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**BUSINESS ENGLISH
ДІЛОВА АНГЛІЙСЬКА МОВА
ДЛЯ СТУДЕНТІВ
ОС «МАГІСТР» СПЕЦІАЛЬНОСТІ 193 «ГЕОДЕЗІЯ ТА ЗЕМЛЕУСТРІЙ»**

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Introduction

Business English for marketers is the textbook for students who specialize in management and marketing. It provides them with extensive, systematic and well-integrated practice in the productive and receptive skills necessary for successful communication in both oral and written forms of language.

Controlled practice leads from the initial learning of language items to genuinely communicative and creative activities.

Each unit ensures coverage of a core of common, useful language related to topics of special interest with which students need to be familiar.

Textbook includes texts on factual topics, reflecting authentic types and styles of writing. These texts allow students to develop sub-skills such as reading for gist or for specific information, and present new vocabulary in a meaningful context. It practice and extend the vocabulary introduced in the reading text, through various types of exercises.

The revision material has been designed to help students practise new language in the context of what they have already mastered, rather than in isolation.

The course is accompanied by the glossary of marketing terms.

UNIT 1. BUSINESS

Text1.

▪ **Lead-in**

1. Answer the following questions:

- What do you want to be busy with?
- Do you want to go into business alone or with a partner?
- Imagine you run a shop. What will you do to attract customers?
- Do you need to consult a lawyer to make a right choice when starting the business?
- Are you a careful person, or do you like to run a risk?
- How can you combine the resources with your partner?
- How will you distribute profits and losses in your partnership?
- What kind of partner would you like to be, – a general or a limited partner? Why?

▪ **Reading**

Business.

Business includes the activities of all commercial producers of goods and services. It is a free enterprise system depends on factors both in the economy and within individual companies. The most important of these factors include: productive resources, profits and competition.

Productive resources enable firms to produce goods and provide services. They include natural resources, capital, labour, and technology. They are also known as inputs. The kind and quantity of inputs depend on the goods and services, called outputs that are produced.

Profits are the earnings of a firm after all expenses have been paid. These expenses include the costs of productive resources in the form of wages, rent, and interest.

Competition among business firms affects the price and quality of goods and services. Firms must maintain reasonable prices and standards to attract and keep customers.

A business may be privately owned in three different forms. These forms are: **single proprietorship, the partnership and the corporation.**

Single proprietorships are businesses owned and operated by one person. It is the most common type of business ownership in farming,

construction or service industries such as Laundromats, beauty shops, different repair shops, restaurants.

The owner makes all decisions and receives all profits. He or she has unlimited liability, it means that they are responsible for all business debts. If the business fails, proprietors have to declare personal bankruptcy. They can start a business with a small amount of capital and few legal formalities. They can start or stop their business whenever they like. There is no need to consult the partners or a board of directors. So they can put their policies into effect quickly. They are self-employed, which means that they decide on their vacation, hours, salary, hiring and firing assistants themselves. Most of these businesses close down if the owner dies or runs out of capital. Proprietors do not get tax benefits which partnerships or corporations can get.

A partnership is an association of two or more owners who share the responsibilities and profits of business. When the owners of the partnership have unlimited liability they are called **general partners**. If partners have limited liability they are –limited partners. There may be a silent partner as well – a person who is known to the public as a member of the firm but without authority in management. Also there is the secret partner – a person who takes part in management but who is not known to the public.

This form of business is common in such professional fields as medicine, law, accounting, retailing, insurance, real estate etc.

Partnerships have more advantages than single proprietors if one needs a big capital or diversified management. They are easy to form and often get tax benefits from the government. Partners may sign a legal agreement that specifies the amount of work and capital each person contributes and the percentage of profits each receives. A partnership can be dissolved by mutual agreement or by the withdrawal of any of the partners.

Partnerships have certain disadvantages, too. One is unlimited liability. It means that each partner is responsible for all debts and is legally responsible for the whole business. Another disadvantage is that partners may disagree with each other.

Corporations are owned by stockholders, who have shares of stock in these companies. Most corporations are larger than businesses owned by individuals or partners. Profits may be distributed among the stockholders as dividends or reinvested in the corporation.

A corporation is more difficult to establish and operate than a single proprietorship or a partnership.

Active Vocabulary.

<i>Owners of the partnership</i>	члени правління
<i>General partner</i>	загальний партнер (несе повну юридичну відповідальність)
<i>Limited partner</i>	партнер з обмеженою юридичною відповідальністю
<i>Secret partner</i>	партнер з правом голосу, але невідомий громаді
<i>Silent partner</i>	партнер без права голосу
<i>Law</i>	юриспруденція, право
<i>Insurance</i>	страхування
<i>Real estate</i>	нерухомість
<i>Advantage</i>	перевага
<i>Disadvantage</i>	недолік
<i>To be legally responsible</i>	бути юридично відповідальним
<i>Diversified</i>	різноманітний

▪ *Language Development*

1. *Fill in the correct prepositions:*

1. producersgoods
2. get tax benefitsthe government
3. depend the goods
4. owned three different forms
5. dissolved mutual agreement
6. is responsible all debts
7. takes part management
8. disagree each other
9. distributed the stockholders
- 10.reinvested the corporation

2. *Find English equivalents of the following words and expressions in the text and make sentences with them:*

- Товари,
- послуги,
- залежати (від),
- прибуток,
- витрати,
- якість,
- ціна,

- впливати (на),
- рішення,
- борг,
- відповідальний (за),
- власник,
- підписати угоду,
- розподіляти(між).

3. *Complete the expressions using the words from the box and make sentences with them:*

Prices, fields, debts, resources, liability, business, single, legal, provide

1. productive.....
2.services
3. reasonable.....
4. different forms
5.ownership
6. business.....
7.formalities
8. professional
9. unlimited
10.proprietorship

4. *Continue the following sentences:*

1. The most important business factors are:.....
2. The quantity of inputs depend on.....
3. Expenses include the costs of.....
4. Firms must keep reasonable prices to.....
5. Businesses owned and operated by one person are called.....
6. An association of two or more owners is called.....
7. Corporations are owned by.....
8. Profits are distributed among the stockholders as.....

5. *Give the definitions of the following notions as in the example:*

e.g. Shareholders – people who own shares of a corporation.

Profit, rent, capital, competition, expenses, bankruptcy, dividends.

6. *Translate the sentences into Ukrainian*

1. We do business with a number of Italian companies.
2. Ann decided to go into business as an art-dealer.
3. The scheme offers free advice to people wanting to set up in business.
4. In order to stay in business, you must do better than your competitors.
5. He has a wide range of business interests.
6. They do not know how to run a business.
7. The company began as a small family business.
8. Owners of small businesses will be hit hardest by the tax changes.
9. Does big business have more control over our everyday lives than our elected governments?
10. Exports account for 56% of overall business.
11. We discussed the idea of business lunch.
12. It was not her business, she decided to ask where the money came from.
13. It is none of your business how much I weigh.
14. The company has been in business for over thirty years.
15. Higher interest rates will drive small firms out of business.
16. She handles the publicity and all that business.

▪ ***Comprehension Tasks***

1. *Decide if the following statements are true (T) or false(F)*

Unlimited liability indicates that the owner of a business does not have responsibility for the repayment of debts.

Limited liability generally concerns only Private and Public limited companies.

Share capital is the proportion of shares of capital that individual investors provide.

Any company in the UK can trade their shares on the open market.

The minimum share capital for registering a plc is much higher than for a Ltd.

To set up a sole proprietorship you need to go through legal formalities, business taxation and disclosure of accounts.

A partnership agreement defines the procedures for running the business, the precise roles of each partner and the proportion of shares.

Setting up an open corporation requires specialist legal advice.

Before a limited company can be officially registered, three important documents have to be drawn up-the memorandum of association, the articles of association and the formal partnership agreement.

The memorandum of association contains the details concerning the company`s share capital and its commercial objectives.

The articles of association lay out rules for the internal management of the company.

2. *Complete the sentences with words and phrases from in brackets:
(demand, grow, control, market share, profit, market leader)*

1. A successful company has to make a..... .
2. there has to be a.....for your products.
3. the most successful companies.....the market.
4. Successful companies have a biggerpercentage of sales than their competitors. They have a bigger..... .
5. A company that has the biggest sales or the best selling product in the market is the..... .
6. Successful companies are always finding new markets and new opportunities to..... .

3. *Complete the tips with the appropriate words:*

- Get organized. Decide what your skills are. Find out if there is a market for them in your area.
- Decide how much money you need to start your business. Think about how to get the....1..... . You can use your own money or you can ask the bank for a....2.... . If you get a loan, be sure you can afford to pay the...3..... .
- Calculate your costs. First, work out your fixed...4....for example, the rent on your office or the interest on a loan. Then add your variable costs, for example, equipment or tax.
- Work out how much to charge for your service. Find out what other people are charging and use this to set your own prices.
- Your...5....is the amount of money you receive from selling your service. You need to calculate this very carefully. Your revenue is the number of hours worked multiplied by the price per hour.

- Your business will make a....6...if your revenue for a year is more than your costs. If your costs are higher than the revenue, you will make a.....7..... . Work out carefully the number of hours you need to work.

4. Match the following types of business organization to their description

- partnership
- joint venture
- franchise
- subsidiary
- multinational corporation
- licensing agreement
- public limited company
- private limited company
- holding
- sole trader

1. a private individual who runs a one-man business. He/she takes all the profits but also the risks.
2. associations of two or more people sharing the risks and the profits in agreed proportions.
3. the type of business that cannot offer its shares to the general public. Nor can shares be transferred between members without the consent of the other shareholders.
4. parent company which owns more than half the share capital of another company.
5. a company that is owned or controlled by another larger company.
6. a large company in Britain which has shares that the public can buy and sell and which must have a minimum nominal share capital of \$ 80,000.
7. an agreement by which a franchisor gives another person or company the right to sell goods or services using the franchisor's name in return for a royalty.
8. under this agreement one firm allows another to exploit its intellectual property (e.g. patent) in return for a royalty.
9. two or more companies do something together and each part contributes assets and share risks.
10. a firm which owns or controls production or services outside the country in which it is based.

Keys: j, a, h, I, d, g, c, f, b, e.

▪ *Speaking*

1. *Setting up a successful business requires proper planning and careful preparation but also involves taking risks. What parameters should all entrepreneurs define in their business plan? Discuss the list below and add your own ideas:*

- name of business
- type and structure of business
- relevant work experience
- number of employees
- description of the product
- stocks
- packaging and distribution
- sources of finance
- profit expectations
- market
- competition
- promotion
- premises and machinery
- objectives
- potential growth

2. *Answer the questions and try to describe your future business.*

1. How much money will you need? Where will you get it from?
2. What quantities of stock will you need to hold?
3. What do you want to sell?
4. How will you promote your product?
5. How many employees will you need to hire?
6. What type and size of premises do you require?
7. What equipment or vehicles, if any, do you need for production?
8. What collateral (security as a guarantee for the money) do you have?
9. Which suppliers will you use?
10. Is there a market for what you want to sell?
11. Who will be your customer?
12. Where will you locate the business and why?
13. What are your profit expectations?
14. What skills or experience do you need?
15. What will be your employment policy?
16. Where will you stock your products?
17. What is competition like in this sector?
18. What are the advantages of your product?
19. How will you package and distribute your product?

20. Will your needs change?
21. What objectives do you have for the business?

3. *Answer the questions:*

1. What do productive resources enable firms to do?
2. What do firms get after paying the expenses?
3. How does the competition between firms affect their activity?
4. How many main forms of business are there?
5. Who can start and stop single proprietorships?
6. In what professional fields is a partnership common?
7. What is necessary to start a partnership?
8. Who can own a corporation?
9. How are the dividends divided?

▪ ***Discussion***

1. What are advantages and disadvantages of each form of business?

Text 2.

▪ ***Lead-in***

*What do you know about the following types of business entities: **Joint Stock Companies, Limited Liability Companies, Joint Ventures, Joint Activity Without Establishment of a Legal Entity, Representative Offices of Foreign Companies in Ukraine.***

▪ ***Reading***

Types of Business Entities in Ukraine.

Joint Stock Companies.

A joint stock company (JSC) is a common form of legal entity used in Ukrainian business. It is a limited liability company in which the shareholders are responsible for the liabilities of the entity only up to the

nominal value of their shares. The minimum capital of a JSC must be at least 1.250 times the minimum wage amount.

A joint stock company may be either – open (publicly held) or closed – (privately held). The shares of an open joint stock company can be distributed through open subscription on the stock exchange. The shares of a closed joint stock company are divided among the founders and cannot be distributed through subscription on the stock exchange. A closed joint stock company can be converted into a public joint stock company by registering its shares in accordance with the legislation on securities and the stock exchange and amending its Articles of Association.

Any legal entity and individuals can be founders of the JSC. At least two founding shareholders are necessary to create a joint stock company although the two founding shareholders are free to determine among themselves the share distribution that each will have in the entity. Generally, a shareholder should pay 30% (for a public JSC) or 50% (for a private JSC) of its nominal share value to the temporary bank account of the JSC before registration with the state agency.

All joint stock companies including those entirely held by foreign owners are Ukrainian legal entities. They may enter into agreements take on legal obligations acquire property and sue and be sued in their own names. Furthermore these entities may engage in any commercial activity envisaged by their Articles of Association. Accounting records must be kept in UAH and comply with the Ukrainian National Accounting Standards, although accounts may also additionally be compiled according to any applicable international standards.

Limited Liability Companies

Limited liability companies (LLC) are also a popular form of corporate organization. They are a good option through which foreign companies can conduct business in Ukraine. An LLC has similarities to both a US corporation and a US partnership. It is similar to a corporation in that it is a limited liability company in which the interest holders are liable only to the extent of their capital contributions. However, it is similar to a partnership in that ownership interests are expressed in terms of contractual rights arising from statutory documents.

There is a lower initial capital requirement of 100 minimum monthly wages in UAH (UAH 14, 000 or approximately USD 2640, as at 1 February 2002). Again, from July 1 2002, with the minimum wage to UAH 165, this capital requirement will increase to UAH 16,500 (or USD 3,000). At least two founding participants are necessary to create an LLC. Each partner should pay 30% of their interest in the authorized capital to the temporary bank account of the LLC before registration with the state agency. Transfer of ownership rights conducted through an assignment of contractual rights. A LLC has two governing bodies, the participants' assembly and the directorate (management).

LLCs have a slightly simpler registration process than joint stock companies and compared to a JSC require a less complex structure as regards increase of capital management.

Joint Ventures.

Joint ventures in Ukraine are generally established in the forms of a joint stock company or limited liability company. Joint ventures enjoy the status of a Ukrainian legal entity and do not have to comply with additional requirements.

Joint Activity without Establishment of a Legal Entity.

Ukrainian legislation provides a foreign investor with the right to invest in Ukraine without creating a legal entity by entering into a joint production or joint co-operation agreement with Ukrainian partners. Such investment is subject to state guarantees and should be registered as discussed above. A foreign investor is granted a right to get back their investment and repatriate the profit from it.

Representative Offices of Foreign Companies in Ukraine.

A Representative office of a non-resident in Ukraine is a place of the non-resident's business activity in the territory of Ukraine. Non-resident legal entities which carry out their activities via a Representative office in Ukraine do not exercise the status of the legal entity in Ukraine and are subject to the legislation of the country of their permanent establishment. Representative office executes accounting and reporting in accordance with the Ukrainian law.

The registration of the Representative offices is carried out by the Ministry of Economy of Ukraine. Business activities of Representative offices are regulated by the relevant laws of Ukraine. Foreign investment activities of Representative offices are regulated by the Ukrainian legislation on foreign investment.

Active Vocabulary.

