiated a distinctive CSR project(STR) for helping Islamabad Police(STR) in curbing crime across the country(ROLE). The success of the initiative(UTP) has now seen police(ROLE) forces of other cities express interest with implementations now in full flow throughout the country(UTP).

Living up to its values (UTP) and mission of constant innovation(UTP), evolution and giving back to the society(ETH), Ufone(ROLE) aimed to aid Islamabad Police(STR) in significantly reducing the crime rate(UTP) in the city. The verification service(STR) allows police to verify the registration(STR) details of vehicles, stolen vehicles record and criminal record using Ufone connections at the spot and without any cost(STR). The Police Mobile Verification System(STR) has seen a 100% monthly growth(UTP) since its inception in September, 2013, as more and more Police departments(ROLE) across the country(ROLE) have started using it. The total inquiries done through this service in March alone are more than 240, 000.

The implementation of this process across the country(ROLE) is expected to curb crime and terrorist activities(UTP) since vehicles act as major facilitator in all sort of criminal and terrorist activities and should also be able to decrease the overall crime rate(STR) on the streets.

Mr. Amir Pasha, Head of PR & CSR, Ufone(ROLE) said speaking about the initiative(STR), “This CSR initiative(STR) by Ufone(ROLE) has been largely successful(UTP) and will further help mitigate crime rate(STR) across the country(ROLE). We (ROLE) fully understand the vulnerable environment we(ROLE) live in and on our behalf(ROLE), we(ROLE) want to do all we(ROLE) can to help the authorities of this country(STR) to fight crime(STR). This is only the beginning and we (ROLE) wish to not only consolidate our support(STR) but also extend it with the same zeal and social responsibility(STR). Our ultimate motive is to make Pakistan a safe country(UTP).”

This Police Mobile Verification System(STR) starting from Islamabad has now been implemented by National Highways(ROLE) and Motorway Police(ROLE), Police(ROLE) in all districts of KPK, AJ&K along with several districts of Punjab including Attock, Bhawalpur, Chakwal, Jhelum, Lahore, Rawalpindi & Sargodha.

Sultan Azam Taimuri, Additional IG Operations, ICT Police(ROLE) said, “This initiative(STR) of Ufone(ROLE) is turning out to be a national service(UTP) helping police department(ROLE) to shrink crime rate(STR) thus making Pakistan a safer place(UTP).”

According to latest stats of March 2014, 191,290 registration details of vehicles were inquired(STR) from excise data, whereas 47,694 vehicles were inquired(STR) from stolen record. Additionally, more than 500 vehicles were charged with the help of this verification system(STR). Inquiry(STR) of 805 CNIC’s was made from criminal record.

The team(ROLE) at Ufone(ROLE) hopes that this collaboration(STR) could prove pivotal in bringing down the rate of crime(UTP) in the country(ROLE) by a considerable margin.

Ufone(ROLE) and Buksh Foundation(ROLE) illuminating lives(UTP) and homes

Feb 4th, 2014

Islamabad - Feb 4th, 2014: Ufone(ROLE), an Etisalat group company(ROLE), has collaborated(STR) with Buksh Foundation(ROLE), a microfinance organization(ROLE), to bring convenience(STR) through electricity by becoming a part of the latter’s ‘Lighting a Million Lives’ campaign(STR). The pilot project(STR) has been initiated(STR) in two villages in Chiniot and through this campaign Ufone(ROLE) intends to facilitate(STR) the access and use of solar lighting devices(STR) among Pakistan’s rural communities(ROLE) as part of its CSR program(STR). A Solar Charging Station with five solar panels and five junction boxes has been set up(STR) in two villages, Thata Deva and Kalas. Lanterns have been distributed(STR) within households and these may be recharged through these solar panels. This initiative(STR) will remove the need for kerosene oil lamps and therefore, reduce carbon emissions(UTP) into the atmosphere in the long run. It also aims to empower women(UTP) as these stations will be run by selected women(ROLE) from the two villages, where they(ROLE) will be in charge of renting out and selling equipment at the charging stations. Considering that about 43% (80 million people(ROLE)) of the total population of Pakistan(ROLE) lives without access to electricity, this will really illuminate the lives(UTP) and homes of many village residents(ROLE).

Mr. Asher Yaqub Khan, Chief Commercial Officer Ufone(ROLE) said, “Pakistan(ROLE) is facing a serious power problem. “A large section of the population(ROLE) in Pakistan’s rural areas is deprived of energy supply. Our partners at the Buksh Foundation(ROLE) are providing the technical support(STR) to boost energy security(UTP) in rural areas like Chiniot where we(ROLE) have connected several houses through Solar Based Domestic Lighting Systems(STR).”

