Issues in corporate communication and measurement.

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ISSUES IN CORPORATE COMMUNICATION AND MEASUREMENT

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I.   INTRODUCTION

The importance of communication in the corporate world cannot be over-emphasised. It can be rightly said that communication is the lubricant or the oil that is used to keep the wheel of organizational progress running. This is corroborated by Loock (2009) when he stated that communication is crucial for organizational functioning because a firm, with all its stakeholders, exists as a social system where real people interact. Measurement on the other hand is quite important in order to ascertain whether communication efforts are profitable, efficient and effective as desired. Since organisations, in most instances put in resources to ensure adequate corporate communication to their stakeholders, measurement is the only barometer with which they can determine whether or not to continue with their communication strategy.

This paper attempts to define corporate communication, provide a brief literature review, examines the processes and implications of corporate communication and finally highlights why measurement is germane to corporate communication efforts.

II.   WHAT IS CORPORATE COMMUNICATION?

Yamauchi (2001) believes the term "corporate communication" came to the attention of the public more than 30 years ago when the US business magazine, Fortune, held its first annual Corporate Communication seminar in 1972. However, throughout the 20th century, the field of corporate communication has been developed in schools of communication and journalism under areas called public relations or public affairs (van Riel, 1995). In the early years, corporate communication practitioners work more on tactical communications with the media in order to polish the image of organizations. In the early 1970's, the corporate world changed and demand from internal and external stakeholders of companies became more sophisticated and complex. The organizations required more than the simple internal public relations (PR) function supplemented by a PR consultant firm. For example, public relations practitioners faced numerous challenges dealing with a "new generation" of stakeholders. Consequently, the top management of many organizations started looking at communication as more than just a "communication" to the stakeholder. According to Argenti (1996) and Cornelissen (2008), this is the commencement of the new corporate communication function and practice.

Currently, many managers in multinational companies come from very traditional oriented backgrounds, such as engineering, accounting, finance, production, sales or marketing (Argenti, 1996). Their communication skills depend on abilities that they might have gained from tertiary education, school or years of experience. These old-style managers welcomed a professional communicator to help and guide them to communicate better in their organization. Therefore, these situations make the field of corporate communication vital for the success of the organizations (van Riel, 1995).

The definition of corporate communication is discussed by many scholars and can be seen from different perspectives. Corporate communication is often regarded as a hectic, ad hoc process, but maintaining its consistency in an organization is of utmost importance, in order to project a strong, coherent image to various stakeholders.

III.   A BRIEF LITERATURE REVIEW

In the opinion of van Riel (1995) Corporate communication is an instrument of management by means of which all consciously used forms of internal and external communication are harmonized as effectively and efficiently as possible, so as to create a favourable basis for relationships with groups upon which the company is dependent. This view is also supported by Goodman (2000) when he noted that corporate communication is a strategic action practiced by professionals within an organization or on behalf of a client. It is the creation and maintenance of strong internal and external relationships.

In the view of Cornelissen (2008), corporate communication is a management function that offers a framework for the effective coordination of all internal and external communication with the overall purpose of establishing and maintaining favourable reputations with stakeholder groups upon which the organization is dependent. In order to obtain favourable reputation, Schmidt (1995) observed that all internal and external information means and measures of corporate communication should aim at influencing perceptions.

While linking concept to branding, Gray (1995) espoused that corporate communication is the aggregate of sources, messages, and media by which the corporation conveys its unique brand to its various audiences.

A profitable branding and reputation mix could be inferred from van Riel (2003) when he posited that Corporate Communication is the orchestration of all the instruments in the field of organizational identity (communications, symbols and behaviours of organizational members) in such an attractive and realistic manner as to create or maintain a positive reputation for groups with which the organization has an interdependent relationship (often referred to as stakeholders). This results in a competitive advantage for the organization.

In summary, therefore, corporate communication describes various management functions related to the organization's internal and external communications. Corporate communications can include public relations, investor relations, employee relations, community relations, media relations, labor relations, governmental relations, technical communications, training and employee development, marketing communications, management communications,

advertising, crisis and emergency communications and philanthropic activity. It is a strategic tool for company executives to gain a competitive advantage. The foundations of corporate communication are interdisciplinary and use the methods and findings of psychology, sociology, anthropology, management, marketing, language and linguistics and communications (Goodman, 1998: 1-2).