<i>Entity</i>	організація
<i>joint stock company</i>	акціонерне товариство
<i>legal</i>	юридичний
<i>limited liability</i>	обмежена відповідальність
<i>shareholder</i>	акціонер
<i>nominal value</i>	номінальна вартість

<i>minimum wage amount to hold to distribute subscription stock exchange founder to convert accordance to amend founding shareholder legal obligation to acquire property to sue to engage to envisage to comply limited liability company</i>	мінімальна заробітна плата кількість володіти розподіляти (передплатний) внесок фондова біржа засновник перетворювати відповідність поліпшувати, виправляти акціонер-засновник юридичне зобов'язання здобувати власність порушувати справу залучати, займати, винаймати розглядати, передбачати погоджуватися, виконувати товариство з обмеженою відповідальністю правильний вибір вести справу подоба ступінь, міра внесок капіталу договірні права установчі документи вимога, потреба авторизований капітал розподіл, передача майна спільне підприємство представництво не за місцем проживання постійний
<i>good option to conduct business similarity extent capital contribution contractual rights statutory documents requirement authorized capital assignment joint venture representative office non-resident permanent</i>	

▪ *Language Development*

1. Match the following with their Ukrainian equivalents:

- | | |
|-----------------------|-------------------|
| 1. responsible | a. тимчасовий |
| 2. value | b. відповідальний |
| 3. shares | c. згідно з |
| 4. founders | d. додатково |
| 5. in accordance with | e. права |
| 6. temporary | f. засновники |
| 7. agreement | g. складний |

- | | |
|------------------|----------------|
| 8. foreign | h. створювати |
| 9. additionally | i. вартість |
| 10. rights | j. угода |
| 11. to create | k. акції |
| 12. complex | l. іноземний |
| 13. investment | m. рахунок |
| 14. profit | n. інвестиція |
| 15. account | o. потребувати |
| 16. to require | p. учасники |
| 17. participants | г. прибуток |

2. Complete the expressions using the words from the box and make sentences with them:

Company, exchange, standards, documents, capital, value, entity, bank, own, joint, state, interest, foreign, governing.

1. a limited liability.....
2. nominal
3. stock
4.account
5.agency
6.names
7. international
8.holders
9. statutory
- 10.....bodies
- 11.initial
- 12.....venture
- 13.....investor
- 14.legal

3. Fill in the correct prepositions:

1. usedUkrainian business
2. nominal valuetheir shares
3. be distributed subscription
4. be converted
5. in accordance the legislation
6. held foreign owners
7. similar a partnership
8. enter agreements
9. to comply additional requirements
- 10.records must be kept UAH

11. to invest Ukraine
12. regulated the relevant laws

4. *Put the words into correct order to make sentences.*

1. joint entity company A is a common stock form of legal.
2. A stock may joint company be either or open closed.
3. A closed company can be joint stock converted a public joint stock company into.
4. entities joint stock Ukrainian companies are All legal.
5. liability companies are Limited a popular of corporate form organization.
6. There is a initial capital requirement lower 100 of minimum wages monthly.
7. companies Limited liability have simpler process than joint stock registration companies.
8. Foreign the right to invest investors have in Ukraine

5. *Continue the sentences:*

1. The minimum capital of a JSC must be.....
2. The shares of a closed joint stock company are divided among.....
3. A closed joint stock company can be converted into.....
4. All joint stock companies including those entirely held by foreign owners are.....
5. Limited liability companies (LLC) are also.....
6. An LLC has similarities to both.....
7. A LLC has two governing bodies.....
8. Joint ventures in Ukraine are generally established in the forms.....
9. Ukrainian legislation provides a foreign investor with the right.....
10. A foreign investor is granted a right.....
11. A Representative office of a non-resident in Ukraine is.....
12. The registration of the Representative offices is carried out by.....

▪ ***Comprehension Check***

1. *Are the sentences true or false:*

1. A joint stock company (JSC) is a common form of legal entity which is not used in Ukrainian business.
2. The shareholders of a JSC are responsible for the liabilities of the entity only up to the nominal value of their shares.
3. The shares of a closed joint stock company are divided among the founders and also can be distributed through subscription on the stock exchange.
4. A closed joint stock company can be converted into a public joint stock company without any procedure.
5. At least two founding shareholders are necessary to create a joint stock company.
6. Generally, a shareholder should pay 30% of its nominal share value to the temporary bank account of the JSC before registration with the state agency.
7. Limited liability companies are similar to a partnership.
8. LLCs have a slightly simpler registration process but a more complex structure than joint stock companies.
9. Foreign investors want to get a right to get back their investment and repatriate the profit from it.
10. The registration of the Representative offices is carried out by the Ministry of Foreign Affairs of Ukraine.

2. *What are the functions of the following bodies?*

- the stock exchange
- the state agency
- the Ministry of Economy of Ukraine
- banks

▪ ***Speaking***

Describe the main features of each type of business entities in Ukraine.

Text 3.

▪ ***Lead-in***

What do you know about types of businesses in English-speaking countries?

Types of Businesses in the UK.

Most businesses in the United Kingdom operate in one of the following ways:

- sole trader
- partnership
- limited liability company
- branch of a foreign company.

The ***sole trader*** is the oldest form of business. There are many one-man owners, for example: a farmer, doctor, solicitor, estate agent, garage man, jobber, builder, hairdresser etc.

The ***partnership*** is a firm where there are few partners. They are firms of solicitors, architects, auditors, management consultants etc. The names of all the partners of the firm are printed on the stationery of a partnership.

The most common type of company in the United Kingdom is the ***limited liability company***. At the end of the name of such a company the word *Ltd.* is used. For example: *James and Son Ltd.*

Many of such companies are *joint-stock companies* owned by *shareholders*.

Limited liability companies are divided into *public and private ones*. Only public companies may offer shares to the public at the stock exchange. The names of such companies end in *p.l.c.* which stands for *public limited company*. For instance: *Jack and John p.l.c.*

Private limited companies may not offer shares to the public. The names of such companies end simply in *Ltd.*

A ***branch of a foreign company*** is a part of a company incorporated outside Great Britain but acting under the law of the UK. Usually these companies act in the UK under their normal foreign names.

All partnerships and companies are regulated by the law of the UK or by Acts of Parliament, and are to be registered with the Register of companies. In order to be registered they are to deliver a few documents, namely:

- a certified copy of the company's charter
- statute
- memorandum and others

When a company is registered a certificate of incorporation is issued by the Register.

Active Vocabulary.

<i>Sole</i>	єдиний
<i>Trade</i>	торгівля
<i>To trade</i>	торгувати
<i>Trader</i>	торговець
<i>Partner</i>	партнер
<i>Partnership</i>	партнерство
<i>Liability</i>	відповідальність
<i>Limited liability</i>	обмежена відповідальність
<i>Limited liability company</i>	компанія з обмеженою відповідальністю
<i>To own</i>	володіти
<i>Owner</i>	власник
<i>Solicitor</i>	адвокат
<i>Estate agent</i>	агент по продажу нерухомості
<i>Jobber</i>	маклер
<i>Builder</i>	будівельник
<i>Hairdresser</i>	перукар
<i>Architect</i>	архітектор
<i>Auditor</i>	аудитор
<i>Management</i>	управління
<i>Stationery</i>	канцелярське приладдя
<i>Joint</i>	об'єднаний
<i>Stock</i>	акція
<i>Joint-stock company</i>	акціонерна компанія
<i>Share</i>	частка, акція
<i>Shareholder</i>	акціонер
<i>To divide</i>	ділити
<i>Private</i>	приватна
<i>Exchange</i>	біржа
<i>Stock exchange</i>	фондова біржа
<i>To exchange</i>	обмінювати
<i>To offer</i>	пропонувати
<i>To incorporate</i>	zareєструвати як корпорацію
<i>Incorporation</i>	реєстрація установи, як юр. особи
<i>A certificate of incorporation</i>	свідоцтво о реєстрації установи
<i>To regulate</i>	регулювати
<i>Act of Parliament</i>	акт парламенту
<i>To register</i>	реєструвати
<i>Charter</i>	право, статут
<i>To certify</i>	посвідчувати
<i>Statute</i>	статут
<i>Memorandum</i>	меморандум

▪ *Language Development*

1. Complete the following sentences:

- 1 Very often farmers.....work as sole traders.
- 2 It is quite common for solicitors.....to form partnerships.
- 3 The names of all the partners of the firm..... .
- 4 At the end.....Ltd is used.
- 5 At the end.....p.l.c. is used.

2. Translate into Ukrainian:

- Limited liability company
- Joint stock limited liability company
- Public limited liability company
- Private limited liability company
- Ltd.
- P.l.c.
- A company incorporated outside Great Britain
- A company registered in Great Britain
- A company acting under the British law
- A company acting under its normal foreign name

3. Fill in the correct preposition:

1. printed the stationery
2. the end of the name
3. divided public and private ones
4. owned shareholders
5. acting the law
6. registered the Register of companies
7. order to be registered
8. issued the Register

4. Complete the expressions using the words from the box and make sentences with them:

one-man, management, foreign, certified, incorporation, type, public, charter.

1.owners
2. common
3.consultants
4.companies
5.names
6. acopy
7. the company's
8. certificate of

5. *Continue the sentences:*

1. There are many sole traders, for example:.....
2. The partnership is a firm where.....
3. The most common type of company in the United Kingdom is.....
4. Joint-stock companies are owned by.....
5. Limited liability companies are divided into.....
6. Only public companies may.....
7. All partnerships and companies are regulated.....
8. In order to be registered they are to deliver.....

▪ ***Comprehension Check***

1. *Sum up what the text says about:*

- sole traders
- partnerships
- public limited companies
- private limited companies
- branches of foreign companies
- about the incorporation procedure

2. *Answer the following questions:*

1. What is the most common type of company in the UK?
2. Are all limited liability companies joint-stock companies?
3. To what sector of economy do all these companies and sole traders belong?
4. What two other sectors of economy does the figure show?
5. What can you say about the types of the following companies:
 - Fine Furniture Ltd.
 - General Foods p.l.c.

▪ ***Speaking/ Writing***

Make a short summary of the text.

Text 4.

▪ ***Lead-in***

Do you think running a business in the USA differs from Ukraine?

▪ ***Reading***

Forms of businesses in the USA.

Businesses in the USA may be organized as one of the following forms:

- individual business
- general partnership
- limited partnership
- corporation
- alien corporation

An ***individual business*** is owned by one person. A ***general partnership*** has got several owners. They all are liable for debts and they share in the profits

A ***limited partnership*** has got at least one general owner and one or more other owners. They have only a limited investment and a limited liability.

A ***corporation*** is owned by persons, called stockholders. The stockholders usually have certificates showing the number of shares which they own. The stockholders elect a director or directors to operate the corporation. Most corporations are closed corporations, with only a few stockholders. Other corporations are owned by many stockholders who buy and sell their shares at will. Usually they have little interest in management of the corporations.

Alien corporations are corporations of foreign countries.

All the corporations are to receive their charters from the state authorities. The charters state all the powers of the corporation. Many corporations try to receive their charters from the authorities of the State of Delaware, though they operate in other states. They prefer the State of Delaware because the laws are liberal there and the taxation is rather low. Such corporations, which receive their charters from an outside state are called ***foreign corporations***.

All the corporations require a certificate to do business in the state where they prefer to operate.

Active Vocabulary.

<i>Alien</i>	іноземець, іноземний
<i>Liabile</i>	відповідальний
<i>Debt</i>	борг
<i>To share</i>	ділити, розділяти
<i>Profit</i>	прибуток
<i>To profit</i>	отримувати прибуток
<i>To elect</i>	вибирати
<i>Election</i>	вибори
<i>At will</i>	за бажанням
<i>Authorities</i>	влада
<i>State authorities (Am.)</i>	влада штату
<i>State authorities (UK)</i>	державна влада
<i>To state</i>	вказувати
<i>Power</i>	здатність, можливість
<i>To prefer</i>	віддавати перевагу
<i>Taxation</i>	оподаткування
<i>To require</i>	вимагати
<i>Requirement</i>	вимога

▪ ***Language Development***

1. *Fill in the correct preposition:*

1. owned one person
2. liable debts
3. little interestmanagement
4. receive their charters the state
5. only a few stockholders
6. sell their shareswill
7. operate other states

2. *Complete the expressions using the words from the box and make sentences with them:*

limited, foreign, liberal, individual, require, owner, corporations, authorities, do.

1.business
2. general
3.partnership
4. alien

5.countries
6. state
7. laws are
8. a certificate
9.business

3. *Put the words into correct order to make sentences.*

1. business has one A individual owner.
2. partnership by one general is owned owner and one or more other A limited owners.
3. is owned A corporation stockholders.
4. The elect directors to stockholders the corporation operate.
5. receive their Corporations charters from the authorities state.
6. receive their Foreign corporations charters outside from an state.

4. *Translate into English:*

1. Власники генеральних товариств несуть відповідальність по боргам і приймають участь у розподіленні прибутків.
2. Власники обмежених товариств інвестують обмежені суми і несуть обмежену відповідальність.
3. Акціонери звичайних корпорацій мало цікавляться питаннями управління корпорацією.
4. Акціонери різних корпорацій звичайно мають сертифікати, в яких вказано кількість отриманих ними акцій.
5. Більшість корпорацій-корпорації закритого типу з невеликою кількістю акціонерів.
6. Корпорації повинні отримати реєстраційні документи від влади штату.
7. Корпорації повинні отримати сертифікат (ліцензію) в тому штаті, де вони функціонують.

▪ ***Comprehension Check***

1. *Sum up what the text says about:*

- individual businesses
- general partnerships
- limited partnerships
- corporations
- alien corporations
- foreign corporations

- charters and certificates

2. *Answer the following questions:*

1. How many owners are there in individual businesses?
2. How many owners are there in general partnerships?
3. What shows the number of shares which the owners of a corporation have?
4. What are the corporations' directors functions?
5. Who do the corporations receive their charters from?
6. What does a charter state?
7. What do the corporations require to do business?

▪ ***Speaking/ Writing***

What are the different and common features of Ukrainian, British and American Business entities?

Text 5.

▪ ***Lead-in***

What are the possible ways of making new companies?

▪ ***Reading***

Takeovers and Mergers.

There are several relationships that may grow up between business in Great Britain and the United States of America. They are as follows:

- takeovers
- mergers
- amalgamation
- integration
- combination
- absorption etc.

No agreement has been reached among financial experts as to the precise difference in meaning between the terms.

The most popular are ***takeovers*** and ***mergers***.

In a takeover one company buys a controlling interest in another company by acquiring at least 51% of its shares. The company does this by making a direct approach to the company's shareholders for their shares. The company intending to take over will not necessarily consult the company it is taking over.

The Stock Exchange Council in London has drawn up a code of practice to regulate takeovers to prevent some abuses. One such abuse is secret dealing when a company wishes to take over secretly and buys its shares secretly. Another abuse is insider dealing thanks to information used for personal profit.

With a merger, two or more companies involved will consult with each other previously. They try to make a certain agreement on their merger to the satisfaction of both companies.

Active Vocabulary.

<i>Takeover</i>	поглинання
<i>To take over</i>	поглинати
<i>Merger</i>	злиття
<i>To merge</i>	зливатися
<i>Relation</i>	відношення, зв'язок
<i>Relationship</i>	взаємовідношення, зв'язки
<i>To relate</i>	встановлювати зв'язки, мати відношення
<i>Amalgamation</i>	злиття компаній
<i>Integration</i>	об'єднання
<i>Combination</i>	з'єднання
<i>Absorption</i>	злиття
<i>Agreement</i>	угода
<i>Precise</i>	точний
<i>Meaning</i>	значення
<i>Term</i>	термін
<i>To term</i>	називати
<i>Controlling interest</i>	контрольний пакет акцій
<i>To acquire</i>	набувати, здобувати
<i>At least</i>	принаймні
<i>Approach</i>	підхід
<i>To make a direct approach to smb</i>	особисто звернутися до когось
<i>To intend</i>	мати намір
<i>Council</i>	порада
<i>To draw up</i>	складати
<i>To prevent</i>	запобігати
<i>Abuse</i>	зловживання
<i>Dealing</i>	торговельні справи
<i>Insider</i>	член організації
<i>To involve</i>	включати
<i>The companies involved</i>	втягнуті компанії
<i>Previous</i>	попередній
<i>Previously</i>	заздалегідь
<i>To satisfy</i>	задовольняти

5. What other forms of companies, combining their capital are mentioned in the text?
6. Which of the six forms are the most popular?

▪ ***Speaking/ Writing***

What are the procedures of takeovers and mergers?

Additional Materials for Reading and Discussion.

Pre-reading task.

