



ДОНСКОЙ ГОСУДАРСТВЕННЫЙ ТЕХНИЧЕСКИЙ УНИВЕРСИТЕТ  
УПРАВЛЕНИЕ ДИСТАНЦИОННОГО ОБУЧЕНИЯ И ПОВЫШЕНИЯ  
КВАЛИФИКАЦИИ

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**Учебное пособие**  
«Professional English for PR»  
по дисциплинам

**«Иностранный язык в  
профессиональной сфере»,  
«Языковая коммуникация в  
профессиональной сфере  
на иностранном языке»**

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## Аннотация

Учебное пособие по английскому языку предназначено для студентов направления «Реклама и Связи с общественностью», изучающих дисциплину «Иностранный язык в профессиональной сфере».

Пособие построено на материале аутентичных текстов, освещающих актуальные проблемы связей с общественностью, предназначено для совершенствования коммуникативных навыков владения иностранным языком. Аутентичные материалы данного пособия позволяют помимо отработки, закрепления и обобщения лексического материала расширить кругозор студентов и ознакомить их с интересными аспектами и новыми инструментами современного пиара. Предлагаемая к текстовому материалу система лексико-грамматических упражнений, а также коммуникативных упражнений способствует активному усвоению лексических единиц по темам, а также имеет своей целью развитие и совершенствование навыков монологической и дискуссионно-диалогической речи в рамках предложенной тематики.

Основной методологической базой учебного пособия является коммуникативный подход к обучению и творческая работа студентов.

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## Оглавление

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## CONSUMER PUBLIC RELATIONS



**Read the text with the dictionary if necessary. Explain the words in bold.**

Every business serves a market. It is the responsibility of the marketing department to attract new customers, and to keep existing customers. It does this by making sure that the company's products or services satisfy customers' needs. A company with a genuine marketing orientation wants to be sure that all company activities contribute to customer satisfaction.

Marketing activities generally involve decisions concerning the **4 P**:

**product**

**price**

**promotion**

**place**

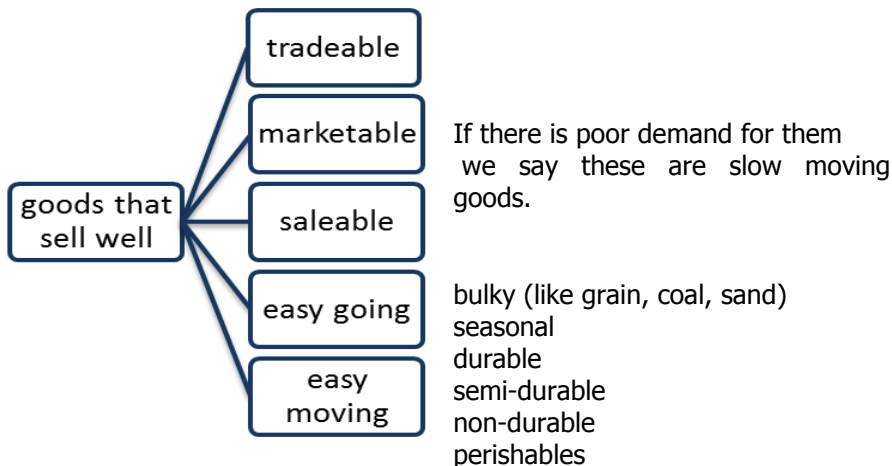
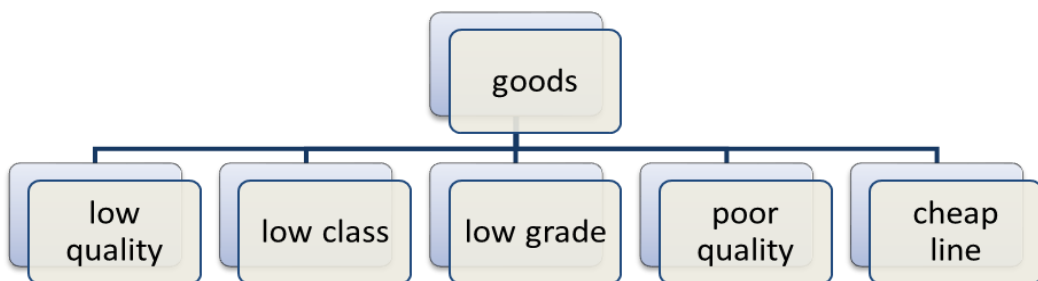
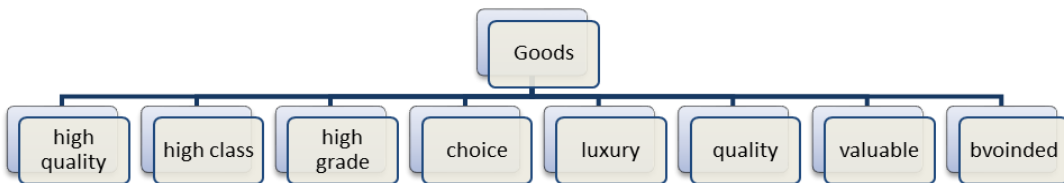
**The product**

The **product** means the goods or services that the company wants to sell in the market. The range of products that the company sells is called its **product mix**. Marketing professionals understand that people buy one product or service rather than another because of the benefits they expect to obtain. Product benefits are more important than product features. Many high street consumers buy products that are made by famous companies, because they trust the reputation of those companies. A company that succeeds in establishing this kind of trust with its customers has brand equity. Examples of brand names are Nescafe, Armani, and Mercedes Benz.

**Product packaging** is an important part of the marketing function. Packaging protects the product during distribution and storage, but it has other functions as well. Attractive packaging can make a product more desirable to the consumer. This is particularly the case with certain kinds of products such as perfumes, where the purchase decision can be affected by very subtle psychological factors. **Product guarantees** and **after-sales service** are another important marketing function. They are especially important when the product is a complex or expensive one. Product guarantees and after-sales service reassure the customer. He/she knows that the company will help if there are problems with the product in the future.

**Goods (commodities, merchandise, articles)**

**Goods can be divided into:**



staple commodities = essential goods

disposable = throwaway

home-made

second hand

faulty (defective)

From the consumers' point of view, the most commonly used categories are:

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языке

- ✓ food stuffs (fresh, frozen, canned)
- ✓ clothes& footwear
- ✓ household goods
- ✓ motor vehicles
- ✓ furniture
- ✓ chemicals&cosmetics
- ✓ drugs
- ✓ toys.

**Vocabulary exercises**

- **Match the definition from column B with the appropriate term from column A**



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Column A

1. choice goods
2. branded goods
3. luxury goods
4. valuable goods
5. cheap line
6. saleable goods
7. slow moving good

Column B

- a) are those the producer specializes in & puts his brand home on
- b) goods like jewellery
- c) articles of poor quality but low price
- d) there is heavy demand for them
- e) no problem with selling them
- f) demand for them is rather poor
- g) Not everybody can offered them
- h) Are high grade goods

● **Complete the following sentences with the following words:**

cheap line, in bulk, quality, valuable, durable, perishable, bulky

1. Some people look for the price, some for the ...of goods.
2. Coal, granite are ... goods.
3. ... is very often heavily advertised.
4. ...goods should be transported in special conditions.
5. ...goods are more expensive than non-durable.
6. If you buy goods in big quantities you buy them...
7. Customers want to get good...for their money.

● **Complete the sentences with the following expressions**

value for money

top of the range

reliable

luxurious

durable

stylish

timeless

inexpensive

fashionable

well-made

cool

sexy

A product that

1. does not wear out is
2. is attractive and has style is
3. is cheap is .....
4. does not break down is
5. remains beautiful and does not become old-fashioned is .....
6. is modern and desirable is ..... : a word used especially by young people.

7. is attractive in an exciting, glamorous way is ... .. .
8. gives you a lot of features and is good quality in relation to its price ...
9. is manufactured well and assembled to a high standard is ..... .
10. is the best model in a range, or in relation to competitors' product ...
11. is popular for a short period of time is .... ..
12. is very expensive, comfortable and beautiful is .....

● **Complete these sentences with the present simple or the present continuous forms of the verbs in brackets.**

1 a) This year we .....(try) to develop a brand with personality.

b) We usually .....(develop) brands that say something.

2 a) Powerful brand names .....(create) strong consumer loyalty.

b) At the moment we .....(look) for a new brand name that

suggests something about the product's benefits and qualities.

3 a) L'Oreal .....(sell) cosmetics and toiletries to consumers around the world.

b) This year L'Oreal .....(invest) over £18 in R&D.

4 a) The marketing department always .....(keep) within its budget.

b) Because the company made a loss last year, the marketing department .....(try) to reduce costs.

- **Complete the text below with the present simple or the present continuous forms of the verbs in brackets.**

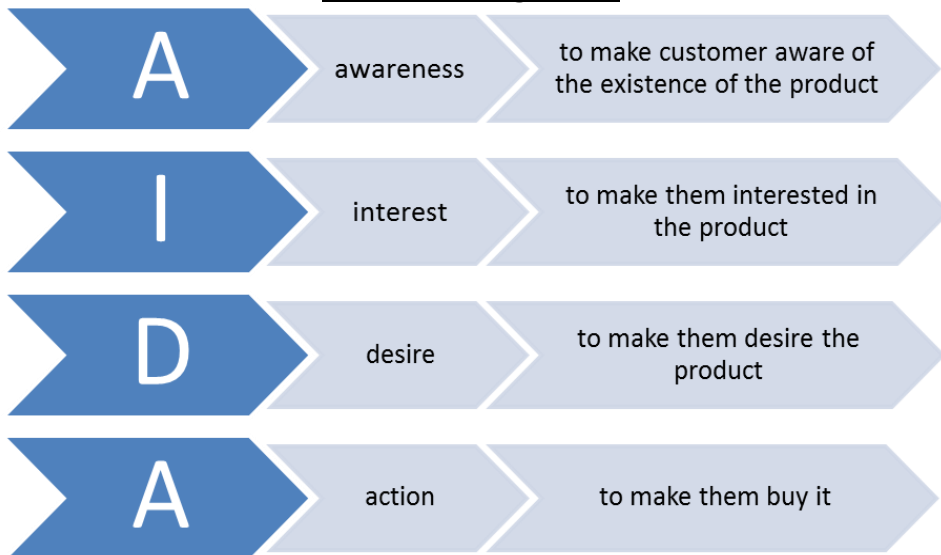
At the moment I ..... 1 (work) for a cosmetics company. We offer a full range of cosmetic products and 2 (sell) cosmetics and toiletries around the world. Our main cosmetics brand 3 (dominate) the French market and it ..... 4 (do) well in the rest of Europe at the moment, too. In fact, the brand 5 (become) more and more popular throughout the world and our market share 6 (grow) every day. We usually ..... 7 (develop) and 8 (extend) products under our existing brand name. The brand is distinctive and ..... 9 (stand) out from the competition. However, this year we 10 (create) a completely new brand of cosmetics.

- **Read the information with the dictionary if necessary. Explain the words in bold.**

There are 2 categories of advertising:

- ✓ Product advertising
- ✓ Institutional/prestige advertising

**The advertising model**



## Promotion and advertising

Every company has to make sure that the market is aware of its product or service. This is done through **promotion**. The principal tools of promotion are **advertising, personal selling, sales promotion and publicity**.