“Ufone(ROLE) has always been a socially responsible company(UTP), we(ROLE) believe it is a great initiative(STR) for us(ROLE) to be able to work together(ETH) and cooperate(ETH) with Buksh foundation(ROLE) in the spirit of benefiting our country(UTP).” He further added.

Fiza Farhan Chief Executive Officer Buksh Foundation(ROLE) said "Buksh Foundation(ROLE) is extremely proud of this new partnership(STR) with Ufone(ROLE) which promises immense impact(UTP) in the targeted communities(ROLE) as we(ROLE) provide(STR) them(ROLE) with Solar charging stations, while furthering women empowerment(UTP) and economic activity(UTP) in the areas. With the support of Ufone(ROLE) we(ROLE) will be able to provide clean energy(UTP) to those households that were earlier living in the dark; enabling them to get access to(UTP) better education, health, economic activities, mobilization- simply a better life(UTP). This is the way forward towards the paradigm shift in CSR for larger corporates(ROLE) towards real time developmental impact(UTP) - which is certain to lead to real change in Pakistan(UTP)."

***About BF: Buksh Foundation** is a non-profit impact led microfinance institution operating in Pakistan since 2009 with a diverse portfolio of client driven loan products. Microfinance in Pakistan is a young emerging industry in Pakistan at the introductory stages with only a small fraction of the market, less than 8% having access and this organization continues to change the microfinance scenario with various development initiatives in Pakistan. The Buksh Foundation aims to change more and more lives by providing for the less privileged, creating equity in society via microfinance endeavors and making a difference and paving a path for a better future. Buksh Foundation has received 4 awards including International awards since its inception in 2009. The first being the Citibank Micro Entrepreneurship Award-2010, the Best Social Performance at an International level-2011, the Hanson Wade Award for commitment to Social Transparency in Micro-Finance Institutions (MFI) at the Asian level - 2011, the C5's Microfinance Investment Summit Geneva Edition-2011 and the Global Micro-Finance Achievement Award for the Best Social Performance. The institution is known widely for its 'Lighting a Million Lives' (LaML) project.*

Healthcare Initiatives(STR)

Ufone(ROLE) aims at playing a positive role in improving the healthcare sector(STR) and responsive governance(UTP) in Pakistan(ROLE) to ensure basic healthcare facilities(STR) for all citizens of Pakistan(ROLE). Ufone(ROLE) believes in providing(ETH) the same level of healthcare facilities to children(ROLE) coming from affluent and poor social backgrounds. Ufone's(ROLE) 'Child Healthcare Initiative'(STR) aims at bridging the gap(UTP) between children(ROLE) from marginalised sections of society and those enjoying medical facilities at par with standards followed at any private medical facility. Ufone(ROLE), TDC(ROLE) collaborate(STR) to mark World Diabetes' day

ISLAMABAD, November 13, 2015: Ufone(ROLE); a top- tier telecom operator in Pakistan(UTP) has joined hands(STR) with The Diabetic Centre (TDC) (ROLE); a non-profit organization(ROLE), to mark this years' World Diabetics Day, by setting up a health camp(STR) at Ufone(ROLE) Tower.

Under this collaboration(STR), TDC(ROLE) provided specialized diabetologists to Ufone(ROLE) to conduct several free tests(STR) including blood sugar screening, cholesterol level monitoring, Body Mass Index (BMI), blood pressure and foot neuropathy exclusively for Ufone employees(ROLE), under its CSR activities(STR).

Regarding this initiative(STR), Mr Amir Pasha, Head of PR & CSR Ufone(ROLE) said, "All Ufone employees(ROLE) are like our family members(ROLE), so being part of the family(ROLE) (ROLE) we(ROLE) feel it's our responsibility(ETH) to be on the lookout for their well-being(ETH). This session would create much needed awareness(STR) about diabetes, preventing the onset of the disease(STR) while compelling people(ROLE) to follow an active lifestyle(STR)."

Adding his comments, Mr Asjad Hameed, CEO, The Diabetic centre (TDC) (ROLE) said, "Prevention is better than cure", keeping that in view we(ROLE) at TDC(ROLE) are focused on increasing health literacy(STR) and awareness(STR) about diabetes, which is reflected in this collaboration(STR) with Ufone(ROLE)."

He added, "Moreover, we(ROLE) intend to develop capacity in healthcare sector(UTP) for diabetes management by delivering quality clinical services(ETH) that result in improved patient outcomes regardless of the ability of patients to pay."

The World diabetics' day initiatives included: A health camp(STR) followed by a diabetes awareness session(STR) and last but not the least; a walk near Ufone tower symbolizing importance of the day.