1. *What mistakes do people do when they start a business?*
2. *How to run a business successfully?*

Reading 1.

The Top Ten Mistakes that Entrepreneurs Make when Trying to Generate New Leads (And How to Avoid Them)

Mistake 1. Hiding Your Company from the World.

The internet is the great equalizer for small businesses, but you have to make it easy for people who are looking for your products or services to find you on the internet.

Search engine optimization (making it easier for people to find your website through search engines like Google) should be your top priority as a small business owner.

Mistake 2.” I am a Really Small Company “.

Just like when a person hands you a business card with the rough edges from separating it at the perforation after it was printed at home, a cheap looking or homemade looking websites is neon sign saying, “ I Am A SMALL BUSINESS....DO NOT TRUST ME.”

Mistake 3. Creating a Confusing Perception in the Marketplace.

This mistake made early in a business` history can follow you for years. When we first start out, we are trying to find any way that we can to generate revenue, so when times are tough in one product or service line, we dabble in others to make ends meet. People who see you promoting dissimilar product lines will wonder what exactly it is that you do.

Mistake 4. I Can Do It on My Own Mentality.

We become entrepreneurs because we are experts in a specific industry and we know that we can do it better than our competitors. However, we are never going to be experts in EVERYTHING, so it is important to surround yourself with other experts in different industries. You can either contract work out through subcontracting or joint ventures, or you can create alliances with other companies who support you but do not compete with you.

Mistake 5. Offering Something that the Market Does not Want.

You might have a great product or service that people actually want to buy but if you are promoting that product or service to a marketplace that does not want it you'll go broke. If you are networking with other entrepreneurs and your services are for prime contractors, you'll just become very frustrated. Go find where people in your market gather, and promote your company there instead.

Mistake 6. Salesperson Fangs.

This mistake is the absolute most annoying and will drive customers away in droves. It occurs when someone out of genuine interest or in some cases, just kindness asks a question about what the person does for a living, and in response, the person spends the next fifteen minutes talking about himself and how the listener really needs his product or service. Successful people tend to be pretty good listeners.

Mistake 7. Casting Your Pearls before Swine.

Just so you know, I am not calling your prospects swine. I am just saying that most small business people spend way too much time with people who they think are prospects but who have absolutely no chance of ever buying something from them. In order to be a good prospect for you, the person needs to have the resources to buy from you and the authority to buy from you. Don't spend a lot of time and effort building a reputation amongst people who are not in and will never be in your market. Find where your market gathers and build your reputation there.

Mistake 8. Giving a Pitch instead of Solving a Problem.

Most people walk into a meeting with a prospect or start a call with a prospect with a pitch in mind. So, before the prospect even identifies a problem or a need that she has, the pitch starts and we verbally jump all over the person with features and benefits about how great our product is. Remember that a successful entrepreneur is a one who solves problems for clients and customers, so spend less time talking about yourself and ask more questions about the prospect.

Mistake 9. No Follow Up (Web Visitors and Leads).

This used to be a big problem with face-to-face meetings where an entrepreneur collects a business card from a prospect and then just doesn't

do anything with it, but in the digital age, website visitor follow ups are way more valuable and rarely capitalized on effectively. For instance, if you look at most website statistics, you'll see a number of "page views" which is just the number of pages on your website that people have looked at in a given month. This number is almost always a big number, but then if you compare it with the number of people who actually request information from or buy from you, the latter is microscopic in comparison. More often than not the big difference in numbers comes because we don't make it easy for people to request information from or contact us.

Mistake 10. Slow Follow-Up.

In face-to-face meetings, if you don't follow up within 24 hours, your prospect will likely forget about most of your meeting because people are extremely busy. Website visitors are not as forgiving if you don't respect to them within a few minutes they will forget about you. When we surf the internet looking for solutions to our problems, we want instant gratification. If we don't get it, we just move on to the next site. Follow up quickly with your prospects, and you'll increase sales dramatically.

If you solve just some of these challenges that many small businesses face, you'll increase your income potential and your growth rate very quickly. This book was created to offer tangible step-by-step processes and ideas to conquer these and other obstacles that you'll likely face as you build your small business.

Reading 2.

Twenty steps to a successful business.

- Step 1 – Identity. Don't try to be somebody else.
- Step 2 – Belief. If you don't who will?
- Step 3 – Vision. See your business in the future.
- Steps 4 – Tenacity. Never ever give up.
- Step 5 – Patience. Rome was not built in a day.
- Step 6 - Positive Thinking. Optimism brings you higher success.
- Step 7 – Integrity. Don't try and cut corners.
- Step 8 – Motivation. Others are looking up to you.
- Step 9 – Inspiration. It is your ideas that will inspire others.
- Step 10 – Innovation. Think outside of the box.
- Step 11 - Decision Making. Action moves a business forward.
- Step 12 – Tolerance. Learn from others mistakes, don't blame.
- Step 13 – Trust. Once you have delegated, let it go.
- Step 14 – Commitment. Do what you say you are going to do.
- Step 15 – Determination. You will climb the ladder of success.
- Step 16 - Self Awareness. The one you know, not who others see.
- Step 17 – Purpose. Personal endeavour makes it happen.

Step 18 – Courage. Only as good as the chances you take.

Steps 19 – Challenges. Mental strength, don't let them stop you.

Step 20 – Confidence. You will be a great business leader.

Discussion.

1. What should businessmen do to avoid or to correct such mistakes?

2. What do you think of the given steps to a successful business?

UNIT 2. COMPANY STRUCTURE

Text 1.

- **Lead-in**

- a. *What kind of organization do you want to work for?*
- b. *In which department?*
- c. *Do you think it will later be possible to change department?*

- **Reading**

Company structure.

Companies vary in size and in the extent of their business activities. The firms range from small companies whose products or services reach only a few consumers to huge organizations that produce most of the goods and services in a particular field. The way a company is run reflects the nature of its business and attitudes of its management. No two business firms operate in exactly the same manner. However, nearly all companies have a similar organization that includes:

1. stockholders
2. top management
3. workforce

Stockholders, the owners of a company, ..3.. over the company's affairs and operations, vote on certain major questions of company policy, elect a board of directors to head the firm.

Top management of a corporation consists of the board of directors and the executive officers. The board of directors is a group of people who together determine basic company policies, make high-level decisions and appoint the executive officers. These officers include a chairperson of the board or chief executive officer, a president, and a number of vice presidents. These officers are responsible for carrying out the decisions of the board of directors and the stockholders. The executive officers also select the managers of the various departments of the corporation.

The chair of the company may be full-time or part-time. He or she presides over the board of directors, bringing wide knowledge of the business world and company management.

Directors may be either «non-executive» or «executive».

Executive directors are usually full-time employees of the company and they are most often high-level department heads or «vice-presidents». They become members of the board simply by virtue of the post they hold, and so recruitment of such officers is a matter for board approval.

Non-executive directors are people who are asked to join the board in an advisory capacity. They may be business management specialists or experts in a field associated with the company's business.

Managing director is the person who is responsible for the day-to-day running of the company, and for ensuring that the decisions of the board are implemented

Department heads are people responsible for the working of their respective departments and for interaction of the various departments.

Section leaders. If the departments are large enough, they may be split into sections, with the workers in each section reporting to a section head, who in turn reports to the head of department.

The number of departments in a company depends on its size and on the nature of the goods and services that it provides

Personnel or Human Resources department hires or fires employees and review salaries.

A manufacturing firm may need a **Research and Development** department to look for new ideas, study ways of developing new products and new designs or improving existing ones.

Retailing firms need **Public Relations** department to answer enquiries made by customers or inform the press of the latest products and changes within the company.

The **Information Technology** department ensures that all systems within the company work properly, and also designs and develops new applications to make it easier for employees to exchange and share information.

The **Production** department has the responsibility for every activity that helps produce a firm's goods and services. In a manufacturing company, the production department may employ industrial engineers, machine operators, and a plant maintenance crew. The department may be headed by a production manager who reports to the vice president in charge of production.

The **Finance** department handles all aspects of raising capital, making and receiving payments, and keeping financial records. It may include accountants, bookkeepers, and experts in statistics on its staff.

The Marketing department deals with selling goods and services to consumers. It evaluates prices, consumer demand, promotional activities, and other factors that affect sales. The department's staff may include specialists in advertising, market research, and public relations.

Active Vocabulary.

To vary

різнитися

To reach

досягати

Consumer

споживач

To reflect

віддзеркалювати

To run the business

управляти бізнесом

<i>Workforce</i>	робоча сила
<i>To vote</i>	голосувати
<i>To elect</i>	вибирати
<i>Executive officer</i>	посадова особа
<i>To determine</i>	визначати
<i>Chairperson</i>	голова (правління)
<i>Executive</i>	виконавчий
<i>Recruitment</i>	наймання
<i>Approval</i>	схвалення, згода
<i>Managing director</i>	виконавчий (ген.) директор
<i>To be responsible for</i>	бути відповідальним за
<i>To be responsible to</i>	бути підзвітним
<i>To take overall responsibility</i>	брати на себе всю відповідальність.
<i>To head a department</i>	керувати відділом
<i>To provide</i>	забезпечувати
<i>Interaction</i>	взаємодія
<i>To depend on</i>	залежати від
<i>Human Resources department</i>	відділ кадрів
<i>To hire</i>	наймати
<i>To fire</i>	звільняти
<i>Salary</i>	заробітна плата
<i>Research</i>	досягати
<i>To look for</i>	шукати
<i>To improve</i>	поліпшувати
<i>To change</i>	міняти
<i>To ensure</i>	забезпечувати
<i>To develop</i>	розвивати
<i>Accountant</i>	бухгалтер
<i>To deal with</i>	мати справу з
<i>To evaluate</i>	оцінювати
<i>Staff</i>	персонал
<i>Advertising</i>	реклама
<i>Sales</i>	продаж

▪ *Language Development*

1. Translate into Ukrainian:

1. Більшість компаній складається з акціонерів, керівництва та робочої сили.
2. Акціонери контролюють рішення компанії та вибирають раду директорів.
3. Рада директорів визначає політику компанії і призначає посадових осіб.

4. Керівники відділів відповідальні за свої відділи.
5. Виконавчий директор відповідає за повсякденний побіг справ у компанії.
6. Відділ інформаційних технологій відповідальний за комп'ютерне обладнання і забезпечує належну роботу всіх систем.
7. Відділ маркетингу вирішує, де і як успішно продати продукцію споживачам.
8. Відділ кадрів займається питаннями наймання та звільнення працівників.

2. *Form compound nouns or phrases:*

Managing	force
Executive	director
Public	management
Human	holders
Work	resources
Share	officer
Senior	relations

3. *Use the expressions below to make up sentences*

- deals with
- organizes
- manages/heads
- looks after
- -takes responsibility for
- is in charge of
- makes sure that
- works closely with

▪ ***Comprehension Check***

1. *Answer the following questions:*

1. What does the average company consist of?
2. What do stockholders control over in the company?
3. What do you know about a board of directors?
4. Who is responsible for company strategy, for making day-to-day decisions?
5. Name the executive officers of the company.
6. What does the number of departments in a company depend on?
7. Which department hires and fires workers?

8. What are the main tasks of the PR department?
9. With what tasks does Information Technology department deal with?
10. Who works in Finance department?

2. Here ten people describe their jobs. Can you guess what cards are theirs?

1. I have overall responsibility for the whole company.
2. My job is to make sure that the company has a good image.
3. I type letters and make appointments for my boss.
4. I make the products which the company sells.
5. I am the company's people manager.
6. I look after the company's money.
7. My job is to find and test new products.
8. I make sure that we have the products which people want to buy.
9. I do the books and prepare the balance sheet.
10. I am responsible for everything when the boss is away.

- a) Anna Johnson, Chief Accountant
- b) Peter Morris, Assistant General Manager
- c) Patrick Saunders, Managing Director
- d) Erica Graff, Secretary
- e) Alison Young, Public Relations Manager
- f) John Wood, Finance Director
- g) Linda Meyer, Human Resources Director
- h) Thomas Sutton, Director of Research and Development
- i) Tony King, Production Manager
- j) Helen Smith, Marketing Director

3. The senior managers (company officers) are responsible for these departments. Match the department titles with their functions.

- a) Sales and Marketing
 - b) Public Relations
 - c) Information Technology (IT)
 - d) Personnel or Human Resources
 - e) Finance
 - f) Production
 - g) Research and Development
 - h) Legal Affairs
 - i) Distribution
 - j) Purchasing
1. They decide in which regions it will be successful to sell products and what type of consumers they want to reach.

2. They make products, discuss the quality products, look for new ideas, experiment with new products.
3. They produce reports, work with accounts.
4. They reduce employees, and hire new staff, review salaries.
5. They answer enquiries made by customers, inform the press of the latest products and changes within the company.
6. They confirm trading relations through contractual arrangements, give legal advice
7. They plan how and when to transport the products to customers,
8. the buy parts from suppliers.

4. *Correct these statements:*

- a) Information Technology – thinks of ideas for new products
- b) R and D – recruits new staff
- c) Human Resources – makes the products
- d) Sales and Marketing – transport the products
- e) Purchasing – sells the products
- f) Production – processes orders from customers
- g) Customer Services – buys parts from suppliers
- h) Finance – looks after the computers.
- i) Distribution – work with accounts

Text 2.

▪ *Lead-in*

What is the difference between directors and managers?

▪ *Reading*

Directors and Managers.

As a rule a private company has only one director.

A public company must have at least two directors. Usually there is no upper limit on the number of directors a public company may have. The company's note-paper must list either all or none of the names of its directors.

A limited liability company or a corporation is headed by the board of directors elected by shareholders. The directors appoint one of their number to the position of managing director to be in charge of the day-to-day running of the company. In large organization the managing director is often assisted by a general manager. Some companies also have assistant general managers. Many directors have deputies who are named deputy directors.

Directors need not be shareholders. They are responsible for the management of a company's affairs. They are not subject to any residence or nationality restrictions.

Big companies have many managers heading departments. They are all responsible to the managing director. Among various departmental managers (directors) the following can be mentioned:

- Sales manager
- Personnel manager
- Chief manager
- District manager
- Sales and marketing manager
- Industrial engineering manager
- Etc.

Active Vocabulary.

<i>Upper</i>	верхній
<i>Upper limit</i>	верхня межа
<i>To head</i>	очолювати
<i>Board</i>	рада
<i>To appoint</i>	призначати
<i>To assist</i>	допомагати
<i>Deputy</i>	заступник
<i>Deputy director</i>	заступник директора
<i>Deputy minister</i>	заступник міністра
<i>Affair</i>	справа
<i>Restriction</i>	обмеження
<i>Responsible</i>	відповідальний
<i>Seller</i>	продавець
<i>Buyer</i>	покупець

▪ *Language Development*

1. Complete the sentences with the following words:

shareholders, directors, management, nationality, restrictions, board, assistant, public company
--

1. The company's note-paper must list either all or none of the names of its..... .
2. Directors need not be..... .
3. They are responsible for the.....of company's affairs.
4. They are not subject to any residence or..... .

5. A.....must have at least two directors.
6. The shareholders are to elect.....of directors.
7. Some companies also have.....general managers.

2. *Translate the sentences into Ukrainian:*

1. A public company may have as many director as it finds necessary, but not less than two.
2. The director are to appoint one of them to the position of managing director.
3. In large companies the managing director can be assisted by a general manager.
4. The managing director is to take care of day-to-day running of the company.
5. Companies can also have assistant general managers.

▪ ***Comprehension Questions***

1. How many directors can a private company have? And what about a public company?
2. Who heads a limited liability company?
3. How is managing director appointed? What are his duties?
4. Who is a general manager?
5. What is the status of director?
6. What managers do many companies have?

Text 3.

▪ ***Lead-in***

*What do you know about the secretaries' responsibilities?
Have you ever worked on this position?*

▪ ***Reading***

Secretaries.

There are two types of secretaries: company secretaries and private secretaries of executives.

Every company, both in Great Britain and the United States, is required, under the law, to have a company secretary.

Required, under the law of private companies the directors are free to appoint any suitable person for this position.

But in the case of public companies the company secretary must be a properly qualified person, a member of a recognized institute or association. He or she may be one of the directors of the company. But if the company has only one director, the director cannot also be the secretary.

