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Английский язык для менеджеров. Часть 3.

Учебно-методическое пособие

для студентов специальностей
1-27 03 01 «Управление инновационными проектами
промышленных предприятий»,
1-27 03 02 «Управление дизайн-проектами на промышленном
предприятии»

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Рецензенты:

Настоящее учебно-методическое пособие предназначено для совершенствования навыков общения в бизнес-сообществе, обучения созданию своего имиджа, а также углубления знаний английского языка и расширения словарного запаса для студентов специальностей 1-27 03 01 «Управление инновационными проектами промышленных предприятий», 1-27 03 02 «Управление дизайн-проектами на промышленном предприятии».

Пособие также может быть использовано для студентов других специальностей и для всех, изучающих бизнес-английский.

Рекомендовано учебно-методическим объединением по образованию в области экономики и организации производства.

Content

Unit 7   New Business

1. Starting up in Business – Key Considerations when Starting your Business

Read the advice and discuss it and your answers to the questions in your group

Ask yourself these questions before you start your own business

There are a number of aspects involved in running a business, which should be thought through before you even start.

If any one of these factors gives you cause for concern our advice is NOT to take this route forward.

1. Knowledge

In any job there are a number of things you need to know or to have considered before you take this important step. Running your own business means that many things covered by colleagues previously now need to be done by you or at an expense if you ask someone else to do them for you.

2. Marketing

✓ What exactly is the product or service you hope to provide?
✓ Who do you expect to buy this service or product?
✓ How will you find them?
✓ How will you approach them?
✓ Are you sure that there are sufficient customers inside the area where you can work profitably?
✓ What is your competition and what can they "do" to you?

3. Finance

How much capital will you require to start the business?

How long will it take until you have earned enough after expenses to pass the point where you can recoup your first investment?

How much net profit do you require to compensate for the additional work and stress of running your own business?

Where will you find the initial capital to start? Have you any assets you could sell or borrow against?

4. Accountancy

- ✓ Can you estimate your likely income in 6 months, 1 year, 3 years?
- ✓ Can you determine the net income?
- ✓ Do you know much about bookkeeping?
- ✓ Do you understand VAT?

5. Legal
- ✓ Will you be a sole trader - a limited company - a partnership?
- ✓ Do you know the advantages and disadvantages of each of these?

6. Lifestyle

Are you prepared to dedicate yourself to your business - really above all else to make it work? Running your own business is a full-time occupation. It will take over your life since there are always extra tasks that you can do. If you are unwilling to make this sort of commitment then it is better to work for someone else.

A number of people whom we have counselled were already running a small business in addition to their main job. Our experience is that those people had a much better chance of success than those who had not run their own before.

7. Advantages
- There are a number of advantages in self-employment.
- All the energy you expend is devoted to making your business a success - not in protecting your position.
- No one can make you redundant.
- You can change the product that you offer very quickly - larger competitors take much longer.
- There is a high personal sense of satisfaction when you are successful.
- When you succeed you can make a lot of money either from the company or by selling out to a larger rival.
- When you reach a certain size you can focus on your strengths and buy in expertise to cover areas where you are less confident.

2. Investments & Stock Market

Learn the business English vocabulary

Word	Meaning
Bid	The price a buyer is willing to offer for shares in a company.
Blue Chip Stocks	Stocks of leading companies with a reputation

Word	Meaning
	for stable growth and earnings.
Bond	Certificate issued by companies and governments to their lenders.
Capital	Money and other property of companies used in transacting the business.
Capital stock	All shares representing ownership of a company.
Commodities	Products such as agricultural products and natural resources (wood, oil and metals) that are traded on a separate, authorized commodities exchange.
Dividend	A portion of a company's earnings which is paid to the shareholders/stockholders on a quarterly or annual basis.
Equity	The value of stocks and shares; the net value of mortgaged property.
Equities	Stocks and shares which represent a portion of the capital of a company.
Futures	Contracts to buy or sell securities at a future date.
Insider	All those who have access to inside information concerning the company.
Insider dealing / trading	Buying or selling with the help of information known only to those connected with the business.
IPO	Initial Public Offering - selling part of a company on the stock market.
Issue	Put into circulation a number of a company's shares for sale.
Liabilities	The debts and obligations of a company or an individual.
Mortgage	Agreement by which a bank or building society lends money for the purchase of property, such as a house or apartment. The property is the security for the loan.
Mutual fund	Savings fund that uses cash from a pool of savers to buy securities such as stock, bonds or real estate.
Option	The right to buy and sell certain securities at a

Word	Meaning
	specified price and period of time.
Par value	Nominal face value.
Penny stock	Shares selling at less than $1 a share.
Portfolio	Various types of securities held by an individual or institution.
Securities	Transferable certificates showing ownership of stocks, bonds, shares, options, etc.
Sell off	To sell (remaining or unprofitable items), especially at low prices
Share	The capital of a company is divided into shares which entitle the owner, or shareholder, to a proportion of the profits.
Share certificate	Certificate representing the number of shares owned by an investor.
Shareholder	Owner of shares.
Speculator	Someone who buys and sells stocks and shares in the hope of making a profit through changes in their value.
Stock	Shares (portion of the capital of a business company) held by an investor.
Stockbroker	A licensed professional who buys and sells stocks and shares for clients in exchange for a fee called a 'commission'.
Stockholder	Person who owns stocks and shares.
Trader	Investor who holds stocks and securities for a short time (minutes, hours or days) with the objective of making profit from short-term gains in the market. Investment is generally based on stock price rather than on an evaluation of the company.
Trading session	Period during which the Stock Exchange is open for trading.
Venture capital	Money raised by companies to finance new ventures in exchange for percentage ownership.
Yield	Return on investment shown as a percentage.

3. "Stock Market" exercise

Choose the best response for each one

1. The stock market has been _____ for three days straight.
a) fall   b) lower   c) down

2. My stocks are _____ 20% this month.
a) high   b) up   c) higher

3. I'm hoping for a 10% _____ over the next year.
a) increasing   b) increase   c) increased

4. Trading stock is not a/an _____ science.
a) exact   b) faultless   c) free from flaws

5. When a stock market _____(= goes down considerably), many investors lose a lot of money.
a) clashes   b) smashes   c) crashes

6. My _____ advised me to buy this company's stock.
a) broker   b) breaker   c) brokerage

7. The stock decreased in value because many investors were selling it _____ after the negative financial news came out.
a) off   b) out   c) on

8. The news had no _____ on the price of the stock.
a) interest   b) impasse   c) impact

9. These days many investors are _____ (= worried) about the health of the U.S. economy.
a) scathed   b) uneasy   c) unscathed

10. Online brokers are usually less expensive than their offline
_____
a) counterparts   b) version   c) counteract

11. I'm not sure which loan I should _____.
a) apply   b) apply to   c) apply for

12. We're investing money in areas where we think we can grow and be
_____.
a) profit   b) profitable   c) profiting

4. How to Spot Successful Start-Ups, and Invest in them

Skim the article and find out the pros and cons of investing. Then read the article thoroughly and discuss with our partner the possibilities of investing using the "Investment – Stock Market" vocabulary.

The junior stock market often entices investors looking for exciting, fast-growing companies. The Alternative Investment Market (Aim) is home to an abundance of businesses that have grown from minnows in their fields to household names.

Online retail giant Asos is one of the market's biggest success stories and, more recently, premium soft drinks maker Fever-Tree has seen its share price more than double from 658p to 1,535p in the past 12 months alone. But for every success on this market there is a heavy failure. Investing in small, often start-up, companies is not for the faint-hearted and is certainly not money to be relied upon. Even fund managers specialising in this arena have had their fingers burned more than once.

Start-up companies need to offer something unique if they are to triumph in their field. And there winners and losers:

Soaring Shares	**Keywords Studios:** This company provides services for video games, making sure they are translated correctly to different languages and that characters and environments suit their audience. An added benefit is that it's not tied to just one games publisher or console. *Keywords* is expanding rapidly, too, and

	has already made 16 acquisitions since it floated in 2013. Shares have leapt from 225p to 702p over the past year.
	RWS Holdings: RWS has found a niche market – the business translates patents for biotech companies. It listed in 2003 and has grown its profits and dividends every year since. The firm is also expanding through acquisitions, with two announced in February alone. Shares have climbed from 210p to 335p over the past year.
Crash and burn	**African Minerals:** The Sierra Leone iron ore miner had a market capitalisation of J2bn at one stage, but falling commodity prices and an Ebola outbreak sent the stock tumbling and the firm went into administration in March 2015.
	Albemarle and Bond: This pawnbroker had a track record for growing profits and dividends. However, law changes and a drop in the gold price hit profits. In 2014 it fell into administration and was later rescued by investors.

World leaders

It is good to invest in well-established businesses, which he believes can double their profits over the next three to five years. One example is Abcam, which sells antibodies to medical research teams through an online portal. The company had a market cap of just J50m when he first invested and is now worth J1.7bn.

While many investors may think of Aim as a wild west of fledgling firms, there are actually a number of companies on this market that have been around for more than 100 years. Brewery Young & Co, for example, dates back to 1890 but still sits on Aim.

These more established businesses can help provide much-needed diversification and a bit more reliability to a portfolio of investments.

But often there are companies that are doing everything right but they need funding and it's thrilling to have the ability to provide it. Investing cannot only make you money but it creates more employment and more tax for the Treasury and people often forget about that aspect.

Strong balance sheets

A business may well be very exciting but it's no good if it runs out of money. If you're generating cash, even if everything else goes wrong, you should be OK. Firm Nanoco as a recent bad example. The business makes technology that makes TV screens brighter. Despite

investor optimism initially pushing the share price up, this month the business revealed no sales had yet materialised.

People can get very excited about start-up companies that claim to have developed disruptive technology. The euphoria drives the price up but then you realise the business isn't actually making any money. For investors willing to take the risk, investing in Aim companies requires the same common sense and due diligence needed to pick other stock.

5. "New Business" exercise

Choose the best response for each one

1. We shouldn't use the same old strategies. = We should _____ using the same old strategies.
a) avoid   b) averse   c) avert

2. To write up a contract = To _____ a contract
a) drought   b) draw   c) draft

3. The amount on the _____ (= an official bill) is higher than what we agreed on.
a) invoice   b) draft   c) paper

4. Our company offers a wide _____ (= variety) of software.
a) assortment   b) sort   c) assessment

5. I don't really see a lot of sales _____ for this product.
a) potential   b) patent   c) potency

6. The percentage of sales the company has left over as profit after paying all expenses is called a profit _____ .
a) merger   b) margin   c) level

7. The most successful salespeople in a company are referred to as its "top _____".
a) performers   b) persons   c) personnel

8. Tom did so well last year, he was _____to management.
a) demoted   b) promoted   c) put

9. I had a _____ convincing the CEO to support my proposal.
a) bad luck   b) hard time   c) hard luck

10. These _____ programs are designed to improve sales performance.
a) training   b) train   c) trained

11. They have many _____ trained salespeople.
a) high   b) top   c) highly

12. We have to _____ our development efforts on providing our salespeople with road maps to success.
a) make   b) focus   c) fabricate

13. In business, a "road map" is a _____.
a) plan/ guideline   b) a city map   c) training

14. Jim wasn't able to _____ (= finalize) the deal.
a) produce   b) close   c) grasp

15. I run a small _____ e-commerce company.
a) based from home   b) home-based   c) home-made

16. A _____ is a series of products that are somehow related.
a) product group   b) product collection   c) product line

17. A _____ outlet is a store that sells merchandise directly from the maker to the consumer.
a) factor   b) factory   c) price

18. A business "model" is, in a way, a business _____.
a) streamline   b) strength   c) strategy

19. We want to make sure that this company does not cause a negative _____ (= effect) on the environment.
a) cause   b) load   c) impact

20. These new policies will help our store to be more energy _____. (= less wasteful of energy)

a) efficient   b) evasive   c) eventful

21. We _____ (= finished) this contract last month.

a) completed   b) complicated   c) complimented

22. How do you plan to get the financial _____ (= money, etc.) to start your business?

a) recourse   b) recurrence   c) resources

23. A cash _____ analysis is an analysis of a company's financial "health".

a) flow   b) flowing   c) flood

24. Any bank will want to make sure your business has a good chance of being _____ before giving you a loan.

a) profit-oriented   b) profitable   c) profit-sharing

25. If you carried out a market study to gather information relevant to your business, make sure you include the _____ of this study in your business plan.