The aim of promotion is to persuade potential customers of the benefits of the company's offer. Marketing professionals recognize six stages of consumer behavior:

1. Product ignorance
2. Product awareness
3. Product interest
4. Product desire
5. Product conviction
6. Product purchase

**Advertising** is the most effective promotional tool. It makes use of all communications media, including the Internet.

Advertising can have different objectives, the most important of which include:

- increasing customer familiarity with a product
- giving information about product or service features
- giving information about product or service benefits
- establishing product or service credibility
- encouraging customer purchase
- maintaining customer loyalty to a product or service

- **What form of advertisement would you use & why?**

**Form:** billboards/boardings, trailers, neon signs, posters, street furniture, direct mail, yellow pages, endorsement, product placement, sponsorship, subliminal advertising, word-of-mouth advertising, teaser ads.

**To advertise** 1) a perfume

2) an ice-cream

3) a new movie

4) a new song

5) a new remedy

6) a club

7) a hair-dressing saloon

8) a nursing services

- What are the qualities of a good advertisement? Describe the advertisement you really like.

**Customers – our priority.**

- **Continue the list of questions necessary to provide customers with an attractive product.**

1. Who are our customers? Who are prospective customers?
2. Why do they buy our product?
3. How much do they pay / are ready to pay for it?

- **Read the following information with the dictionary if necessary. Explain the words in bold.**

Advertising makes the potential customer interested in the product or service. **Personal selling** transforms this interest into a desire to buy the product or service. The main functions of **personal** selling include:

- establishing customer contact
- making the customer interested in the product or service
- creating a preference for the product or service
- making the sale
- keeping the customer

Sales staff need to know the products and services they are selling very well. They also have to know their customers very well, in order to offer products and services that will satisfy customer needs.

A company can also use **sales promotions** to increase product sales. The most common forms of sales promotion are free samples, price reductions, and price discounts. One further tool that a company can use to market its products or services is **publicity**. Publicity can be obtained through sponsoring sports or artistic events, or through the donation of money to academic institutions or charitable bodies.

● **What promotional tools can we use to increase sales?**

1. Price reduction, discounts & sales
2. Personality promotions
3. Free samples
4. Testers
5. Competitions
6. Shows & demonstrations
7. Coupons
8. Two for the price of one
9. Free gifts
10. Loss leaders/selected products are sold in supermarkets at extremely low prices

**Marketing of services usually has 3 more P's:**  
**physical environment people process**



Types of service

A service is a non-material good, provided by a company or an individual.

Common service types are:

childcare (childminders, kindergartens)  
financial (banking, real estate)  
consulting (business and financial advisors)  
risk management (insurance and security)  
cleaning and maintenance (office cleaners, gardeners)  
education and training (private schools, adult colleges)  
healthcare (doctors, hospitals)  
hairdressing (small salons and large groups)  
telecommunications (mobile phones, fixed lines)  
entertainment (cinemas, theatres)  
tourism (hotels, airlines)  
marketing and advertising (consultancies and agencies)

● **Agree or disagree with the following statements:**

1. The customer is always right.
2. The quality of attendance and after-sales service are essential.
3. To attract more customers and make our products more popular we need to provide reasons for customers to buy our products.
4. Our competitors are very keen to appear better than we are!
5. Our goods sell well because their quality & prices are competitive.

● **Answer the following questions.**

1. If you were a producer of expensive cosmetics who would be your target customers?
2. Do you prefer to be a cash customer or to use credit cards?
3. If you were a businessman would you prefer regular customers with rather poor shopping habits or casual ones doing big shopping from time to time?
4. What promotional tools do you know?
5. What effects consumer buying behavior?
6. What are the ways of attracting new customers?



7. Can we predict the tastes & preferences of customers?
  8. How can you improve customer service?
  9. Why is food safety so important?
- **Work with the partner. Decide which three of these characteristics are the most important for a good salesperson. Can you add another characteristic?**

- Interested
- Friendly



- Knowledgable
  - Trustworthy
  - Competent
  - Persuasive
  - Chatty
- What benefits and customer services would you offer to your customer? Can you think of anything else?
- Store card
  - Home delivery
  - Refunds
  - Made-to-measure service

- Gift wrapping



- What does a typical customer look for when shopping?

### Price

**Price** is the only element in the marketing mix that produces revenue for a company, All the other elements result in costs. A company will take into account several factors before setting a price for its product or service. The most important of these include:

- **product costs.** The company calculates how much it costs to make the product or service. It takes into account the cost of raw materials, the costs of plant and equipment, salaries to employees, and advertising costs;
- **desired market share** for the product or service. The company identifies the total demand for the product or service, and then what percentage of the total demand it **wishes** to serve. The decision about desired market share **depends** on the size of the company and its resources. A company that wants to capture a large percentage of the market will generally sell its product or service at a very competitive price. A smaller company, on the other hand, may decide to capture a small part of the total market. If it follows a niche strategy, it can focus its efforts on a small, but very well defined segment of the market. It can charge a relatively high price because its offer is aimed to satisfy precise customer needs

• **competitors' prices.** The company investigates what competitors are charging for similar products or services

- **Imagine you are a retailer. Discuss the terms and conditions of the contract with the seller. Inform him about your requirements. Negotiate the price.**

**A typical trade contract includes:**

1. Product specification, product description
2. Quality
3. Unit price, total price, discounts
4. Trade credit (usually of 30,60,90 days)
5. Method of payment
6. Packing, marketing, labeling of the product
7. Delivery Date
8. After-sales service (warranty)
9. Accessories, spare parts, special requirements
10. Stipulated penalties

- **Answer the questions:**

1. What does a company do if it follows a 'niche strategy'?
2. What are the principal tools of promotion?
3. What is the most effective promotional tool?
4. Give two examples of how a company can organize publicity for its products or services.
5. Why do most manufacturers use intermediaries to distribute their products to customers?

- **Make a short presentation on some imaginary product**

E.g. - a carpet that changes in shape automatically



- a soft drink that changes its color depending on the



mood of person

who drinks it.

● **Every company tries to gain a competitive advantage by:**

- Cost-leadership (trying to be the low-cost producer)
- Differentiation (trying to be unique)
- Focus strategy

How are you trying to be successful on the market?

● **What would you do to make these products or services more competitive:**

- telecommunication services



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- language courses



- luxury cars



- cosmetics for babies

Think about price, quality, innovation, design, packing, availability, promotion.

● **Read the following text using a dictionary if necessary**

**PR vs Marketing**

Public relations in the field of consumer relations is often regarded as marketing communications. Marketing, as we have seen, is the identification of the needs of

consumers, and how to satisfy those needs profitably. Organisations who class consumers as one of their main publics or stakeholder groups are likely to be relating to them as buyers of their products. Those who deal with clients who produce fast-moving consumer goods (FMCG) have to have different approaches to those who deal with clients who produce white goods (fridges, household appliances) and cars, where the buyer is making a decision which will involve a substantial sum of money. Grunig and Hunt see President Kennedy's message to Congress in the early 1960s as the main impetus for the rise in consumer relations programmes: Kennedy 'declared four basic consumer rights: the right to safety; the right to be heard; the right to choose; the right to be informed'. Consumer specialists were appointed to the office of Special Assistant to the President for Consumer Affairs to respond to the needs of consumers.

Companies gave added value to their products by producing general educational

literature such as an insurance company which produced booklets on managing stress

and other health topics.

Public relations and marketing are often seen as adversarial. Marketeers tend to see PR as a subordinate part of their armoury of tools, and indeed businesses reinforce this by the organisation of their communication function. Public relations practitioners would see marketing as part of their remit, for they would see it as primarily concerned with selling products to consumers. All organisations have a need for public relations, but not all are involved in marketing. The Fire Service carries out community and media relations, but does not try to convince people to start more fires and so use their services more.

Belch and Belch see PR in the same bracket as publicity and promotions, to 'generate buzz'. They also admit that PR is much more about changing attitudes than promoting specific products.

What is clear is that public relations and marketing should be corporate allies, working together for common goals. Kitchen gives details of a survey carried out among the marketing and PR personnel in seven UK firms to explore the relationship between the functions. Areas of overlap were found. While the growing importance of PR was generally agreed, it appeared that marketing budgets were still substantially higher. PR was viewed as important for marketing support by the marketeers, while PR executives saw this as a minor area and viewed issues management, employee communications and corporate communications as their priorities. However, there was general agreement that PR was part of integrated marketing communications. Cutlip et al. list seven forms of assistance to the marketing function which PR can perform:

- 1 Publicising news and events related to the launching of new or improved products or services.
- 2 Promoting established products or services, to the extent that they are newsworthy.
- 3 Creating a favourable image of 'the company behind the product'.
- 4 Arranging for public appearances of marketing spokespersons.
- 5 Probing public opinion in market areas.
- 6 Focusing news media attention on sales conferences and other marketing events.
- 7 Assisting in programmes concerning consumerism.

Kitchen suggests that while there is 'a significant relationship between corporate public relations and marketing public relations', the focus of each is different. He suggests that marketing aims to create exchanges with consumers and uses PR tools to that end. Public relations on the other hand aims to 'create and maintain mutually beneficial relations with publics who could impact on business success'.

- **Find statements in the text you agree/disagree with**

- **Answer the questions:**

1. What is consumer PR?
2. What are Kennedy's four basic consumer rights?
3. What is a subordinate part of PR armory of tools?
4. What are the priorities for PR executives/for the marketers?
5. Call 7 forms of assistance to the marketing function which PR can perform.
6. What is Kitchen's point of view on the relationship between corporate PR&marketing PR?

- **Read the following texts using a dictionary if necessary**



## Consumerism

Consumerism is 'the idea that consumers should influence the design, quality, service and prices of goods and services provided by commercial enterprises'. However, a survey in the USA in 1977 found that consumerism had many meanings, including consuming things and 'an obsessive interest in goods . . . akin to materialism'.

Mayer gives a comprehensive history of consumerism as a social movement concerned with 'protecting and enhancing the rights of buyers', and attributes major pieces of legislation to consumer activism such as the Pure Food and Drugs Act of 1906, in response to Upton Sinclair's novel, *The Jungle*, which exposed the conditions in Chicago's stockyards. One aspect of this can be seen in the rise of consumer watchdog programmes, which publicise where companies have failed to deliver a good response to complaints. In the early 1990s, Hoover was the subject of a hostile campaign by the BBC consumer affairs programme *Watchdog* with regard to a promotion which offered free flights with the purchase of certain products. The company underestimated the potential demand for their offer, with the result that it had underbooked the number of flights. In order to satisfy everyone who claimed their flights, a profitable promotion turned into a massive loss maker. *Watchdog* sent an undercover researcher into one of the travel companies dealing with the claims, where they managed to secretly record one of the managers briefing staff on how to discourage claimants from taking up their free flights.

The company did not put up a spokesperson until *Watchdog* had featured the problem several times. The marketing manager in charge of the promotion was sacked, and the company lost a considerable amount of consumer goodwill. Obviously the most influential organisation in this field in the UK is the Consumers' Association. Its magazine, *Which?*, also available online, carries reports on a vast range of products to enable consumers to pick the best available in their price range.