The company secretary is the chief administrative officer of the company. He or she is normally responsible for the company, to comply with company law.

The correspondence of the company secretary is particularly concerned with shareholders' meetings, board meetings and various forms that must be sent outside. The company secretary may also deal with enquiries for information concerning other firms, although the accounts department often handles these matters. Administrative questions come into the sphere of the company secretary, under instructions of the board of directors.

As to private secretaries of executives they are practically personal assistants of executives. A secretary answers telephone calls, receives messages and makes telephone calls on the instruction of her boss.

A secretary also helps in organization of meetings and conferences, entertainments of visiting customers, suppliers and other associates of the firm. She also deals with all the correspondence of her boss.

Secretaries write letters on making appointments or travel arrangements, letters of introduction, congratulation or condolence, invitations and replies to invitations.

Secretaries use various office equipment, like microcomputers, fax machines, photocopying machines and others.

Active Vocabulary.

Executive
Executive committee
To suit
Suitable
To qualify
Properly qualified
To recognize
Recognition
Officer
To comply with smth.
To be concerned with smth.
Enquiry
To handle
Message
To entertain

Entertainment
To arrange
Associate
Congratulation
Condolence
Invitation
To reply

▪ ***Language Development***

1. *Fill in the correct prepositions:*

- required the law
- suitable person this position
- responsiblethe company
- concerned shareholders` meetings
- deal enquiries
- makes telephone calls the instruction
- replies invitations

2. *Complete the sentences with the following words:*

letters, law, matters, forms, instructions, personal, assistants, office, equipment

1. The company secretary is normally responsible for the company, to comply with company..... .
2. He is particularly concerned with various.....that must be sent outside.
3. Although the accounts department often handles these..... .
4. Administrative questions come into the sphere of the company secretary, under.....of the board of directors.
5. As to private secretaries of executives they are practically.....of executives.
6. A secretary answers telephone calls, receive messages and makes telephone calls on theon her boss.
7. Secretaries write.....on making appointments or travel arrangements,.....of introduction, congratulation or condolence, invitations and replies to invitations.
8. Secretaries use various....., like microcomputers, fax machines, photocopying machines and others.

▪ ***Comprehension questions:***

1. *What are the two main types of secretaries?*
2. *What are the main responsibilities of the company's secretary?*
3. *What are the main tasks of the private secretaries?*

UNIT 3. SELLING

Text 1.

▪ **Lead-in**

*How could you characterize selling as business activity?
Is this process important in your life?*

▪ **Reading**

Selling.

Selling is one of the most important business activities. A company cannot earn money unless people buy its products. The more the company sells, the more it needs to produce. Increased production, in turn, creates jobs and benefits the economy as a whole. Selling has been practiced for thousands of years, and it has played an important role in the economic development of many nations. Through the centuries, salespeople have helped persuade people to buy new and better products.

Consumers buy products chiefly from supermarkets and department stores. However, in many cases, a product is bought and sold several times before a consumer finally purchases it. Most manufacturers sell products to business firms called *wholesalers*, who sell the goods to *retailers*. The retailers in turn, sell the products to consumers. These are indirect channels. A direct channel moves goods from the manufacturer or producer to the customer.

Wholesaling is a part of marketing system. It provides channels of distribution which help bring goods to the market. Wholesaling is often a field of small business, but there is a growing chain movement in the western countries.

Types of wholesalers .There are 2 basic types of wholesalers:

- Wholesalers of industrial goods who act as intermediaries between manufacturers and industry service providers
- Wholesalers of consumer products who act as intermediaries between manufacturers and retailers

Two-thirds of the wholesaling middlemen are merchant wholesalers who take title to the goods they deal in. There are also agent middlemen who negotiate purchases or sales or both. They do not take title to the goods they deal in and do not earn salaries. They receive commissions (a percentage of the value of the goods they sell).Wholesalers simplify the process of distribution. Most wholesalers buy products from a number of manufacturers and concentrate on assembling different brands in one

category of product. For example, a grocery wholesaler might buy cornflakes, shredded wheat, and other breakfast cereals from several makers. As a result, he reduces the problem of both manufacturer and retailer: a retailer can offer consumers a variety of brands without buying from many manufacturers. Wholesalers travel to retail stores to provide information on their products and to persuade retailers that those products will appeal to consumers. They must know what items the store needs, the brands available, and the terms under which the products are sold. Unlike retail salespeople, who usually deal with one buyer at a time, sales representatives for wholesalers and manufacturers may have to persuade several individuals in a business to buy the product. In a department store, for example, the funds available to buy clothing may be split between the men's clothing buyer and the buyer of women's clothing. The wholesaler who sells clothing to the store may have to please both buyers before a single sale can be completed. In some cases, the sales agent must persuade members of a buying committee to choose the product, because some members are concerned with the reaction of the customers to the product, and others are more interested in reducing the price.

Active Vocabulary.

<i>Increased production</i>	приріст виробництва
<i>Create jobs</i>	створювати робочі місця
<i>Benefit the economy</i>	сприяти економіці
<i>Persuade people to buy</i>	переконувати покупців
<i>Wholesaling</i>	оптова торгівля
<i>Provide channels of distribution</i>	забезпечувати системою збуту
<i>Growing chain movement</i>	зростає мережа оптових магазинів
<i>Wholesaling middlemen</i>	оптовий посередник
<i>Merchant wholesaler</i>	оптовий скупник
<i>Take title to the goods</i>	придбати товар як власність
<i>Agent middlemen</i>	посередник
<i>Negotiate purchases or sales</i>	вести переговори про купівлю (продаж)
<i>Earn salaries</i>	заробляти платню
<i>Receive commissions</i>	отримувати комісійні(% від продажу)
<i>Assemble different brands</i>	збирати різні види, марки товару
<i>Brands available</i>	доступні торгові марки
<i>Under the terms</i>	за умовами
<i>To please both buyers</i>	задовольняти обох покупців
<i>Buying committee</i>	комітет по закупівлі
<i>Be concerned with</i>	перейматись

▪ *Language Development*

1. Fill in the correct preposition:

1. practiced thousands of years
2. important role the economic development
3. sell the products consumers
4. buy products a number of manufacturers
5. information their products
6. one buyer a time
7. a department store
8. concerned the reaction of the customers
9. interested reducing the price

2. Fill in the missing words:

- 1is one of the most important.....activities.
2. Through the centuries,have helped.....people to buy new and better products.
3. Most manufacturers sell products to business firms called....., who sell the goods to..... .
4. Two-third of the wholesaling middlemen are.....wholesalers.
5. There are also who negotiate purchases or sales or both.
6. Wholesalers.....the process of distribution.
7. They receive.....(a percentage of the value of the goods they sell)

3. Use the following expressions to make sentences:

- an important role
- economic development
- to sell products
- marketing system
- receive commissions
- different brands
- to appeal to consumers
- to earn salaries
- to please buyers
- to choose the product

4. Continue the following sentences:

1. Companies cannot earn money unless.....
2. Consumers buy products from.....
3. Wholesalers sell the goods.....
4. Wholesaling provides.....
5. Wholesalers act as.....
6. Agent middlemen negotiate.....
7. Wholesalers travel to retail stores.....
8. Sales agent must persuade.....

5. Give the definitions of the following:

- benefit
- a manufacturer
- commissions
- a consumer
- a department store
- a buying committee
- a middleman
- brands

▪ ***Comprehension questions***

1. How does selling business affect the economy?
2. What channels help bring goods to the customer?
3. What is the aim of wholesaling?
4. What is the difference between a merchant wholesaler and an agent middleman?
5. In what way does wholesaling simplify the process of distribution?
6. What must sales representatives for wholesalers know and do?

Text 2.

▪ ***Lead-in***

What do you know about retailing?

▪ ***Reading***

Retailing.

Retailing is the final step in bringing goods to consumers. Thus, the retailer is the most expensive link in the chain of distribution. Being middlemen, the retailers make their profit by charging the customer 25 to 100% more than the price they paid for the item. Many retailers sell both goods and services. A clothing store, for example, may perform alterations as well as sell clothes. Retail salespeople sell directly to consumers for use, rather than to other firms for resale. (When an automobile manufacturer needs tires for the cars it builds, it does not buy from a retailer. But individuals who need tires for their cars buy them from a retail tire dealer.) Unlike salespeople for manufacturers and wholesalers, most retail salespeople do not call on their customers. Instead, they work in stores and wait for people to come to them. They help customers chiefly by answering their questions about what products the store carries, where to find them, and how much they cost. Some retailers sell goods through catalogs, by mail order, telephone, Internet, and vending machine.

Retailers perform several functions as part of the marketing system.

- They assume risk by buying merchandise without any guarantee that they will be able to sell it and by extending credit to consumers who purchase their goods
- Retailers bring buyers and merchandise together by purchasing products in large lots and dividing them up for sale in smaller quantities that are more convenient for customers.
- Retailers stock a variety of goods to provide customers with a wide range of choice and quick delivery
- Through advertising and other types of promotion, retailers help attract consumers to producer's goods
- Also, because of their day –to-day contact with customers, retailers are in a good position to know what consumers want. They can, therefore, provide producers with information on consumer's buying habits.
- Retailers provide a convenient location. Besides, they often guarantee and service the merchandise they sell, and can finance the customer by extending credit

In the US, for example, there are more than 2 million retail establishments, and more than 15 million people are employed in retail-related jobs. Careers include such positions as salesperson, credit manager, fashion coordinator, merchandise buyer, manager, and owner. Retail firms can be classified according to the products they sell and in a number of other ways. Some stores are located in downtown areas, but others are in shopping malls. Some are owned by individual proprietors, and others are part of large, national chains. There are specialty stores or single line retailers (They sell a single type of merchandise, such as clothing, books records, or jewelry, however, nowadays there is a trend for many single line stores to take on a greater variety of supplies.), department stores,

discount stores (which operate largely on a self-service basis), cooperatives, supermarkets, chain stores (groups of stores whose activities are coordinated by a common, central management). In some chains, all stores are owned by a single company. In others, each store is owned by an individual proprietor who pays a fee for the franchise.

Consumers buy certain products from salespeople who do not work in stores.

Insurance agents call on customers in their homes to sell insurance. Many houses are bought and sold with help of salespeople known as **real estate agents**. These agents prepare newspaper advertisements describing houses that are for sale, show houses to possible buyers, and provide other information and services. Salespeople called **stockbrokers** help people buy and sell stocks. Brokers work in brokerage houses and stock exchanges. They conduct much of their business over the telephone. Some salespeople sell products door-to-door or through parties in people homes. The products most often sold by this method, which is called direct selling, include reference books, such as encyclopedias, appliances, cosmetics.

Active Vocabulary.

<i>Link in the chain</i>	ланка в системі
<i>Charge the customer</i>	брати зі споживача
<i>Perform alterations</i>	виконати елементи переробки одягу
<i>For resale</i>	на перепродаж
<i>Retail tire dealer</i>	торговець автопокришками у роздріб
<i>By mail order</i>	замовлення поштою
<i>Vending machine</i>	торговий автомат
<i>Assume risk</i>	брати на себе ризик
<i>Extending credit</i>	довгостроковий кредит
<i>Stock a variety of goods</i>	накопичувати великий обсяг товарів
<i>Through advertising</i>	за допомогою реклами
<i>Attract consumers to a producer's goods</i>	приваблювати покупців товарами виробника
<i>Retail establishments</i>	пункти роздрібної торгівлі
<i>Retail-related jobs</i>	ремесла, пов'язані з торгівлею у роздріб
<i>Downtown areas</i>	центральні райони міста
<i>Shopping mall</i>	торговий пасаж
<i>Specialty store, single line retailer</i>	спеціалізований магазин
<i>Discount store</i>	магазин за зниженими

<i>Chain stores</i>	цінами
<i>Pay a fee for the franchise</i>	сітка магазинів
	виплачувати винагороду за
	особливі привілеї
<i>Insurance agent</i>	страховий агент
<i>Real estate agent</i>	агент по торгівлі
	нерухомістю
<i>Be for sale</i>	виставляти на продаж
<i>Stockbroker</i>	біржовий маклер
<i>Appliances</i>	пристрої, прилади

▪ *Language Development*

1. *Fill in the missing words:*

- 1.....is the final step in bringing.....to consumers.
2. Retailers.....directly to consumers for use, rather than to other firms for..... .
3. Retailers perform severalas part of thesystem.
4. Some stores are located in
- 5..... Call on customers in their homes to sell insurance.
- 6..... prepare newspaper advertisements describing houses that are for sale.
7. Salespeople called.....help people buy and sell stocks.

2. *Complete the passage using appropriate forms of the words in brackets. (control, stock, deal, surplus, market, order, model, secure)*

Sephora is a French beauty supermarket chain which has revolutionized the way that perfumes and fragrances are sold. Sephora operates in a ...1..... that has traditionally been served either by small exclusive perfume stores or by department stores. It ...2.....a wide selection of top products from beauty houses like Chanel and Estee Lauder. Two years ago the original founder of Sephora, Dominique Mandonnaud, was approached by the luxury chain LVMH (Moet Hennessy- Louis Vuitton) with an offer to buy the company and one year later a ...3....was made. Today Daniel Richard, the new president,...4....all aspects of the business. He has managed to....5..... the support of many of the big brands in the perfume business and has placed big....6....with them. Sephora has ambitious plans for the future, and recently opened a store in New York.

3. *Translate the text into Ukrainian:*

Companies and markets.

The market, the free market and market economy describe an economic system where prices, jobs, wages, etc. are not controlled by government, but depend on what people want to buy and how much they are willing to pay.

People who buy everyday services such as travel or telephone services are called customers. You can also talk about users or end-users of a product or service, who may not be the people who actually buy it.

People who buy products or services for their own use are consumers, especially when considered as members of large groups of people buying things in advanced economies.

A person or organization that buys something is a buyer or purchaser. These words also describe someone in a company who is responsible for buying goods that the company uses or sells. These people are also buying managers or purchasing managers.

A person or organization that sells something is a seller. In some contexts, for example selling property, they are referred to as the vendor. People selling things in the street are street vendors.

Buyers and sellers of a particular goods or services in a place, or those that might buy them, form a market.

4. Study the following word combinations with *market*:

market forces/ market pressure the way a market econ. makes sellers produce what people want, at prices they are willing to pay

market place producers and buyers in a particular market economy, and the way they behave

prices prices that people are willing to pay, rather than ones fixed by a government

reforms changes a government makes to an economy, so that it becomes more like a market economy

« **Market** » is often used in such combinations as:

- market growth,
- market segment,
- market segmentation,
- market share,

- market leader.

5. Complete sentences with these combinations.

1. Tesco is the.....among UK supermarkets as it sells more than any of the other chains.
2. In the late 1990s, Internet use was doubling every 100 days and.....was incredible.
3. The Sofco software company divides the software market into large companies, small companies, home office users, and leisure users. This is its..... .
4. Women are a particularly interesting target for the Nissan Micra. They are an important.....for Nissan.

6. Complete each sentence with the appropriate word:

an order, dispatch, supplier, refund, turnover.

1. The machines were faulty, so we returned them to our..... .
2. Alpha Tex will place an.....on condition that we give an extra discount for cash.
3. They guarantee that they will.....our money if we are not fully satisfied.
4. Our shop has a.....of \$3,000 a week.
5. They promised to.....the goods within two days of our order, but they have not arrived yet.