a) finding   b) findings   c) found information

26. Which one of these words is NOT a synonym for "business"?

a) capital   b) enterprise   c) venture

27. We plan to purchase 60% of the equipment, and _____ (= rent) the other 40%.

a) lease   b) take out   c) take on

28. I'd like you to do a little _____ on investment strategies.

a) present   b) presenting   c) presentation

29. We _____ (= finished) this contract last month.

a) completed   b) complicated   c) complimented

6. Business and Finance

Do the crosswords
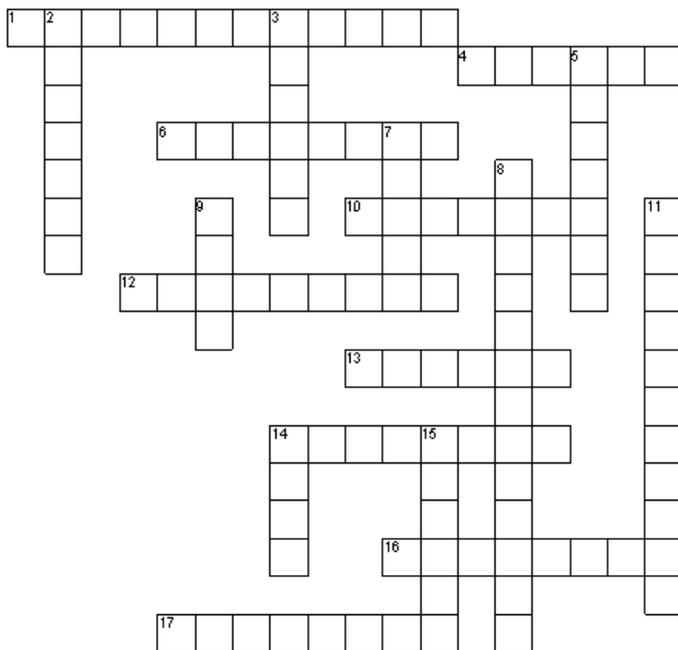
Across	Down

1. rate and efficiency of work	2. proof of payment
4. ask the bank to advance money	3. put money into a company or business
6. money paid for a loan	5. money paid to owner of copyright or patent
10. wealth of person or business	7. part of the capital of a company
12. promise to repair or replace	8. where shares are bought and sold
13. amalgamation of two companies	9. money lent
14. legal agreement	11. amount of money spent
16. total sales of a company	14. neither cheque nor credit card
17. share of profits paid to shareholders	15. money returned

7. 10 Keys to Managing the Business after the Startup

Read the article. Choose three the most important and three the least important keys and explain your choice.

Entrepreneurs often have formidable technical expertise, a key to developing a new product or service, but they often also have a great naпveйi in management skills. They run into difficulty when their business reaches the $1-2 million annual sales range, or their employee count exceeds 5-10. It is at this point when entrepreneurs must shift their thinking from tactical and operational, to strategic and managerial.

Here are some key ones relevant to startups entering the growth stage:

1. **Communication clarity is essential.** Management is "getting results through others," not doing it yourself with the assistance of others. That means your chief responsibility is to communicate clearly about what you need done, and who has the responsibility to do it. Your growing team doesn't automatically know what you are thinking.

2. **Planning has priority over doing.** Planning is one vital learning area in moving from an entrepreneur to a manager. Your ability to plan, to think through what needs to be done, in advance and on paper, is a critical skill that largely determines your entire future. Your job transforms into determining what is to be done instead of how it is to be done.

3. **Organize your work before you begin.** Most startups begin first, and organization comes later. Organizing means bringing together the necessary resources, assembling the right people, and

assigning work to specific people to be accomplished at specific times to specific standards of performance.

4. **Delegate effectively and often.** Delegation doesn't work when you are creating your startup. 'Not delegating' doesn't work when you are growing it later. Remember that delegation is not abdication. It's still your company, so you have to follow-up, step in for disaster recovery, and keep the interplay between tasks and organizations working.

5. **Staff properly at every level.** This is not the same as finding a partner with complementary skills to start your business. It means not only hiring, but training and measuring performance. It means mentoring less experienced team members, and quickly replacing incompetent staff members. These are all skills you can learn.

6. **Focus on high productivity.** For growth and success, you need to continually look for ways to increase output while lowering costs. That's a big step from one product for one customer. The three R's for attaining higher productivity are reorganization, reengineering and restructuring. No entrepreneur is born with these skills.

7. **Set the standard with visible actions.** You can only lead by example and set equally high standards for the people around you. You learn and gain credibility by committing to excellence and by asking customers and team members for feedback and ideas.

8. **Concentrate on the important tasks.** All successful managers never forget to concentrate on their most important task and stay with it until it is done. As a startup grows, it's easy to try to do too many things at once while doing nothing particularly well.

9. **Identify constraints and their source.** Between you and any goal is a constraint setting the speed at which you achieve that goal. The best managers are the most creative in overcoming constraints. Constraints follow the 80/20 rule – eighty percent are from inside, and 20 percent are from the outside. You need to tell the difference.

10. **Concentrate on continuous improvement.** No company that is static can grow or survive. Continuous improvement requires strategic planning to set new objectives and work toward them. Every growth company needs to innovate continually, maybe spending 20 percent of your revenues on research and development.

Some entrepreneurs, on reading this list, will decide they have no interest in being a manager. They should voluntarily bow out early to start another business. Others will get pushed out, with some pain, by investors who see the need for a new team to lead the growth stage.

Even more painfully, too many others won't bother to change their style, resulting in everyone being unhappy, and the business stagnates or even fails.

Things that great entrepreneurs have in common with great managers are that both are results-oriented and action-oriented. They have a sense of urgency and move quickly. Thus it should be easy to apply those attributes to the learning required for the next stage of your company. Just start now and do it!

8. Guess the Famous Business Ideas

Guess the famous business ideas and discuss in the group:
a) what is the innovation in each business;
b) what idea you like most and why.

TEXT A.

It is an American multinational technology company that specializes in Internet-related services and products, which include online advertising technologies, search engine, cloud computing, software, and hardware. It was founded in 1998 by Larry Page and Sergey Brin while they were Ph.D. students at Stanford University in California. Together they own about 14 percent of its shares and control 56 percent of the stockholder voting power through supervoting stock. The name of the company has become the synonym of the word 'to search'.

TEXT B.

The company designs, manufactures and launches advanced rockets and spacecraft. The company was founded in 2002 to revolutionize space technology, with the ultimate goal of enabling people to live on other planets. It has gained worldwide attention for a series of historic milestones. It is the only private company capable of returning a spacecraft from low Earth orbit, which it first accomplished in 2010. The company made history again in 2012 when its Dragon spacecraft became the first commercial spacecraft to deliver cargo to and from the International Space Station. It successfully achieved the

historic first reflight of an orbital class rocket in 2017, and the company now regularly launches flight-proven rockets. In 2018, the company began launching Falcon Heavy, the world's most powerful operational rocket by a factor of two.

TEXT C.

It is an online social media and social networking service company. Its service can be accessed from devices with |Internet connectivity, such as personal computers, tablets and smartphones. After registering, users can create a customized profile revealing information about themselves. Users can post text, photos and multimedia of their own devising and share it with other users as 'friends'. Users can use various embedded apps, and receive notifications of their friends' activities. Users may join common-interest groups. It had more than 2.2 billion monthly active users as of January 2018. It receives prominent media coverage, including many controversies such as user privacy and psychological effects. The company offers other products and services. It acquired Instagram, WhatsApp and Oculus Rift and independently developed Messenger.

TEXT D.

It is the largest e-commerce marketplace and cloud computing platform in the world as measured by revenue and market capitalization. The company was founded by Jeff Bezos on July 5, 1994, and started as an online bookstore but later diversified to sell video downloads/streaming, MP3 downloads/streaming, audiobook downloads/streaming, software, video games, electronics, apparel, furniture, food, toys, and jewelry. The company has separate retail websites for some countries and also offers international shipping of some of its products to certain other countries. 100 million people are subscribers.

TEXT E.

It is a Spanish multinational clothing company. The company biggest fashion group in the world, operates over 7,200 stores in 93 markets worldwide. The company's flagship store is Zara, but it also owns the chains Massimo Dutti, Bershka, Oysho, Pull and Bear, Stradivarius and Uterqьe. The majority of its stores are corporate-owned, while franchises are mainly conceded in countries where corporate properties cannot be foreign-owned. The company operates a

unique business model: instead of committing a large percentage of production for the next fashion season, the company commits a small amount and uses customer feedback and an efficient production network to replenish stores with new and different products weekly. New styles are prototyped in just 5 days and 60% of the manufacturing happens locally to shorten lead-times. In Zara stores, it can take a new garment as little as 15 days to go from design and production to store shelves.

TEXT F.

It is an American fast food restaurant chain that specializes in fried chicken. Headquartered in Louisville, Kentucky. The company was founded by Colonel Harland Sanders, an entrepreneur who began selling fried chicken from his roadside restaurant during the Great Depression. By branding himself as "Colonel Sanders", Harland became a prominent figure of American cultural history, and his image remains widely used in the advertising to this day. It was one of the first American fast food chains to expand internationally. Its original product is pressure-fried chicken pieces, seasoned with Sanders' recipe of 11 herbs and spices. The constituents of the recipe represent a notable trade secret. Larger portions of fried chicken are served in a cardboard "bucket", which has become a well-known feature of the chain since 1957.

TEXT G.

It is an international news organization. It has nearly 200 locations around the world. The company transmits news in English, French, German, Italian, Spanish, Portuguese, Russian, Urdu, Arabic, Japanese, Korean, and Chinese. It was established in 1851.the company is the world's largest international multimedia news provider reaching more than one billion people every day. It provides trusted business, financial, national, and international news to professionals. The company has created a Handbook of Journalism. This handbook is not intended as a collection of "rules." But it states that beyond the obvious, such as the cardinal sin of plagiarism, the dishonesty of fabrication or the immorality of bribe-taking, journalism is a profession that has to be governed by ethical guiding principles rather than by rigid rules. The book leads to better journalism.

9. "Competition" exercise

Choose the best response for each one

1. The market is _____ with these types of products. = The market is already full of these types of products (There isn't any room for another one).
a) saturated   b) satisfied   c) happy

2. HP is one of Dell's main _____.
a) computers   b) competitors   c) controllers

3. It's pretty hard to _____ against big, established companies.
a) compete   b) complete   c) competition

4. One of the main reasons we're attending the trade show is to connect with _____.
a) potential partners   b) potential partnerships   c) potent partners

5. A person who attends a trade show is called _____.
a) an attendant   b) an attendee   c) attentive

6. Generally speaking, new products that _____ (= offer) unique benefits to the customer have a higher commercial success rate.
a) deliver   b) give   c) make

7. We are looking to _____ with other players in the industry.
a) partnership   b) partner   c) partake

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10. Big Numbers

Write the following numbers in DIGITS:
Ten thousand, one hundred and eighty-five
Two hundred and ninety-seven
Two thousand, eight hundred and sixty-two
Seven hundred and seventy-four
One million, six hundred fifty-one, nine hundred and ninety-nine
Six hundred and five
One thousand nine hundred and seventy-seven

Write the following numbers in WORDS:
4,736;   892;   405;   6,030,144;   1,601;   415;   8,515;   59,595;
15,212;   1,982

Multiple Choice:
- Three Hundred Twenty Five Thousand, Three Hundred Twenty Five
a) 325,325   b) 300,250   c) 302,525

- One Hundred Twenty Four Thousand, Nine Hundred Thirty Five
a) 124,000,935   b) 124,900,035   c) 124,935

- One Million, One.
a) 100,001   b) 1,000,010   c) 1,000,001

- Nine Hundred Eighty Seven Thousand, Three Hundred Twenty One.
a) 98,732,100   b) 987,321   c) 987,331

- Two Hundred Million, Two Hundred Thousand, Two Hundred.
a) 202,202,202   b) 200,202,200   c) 200,200,200

- Thirteen Million, Three Hundred One Thousand, One Hundred Thirty Three.
a) 13,301,133   b) 13,013,133   c) 13,301,313

Unit 8   Marketing

1. 8 Keys to a Strong Marketing Strategy

Read the article and discuss in your group the most and the least important keys

Does your business have a strong marketing strategy?

Whether you're a Fortune 500 company or a one person shop, to be successful, you must have a marketing strategy and you must implement it consistently. However, it doesn't have to cost a fortune and you don't have to be a creative genius.

The key is developing a marketing strategy that forms a solid foundation for your promotional efforts. Implementing promotional activities such as advertising, direct mail or even networking and one-to-one sales efforts without a marketing strategy is like buying curtains for a house you are building before you have an architectural plan. How would you even know how many curtains to buy or what size they needed to be?

You can develop a strong marketing foundation by:

1. Defining your product or service: How is your product or service packaged? What is it that your customers are really buying? You may be selling web-based software tools but your clients are buying increased productivity, improved efficiency and cost savings. And if you offer several products or services which ones are the most viable to promote?