Upaisa(STR) commences donation service(ETH) to Shaukat Khanum Cancer Hospital(ROLE)

May 08th, 2014

Lahore, May 08th, 2014: Upaisa(STR) has collaborated(STR) with Shaukat Khanum Memorial Cancer Hospital(ROLE) and Research Centre (SKMCH&RC) and made its services available for people(ROLE) who wish to make donations(ETH) to the Hospital at a time when funds are needed for the construction of Pakistan's second SKMCH&RC(ROLE) in Peshawar.

With the launch of this new and innovative donation collection service(UTP), people(ROLE) will now be able to make donations directly through any Upaisa(STR) retail outlet available in their vicinity along with their mobile wallets. This will provide an opportunity(UTP) for everyone(ROLE) to donate(ETH) to this noble cause with the utmost convenience(ETH).

This ceremony was attended by Mr. Syed Umar Viqar (Head of Operations – Ubank(ROLE)), Mr. Amir Pasha (Head of PR- Ufone) and

Mr. Noman Azhar (Head of Financial Services – Ufone). Speaking about this new initiative(UTP), Mr. Noman Azhar said that, “Providing innovative and efficient technology-based solutions(UTP) to the industry, besides making contribution to the society(UTP) is the core of our business values(ETH), which is well reflected in our collaboration(STR) with Shaukat Khanum(ROLE). Now, anyone wishing to donate(ETH) to the Hospital will be able to do so without any hassle and in a most user-convenient way.”

Dr. Faisal Sultan, CEO Shaukat Khanum Memorial Cancer Hospital expressed his views saying that, “Upaisa(STR) has made a valuable contribution(UTP) to the Hospital(ROLE), as well as the society(ROLE) by introducing this new and efficient service(UTP), making it easier for people to donate. This is really the essence of CSR to use your core strength(STR) to benefit the larger society(STR).”

This new facility(UTP) follows up on Upaisa’s(STR) previous CSR initiatives(STR) which have also focused on the company(ROLE) leveraging its technology leadership(UTP) to bring about positive socio-economic change(ETH). With this new facility (UTP), people(ROLE) will be able to make donations by just visiting any one of the 25,000 Upaisa(STR) outlets located throughout the country(ROLE).

Educational Initiatives

Ufone(ROLE) and British Council(ROLE) recently awarded(STR) two lucky winners of ‘UEnglish’(STR); an interactive English language learning SMS service, started by Ufone(ROLE) in collaboration with British council, via a prize distribution ceremony held in Lahore.

Ufone(ROLE) and British Council(ROLE) award UEnglish winners(STR)
September 3rd, 2015

Ufone(ROLE) and British Council(ROLE) recently awarded(STR) two lucky winners of ‘UEnglish’(STR); an interactive English language learning SMS service(STR), started by Ufone(ROLE) in collaboration(STR) with British council(ROLE), via a prize distribution ceremony held in Lahore.

The two lucky winners, Syed Itrat Abbas Kazmi from Sialkot Cantt and Nadeem Abbas from D.G Khan were presented with two Sasmsung grand smart phones to appreciate their performance(STR). Ufone(ROLE) representative Salman Rashid and British Council(ROLE) representatives, Arzu Daniel (Director English(ROLE)) and Bilal Ahmed (Head of Program(ROLE)) presented the gifts(STR) to the respective winners.

The aim of this service is to facilitate those customers(STR) who want to enhance their English language vocabulary(STR). The service(STR) works in a simple way as customers(ROLE) receive SMS on demand with multiple choice questions based on a 1 year English learning course

developed by the British Council(ROLE). On responding with selected answers they(ROLE) receive a validation SMS of correct answers.

Commenting on this occasion Syed Sherjeel Bin Hassan, Head of VAS(ROLE) said, “Learning is the key to growth in life, which should continue throughout life besides its application. Through the initiative of ‘UEnglish’(STR) we(ROLE) have practically tried to apply the same principle, where our emphasis has been solely on inculcation of skills(STR) and their application(STR).”

Source: <https://ufone.com/Corporate-Responsibility/>

4. Warid

CSR Reports from magazine *My Warid*(2016)

People and Cultural division

Warid(ROLE) Wins 5th SKMT(ROLE) CSR Award

Warid Telecom (ROLE) is the only company(ROLE) which has been able to win this prestigious award for the fifth time in a row. The company (ROLE) has taken many initiatives (STR) aimed at creating shared value in the society(ETH).