7. Match each word to its definitions.

- | | |
|-----------------|--|
| 1. a supplier | a) a request by a customer for goods or services |
| 2. a retailer | b) a document sent by a seller to a customer that lists the goods sold and says how much they cost |
| 3. a wholesaler | c) a person or company that sells a particular type of products to a customer |
| 4. an invoice | d) the value of the goods or services sold during a certain period of time |
| 5. an order | e) a person or company that sells goods in large quantities to businesses |

6. turnover f) a company or a person that sells goods to members of the public

8. *Choose the correct word to complete each sentence:*

1. We offer a.....to customers who buy in bulk
a) refund b) discount c) delivery
2. We ask customers who are not fully satisfied to.....goods within seven days.
a) refund b) return c) discount
3. In order to get a full....., customers must send back goods in the original packaging.
a)refund b) return c) discount
4. Goods will be.....within 24 hours of your order.
a) dispatched b) purchased c) exchanged
5. Goods are kept in our.....until ready for delivery.
a)stock b) storage c) warehouse
6. Products and services offered at a large discount are generally a(an)..... .
a)sale b) bargain c) offer

9. *Complete the sentences below with words and phrase:*

share price, workforce, profit, turnover, subsidiary, market share, head office.
--

1. The amount of money a company receives from sales in a particular period is called its..... .
2. The money a company makes after taking away its costs is its..... .
3. A company which is more than 50% owned by a parent company is called a..... .
4. The employees in a particular country or business are called the..... .
5. The percentage of sales a company has in a particular market is its..... .
6. The main building or location of a large organization is its..... .
7. The cost of a company's shares is its..... .

10. *Complete the sentences below with suitable words and phrase:*

I am pleased to say the company has continued its excellent performance. We are changing, growing and doing well at a difficult

time for the industry.was \$45 million, an increase of 15% on last year, and.....rose to \$5 million.

We are a highly, competitive business. We have increased our.....to 20%. Consequently our.....has risen and is now at an all-time high of \$10.

Increased production and strong demand have had a positive effect on our cash flow, so we are able to finance a number of new projects. We have successfully moved to our new.....in central London. We are now planning to start full production at the recently opened Spanish.....in October.

Finally, thanks once again to our loyal and dedicated..... .

▪ ***Comprehension questions***

1. What is the final step in bringing goods to consumers?
2. What is retailing?
3. How can retail firms be classified?
4. What would a retailer have to do without wholesaler?
5. Do retailers only sell goods?
6. In what way do retailers serve a manufacturer?
7. In what way do retailers serve a customer?
8. Why is retailing the most expensive link in the chain of distribution?
9. How do retailers make their profit?
10. Do retailers sell goods only from stores?
11. What are the types of retailing?
12. What are the types of salespeople that do not work in stores?

▪ ***Grammar Revision***

1. *Correct the three sentences that use the wrong form of the verb.*

1. Our company looks for a new Marketing Manager.
2. We rarely raise our prices by more than 3%.
3. We are bringing marketing and sales resources closer to customer.
4. Our largest subsidiary, based in Ottawa, is going through a difficult period.
5. This year, all our sales staff learn French.
6. At the moment, we are not knowing the profit figures.

2. *Complete the text using the Present Simple or Continuous of the following verbs:*

Sofia Grammatopoulos is Marketing Manager at Kayavis Food Wine S.A., an expanding medium-sized business in Thessaloniki. She.....the work of a team of three people. Kayavis.....distributors in eleven countries in Europe and America, so Sofia often.....abroad. Next week, she.....to Canada to visit their new retail outlet. She.....Greek, English, and Danish. At the moment she.....an intensive German course because the owner of Kayavis.....of opening a shop and a large restaurant in Munich.Sofia.....that she will have to work on Germany for six months, so she.....herself for her new assignment as best as she can.

3. Make questions for these answers. All the information is in the text in exercise 2.

1. What does Sofia do? – She co-ordinates the work of a team of three people.

2.....

Eleven.

3.....

Next week

4.....

To visit their new retail outlet.

5.....

Greek, English and Danish

6.....

Because she will have to work in Germany.

7.....

in Munich.

▪ *Speaking/ Writing*

Look at the list of potential problems for British retailers entering the US market. Which of these do you think are the actual problems?

1. assuming that American and British consumers have the same tastes
2. not investing enough money in their operations
3. offering too many products for sale
4. not advertising enough
5. not having high enough prices
6. taking too long to react to competition

7. sending UK managers to run the stores
8. choosing the wrong locations for stores

▪ ***Discussion***

*Read the extracts below from Julian Richter's book *The Richer Way*. What do you think of the company's approach to customer service? What experiences have you had of good or bad service in shops?*

« We train our staff to take responsibility. If a customer has a complaint, the first thing the sales assistant does is apologies, even if he or she knows nothing about the circumstances. Then they go on to sort the problem. »

« Every month the three winning shops in our customer service competition, the Richer Way League, win a car for a month. Two get Bentleys and one a Jaguar XJS convertible. The car is theirs to use as they wish, we pay the petrol. »

« At Richer Sounds we hand out gold aero plane badges for our « high flyers» -staff who have performed above and beyond the call of duty, perhaps by giving exceptional customer service, or having a really brilliant idea.»

UNIT 4. MARKETING

Text1.

▪ **Lead-in**

Answer the following points:

- How do you understand the term « marketing»?
- Have you ever heard about marketing mix? What does it mean?
- Think of some products you have bought recently. Why did you buy them?
- What influenced your decision to buy?

▪ **Reading**

Marketing.

One of the areas of management is marketing. It is the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives. Marketing makes products available where customers want them.

Implementation of marketing concept begins and ends with marketing information about customers-first to determine what customers need, and later to evaluate how well the firm is meeting those needs.

A market consists of people with their needs, the ability to buy, and the desire and ability to sell. Markets are classified as consumers and industrial markets.

Buying, selling, market research, transportation, storage, advertising-these are all parts of the complex area of business known as marketing. In simple terms, marketing means the movement of goods and services from manufacturer to customer in order to satisfy the customer and to achieve the company's objectives.

A business firm controls four important elements of marketing which are called – a marketing mix. A firm's marketing is the combination of the product, the price of the product, the means for its distribution, and the promotion of the product to reach a firm's target market.

A firm can vary its marketing mix by changing anyone or more of these ingredients. Thus a firm may use one marketing to reach one target market and a second, somewhat different marketing mix, to reach another target market. For example, most automakers produce several different types of vehicles and aim them at different market segments based on age and income.

- a) – the product ingredient includes decisions about the product’s design, brand name, packaging, warranties and the like.
- b) – the pricing ingredient includes both base prices and discounts of various kinds.
- c) – the distribution ingredient involves not only transportation and storage but also the selection of intermediaries.
- d) – the promotion ingredient focuses on providing information to target markets. The major forms of promotion include advertising and publicity.

A marketing strategy is a plan for the best use of an organization’s resources to reach its objectives.

Developing a marketing strategy involves selecting and analyzing a target market and maintaining a marketing mix that will satisfy that market.

A target market is chosen through the market segmentation approach. A market segment is a group of individuals or organizations within a market that have similar characteristics and needs. The market segmentation approach directs a marketing mix at a segment of a market.

Market measurement and sales forecasting are used to estimate sales potential and predict product sales in specific market segments. Strategies are then monitored and evaluated through marketing research and marketing information system, which stores and processes internal and external data in a form suitable for marketing decision making.

Active Vocabulary.

<i>To execute</i>	виконувати
<i>Pricing</i>	ціноутворення
<i>Promotion</i>	просування
<i>Distribution</i>	розповсюдження, розподіл
<i>Goods</i>	товар, товари
<i>To create</i>	створювати
<i>Exchange</i>	обмін
<i>To satisfy</i>	задовольняти
<i>Available</i>	існуючий
<i>Implementation</i>	здійснення
<i>Customer</i>	споживач, покупець
<i>To determine</i>	визначати
<i>To evaluate</i>	оцінювати
<i>Consumer market</i>	споживчий ринок
<i>Industrial market</i>	промисловий ринок
<i>Marketing mix</i>	комплекс маркетингу (елементи)
<i>Target market</i>	цільовий ринок
<i>To vary</i>	змінюватися
<i>Vehicle</i>	транспортний засіб
<i>Market segment</i>	сегмент ринку
<i>Packaging</i>	упаковка

<i>Warranty</i>	гарантія
<i>Storage</i>	зберігання
<i>Intermediary</i>	посередник
<i>To provide</i>	надавати, забезпечувати
<i>Advertising</i>	рекламування
<i>To reach</i>	досягати
<i>To create</i>	створювати
<i>To maintain</i>	підтримувати
<i>To satisfy</i>	задовольняти
<i>Approach</i>	підхід
<i>Similar</i>	подібний
<i>Measurement</i>	вимірювання
<i>Forecast</i>	прогноз
<i>To monitor</i>	перевіряти, контролювати
<i>To evaluate</i>	оцінювати
<i>To store</i>	зберігати
<i>To process</i>	обробляти
<i>Internal</i>	внутрішній
<i>External</i>	зовнішній
<i>Suitable</i>	придатний
<i>Decision making</i>	прийняття рішення

▪ *Language Development*

1. Translate into Ukrainian:

Pricing, distribution,
 promotion, goods and services,
 customer, ownership of products,
 buyer, seller,
 ability, consumer market,
 industrial market, target market,
 marketing mix, price of the product,
 promotion of the product, distribution,
 ingredient, distribution ingredient,
 promotion ingredient, market segment,
 segmentation approach, profit,
 pricing strategy, storage,
 transportation, intermediary,
 advertising, marketing research,
 income, internal and external data,
 evaluate, create,
 satisfy, involve in,
 achieve, determine,
 maintain, forecast,

predict, monitor,
produce, develop.

2. Find the English equivalents:

- Процес планування,
- просування і розповсюдження,
- товари і послуги,
- індивідуальні і організаційні цілі,
- споживач,
- споживчий ринок,
- цільовий ринок,
- елементи маркетингу,
- продукція,
- ціновий компонент,
- цінова стратегія,
- рекламування,
- знижка,
- сегмент ринку,
- посередник,
- купувати,
- продавати,
- задовольняти потреби,
- прогнозувати,
- визначати,
- оцінювати,
- досягати,
- виробляти,
- розробляти,
- виконувати.

3. Fill in the blanks:

1. Marketing is the process of.....andthe conception, pricing, promotion and distribution of ideas, goods, and services to create....that satisfy individual and organizational objectives.

2. Markets are classified asand....markets.

3. A....is the combination of the product, its price,, and promotion.

4. The....ingredient of the marketing mix includes decisions about the product's design,, packaging,, and the like.

5. The major forms of the product promotion include....and.... .

6. The distribution ingredient involves not only transportation andbut also the selection of

7. The ingredients of the marketing mix are....elements.

8. A marketing strategy is afor the best use of organization's resources to meet its.... .
9. A market segment is a group of....or....within a market that has similar characteristics and needs.
10. Strategies are monitored and evaluated through marketing.... and.... .

4. *Translate into English.*

- 1.Ринок складається з людей з їх потребами, здатністю купувати і бажанням і здатністю продавати.
2. Маркетинг робить продукцію наявною там, де вона потрібна споживачам.
- 3.Комплекс маркетингу-це сукупність продукції, її ціни. засобів розподілу продукції та її просування.
4. Основні види просування продукції включають рекламування і широке оповіщення.
- 5.Складова розподілу включає не тільки перевезення і зберігання, а також вибір посередників.
- 6.Складова ціноутворення включає як базисні ціни, так і різноманітні знижки.
7. Розвиток ринкової стратегії включає відбір і аналіз цільового ринку, а також створення і підтримку елементів маркетингу, які будуть задовольняти цей ринок.

5. *« The four Ps » form the basis of the marketing mix. If you want to market a product successfully, you need to get this mix right. Match the « Ps » 1 to 4 to the definitions a) to d).*

- | | |
|--------------|---|
| 1. Product | a) the cost to the buyer of goods or services |
| 2. Price | b) informing customers about products and persuading them to buy them |
| 3. Promotion | c) where goods or services are available |
| 4. Place | d) goods or services that are sold |

7. *For each group of words 1 to 5:*

a) fill in the missing vowels.

b) match the words to the definitions a) to c).

1. market r_s_rch
 s_gm_nt
 sh_re

- a) the percentage of sales a company has
- b) information about what customers want and need
- c) a group of customers of similar age, income level and social group

2. consumer b_h_v_r
 pr_f_l
 g_ds

- a) description of a typical customer
- b) where and how people buy things
- c) things people buy for their own use

3. product l_nch
 l_f_cycl_
 r_ng_

- a) introduction of a product to the market
- b) length of time people continue to buy a product
- c) set of products made by a company

4. sales f_r_c_st
 f_g_r_s
 t_rg_t

- a) how much a company wants to sell in a period
- b) how much a company thinks it will sell in a period
- c) how much a company has sold in a period

5. advertising c_mp_gn
 b_dg_t
 _g_ncy

- a) a business which advises companies on advertising and makes ads
- b) an amount of money available for advertising during a particular period
- c) a programme of advertising activities over a period, with particular aims

▪ ***Comprehension Tasks***

- 1. Define the term **marketing**.
- 2. What does implementation of marketing concept begin and end with?

3. What does a market consist of?
4. Define the term a **marketing mix**.
5. Can a firm vary its marketing mix?
6. For what purpose may a firm vary its marketing mix?
7. Give an example when a firm changes its marketing mix.
8. List all ingredients of the marketing mix.
9. What do the major forms of a product promotion include?
10. What does developing a marketing strategy involve?
11. State the purpose for which market measurement and sales forecasting are used.
12. How are strategies monitored and evaluated?

Text2.

▪ *Lead-in*

How do you understand the difference between marketing, sales and advertising?

▪ *Reading*

Marketing

Marketing is often confused with sales or with advertising but it is these and much more. Marketing is a complete process within the business which includes:

- finding out what the customer wants – this is called “market research “and involves finding out what types of products are wanted (product policy) and what prices consumers are prepared to pay.
- helping to produce the right product at the right price.
- persuading customers to buy the product – by means of advertising and packaging.
- transporting the product to the customer in the most convenient and efficient way which means distribution.

The easiest way to remember what marketing is all about is to remember what the marketing people call the **marketing mix** i. e. the Four Ps:

- product
- price
- promotion
- place

Product.

Product involves decisions about the product's quality, its style and design, the branding policy (how to ensure that customers recognize the brand name), how to package it and what guarantees to offer.

Price.

Price means the need to set not only the price itself but also any discounts which might be given and allowances permitted e. g. \$50 for your old cooker when you buy a new one.

Promotion.

Marketing involves the choice of how the product is promoted – the advertising and the publicity it is given.

Place.

Place refers to how the product is distributed and through what types of shop or other organizations.

Active Vocabulary.

<i>To confuse</i>	змішувати, переплутати
<i>To persuade</i>	переконувати
<i>To allow</i>	дозволяти
<i>Allowance</i>	знижка,
<i>To permit/to give allowance</i>	давати знижку

▪ ***Language Development***

1. Fill in the correct prepositions:

1. confused sales
2. process the business
3. the most convenient and efficient way
4. distributed shops
5. transporting the product the customer
6. right product the right price

2. Translate the following sentences into English:

1. Успішний маркетинг має своїм результатом найкращі продукти, щасливих клієнтів, високий прибуток.
2. Комплекс маркетингу – це дуже простий спосіб для досягнення успіху.
3. Там, де клієнти чутливі до ціни, ціна домінує в комплексі маркетингу і встановлення правильної ціни дуже необхідне.

4. Ціна – це найбільш гнучкий елемент маркетингу, оскільки ви можете змінювати її швидко та легко.

5. Немає фіксованого зв'язку між ціною та затратами: ви можете підняти ціни, навіть якщо затрати не зросли, та знизити їх без зменшення затрат.

3. Use the following expressions to make sentences:

- market research
- right price
- means of advertising
- branding policy
- discounts and allowances
- product's quality

▪ *Comprehension Tasks*

1. Answer the following questions:

- What is “market research” ?
- With what notions is marketing sometimes confused?
- What is the difference between those notions and marketing?
- What are the Four Ps?
- What does the term branding policy mean?
- What allowances can sometimes be permitted to attract consumers?

2. Complete the magazine article with the following words:

<i>Cynical consumers competition markets effective pitches customers marketers impressed</i>
--

« In a world of ever increasing1.....many companies are happy to use this new way to reach.....2..... . Corporate.....3.....say that certain points in life make people especially vulnerable to sales.....4..... Companies such as Procter and Gamble have found this to be a very.....5.....way to target extremely profitable.....6.....such as young couples. US newly-weds spend an average of \$70bn in the first year of marriage. One study shows that 67 per cent of women wear the same perfume they wore when they got married and a Bride's magazine study showed that three years of marriage women were still...7.....of the same stores they had shopped in before

the wedding. While the gift bags do appeal to a lot of young couples, others are a little less.....8..... .