Corporate Communication includes three categories of communication (Van Riel, 1995):

a) **Management communication** implemented by senior managers for planning, organizing, supervising, coordinating and monitoring. It is useful to develop a shared vision within the organization, gain and maintain trust in corporate leadership, enable and manage change processes and finally, help employees to grow professionally.

b) **Organizational Communication** includes a broad spectrum of business communication: public relations, public affairs, CSR communication, investor relations, communication with the labour market, corporate advertising and internal communications. Therefore, Organizational Communication comprises heterogeneous communication activities. They all aim at targets groups to which the company is linked through interdependent relationships. These forms of communication indirectly affect the conduct of the company's publics.

c) **Marketing communication** encompasses commercial communication activities developed to support the sale of goods and services. It typically includes the promotional mix: advertising,

direct mail, personal sales and product sponsorship.

Other scholars of Corporate Communication have proposed categorizations based on specialist areas and practices such as: media relations, internal communication and change communication, issue and crisis management, identity, image and reputation, corporate responsibility and investor relations (Argenti, 2009; Cornelissen, 2008).

Studies of Corporate Communication have recently focused on value and reputation management as the primary asset of the company (Van Riel, Fombrun, 2004). Studies concentrate on corporate reputation management, the process of developing and consolidating reputation through the communication lever. Reputation is seen in this field as a fundamental signal for financial markets, which reward companies with the best reputation. Mazzei (2010).

Literature review of corporate communication concepts consists of 3 important elements:

Management instruments or tools: The concept of management in corporate communication is salient to many organizations (Argenti, 1994; van Riel, 1995; Cornelissen, 2008). In addition, the management function can be seen in corporate communication in terms of planning, controlling, organizing, and coordinating the communication's message to internal and external stakeholders of the organizations.

Internal and external communication: The medium of communication in the corporate communication process will depend on who is their receiver (stakeholder), and media or channel of communication used by the organization to transfer organizational messages to the stakeholder might be varied:

internal mail, intranet, face-to-face, circular or bulletin widely used by organizations to communicate to their internal stakeholder. However, for the huge number of external stakeholders, mass communications instruments such as electronic media (television and radio), print media (newspaper and magazine) and new media (internet) is the most influential channel to persuade their stakeholders.

Stakeholders or audiences: The receiver of the communication's message in a corporate organization is their stakeholders. In corporate communication, stakeholders can be divided into two: internal or external stakeholders. Employees and the top management of the organization can be considered as internal stakeholders, while external stakeholders may include media, non-governmental organizations (NGO), government agencies, customers, and competitors.

IV.   IMPLICATIONS OF CORPORATE COMMUNICATION

Goodman (2004), when talking about the strategic importance of corporate communication, indicated that "A central group responsible for communication develops, projects, and maintains the corporation's image and culture . . . sets policy and guidelines to meet the strategic goal developing and perpetuating a corporate image and culture, to project consistent messages, and to communicate with its various publics on a routine basis, as well as in emergency and crisis situations (p. 201). Goodman's (2004) concept about communication in international environments states that "doing business successfully demands attention to cultural, social, political and religious practices, in addition to technical, business, legal and financial activities.

Communication is the key to each" (p. 222).

Michael Goodman, the Director of Corporate Communication International, heads an organization dedicated to serving academics and practitioners engaged in the corporate communication function. Since 2000 the organization has conducted a number of Practices and Trends Benchmark studies to assist corporate communication professionals to better understanding the dynamics of the function. The set of studies were extended internationally in 2008. Since one of the key roles of corporate communication professions is as a primary policy advisor for corporate executives and in particular the CEO, the importance of further delineating that leadership function is important.

V.   CORPORATE COMMUNICATION PROCESSES

Depending on the definition of corporate communication, somewhat different activities can be considered as processes. For the purposes of this discussion, the main communication activities performed in corporate communication are also considered to be the main corporate communication processes. Such activities relate to the following areas of communication: image and identity, crisis communication, financial communication, media communication, corporate advertising, public affairs and public relations, internal communication, and issues management (Cornelissen, 2008; Argenti, 1996). Since the purpose of corporate communication is to manage the company's communication as one coherent entity, and to form a coherent and unified image of the company through communication (e.g., Christensen, 2002), process thinking seems to

serve such aims well. Although previous research does not explicitly discuss corporate communication processes, words such as 'procedures', 'guidelines', 'dimensions', and 'instructions' are used in ways that suggests process thinking. For example, Varey and White (2000) argue that internal communication procedures aim to establish structure and stability in the organization. Common procedures ensure consistent quality and the same outcome, regardless of the person performing the task. According to Christensen (2002), the main goal of corporate communication is to define in detail all communicative dimensions that contribute to the overall image of the organization.