## Marketing communications

Norman Hart defines marketing communications as 'across the board communications to help move a potential customer from a state of ignorance towards a position of decision and action'. He goes on to describe the adoption process:

1 Awareness. The individual becomes cognisant of the innovation but lacks information about it.

2 Interest. The individual is stimulated to seek information about the innovation.

3 Evaluation. The individual considers whether it would make sense to try the innovation.

4 Trial. The individual tries the innovation on a small scale to improve their estimation of its utility.

5 Adoption. The individual decides to make full and regular use of the innovation.

'Marketing communications encompasses any form of communication that contributes to the conversion of a non-customer to a customer, and subsequently to the retention of such custom', says Hart .

Hart suggests that customers do not buy a product but rather satisfaction, so that they buy holes rather than drills. Customers base decisions on the benefits they perceive from the product. Packaging and presentation will affect this perception. Size, weight, colour and smell all appeal, often on an unconscious level. Brand name is also part of the total product offering'

- **Answer the questions:**

1. What is consumerism?
2. What is the goal of consumer watchdog-programmers?
3. What is the Consumers Association?
4. What is marketing communication?
5. Describe the adoption process?

- **Discuss the traditional elements of the marketing: product, price, place and promotion. How does PR fit into marketing communications?**

For example: Price can indicate good or bad value for money.

- **Choose the best tactic for communicating with various public:**

1. a group of people
2. 1000 people
3. 100000 people

4. mass media advertising
5. personal contact
6. demonstrations, telephone selling

● **What advantage/disadvantage different media have? (a press advertising, TV advertising)**

Stone (1995) quotes research which identifies 6 main zones of influence within families when making decisions about buying various products:

- man's influence
- woman's influence
- children's influence
- man&woman
- man&children
- woman&children

● What product would you suggest to these categories? Why?

For example: video games, food processors, dishwasher, satellite TV etc.

● **Read the following text using a dictionary if necessary:**

Kitchen and Papasolomou prefer to use the term MPR to talk about the area where marketing and public relations merge. They refer to Kotler's description of MPR as 'ahealthy offspring' of the two disciplines. They also cite Duncan's findings that MPR was thought to be particularly effective in some areas which may have originally been served by advertising and also in brand building. They suggest Shrimp's definition of MPR as public relations which 'involves an organisation's interactions with consumers . . . regarding marketing matters'. In addition, objectives for this area of public relations are related to Harris' suggestions of introducing new products, cultivating new markets, influencing opinion leaders, positioning companies as leaders and experts in order to extend the reach of advertising and gain exposure for products that cannot be advertised to consumers

Kitchen and Papasolomou also use Kotler's thoughts on the different tasks which

could be undertaken by marketing, MPR and public relations. The first deals with market and customer assessment and segmentation as well as product advertising. MPR is concerned with corporate advertising, media strategy and surveys into employee attitudes and customer satisfaction. Public relations then takes responsibility for news,community relations, lobbying and social investments.

## **Branding**

Consumer PR and marketing communications are most often concerned with brands, the value of a name of a product or company, and how this affects people's buying behaviour. In some cases, the company name is the brand, like Virgin, Sony or Kodak.

Association with a corporate brand like this may affect consumer decisions. In others, the brand names are well known, like Fairy Liquid, but the parent company less so, like Unilever or Procter & Gamble. In some cases, like soap powder, companies produce different brands which then compete with each other in the marketplace.

There were nearly 26,000 new products launched in 1999 in the USA, compared to only 12,000 in 1986 .

Consumers are tending to buy whatever is on offer, so that sales promotions and coupons have become more important in buying decisions.

Naomi Klein feels that 'the role of branding has been changing, particularly in the

last 15 years . . . the brand itself has increasingly become the product'. Thus 'Nike was about "sport" not shoes; Microsoft about "communications", not software' .

Companies are now projecting their brand onto many different products. Klein links this increase in branding activity with the tendency of multinationals to shift actual production away from where the goods are bought, and points to the dangers of corporate employment practices in developing countries.

David Bright, Barclays' head of market research, also concludes that branding means everything that surrounds a company's offerings, 'from external communication to staff behaviour and physical surroundings'.

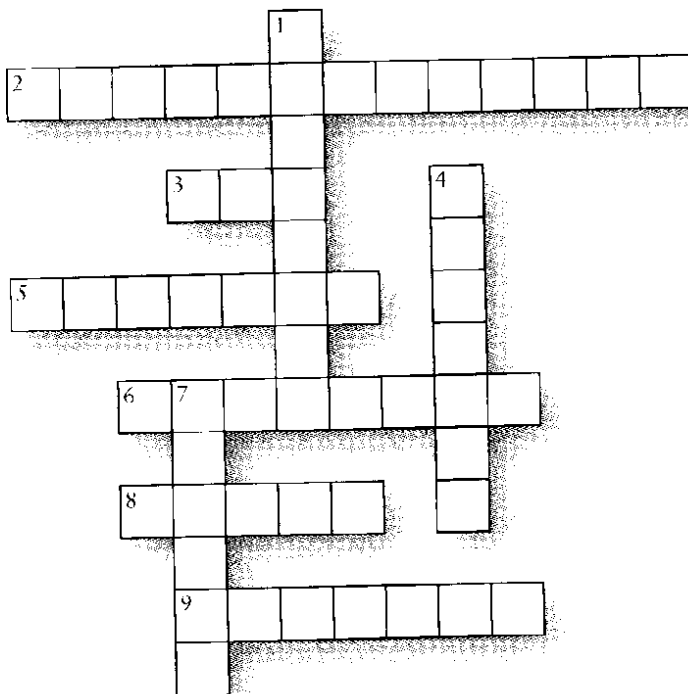
You can launch new brands only with . . . public relations.'

● **Discuss the text with a friend. Work in pair.**

What is MPR?

What is the role of branding?

|                    |   |
|--------------------|---|
| a premium brand    | a high quality brand, more expensive than its competitors   |
| an economy brand   | a brand that is cheaper than its competitors  |
| an own brand       | a brand that is made exclusively for the retailer that as an own-label brand or a private label brand |
| a brand leader     | the best-selling brand in a particular market   |
| a no brand         | a product that doesn't have a brand associated with it; generic brand                                 |
| the flagship brand | the brand for which a business is best known, and which image most appropriately                      |
| Co-branding        | two brands working together to create a new product - for example,                                    |



Across

- 2 To make your brand different from other brands. (13)
- 3 This type of brand is produced for and sold in supermarkets: -label. (3)
- 5 A .....brand is also known as a no brand. (7)
- 6 A well-known product that best represents the brand. (8)
- 8 A set of products grouped under the same brand. (5)
- 9 A type of brand that is less expensive than some similar products. (7)

Down

- 1 Using a name, symbol, logo or design to identify a product. (8)
- 4 This type of brand is luxurious and more expensive than some similar products. (7)
- 7 The best-selling brand in a product category is the brand ..... (6)

● **Agree or disagree with the following statements:**

1. You can't launch a new brand with advertising because it has no credibility. You can launch new brands only with ...public relations.
2. The keys to success are adequate planning and utilizing public relations as one of the tools to create a favorable environment.
3. Marketing communications is not only concerned with obtaining customers but with keeping them.

Grunig and Hunt define four kinds of publics:

- publics active on all issues
- publics apathetic on all issues
- publics active only on an issue or small number of issues that involve nearly everyone in the population
- publics active only on a single issue.

These kinds of publics relate to environmental, minority and consumer issues. Grunig and Hunt also discuss the behavioural molecule developed by Richard Carter, which is related to consumer behaviour, and was further developed by Michael Ray, who suggests four stages in consumer behaviour:

- developing a need (detect)
- searching for and comparing alternatives (construct, define)
- purchasing (behave)
- postpurchase (detect).



Publics who recognise a problem and do not feel constrained are likely to be the most active users of consumer information. Grunig and Hunt's research found three different kinds of consumer publics when they looked at how people decided which supermarket to use. The first, working-class public, thought about comparing stores but was constrained by lack of transport from making changes. The second, professional public, where both partners were likely to be working, was constrained by time and simply shopped at the nearest supermarket. Finally, a middle-class public felt least constrained and was able to make a considered choice between supermarkets. This group were most likely to be aware of consumer programmes and advertisements.

Belch and Belch put forward a basic model of how consumers make buying decisions, and link the five stages to internal psychological processes:

- Problem recognition Motivation
- Information search Perception
- Alternative evaluation Attitude formation
- Purchase decision Integration
- Postpurchase evaluation Learning

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Иностранный язык в профессиональной сфере  
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'While problem recognition is often a basic, simple process, the way a consumer perceives [it] and becomes motivated to solve it will influence the remainder of the decision process'. Motivations for buying a watch – is it from a functional need to tell the time, or to make a fashion statement – will affect whether the consumer focuses on reliability versus design. Motivation is often linked to Maslow's hierarchy of needs, which suggests that it is only after basic needs such as food, shelter and sex are satisfied that people can focus on safety, then love and belonging, and finally self-esteem and self-actualisation. Marketeers in the developed world assume that the basic needs are met, and may try to associate their products with one of the higher levels. Volvo concentrates on satisfying basic needs for safety in positioning its cars, while BMW focuses on the higher levels of self-esteem and status. Kotler suggests that buying is the result of inputs and outputs.

Stimuli for buying include price, quality, availability, service, style, options and image. These can be delivered to the consumer by a variety of channels, such as advertising, salespeople, friends, family and personal observation. After processing this information, the consumer makes a choice of product, brand, dealer, quantity and frequency. This is one of several 'black box' models, which concentrate on the external factors that can influence behaviour. The consumer's thoughts are hidden in a black box, and the marketer evaluates the relative importance of the external stimuli in order to form a marketing strategy.

Other models of behaviour include personal variable models, which take account of values, beliefs and attitudes. Fishbein developed a model which stated that an attitude was built from beliefs about attributes of an object, weighted by the importance of each of these attributes. Comprehensive models attempt to take both external factors and personal variables into account. A useful summary of the main theoretical models can be found in Williams.

Keller and Aaker conducted an experiment to find out what aspects of a marketing campaign affected consumers' evaluations of corporate credibility.

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France has stated that 'The reputation of a company depends as much on the strength of its corporate brand as it does on the quality of the products it sells.' In a competitive market, where products can easily be matched on price, the corporate brand may be the difference in building consumer loyalty. Giles Fraser, MD of information industries at Hill & Knowlton, agrees with Keller and Aaker and thinks that strong brand names give companies an advantage in the market place. However, contrary to their findings, he believes that People are increasingly interested in not only the product and service they buy but the company behind the product. They want to know it is ethical in its business practices, that it pays a good wage to its people, that it puts something back into the community.(quoted in France 1999)

He suggests that people buy from successful companies because it says something about them as consumers.

● **Complete the following sentences:**

1. *Grunig and Hunt* define four kinds of public:
2. The most active users of consumer information are...
3. The working-class public thought about
4. Professional public shopped at...
5. A middle-class public was able to make...
6. Motivation is often linked with
7. Stimuli for buying include...
8. In order to form a marketing strategy the marketer evaluates...
9. Other models of behavior include...
10. Strong brand names give companies...
11. People buy from successful companies because...