- ***Speaking***

Think of other « points in life» when people would be « particularly vulnerable» to marketing tactics such as these?

Text3.

- ***Lead-in***

What functions does marketing have?

- ***Reading***

Major Marketing Functions.

1. Exchange Functions:

All companies such as manufacturers, wholesalers, and retailers buy and sell to market their merchandise.

- Buying includes such functions as obtaining raw materials to make products, knowing how much merchandise to keep on hand, and selecting suppliers.
- Selling creates possession utility by transferring the title of a product from seller to customer.

2. Physical Distribution Functions:

These functions involve the flow of goods from producers to customers. Transportation and storage provide time utility, and place utility, and require careful management of inventory.

- Transporting involves selecting a mode of transport that provides an acceptable delivery schedule at an acceptable price.
- Storing goods is often necessary to sell at the best selling time.

3. Facilitating Functions:

These functions help the other functions take place.

- Financing helps at all stages of marketing. To buy raw materials, manufacturers often borrow from banks or receive credit from suppliers. Wholesalers may be financed by manufacturers, and retailers may receive financing from the wholesaler or manufacturer. Finally, retailers often provide financing to customers.

- Standardizing sets uniform specifications for products or services. Grading classifiers products by size and quality, usually through a sorting process. Together, standardization and grading facilitate production, transportation, storage and selling.
- Risk taking – even though competent management and insurance can minimize risks – is a constant reality of marketing because of such losses as bad debt expense, obsolescence of products, theft by employees, and product – liability lawsuits.
- Gathering market information is necessary for making all marketing decisions.

Active vocabulary.

<i>Major</i>	основний
<i>Function</i>	функція
<i>Wholesaler</i>	гуртовик
<i>Retailer</i>	роздрібний торговець
<i>Merchandise</i>	товар, товари
<i>Obtain</i>	придбати
<i>Raw materials</i>	сировина
<i>Keep on hand</i>	мати в наявності
<i>Supplier</i>	постачальник
<i>Distribution</i>	розподіл
<i>Involve</i>	включати
<i>Flow of goods</i>	потік товарів
<i>Storage</i>	зберігання
<i>Inventory</i>	існуючи в наявності товари
<i>Mode of transport</i>	спосіб транспортування
<i>Provide</i>	забезпечувати
<i>Acceptable</i>	прийнятний
<i>Delivery schedule</i>	графік доставки
<i>Facilitating function</i>	допоміжна функція
<i>Stage</i>	етап. стадія
<i>Borrow</i>	позичати
<i>Standardizing</i>	стандартизація
<i>Set</i>	встановлювати
<i>Grading</i>	сортування
<i>Facilitate</i>	полегшувати
<i>Risk taking</i>	прийняття ризику
<i>Even though</i>	і навіть
<i>Loss</i>	втрата, збиток
<i>Bad debt expense</i>	велика заборгованість
<i>Obsolescence</i>	застарілий (продукт)
<i>Theft</i>	крадіжка
<i>Product-liability</i>	відповідальність за якість товару

▪ *Language Development*

1. Translate into English

- функції обміну;
- функції розподілу;
- допоміжні функції;
- сировина;
- товар;
- постачальник;
- гуртовик;
- роздрібний торговець;
- розподіл;
- зберігання;
- сортування;
- графік доставки;
- існуючі товари;
- виробник;
- спосіб транспортування;
- збиток;
- відповідальність за якість продукції;
- застаріла продукція;
- страхування;
- потік товарів;
- забезпечувати;
- брати позику;
- полегшувати;
- включати.

2. Complete the following expressions with the words from the box and make sentences with them:

time, delivery, constant, marketing, careful, raw, keep, provide, receive, flow, products.

1.materials
2. toon hand
3. the..... of goods
4.utility

5.management
6. schedule
7. tocredit
8. tofinancing
9.reality
- 10.....decisions
- 11.obsolescence of

3. *Continue the sentences:*

1. All companies buy and sell.....
2. Obtaining raw materials is a function of.....
3. Possession utility is made.....
4. Storing goods is necessary.....
5. Financing helps.....
6. Retailers may receive financing from.....
7. Standardization facilitates.....
8. Risk taking is a reality of marketing because.....
9. Making all marketing decisions is impossible without.....

4. *Give the definitions of the following:*

- wholesalers
- retailers
- suppliers
- time utility
- place utility
- delivery schedule
- risk taking
- bad debt expense
- liability lawsuits
- market information

▪ ***Comprehension Tasks***

1. Name the two main exchange functions.
2. What does buying include?
3. Name the two physical distribution functions.
4. Why is storing goods necessary?
5. Name the main facilitating functions.
6. Speak on the role of financing in marketing.
7. Why is risk taking a constant reality of marketing?
8. Why is gathering market information necessary?

Additional Materials for Reading.

▪ ***Reading***

The Centrality of Marketing

Most management and marketing writers now distinguish between selling and marketing. The –selling concept- assumes that resisting consumers have to be persuaded by vigorous hard-selling techniques to buy non-essential goods or services. Products are sold rather than bought. The –marketing concept-, on the contrary, assumes that the producer`s task is to find wants and fill them. In other words, you don`t sell what you make, you make what will be bought. As well as satisfying existing needs, marketers can also anticipate and create new ones. The markets for the Walkman, video games, personal computers, genetic engineering, to choose some recent examples, were largely created rather than identified.

Marketers are consequently always looking for market opportunities- profitable possibilities of filling unsatisfied needs or creating new ones in areas in which the company is likely to enjoy a differential advantage, due to its distinctive competences. Market opportunities are generally isolated by market segmentation. Once a target market has been identified, a company has to decide what goods or service to offer. This means that much of the work of marketing has been done before the final product or service comes into existence. It also means that the marketing concept has to be understood throughout the company, e.g. in the production department of a manufacturing company as much as in the marketing department itself. The company must also take account of the existence of competitors, who always have to be identified, monitored and defeated in the search for loyal customers.

Rather than risk launching a product or service solely on the basis of intuition or guesswork, most companies undertake market (GB) or marketing research (US). They collect and analyze information about the size of a potential market, about consumer`s reactions to particular product or service features, and so on. Sales representatives, who also talk to customers, are another important source of information.

Once the basic offer, e.g. a product concept, has been established, the company has to think about the marketing mix, i.e. all the various elements of a marketing program, their integration, and the amount of effort that a company can expend on them in order to influence the target market. The best-known classification of these elements is the 4Ps`-product, place, promotion and price. Aspects to be considered in marketing products include quality, features (standard and optional), style, brand name, size, packaging, services and guarantee. Place in a marketing mix includes such factors as distribution channels, locations of points of sale, transport,

inventory size, etc. Promotion groups together advertising, publicity, sales promotion, and personal selling, while price includes the basic list price, discounts, the length of the payment period, possible credit terms, and so on. It is the job of a product manager or brand manager to look for ways to increase sales by changing the marketing mix.

It must be remembered that quite apart from consumer markets (in which people buy products for direct consumption) there exists an enormous producer or industrial or business market, consisting of all the individuals and organizations that acquire goods and services that are used in the production of other goods, or in the supply of services to others. Few consumers realize that the produces market is actually larger than the consumer market, since it contains all the raw materials, manufactured parts and components that go into consumer goods, plus capital equipment such as building and machines, supplies such as energy and inventory, and services ranging from cleaning to management consulting, all of which have to be marketed. There is consequently more industrial than consumer marketing, even though ordinary consumers are seldom exposed to it.

▪ *Comprehension Tasks*

Match up the words and expressions with their definitions:

1. distribution channel
2. to launch a product
3. market opportunities
4. market research
5. market segmentation
6. packaging
7. points of sale
8. product concept
9. product features
10. sales representative

a) all the companies or individuals involved in moving a particular good or service from the producer to the consumer

b) an idea for a new product, which is tested with target consumers before the actual product is developed

c) attributes or characteristics of a product – quality, price, reliability, etc.

d) dividing a market into distinct groups of buyers who have different requirements or buying habits

- e) places where goods are sold to the public – shops, stores, market stalls, etc.
- f) possibilities of filling unsatisfied needs in sectors in which a company can profitably produce goods
- g) someone who contacts existing and potential customers, and tries to persuade them to buy goods
- h) collecting, analyzing and reporting data relevant to a specific marketing situation (such as a proposed new product)
- i) to introduce a new product onto the market
- j) wrappers and containers in which products are sold

UNIT 5. MARKETING MANAGEMENT PROCESS

Text 1.

- **Lead-in**

What is marketing management process?

- **Reading**

Factors of the Marketing Management Process.

As it is already known the strategic plan defines the company's overall mission and objectives. Within each business unit, marketing [plays a role in helping to accomplish overall strategic objectives Marketing's role and activities in the organization are shown in Figure which summarizes the entire *marketing management process* and forces influencing company marketing strategy.

Target consumers stand in the center. The company identifies the total market, divides it into smaller segments, selects the most-promising segments, and focuses on serving and satisfying these segments. It designs a marketing mix made up of factors under its control—product, price, place, and promotion. To find the best marketing mix and put it into action, the company engages in the marketing analysis, planning, implementation, and control. Through these activities, the company watches and adapts to the marketing environment. We will now look briefly at each factor in the marketing management process.

Target Consumers

To succeed in today's competitive marketplace, companies must be customer centered, winning customers from competitors by delivering greater value. But before it can satisfy consumers, a company must first understand their needs and wants. Thus, sound marketing requires careful analysis of consumers. Suppose a company looking at possible markets for a potential new product. The company first needs to make a careful estimate of the current and future size of the market and its various segments. To estimate current market size, the company would identify all competing products, estimate their current sales, and determine whether the market is large enough.

Equally important is future market growth. Companies want to enter markets that show strong growth prospects. Growth potential may depend on the growth rate of certain age, income, and nationality groups that use the product more than others. Growth may also be related to larger developments in the environment, such as economic conditions, advances in technology, and life-style changes. For example, the future market for quality children's toys and clothing is strongly related to current birthrates,

trends in consumer affluence, and projected family life styles. *Forecasting*—predicting what consumers are likely to do under a given set of conditions—is difficult, but it must be performed in order to make a decision about the market. The company's marketing information specialists will probably use complex techniques to measure and forecast demand.

Market Segmentation

The market consists of many types of customers, products, and needs, and the marketer has to determine which segments offer the best chance in which to achieve company objectives. Consumers can be grouped in various ways based on geographic factors (regions), demographic factors (sex, age, income, education), psychographic factors (social-classes, "life styles), and behavioral factors (purchase occasions, benefits sought, usage rates). The process of classifying customers into groups with different needs, characteristics, or behaviors is called *market segmentation*.

A *market segment* consists of consumers who respond in a similar way to a given set of marketing stimuli. In the car market, for example, consumers who choose the biggest, most comfortable car regardless of price make up one market segment. Another market segment would be customers who care mainly about price and operating economy. It would be difficult to make one model of car that was the first choice of every consumer. Companies are wise to focus their efforts on meeting the distinct needs of one or more market segments. They should study the geographic, demographic, behavioral, and other characteristics of each market segment to evaluate its attractiveness as a marketing opportunity. **Market Targeting**

After a company has defined market segments, it can enter one or many segments of a given market. *Market targeting* involves evaluating each market segment's attractiveness and selecting one or more segments to enter. A company with limited resources might decide to serve only one or a few special segments. This strategy limits sales but can be very profitable. Or a company might choose to serve several related segments—perhaps those that have different kinds of customers but with the same basic wants. Or a large company might decide to offer a complete range of products to serve all market segments. **Market Positioning**

Once a company has decided which market segments to enter, it must decide what «positions» it wants to occupy in those segments. A product's *position* is the place the product occupies in consumers' minds relative to competitors. If a product is perceived to be exactly like another product on the market, consumers will have no reason to buy it.

Market positioning is arranging for a product to occupy a clear distinctive, and desirable place relative to competing products in the minds of target consumers. Thus, marketers plan positions that distinguish their products from competing products and give them the greatest strategic advantage in their target markets. For example, the Hyundai automobile is positioned on low price as «the car that makes sense». Chrysler offers «the best-built, best-backed American cars»; Pontiac says, «we build

excitement»; and at Ford, «quality is job one». Jaguar is positioned as «a blending of art and machine», while Saab is «the most intelligent car ever built». Mercedes is «engineered like no other car in the world»; the luxurious Bentley is «the closest a car can come to haying wings». Such deceptively simple statements form the backbone of a product's marketing strategy.

To plan a product's position, the company first identifies the existing positions of all the products and brands currently serving its market segments. It next figures out what consumers want with respect to major product attributes. The company then selects a position based on its product's ability to satisfy consumer wants better than competitors' products. Finally, it develops a marketing program that communicates and delivers the product's position to target consumers.

Active Vocabulary.

<i>Target consumers</i>	цільові споживачі
<i>Market segment</i>	сегмент ринку
<i>Marketing segmentation</i>	сегментування ринку
<i>Market targeting</i>	вибір цільового ринку .
<i>Market positioning</i>	ринкове позиціонування (вибір позиції на ринку)
<i>To forecast</i>	прорікати, пророкувати; передбачати; робити прогноз
<i>Analysis</i>	аналіз (даних)
<i>Environment</i>	зовнішнє становище
<i>To perceive</i>	розуміти, усвідомлювати
<i>Rate</i>	рівень, курс, ставка

▪ ***Language Development***

1. Find in the text the following words and word combinations and translate the sentences in which they are used.

put into action; make a careful estimate; current market size; psychographic factors; behavioral factors; usage rates; operating economy; related segments; a complete range of products; arranging for a product to occupy a clear, distinctive and desirable place; best-backed; figure out; with respect to.

2. Find English equivalents:

- виконувати загальні стратегічні завдання;
- вибирати найбільш перспективні сегменти;
- зосереджувати увагу; маркетинговий комплекс:
- пристосуватися;
- вимагати ретельного аналізу споживацької аудиторії;
- конкуруючі продукти (товари);
- оцінювати поточний обсяг продажу;
- виявляти стійкі перспективи зростання;
- темпи зростання;
- зміни в стилі життя;
- достаток споживачів;
- складні методи (методики);
- передбачати попит;
- маркетингові стимули;
- привабливість ринкового сегмента;
- обмежені ресурси;
- повний набір продукції;
- позиція продукту;
- ринкове позиціонування;
- стратегічна перевага:
- суміш;
- розкішний;

- оманливо просте твердження;
- створювати основу;
- властивості продукту,

3. Learn the following terms and their Ukrainian equivalents.

- a. management
- b. automated management
- c. business management
- d. cash management
- e. day-to-day management
- f. debt management
- g. financial management
- h. income tax management
- i. investment management
- j. job management
- k. line management
- l. monetary management
- m. personnel management
- n. portfolio management
- o. project management
- p. record management
- q. staff management
- r. top (executive) management
- s. rate
- t. annual rate
- u. area rate
- v. average rate
- w. average tax rate
- x. bank rate
- y. birth rate
- z. buying rate
- aa. capacity rate
- bb. ceiling rate
- cc. dosing rate
- dd. consumption rate
- ee. cost rate
- ff. curb rate
- gg. deposit rate
- hh. driving rate
- ii. employment rate .
- jj. expansion rate

kk. expenditure rate
ll. export rate
mm. fair rate of exchange
nn. fixed rate
oo. general rate
pp. import rate
qq. interest rate
rr. labour rate
ss. national rates of profit
tt. output rate
uu. premium rate
vv. prime rate
ww. selling rate
xx. short rate
yy. spot rate
zz. tax rate
aaa. total rate

- a) менеджмент
- b) автоматизоване управління;
- c) управління комерційним
- d) контроль та регулювання грошових операцій;
- e) оперативне управління;
- f) контроль та регулювання боргових відносин;
- g) управління фінансовою діяльністю;
- h) ведення банком податкових справ клієнта;
- i) управління портфелем цінних паперів;
- j) організація праці;
- k) лінійне керівництво;
- l) контроль та регулювання грошового обігу;
- m) керівництво кадрами;
- n) контроль і регулювання портфеля активів;
- o) керівництво проектом;
- p) оперативний облік;
- q) функціональне (штабне) керівництво;
- r) вище (виконавче) керівництво; цільове управління;
- s) ставка; тариф; такса; розцінка; курс;
- t) річний показник;
- u) зональний тариф;
- v) середня норма;
- w) середня податкова ставка;
- x) облікова ставка банку;
- y) коефіцієнт народжуваності;
- z) курс купівлі;

- aa) коефіцієнт потужності;
- bb) найбільша норма відсотка;
- cc) курс на день закриття біржі;
- dd) норма споживання;
- ee) ставка накладних витрат;
- ff) курс чорного ринку;
- gg) ставка за депозитами;
- hh) інтенсивність процесу; :
- ii) відсоток зайнятості;
- jj) темп зростання (економіки);
- kk) швидкість витрат (ресурсів);
- ll) експортний тариф;
- mm) сприятливий валютний курс;
- nn) фіксований валютний курс;
- oo) загальний коефіцієнт;
- pp) імпортний тариф;
- qq) ставка (норма) відсотка;
- rr) ставки заробітної плати;
- ss) національні норми прибутку;
- tt) продуктивність;
- uu) норма преміальної виплати;
- vv) «прайм-рейт» (облікова ставка для першокласних грошових зобов'язань);
- ww) курс продажу;
- xx) короткострокова відсоткова ставка;
- yy) курс за касовими угодами;
- zz) податкова ставка;
- aaa) загальний коефіцієнт.