2. Identifying your target market: Everyone or anybody might be potential clients for your product. However, you probably don't have the time or money to market to Everyone or Anybody. Who is your ideal customer? Who does it make sense for you to spend your time and money promoting your service to? You might define your ideal customer in terms of income, age, geographic area, number of employees, revenues, industry, etc. For example a massage therapist might decide her target market is women with household incomes of $75,000 or more who live in the Uptown area.

3. Knowing your competition: Even if there are no direct competitors for your service, there is always competition of some kind. Something besides your product is competing for the potential client's

money. What is it and why should the potential customer spend his or her money with you instead? What is your competitive advantage or unique selling proposition?

4. Finding a niche: Is there a market segment that is not currently being served or is not being served well? A niche strategy allows you to focus your marketing efforts and dominate your market, even if you are a small player.

5. Developing awareness: It is difficult for a potential client to buy your product or service if they don't even know or remember it exists. Generally a potential customer will have to be exposed to your product 5 to 15 times before they are likely to think of your product when the need arises. Needs often arise unexpectedly. You must stay in front of your clients consistently if they are going to remember your product when that need arises.

6. Building credibility: Not only must clients be aware of your product or service, they also must have a positive disposition toward it. Potential customers must trust that you will deliver what you say you will. Often, especially with large or risky purchases, you need to give them the opportunity to "sample", "touch", or "taste" the product in some way. For example, a trainer might gain credibility and allow potential customers to "sample" their product by offering free, hour long presentations on topics related to their area of specialty.

7. Being Consistent: Be consistent in every way and in everything you do. This includes the look of your collateral materials, the message you deliver, the level of customer service, and the quality of the product. Being consistent is more important than having the "best" product. This in part is the reason for the success of chains. Whether you're going to Little Rock, Arkansas or New York City, if you reserve a room at a Courtyard Marriott you know exactly what you're going to get.

8. Maintaining Focus: Focus allows for more effective utilization of the scarce resources of time and money. Your promotional budget will bring you greater return if you use it to promote a single product to a narrowly defined target market and if you promote that same product to that same target market over a continuous period of time.

Before you ever consider developing a brochure, running an ad, implementing a direct mail campaign, joining an organization for networking or even conducting a sales call, begin by mapping a path to

success through the development of a consistent, focused marketing strategy.

2. Marketing & Sales vocabulary

Learn the business English vocabulary

Word	Meaning
after sales service	Service that continues after the sale of a product (maintenance, etc.)
agent	Person or company that acts for another and provides a specified service.
B2B e-commerce	Business to business e-commerce : use of commercial networks, online product catalogues and other online resources to obtain better prices and reach new customers.
B2C e-commerce	Business to consumer e-commerce : online sale of goods and services directly to consumers.
benchmarking	Comparing one's products to those of competitors in order to improve quality and performance.
buyer	1) Any person who makes a purchase. 2) A person employed to choose and buy stock for a company.
cash refund offer	Offer to pay back part of the purchase price of a product to customers who send a "proof of purchase" to the manufacturer.
chain store	Two or more shops or outlets that have the same owner and sell similar lines of merchandise.
client	A person who buys services or advice from a lawyer, an accountant or other professional.
close	Finalize a sale or deal.
convenience store	Small shop located near a residential area that opens long hours, seven days a week.
coupon	Certificate that gives customers a saving when they purchase a specific product.
deal	A business transaction.
department store	A large shop or store that carries a wide variety of product lines.
direct investment	Entering a foreign market by setting up assembly or manufacturing facilities in that country.
discount	A reduction in price.

Word	Meaning
e-commerce	Buying and selling by electronic means, primarily on the internet.
e-marketing	Promotion of products and services over the internet.
extranet	Network that connects a company with its suppliers and distributors
follow-up	Maintain contact after the sale to ensure customer satisfaction.
franchise	Association between a manufacturer or wholesaler (franchiser) and an independent business person (franchisee) who buys the right to own and operate a unit in the franchise system.
guarantee	A promise that product will be repaired or replaced if faulty.
intranet	A network that connects people to each other within a company.
joint venture	A way of entering a foreign market by joining with a foreign company to manufacture or market a product or service.
market leader	The company with the largest market share in an industry.
mark up	Percentage of the price added to the cost to reach a selling price.
opinion leader	Person with a reference, who, because of competence, knowledge, or other characteristics, exerts influence on others.
packaging	Designing and producing the container or wrapper for a product.
product line	A group of products that are closely related.
prospect	A potential customer.
representative	A person who represents and sells for a company.
retail	To sell in small quantities, as in a shop, directly to customers.
shopping centre	Group of shops developed and managed as a unit.
telephone marketing	Using the telephone to sell directly to customers.
trade fair	An exhibition at which companies in a specific industry can show or demonstrate their products.
viral marketing	The internet version of word-of-mouth marketing - email messages that customers pass on to friends.
wholesale	To sell goods and services to those buying for resale (e.g. a shop) or for business use.

3. "Marketing" exercise

Choose the best response for each one

1. Our market researchers have determined that this is an effective approach. = Our market researchers have come to the _____ that this is an effective approach.
a) conclusion   b) condition   c) coincidence

2. There are more effective ways to _____ prospective customers to buy our products. = There are more effective ways to convince prospective customers to buy our products.
a) persuade   b) persist   c) pursue

3. The results of the research _____ me to take a different approach. = After seeing the results of the research, I decided to (I had to) take a different approach.
a) promoted   b) promised   c) prompted

4. We plan to launch a new sales _____ to attract new customers.
a) company   b) campaign   c) comment

5. The process of gathering, recording and analyzing of data about customers, competitors and the market is called market _____.
a) review   b) replay   c) research

6. Recent market _____ show that there is a considerable increase in the use of our technology in the banking sector.
a) trends   b) ideas   c) trials

7. I don't think we'll have a problem _____ this product. It will almost sell itself.
a) market   b) to marketing   c) marketing

8. We want our image in the _____ to be strong, positive, and compelling.
a) marketing   b) marketplace   c) market

9. Jane, could you bring me that _____ on the Brazilian biotechnology sector?
a) rapport   b) report   c) note

10. The _____ (= statistics/figures) in this report cover three year trends in the manufacturing sector.
a) matrix   b) metrics   c) mathematics

11. We hope to increase our _____ (= our percentage of sales on the market) to 20 percent within 3-4 years.
a) market share   b) market sharing   c) market value

12. The _____ (= percentage/rate) of brand-loyal consumers is about 35%.
a) property   b) proportion   c) promotion

13. Price-_____ consumers are the ones for whom price is the determining factor as to whether or not to buy something.
a) sensitive   b) savvy   c) sensitivity

14. A _____ market, is a market which an organization/company sets its views on.
a) target   b) targeting   c) bullseye

15. When describing a product's benefits, one often uses the words "tangible" (= real), and "_____" (= inherent).
a) intangible   b) intrinsic   c) introductory

16. The four P's of marketing (also known as the "marketing mix") refers to product, price, promotion and _____ (= where the product can be bought)
a) place-setting   b) place/placement   c) placation

17. Which audience _____ are you aiming for? Teenagers?
a) segment   b) selection   c) segue

18. To _____ sales = To increase sales
a) boast   b) best   c) boost

19. We're trying to _____ (= attract) new clients from Asia.

a) pull out   b) pull in   c) pull on

20. In this case, it would be wiser to concentrate on existing customers, instead of trying to _____ (= find/get) new ones.
a) access   b) accord   c) acquire

21. Currently, when marketers/advertisers speak about the "millennial" audience, they are referring to people born _____.
a) in 2000   b) from 1975-1990   c) before 1970

4. Marketing Mix–The 4Ps and 4Cs

Read the article and speak on a product you once bought persuaded by good marketing strategy

After successful market analysis, planning, and strategy, marketers must design a marketing mix made up of factors the company can control to influence demand such as, product, price, place, and promotion (the 4Ps). Marketing mix is defined as the set of tactical marketing tools (4Ps) that a business blends to produce the response it wants in the target market. The picture below briefly describes each of the 4Ps.

Marketing Mix 4 P's			
Product	**Price**	**Place**	**Promotion**
Variety		Channels	Advertising
Quantity	List price	Coverage	Personal selling
Design	Discounts	Locations	Sales
Features	Allowances	Inventory	promotion
Brand name	Payment period	Transportation	Public relations
Packaging	Credit terms	Logistics	Direct
Services		Assortments	marketing

The 4Ps are used when referring to a business's point of view, instead of the customer's point of view. There is another part to the marketing mix called the 4Cs. Marketers use the 4Cs in the marketing mix to market in a more customer-centric way, rather that looking at how each aspect of marketing is seen by a business. Each C correlates with one of the P's. The 4Cs are customer solution/value, customer cost,

convenience, and communication. The table below demonstrates a customer-centric view and the correlation, or replacement, of each P with a C.

Customer value (Product)	Cost (Price)
Convenience (Place)	Communication (Promotion)

The first P, product, is a good or service that satisfies the wants of a company's target market. When determining what the product will be, it must answer questions such as, what problem this product will solve, is there a consumer need for this product, and/or what will be the components of this product? This includes all items used in production to create the final product or service. However, marketers must also consider who will purchase the product and what the customer wants. Correlating with product is the first C, customer solution/value. Businesses sell products; however, customers are buying value and solutions to problems.

The second P, price, is the amount of money customers must pay to obtain the product. It is the amount charged by a business; for example, a bottle of shampoo that costs $6.99. Prices may be adjusted by the business through discounts, allowances, and/or credit terms. Customers are concerned with more than just the price of the shampoo bottle though. The second C, customer cost, refers to the total costs of obtaining, using, and disposing of a product.

The third P, place, includes company activities that make a product available to target consumers. This includes distribution channels, logistics, transportation, and locations offered. A company could have many stores offering its products across the United States, but there are still locations with consumers who will not be able to access that company's products. This is most likely a loss to the company. The third C, convenience, is important to consumers. The more convenient a product or service is to the consumer, the better. Consumers will make purchases depending on where, when, and how it

is convenient for them; so marketers must take into account the consumer's point of view here. For example, rather than businesses being concerned with locations of stores, it might be more beneficial to think of consumer convenience and offer online shopping.

The last P, promotion, is defined as the activities that communicate the merits of the product and persuade target customers to buy it. Two major factors for promoting are advertising and special promotions. However, consumers want more from businesses than 30 second commercials on television and/or radio to buy products. Consumers want two-way communication and relationships with businesses which is the fourth C, communication. Consumers also want to be engaged and feel a part of the business.

5. Marketing Theories – The Marketing Mix – From 4 Ps to 7 Ps

Read the article and discuss in the group the difference between 4Ps and 7Ps theories. What do you think on 3 more Ps? Is it necessary to use them for more successful marketing? What more Ps can be added to the Marketing Mix?

Marketing is a continually evolving discipline and as such can be one that companies find themselves left very much behind the competition if they stand still for too long. One example of this evolution has been the fundamental changes to the basic Marketing mix. Where once there were 4 Ps to explain the mix, nowadays it is more commonly accepted that a more developed 7 Ps adds a much needed additional layer of depth to the Marketing Mix with some theorists going even going further.

In the late 70's it was widely acknowledged by Marketers that the Marketing Mix should be updated. This led to the creation of the Extended Marketing Mix in 1981 by Booms & Bitner which added 3 new elements to the 4 Ps Principle. This now allowed the extended Marketing Mix to include products that are services and not just physical things.

7 'P's Marketing Mix

The extended 7 Ps:

People – All companies are reliant on the people who run them from front line Sales staff to the Managing Director. Having the right people is essential because they are as much a part of your business offering as the products/services you are offering.

Processes –The delivery of your service is usually done with the customer present so how the service is delivered is once again part of what the consumer is paying for.

Physical Evidence – Almost all services include some physical elements even if the bulk of what the consumer is paying for is intangible. For example a hair salon would provide their client with a completed hairdo and an insurance company would give their customers some form of printed material. Even if the material is not physically printed (in the case of PDFs) they are still receiving a "physical product" by this definition.

Though in place since the 1980's the 7 Ps are still widely taught due to their fundamental logic being sound in the marketing environment and marketers abilities to adapt the Marketing Mix to include changes in communications such as social media, updates in the places which you can sell a product/service or customers expectations in a constantly changing commercial environment.

Is there an 8th P?

In some spheres of thinking, there are 8 Ps in the Marketing Mix. The final P is Productivity and Quality. This came from the old

Services Marketing Mix and is folded in to the Extended Marketing Mix by some marketers so what does it mean?

The 8th P of the Marketing Mix:

Productivity & Quality - This P asks "is what you're offering your customer a good deal?" This is less about you as a business improving your own productivity for cost management, and more about how your company passes this onto its customers.

