

BEFORE UNIT ONE

The Power of Reading

Reading is one of the best ways of developing your English. The articles in this book have been carefully written to contain the essential business language you need. Although they contain only 12,000 words, you would have to read an enormous number of newspapers and magazines to find as much useful business English. The articles in Business Matters are written to provide a concentration of really useful business English.

Identifying the Language

As you read, it is important to identify and record the language which is most relevant to you. Many of the activities in this book train you to do this. Make sure you recognize the following types of language.

1. Words and Phrases

Business Matters contains words and phrases which will be new to you and which you may want to learn:

downsize	as a rule
margin	on the whole
incentive	in effect

Don't try to learn every new word you meet. Not all new words you meet will be useful to you. Choose the words you plan to learn. Do you already do this?

2. Word Partnerships

Much more important than lots of new words is learning how to combine the words you already know into word partnerships. Learning business English is learning the word partnerships of business.

You must already know the three words: *market*, *into*, and *break*.

But do you know the much more useful: *break into the market*?

There is no point in knowing the word *market* unless you know the words you need to talk about markets. The same is true for all the most common business words – *product*, *sales*, *demand*, *price*, *money* etc.

Here are some more examples of word partnerships:

launch a product
sales prospects
meet demand
raise money
enter foreign markets

The more word partnerships you know, the more fluent you will become and the less you will have to worry about grammar! *European sales prospects* is not only much better English than *The possibility of selling our products in Europe*, it is much simpler too!

Can you match these six common words to make two word partnerships each containing three words:

management down slim
out carry research

You will learn many powerful word partnerships in Business Matters. They are much more useful than single 'new words'.

3. Fixed Expressions

There are many expressions which are fixed – they never change. You should learn them as if they were single words. For example:

It can't be done.
You can say that again.
Funnily enough . . .
As a matter of fact . . .

Many common expressions are a lot more fixed than we think. Learning them can be a very efficient way of improving your English. Try to learn them in context: for example, disagreement expressions, clarification expressions, etc.

Many of the activities in the Language Focus pages deliberately contain many phrases and sentences which are fixed or nearly fixed. This means that you can use a lot of that language yourself immediately. Don't forget how useful learning something by heart can be.

This is Business English

Business English is a combination of the words, word partnerships, and fixed expressions which are used in business life. Business Matters brings all this language together and places it at the centre of your learning.

UNIT ONE

Global Marketing



Logo Image

A logo is the symbol by which we know a company, but what makes a successful logo – one which will be instantly recognized all over the world?

Look at the well-known logos on this page. To what do you think they owe their special appeal and memorability?

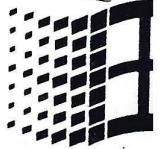
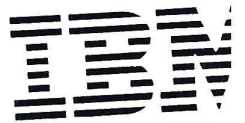
- simplicity
- symbolic design
- geometric shape
- style of lettering
- non-verbal impact

How visually memorable are logos? For example, can you remember what colour the ones on this page are?

What does your own company's logo look like? How does a powerful logo help to build up the image of a product or service in the mind of the customer?

What is 'global image'? What do you understand by the term 'the globalization of markets'?

Compare your ideas with those expressed in the article, *Going Global*.





GOING GLOBAL

Are we at the mercy of the global advertisers? This article explores some of the issues facing each one of us every day wherever we live.

Perhaps the biggest challenge now facing the international advertising industry is that of establishing 'world brands' by appealing to the global consumer in all of us. For whilst there will always be national and niche markets which require specific marketing strategies, global operations call for global campaigns. Professor Theodore Levitt of Harvard Business School first put forward the theory of 'the globalization of markets'. But the idea that there are more similarities between cultures than differences goes back to the popular image of the 'global village'.

The best in the business

It was Coca-Cola who told us in the 70s that 'they'd like to buy the world a Coke' and British Airways who announced in the 80s that they were 'the world's favourite airline'. Their universally recognized TV and cinema advertisements invented the global advertising genre and the agencies who created their award-winning commercials are today widely regarded as the best in the business.

Simple messages

The very first global commercial Saatchi & Saatchi ran for BA featured Manhattan Island being flown across the Atlantic. As their in-flight magazine put it, "the effect was breathtaking; words were hardly needed; the pictures said it all". The commercial was screened in 29 countries and caused a sensation in the industry. Since then, 'the world's favourite airline' has become a part of the language, recognized the world over. The secret, according to BA, is that the message is straightforward, easily understood and vividly expressed.