While appreciating the continuous support by Warid Telecom(ROLE), Imran Khan, Chairman of the Board of Governors Shaukat Khanum Memorial Trust(ROLE), said “Warid (ROLE) is perhaps the most active and consistent telecom contributor(UTP), over the years, it has been able to earn a great brand character(STR) and repute(STR) which is mainly because of its devotion(ETH) and involvement in community welfare(ETH) for the well-being of the people of Pakistan(ETH). At Shaukat Khanum(ROLE), we(ROLE) share the same intent(ETH), passion(ETH) and energy which is the reason why SKMT appreciates the continuous support(ETH) from Warid Telecom(ROLE).”

Campus to Career(STR)

Building a better world for tomorrow(UTP)

Bridging the gap between university students and corporate(UTP).

Upholding ‘Our Community’(ROLE) building block, Organizational Excellence Team (OE) (ROLE) is collaborating(STR) with various educational institutions(ROLE) to bridge the gap between university students and corporate(UTP) expectations. Investing time and energy(STR) on better future of students(ROLE) is noteworthy way of giving back to society(UTP).

Last quarter of 2015 saw official launch of series of events whereby the OE team(ROLE) invested their time(STR) for the future employee force(ROLE). The team (ROLE) went to various university campuses (ROLE) to deliver lectures/seminars/ information sessions (STR) on practical topic as interviewing skills, corporate ethics(ETH).

The first of the series was conducted(STR) at LUMS(ROLE) with support(ETH) from our technical division(ROLE) where Asim Pasha, Aiza Ansari, Waqar Ahmed and Dr. Bilal conducted mock interviews (STR)and provided helpful tips(STR) to the students(ROLE). Another session in collaboration(STR) with Lahore University of Management Sciences(LUMS) (ROLE) was conducted(STR) later and topic under discussion was interviewing skills. It was two and a half hour session Where Asim Pasha and Wajeaha Mohsin of OE team(ROLE) imparted their collective insight(STR) on this topic to the students.

The third session was conducted(STR) at FAST university(ROLE), Where Asim Pasha and Wajeaha Mohsin guided students(STR) on the topic of corporate ethics(ETH) and etiquettes(ETH). Fourth session was conducted(STR) by Adeel Anwar at Lahore School of Economics (ROLE) delivering a talk(STR) on interview tips, resume writing and overall writing.

Asim Pasha and Adeel Anwer also participated (STR) in HR Meet up session at UCP (ROLE) where topic of discussion was the academia (ROLE) and corporate (ROLE) linkage where suggestions were given by corporate (ROLE) to academia (ROLE) to strengthen the employability (STR).

Adeel Anwer also participated (STR) as penalist on 3rd Dean & Directors Conference 2016 hosted by National Business Accreditation Council HEC (ROLE) Pakistan (ROLE). The theme was industry expectations and strengthening business schools.

So far the above events have been concluded and many more under discussion with various institutes (ROLE). The program (STR) has been very well-received. Students (ROLE) have found the topics to be very useful for their practical life ahead and universities (ROLE) are requesting for more sessions.

Sharing is caring (ETH)

Warid employees (ROLE) have always joined hands (STR) nationwide and contributed to support (ETH) flood and earthquake victims in their hour of need. By the grace of Allah Almighty, Warid employees (ROLE) again rose to the challenge and ease the suffering of numerous families in Tharparker region (ETH). Energetic individuals (ROLE) from Warid (ROLE) and Ericson Team members (ROLE) from Karachi, Hyderabad and Kasur districts set it upon themselves (ROLE) to install 5 hand-pumps (STR) providing clean and fresh water (STR) to the drought-ridden areas. Advice and suggestions were sought from MATEO and local experts (ROLE) to identify good water sources (STR). Dedication (ETH) and focused commitment (ETH) ensured (STR) that all 5 hand-pumps were installed within prescribed timelines. All 5 water pumps provide good quality drinking water (STR) in close vicinity to several villages (ROLE).

The 2nd phase of project included sending clothes, medicine and nutrition supplements (STR) for the affected (ROLE). For medicine we took direct advice (STR) from doctors (ROLE) working in that area, and recommended medicines were purchased (STR) with remaining budget. The team (ROLE) coordinating medicine purchase and delivery to affected areas (ROLE), came into direct contact (STR) with Al Mustafa Trust (ROLE). The trust (ROLE) offered free delivery through their ambulance. Not stopping here, they (ROLE) also offered a large supply of free medicines and also assisted by providing 2 doctors (ROLE) and 4 staff members to manage a free medical camp, a dispensary was set up on 19th February 2016, the camp has served (ETH) approximately 500 patients (ROLE) providing them free medicine (STR).