VI.   WHY MEASURE CORPORATE COMMUNICATION?

The true value of corporate communication (CC) lies in measurable business outcomes. CC measurement is a way of giving results a precise dimension, generally by comparison to some standard or baseline and usually done in a quantifiable or numerical manner.

Corporate Communication (CC) is a strategic management function for directing an organization's planned internal and external communications towards its key target audience: customers, investors, employees, suppliers and society (Cornelissen, 2004; Van Riel 1995). It is defined as the total communication activity generated by a company to achieve its planned objectives. The objective is to positively affect the company and its image, products and services, creditworthiness, investment possibilities, talent attraction and retention, brand building and goodwill creation. CC promotes the company and not just a product or service. And, as part of their re-evaluation effort, most CC Departments are interested in measuring the credibility and/or

believability of the information sources, the relevance and overall importance of the messages disseminated, finding out the opinions, attitudes and behaviour patterns of those in the target audience groups, and in pinpointing the best and most effective communications channels to use when disseminating messages. Optimizing the effectiveness of the CC function is essential in today's competitive environment.

Interest in CC measurement and evaluation has surged in recent years, as this field has grown in size and sophistication. Those who practice in the field have found themselves, more often than not, being asked to be accountable for what they do — relative effectiveness or value of what is done in the CC Department. In the short term, CC measurement and evaluation involves assessing the success or failure of specific programmes, strategies, activities or tactics by measuring the outputs and/or outcomes of those programmes against a predetermined set of objectives. In the long term, it involves assessing the success or failure of much broader CC efforts that have as their aim the improvement and enhancement of the relationships that organizations maintain with key stakeholders. More specifically, CC measurement is a way of giving a result a precise dimension, generally by comparison to some standard or baseline, and is usually is done in a quantifiable or numerical manner. CC practitioners are increasingly being held accountable for the messages they design. Moreover, the value of the CC department to the organization's bottom line is frequently scrutinized. Consequently it is important to evaluate and find ways to optimize this function.

(a) Measurement & Evaluation Components
In this paper we attempt to identify

the major evaluation components that have been found useful for the evaluation to be credible for successful functioning of the department. Table-1 attempts to list the breakup of the available Communication Strategies. Next is to identify the outputs that can be adopted by PSUs still defining their communication strategies and attempting development into a full-fledged CC department.

Koul (2009) noted that no one can really measure the effectiveness of corporate communication unless it is clear as to what is being measured and with which of the measurement components. This is not always easy since it is difficult to separate CC activities (such as publicity efforts, distribution of informational materials, holding of special events, etc.) from marketing communications (promotional activities, special contests, give-away activities, etc.) and from advertising (paid print, broadcast messages, internet commercials, etc.). In setting CC objectives, it is important to recognize that measuring effectiveness can be difficult unless the individual elements or components of the activity are clearly defined. Instead of trying to measure CC as a total entity, steps need to be taken to measure the effectiveness of individual CC activities, such as measuring the effectiveness of publicity efforts, a specific community relations program, a trade show activity, or an investor relations activity, and so on.

CC Outputs are usually the immediate results of a particular CC activity and represent what is readily apparent to the eye. Outputs measure how well an organization presents itself to others and the amount of exposure that the organization receives. For example, in media or press relations efforts, the outputs can be the total number of stories, articles, or "placements" that appear in the media and the total

number of "impressions" – that is, the number of those who might have had the opportunity to be exposed to the story, as well as an assessment of the overall content of what has appeared. Media Content Analysis is one of the principal methodologies that have been used to measure media outputs. For other facets of media relations, outputs might be assessment of a specific event, a direct mail campaign, the number of people who participated in a given activity, how a CEO handles himself at a press conference, or speaking engagements, or the appearance and contents of a given brochure or booklet, white papers, specific messages communicated or any number of quantifiable items that are generated as a result of the effort. In any event, both the quantity and quality of outputs can be measured and evaluated. Media can be evaluated for their content; an event, as to whether the right people were there; a booklet or brochure for its visual appeal and substance, and so on. Although it is important to measure how well the organization presents itself to others and the amount of exposure obtained, it is even more important to measure the CC Outtakes viz. determining if the key target audience actually received the messages directed at them, paid attention to them, understood and/or comprehended the messages, and whether they retained the messages and can recall them in any shape or form. It is possible to compare the outtake measures of one particular CC activity with the other CC activities.