Even after 31 years (or 54 in the case of the original P's) the Marketing Mix is still very much applicable to a marketer's day to day work. A good marketer will learn to adapt the theory to fit with not only modern times but their individual business model.

6. Marketing Techniques

a) Work in pairs. Student A reads Text A, Student B reads text B. Share the information with your partner.
b) Discuss the techniques in the group.

<u>TEXT A.</u> How to Use Prize Promotions to Grow Communities and Attract Potential Customers

Everybody loves a prize. Whether it's a cuddly toy at the fairground or an all-expenses paid cruise around the Caribbean, a prize can make you feel special, lucky and put you on top of the world.

The feel good factor lends itself perfectly to marketing, and running a successful and popular prize promotion campaign could draw in more potential customers than you thought possible.

Effective Prize Management – The Secret to a Successful Campaign

For prize management and promotional incentives to work well, they need to be managed efficiently. Depending on the prize offered and your target audience, you may be left with hundreds of thousands of competition or prize draw entries to sift through and this could take you away from the running of your business. Get your promotional activities wrong and you could anger your audience and damage the reputation of your business. Running such a promotion requires careful planning, expert timing and professional management in order to get the best returns.

If you are using social media marketing to expose your brand, prize promotions are even easier to launch - you have your captive

audience right there. Many major brands have thrived on the back of the buzz created by a successful promotion. Whether you want to launch a prize promotion to raise awareness of your brand or you want to motivate your employees, incentives like prizes, monetary rewards or company perks can work very well indeed.

<u>How To Choose the Right Incentive</u>

Another important part of launching a promotional incentive campaign is the sourcing of the prizes. You should choose prizes that reflect your budget, the size of your company and your business reach. After all, there is no point giving away a round-the-world trip if you are only going to attract a hundred or so potential customers. On the flip side, there is no point offering a small prize if your audience is in its thousands. If you can get your incentives just right you will have your audience sharing their experience with others or your employees all abuzz with excitement and new found motivation.

<u>The Most Popular Prizes and Incentives</u>

Prizes that always work well include holidays, technology items such as iPods and iPads, luxury prizes such as VIP access to sports and music events and free products for a year. By being creative with your promotional campaigns you can make your prize relevant to your brand. For example, a clothing manufacturer might give away a trip to Milan, the home of fashion. A chocolatier might give away a year's supply of their bestselling chocolate or a holiday to Brazil. There are so many possibilities when it comes to marketing your business with incentives and prizes and the effects can be astounding.

A prize management agency can help you to run an effective, far reaching and reputation boosting promotion that will expose your brand to a wider audience. NDL Group has years of experience in sourcing prizes and incentives and managing some of the most successful prize campaigns online today.

TEXT B. What Is Marketing Communication Strategy?

Marketing communication helps to develop brand awareness, which means that consumers translate product information into perceptions about the product's attributes and its position within the larger market. Businesses also use marketing communication to retain the product's current customer base, and to cement relationships with customers and suppliers, notes "Reference for Business." Marketing communication strategy defines the business's plan for product information dissemination and brand awareness development.

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Components

Design an effective marketing communication strategy with one or more marketing communication components. Advertising allows a business to reach a large audience through mass market or target market appeals. Personal selling enables a company to communicate product benefits directly to the customer, as in a retail setting. Direct marketing permits a business to reach customers without a third party medium; examples include catalogs and direct mail. Sales promotion provides a customer with an incentive to buy the company's product, such as a company that makes a charitable contribution with each sale. Public relations involves a company's outflow of information to customers, suppliers and other groups affected by company operations.

Strategies

Businesses employ five general marketing communication strategies. Company owners often inspire customer trust by presenting the personal story that led to the business's creation. A business clearly presents its products, along with projected customer benefits. The business illustrates why its product is superior to similar competitors' products. A company utilizes customer testimonials to highlight a product's value. A business often creates customer goodwill by developing an informational sheet on a customer-focused topic.

Benefits

A well-chosen marketing communication strategy utilizes one or more components to disseminate the company's outgoing message. A market-appropriate strategy increases the company's chances to accurately transmit the product's benefits, and to have that message positively received by the customer. The business likely benefits from customer goodwill when the company story or customer testimonial strategies are used.

Considerations

A business owner must utilize a marketing communication strategy appropriate for each product. If the company sells higher-end diamond jewelry, for example, customers may value a diamond ring's cut and diamond clarity over other variables. The jewelry store does not want to use a strategy focusing on its superiority to its competitors. This comparison may cheapen the diamond's value for the customer. The business should focus on the benefits the customer receives by buying the ring.

Expert Insight

Integrated marketing communication strategy begins with a focus on the customer. Marketing professor Susan K. Jones of Michigan-based Ferris State University recommends that businesses stop utilizing only one marketing communication component. Ms. Jones recommends that companies analyze the customer's needs, preferences and buying habits; and then introduce products that mesh with those needs and habits. The company should showcase those products using marketing communication methods familiar to, and accepted by, the customer.

7. No, your target is not 'everyone'

Read the advice and give examples of targeted advertisements and products. Explain your choice.

Think about the sneaker business. It's a pretty wide market. Practically everyone needs a pair, right? But the most successful sneaker companies know better. They focus on very specific targets.

Take a look at Nike's website. It's all about fitness, sports and winning. Converse, on the other hand, is about making a personal identity statement. Their Google ad says, "Shoes are Boring. Sneakers are Iconic." Who would have thought they'd make Chuck Taylor All Stars with a studded collar? Even if nearly everyone needs sneakers, these companies help us know exactly which sneaker fits our personal needs, whether we are uber-competitive or ultrafashionable.

Target even more than big-budget players like Nike

No matter what product you sell or service you deliver, more targeted marketing gives you a better return. Targeting a specific audience gets you in front of them more often, with messages that touch them emotionally. If you try to be everything to everyone, your message becomes vague and less impactful. Branding expert Todd Friedman writes:

"The more you can define not only the demographics – like age, gender and household income – but also the type of person (psychographics), including attitudes, tendencies, and preferences, the more you can directly speak to your audience. Owning a specific market's mind share is the key."

But who is your 'ideal' customer?

Here are two methods to identify your target.

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First, create a fictional buyer whose needs your product meets perfectly.

In the last 10 years, it has been trendy to create "buyer personas." A buyer persona is a character who represents your target customer or client. Creating a fictional person named Suzie or Sammy with specific wants, needs and desires makes it easier to design marketing campaigns these ideal customers will respond to. They're typically created using a great deal of research and data about current customers. Some find this process valuable. But it costs time and money, which you may not have.

Second, think about your best clients, most profitable customers or most reliable donors.

Ask yourself:

- Who has bought before and returned to buy again?
- Which client has been the most profitable or referred their friends?
- Which donor has given when you really needed them and brought others to the table?

Now look at these people and figure out who they are, so you can find more like them.

- Are they male or female? How old? Married or single?
- How educated are they? What do they do for a living?
- What's their outlook on life — are they optimistic? Realistic?
- Where do they get their news? What do they do for fun? What do they care about?
- Why do they do business with you? How would they describe your company?

Understanding your target audience is key to successful marketing. It will help you identify media where you might find them, design campaigns that appeal to them, and use the tone and language that attracts them.

8. Showrooming *vs* Webrooming

a) Before reading try to guess what showrooming and webrooming mean and state your opinion to your groupmates.
b) Work in pairs. Student A reads Text A, Student B reads text B. Share the information with your partner and discuss the opportunities of both techniques.

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c) Articulate your decision and speak out in your group.

TEXT A. **Showrooming. Are Retailers Ready to Embrace It?**

Billions of pounds of sales were up for grabs this Christmas as a result of showrooming. As mobile internet becomes increasingly available for consumers, retailers need to find ways of embracing this new phenomenon as part of the modern day shopping process

Showrooming describes the scenario where a consumer visits a physical store when shopping for a product, before checking to see if they can get a better price online. In the lead-up to Christmas, design agency Foolproof conducted a new study which revealed the true impact of showrooming on the UK high street.

It found that around a quarter of all UK shoppers used their mobile in-store to compare prices and, worryingly for retailers, 40% of those showroomers (amounting to one in 10 of all shoppers) then continued to buy the product elsewhere.

With over J5bn estimated to have been spent on the UK high street over the final weekend before Christmas, showrooming activities would have meant J500m worth of sales were switched between retailers that weekend alone.

So what can retailers do?

The more progressive retailers are already embracing the new behaviour. This may mean simply enabling it to happen. Asda offers free Wi-Fi in store and is encouraging shoppers to use its Price Guarantee tool, confident that it will win on price.

But where price isn't the sole reason to buy, retailers should invest in the overall shopping experience to encourage in-store purchases. Burberry's London flagship store features a digitally-integrated showroom, where certain articles of clothing carry RFID chips that interact with store mirrors to display product information and complementing items for purchase.

Adidas has created a high-tech virtual shopping wall, displaying the brand's full range and offering the chance to personalise their purchase receive next-day delivery. The new technology not only provides a richer shopping experience, it allows the store to carry less stock and make savings in logistics.

Making the shopping experience frictionless

Today shoppers expect more from their shopping experience. Long queues at the tills and getting bulky purchases back to the car are the pain points of shopping. Offering mobile checkouts and specific,

convenient delivery slots for store purchases makes home delivery far more appealing. Apple arms its staff with iPads to help customers check out from anywhere within the store. Click and collect services allow shoppers to buy items in-store using a mobile app and stored payment details.

Although this required investment in new technology, more efficient and cheaper stock distribution solutions and the benefits of a slicker customer experience can out-weigh that cost. Showrooming is here to stay, and set to grow. Foolproof's research showed that younger (aged 18-39), more smartphone-savvy shoppers are more than twice as likely to showroom as the over-40s. The high street needs to work out how to embrace this change and turn it to their advantage by playing up the strengths of having a physical store and removing their weaknesses.

TEXT B. How Webrooming is Going to Save the Physical Store

When the rise of the e-commerce business started to get noticed by physical retailers, the first thought was that the internet was killing brick-and-mortar through abandonment and showrooming. Luckily for traditional retailers, that is not true, because, on the other side of the coin, webrooming exists.

The good news for brick-and-mortar retailers is that people who practice webrooming are more than those who showroom. Also, showrooming (seeing a product in store but buying it online, typically from another retailer) is also running out of steam: in 2013, 37% of surveyed Americans admitted that they had showroomed while in 2014 the percentage dropped to 28%. Furthermore, the trend is likely to keep growing: according to a Forrester study, 45% of offline sales will be influenced by the web by 2020.

Beforehand, the webrooming trend usually applied to high value purchases (for instance, appliances, electronics). However, it is now extending to lower-priced categories as well, such as grocery or household care. Also, the trend is bigger amongst customers older than 25 while Generation Z consumers (18 to 24 years old) practice showrooming at almost the same rate.

The people who practice webrooming do so because of some advantages that physical businesses have over e-commerce. Almost half of customers prefer shopping offline in order to be able to feel and touch the product. 42% of them have not purchased an item via e-commerce in the past because there was no stock. 47% didn't want to pay for shipping. Also, other drivers to buy at a physical store include the

immediacy of the purchase and the hassle-free return that shops usually offer.

In order to take advantage of this trend, a retailer has to focus a lot on the in-store experience. Provide free WiFi to customers to encourage them to search for information on the web. But also train and empower service staff to offer a personalized shopping assistance. Be ready to match your prices with the online competitors if it is necessary and reassure buyers about your return policies.

Don't forget the importance of an omnichannel strategy. Customers are becoming more demanding. They expect to check in-store inventory in the web and to have options such as buy online pick-up in store. If you have an online store, let clients know that it has the same advantages as the physical locations and provide a seamless omnichannel shopping journey. This will allow you to retrieve some of the showroomers that prefer to buy online.