● **Explain the following statements. Speak for and against**

1. Customer satisfaction is based on quality and meeting expectations. It is easier to build relationships with customers if enhancements are offered such as rewards or bonus points for regular shoppers, add-on services...

2. Companies are now starting to look at lifetime customer value.



● **Project**

Work in small groups to find a magazine advertisement for a product or service that interests you. Decide how many of the following objectives the advertisement is designed to meet:

- increasing customer familiarity with a product/service
- giving information about product/service features
- giving information about product/service benefits
- establishing product/service credibility
- encouraging customer purchase
- maintaining customer loyalty to a product/service

● **Project**

Think of an advertising campaign for a new English course. Look at your target group. What name do you think attract this group? Think about advertising medium. How do you want to get your target group's attention?

**Group A**

Your target group is young people who are between 18-21. Your group has a limited income as most of them are students.

**Group B**

Your target group is grown-ups. They want to use language for specific purpose. How would you encourage them?

**Group C**

Your target group is children. Think about what they would be interested in?

## ROLE OF IMAGE IN PR



**I. Pre-reading task:**

1. What is meant by *image* ?
2. Why is a good reputation important?

**II. Read the text:**

An important part of public relations work is the image. What is meant by image? It can be defined as being: the impression gained according to the level of knowledge and understanding of facts (about people, products or situations). Wrong or incomplete information will give a wrong image. For example, people often refer to India, meaning the whole sub-continent, whereas in fact India is only part of it, together with Pakistan and Bangladesh, both independent states in their own right. There are several different sorts of image, all of which have roles for public relations:

**the *mirror image*** – what we think we look like often an illusion due to wishful thinking.

**the *current image*** – what people outside think of an organization, or a person. Often this image is due to misunderstanding, lack of knowledge and understanding, or even to hostility.

**the *wish image*** – the image that the organization wishes to achieve. This type of image mostly applies to something new.

**the *corporate image*** – the image of an organization. This is very important in public relations terms, and is made up of many facts, such as its history, reputation, stability, financial success etc. The corporate image is how an organization presents itself to the outside world.

**the *multiple image*** – sometimes organizations have different divisions, with each having its own, quite separate corporate identity, or image. This can be confusing to the public, but can be overcome by using symbols, badges or other means to provide an identifiable group image.

Today we use the term "image" to convey what a person or an organization appears to be, which is sometimes very different from who/what they actually are in private.

Some personal or corporate images seem to be "more real," or to be a more honest reflection of the subject's "actual personality." This may be because such people/organizations feel comfortable being themselves in public, or it may be because they became public unexpectedly or by accident and had no time to prepare a different sort of image. Other images are obviously public personalities that are very consciously and carefully projected.

The simple fact that someone's image and public appearance can be consciously constructed, projected, and manipulated is very discomfoting and troubling for some people. They consider it improper and unethical behavior, and have used it as the basis for many of the most damning and recurring criticisms of public relations. Among other things, they assert that public relations is all window-dressing, that it lack meaningful substance, that it deals only with images and not with reality, that it relies on deception and misrepresentation.

Such critics claim public relations' images create facades for people and organizations and argue images are never real. They're artificial, not natural, and because they're artificial, they're false by definition. So, these critics conclude, images and the public relations practitioners who use them are inherently deceptive and misleading rather than helpful and informative.

We have to admit that the critics are right about some images, some practitioners, and some public relations activities. A few instances of misbehavior do not mean that all images, all image-making, or all public relations activities are inappropriate.

The mere fact that images can be constructed and can be manipulated doesn't necessarily make them bad. The greatest reason for being concerned about images shouldn't be their artificiality or the fact that they've been constructed. It should be how much correlation exists between the constructed image and the underlying reality that it's presumed to represent.



Originally, the degree of correspondence between an image and its underlying reality was the primary factor in distinguishing a good image from a bad image. Plato, for instance, compared an image to a shadow cast on the wall, and Walter Lippman in Public Opinion said images were "pictures in our heads." Both believed that the more closely and more accurately an image portrayed external reality, the better and more meaningful it was.

An image which did not match reality, whether by design or by accident, was a bad image.

The further it was from reality, the worse it was.

Today, when we refer to someone having a good or bad image, we're hardly ever implying anything about how well their image reflects their real personality or their actual behavior. Instead, we're talking about how positively or how negatively the public responds to their image.

A person who is liked or approved of by the public is said to have a good image.

Someone who is disliked or disapproved of is said to have a bad image.

The terms "good image" and "bad image" as used today rarely reveal anything about the relative amounts of fact or fiction in an image. They don't even represent an ethical or moral value judgment. They simply reflect how positively or how negatively people who are exposed to the image respond to the person or organization represented by the image.

Insofar as public relations is able to help people or organizations project "good images," it can help them receive favorable public responses whether they deserve them or not.

**III. Give English definitions to the following terms. Name the examples:**

the mirror image, the current image, the wish image, the corporate image, the multiple image

**IV. Look up the following words in a dictionary and write a brief explanation of the differences between the words:**

brand description

branding

image maker

brand

identity

corporate identity

corporate image

corporate image advertising

corporate identity program

reputation

public face

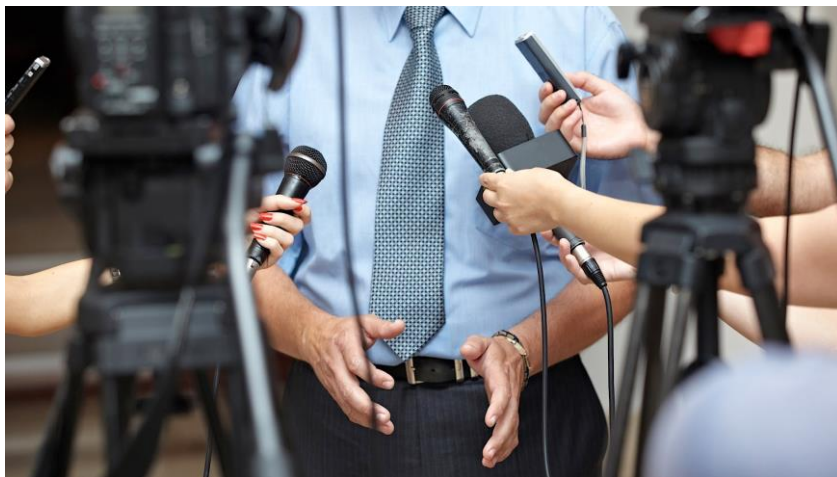
'imageology'

**V. Agree with or contradict the following statements. Supply some additional information, expressing your own opinion:**

*"An image is synthetic. It is planned: created especially to serve a purpose, to make a certain kind of impression." (A person's image is) "a visible public personality as distinguished from an inward private character.*

*"By our very use of the term we imply that something can be done to it; the image can always be more or less successfully synthesized, doctored, repaired, refurbished, and improved, quite apart from [though not entirely independent of] the spontaneous original of which the image is the public portrait."*

*Daniel J. Boorstin, The Image; A Guide to Pseudo-events in America*



**VI. Skim the text B and write a short summary:**

Public relations practitioners are often confused and bemused by the links between corporate image, corporate identity and reputation, but it is clear that the accumulation of empirical research on corporate image formation has led to the corporate identity literature of today. The following definitions are adapted from current English usage in Collins English Dictionary.

**Image** –A mental picture or idea produced from imagination or personality and presented by the public to/of a person, group or organization by others.

**Identity** – A state of having unique identifying or individual characteristics by which a person or thing recognizes or defines him/her/itself.

**Reputation** – Notoriety or fame, especially for some specified positive or negative characteristic. Repute is the public estimation of a person or thing to be as specified, usually passive.

Image has had a bad press in public relations terms, yet image consultants continue to be in great demand. There are a number of reasons for this. The technological era has made people everywhere aware of, if not educated about, the roles of government and big business in society. Organizations today have become sensitive to the fact that corporate image operates in different dimensions for different audiences. Thus the nature of corporate image itself, however unpalatable, remains a growth area of public relations productivity which, in combination with a growing body of knowledge about stakeholder expectation and cultural diversity, remains a popular focus of interest. Even companies that prefer to adopt a low profile are assessing their corporate image and its significance when studying their stakeholders' perceptions of their company policies, procedures and behaviour. Belief systems play a part in people's attitudes. Unfavourable beliefs can lead to a drop in sales or a lowering of share price, which can be corrected by public relations involvement. Many writers and practitioners argue that beliefs make up product and brand images and that people act on those images. The checks and balances in any strategic campaign allow for modification of organizational behaviour or public perception to adjust knowledge, feelings or belief accordingly.

Corporate image in the professional public relations sense goes back to the 1950s and the introduction of new commercial television stations. Marketing firms jumped on the bandwagon of creating brand image without any systematic theoretical foundation, so that people like Newman (1956) reported that 'the business firm may have no body to be kicked but it does have a character'. Boulding (1956) said, 'the relationship between corporate image and the behaviour of the consumers, saying that what the individual, especially a celebrity on television, believed to be true, was true for him'. When advertisers picked up the notion of image as a tool for branding products as well as corporate identity, writers of the day like Mayer (1961) saw the brand as a visible status symbol. Thirty years later Gorb (1992) was to argue that the business of corporate image design had become trivialized by too close association with external visual symbolism like logos. He recognized that the dynamics of image lie within the firm itself and have as much to do with manners and interrelationships as with markets. Bernstein's (1991) view is that the image can be built into a product, whereas it can at best only be adjusted for a company, whereas Macrae (1991) believes that a corporate brand can be translated into a mission of pride for staff in the pursuit of excellence, advancing company reputation among stakeholders. From this a branded corporate image can grow into reality. With the derogatory representation of image as being artificial, the work of O'Sullivan et al (1994) was seminal in that it approached the subject of image in terms of its original meaning as being a visual representation of reality, which is important in understanding the world around us, whether employee or shareholder of a arguing that corporate image

encompasses the company's products, services, management style, corporate communication and actions around the world, he could be describing any organization in crisis where the positive sum of these perceptual components must be re-evaluated to give the company back the market advantages it once enjoyed or to increase market share and investor popularity

If there is a clear correlation between business and policy and corporate image in terms of corporate strategy, perhaps the first question the strategist must ask is, 'What business are we now in?' before asking the question, 'What is our identity to ourselves and others?' If an organization is unclear about its identity, then it will not be able to assess its image as perceived by the different stakeholders, nor how these perceptions should be prioritized in terms of strategic planning, policy and practice. For any business strategy to be effective, it must be comprehended accurately by the target publics, or at least in the way that the corporate vision and mission determine.

**VII. Read through the both texts again and answer the questions:**

- 1.Can a carefully managed corporate identity affect a strategically important corporate image?
- 2.What ethical issues should be considered when formulating and managing corporate identity?
- 3.How can stakeholders be involved?
- 4.Critique the assumption that corporate identity can be 'wholly managed'

5. What is the effect of a marketing centered perspective of corporate identity management as opposed to a public relations centered approach?
6. To what extent is issues management part of CI management?
7. Specify how an existing corporate identity can be audited
8. How could this view influence approaches to CI management?
9. How would you justify the resources necessary for the introduction of a CI management programme to a sceptical CEO?
10. To what extent is consistency important to managing corporate identity and how does it differ from homogeneity?