The CC Outcomes measure whether the communications materials and messages, which were disseminated, have resulted in any opinion, attitude and/or behaviour changes on the part of those targeted audiences to whom the messages were directed. It is usually difficult and

expensive to measure CC Outcomes in comparison to CC Outtakes or CC Outputs. This is because more sophisticated data-gathering research tools and techniques are required. Measuring CC Outputs is usually a question of counting, tracking and observing, while for CC Outtakes and CC Outcomes, it is a matter of asking and carrying out extensive review and analysis of what was said and what was done. Techniques often used include quantitative surveys (in-person, by telephone, by mail, via fax, via e-mail, via the Internet, in malls, etc.); focus groups; qualitative depth attitude surveys; pre-test/post-test studies; ethnographic studies (relying on observation, participation, and/or role-playing techniques); experimental projects; and statistical studies.

Whatever steps taken by CC to measure effectiveness should be steps taken to congruent with the ultimate goals, objectives, and accomplishments of the organization as a whole. A careful delineation is required of what the CC programme seeks to accomplish in unison with what the organization as a whole seeks to accomplish. Most organizations integrate CC programmes and goals with the strategies and objectives of the organization as a whole.

(b) Common Measure Processes and the Likely Metrics
We could identify the following common sub-groups for developing the likely metrics.

Media Content Analysis: This is a process of studying and tracking what has been written and broadcast, translating into quantitative form through a counting approach that involves classifying of the specific messages. It is generally referred to as "Media Measurement,"

"Publicity Tracking," or "Media Evaluation," and its prime function

is to determine whether the key messages, concepts and themes that the organization is interested in disseminating to others, receive some measure of exposure as a result of a particular corporate communication effort or activity. The coding, classifying and analysis depends upon the needs and interests of the organization. It should be noted that whatever criteria and variables are built into a Media Content Analysis, whatever "counting" approaches are utilized to turn qualitative information into quantitative form, it is important that all of the elements and components involved be clearly defined and explained upfront by whoever is doing the study.

Website Analysis: Another key measure of how the organization might be positioned is on the World Wide Web. Similar criteria as used in analyzing print and broadcast articles can be applied when analyzing postings on the Internet. Therefore, one component of output measurement ought to be a review and analysis of Web postings. In addition, a second output measure might be a review and analysis of Website traffic patterns — "hits," "domain tracking and analysis," "assessment of bytes transferred," a review of time spent per page, traffic times, browsers used, and the number of people filling out and returning feed-back forms.

Trade/Road Shows and Event Measurement: The intent of this activity is to achieve exposure for the organization, its products or services, through staging trade shows, holding special events and meetings. For shows and events, obviously one possible output measure is an assessment of total attendance, not just an actual count of those who showed up, but also an assessment of the types of individuals present, the number of interviews that were generated and conducted in connection with the event, and

the number of promotional materials that were distributed. In addition, if the show is used as an opportunity for editorial visits, one can measure the effectiveness of those visits by conducting a content analysis of the resulting articles.

Public Opinion Polls are often carried out in an effort to determine whether or not key target audience groups have, indeed, been exposed to particular messages, themes or concepts, and to assess the overall effectiveness of a given presentation or promotional effort. For example, conducting a brief survey immediately following a speech, or holding a special event to assess the short-term impact of a particular activity would constitute a form of output measurement.

The intent of a CC Department is to inform and persuade key target audience groups regarding topics and issues that are of importance to the organization, with the hope that this will lead those groups to act in a certain way. Usually, this involves two different types of outtake measures: Awareness and Comprehension Measurements, and Recall and Retention Measurements. To determine whether there have been any changes at all in audience awareness and comprehension levels, it usually requires some type of comparative studies -- that is, either a before and after survey to measure possible change from one period of time to another, or some type of "test" and "control" group study, in which one segment of a target audience group is deliberately exposed to a given message or concept and a second segment is not, with research conducted with both groups to determine if one segment is now better informed regarding the issues than the other. Various data collection techniques can be used when conducting the Recall and

Retention Measurements studies, including telephone, face-to-face, mail, mall, e-mail, and fax polling.