9. "Ads & Brands" exercise

Choose the best response for each one

1. We need someone who knows how to use offline advertising to _____ (= increase) online sales.
a) gain   b) drive   c) get

2. Digital media is _____ changing the marketing world. (= it is causing big changes)
a) dramatically   b) ecstatically   c) respectfully

3. We should market this product as being durable and dependable. = We should market this product as being _____ and dependable.
a) study   b) sturdy   c) studious

4. This brand is known around the world. = This brand is world-_____.
a) known   b) famed   c) famous

5. Will this brand be marketed all over the world? = Will this brand have a global _____?

a) approach   b) scope   c) interest

6. the traditional 30-second TV **spot** = the traditional 30-second TV _____
a) pause   b) channel   c) commercial

7. We'd like to change consumers' _____ of our brand. = We would like to change how consumers see our brand.
a) perception   b) review   c) reevaluation

8. to improve ad **relevance** = to improve ad _____
a) awareness   b) budgets   c) pertinence

9. _____ video technology = **personalized** video technology
a) derogatory   b) customized   c) modern

10. a brand experience **that a customer will remember** = a _____ brand experience
a) plausible   b) memorable   c) forgettable

11. I work for a company that does _____ advertising.
a) outside   b) external   c) outdoor

12. Every marketer should have an idea of how to build strong _____.
a) names   b) ideas   c) brands

13. We have to work on our brand name _____. 55% of consumers have never even heard of us!
a) aware   b) awareness   c) clarity

14. It is important to create ads that will _____. (= be different)
a) stand up   b) stand forward   c) stand out

15. The measurement and management of brand value has become a major _____ for marketers in the past couple of years.
a) issue   b) tone   c) tool

16. A product with no brand name is referred to as being
_____.
a) branded   b) unbranded   c) unidentified

17. Viral marketing uses "word-of-_____" (= information
passed from one person to another) to increase brand awareness.
a) speech   b) month   c) mouth

18. The written part of an advertisement is what's known as "marketing
_____".
a) structure   b) copy   c) letters

19. Your devoted customers = You loyal _____
a) clientele   b) subjects   c) persons

20. An advertisement that is written in the form of editorial content is
known as an "_____".
a) infomercial   b) advertorial   c) tutorial

21. Don't _____ (= undervalue) the importance of TV in the
modern marketplace.
a) underestimate   b) overstate   c) engage

22. Advertising has to be consistent with the brand "_____".
(= the way the company/advertiser wants the brand to be
seen/perceived)
a) sight   b) visual   c) vision

23. Advertising _____ = Media for advertising (TV, radio,
mobile, online videos, etc.)
a) channels   b) locales   c) lands

10. Marketing Your Business Online

**Read about web-strategies and think of situations where they can be
implemented**

A strong online marketing strategy will help you boost your
business. These 10 digital strategies have been proven to help companies

improve their performance. If you employ them you could be on your way to creating a concrete internet marketing strategy that helps you brings in more customers and retain new ones.

1. Invest in Web Design

We don't often think about web design as a marketing tactic, but it influences the amount of time and attention a user will spend on your page. Your website is the center of all your digital marketing efforts, so if your page is not clean, easy to read, and interesting, it won't matter how much time you put into strategy development – you're still going to lose customers. If you don't have the design skills to do it yourself, then it's worth hiring someone to create a website that is modern, attention-grabbing, and mobile friendly.

2. Use Search Engine Marketing and Optimization

Search engine marketing and optimization are part of what helps make your business appear higher on a list of search engine results. With a strong SEO strategy, your company website will become associated with the keywords used to find your services. This increases your chances of being the company an individual chooses to work with after searching online.

3. Affiliate and Associate Programs

With an affiliate program, people who believe in your company can share your information and grow your market on a commission-based platform. An affiliate or associate program doesn't make sense for every business. However, if you do use these, you can quickly see your marketing efforts improve without needing to do much yourself.

4. Hire a Coach or Consultant

If you're not an expert in digital and internet marketing, ask someone who is. There are hundreds of internet marketing coaches and consultants available to you, many of whom can give you a consultation about what you should change to see success. For small business owners who need to focus on other business systems, a coach or consultant can be extremely helpful.

5. Use Email Marketing

It isn't enough to just send out emails. You will want to consider various email lists that cater to the specific needs of each individual and can present a personalized approach to your campaigns. Take a hard and clear look at the purchasing habits of your customers and use that information to develop your strategy.

6. Build an Opt-In Email List

An opt-in email list allows customers to come to you and sign up to receive email correspondence. This allows you to connect with potential customers and current clients.

7. Get Into Articles or News Stories

Work with a public relations professional to get your business into articles and news stories on topics related to what you do. It will not only help establish you as a trusted expert, but it will introduce your business to an even broader base of people. You can also sign up for free services that connect you with writers looking for sources.

8. Write Online Press Releases

When you use online press releases, you're getting your information out there in a formal setting. This allows newspapers, blogs, or other media sources to see your information and write posts about your company without you needing to put in the effort to connect and claim a story.

9. Hold Contests and Giveaways

People love contests and giveaways. Anytime you can encourage promotion from your customers in exchange for a free product or service, you will usually see a surge in purchases or connections.

10. Maintain a Blog

Your blog should be used for a number of reasons, including allowing you to consistently post new keywords and optimize your search engine strategy. More than that, your blog becomes somewhere you can offer advice, share bits of information, and really connect with your customers. A lasting relationship begins with trust, and your blog is a great way to build that.

11. Blogging *vs* Instagram

a) Work in pairs. Student A reads Text A, Student B reads text B. Share the information with your partner.
b) Discuss the techniques in the group.

TEXT A. **I Blog, You Blog, We All Blog**

No matter where you turn nowadays, everyone's blogging. It used to be that blogs were personal journals, written by a few Bridgette Jones' or Carry Bradshaw types, who would post dear-diary entries and keep a running account of the events of their everyday lives. Now, blogs

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have evolved and have taken over mainstream content media. They have not only become a platform for expression, but an important marketing tactic to help companies stand out. Blogging and social media are the lightning rods for strong opinions and viewpoints, and it's important to be able to harness the energy that can come along with it.

Define objectives for your blog and stick with it

Unlike the blogs of the past that just gave a window into the daily life of a particular person, today's blogs usually have some kind of business objective in mind. Perhaps you want to position yourself as a leader in a particular service area, or you want to share your expertise and give insights related to topics you've come across frequently when working with your customers. Regardless, the purpose should be to increase visibility for your company and you should outline goals that reflect that. Creating a content calendar of topics to write about will help guide you with a clear roadmap; it will also help you define publishing frequency. The important thing is to stick to it. Don't be discouraged if at first you don't have the outreach you expected from that witty post. Creating a following doesn't happen overnight and consistency is half of the battle in the beginning.

Create collaborative (corporate blogs) to share the workload

Collaborative blogs (those written by more than one person usually on a particular theme) and corporate blogs (those written by companies for PR, marketing or branding purposes) are prevalent. Combing both can make it easier to create content faster, and will help leverage your existing resources for blog contributions. Instead of looking for the perfect blog writer, businesses can empower individuals within the company to help contribute to collaborative blogs. Help by encouraging employees to take the plunge and write one. Share your content list with them and ask for volunteers to write posts which can be related to their different areas of expertise.

Get personal with your audience and share your passion

People love stories. A good storyteller relates personal experience in his/her blog posts and can captivate an audience with true-life lessons learned. I love reading blog posts about working moms, because I'm a working mom. I love reading posts about sales and marketing, because I work in sales and marketing. If you're looking to speak to a like-minded audience, it's easy to relay information in a way that people can identify with. Don't be afraid to put yourself out there and share your opinions — not only does it help create great content, it's the stuff viral posts are made out of. If you're not passionate about the

topics you've listed in your content calendar, you shouldn't be writing them in the first place.

Determine the best blogging communities and directories to tap into

Online communities connect people to blogs, and bloggers to other bloggers. Instead of just posting your blog onto your website, you should tap into LinkedIn or Facebook Groups, Google Plus communities and other interest-specific forums. Not sure where to start? Conduct an audit to see where your competitors are and how you can meet them on their playing field. Or create a new community of your own; this is great if you target a very specific market niche since you could become a leader quickly if you're the first one out there.

Don't use blogging for pure advertising

Featuring banner ads or promotional content on a blog post is one thing, creating a totally fake blog is something different. Readers can usually see through fictional blogs that were just created as pure marketing tools to promote a product, so it's better to steer-clear. Consumers are weary of sponsored posts (blog posts in the form of feedback or product reviews that usually contain a link back to the desired site). It's become a controversial and debated form of advertising, as many in the blogging community fear that it will eventually destroy the blogosphere's credibility. You can still get your message across without having to resort to pure advertising tactics.

When in doubt ask for help

While anyone can blog, not everyone can be a successful professional blogger. Reaching out to the experts can help get you started, or enable you to hire people to do the work for you. Outsourcing is a great way to increase bandwidth for projects you wouldn't have the time for otherwise.

TEXT B. How to Use Instagram as a Marketing Tool

As you try to expand the reach and appeal of your business, what is one of the most powerful marketing tools you have at your disposal? You might have answered "social media," and you would be correct. But more specifically, Instagram can be an amazing asset to your business – if you know how to use it as a marketing tool. Instagram is one of the largest social networks in existence with 800 million active monthly users and counting. In other words, it's highly likely that a good portion of your target audience can be found on the platform. Second, a research has shown that Instagram has not *one of* the highest,

but *the highest* engagement rate of all social networks, by far. Needless to say, if it's your aim to increase the effectiveness of your marketing, you need to master the use of Instagram.

Here are 6 ways to turn Instagram into a marketing tool

1. Use hashtags to boost awareness

To consistently generate new interest in your business, you need to use hashtags. After all, they are the way that users search for photos of a specific type or relating to something of interest. If one of your posts shows up during their search, they may take the time to explore your account further and may even follow you. When choosing and using hashtags, though, there are a few things you need to keep in mind. First, while you don't need to use hordes of hashtags per post, you do need to use at least a couple on every post. Which ones? That brings us to the second point.

The majority of tags you choose should be relevant in some way to your industry. That way, more people who stumble across your posts will actually be interested in what you do and offer. Yet, you should also use a mix of local and trending hashtags. For example, #minsk or #flashbackfriday. These might not necessarily be related to your business or industry and, thus, will likely attract fewer qualified leads. That's not to say that they aren't worth your time. You can still boost awareness of your business this way.

2. Stick to your story, strengthen your brand

Consistency is the key. You'll have a hard time keeping your followers if you're "all over the map" and they never know what to expect from you. Therefore, each one of your posts should hold to the same theme as the others. Each post should fit seamlessly into the bigger picture – your business' story – like a puzzle piece. What about those times when you really want to share something without interrupting the story told collectively by your posts? That's when Instagram Stories come in handy, as they'll allow you to share content apart from all the rest.

3. Interact Freely With Your Audience

Engaging with others on Instagram can have numerous benefits. It's a key ingredient in both customer satisfaction and brand advocacy. Additionally, it increases your business:

- Visibility
- Likability
- Memorability
- Credibility

No doubt you'd agree that the benefits are worth the time it takes to interact. Who should you be engaging with, though? Your followers, industry authorities and the followers of those you follow. The more people you engage with, in a sincere way, the better the results of your efforts.

4. Share user-generated content

Going right along with the last point, sharing user-generated content is an excellent way to engage and be engaged with. You can come up with fun and creative ways to get your customers to share their pictures, videos and positive experiences with your business. In turn, others may become customers and share their enthusiasm in hopes of having the same honor. User-generated content is one of the best forms of social proof and one of the best ways to create an air of excitement surrounding your brand.

5. Encourage in-person interaction with location tags

As you try to nurture the leads you generate, it's important that you find ways to get them more and more involved with your business. Since location tags encourage in-person interaction, they can help you to do this. What better way to point users to your physical business location? That may be all the motivation someone needs to get in the car and pay you a visit, especially after seeing other images that may be associated with the location you choose. Also, your location tag could point to a place you are or you want your followers to be, if possible. For example, a workshop or an important conference in your industry.

6. Advertise to a more highly-targeted audience

One wonderful thing about Instagram is that, even if you only have a free account, it can still be an effective marketing tool for you. Yet, if you want to pack an even harder punch, you can use the platform's advertising features as well. Through Instagram advertising, you can be even more specific in your targeting to really take advantage of the high engagement rate. For more on Instagram advertising, check out the following posts:

- How to advertise on Instagram?
- How much does it cost to advertise on Instagram?
- Examples of Instagram ads
- Instagram video ad examples

As with any goal, it's necessary to have a plan. Otherwise, you'll struggle to reach your Instagram marketing goals. Whatever it is that you hope to achieve this year, the strategies above apply. They can

and should form the foundation that will help you to meet and exceed expectations. You have a valuable marketing tool at your fingertips.

12. 5 Tips on How Your Content Marketing Can Improve Your Pharma Brand

a) Before reading discuss if medicines can become an issue for marketing?
b) Read the text and discuss in your group the offered marketing techniques. Are they similar to common marketing techniques?

Marketing pharmaceuticals has surpassed the practice of merely supplying facts about a particular product and its function. Now, it's all about identifying with your audience and giving them more than just a sales pitch. It's about being a part of their everyday life. The patient's "journey" — i.e. the lifecycle of understanding a condition, to treatment options, to recovery and a healthy lifestyle — is the concept that should be top of mind when developing a campaign strategy, and there's no better way to present this idea than through content marketing. Here's a look at five tips to leverage content marketing to promote your pharma brand and engage customers.

- **Understand Your Audience**

It probably goes without saying, but you can't develop content that your customers will identify with if you don't understand what they want. A great way to gather this information is through analytics. Use tools to compile data on online behavior, search terms and social media activity. Collecting this information will give you a picture of what your audience needs and help your brand develop a solution to that need.