**VIII. Render the text into English:**



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Иностранный язык в профессиональной сфере  
Языковая коммуникация в профессиональной сфере на иностранном языке

Имиджмейкер путем создания определенного имиджа влияет на ценностные установки и поведение аудитории, так как имидж отражает те ключевые моменты, на которые реагирует массовое сознание. Имидж – целенаправленно формируемый образ, выделяющий определенные ценностные характеристики, призванный оказать эмоционально-психологическое воздействие на аудиторию в целях популяризации, рекламы и т. д. Имидж, таким образом, - это совокупность свойств, приписываемых рекламой (пропагандой, традицией, модой, общением) объекту. Обычно объекту приписываются такие социально-психологические символические свойства, которые свидетельствуют о его привлекательности и престижности. В коммуникации имидж выполняет определенные функции: 1) идентификации (узнавания); в процессе идентификации объект становится узнаваемым, его действия легко прогнозируются; 2) идеализации – попытка выдать желаемое за действительное; 3) противопоставления – на контрасте выявляются достоинства и недостатки объекта.

Процесс формирования имиджа включает в себя следующие этапы: индивидуализации – выделение данного объекта среди других; акцентуации – подчеркивание выделенных характеристик; продвижения – создание условий, в которых эти характеристики могут наилучшим образом проявиться.

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Процесс создания корпоративного имиджа имеет более сложную структуру: социологический опрос - определение характеристик идеального (каким мы хотели бы его видеть?) и реального (какой он есть на самом деле?) объекта; ранжирование (размещение полученных характеристик по приоритетности); выражение (определение способов выражения требуемых характеристик); планирование (определение того, как и по каким каналам дойдет до целевой аудитории ключевое сообщение); реализация (проведение информационной кампании); эффективность (проверка того, с какой эффективностью была проведена информационная кампания). От правильно сформированного имиджа зависит конкурентоспособность фирмы.

## **BRANDS**

Иностранный язык в профессиональной сфере  
Языковая коммуникация в профессиональной сфере на иностранном языке



**Read the text and define the main idea:**

What is a brand? In my opinion, it is not only a trademark of some company, but the name of certain product we use every day. For example, speaking about coffee most of us say Nescafe, but not "coffee". This short example also illustrates the main aim of producers - to create brand popularity, so that most of people would recognize the product among the competitors products.

Advertising campaigns are launched to enhance brand awareness, that is why sometimes brand costs more than the whole company. For example one day of advertising at Yandex website (what is called by Yandex sales managers as "increasing brand popularity") costs \$20,000. Recognition of a brand or, how it is called, brand awareness helps people to find the necessary size, quantity, taste, especially, when they are in another country and do not know the local products" specifications.

What qualities should brand name possess? First of all, it should be eye-catching. NameLab is the company, which creates brand names, gives an example of 7-Up Company, which lost \$120 millions using name "Lyke Cola" as a brand name first time after launching its product. Name Sony is based on "son", which means sound in most of the countries.

As all brand names are registered and protected by law, no one else can produce the same product under such brand name. It is very hard to create a new brand name, as more than 365,000 brands were registered in October, 2000 by American Patent Organization, whereas Oxford dictionary consists of 615,100 words, so some companies use brand stretching - using a leader-brand to launch a new product in a new category.

Brands always add value to products. That is why branded products seem to be more expensive among other ones. But if we pay more, we want to get a better quality, and it is not guaranteed. All in all, brands are one of the moving forces of globalisation.

**I. Read the following text:**

The name is the most important element of a successful brand. Packaging changes, advertising changes, products even change but brand names never change. Where do great brand names come from? All different sources, they may come from family names or perhaps the inventor's favourite colour or animal or sometimes the names are just completely made up.

For example, **McDonald's** is a family name, **Adidas** was created from the inventor's name Adi Dassler, **Volvo** means "to roll" in Latin and **KODAK** was completely made up by the inventor George Eastman because he thought it was unusual and different.

### II. Discuss the following questions in pairs:

1. Why are brand names important?
2. Name three different sources of brand names.
3. Do you think brands are important? Why?
4. Do you have a favourite brand? What is it and why do you like it?

### III. Can you guess where the following brand names came from?

#### Match the brands with the correct explanations.

- |                 |   |
|-----------------|---|
| 1. Toyota       | a) From the Latin word meaning, 'snow-white'  |
| 2. Chanel no.5. | c) Named after the Greek goddess of victory   |
| 3. Rolls Royce  | e) Named after an African gazelle.  |
| 4. Reebok       | d) Originally a Japanese family name  |
| Toyota. The     | inventors changed one letter to make it easier to pronounce overseas.                       |
| 5. Nike         | b) This was the fifth perfume made by the same company                                      |
| 6. Nivea...     | f) The family names of two men, one a motor enthusiast and the other an engineering genius. |

### IV. Rank your favourite brands from 1-10 (1 = like the most, 10 = like the least)

1    2    3    4    5    6    7    8    9            10

A modern example of a brand is Coca Cola which belongs to the Coca-Cola Company.

Now let us see the 10 biggest brands in the world

**Coca-Cola**

**Brand value:** \$77.8 billion



Coca-Cola, which is based in Atlanta, Georgia, was introduced in 1886 by John Pemberton as a non-alcoholic version of French Wine Coca. Today, the company sells more than 3,500 products in 200 countries.

**Apple**

**Brand value:** \$76.5 billion



Apple, which is based in Cupertino, California, is famous for its Mac line of computers, iPhone, iPad and iTunes. It posted \$156.508 billion revenue, \$55.241 billion operating income and employs 80,000 staff.

### **IBM**

**Brand value:** \$75.5 billion



IBM, which is based in Armonk, New York, offers solutions ranging from mainframe to nanotechnology. It also sells hardware, software and consulting services around the world. IBM posted \$106.916 billion revenue, \$21.90 billion income and employs 430,000 staff.

### **Google**

**Brand value:** \$69.7 billion



Google, which is based in Mountain View, California, offers Internet-related services and products, including online search, cloud computing and software. It posted \$50.18 billion revenue, \$12.76 billion operating income and employs more than 44,000 staff around the world.

### **Microsoft**

**Brand value:** \$57.8 billion





Microsoft, which is based in Redmond, Washington, is famous for its Windows operating system, video games, search engine and mobile phones. It posted \$77.85 billion revenue, \$26.76 billion operating income and employs 97,000 staff around the world.

### **General Electric**

**Brand value:** \$43.6 billion



General Electric, which is based in Connecticut, United States, has four major areas of operations: Energy, technology infrastructure, capital finance and consumer & industrial. It posted \$147.359 billion revenue, \$17.406 billion operating income and employs more than 300,000 staff around the world.

### **McDonald's**

**Brand value:** \$40 billion

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McDonald's, which is based in Illinois, United States, began operating in 1940 and now serves 68 million customers everyday in nearly 120 countries. It posted \$27.56 billion revenue, \$8.60 billion operating income and employs more than 1,800,000 staff around the world.

**Intel**

**Brand value:** \$39.3 billion



Intel, which is based in Santa Clara, California, began operating in 1968 and is now the largest semiconductor chip maker in the world. It posted \$53.34 billion revenue, \$14.63 billion operating income and employs more than 100,000 staff around the world.

### **Samsung**

**Brand value:** \$32.8 billion



Samsung, which is based in Seoul, South Korea, began operating in 1938 and now its subsidiaries include Samsung Electronics, Samsung Heavy Industries, Samsung Engineering and Samsung C&T. It posted \$247.5 billion revenue, \$18.3 billion net income and employs more than 370,000 staff around the world.

### **Toyota**

**Brand value:** \$30.2 billion



Toyota, which is based in Aichi, Japan, began operating in 1937 and is now one of the biggest manufacturers of vehicles in the world. It posted 22.064 trillion yen revenue, 1.320 trillion yen operating income and employs more than 325,000 staff.

**V. In pairs invent a new product and give it a name. Think about the following points:**

- What is special or unusual about your product?
- Why would people want to use or buy it?
- How does the name relate to the product?

Once you have chosen the name for your product prepare a short oral presentation to give to the rest of the class. In your presentation you should describe your product and explain how and why you chose its name. Both of you should speak in the presentation. Here are some useful phrases that may help you with your presentation:

- We would like to introduce our new product...
- We chose the name... because...
- You can use it to...

**If you can't think of any ideas for a new product, use one of these ideas:**

1. A thick slimy green jelly soda drink
2. A flying schoolbag that you can control by remote control
3. An alarm clock that switches off when you shout at it
4. A television computer
5. A digital watch with a built in mobile phone and mini-computer
6. A new digital homework personal organiser
7. A new high speed flying carpet

## **How to Build a Stronger Brand Image through Public Relations**

### ***Pre-reading tasks***

#### **I. What do you think is the best way to build a strong brand?**

##### **Discuss with your partner**

1. To build community around the brand and use community strategies
2. To be a creator, not a competitor
3. Give, but not take only
4. Involve some celebrities

#### **II. At home watch the video “How to build a strong brand” (<http://www.youtube.com/watch?v=AGHyAJGXDm8>) and explain three**

##### **conceptions mentioned in the film:**

1. Define the difference
2. Protect the difference
3. Make the difference

### ***Reading***

#### **Read the text and define the main idea:**

##### **What Is A Brand Anyway?**

The term “branding” is a pretty common word in business circles these days, but if you’re not involved in advertising, marketing or public relations, I wouldn’t be surprised if you find its meaning to be a bit hazy. One person might claim that a company’s logo is its brand. Another might insist that you can’t have a real brand

without a slogan. Still another might assert that branding is about communicating the company's mission. These are all components of a brand, but they don't capture the whole package. Not by a long shot.

In reality, a brand is much more than a single image or string of words. A

brand is not tangible. A successful brand lives in the minds and hearts of your

customers. It is all of the things they think of when they think of your company or

your product.

Almost anything can be branded – manufactured goods, a service, a location,

even a person. Elvis. Paris Hilton. Amsterdam. Las Vegas. iPod. Rolex. Fed-Ex.

Kleenex. These are all established brands. For most people, they bring very specific images to mind. The most successful brands hold a powerfully positive position within our psyche.

Think Disney. What immediately comes to mind? For me, it is family values,

happiness, quality, a place where fantasies come to life. Disney is one of the world's most recognizable brands. The company started with a good product that had strong appeal: wholesome entertainment that enables the young and young at heart to enter a world of fantasy. The company built, and continues to build, its brand through an integrated approach utilizing advertising, marketing and public relations. Do you remember the "We're Going to Disneyland" TV ads featuring Superbowl MVPs and other sports stars? This long-running ad campaign created a lot of excitement for the Disney brand. Or how about the 10-year exclusive marketing partnership Disney forged with McDonald's in 1995, enabling Disney to promote its brand and the products associated with it in 30,000-plus McDonald's restaurants?