When it comes to seeking to measure the overall impact or effectiveness of a particular CC activity, assessing individuals' opinions, attitudes, and preferences become extremely important measures of possible outcomes. Attitude research measures not only what people say about something, but also what they know and think, what they feel, and how they are inclined to act. On the other hand preference outcomes usually necessitates some type of audience exposure to specific corporate communication outputs (such as an article, a speech, or participation in an activity or event), with research then carried out to determine the overall likelihood of people preferring one product, service, or organization to another.

Usually, opinion, attitude and preference measurement projects involve interviews not only with those in the public at large, but also with special target audience groups, such as those in the media, business leaders, investors analysts, government officials, vendors-meet or a one-on-one meet with the customers. Opinion, attitude and preference measurement research can be carried out in many different ways, through focus groups, through qualitative and quantitative surveys, and even through panels. The test of effectiveness is whether the behaviour of the target audience has changed as a result of the CC activity. This activity is mostly put to use by the Media sub-group. Measuring behaviour is hard because it is often difficult to prove cause-and-effect relationships. The key to effective behavior measurement is a sound, well thought-out, reliable and valid correlation study and data well documented. This measurement activity primarily

reflects media relations programmes and thereby the organization's key messages, along with any change in behaviour achieved.

In results-based organization, the business unit objective of behavioural change is stated as a Key Result - identified measurable variables. An achieved communication effectiveness outcome is one indicator of performance towards that result. Our communication programme planning objective becomes a Performance Indicator statement in the business document. We restate the same outcome as a measurable objective in our communication plan. Our objectives are then tied directly to business or organizational objectives. Table-2 is the deduced list of the identified measurable variables (Koul: 2009)

VII. CONCLUSION

Corporate Communication has been identified as a function of management that is responsible for overseeing and coordinating the work done by communication practitioners. It is crucial to the realization of organizational mission and vision statements. Hence, corporate communication measurement has become a necessity and not a desirable activity.

Consequently, it is hoped that corporate communication professionals will conduct more research in the areas of measuring processes, identifying and prioritizing techniques and methods that will help corporate communication departments, especially the nascent ones to support the communication strategy that will enhance the overall growth of organisations.

COMMUNICATION FOR WHOM	WHY COMMUNICATE?	WHAT TO COMMUNICATE	HOW TO COMMUNICATE
Stakeholder/Customer	Gain trust as a reliable business partner who respects & meets stakeholder/customers' expectations under all circumstances	Project execution within internationally accepted time & schedules Proven quality & performance of equipment State-of-the-art contemporary technology & unique, manufacturing / testing facilities, International accreditations Highly skilled & committed workforce R&D achievements Success stories Speed of response New business areas New benchmarks	*Print & Electronic media for press notes, exclusive reports, top management interviews, Sponsored campaigns (corporate advertisements in Dailies, Commemorative Ads. Region/event specific media, business exhibitions, in-flight magazines, Corporate films Direct mailers to customers Institutional brochures, Product information, News letters Participation in Business & Engineering seminars Presentation of technical papers. Sponsored visits of select target audiences to plants & project sites .. and many more

| Vendor/Service providers | Create trust for long term relationships and concern for partnering mutual business growth & potential | Apprise vendors about the vision / future course of action

Business & technology forecasts; Alert & responsive to the environment

Transparent procedures

R&D achievements

Ever ready & willing to respond to vendor for establishing long term relationships

Create an atmosphere of trust and a sense of partnership amongst vendors | Vendor meets

Direct mailers on breakthroughs & performance

Letters sharing company's growth plans, concerns, business environment etc.

Product information

Media & sponsored campaigns highlighting vendor success /benefits in its business relation

.... and many more |
| Investor | Creating atmosphere of trust for investments & surety of returns for partnering in its long term growth plans & vice-versa | Capability to execute turnkey projects within internationally accepted time schedules

Highly skilled & committed workforce.