- **Provide Something Valuable**

Once you know what your audience is looking for, determine what your brand can supply that is valuable to the consumer. For example, Lilly Diabetes recently launched online versions of its custom books for children and families with type 1 diabetes that were previously only available at doctors' offices. Content marketing is not about selling your product, but about finding a way your brand can help its customers in their everyday lives.

- **Enlist the Help of Experts**

In this case, there are two sides of the expert coin: Physicians and patients. Tapping into both as a resource can boost your campaign's

credibility. You should get to know the brand's patient community — participate in forums, ask questions, take surveys, *listen*. And, consider reaching out to community experts to contribute. They can share their story, their advice, their ups and downs. Look to physicians to provide answers as well as content ideas.

- **Create Quality Content**

The old adage is true: Content is king. The foundation for your entire campaign rests on the quality of your content. In order for it to resonate with your customers, your content should:

- ✓ Address a need
- ✓ Tell a story
- ✓ Be engaging
- ✓ Personalize and humanize the brand
- ✓ Have a clear purpose
- ✓ Give a call to action
- ✓ Exude trustworthiness

Invest in your content. Work with experienced editors and writers who will be able to help establish the tone, style, voice and consistency of your messaging. Create content with not only the patient in mind, but also health care providers, caregivers and pharmacists. Think about the presentation medium: videos, articles, blog posts, e-books, etc. and build materials for each. Consider devices as well, such as smartphones and tablets. In addition, plan for the audience needs to change, which means the content will need to be written in a way that can be adjusted for different stages of the patient's journey.

- **Don't Be Afraid of Social Media**

Establishing a presence on social media channels is hands down the most direct path to two-way engagement with your customer and building a relationship. And, more importantly, trust.

According to a recent Medical Marketing & Media survey, "Overwhelmingly, the patient influencers surveyed said that interacting with social media resources would motivate them and members of their community to discuss conditions and products with others, especially a health care professional; 72 percent felt that social media resources would motivate these discussions."

The biggest hurdle is navigating communication through social media platforms without breeching industry regulations. To start, plan on spending plenty of quality time with your legal department to create a solid policy for users. Then, choose and train a small group of

individuals to manage, moderate and interact on social media pages following the established plan of action and adhering to guidelines.

13. Analysis Chart

Work in small groups. Analyse the advertisements and answer the following questions.

What person or organization is the source of the ad?
What audience do you think the ad is trying to reach?
What position have the people who placed this advertisement taken?
What kind of opinion or action are they hoping to get from readers?
Can you determine from the ad what other views people might have on this subject? Explain.
Do you recognize any advertising techniques you've seen in other advertisements? Explain.
What attention-grabbing and/or persuasive words did the advertisers use?

TEXT AND DRIVE
WATHAN FUNERAL HOME

Time for Silberman's Fitness Center.
899-9501

VIACOM

Black tie optional.

Think different.
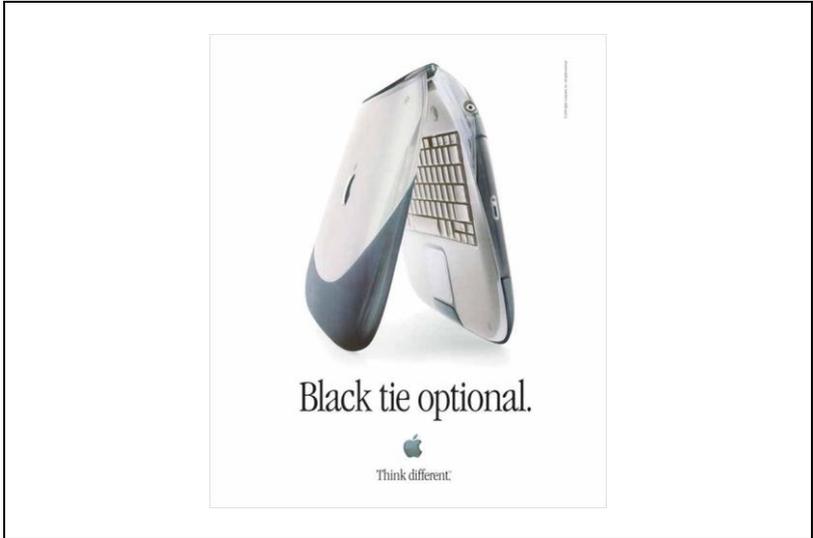
14. Telephoning. What Stress!!!!

Work in pairs. Make dialogue

Role A

You are having a bad day. You are late for an important meeting with your boss. Your boss has not been happy recently, because this week you have been late for work twice and last week three times. He wants to talk to you about it and you have to meet him in ten minutes.

You have a big problem. You are stuck in traffic and have been there for the last half an hour. You don't know what the problem is but it is not moving.

You call the secretary of your boss to tell her what is happening. Your boss answers. He does not believe you. You have used this excuse before.

You need to use your telephone skills to persuade him that this time it is true and the only reason you were in the car was to go and see an important customer.

You NEED to persuade your boss that this time it's REAL!!!

Role B

You are the boss, and you have had a problem with one of your managers. He is always late. You have a meeting with him to talk to him about this problem in ten minutes. He is still not here.

You answer the telephone. It is him and he is using another one of his famous excuses for being late. You don't believe him and think he is trying to get out of the meeting.

You need to use your telephone skills to tell him that he needs to be in the office in ten minutes otherwise you will cut his salary this month by half.

You are NOT prepared to take his excuses

Unit 9   Planning

1. Successful Succession Planning

Read the keys and discuss the importance of each of them in your group

- Identify key leadership criteria: It's essential that an organization know what skills and competencies it needs to succeed. No one group, including HR, can identify all these traits. As a result, successful organizations usually rely on focus groups and task forces to better understand core competencies and personnel requirements.
- Find future leaders and motivate them: An enterprise must have a system in place for finding star employees and ensuring that they're ready for key positions. This can involve any of several approaches, including 360-degree feedback, standard reviews, and informal discussions. Understanding employees' talents, aptitudes, and interests -- and then providing interesting assignments -- creates a much higher likelihood of success than a strict compensation-reward system.
- Create a sense of responsibility within the organization: Although HR can serve as a catalyst for effective succession planning, most successful organizations rely on corporate management to review and oversee the progress of employees. Then, as a worker moves up the ladder, there's a detailed record of his or her progress -- with review from various levels within the company.
- Align succession planning with the corporate culture: Despite an emphasis on past performance, it is essential to retain a focus on core values. Effective succession planning requires an organization to stress these values, whether it's a desire to perform leadership tasks or complete assigned tasks, and weight them heavily in the overall selection process.
Measure results and reinforce desired behavior: The only way to know whether a succession plan is effective is to put systems in place to track results -- and have HR review the overall effectiveness of the program. Then the organization must develop systems, such as reward-based compensation, training, and appropriate assignments, to motivate workers and push them along desired development paths.

2. Keys to Successful Planning for Strengthening Your Business

Read the text and speak on the following topics:
a) The importance of motivation of stuff for successful planning;
b) Timing of the planning process;
c) Rigid or flexible plan.

Planning is one of the most important but poorly utilized management tools of businesses. This is true whether the focus is on planning a start-up business, operations planning, expansion planning, strategic planning or other planning. Below are a dozen keys to successful planning that you should focus on before and during the planning process.

The Planning Environment

Before you being the planning process you need to create the proper environment within the business. This will increase your chances of having a productive planning effort.

1. Create a culture within the organization that is open to planning. It is easy for management to focus all of their attention on day-to-day management and forget about the long-term direction of the business. After a while, this becomes ingrained in the culture of the business. Once this occurs, it is difficult to break out of. So, a special effort may be needed by top management to change the attitudes within the organization.

2. Involve all management personnel. It is often believed that planning is a business function separate from management. However, to be successful, all management personnel need to be involved in planning. Involving management personnel is the way to create "ownership" and "commitment" to the plan and its implementation. Companies often delegate planning to a "planner", an individual who is responsible for creating the plan. But management, especially top management, needs to feel responsible for planning.

3. Remember customer needs. During the planning process it is easy to focus on matters internal to the organization and forget the customer. Remember, satisfying customer wants and needs is the reason the business exists.

The Planning Process

Once you have created the proper planning environment, you need to focus on the planning process.

1. Focus the plan on goals. The purpose of the plan is to achieve the goals of the business and help reach its vision and mission. So, the first step is to reexamine the business mission statement and the goals associated with it. Without goals, planning is meaningless. The planning process often gets consumed by "busy work" – collecting data, writing reports, etc. Although these functions are important, it is often easy to use them to distract you from the hard choices involved in deciding the future direction of your business.

2. Set realistic deadlines. Setting a time deadline for the first draft of the plan is important. It forces management to move forward on the planning process. However, expecting too much to be done in too short of a time period usually leads to a poorly drafted plan.

3. Provide sufficient time and money for the planning process. Planning is often entered into half-heartedly. So, it is often under-funded with insufficient managerial time allocated to it.

4. Make good assumptions about the industry and market environment. The business will be operating in an industry and market environment. So, it is important that you thoroughly understand these environments. The assumptions you make about these environments are important for the success of the business.

5. Focus on results. To be successful, planners need to proceed through the various steps of the planning process. During every step of the process, planners need to focus on the expected results of the planning process.

Implementing the Plan

1. Reward implementation. Without proper implementation, planning is meaningless. As with planning, implementation should involve all of the management personnel. Also, for those charged with leading or directing implementation, there should be a reward or incentive built into the proper completion of the implementation phase.

2. Include evaluation procedures in the plan. A plan should be evaluated as it is being implemented. Do not wait until implementation is over. Evaluation procedures should be built into various stages of the implementation process and should be used to measure performance.

3. The plan is a "living" document - revise it regularly as needed. Business leaders often believe that a plan cannot be changed once it has been put in place, or at least until the next planning period. Although a plan should not be changed frivolously, it needs to be

modified and updated when appropriate. As a plan is being implemented, it is not uncommon to uncover deficiencies in the plan. Also, over a planning period, things change.

4. The plan will not solve all of your problems. Planning is not a magic bullet for curing what ails you. Proper planning is necessary for business success. However, it is just one of the ingredients needed for success.

3. "Planning" exercise

Choose the best response for each one

1. What's on the _____ today? (= What's the plan for today?/ What do we have to do today?)
a) agenda   b) board   c) notebook

2. I'm a little confused about the timeline. Could you _____ (= explain it to me) again?
a) walk me through it   b) walk me through   c) converse with
                                                      me

3. What's a "timeline"?
a) A thin watch   b) A deadline   c) A schedule

4. I have a couple of things I'd like to talk about. I'm going to go through them _____. (= one by one)
a) in order   b) by order   c) orderly

5. Following months of _____ a successful strategy, we finally succeeded.
a) trying to get developed b) trying to develop   c) try developing

6. We plan to implement this in the _____ months. (= in the near future)
a) arriving   b) coming   c) close

7. We need to develop a new strategy. = We need a new _____.
a) appraisal   b) approval   c) approach

8. Give me a couple of days to _____ this strategy. =
Give me a couple of days to think about this strategy.
a) contemplate   b) contain   c) contradict

9. It's not easy to _____ the outcome of this campaign. =
It's not easy to know in advance what the outcome of this campaign will
be.
a) pursue   b) predict   c) prevent

10. The next step is to _____ the results. = The next step is
to measure/evaluate the results.
a) gather   b) inquire about   c) gauge

11. How do you plan to _____ this campaign? = What
changes do you plan to make to this campaign?
a) restructure   b) resolve   c) reorder

4. How to Do to Planning

a) Read the text.
**b) Work in small groups. Choose your roles in the company to fulfill
the tasks and plan the following events:**
- **opening a new shop;**
- **party for your company;**
- **your business partner visit.**

c) Present your plans to all your groupmates.

One of the most common sets of activities in the management is
planning. Very simply put, planning is setting the direction for
something - some system - and then guiding the system to follow the
direction. There are many kinds of planning in organizations. Common
to these many kinds of planning are various phases of planning and
guidelines for carrying them out as effectively as possible. Information
in this document can be referenced as a basis from which to carry out
various kinds of planning, ranging from highly complex to simple and
basic. To help make the following information applicable to as many
situations as possible, the scope of the following planning information is
to the "system", which is fully explained below. The following process

should be customized by planners to the meet the needs and nature of the planners and their organizations.

PLANNING IN ITS LARGER CONTEXT

Working Backwards Through Any "System"

Before we jump into the typical phases in the standard "generic" planning process, let's stand back and minute and briefly look at the role of planning in its overall context. This is more than an academic exercise - understanding this overall context for planning can greatly help the reader to design and carry out the planning process in almost planning application.