The company has also been very successful in utilizing public relations to generate coverage for the Disney brand. Since the opening of its first theme park in the early '70s, it has treated reporters to a VIP preview of new parks, rides and other offerings through a special media day. These events attract hundreds of journalists from around the world and generate lots of press coverage. The strength of the Disney brand has helped the company successfully ride out the storm during turbulent times. You might remember the Big Thunder Mountain



Railroad accident in 2003, or most recently, the downfall of Michael Eisner. Thanks to savvy crisis management and its Teflon-like brand, the company's image and bottom line sustained no long-term damage despite the negative media coverage generated by these events.

### **The Integrated Approach to Brand Building**

Advertising, marketing, and public relations are all part of building a strong and sustainable brand. When all three tactics are used together, you can hit your target market from all angles.

Advertising is buying space – on television, in a newspaper, on-line, on a billboard, etc. – to promote a product. Marketing is about making sure that you're meeting your customers' needs and getting value in return. Marketing initiatives include market research, pricing, promotions, and sales. Public relations helps the public understand a company and its products. PR allows you to tell your story in a thorough and authentic way. It helps a company achieve 'transparency,' which is what customers demand in today's economy. Working to generate positive media coverage is a big part of public relations. Stories in the media are like third-party

testimonials, and people are more likely to believe what they read in a news story

than in an advertisement.

If you have the resources to use the integrated approach to brand building, advertising, marketing and public relations should have an equal place at the table

when formulating your strategy. The whole creative team should work together to

develop the key messages and images that will compose the brand for your product or service. Each brings a different area of expertise to the table, and their combined

knowledge will help develop a sound brand image that will resonate with all target

audiences across a broad spectrum of mediums.

Marketing establishes who your customer is and what makes them tick. Once the framework for the brand is established, public relations starts the buzz going prior to the roll-out. Marketing devises the packaging that's going to make your brand stand out from the rest and communicates directly with potential customers to promote it.

Public relations and marketing work together to devise innovative promotional materials and a cutting-edge Web site that will catch and keep your target market's interest and enable them to interact with the brand. They team up again to stage an unforgettable product unveiling event that will generate direct sales as well as tons of glowing media coverage.

The advertising contingent continues the momentum by developing attention grabbing ads that reinforce the brand image and communicate brand value to the customer. The ads are placed in strategic locations that attract your target market.

After the roll-out strategy is complete, the team continues to work together to ensure communication of the brand remains clear, consistent and constant.

### ***After-reading tasks***

#### **I. Decide if these statements are true or false**

1. A brand is a company's logo.
2. Branding is about communicating the company's mission.
3. A successful brand lives in the minds and hearts of your customers.
4. Disney brand couldn't overcome the storm during turbulent times.
5. Savvy crisis management caused negative media coverage.
6. Advertising and public relations are the only parts of building a strong and sustainable brand.
7. When formulating your strategy advertising, marketing and public relations should have an equal place at the table.
8. A cutting-edge Web site can help catch and keep your target market's interest.
9. The ads are placed in unimportant locations that attract your target market.

#### **II. Complete this table with words related to words from the text**

##### **№ Noun Verb Adjective**

1. Assertion

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Assert -----

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2. Claims



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**3.** ----- Insist -----

**4.** Enablement

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Enabled

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**5.** Utilization

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Utilizing

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**6.** ----- Forge -----

**7.** Generatrix

Generacity

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Generate

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**8.** Achievement

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**9.** Resonator

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Resonate

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**10.** Interactability

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**11.** Reinforceing

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Reinforcing  
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### **III. Use these word expressions to make up your own sentences**

1. To communicate the company's mission
2. Not by a long shot
3. To be branded
4. To hold a powerfully positive position within smb's psyche
5. To be one of the world's most recognizable brands
6. To build the brand through an integrated approach utilizing advertising, marketing and public relations
7. A long-running ad campaign
8. To resonate with all target audiences across a broad spectrum of mediums
9. To treat reporters to a VIP preview of new parks, rides and other offerings through a special media day
10. To ensure communication of the brand remains clear, consistent and constant.

### **IV. Find synonyms in the text for the following words**

1. Material
2. Privileged
3. Think out
4. Long
5. Endure, live through
6. Appreciation
7. Contemporary
8. Attract attention
9. Modern
10. Beneficial

### **V. Give English equivalents for the following**

1. Достичь известности бренда
2. Повышенный интерес, внимание
3. Раскрутка
4. Стимулировать прямые продажи

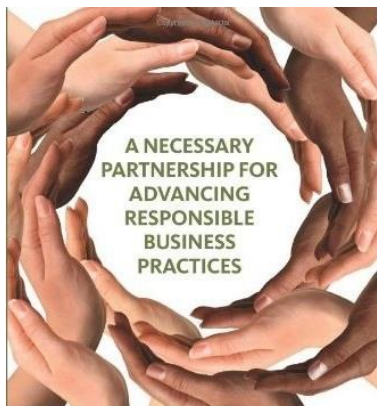
5. Привлекающая внимание реклама
6. Укреплять имидж бренда
7. Сделать доступной и понятной ценность бренда покупателям

## **VI. Discuss these questions with your partner**

1. What does the term "branding" mean?
2. How has Disney managed to become one of the world's most recognizable brands?
3. What should a company do to create a lot of excitement for the brand and generate lots of press coverage?
4. What types of advertising should you use to promote a product, meet your customers' needs and get value in return?
5. What do marketing initiatives include?
6. What should Public relations and marketing do to keep the target market's interest and enable customers to interact with the brand?

### ***Speaking***

**1. Discuss with your partner the advantages of the integrated approach to brand building.**



**CSR FOR HR**

**2. Speak on the topic "How to build a stronger brand image through Public Relations".**

**PUBLIC RELATIONS AND CORPORATE SOCIAL RESPONSIBILITY**

**Corporate social responsibility (CSR) describes the role a company has in society.**

**I. Read the text and explain words and phrases in bold:**

***The role of Public Relations in Corporate Social Responsibility***



“Doing well by doing good” is the maxim for social responsibility. A greater demand for social responsibility always seems to follow periods of notorious corporate abuse. However, the real measure of social responsibility is whether organisations will act responsibly without pressure from outside entities. The concept of corporate social responsibility (CSR) is becoming more of a buzzword and is gaining acceptance as essential to successful business practice.

The **onus** for designing and **implementing** social responsibility plans should be shared across several **organizational domains**: legal, human resources, public relations, accounting and planning. No matter where the primary responsibility lies, public relations should be an active player in these programs. Additionally, many public relations firms offer social responsibility consulting. The impact an organization has on its publics through policies and behaviors is central to the unique organizational functions of public relations in managing **mutually beneficial relationships** with **key stakeholders**. Public relations also helps organizations manage their image, primarily by listening to key publics and effectively communicating corporate values, behaviors, and goals. If corporations seek financial benefits from social responsibility, public relations must be a part of the mix.

Public relations professionals should **engage** in the following activities to help their organizations be more socially responsible:

- monitor the sociopolitical-economic horizon for issues that may affect an organization;
- identify the **perceptions and expectations** of an organization among its key publics;
- promote best social responsibility practices in light of these perceptions and expectations.



Additionally, public relations practitioners can help their organizations be more **transparent** by encouraging management to publicize policies and actions that affect **stakeholders**. The bad news must be shared with as much effort as the good news. Through transparency, an organisation gains trust and can more quickly resolve problems in ways that are socially responsible and respectful of stakeholder interests.

*adapted from "The Public Relations Handbook" by Alison Theaker*

## II. Answer the following questions on the text:

1. What is a current motto for corporate social responsibility? How could you explain this expression?
2. What is the real measure of social responsibility?
3. What are the key functions of PR practitioners in helping organizations be more socially responsible?
4. Why is corporate social responsibility is gaining acceptance as essential to successful business practice?
5. What activities should Public relations professionals be involved in to help their organizations be more socially responsible?

## III. Read the text and explain words and phrases in bold:



***Corporate community involvement as the main tool of corporate social responsibility***

**Corporate community involvement** (CCI) is one of the faces of corporate social responsibility in practice. Nowadays CCI should be seen as a necessity rather than a luxury. It is now an accepted part of corporate behaviour. CCI has to be real, two-way and inclusive. Transparency is also vital, in terms of how engagement happens and how it is measured in cash and other values. If, for some reason, a company has to **withdraw from involvement**, they suggest that negative consequences will be reduced if these two ground rules have been adopted. CCI activities can be subdivided into seven kinds:

- **The open house:** a tour of the facilities of the organisation, enabling large numbers to come onto the premises. Easily accessible exhibits, guides and the participation of employees can give them renewed pride in their workplace.

- Special events: ground breaking for a new building, the completion of one, special seminars linked to the company's products, such as a safe driving school run by a motor manufacturer.

- **Extended internal publication circulation:** with the addition of some specific news, the internal publication can be circulated throughout the community to enable a wider knowledge of the company's activities.

- **Volunteer activities:** encouraging and enabling employees to perform voluntary service for local organisations, including **secondment**.

- Local advertising: controlling and focusing the message for local media.

- Contribution of funds: **sponsoring or donating money** to local organisations, whether in cash or kind.
- News services: **tailoring information** to the needs of local media.

In 1994, a MORI survey found that 88 per cent of the public agreed with the statement that 'a company that supports society and the community is a good company to work for'. A study by Business in the Community (BITC) and the Corporate Citizenship Company in 1996 and 1997 found that the skills most developed through CCI are communication, collaboration, leadership, teamwork and creative thinking.

Most organisations participate in the community because they realise that a strong community helps them to be a stronger organisation. Employees will be more satisfied if they live in a desirable community and better employees can be attracted to work there. Employees working in **highly constrained job situations** also become more satisfied with their job if the organisation helps them to use their talents in the community.

*adapted from "The Public Relations Handbook" by Alison Theaker*

#### IV. Answer the following questions on the text:



1. What are the key features of Corporate community involvement?
2. What CCI activities can be used by organizations?

3. What are the reasons for organizations to participate in the community?
4. What personal and professional skills can be developed through CCI?
5. McDonald's sells fried foods, yet also runs the Ronald McDonald Foundation which supports children with illness. Which aspect of these McDonald's' business practices is perceived to be more important? How does this impact on profits?

### Starting point

'Corporate entertainment is only about making money.' Do you agree? What sort of entertainment do companies offer?



### *Corporate Entertaining in Japan*

#### **V. How important is corporate entertaining in your:**

- country
- industry/organisation?

#### **VI. Skim the article below. Then decide which of these headlines is the best.**

1. JAPAN SAYS GOODBYE TO KARAOKE NIGHTS
2. JAPAN PREFERS TO SING AS BUDGETS ARE CUT
3. JAPANESE GOVERNMENT TO TAX GIFTS AND ENTERTAINMENT

Hisako Saka, a hostess at a bar called Bouquet in Tokyo's high-class entertainment area is complaining. 'Customers go home before the last train and order far fewer drinks. They are less cheerful and talk about restructuring all the time', she said.

'Fewer girls are deciding to become hostesses. My salary has halved.' Corporate entertaining is in steep decline. Newly released figures from Japan's national Taxation Administration have revealed that Japanese companies spent 13.3 percent less on entertaining and gifts in the year to last January than in the previous year.

The latest figures show spending on entertainment is at its second lowest level since records began in 1961. The decline indicates that the high spending days of the 1980s are over and that a new phenomenon – cost control – has entered the corporate dictionary.