I (ROLE) am thankful to all contributors (ROLE) from bottom of my heart, and would like to mention active team members (ROLE) who supported (ETH) with not only raising funds (ETH) but also in executing this activity (STR) within the planned time. Taha Rashidi, Muhammad Shafi, Abdul Moid Baqai, Ms Rabia Rafique were among the active members (ROLE) who worked day and night even working on off-days (ETH) to manage the distribution of work (STR). I (ROLE) am also thankful to senior management (ROLE), Ashar Hayat Siddiqui, Tahir Qureshi, Rehan Saleem and Hamid Shamin, who provided the utmost support (ETH) by encouraging the team (ETH) for taking part (STR) in this activity. In the end I (ROLE) would like to applaud all contributors (ROLE) who participated (STR) in this activity and would

request everyone(ROLE) to pray to give us the courage(ETH) to help others(ETH). Because, Sharing is Caring(ETH)!!

Blood Collection Activity(STR) Indus Hospital(ROLE)

On 26 September, 2015, when I(ROLE) met Dr. Ali Bhuuto, he(ROLE) shared a brief story of history of challenges associated with blood transfusion, its problems along with an overview of Indus hospital history and its systems. In Karachi we(ROLE) are already familiar with the Indus hospital(ROLE) and its highly reputed charitable services among hospitals(ROLE). One service which the hospital(ROLE) is performing remarkably is its blood donation drive(STR). The administration not only registers volunteer donors(ROLE) but also meets emergency blood requirements for the donor's family members(ROLE). Furthermore, the hospital(ROLE) also provides a free of charge blood scanning report once the donation is collected.

Dr. Ali arranged a presentation for all office staff on 29th September. He(ROLE) promoted the idea of healthy donor(ROLE)s and advantages of blood donation. The next morning on 30th September Indus Hospital Staff(ROLE) reached our offices(ROLE), within minutes they had arranged a quick blood transfusion lab(STR) in the office lobby(ROLE) and in a short span of 30 minutes blood collection activity(STR) had commenced in Engineering section at Business Avenue. Blood Collection activity(STR) was repeated in Centrum office(ROLE) the same day. A week later, a third session was carried out at KN&N building, Administration office(ROLE).

Warid team(ROLE) participated(STR) in this activity with pride and enthusiasm(ETH). 50 donors(ROLE) from engineering and operations team(ROLE) participated(STR) in this activity along with donors(ROLE) from the administration(ROLE) building participated(STR) and donated their blood(ETH). We(ROLE) congratulate all Warid team(ROLE) members and Indus Hospital Staff(ROLE) for organising this corporate social responsibility activity(STR). Their unparalleled services(UTP) in helping(ETH) our brothers and sister(ROLE) nationwide in case of any emergency is highly appreciated. Indus hospital (ROLE) performed an active role in carrying out relief works after a recent earthquake which shook the northern areas leaving them paralysed. Our teams(ROLE) in North(ROLE) helped them with coordination facilitating relief efforts(STR) where needed.

Source : www.waridtel.com/assets/media/corporate.../MyWarid-Magazine-3rd-Edition.pdf

5.Zong CSR 2017 of Zong

CSR Pojects(STR)

Following are some of areas covered under CSR programs (STR)

A New Hope(UTP) (Employee Volunteerism)(STR)

Zong(ROLE) launched its Employees' Volunteer Program(STR) under the hood of 'A New Hope'(UTP) aligned with the brand philosophy of 'A New Dream'(UTP). 'A New Hope'(UTP) is Zong's commitment(ETH) of being the change(STR) by working with partner organizations(STR) in domains that impact the lives of millions of Pakistanis(UTP). The goal is to clock at least 2,000 hours of volunteer work(ETH) annually.

Disaster Relief

From 2010 to 2013, Pakistan(ROLE) was hit by the worst flooding in its history. Zong(ROLE) and its employees(ROLE) stepped up and stood by the calamity hit people(STR). Food, ration and medicinal aid were dispatched to the affected areas(STR) in order to assist the ongoing relief activities(STR). During these relief activities(STR), Zong employees(ROLE) demonstrated a spirit that truly befits the enterprise image(UTP).

Health

Leveraging the power of connectivity, Zong(ROLE) is entering into smart partnerships(UTP) to enable health related services(UTP) in Pakistan(ROLE). These initiatives(STR) will help assist marginalized segments of society(ETH) through smart health care solutions(UTP).

Education

Zong(ROLE) has over the years played a pivotal role to facilitate education(UTP) through ICT and in that regards has entered into several MoU's and collaborations(STR) with leading schools(ROLE) and universities(ROLE) of Pakistan(ROLE).

Social Welfare Initiatives

Zong(ROLE) is engaged with the Pakistan Red Crescent Society(ROLE) in a comprehensive social support program(STR) across all provinces(ROLE) and territories of Pakistan(ROLE). Under a detailed methodology, the program(STR) is aimed at greater social inclusion(UTP) through aiding the welfare of the underprivileged segments(ETH) of the society.