One of the most common sets of activities in the management is planning. Very simply put, planning is setting the direction for something - some system - and then working to ensure the system follows that direction. Systems have inputs, processes, outputs and outcomes. To explain, inputs to the system include resources such as raw materials, money, technologies and people. These inputs go through a process where they're aligned, moved along and carefully coordinated, ultimately to achieve the goals set for the system. Outputs are tangible results produced by processes in the system, such as products or services for consumers. Another kind of result is outcomes, or benefits for consumers, e.g., jobs for workers, enhanced quality of life for customers, etc. Systems can be the entire organization, or its departments, groups, processes, etc.

Whether the system is an organization, department, business, project, etc., the process of planning includes planners working backwards through the system. They start from the results (outcomes and outputs) they prefer and work backwards through the system to identify the processes needed to produce the results. Then they identify what inputs (or resources) are needed to carry out the processes.

QUICK LOOK AT SOME BASIC TERMS

Planning typically includes use of the following basic terms.

NOTE: It's not critical to grasp completely accurate definitions of each of the following terms. It's more important for planners to have a basic sense for the difference between goals/objectives (results) and strategies/tasks (methods to achieve the results).

Goals

Goals are specific accomplishments that must be accomplished in total, or in some combination, in order to achieve some larger, overall result preferred from the system, for example, the mission of an

organization. (Going back to our reference to systems, goals are outputs from the system.)

Strategies or Activities

These are the methods or processes required in total, or in some combination, to achieve the goals. (Going back to our reference to systems, strategies are processes in the system.)

Objectives

Objectives are specific accomplishments that must be accomplished in total, or in some combination, to achieve the goals in the plan. Objectives are usually "milestones" along the way when implementing the strategies.

Tasks

Particularly in small organizations, people are assigned various tasks required to implement the plan. If the scope of the plan is very small, tasks and activities are often essentially the same.

Resources (and Budgets)

Resources include the people, materials, technologies, money, etc., required to implement the strategies or processes. The costs of these resources are often depicted in the form of a budget. (Going back to our reference to systems, resources are input to the system.)

BASIC OVERVIEW OF TYPICAL PHASES IN PLANNING

Whether the system is an organization, department, business, project, etc., the basic planning process typically includes similar nature of activities carried out in similar sequence. The phases are carried out carefully or -- in some cases -- intuitively, for example, when planning a very small, straightforward effort. The complexity of the various phases (and their duplication throughout the system) depend on the scope of the system. For example, in a large corporation, the following phases would be carried out in the corporate offices, in each division, in each department, in each group, etc.

NOTE: Different groups of planners might have different names for the following activities and groups them differently. However, the nature of the activities and their general sequence remains the same.

NOTE: The following are typical phases in planning. They do *not* comprise the complete, ideal planning process.

1. Reference Overall Singular Purpose ("Mission") or Desired Result from System

During planning, planners have in mind (consciously or unconsciously) some overall purpose or result that the plan is to achieve.

For example, during strategic planning, it's critical to reference the mission, or overall purpose, of the organization.

2. Take Stock Outside and Inside the System

This "taking stock" is always done to some extent, whether consciously or unconsciously. For example, during strategic planning, it's important to conduct an environmental scan. This scan usually involves considering various driving forces, or major influences, that might affect the organization.

3. Analyze the Situation

For example, during strategic planning, planners often conduct a "SWOT analysis". (SWOT is an acronym for considering the organization's strengths and weaknesses, and the opportunities and threats faced by the organization.) During this analysis, planners also can use a variety of assessments, or methods to "measure" the health of systems.

4. Establish Goals

Based on the analysis and alignment to the overall mission of the system, planners establish a set of goals that build on strengths to take advantage of opportunities, while building up weaknesses and warding off threats.

5. Establish Strategies to Reach Goals

The particular strategies (or methods to reach the goals) chosen depend on matters of affordability, practicality and efficiency.

6. Establish Objectives Along the Way to Achieving Goals

Objectives are selected to be timely and indicative of progress toward goals.

7. Associate Responsibilities and Time Lines With Each Objective

Responsibilities are assigned, including for implementation of the plan, and for achieving various goals and objectives. Ideally, deadlines are set for meeting each responsibility.

8. Write and Communicate a Plan Document

The above information is organized and written in a document which is distributed around the system.

9. Acknowledge Completion and Celebrate Success

This critical step is often ignored -- which can eventually undermine the success of many of your future planning efforts. The purpose of a plan is to address a current problem or pursue a development goal. It seems simplistic to assert that you should acknowledge if the problem was solved or the goal met. However, this

step in the planning process is often ignored in lieu of moving on the next problem to solve or goal to pursue. Skipping this step can cultivate apathy and skepticism -- even cynicism -- in your organization. Don't skip this step.

GUIDELINES TO ENSURE SUCCESSFUL PLANNING AND IMPLEMENTATION

A common failure in many kinds of planning is that the plan is never really implemented. Instead, all focus is on writing a plan document. Too often, the plan sits collecting dust on a shelf. Therefore, most of the following guidelines help to ensure that the planning process is carried out completely and is implemented completely -- or, deviations from the intended plan are recognized and managed accordingly.

Involve the Right People in the Planning Process

Going back to the reference to systems, it's critical that all parts of the system continue to exchange feedback in order to function effectively. This is true no matter what type of system. When planning, get input from everyone who will responsible to carry out parts of the plan, along with representative from groups who will be effected by the plan. Of course, people also should be involved in they will be responsible to review and authorize the plan.

Write Down the Planning Information and Communicate it Widely

New managers, in particular, often forget that others don't know what these managers know. Even if managers do communicate their intentions and plans verbally, chances are great that others won't completely hear or understand what the manager wants done. Also, as plans change, it's extremely difficult to remember who is supposed to be doing what and according to which version of the plan. Key stakeholders (employees, management, board members, funders, investor, customers, clients, etc.) may request copies of various types of plans. Therefore, it's critical to write plans down and communicate them widely.

GOALS AND OBJECTIVES SHOULD BE SMARTER

SMARTER is an acronym, that is, a word composed by joining letters from different words in a phrase or set of words. In this case, a SMARTER goal or objective is:

Specific:

For example, it's difficult to know what someone should be doing if they are to pursue the goal to "work harder". It's easier to recognize "Write a paper".

Measurable:

It's difficult to know what the scope of "Writing a paper" really is. It's easier to appreciate that effort if the goal is "Write a 30-page paper".

Acceptable:

If I'm to take responsibility for pursuit of a goal, the goal should be acceptable to me. For example, I'm not likely to follow the directions of someone telling me to write a 30-page paper when I also have to five other papers to write. However, if you involve me in setting the goal so I can change my other commitments or modify the goal, I'm much more likely to accept pursuit of the goal as well.

Realistic:

Even if I do accept responsibility to pursue a goal that is specific and measurable, the goal won't be useful to me or others if, for example, the goal is to "Write a 30-page paper in the next 10 seconds".

Time frame:

It may mean more to others if I commit to a realistic goal to "Write a 30-page paper in one week". However, it'll mean more to others (particularly if they are planning to help me or guide me to reach the goal) if I specify that I will write one page a day for 30 days, rather than including the possibility that I will write all 30 pages in last day of the 30-day period.

Extending:

The goal should stretch the performer's capabilities. For example, I might be more interested in writing a 30-page paper if the topic of the paper or the way that I write it will extend my capabilities.

Rewarding:

I'm more inclined to write the paper if the paper will contribute to an effort in such a way that I might be rewarded for my effort.

BUILD IN ACCOUNTABILITY (REGULARLY REVIEW WHO'S DOING WHAT AND BY WHEN?)

Plans should specify who is responsible for achieving each result, including goals and objectives. Dates should be set for completion of each result, as well. Responsible parties should regularly review status of the plan. Be sure to have someone of authority "sign off" on the plan, including putting their signature on the plan to indicate they agree with and support its contents. Include responsibilities in

policies, procedures, job descriptions, performance review processes, etc.

NOTE DEVIATIONS FROM THE PLAN AND REPLAN ACCORDINGLY

It's OK to deviate from the plan. The plan is not a set of rules. It's an overall guideline. As important as following the plan is noticing deviations and adjusting the plan accordingly.

Evaluate Planning Process and the Plan

During the planning process, regularly collect feedback from participants. Do they agree with the planning process? If not, what don't they like and how could it be done better? In large, ongoing planning processes (such as strategic planning, business planning, project planning, etc.), it's critical to collect this kind of feedback regularly.

During regular reviews of implementation of the plan, assess if goals are being achieved or not. If not, were goals realistic? Do responsible parties have the resources necessary to achieve the goals and objectives? Should goals be changed? Should more priority be placed on achieving the goals? What needs to be done?

Finally, take 10 minutes to write down how the planning process could have been done better. File it away and read it the next time you conduct the planning process.

Recurring Planning Process is at Least as Important as Plan Document

Far too often, primary emphasis is placed on the plan document. This is extremely unfortunate because the real treasure of planning is the planning process itself. During planning, planners learn a great deal from ongoing analysis, reflection, discussion, debates and dialogue around issues and goals in the system. Perhaps there is no better example of misplaced priorities in planning than in business ethics. Far too often, people put emphasis on written codes of ethics and codes of conduct. While these documents certainly are important, at least as important is conducting ongoing communications around these documents. The ongoing communications are what sensitize people to understanding and following the values and behaviors suggested in the codes.

Nature of the Process Should Be Compatible to Nature of Planners

A prominent example of this type of potential problem is when planners don't prefer the "top down" or "bottom up", "linear" type of planning (for example, going from general to specific along the process

of an environmental scan, SWOT analysis, mission/vision/values, issues and goals, strategies, objectives, timelines, etc.) There are other ways to conduct planning.

Critical - But Frequently Missing Step - Acknowledgement and Celebration of Results

It's easy for planners to become tired and even cynical about the planning process. One of the reasons for this problem is very likely that far too often, emphasis is placed on achieving the results. Once the desired results are achieved, new ones are quickly established. The process can seem like having to solve one problem after another, with no real end in sight. Yet when one really thinks about it, it's a major accomplishment to carefully analyze a situation, involve others in a plan to do something about it, work together to carry out the plan and actually see some results. So acknowledge this - celebrate your accomplishment!

5. Meetings vocabulary

Learn the vocabulary for planning and arranging meetings

Word	Meaning
A.G.M.	Annual General Meeting
absentee	Person not at the meeting, not present.
agenda	Written list of points to be discussed at a meeting.
alternative	Choice of two or more possibilities.
attendee	Participant or person attending a meeting.
ballot	System of secret voting; voters place their ballot-papers in a ballot-box;
casting vote	Deciding vote, usually by the Chairman, when votes are in equal number.
chairman / chairperson	The person who conducts the meeting.
clarify	Make something clearer by giving more information.
conference	Formal meeting for discussion or exchange of views.
conference call	Telephone call between three or more people in different places.
consensus	General agreement.

Word	Meaning
deadline	Future date at which something must be done.
decision	Reach a conclusion or resolution concerning future action.
i-conference	A meeting or discussion between two or more people via the internet.
interrupt	Stop a person who is speaking in order to say or do something.
item	A separate point for discussion on an agenda.
main point	What is the most essential.
minutes	A written summary of the proceedings at a meeting.
objective	What is aimed at, what one wants to achieve or obtain.
point out	Draw attention to something e.g. point out an increase in demand.
proposal	A course of action put forward for consideration; to make a proposal.
proxy vote	A vote cast by one person for another.
recommend	Advise a course of action; make a recommendation.
show of hands	Raised hands to express agreement or disagreement in a vote.
summary	A brief statement of the main points.
task	A piece of work to be done; to assign a task to someone.
unanimous	In complete agreement.
video conference	Conference linking people in different locations by satellite, TV, etc.
vote	Express one's agreement or disagreement; to cast a vote.