As the credit environment has tightened, losses have multiplied, restructuring has taken hold and the concept of shareholder has crossed the Pacific, leading to entertainment budgets being cut. In the boom days some executives would think little of running up a £7,000 bill in one night entertaining an important client.

These days the entertainment still goes on but at more modest establishments. Cheaper restaurants are busier and karaoke parlours are being chosen over expensive nightclubs.

Kunio Sato, a bar owner for the past 35 years in Ginza, Tokyo's most famous entertainment area, said sadly, 'Companies are much stricter these days with what they will let their employees spend compared with the old days'.



The cost cutting does not end at the bar. Some of Japan's huge conglomerates have cut down ritual corporate gift giving. Budgets for gifts at New year have, in some cases, been cancelled, forcing employees to buy the gifts themselves, according to an employee at one large conglomerate.

From the outside, the discovery by Japanese companies of basic cost control can be seen as an encouraging development in an economy that had previously let spending run wild.

*From The Financial Times*

**VII. Now read the article carefully. Are the following statements true or false?**

1. The number of bar hostesses is increasing.
2. Spending on entertainment is the lowest since 1961.
3. Saving money is now important to businesses in Japan.
4. Entertaining in restaurants and karaoke bars is still important.
5. Nightclubs are less important for entertaining than in the past.
6. Employees prefer to pay for corporate gift giving themselves at New Year.

**VIII. Find words or phrases in the article which mean:**

1. reduced by 50% (paragraph 2)
2. decreasing rapidly (paragraph 2)
3. reorganizing a company (paragraph 4)
4. a plan of how to spend an amount of money for a period of time (paragr. 4)
5. economically good times (paragraph 4)
6. a large business organisations of several companies (paragraph 7)

**IX. Compare the situation in Japan with what happens in your own country or company.**

**X. Read the text and find seven examples of corporate events.**



***Corporate entertainment***

Why is it impossible to get tickets for most major sports and cultural events? Because so many of the tickets are bought by firms to entertain their clients and other VIPs. It is called corporate entertainment, but why do companies do it?

Corporate entertainment is a marketing tool. Companies use it to improve relationships with their customers, suppliers, or staff. 'I work for a law firm', says Virginia Allen. 'Every year, I invite my best clients to a concert sponsored by the firm. I hope to reinforce their positive feeling towards us.' So the main purpose of corporate entertainment is to make customers feel good. Invite them to a special event and you will ensure their loyalty for the coming year.

The venue for corporate events varies from country to country. In the USA guests might play golf with a professional player. In France they could go on a wine-tasting cruise. In Japan they might watch some sumo-wrestling. Other events depend on the budget of the host company, but possibilities include parachute jumping, paintballing, or a night at the opera. The list is endless.

### **XI. Work with a partner and answer these questions:**

1. Which events is it often difficult to get tickets for? Why?
2. Why do companies spend money on corporate entertainment?
3. What should a host company consider first when it plans an event?

### **Starting point**

1. How can you measure the performance of a company? Put these in order from the most important (1) to the least important (5).

- \_\_\_ how much money the company makes
- \_\_\_ how green the company is
- \_\_\_ who it employs
- \_\_\_ how it treats its staff
- \_\_\_ how safe it is to work there

2. How can you measure the performance of:



- a) a government
- b) an employee?

**XII. Work with a partner. Read statements 1-5 and discuss whether you think they are true or false. Then read the text and check your answers.**

1. Everybody loves a company that makes money.
2. It's not enough for a company to have good sales results.
3. Companies have to show that they look after their employees.
4. Employees would work harder and for a lower salary if they were with a socially responsible company.
5. Only a small minority of employees think they work for a socially responsible company.



***Company performance  
in a socially responsible  
world***

Every investor loves a company when it **achieves its sales targets, manages its costs**, and **performs well** on the stock market and, therefore, makes money.

However, a company nowadays also needs to think about its **reputation** with the public and its own staff. In other words, it has to be **socially responsible**. For example, it is expected to improve its **environmental performance**. In addition, it is often judged these days on the **diversity of its workforce**: the number of women, people from ethnic minorities, and disabled people in all positions, including senior management. This has become an important factor in recruitment. Finally, a company need to have a good **safety record**, both in terms of its workers and the products it produces.

In a recent survey, 40% of workers said they would work longer hours and 48% would work for less pay with a socially responsible company. Interestingly, 46% of employees believed they already work for a socially responsible company. Without doubt, profits are no longer the only way to measure the company's success. Employees and customers expect a lot more.

*From Business Result by David Grant, Jane Hudson and  
Robert McLarty*

### **XIII. Complete the sentences with words and phrases in bold form the text.**

1. If a company is open to both sexes and all races, it believes in the \_\_\_\_\_ .



2. A company which protects people and nature is \_\_\_\_\_ .
3. If your company has good results, its shares usually \_\_\_\_\_ .
4. If people like or respect the company, it has a good \_\_\_\_\_ .
5. If the company doesn't spend too much, it \_\_\_\_\_ its \_\_\_\_\_ .
6. If there aren't many accidents, the company has a good \_\_\_\_\_ .
7. If the company sells what it plans, it \_\_\_\_\_ its \_\_\_\_\_ .
8. If a company doesn't pollute too much, it has a good \_\_\_\_\_ .

**XIV. Work with a partner. Which of the performance factors are important in your place of work, and why?**

**XV. Imagine you have to entertain a group of foreign businesspeople. Which of the following activities would you choose? What would you add?**

Иностранный язык в профессиональной сфере  
Языковая коммуникация в профессиональной сфере на иностранном языке

- historic sites
- bar/nightclub
- theatre
- opera/concerts
- wine tasting
- horse racing
- motor racing
- golf
- football
- tennis
- restaurant
- art galleries

**XVI. Match the six most popular UK events for corporate entertaining to the photographs above.**

1. The Grand Prix
2. Wimbledon
3. The Open Golf Championship
4. The Chelsea Flower Show
5. Royal Ascot
6. Henley Regatta





**XVI. Many companies spend a lot of money on corporate entertaining. Do you think the money is well spent? Why or why not?**

### ***Changes in corporate hospitality***

#### **Before you read**

Do you like a) watching sport, b) playing sport? Which sports do you watch and/or play? Could these sports be used for corporate hospitality event?

#### **Reading**

**XVII. Read this article from the *Financial Times* and answer the questions.**

### ***Doing business and having fun***

*by Roger Bray*

Иностранный язык в профессиональной сфере  
Языковая коммуникация в профессиональной сфере на иностранном языке



Corporate hospitality is evolving. Once it simply meant going to watch horse racing and filling your clients with champagne. Now, more and more, guests prefer entertainment in which they can take an active part. The change is similar to what is happening in the leisure travel market. There is now a desire for more than just going to Mediterranean beaches for the sunshine, creating demand for what holiday operators like to call 'soft adventure'.

Hosts see it increasingly as a more effective way of building relationships. 'The trend is towards anything from flying light aircraft or off-road driving to shooting and fishing', says Wayne Moss, vice-chairman of the UK Corporate Hospitality Association.

'Golf is now the number one hospitality sport – but people want to play rather than just watch. Five years ago only about 25% of entertaining involved some form of active participation. Now, he estimates, the proportion is close to 40%. 'Many companies think they can get closer to people by getting them to drive a tank, for example, rather than by just giving them drinks'.

'Another big change has been the increasing involvement of women in such activities. It used to be a "boys only club". When I came into this industry in 1990, you hardly ever saw a woman at participation events. Now they probably represent about 20%'.

*from Market Leader by Bill Mascull*

**XVIII. Which of these activities are mentioned in the article?**

|   |   |
|---|---|
| <ul style="list-style-type: none"><li>• watching horse racing</li><li>• flying aircraft</li><li>• driving, but not on normal roads</li><li>• shooting</li><li>• playing football</li><li>• playing golf</li></ul> | <ul style="list-style-type: none"><li>• riding horses</li><li>• watching golf</li><li>• driving tanks</li><li>• fishing</li><li>• watching football</li></ul> |
|---|---|

**XIX. What do these numbers in the article refer to?**

- one
- 25%
- 40%
- 1990
- 20%

**XX. Use the correct form of words from the article to complete the definitions.**

1. If something changes and develops, it \_\_\_\_\_.  
(paragraph 1)
2. If there is a desire for something, this may create \_\_\_\_\_  
for a product or service. (paragraph 1)

3. If you are invited to an event, you are a \_\_\_\_\_ .  
(paragraph 1) If you invite someone to an event, you are the \_\_\_\_\_ . (paragraph 2)
4. If you try to know someone better, obtain their trust, etc., you try to \_\_\_\_\_ a relationship with them. (paragraph 2)
5. If you try to guess a particular figure, you \_\_\_\_\_ it. (paragraph 3)
6. If you almost never see something, you \_\_\_\_\_ see it. (paragraph 4)

### Over to you

Look again at the list of activities in question 1. Which do you think are the best ones for corporate entertainment? Why?

### *Corporate sponsorship*

#### Before you read

Do companies help the arts (music, theatre, etc.) financially in your country?

What are the benefits for a) the companies, b) the arts organisations?



#### Reading

**XXI. Read this article from the *Financial Times* and answer the questions.**

### *An ideal relationship*



*by Tony Thorncroft*

Business and the arts need each other. The largest arts sponsorship project of recent years has been the relationship between the Royal Shakespeare Company and Allied Domecq, the drinks company. Allied Domecq have invested £8 million over seven years in the theatre company. It is already seen as a model sponsorship, with benefits for both sides.

To begin with Allied Domecq was mainly interested in using the connection for corporate entertaining. The RSC's two theatres, at Stratford-on-Avon and in the Barbican in the city of London, were ideally located for meeting key business and political contacts.

The RSC's annual tour of the UK allowed Allied Domecq to build links in the regions. And the RSC's frequent overseas visits and tours with big-name actors in important roles created the special occasions which gave the company access to influential figures in some of its main export markets.

Iain Oag, director of external affairs at Allied Domecq with responsibility for the sponsorship, remembers in particular a visit to Mexico, a key Allied Domecq market. The company took over two of the RSC's eight performances and the president of Mexico was among its guests.

*from Market Leader by Bill Mascull*

**XXII. Number the paragraph summaries in the correct order.**

**Two of the summaries are not used.**

\_\_\_ At first, Allied Domecq saw corporate entertaining as the main benefit of the sponsorship.

\_\_\_ The Mexican government is a major sponsor of the arts.

\_\_\_ The largest arts sponsorship project of recent years has been the one between Allied Domecq and the Royal Shakespeare Company.

\_\_\_ The RSC performed in Mexico and the president of Mexico was a guest.

\_\_\_ The RSC's tours helped Allied Domecq build relationships in the UK and abroad.

\_\_\_ Many other companies have been involved in arts sponsorship.

**XXIII. Choose the correct alternative.**

- If something is a *model* of its kind, it is:

I) a good example

ii) a bad example

- A *benefit* is:

I) a disadvantage

ii) an advantage

- If somewhere is *ideally located*, it is:

I) in the wrong place

ii) in the right place

- *Key contacts* are:

I) important people

ii) unimportant people

- If an event is *frequent*, it happens:

I) often

ii) not often

- *Big-name* actors are:

I) unknown

ii) well known

- *Influential figures* are people who are:

I) powerful

ii) powerless

- A company's *main export markets* are:

I) least important ones abroad

ii) most important ones abroad

- Someone with responsibility for *external affairs* is involved with relationships :

I) inside the company

ii) between the company and other people and organisations





- If you remember something *in particular*, you remember it:

I) very clearly

ii) not at all clearly.