Independent board with equal representation of non-executive directors

• Soundness of financial health with transparent accounting policies & practices

• Sustained profit earning

• Order booking

• Top market performance | • Press / Sponsored campaigns to highlight capability to execute turnkey projects within internationally accepted time schedules; organizational characteristics; financial achievements; accounting results; market capitalization; order booking; market successes;

• Increased participation in activities of industry chambers/trade bodies

• Meets/presentations to strategic investors /analysts

• Sponsored visits of select investors to company plants & project sites

• Direct mailers on financial performance (annual report)

• ...... and many more |

| Employee | Communicate concern & care for the employee which is the ultimate in achieving company's growth plans and ensuring company's steadfast commitment to employees' professional growth along with the company and its continuing care during their post retirement life | Information sharing on - growth plans; individual performances; company's strategies; company achievements; technological breakthroughs; benchmarks

Employee motivation | Corporate films

Top management talk shows and interaction with a cross-section of employees through open forums

Media coverage of individual achievements of excellence

Corporate identity

In-house news letter

Regular participative management

Direct e-mails on individual employees' concerns/grievances or on company's performance improvement

.... and many more |
| Society | Position its corporate governance and as a responsible corporate citizen | Ethical &, value-based,

Transparent business operations

Create overall goodwill in the society

Social upliftment

Reaffirming Commitment to the Environment

Supporting creative Endeavour's | Focused media/sponsored campaigns projecting:

Transparent & value-based

A caring & sympathetic organization for employees as well as society at large

Contribution to adopted villages

Company's concern for healthcare of weaker sections

Aid to education through support to schools / colleges |

			Plantation/afforestation drives
			Development of eco-friendly & energy efficient products / processes & technologies
			International accreditations
			Support during natural calamities & for national causes
			Adhering to the principles of the global compact
			Sponsorship of events (cultural activities /sports)
			• Established/upcoming

Source: Saroj Koul (2009)

TABLE 2: Major Identified Variables and the unit of Measurement

Identified Key Variable Description	**Unit of Measurement**
RELEASE OF PRESS NOTES AND ENSURING MEDIA COVERAGE	N Earned (NOTIONAL)
AIR-TIME COVERAGE	N Earned (NOTIONAL)
COST SAVING EFFECTED THROUGH NEGOTIATIONS	N Saved
% INCREASE IN +VE MEDIA COVERAGE OVER LAST YEAR	%
IMPROVING COMPETENCIES OF EMPLOYEES THROUGH TRAINING PROGRAMMES	% Covered
% INCREASE IN COMFORT LEVEL BASED ON GUEST FEEDBACK (FEEDBACK BASED ON MIN. 20% OF OCCUPANCY)	% Increase
% SATISFACTION LEVEL IN READERSHIP SURVEY (MIN. SAMPLE SIZE 1% OF CIRCULATION)	% Satisfaction
% SATISFACTION LEVEL IN STAKEHOLDERS FOR CONDUCTING THEIR VISITS	% Satisfaction
% SATISFACTION THROUGH RANDOM SURVEY OF PARTCIPANTS DURING EVENT MANAGEMENT	% Satisfaction

HOSTING OF IN-HOUSE JOURNALS ONLINE	Time Index
DATA COLLEC TION/ LAYOUT/PRINTING/DESPATCH AND DISTRIBUTION OF DIARY	Time Index
DATA COLLECTION/ LAYOUT/PRINTING/DESPATCH AND DISTRIBUTION OF CALENDAR	Time Index
DATA COLLECTION/ LAYOUT/ PRINTING/DESPATCH AND DISTRIBUTION OF TELEPHONE DIRECTORY	Time Index
DATA COLLECTION/ LAYOUT/ PRINTING/DESPATCH AND DISTRIBUTION OF GREETING CARDS	Time Index
COMPLETION OF KM PROJECTS AS PER SCHEDULE	Time Index
DEVELOPING SYSTEM TO DETERMINE CRITERIA FOR EMPANELMENT AND EVALUATION OF AGENCIES/SERVICE PROVIDERS BY SPECIFIED DATE	Time Index
EVALUATION AND EMPANELMENT OF AGENCIES /SERVICE PROVIDERS BY SPECIFIC DATE	Time Index
EVALUATION AND EMPANELMENT OF AG ENCIES/JOURNALS PERIODICALS BY SPECIFIC DATE	Time Index

Source: Saroj Koul (modified)

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