The biggest brands

In fact, only a handful of worldwide agency networks have the capacity to take on the world's biggest brands. McCann-Erikson, who have handled amongst others Coca-Cola, Esso and Kodak, came up with 'the Martini moment'. Leo Burnett gave us the Seven-Up slogan 'it's cool to be clear' and, perhaps most famously of all, the Marlboro cowboy - a theme which has been running for over forty years.

Minimalist approach

So what is it that makes global advertising so compelling and memorable? The answer to that lies partly in reducing the message to an absolute minimum. A lot of adverts pack in too much and end up obscuring their message. The global commercial gets its message across succinctly, with great impact and an emotional intensity which belongs to the universal languages of pictures and music. The commercials reinforce the brand-image independently of any real consideration of the product. And image outsells product every time.

Costs the earth

The beauty of a good global ad is that it can be used to great effect over a period of many years and still seem fresh. Global image-making, however, is a lengthy and costly business. Bringing together the best creative talent in the advertising industry usually ends up costing the earth. And critics of global ads point out that for the majority of brands global advertising is seldom the answer. Though the world is getting smaller by the day, few companies, even multinationals, have true global status and since most 'mass-marketed' products actually sell to fewer than five per cent of the masses, it doesn't always pay to think big.

Crosschecking

Which of the following viewpoints support the opinions expressed in the article?

1. Global advertising is just a current trend.
2. Global ads are generally believed to be superior to other commercials.
3. If global advertising became more widespread, only the top three or four agencies would be left in business.
4. Showing the same commercial in several countries cuts down production costs and saves time.
5. A global advertising policy usually leads to extremely bland commercials.
6. Good global ads often rely on their non-verbal impact.
7. Global commercials have more mileage.
8. Mass marketing is actually a contradiction in terms.

Find the Expressions

Look back at the last three paragraphs in the article. Find the expressions which mean:

1. a very small number
2. with excellent results
3. costs a fortune
4. not always a good idea to do things on a large scale

Read the text again. Find:

5. three words you want to use more often.
6. three word partnerships you need, with their equivalents in your own language.
7. three longer expressions, with their equivalents in your own language.

LANGUAGE FOCUS

Word Partnerships 1

The following verbs both form strong word partnerships with the word *commercial*. Find four more in the article you have just read.

1. produce
2. devise
3. A COMMERCIAL
4.
5.
6.

What is the difference between a commercial and an advertisement?

Word Partnerships 2

All the nouns in each list below form strong word partnerships with the words on the left, but three nouns are in the wrong list. Which three? Which list should they be in?

MARKETING	plan strategy expenditure slogan mix
ADVERTISING	budget agency forces costs campaign
MARKET	leader trend share segmentation drive

Discuss

Is there a TV commercial at the moment that you particularly like or dislike?

Is there really any evidence that adverts have the slightest effect on consumer buying behaviour?

Has an advertisement ever persuaded you to buy or put you off buying a particular product?

Word Partnerships 3

Now complete the three paragraphs below using the words from the following list:

segmentation expenditure mix slogans
costs shown run drive agencies
trends campaign produce leaders

The total marketing (1) includes service or product range, pricing policy, promotional methods and distribution channels, but for 'world brands' who aim to be market (2), a large part of marketing (3) goes on television advertising. When global companies organize a marketing (4), a concerted effort is made to promote and sell more of their products and this will often involve an expensive advertising (5)

Marketers generally tend to divide markets up into separate groups according to geographical area, income bracket and so on. This is known as market (6) But a global marketing policy will obviously take much less account of local market (7) and concentrate instead on what different markets have in common.

As global commercials are (8) on TV in many different countries, the advertising (9) tend to be high and obviously only the biggest advertising (10) can (11) commercials on such a global scale.

Fortunately, global commercials like those for Marlboro cigarettes and BA can be (12) for many years without looking out of date, and advertising (13), such as "the world's favourite airline" and "Coke is it", will always be universally recognized.

Underline all the word partnerships you can find in the paragraphs above.

LANGUAGE FOCUS

Word Partnerships 4

Complete the presentation extract below by matching the two halves of each sentence. Referring back to the article will help you.