Connecting Rural Belts(STR)

Zong(ROLE) has undertaken to provide cellular mobile services(STR) to the population(ROLE) in the yet un-served areas of Balochistan(ROLE). Bridging the digital divide(UTP), the project demonstrates Zong's commitment(ETH) to serve the local community(ETH).

A New Hope(UTP) (Employee Volunteerism)(STR)

**Zong's volunteers(ROLE) enter SOS village(ROLE) under A New Hope(STR)
- 8th October 2016**

Zong's New Hope volunteers(ROLE) took an active part in spending a day with the 2005 earthquake affected children(STR) at SOS village(ROLE) in Islamabad. On October 8th, 2005 Pakistan was hit by the most devastating earthquake of its history. Death toll reached over 100,000 and over 3.5 million people were rendered homeless. According to government figures, 19,000 children died in the earthquake, most of them

in widespread collapses of school buildings.

This year, on the 11th anniversary of the tragedy, Zong's "New Hope" volunteers(ROLE) joined in the commemoration prayers for the victims(STR), distributed gifts(STR), had lunch with the children(ROLE) and engaged in multiple playful activities(STR). Additionally, the volunteers(ROLE) took the time to decorate(STR) children's(ROLE) classrooms.

A New Learning(UTP): A New Hope(UTP) enters Mashal Model School(ROLE) - 10th November 2016

Zong volunteers(ROLE) have been conducting regular Internet training workshops(STR) for primary students(ROLE) at Mashal Model School(ROLE). These children(ROLE) are from marginalized segments of society(ROLE) who have no prior exposure to computers or the internet. Zong volunteers(ROLE) spend time with these children(STR) to train them on the use of internet(STR) at the specially designed 4G internet lab set up by Zong(ROLE).

Community Mobilization(STR) - 26th December 2016

Zong's new hope volunteers(ROLE) organized and kicked off a community mobilization session(STR) in Korangi Zia colony, where they held door to door sessions(STR) with 50 households in the vicinity. The female volunteers(ROLE) conducted Sanitation and Hygiene Neo-Natal sessions(STR) with women(ROLE) from the area along with doctHERs participants(ROLE). DoctHERs (ROLE) is a digital, healthcare platform that connects female doctors(ROLE) ('doctHERs') to underserved patients(ROLE) in real-time while leveraging leading- edge technology(UTP).

Disaster Relief

Health

Partnership(STR) with DoctHERs(ROLE) - 26th December 2016

DoctHERs(ROLE) is a digital, healthcare platform that connects female doctors(ROLE) ('doctHERs') to underserved patients in real-time while leveraging leading-edge technology(STR). Today, doctHERs(ROLE) has 9 telemedicine clinics across Pakistan(ROLE) ; 6 are based in the urban slums of Sindh(ROLE) , two in Khyber Paktunkhuwa(ROLE) and 1 in Punjab(ROLE) . DoctHERs(ROLE) links to urban/rural patients(ROLE) with the help of paramedics equipped with mobile and internet enabled technologies/HD video-conferencing.

Trained(ETH), trusted (ETH) community-based nurses(ROLE) , health workers(ROLE) (CHWs) and midwives(ROLE) (CMWs) assist remotely located doctHERs(STR) in physically evaluating patients at 'point-of-care'(STR) using diagnostic tools(STR). doctHERs(ROLE) circumvents socio-cultural barriers(STR) that restrict women professionals(STR) to their homes, while correcting two market failures(STR):

- **Access to quality healthcare(ETH)**
- **Workforce inclusion for women(STR)**

Zong(ROLE) recently joined hands with(STR) doctHERs(ROLE) to become the official connectivity partners(STR) of their telemedicine centers(ROLE), equipping

them(ROLE) with Zong’s fastest 4G MBB devices(STR). Over 6000 patients(ROLE) are expected to be treated at these facilities in a year.

Blood donation drive(STR) in collaboration(STR) with Pakistan Red Crescent Society(ROLE)

Zong(ROLE) partnered(STR) with Pakistan Red Crescent Society(ROLE) for a blood donation drive(STR) to spread awareness(STR) regarding blood donation. Zong(ROLE) also organized blood donation drives(STR) at its various offices(ROLE) in Lahore and Islamabad. Donors(ROLE) including Zong employees(ROLE) and top management (ROLE) enthusiastically participated in these blood donation drives(ETH) held on the World Blood Donation Day.

Education

“I have a strong interest in making sure our services enable our youth(ROLE) , our universities(ROLE) and our students(ROLE) .We must ensure that our affordable products(STR) are accessible(STR) to students(ROLE) to pave the way for a bright future(UTP).”