4. Match the Ukrainian and English equivalents:

A.

1. управління зовнішньо економічною діяльністю
2. управління кадрами
3. галузеве управління
4. програмне управління
5. методи управління
6. органи державного управління
7. управління запасами
8. управління оперативною діяльністю

- a. programmed control
- b. operational management
- c. personnel management

- d. management of external economic activity
- e. inventory control
- f. methods of management
- g. sectoral management
- h. bodies of state administration

B.

1. норма амортизації
 2. щоденна норма (ставка)
 3. завищені норми
 4. норми навантаження
 5. гнучкий валютний курс
 6. валютний курс за строковими угодами
 7. регульований валютний
 8. вигідний курс
 9. курс дня
 10. нестійкий
 11. повноцінний курс
 12. поточний ринковий курс
 13. ставка орендної плати
 14. вимушено низька ставка
 15. дисконтна ставка
 16. єдина ставка
 17. пільгова ставка
- a. favourable rate (of exchange)
 - b. rates of loading
 - c. uniform (flat) rate
 - d. current rate (of exchange)
 - e. rate of depreciation
 - f. reduced (preferential) rate
 - g. variable exchange rate
 - h. daily rate
 - i. discount rate
 - j. going market rate
 - k. time rate (of exchange)
 - l. distress rate:
 - m. managed exchange rate
 - n. rent rate
 - o. excessive quotas
 - p. flexible exchange rate

5. Complete the sentences with the following words:

forecast, v, (2); performance (2); evaluate (2); environment (3); perception; predict (2); rate (2).

1. Past _____ of the company is typically measured, in financial terms, such as sales and profits,
2. A SWOT analysis explicitly states a firm's mission and objectives and scans the external _____ to identify opportunities and threats facing the organization.
3. Insurance companies offering cover against motor accidents will not be pleased to hear that the Meteorological office _____ a severe winter.
4. Marketing strategies of the company, must be _____ against the company's objectives,
5. A firm's strengths and weaknesses can be identified and analyzed by studying _____ trends, resources and capabilities,
6. One of the problems faced by the manager is that in choosing between alternatives he has to _____ the reaction of the subordinates to the decision.
7. The company's marketing information specialists will use complex techniques to measure and _____ demand.
8. Growth potential may depend on the growth _____ of certain age, income and nationality groups that use the product.
9. A mission provides a lens through which the external _____ can be viewed.
10. Control consists of measuring and _____ the results of marketing plans and activities,
11. If market specialists _____ correctly, their business will survive and prosper.
12. Ford dealers usually negotiate the price with each customer to bring it into line with the buyer's _____ of the car's value.
13. Growth also may be related to larger developments in the such as economic conditions, the crime _____, and lifestyle changes.

6. Complete the following table with synonyms and antonyms.

Word	Synonym	Antonym
attractive (Adjective)		
complex (Adjective)		
profit (Noun)		

focus (Verb)		
demand (Noun)		
select (Verb)		
agree (Verb)		
locate (Verb)		
control (Verb)		

8. In the first column there are the first halves of sentences. In the second column there are second halves of the sentences, though not in the same order. Pair the halves and then write your own list of the completed sentences.

1. Companies know that they cannot satisfy all consumers in a given market — ...
 2. Each company must divide up the total market, choose the best segments, ...
 3. This process involves the following steps: analysis of consumers and forecasting ...
 4. Oil company executives
 5. A publisher specializing in text books for school...
 6. A business can only survive if
 7. By means of massive advertising campaigns demand
 8. The marketing concept offers the interpretation that consumers tastes and requirements...
-
- a) should approve of a long term rise in oil prices.
 - b) at least not all consumers in the same way.
 - c) is created and then the goods can be unloaded to the market.
 - d) design strategies for profitability serving chosen segments better than its competitors do.
 - e) would be grateful to learn that the school leaving age is going to be raised.
 - f) market segmentation, market targeting, and market positioning.
 - g) have to be taken into account if large stocks are not to be left unsold.
 - h) is able to anticipate the needs of consumers.

▪ **Comprehension Questions**

1. *What does the strategic plan define?*
2. *What role does marketing play in the organization?*
3. *Characterize the entire marketing management process and the forces influencing company marketing strategy.*
4. *Why does the company engage in marketing analysis, planning, implementation and control?*
5. *What does sound marketing require?*
6. *Why is future market growth important?*
7. *How can consumers be grouped?*
8. *What does a market segment consist of?*
9. *What does market targeting involve ?*
10. *How can market positioning be defined?*
11. *What does the company do to plan a product's position?*

▪ **Writing**

1. *Translate the following text into English:*

ПРОЦЕС МАРКЕТИНГОВОГО МЕНЕДЖМЕНТУ

Процес маркетингового менеджменту — це логічна послідовність певних дій для досягнення підприємством поставлених цілей. Ринкові можливості фірми — це комбінація зовнішніх умов та ймовірності успіху. Основні аспекти аналізу ринкових можливостей фірми:

- виявлення і дослідження ринків збуту;
- оцінка маркетингових можливостей фірми;
- вибір найвигідніших варіантів маркетингових зусиль фірми з погляду її цілей і ресурсів.

Аналізуючи останній аспект, визначають насамперед таке: поперше, чи відповідають цілям фірми можливості, які з'являються на ринку; по-друге, чи відповідають ці можливості ресурсам фірми (наявний капітал, виробничі потужності, система збуту, комунікацій тощо).

Вибір цільових ринків полягає у визначенні поточного, та перспективного попиту, нинішніх і майбутніх обсягів продажу товарів фірми, сегментуванні ринку, тобто його розподілу на однорідні частини, і виборі одного або кількох сегментів для збуту своєї продукції. При цьому важливим є позиціонування продукції, тобто визначення її особливого місця у свідомості споживачів.

2. Translate the following from Ukrainian into English and on the contrary:

A: Could you explain what marketing strategy is?

B: Стратегія маркетингу — це центральна ланка між його цілями й оперативними заходами діючого і реагуючого характеру, тобто тактикою.

A: I think it is a real moral! action programme for the company.

B: Так, вона виявляє пріоритетні проблеми і ресурси для досягнення поставлених цілей. Завдяки правильно вибраній стратегії забезпечується успіх фірми на ринку і конкретизуються засоби для досягнення її цілей.

A: And what do you know about marketing mix?

B: Комплекс маркетингу — це сукупність його інструментів та дій. Саме через його використання реалізується тактика маркетингу. Тут найважливішим є врахування і підбір усіх необхідних маркетингових інструментів. Брак одного з них може призвести до втрати-можливостей розв'язати поставлені проблеми.

▪ **Speaking**

Act an imaginary interview between a university student and a well-known marketing specialist

A university student.

You are writing your course-paper on the factors of marketing management process. Think up a list of questions you will ask a well-known marketing specialist, When you meet him/her, introduce yourself, explain the reason for your visit and ask the questions.

Useful expressions:

To start a conversation:

- Excuse me, aren't you ...
- Let me introduce myself. My name is ...
- If you would allow me to ...

To request:

- If you could... I'd be very grateful

- Do you think you could possibly ...
- I was wondering if you could help me ...

To get information:

- I hope you don't mind my asking, but I'd like to know ...
- Sorry, I don't quite understand why (where)...
- Could you tell me a bit more about...

To thank:

- I cannot thank you enough ...
- It's really very kind of you ...

To say good-buy:

- It's been really nice to know you.
- Well, it's been nice talking to you, but I really must be going now
- Sorry to rush off.

A well-known marketing specialist:

You meet the university student, listen to his (her) story and answer his (her) questions. Then you ask him (her) some questions about his (her) family, his (her) research work and plans for the

Useful expressions:

To deal with questions:

- I'll be pleased to answer any questions you may have.
- I am afraid there's no easy answer to that one ...

To state one's position:

- I think I ought to say right from the start that...
- If you would allow me to give a brief outline of...

To make a point:

- I think I should mention here that...
- I would like to say here that...
- I believe you know that...
- To recommend:
- If I were you I would ...
- The time is not far off when ...

To make suggestion:

- I was wondering if you'd ever thought of
- Might be an idea to...
- Why don't you ...

To say good-bye:

- *Good luck with you ...*
- *I hope everything goes well.*
- *Take care.*

Additional Materials for Reading and Discussion.

Reading.

The Artist

George Clinton is one of the most respected and influential musician and songwriters in the popular music industry. Since the early 1980s, he has been instrumental in the ongoing development and refinement of what is now called Urban Contemporary music. He is considered the Father of Funk, the dance-oriented rhythm and blues that has dominated African-American popular music in the last 20 years. He has also inspired musical genres from Hip Hop to Rap.

Clinton's best-known work was in the late 1980s with the groups Parliament and Funkadelic and their amalgum P-Funk. All of the major songwriters and producers (the people who dominate Urban Contemporary music in the 1990s) claim Clinton as a mentor and an influence — this includes Prince, Jimmy Jam and Terry Lewis, Teddy Riley, L.A. and Babyface, etc.

Clinton is probably the second most sampled songwriter, behind only James Brown, «Sampling» is a term unique to the late 1980s and 1990s, and is the result of the increasing use of computers in the creation of music. A «sample» is a small piece of a previously recorded song that is used in a new song or composition. Samples vary in length but generally involve a few bars of a song — sometimes only a single instrument (a guitar solo, a bass line) or all the elements (rhythm, vocals, solos). Clinton's music is sampled primarily by Rappers.

Clinton's persona is, to some extent, better known than his music. A frequent guest on David Letterman and MTV, BET, and other video-oriented programs, Clinton's long, rainbow-colored hair is a familiar trademark. His irreverent humor pokes fun at the normal image of the rock'n'roll or R&B Rhythm and Blues star. And, although he has not had a «hit» record (sales of more than half a million units) in years, he still has the large, highly loyal following.

The company

Paisley Park Records is a small record label, associated with and distributed and marketed by Warner Bros. Records. Paisley Park chooses its acts and then oversees the recording, marketing, and packaging. Warner Bros, then manufactures the records themselves, distributes them to retailers, and takes the primary responsibility for marketing the records—advertising, contacts with radio stations, television video, etc.

Make no mistake about it: Paisley Park is Prince's record label. Although run by Alan Leeds, Prince himself is the final decision maker on who the label signs and records. In that sense, Paisley Park is different from most other record companies. Most companies have large A&R (artists and repertoire) staffs; these are people who weed out the many artists seeking to be signed to the labels. At Paisley Park Records, the decisions on who to sign are more likely to be personal than at other labels.

The issues

The marketing problem is that George Clinton has not had a hit record in years. In 1999 he signed a new recording contract with Prince's Paisley Park Records label. And the addition of George Clinton to that label's short roster probably was more a personal decision by Prince — a sincere fan of Clinton — than a purely business decision. Upon signing, Prince immediately gave Clinton a small part in his moderately successful film, «Graffiti Bridge».

A significant part of Clinton's problem is that he doesn't seem to fit into any of the many market segments within the music industry — particularly the two key conduits for marketing in the industry, radio and music video television. Although he is clearly a legend in the Urban Contemporary market, Urban Contemporary program directors and DJs are not interested in his new music—they perceive Clinton as an «oldie» performer, and are less likely to play his new material. Pop. or CHR radio (Contemporary Hits Radio, the modern equivalent of Top 40 radio formats) see Clinton as too much an Urban Contemporary artist for their formats. And, though MTV will interview Clinton at almost any opportunity, they are very slow to play his videos. The results are that Clinton's records generally sell about 100,000 units each, based on the loyalty of his core audience.

Alan Leeds, Clinton, and his advisors want to develop a long-term strategy to reposition George Clinton. When Clinton signed with Paisley Park, he had already completed an album, «Cinderella Theory,» that was to be released on that label. The Paisley Park strategy is to use the marketing of «Cinderella Theory» to prepare the way for the release of Clinton's future albums.

As they look at Clinton's past music and marketing, several features emerge:

—Clinton's irreverent humor that viewers see on MTV and the David Letterman show is carried through on Clinton's longstanding use of

«cartoon» graphics on his albums.'

—Clinton's lyrics for his music have great depth and sophistication, a fact often lost on listeners and viewers.

—Traditionally George Clinton has been almost the only artist featured in his music—seldom using important backup support.

As they analyze the opportunities for repositioning George Clinton, they see two key dimensions to the music segments relative to Clinton's opportunities: a traditional-to-contemporary dimension and a serious-to-funky dimension. They reach two big decisions: make Clinton more «contemporary» on the first dimension and make Clinton more «serious» on the second dimension. Given these marketing strategy decisions, what actions should George Clinton, Alan Leeds, and Paisley Park Records take to implement these plans?

Discussion.

1. *What are some of the key reasons why an artist of the stature of George Clinton has problems getting a hit record at this stage of his career?*
2. *What specific market segments would you target to give new life to George Clinton's career?*
3. *What marketing actions would you recommend to achieve the repositioning of George Clinton?*

UNIT 6. MARKETING RESEARCH

Text1.

- **Lead –in**

*Imagine that you run a shop. How will you choose goods for selling?
How do you understand the meaning of « marketing research»?*

- **Reading**

Marketing information and marketing research.

Accurate and timely information is the foundation of effective marketing. There are two general approaches to collecting marketing information. A marketing information system provides information on a continuing basis, whereas marketing research offers information for specific marketing projects.

A marketing information system is a system for managing marketing information that is gathered continually from internal and external sources. Most systems are computer-based because of the amount of data that the system must accept, store, sort, and retrieve.

In concept, the operation of a marketing information system is not complex. Data from a variety of sources are fed into the system. Data from internal sources include sales figures, product and marketing costs, inventory levels, and activities **of the sales force. Data from external sources relate to the firm's suppliers**, intermediaries, and customers; competitor's marketing activities and economic conditions. All these data are stored and processed within the marketing information system. Its output is a flow of information in the form that is most useful for marketing decision making. This information might include daily sales reports by territory and product, forecasts of sales or buying trends, and reports on changes in market share for the major brands in a specific industry.

Marketing research is the process of systematically gathering, recording, and analyzing data concerning a particular marketing problem. Thus marketing research is used in specific situations to obtain information that is not otherwise available to decision-makers. It is an intermittent, rather than a continual, source of marketing information.

The six steps of marketing research:

1. Define the problem.

In this step the problem is clearly and accurately stated to determine what issues are involved in the research, what questions to ask, and what

types of solutions are needed. This is a crucial step that should not be rushed.

2. Make a preliminary investigation.

3. Plan the research.

4. Gather factual information.

The objective of preliminary investigation is to develop both a sharper definition of the problem and a set of tentative answers. The tentative answers are developed by examining internal information and published data, and by taking with persons who have some experience with the problem. These answers will be tested by further research. At this stage researchers know what facts are needed to resolve the identified problem and what facts are available. They make plans on how to gather needed but missing data. Facts by themselves do not always provide a sound solution to a marketing problem. They must be interpreted and analyzed to determine the choices that are available to management.