- | | |
|--|---|
| 1. First of all, let me say that we look forward to facing | a. . . . the consumer in our home market without making the product too British for European tastes? |
| 2. But first we have to firmly establish . . . | b. . . . our brand in the minds of the British consumer. |
| 3. However, as you know, in global terms Britain is little more than a niche . . . | c. . . . product every time. |
| 4. So the question really is: how are we going to make sure we appeal to . . . | d. . . . our brand-image with strong visuals and background music and the minimum of product information. |
| 5. Well, I think what the whole campaign requires is . . . | e. . . . a global marketing strategy. |
| 6. We need to be running . . . | f. . . . our message across directly and simply and in a way that will cross cultural boundaries. |
| 7. What I'm saying is that we have to get . . . | g. . . . the challenge of breaking into foreign markets with this product. |
| 8. In other words, the commercial itself should be reinforcing . . . | h. . . . market for our kind of product and demand is always going to be much greater overseas. |
| 9. Remember, image outsells . . . | i. . . . creative talent from outside, but in the long term creating a Euro-ad will actually save us money. |
| 10. Now, obviously, this will mean bringing in . . . | j. . . . commercials that will work well in Britain but which we can use again at a later stage in Europe. |

Quotes

Complete the following quotations on advertising:

1. Never mind the gap in the , is there a market in the ?
2. I know half the money I spend on advertising is wasted. The trouble is I don't know
3. The best is a good product.
4. You can tell the ideals of a nation by its
5. All publicity is publicity.

Do you agree? Do you have a favourite quote of your own?

Discuss

Think of a well-known market leader. To what do you attribute its market leadership:

- a better brand-image
- superior marketing
- superior production methods
- technological superiority
- innovative research
- something else?

Who is the market leader in your particular industry?

LANGUAGE FOCUS

Word Partnerships 5

Cross out the one word in each sentence which does not fit. Some of the words appeared in the article.

1. It is a **reasonably** / **fairly** / **quite** / **highly** cost-effective strategy.
2. It is **comprehensively** / **widely** / **universally** / **generally** regarded as the best TV commercial ever.
3. It is a(n) **well** / **lavishly** / **superbly** / **exceptionally** produced commercial.
4. The message is **powerfully** / **highly** / **clearly** / **vividly** expressed.

Funny Business

What eight-letter word will complete all the following expressions? Two of them appeared in the article.

	lengthy	
	costly	
It's a	risky	-----
	tricky	
	shady	

Which of the above expressions refers to:

1. something expensive?
.....
2. something difficult or delicate?
.....
3. something uncertain or dangerous?
.....
4. something illegal?
.....
5. something that takes a long time?
.....

Discuss

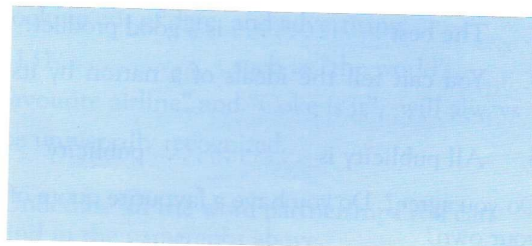
Do you know of anything in business which was slightly risky, or even shady?
Have you ever been approached to do something in business which you felt was not acceptable?

Word Grammar

One way of forming verbs meaning to *make like this* is to add *-ize* (or *-ise*) to the end of the noun or adjective. You can make a lot of verbs in this way from words you probably already know. Complete the following. The first one has been done for you as an example.

1. to make your activities more global
▶ *globalize*
2. to make your activities more international
▶
3. to make a private company national
▶
4. to make a national company private
▶
5. to make something more sensational
▶
6. to make something more standard
▶
7. to make something more popular
▶
8. to be (too) intellectual about something
▶
9. to put something into a category
▶
10. to introduce computers
▶
11. to make something legal
▶
12. to make a (too) general statement
▶
13. to make something more commercial
▶
14. to make something more modern
▶
15. to put something on television
▶

If you come across other business words which follow this pattern, add them here.



FLUENCY WORK

Case Studies

Step back in time to consider the global marketing problems of some of the world's best-known companies. In their position, what would you have done? Give reasons for your decision.