CEO Zong Liu Dianfeng

“Zong(ROLE) is a subsidiary of the world’s largest mobile operator China Mobile Communications Corporation (CMCC)(UTP), and is working diligently(ETH) every day to provide innovative(UTP) and localized products and services for the Pakistani market(ROLE). Our diverse partnerships(STR) with various Universities(ROLE) , Colleges(ROLE) and Schools(ROLE) is a step in the same direction, and I sincerely hope it goes a long way in paving a bright future for both the stakeholders(UTP) involved.”

CEO Zong(ROLE), Liu Dianfeng

4G Internet Lab at Mashal Model School(ROLE) - 10th November 2016

Zong(ROLE) partnered(STR) with Mashal Model School(ROLE) to set up a 4G Internet lab(STR), with laptops and Zong 4G enabled Mi-Fi connectivity(STR).

For this activity, a room at the school(ROLE), which was previously in a dilapidated state, was completely renovated and reconditioned(STR) by Zong’s “New Hope” volunteers(ROLE), with the help of professional staff(ROLE). The new-look room was unveiled to a set of excited children(ROLE) at the school where Zong’s volunteers(ROLE) held learning sessions(STR) to exhibit internet usage(STR) to the students(ROLE). Since it was the first interaction of most children with the virtual universe, it was received with a lot of awe, joy and curiosity.

The setting up of 4G lab(STR) for street children(ROLE) is a stride in the direction of social inclusion(ETH) and internet accessibility for all segments of society(ETH). Efforts such as this serve as a catalyst in igniting a positive social change(STR) and impact the community(STR) by providing a renewed sense of hope(UTP).

Mashal Model School(ROLE) is a registered trust(ROLE) with the government of Pakistan(ROLE) that is providing education to marginalized children(ETH) through community involvement(STR) in the Bari Imam area of Islamabad. The school(ROLE) has a current enrollment of over 860 children(ROLE), majority of whom have never been to school(ROLE) before. Most of these children(ROLE) dwell in nearby slums and are also the bread earners for their families(ROLE).

Zong(ROLE) under its Employee Volunteer Programme(STR), ‘A New Hope’(UTP) will now regularly be conducting internet training sessions(STR) at the 4G Internet Lab.

4G Research lab(STR) at Lahore University of Management Sciences(ROLE) - 12th February 2016

Zong(ROLE) has entered into a strategic partnership(STR) with Lahore University of Management Sciences (LUMS) (ROLE) through a Memorandum of Understanding (MoU) for the development of a state-of-the-art 4G research lab(STR) at the university. The MoU has paved the way for hundreds of students(ROLE) of Pakistan's top-ranked business management university(ROLE) to polish their academic endeavors on latest technological lines(UTP).

Zong(ROLE) Partners(STR) with HEC(ROLE) to provide internet(STR) access to 100,000 student(ROLE)s - 12th November 2015

Zong(ROLE) is to provide internet (ETH) and provide high speed 3G broadband services(STR) under a project with the Higher Education Commission (HEC) (ROLE) which caters(STR) 100,000 students(ROLE) nationwide.

Through this, students(ROLE) will be provided privileged wireless access(STR) to Global Educational Resources available on HEC's Digital Library(ROLE) through PERN (Pakistan Education & Research Network). The HEC Digital Library(ROLE) resources were currently available to students(ROLE) only in campuses of respective Universities, (ROLE) but by virtue of this project, students(ROLE) will be able to access the Digital Library(STR) resources across the country, anywhere, anytime. The students(ROLE) will also enjoy seamless Internet services(UTP) through co-branded MBB dongle devices with a highly economical exclusive students' package(UTP).

Zong(ROLE) partners(STR) with AIOU(ROLE) for provision of ICT services(STR) - 14th April 2015

Zong(ROLE) entered into a partnership(STR) with AIOU(ROLE) for the provision of Zong's cutting edge products and services(UTP), ranging from 4G enabled handsets through an installment plan and WiFi connectivity for the AIOU(ROLE) Headquarter through Zong WiFi devices, along with mobile broadband based connectivity in 42 regions. These benefits were available to over 1.3 million AIOU(ROLE) students(ROLE), over 70,000 tutors(ROLE) and 2400 employees(ROLE).

Zong(ROLE) and Huawei(ROLE) establish state of the art GSM lab(STR) at NUST(ROLE) - 28th November 2012

Zong(ROLE) and Huawei(ROLE) Pakistan(ROLE) have established a state-of-the-art GSM laboratory(STR) and training centre at National University of Science and Technology (NUST) (ROLE) to liaison with the telecom industry's needs(UTP) by creating a bridge between the academia and the corporate world(UTP).