6. "Meeting" exercise

Choose the best response for each one

1. P1: Can we meet at 2:00 PM? P2: Let me check my _____.

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a) requirement b) schedule c) clock

2. Our meetings are always quite informal, but we get
_____.
a) much done b) much finished c) a lot done

3. I can't _____ the meeting today (= I won't be able to attend) - I've got an important project that's due this afternoon.
a) make b) go c) assist

4. Let's start = Let's get _____
a) on b) start c) started

5. Let's _____ = Let's continue
a) move up b) move on c) get some things straight

6. Tony is always _____ the meeting by being late.
a) holding up b) keeping up c) bringing up

7. With _____ (= As for) Jim's project, let's leave that for the next meeting.
a) requirement for b) renowned for c) regard to

8. Who is going to be the lead on this project? = Who is going to be in _____ of this project?
a) head b) front c) charge

9. Which approach do you recommend? = Which approach do you _____?
a) suggest b) exaggerate c) subdue

10. Why can't he ever answer a question directly? = Why does he always talk _____ a question?
a) around b) about c) over

11. P1: We've got a meeting in 10 minutes. Do I have to _____? P2: Yes, you do.
a) atone b) attend c) attain

7. Planning Effective Meetings

a) Read the text.
b) Work in small groups and plan the following meetings following the advice from the text and using the vocabulary above:
- **routine discussion of everyday tasks in a department;**
- **brainstorm of a new idea with representatives of different departments;**
- **annual general meeting of the company.**

Meeting management tends to be a set of skills often overlooked by leaders and managers. The following information is a rather "Cadillac" version of meeting management suggestions. The reader might pick which suggestions best fits the particular culture of their own organization. Keep in mind that meetings are very expensive activities when one considers the cost of labor for the meeting and how much can or cannot get done in them. So take meeting management very seriously.

The process used in a meeting depends on the kind of meeting you plan to have, e.g., staff meeting, planning meeting, problem solving meeting, etc. However, there are certain basics that are common to various types of meetings. These basics are described below.

(Note that there may seem to be a lot of suggestions listed below for something as apparently simple as having a meeting. However, any important activity would include a long list of suggestions. The list seems to become much smaller once you master how to conduct the activity.)

Selecting Participants

The decision about who is to attend depends on what you want to accomplish in the meeting. This may seem too obvious to state, but it's surprising how many meetings occur without the right people there.

Don't depend on your own judgment about who should come. Ask several other people for their opinion as well.

If possible, call each person to tell them about the meeting, it's overall purpose and why their attendance is important.

Follow-up your call with a meeting notice, including the purpose of the meeting, where it will be held and when, the list of participants and whom to contact if they have questions.

Send out a copy of the proposed agenda along with the meeting notice.

Have someone designated to record important actions, assignments and due dates during the meeting. This person should ensure that this information is distributed to all participants shortly after the meeting.

Developing Agendas

Develop the agenda together with key participants in the meeting. Think of what overall outcome you want from the meeting and what activities need to occur to reach that outcome. The agenda should be organized so that these activities are conducted during the meeting.

In the agenda, state the overall outcome that you want from the meeting.

Design the agenda so that participants get involved early by having something for them to do right away and so they come on time.

Next to each major topic, include the type of action needed, the type of output expected (decision, vote, action assigned to someone), and time estimates for addressing each topic

Ask participants if they'll commit to the agenda.

Keep the agenda posted at all times.

Don't overly design meetings; be willing to adapt the meeting agenda if members are making progress in the planning process.

Think about how you label an event, so people come in with that mindset; it may pay to have a short dialogue around the label to develop a common mindset among attendees, particularly if they include representatives from various cultures.

Opening Meetings

Always start on time; this respects those who showed up on time and reminds late-comers that the scheduling is serious.

Welcome attendees and thank them for their time.

Review the agenda at the beginning of each meeting, giving participants a chance to understand all proposed major topics, change them and accept them.

Note that a meeting recorder if used will take minutes and provide them back to each participant shortly after the meeting.

Model the kind of energy and participant needed by meeting participants.

Clarify your role(s) in the meeting.

Establishing Ground Rules for Meetings

You don't need to develop new ground rules each time you have a meeting, surely. However, it pays to have a few basic ground

rules that can be used for most of your meetings. These ground rules cultivate the basic ingredients needed for a successful meeting.

Four powerful ground rules are: participate, get focus, maintain momentum and reach closure. (You may want a ground rule about confidentiality.)

List your primary ground rules on the agenda.

If you have new attendees who are not used to your meetings, you might review *each* ground rule.

Keep the ground rules posted at all times.

Time Management

One of the most difficult facilitation tasks is time management -- time seems to run out before tasks are completed. Therefore, the biggest challenge is keeping momentum to keep the process moving.

You might ask attendees to help you keep track of the time.

If the planned time on the agenda is getting out of hand, present it to the group and ask for their input as to a resolution.

Evaluations of Meeting Process

It's amazing how often people will complain about a meeting being a complete waste of time – but they only say so after the meeting. Get their feedback during the meeting when you can improve the meeting process right away. Evaluating a meeting only at the end of the meeting is usually too late to do anything about participants' feedback.

Every couple of hours, conduct 5-10 minutes "satisfaction checks".

In a round-table approach, quickly have each participant indicate how they think the meeting is going.

Evaluating the Overall Meeting

Leave 5-10 minutes at the end of the meeting to evaluate the meeting; don't skip this portion of the meeting.

Have each member rank the meeting from 1-5, with 5 as the highest, and have each member explain their ranking

Have the chief executive rank the meeting last.

Closing Meetings

Always end meetings on time and attempt to end on a positive note.

At the end of a meeting, review actions and assignments, and set the time for the next meeting and ask each person if they can make it or not (to get their commitment)

Clarify that meeting minutes and/or actions will be reported back to members in at most a week (this helps to keep momentum going).

8. Plan Company Events with Expert Tips

Read the text and speak out your opinion on the experts' thoughts about organizing a company event. Were these pieces of advice useful for you?

Event planning is one of the more creative and exciting aspects of being an administrative assistant, but it can also be one of the most unnerving. When your company is throwing a big bash and you're suddenly put in charge of the details, it can be difficult to avoid a run-in with Murphy's Law.

Fortunately, with a little organization and the following tips from experts, planning your next event will be not only stress-free, but also successful.

Keep It Together

"I would say that the number one most important thing is to keep every detail about the event in one place," says Shawn O'Gallagher, a publicist at Random House in New York City. When O'Gallagher is in charge of planning book signings or readings, he sends the venue (i.e., bookstore) an event confirmation, including the date, time, address, book title, author, event contact and his contact information. He saves both a hard copy and a soft copy.

"If we need to reference it quickly, we have everything in one page, and not a batch of paper-clipped scrap papers in a lump" says O'Gallagher.

Create an Event Bible

If your event has many bits and pieces that won't fit comfortably on one page, make a "bible," or binder, that covers every aspect of the event, suggests Anne Ryan, president of Danika Communications, a Greenwich, Connecticut-based public relations firm specializing in luxury hotels and products worldwide.

"The bible should be divided into categories with a section for every aspect of the event -- from caterers, to contracts, to seating charts, to guest lists, to emails of authorization and proposals from different vendors," Ryan says. "And the first page of every bible should be an

emergency contact sheet with the contact information of everyone who is involved in the event."

Like O'Gallagher, Ryan emphasizes that you shouldn't only rely on one form of documentation. "When there's a crisis on the night of the event, you may not be able to go back to your computer and hunt through your files," she says. Your best bet is to keep both a bible and an electronic record of all event details.

Try an Electronic Database

"I always suggest people use specifically designed event software when storing event information electronically," says John Giuliano, a freelance marketing and fund-raising consultant based in Key West and New York City. Giuliano recommends using Raiser's Edge for its "excellent event module" and Giftmaker Pro for its event-planning spreadsheet.

If you can't get either of these programs, Giuliano suggests "doing it the old-fashioned way." Create an Excel spreadsheet with all the details, including site selection, entertainment, decor, catering, audiovisual services, volunteer list, staff list, task-management list, etc.

No matter how you keep track of all the details, take the time to be organized and make sure everything on your lists is accurate. Be sure to spell-check and update your event information frequently, particularly if you're producing events on a regular basis. Lastly, even in the heat of a crisis, take that extra minute or two to check your records before you react.

9. Interruptions in a Meeting

a) Read the following part of a department performance meeting where Steve and Jill are making recommendations to the customer service department for changes to be made in their department.
b) From the context, try to guess what the meaning of the words/phrases in bold are.
c)Act

Steve: 'Over the last four weeks, myself and Jill have gone over the performance statistics for the customer service department, the response rates, closing down enquiries'

Fred: 'Excuse me for interrupting, but who asked you to do this? I'm the Customer Service Manager and I wasn't aware that this was taking place.'

Steve: 'It was the Sales and Service Director. So, as I said we have looked at the different performance statistics and we have found that although the majority of teams are meeting their targets, they are doing it by manipulating the statistics rather than providing a good level of customer service.'

Fred: 'Just a minute!, how can you say that? I haven't seen you down here reviewing my team!'

Steve: 'Do you mind if I finish? As I was just saying, our review has shown that the level of customer service isn't up to the appropriate standard. We came to this conclusion by monitoring a random selection of responses to customer emails and customer phone calls to the service desk.'

Sally: 'Sorry to butt in, but may I just ask what the percentage of this random sample was?'

Steve: 'Well, the sample covered the whole service desk and'

Jill: 'If I can just come in here Steve. I was responsible for doing the monitoring. And over a period of two weeks, we monitored on average 5% of customer calls and 3% of emails.'

Sally: 'To be honest I don't think that monitoring 5% of customer calls and 3% of emails gives a fair representation of the quality of service the customer service department is providing.'

Steve: 'You may have a point there and it is something that we have thought about. But it's the standard random sample size we've used before. So, as a result of our review we have come up with a number of recommendations that we feel should be implemented to the customer service department as soon as possible. The first of these is restructuring the teams to specialize on specific customer issues rather than on geographical areas, we'

Fred: 'Hang on a minute! Have you thought about how long that will take and'

Jill: 'I think you should let him finish!'

Steve: 'Fred, let me come back to that later! As I was just saying,'

Fred: 'I'm sorry, I don't think you have thought this through.'

Steve: 'May I just finish! You'll have an opportunity to make any comments shortly.'

10. How to Lead, Interrupt and Close a Meeting

Read the advice below and hold meetings on the following topics:
a) relocation of the headquarters to a new building on the outskirts;
b) integration of Research and Development (9 employees) and Marketing department (7 employees) into one department with only 12 employees
c) necessity of a gym for the company and the possibility to make it free for only some employees.
Use the dialogue from the previous exercise as an example.

Interrupting a meeting – the Chair
Ok, Bhavia, if I could just quickly interrupt you there…
Dave, sorry to interrupt but I'd like to hear some other views on this.
If I could just stop you there for a second.

Interrupting a meeting – the participants. *When you are participating in a meeting, you might want or need to add your point of view and interrupt. Here are some formal and more casual ways of doing this:*
Formal and polite ways to interrupt
Can I share an idea?
I would like to add something.
Can I add…
I don't mean to interrupt, but …
Excuse me, I'd like to say something.
Sorry to hold the meeting up, but…
Casual ways to interrupt
Wait, what about …
One quick thing…
Just let me say…
Just one thing…
Can I say something?
Just a minute…
I'd like to make a point.
Can I come in here?
Do you mind if I just come in here?

Could I interrupt you for a moment?
May I just add something here?
While we're on the subject, I'd like to say…
I do feel quite strongly that…
How to interrupt to ask for clarification
Would you mind clarifying this point?
Sorry, but could you outline the main points again?
I'm not sure I understood your point about…
Sorry, could you repeat that please?

Preventing an interruption – the Chair
Just a moment, Pauline. I'll come back to you in a minute.
One at a time, please.
Please let her finish what she was saying.

Preventing an interruption – the participants
Actually, if you could just let me finish…
Just let me finish, if you wouldn't mind…
Actually, I've nearly finished…

How to keep the meeting on time
We're running out of time.
Unfortunately, we don't have any more time to spend on this issue.
Ok, everyone, we're almost out of time.
We are getting really behind schedule.

How to summarize the discussion. *Sometimes, it is necessary to refocus the discussion taking place and briefly summarize important points. Here are some ways you can do this:*
Can you go into further detail on this please?
I'm not sure if I've fully understood the main points here…
Could you summarise the main points of this discussion, please?
Would you mind summing up what you've just said?
So, in a nutshell, what you're saying is…

How to close a meeting. *When a meeting is winding down, either the Chair or a participant, if there is no chairperson present, will begin closing the meeting by using one of the following sentences, by asking the participants to come to a decision, assigning tasks and, maybe, organizing a follow-up meeting.*

We have to bring this to a close.
I think we've covered everything.
I don't think there's anything else left.
Ok. That's everything on the agenda.
Does anyone have anything else before we finish?
Is there any other business?
Are there any final questions?
Ok. Let's finish there. Thank you all for coming and I'll see you again the next week.
It's getting late. Let's call it a day.

How to ask for a decision
I really would like a decision before we close the meeting.
Can we come to a decision before we leave?
Are we all ready to make a decision?

How to confirm and assign tasks
John, you're going the report on…
Maria, you'll get the data and email it to me before the end of the week?
Olivia, you'll sort out the arrangements for the next meeting?

How to set up the next meeting
Let's set a time for our next meeting.
Is tomorrow a convenient day for our next meeting?
I'll confirm the date and location of our next meeting by email.
I'll email you the time of our next meeting.

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