British Petroleum

Having decided that it was time to update its global image, BP was about to embark on a comprehensive five-year modernization programme. First to go was the company logo. A creative team went away to dream up a new one and, at a cost of one million pounds, came up with the following design:



Before

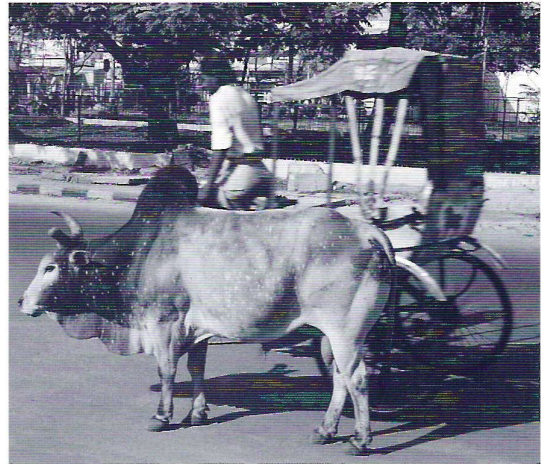
After

Not surprisingly, one or two of the company directors had to look twice to spot the difference, but were assured it now reflected the new corporate dynamism without sacrificing any of the old BP reliability. It came as a surprise to some of the shareholders, however, that the cost of installing the new signs and repainting BP's 22,000 petrol stations would come out at another £170 million.

What would you have done?

- Gone ahead with the project?
- Compromised?
- Axed the project?

Reasons for your decision



PepsiCo

India is a rather hot country with a population of some 850 million people, an ideal market, one would have thought, for a multinational soft drinks company. But India's protectionist stance on the market entry of foreign companies meant that PepsiCo would have problems setting up in business there. And over the months of negotiation it became obvious that Pepsi was not going to be allowed to open bottling plants in India unless it offered the country substantial aid in its economic development.

Coca-Cola had already experienced similar resistance in India when they refused to give the fiercely guarded secret recipe of Coke to the Indians so that the drink could be manufactured there. Now the Indian government had made it clear that if they were to import PepsiCola syrup from the USA, Pepsi would have to help India export its agricultural produce in return.

What would you have done?

- Agreed to their demands?
- Compromised?
- Broken off talks?

Reasons for your decision

FLUENCY WORK

Rolls Royce

One of the quickest ways of destroying your global image is to give your product an unattractive name. And when it comes to brand names that sound embarrassing in translation, no one has made as many spectacular mistakes as the car industry. General Motors' Nova (*No va* means *It doesn't go* in Spanish) has, of course, become a classic. So too has the Ford Pinto – in Portuguese *pinto* is slang for a small male organ. Understandably, Brazilians weren't queuing up to become the proud owners of a Pinto.

Rolls Royce, however, with its elegantly named Silver Cloud, Silver Shadow, Silver Spirit and Silver Ghost rightly felt it was above such embarrassments. Until, that is, they realized that the German launch of the evocatively named Silver Mist was probably doomed to failure. Mist, they were informed just in time, means dung or animal excrement in German. But changing the name of a product at the last minute can be an expensive business.

What would you have done?
Changed the name?
Compromised?
Left it as it was?

Reasons for your decision

Discuss

Here are some well-known brand names you could find in any large British supermarket. What do you think the products are? What image does each brand name convey?

Up-market? Glamorous?
Humorous? Trendy?
Teenage? Sporty?
Hi-tech? Classic?
Exotic? Comforting?
Macho? Feminine?
Middle-of-the-road?
Scientifically proven?
Natural and cruelty-free?

- | | |
|---------------------|------------------|
| 1. Gold Blend | 16. Start |
| 2. Organics | 17. Blue Nun |
| 3. Black Magic | 18. Mates |
| 4. Bold | 19. Eternity |
| 5. Imperial Leather | 20. Special Brew |
| 6. Galaxy | 21. Biactol |
| 7. Hamlet | 22. Frish |
| 8. Lynx | 23. Dairylea |
| 9. Reach | 24. Sure |
| 10. Quality Street | 25. Uncle Ben's |
| 11. Old Spice | 26. Sensodyne |
| 12. Taboo | 27. Blue Dragon |
| 13. Butterkist | 28. Timotei |
| 14. Pampers | 29. Babycham |
| 15. Kleenex | 30. Sensor |

Would these names work in your country?
Would any cause offence?