With the expertise of China Mobile Pakistan(ROLE) and Huawei's(ROLE) investment of US\$ 1.3 million in hardware, the GSM laboratory will be providing exposure and hands-on experience of operating high-tech GSM equipment which can be used as platform for further Research and Development (R&D) for Value Added Services (VAS). The lab provides the platform for development of software(STR), tools and patches to remove discrepancies(STR). It will familiarize students(STR) with the fault, configuration, security, network performance management of telecom infrastructure.

Youth Development Projects(STR) - 2010 to 2017: Multiple Activities(STR)

In addition to the above, Zong(ROLE) has actively participated in youth development initiatives(STR) such as Islamabad Model United Nations, 10th Young Leaders' Conference and on campus activities in Isra(ROLE) & NUST(ROLE) Universities.

Social Welfare Initiatives(STR)

Partnership(STR) with Pakistan Red Crescent Society(ROLE) - 2013 to 2017 (Multiple Programs)

Zong(ROLE) is engaged(STR) with the Pakistan Red Crescent Society(ROLE) in a comprehensive social support program(STR) across all provinces(ROLE) and territories of Pakistan(ROLE). Under a detailed methodology, the program is aimed at greater social inclusion(UTP) through aiding the welfare of the underprivileged segments(ETH) of the society vis-à-vis widows(ROLE), orphans(ROLE), low income families(ROLE) and physically/mentally challenged individuals(ROLE).

Partnership(STR) with Islamabad Traffic Police(ROLE) for Road Safety(STR) - 28th September 2016

Zong(ROLE) collaborated(STR) with Islamabad Traffic Police (ITP(ROLE)) and Metropolitan Corporation of Islamabad (MCI(ROLE)) in a 10 day road safety awareness campaign(STR), under which road safety messages(STR) were prominently displayed on all major routes of Islamabad.

Partnership(STR) with Trocaire(ROLE) for Gender Equality(STR) - 28th November 2016

Zong(ROLE) partnered(STR) with Trocaire(ROLE) supported by AusAid(ROLE) to participate in the commitment ceremony of ‘PurAzm(ETH) for Gender Equality(STR)’. It marked International Day for Women and the start of 16 Days of Activism for Gender Equality(STR).

Connecting Rural Belts(STR) Since 2008

. In areas such as Balochistan(ROLE), where access to communication is limited, Zong’s service(STR)s will significantly improve the lives(UTP) of those living in rural communities(ROLE) through access to information(STR), provision of basic services(STR) along with ensuring increased social inclusion(STR).

Chiefs’ Messages

Chief Technical Officer(ROLE)

Ms. Miao Qiao

As the most technologically advanced cellular network(UTP), we(ROLE) endeavor to create positive social impact(STR) through technological innovation(UTP). Our(ROLE) focus is to provide the fastest, widest and strongest 4G coverage(UTP) to all Pakistani’s(ROLE) in order to set in motion a 4G revolution(UTP) in the country(ROLE). Mobile technology plays a key role in connecting people and lives, and we hope that through connectivity we are able to transform the lives of Pakistanis(STR).

Chief Financial Officer(ROLE)

Mr. Li Wenyu

We (ROLE) remain committed(ETH) to ensure steady growth(STR) and healthy development(STR), while simultaneously focusing on creating positive social impact(STR) through our corporate social responsibility initiatives(STR). We(ROLE) are steadily expanding our network(STR) across Pakistan(ROLE) particularly in rural areas(ROLE) that will greatly benefit the locals(STR) in their communities(ROLE).

Chief Human Resource Officer(ROLE)

Ms. Wang Haibo

Our employees(ROLE) are our biggest asset and we(ROLE) are proud of their contribution(ETH) in the social sphere through Zong’s Employee Volunteer Programme(STR), ‘A New Hope(UTP)’. Our Employees(ROLE) are committed(ETH) to be responsible social citizens(ETH) and through our Volunteer

Programme(STR), have stepped up to support social causes(ETH) like education, health and disaster relief.

Chief Regulatory Officer(ROLE)

Mr. Kamran Ali

Communications plays a pivotal role in the economic progress of a country, and we(ROLE) are proud to be the leaders in 4G technology(UTP). With our widest 4G network(UTP), Pakistan(ROLE) would be able to greatly benefit from the positive dividends of 4G(STR). We(ROLE) ascribe to be the preferred choice of the Pakistani people(UTP) and have invested not only towards the establishment of telecommunication infrastructure(STR) but also in our Corporate Social Responsibility initiatives(STR) to advance positive social change(STR) in Pakistan(ROLE)