### Over to you

You are responsible for external affairs in your organisation and you have been given a large budget. Which arts activity would you like to sponsor? Why? What would the benefits be?

### Working with words

**XXIV. Put the letters in the right order to form a word and rewrite the sentence.**

1. The **UPREPOS** of the trip was to motivate the new team.  
**purpose**
2. We held our last corporate **VETEN** at the America's cup.  
\_\_\_\_\_
3. The **ENEUV** of the dinner was the top-class restaurant Triton in Prague. \_\_\_\_\_
4. Over 500 **TUSEGS** were invited to attend. \_\_\_\_\_
5. We were working to a **UTDEBG** of €50,000.  
\_\_\_\_\_
6. The **TOSH OYPCAMN** didn't provide transport, so we had to take a taxi. \_\_\_\_\_

**XXV. Complete the sentences with a suitable form of the verb from the list.**

*accept   entertain   arrange   reinforce   hold   book*

1. My company holds a corporate event every June.
2. We invited our VIP clients to a luxury spa to \_\_\_\_\_ our relationship.
3. The host company \_\_\_\_\_ a trip to the Taj Mahal.
4. Our bank always \_\_\_\_\_ its clients at Rolan Garos.
5. The venue we \_\_\_\_\_ last year was too small.
6. I couldn't \_\_\_\_\_ the invitation because the dinner was the same day as my daughter's graduation.

**XXVI. Complete the description of a corporate event with a suitable word from 1 and 2.**

The last corporate<sup>1</sup> event I attended was a day at a Champions League Final. The<sup>2</sup> \_\_\_\_\_ was a well-known publicity agency who wanted to<sup>3</sup> \_\_\_\_\_ their VIP clients. The<sup>4</sup> \_\_\_\_\_ of the event was to<sup>5</sup> \_\_\_\_\_ the relationship between the company and their clients.

The event was<sup>6</sup> \_\_\_\_\_ in the hospitality area of the Atatürk Olympic Stadium in Istanbul, which was a<sup>7</sup> \_\_\_\_\_ I had always wanted to visit. Of course, I<sup>8</sup> \_\_\_\_\_ my invitation as soon as it arrived!

Fortunately, the company had a large<sup>9</sup> \_\_\_\_\_, because the tickets were very expensive and they had invited more than a hundred<sup>10</sup> \_\_\_\_\_. They had to<sup>11</sup> \_\_\_\_\_ the seats months in advance to make sure there was room for all of us. The football match was in the evening, so they<sup>12</sup> \_\_\_\_\_ a trip to Topkapi Palace and Ayasofya in the afternoon where we had dinner before leaving for the stadium. Everyone had a great day, and the event was a complete success for the publicity agency.



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### ***CASE STUDY: Organizing a successful corporate event***

Background

### ***A hospitality disaster***

When SFO, a leading bank, organized an event to entertain clients at a UEFA Champions League football match last year, things did not go as well as expected. First of all, the corporate hospitality company didn't offer guests coffee and biscuits when they arrived, and they were no free newspapers. Secondly, SFO was extremely dissatisfied with the meal arrangements, complaining that the starters were too small, the pasta was cold, and the dessert arrived too late. On top of this, SFO found the service very slow and was unhappy that guests were not provided with cigars or cigarettes. Finally, the free beer that SFO had arranged to be served throughout the match was warm and ran out early.

SFO paid €900 for each of the 71 clients and 28 bankers who attended, but says that the event has caused the company a considerable financial loss. SFO is currently suing the corporate hospitality company for nearly €135,000.

#### Discussion

1. Why was the SFO corporate event not a success?
2. How could SFO have avoided these mistakes?
3. What other problems can cause a corporate event to fail?

#### **TASK**

You are on the committee to arrange SFO's net corporate event.

1. Work in small groups.

## GROUP A

### *Italian experience*

Guests travel to Italy to spend a cultural weekend in the beautiful city of Verona. They spend two nights at the luxury five-star Hotel Baglioni and go out for a traditional seafood dinner the first evening. The next morning is spent following the Romeo and Juliet trail before travelling to the ancient Roman amphitheatre to watch Verdi's opera *Nabucco* in the evening.

## GROUP B

### *The Boat Race*

Guests are given the pieces of a full-size boat which they have to build and brand in teams using their own imagination. They then have the opportunity to race in their boat against the other teams to see whose boat is the fastest. At the end of the race, the winners celebrate their victory with a bottle of champagne. The day ends with a fantastic barbecue and buffet-style dinner with a free bar.

## GROUP C

### *The French Connection*

Guests are taken on a trip to the Champagne region of France to taste the exquisite wines of the area. They stay in a private castle where the food is prepared by famous French chefs. The first morning is spent playing golf or enjoying the relaxing spa in the castle. Then guests are taken on a tour of an exclusive vineyard by a leading wine expert and they try a number of different champagnes.



## GROUP D

### *MotoGP*

Guests are invited to spend a day in the hospitality area of the MotoGP. They will enjoy a full day of delicious food and plenty of drinks in a marquee which is in the middle of the action. All marquees have a magnificent view of the start/finish line so the guests can see the most exciting moments of the race. The event includes a guided visit to the pit lane where mechanics will give a demonstration of a wheel change.

2. Discuss the possible problems that could occur during your event and how you could avoid them.
3. Work in a different group. Have a meeting. Present your event including your ideas for dealing with possible problems. Then decide which event would be best for SFO's next corporate event.

### **The performance game**



**1. Work in groups.**

You are starting a new company which manufactures plastic tables and benches from recycled plastic. Your furniture looks like wood, but is stronger and lasts longer. It's also more expensive. Your main customers will be local councils, who will buy your products for parks, schools, and other public areas.

Your objective is to achieve the highest level of performance. This means excellent sales and profits, but also a good reputation for socially responsible action. Discuss the questions below and agree on the best answer. After each question go to the number of your choice.

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| <p>1. Where are you going to locate your factory?</p> <p>a) In an old industrial town with high unemployment? <b>Go to 6.</b></p> <p>b) In a pleasant middle-class town with a reputation for 'green' policies? <b>Go to 16.</b></p> | <p>2. What will your recruitment policy will be?</p> <p>a) Equal numbers of men and women? <b>Go to 3.</b></p> <p>b) Just advertize and take the best? <b>Go to 10.</b></p> | <p>3. What will be your key advertising message to promote your products?</p> <p>a) Helps to preserve the environment? <b>Go to 7.</b></p> <p>b) High quality and durable? <b>Go to 2.</b></p> |
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| <p>4. Sales have been very disappointing in Year 1, and you need to reduce you salary costs. What will you do?</p> <p>a) Ask your production workers to go part-time? <b>Go to 13.</b></p> <p>b) Lay off five male production workers because they earn more than the women? <b>Go to 18.</b></p> | <p>5. Your results in Year 2 are more encouraging, but the price of recycled plastic is raising dramatically. What will you do?</p> <p>a) Increase the prices of your products? <b>Go to 8.</b></p> <p>b) Use cheaper recycled plastic from Asia? <b>Go to 15.</b></p> | <p>6. Two people are injured when a bench collapses. You discover that this is due to the screws you bought from a supplier in Year 1. What will you do?</p> <p>a) Replace all the 200 benches you sold in Year 1 with new ones? <b>Go to 14.</b></p> <p>b) Replace any damaged benches which are returned? <b>Go to 17.</b></p> |
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| <p>7. In Year 3 your business has grown so quickly that your factory is too small. What will you do?</p> <p>a) Extend your existing factory – this will give you 20% more capacity? <b>Go to 5.</b></p> <p>b) Outsource part of your production to a low-cost country? <b>Go to 11.</b></p> | <p>8. You want to promote your image to the public as a socially responsible company. What will you do?</p> <p>a) Include new pages on your website about your employment and environmental policies? <b>Go to 4.</b></p> <p>b) Visit schools in towns which have bought your products to teach children about recycling? <b>Go to 9.</b></p> | <p>9. It's Year 5, and you have two offers to buy shares in your company. Who will you sell them to?</p> <p>a) A company which manufactures and recycles plastic packaging? <b>Go to 1.</b></p> <p>b) A multinational oil company which wants to improve its image by investing in environmentally friendly companies? <b>Go to 12.</b></p> |
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1. Good for your reputation, and now you have a cheap source of recycled plastic. **Score three points.**
2. An important sales argument. Outdoor furniture needs to resist the weather – and vandalism! **Score three points.**
3. You earn a good reputation for promoting equal opportunity policies. **Score three points.**
4. Your web pages will mainly be read by potential employees or future customers. Not a very public way to promote your image. **Score one point.**

5. This works for six months, but now you are at full capacity again and there is no more space to expand. **Score one point.**
6. A good choice. Local salaries won't be too high because of the employment situation. **Score three points.**
7. Recycling is an important part of environmental protection. But in general, plastic isn't good for the environment. **Score one point.**
8. Your market share remains stable because your competitors have had to increase their prices too. **Score three points.**
9. A good socially responsible gesture. It will also make you more popular with your local council customers. **Score three points.**
10. Not a socially responsible gesture, but you will be sure to have a good team. If you want the best, your wage bill may be high, though. **Score one point.**
11. You now have many problems with delays in delivery. Also, transport costs are rising dramatically. Is this really a low-cost solution? **Lose one point.**
12. You sell at a good price, but your association with the oil industry isn't good for your image. **Lose one point.**
13. The workers accept your proposal, preferring to work four days a week than to lose their jobs. **Score three points.**
14. The safest way to prevent any more accidents. Your customers are very happy with your socially responsible gesture, and your ex-supplier agrees to pay half the cost. **Score three points.**

15. After six months, your customers start complaining that the quality of your furniture isn't the same as before. **Lose one point.**
16. The local council say they don't want another factory in their beautiful town. **Lose two points.** Read the question again and choose another option.
17. Your customers are very disappointed – this doesn't solve the problem. What happens if somebody gets seriously injured? **Lose two points.**
18. Your good reputation is damaged when the press hear about your sexist policies. **Lose three points.**

## 2. How did you score?

| <b>21-27 points</b>  | <b>11-20 points</b>   | <b>0-10 points</b>   |
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| You have combined successful sales policies with a great sense of social responsibility. This will help you to achieve even better growth in the next few years. | You've made some good and bad decisions. To optimize your performance in the future, you should look back and learn from your mistakes. | Your sales performance has been disappointing and your public image is very poor. It's probably time to make some changes in your management team! |



## CASE STUDY

Choose a company and examine the documentation which outlines and explains its corporate social responsibility programme(s). The company website may contain different kinds of texts – not necessarily all aimed at the same audience or public – for example, press releases, corporate social responsibility reports, corporate annual reports, webpages specifically devoted to corporate social responsibility involvement. Analyse these texts to see if there is any difference in the way they explain and justify corporate responsibility programmes. Does the ethical language change depending on the text and can you identify its possible audience(s)?