5. Reach a conclusion

Sometimes the conclusion or recommendation becomes obvious when the facts are interpreted. However, in other cases, reaching a conclusion may not be so easy because of gaps in the information or intangible factors that are difficult to evaluate.

6. Interpret the information

Active Vocabulary.

<i>Accurate</i>	точний
<i>Timely</i>	своєчасний
<i>Wealth</i>	більша частина
<i>Is available</i>	в наявності
<i>Within</i>	всередині
<i>General approach</i>	загальний підхід
<i>Whereas</i>	тоді як
<i>Managing</i>	використання
<i>Continually</i>	безперервно
<i>Amount</i>	кількість
<i>Accept</i>	приймати
<i>Store</i>	зберігати
<i>Retrieve</i>	видавати (інформацію)
<i>In concept</i>	істотно
<i>Sales figures</i>	показники продажу
<i>Marketing costs</i>	витрати збуту
<i>Intermediary</i>	посередник
<i>By territory</i>	по території
<i>Sales trend</i>	тенденція збуту
<i>Buying trend</i>	тенденція попиту
<i>Requirement</i>	потреба

<i>Not available</i>	недоступна
<i>Intermittent</i>	періодичний
<i>Conducting</i>	проведення
<i>Define</i>	визначати
<i>Crucial step</i>	вирішальний етап
<i>Preliminary</i>	попередній
<i>Investigation</i>	розгляд
<i>Sharper definition</i>	більш точне визначення
<i>A set</i>	ряд
<i>Tentative</i>	пробний, невизначений
<i>Data source</i>	джерело даних
<i>Interpret</i>	пояснювати
<i>Reach a conclusion</i>	робити висновок
<i>Case</i>	випадок
<i>Gap</i>	пробіл
<i>Intangible</i>	нематеріальний
<i>Evaluate</i>	оцінювати

▪ *Language Development*

1. Fill in the blanks:

1. Accurate and timely information is the.....of effective marketing.
2. There are two general.....to collecting marketing information.
3. Marketing information system is a system for managing marketing..... that is gathered continually from internal andsources.
4. The operation of marketing information system is not..... .
5. Data fromsources include sales figures, product and marketing costs, inventory levels, and activities of the..... .
6. Data fromsources relate to the firm's suppliers, intermediaries, customers, competitors' marketing activities, and.....conditions.
7. Marketing research is the process of systematically gathering, recording, and analyzing data concerning a particular marketing..... .
8. Marketing research is an....., rather than a continual, source of marketing information.
9. A six-step procedure for....marketing research is well suited to.....new products, determining various characteristics of consumer....., and consumer's tastes.

2. Translate into English:

1. Точна і своєчасна інформація є основою ефективного маркетингу.

2. Існують два загальних підходи для збору інформації про маркетинг-інформаційна система маркетингу і дослідження маркетингу.
3. Інформація для інформаційної системи збирається безперервно від внутрішніх і зовнішніх джерел.
4. Більшість систем ґрунтується на комп'ютерах.
5. В систему вводяться дані від різноманітних джерел.
6. Всі ці дані зберігаються і обробляються всередині інформаційної системи маркетингу.
7. Вона видає інформацію, яка включає щоденні звіти про продажі по території і продукції (товарам), прогнози про тенденцію збуту чи тенденції попиту, а також повідомлення про зміну частини ринку по основних марках товару.
8. Дослідження маркетингу-це процес систематичного збору, реєстрації і аналізу даних, що відносяться до окремих проблем маркетингу.
9. Це періодичне, а не постійне джерело інформації про маркетинг.
10. Щоб здійснити дослідження маркетингу, ви повинні зробити:
 - * визначити проблему
 - * здійснити попередній розгляд
 - * спланувати дослідження
 - * зібрати фактичну інформацію
 - * інтерпретувати інформацію
 - * зробити висновки

3. Use these words to complete the following list of ways to learn about your customers. (clients, competitors, find out, loyal customers, new trends, sales records, search terms)

1. Email.....directly with one or two questions.
2. Examine the..... that people type into your website's search function. Which items are people looking for?
3. Schedule a social event, such as a wine tasting, for existing or potential....., and use this as an opportunity to.....more about what they want.
4. Compare your marketing approach with that of your..... . What areas are they targeting that you aren't?
5. Read trade journals to learn about..... .This will help you stay ahead of the competition.
6. Study your.....to see what facts you already have about the people who buy from you.
7. Spend time in a shop or at a trade fair.....to people. What do they talk about? What questions do they ask?

4. Find words to fit the following definitions:

1. useful answer-----
2. a survey group which is not typical of a target group-----
3. model of a product in development-----
4. percentage of people who complete a survey-----
5. the group of people a company wants to sell to-----
6. information known about a customer---

▪ **Comprehension questions**

1. What is the foundation of effective marketing?
2. Name two general approaches to collecting marketing information.
3. Give the definition of a marketing information system.
4. In what case continual collection of data is essential?
5. Is the operation of marketing operation system complex?
6. What does the data from internal sources include?
7. What does the data from external sources include?
8. Is this data processed within the marketing information system?
9. Are such systems computer-based?
10. What does the output information include?
- 11 Give the definition of marketing research.
12. Is it a continual source of marketing information?
13. How many steps does the procedure of marketing research include?
14. Name those six steps, please.
15. To what is this procedure well suited?

▪ **Reading/ Speaking**

The marketing team at Euphony, a telecoms company, wants to research the market for mobile phones made specifically for children. Read the following discussion between three members of the team and make a note of the six data collection methods they mention. What advantages and disadvantages do the different methods have? Which is the cheapest? Which is the most expensive?

- Corinna* – Well, a postal survey would be quite cheap.
Heike – That’s true, but I don’t think it would be very effective.
Rupert – Neither do I. After all, every time I get one of those I usually put it straight in the bin. And the people who do answer usually skip half the questions. (skip–*пропускаю*, *перескакую*) I think an online survey would get much better results.

- Corinna* – Well, it would be free, which is nice, but I don't think all our customers use our website, actually (*дійсно*). They tend to buy our phones in shops, so I am not sure how many relevant responses (*доречні реакції*) we would get. We may end up with a skewed sample (*искаженная информация*).
- Heike* – What about individual interviews? If we met people, we could show them a prototype and let them examine it. That way they could give a more informed response.
- Rupert* –Yes, and we would also have a better response rate. So, we could either organize a focus group and invite four or six people to take part or do a street interview, and just stop people on the street and ask them questions. What do you think, *Corinna*?
- Corinna* – Well, both options have their strengths and weaknesses, but to be honest, interviews like that usually cost a fortune. I personally think that a telephone survey is the best. We can look at the user profiles we have and just call members of our target market, you know, parents with young children.
- Heike* –I agree completely. We should definitely focus on our target group.
- Rupert* –Yes, but what about the people without young children like grandparents, who buy the phone as a present for their grand child.
- Heike* –Good point. It looks like we'll have to.....**END**

2. The questions below were taken from a survey. Use the words in brackets in the correct tense to complete them. Choose your variant. Try to add your own questions.

1. How many calls.....(you/ make) per day with your mobile phone?

1-3 a day 3-5 a day 6 and more a day

2. When.....(you/buy) your phone ?

less than 2 years ago 2-3 years ago more than 3 years ago

3. What.....(convince) you to buy the phone you currently have?

price features other

4. Why.....(you/want) to buy a new phone now?

old one does not work want more features

want the latest model

other (please specify)

5.....(you/ ever/buy) a mobile phone for someone else?

yes

no

6.....(anyone/ ever/ give) you a mobile phone as a gift?

yes

no

3. *How could a mobile phone manufacturer use this information?*

Useful phrases:

- ***Giving your opinion***

I think/feel that.....

It would be great to.....

We definitely should.....

- ***Asking others for their opinion***

What do you think?

Do you agree?

Would you like to say a few words about that?

- ***Agreeing***

Me too.

Me neither.

Neither do I.

That's true.

Good point.

- ***Disagreeing***

I don't think....

Sure, but..

I see what you mean, but....

4. *Choose a well-known product for each of these product categories*

1. cars – for example, Mercedes
2. watches
3. sport wearing
4. computers
5. jewellery

6. clothing

Give typical consumer profiles for each product. Include the following:

- age
- sex
- job
- income level
- other products the consumer might buy

Consider the products that you described. How could you try to increase their sales?

▪ **Discussion**

1. Read these comments about market research and say which opinion(s) you agree with.

John – « Every company should examine their product line carefully at least once a year. The best way to do this is with market research. And, ideally, people in the company should be involved in the research process. Otherwise, your risk becoming out of touch with your target market.»

Tom – « Market research? I am sorry, but I think it is a complete waste of time. I know exactly what my customers need already. The challenge is not giving them they want, but giving it to them at the price that they want.»

Ann – « When I think of market research, I think of that old saying: « Begin with the end in mind.» If you want clear results you can use, you have to tell your market research firm exactly what you want. Do not let them be creative or make their own suggestions. Remember: you are the one in charge.»

Margaret – «I think that most companies spend too much time speaking to their customers about what they want, and not enough time looking at their competitors. It is not just competitors in their own field. Everyone in your focus group might agree that you make the best chocolate bar in the business, but that does not help you sell your products if no one wants to eat chocolate!»

2. *Sometimes products do not sell well in a new market. Suggest what went wrong in these cases.*

1. Western companies had problems selling refrigerators in Japan until they changed the design to make them quieter.
2. In Saudi Arabia, newspaper adverts for an airline showed an attractive hostess serving champagne to happy passengers. A lot of passengers cancelled their flight reservations.
3. An airline company called itself Emu, after the Australia bird. But Australians didn't want to use the airline.
4. A TV commercial for a cleaning product showed a little girl cleaning up the mess her brother made. The commercial caused problems in Canada.
5. Several European and American firms could not sell their products in Dubai when they ran their advertising campaign in Arabic.
6. A soap powder ad had a picture of dirty clothes on the left, a box of soap in the middle and clean clothes on the right. The soap did not sell well in the Middle East.
7. A company had problems when it tried to introduce instant coffee to the French market.
8. A toothpaste manufacturer could not sell its product in parts of South-East Asia.
9. An American golf ball manufacturer launched its products in Japan packed in boxes of four. It had to change the pack size.
10. A ladies' electric shaver sold well throughout Europe, but not in Italy.

Here are the reasons for the problems, but they are in the wrong order. Number them from 1 to 10.

- In Japanese the word for 4 sounds like the word for *death*.
- Things do not sell well packed in fours. ()
- People thought the commercial was too sexist and reinforced old male-female stereotypes.()
- Unveiled women do not mix with men in Saudi Arabia and alcohol is illegal. ()
- 90% of the population came from Pakistan, India, Iran and elsewhere, so Arabic was the wrong language. ()
- It seems Italian men prefer ladies' legs unshaven. ()

- The advertisers forgot that in that part of the world people usually read from right to left.()
- The people in this area didn't want white teeth. They thought darkly-stained teeth were beautiful and they tried to blacken them. ()
- Japanese homes were small and sometimes walls were made of paper. It was important for the refrigerators to be quiet. ()
- Making «real» coffee was an important part of the French way of life. Instant coffee was too casual.()
- The emu can not fly.()

Additional Materials.

▪ ***The Marketing Game***

This exercise tests your decision making and analytical reasoning skills. You have to study information and produce a report.

Kent Airlines are considering adding a newly discovered tropical island to their list of destination. The island is 3,000 miles away in mid-Atlantic. The islanders have a potent drink called “ OROS “ which they think will go down well in European markets and consequently are building a new international airport to expand the drinks and holiday business. The name of island is Atlantis.

Your group have been gathered to decide whether the destination is viable, what type of aircraft to use and what profits might be expected.

You have 30 minutes to discuss the issue before the Marketing Director arrives to hear you put your case to him.

If you decide to go ahead then:

- What sort of customers would you try to attract?
- What “message” would you try to put across to them? Design a poster or slogan (15 words maximum) to do this.
- How would you publicize the destination?
- How would you deal with competitors (other airlines)?

The team is:

- futures audit manager
- market researcher

- pricing manager
- engineering manager
- logistics manager
- planning manager
- cargo manager
- scheduling manager

Available aircraft

Boeing 747 (Jumbo Jet)

On long haul routes where traffic levels are heavy, the 747 continues to be the mainstay of the fleet. Its exceptionally low fuel-consumption gives it a very low seat/mile costs.

- Capacity: 22 First Class, 104 Business, 234 Economy passengers and approximately 16 tones of cargo on a 2,000 mile sector.
- Cruising speed: 600 mph, at 35, 000 ft.
- Range: 6,850 miles.
- Fuel capacity: 203, 860 litres (44,850 gallons)
- Fuel consumption: 10,445 kg per hour
- Maximum take-of weight: 371,940 kg
- Flight crew: Captain, one co-pilot and one flight engineer. Cabin crew: 15.

Tristar Series 200

- Cruising speed: 550 mph, at 35,000ft.
- Range:4,362 miles
- Fuel capacity: 90,150 litres.
- Fuel consumption: 7,424 kg an hour
- Maximum take-off weight: 195,000 kg.
- Flight crew: Captain, one co-pilot and one flight engineer. Cabin crew: 8-12, depending on route, type, and number of passengers.

Cargo manager

We could probably make \$10,000 profit per trip using a 747 for the transport of “OROS” or 8,000 using a Tristar in addition to passenger income.

Engineering manager

We would need to station one overseas engineer permanently on Atlantis. We would also need to have spare parts such as tyres and engine components available there. We have a 747 available for Thursday flight only and no other days, or a Tristar available for Saturday flight.

Logistics manager

The costs of fuel, engineering, food for passengers, salaries, loading and unloading and refueling etc. would be \$ 80,000 for a 747 and \$ 65,000 for a Tristar.

Futures audit manager

The politics of island seem stable. The island will get enough money from selling "OROS" to pay for the building of the airport and hotels.

Researcher

The island has excellent climate and good beaches, but there is a lack of nightlife at present. There is great interest from both leisure and business customers in going to the island. A Saturday departure would give us sufficient demand to use a 747, but departures on other days would generate a much lower demand and make the Boeing unprofitable to use.

Pricing manager

We would need to put on flights with special cheap rate tourist fares as well as the standard business fare, but using these we could probably generate \$90,000 of income per trip using a 747 or \$72,000 using a Tristar.

Marketing planning manager

This can be a profitable route looked at in both short term and the long term.

Scheduling manager

The flight could depart at 21.00 hours on Saturday if an aircraft is available: this would be convenient for passengers and would also fit in with loading, catering and engineering staff

UNIT 7. MARKETING STRATEGIES

Text1.

- ***Lead –in***

How important is planning in marketing?

- ***Reading***

Marketing strategies.

A marketing strategy is a plan that will enable an organization to make the best use of its resources and to meet its objectives. A marketing strategy consists of the selection and analysis of a target market and the creation of an appropriate marketing mix, a combination of product, price, distribution, and promotion of the product to satisfy a particular target market.

1. TARGET MARKET SELECTION

A target market is a group of persons for whom a firm develops and maintains a marketing mix suitable for the specific needs and preferences of that group. In selecting a target market, marketing managers examine potential markets for their possible effects on the firm's sales, costs, and profits. They also analyze the strengths and numbers of competitors already marketing to people in this target market. When selecting a target market, marketing managers generally take either the total market approach or the market segmentation approach.

2. TOTAL MARKET APPROACH

A company that designs a single marketing mix and directs it at the entire market for a particular product is using a total market approach. This approach assumes that individual customers in the target market for a specific kind of product have similar needs and that organization can satisfy most customers with a single marketing mix. This single marketing mix consists of one type of product with little or no variation (certain kinds of farm products), one price, one promotional program aimed at everyone, and one distribution system to reach all customers in the total market. A total market approach is useful only in a limited number of situations because for most product categories, buyers have different needs. When customers' needs vary, the market segmentation approach should be used.

3. MARKET SEGMENTATION APPROACH

A firm that is marketing 40-foot yachts would not direct its marketing effort toward every person in the total boat market. Some might want a kayak or a canoe. Others might want a speed-boat. Still others might want something resembling a small ocean liner. Marketing efforts directed toward these boat buyers would be wasted. Instead, the firm would direct its attention toward a particular portion, or segment, of the total market for boats. A market segment is a group of individuals or organizations, within a market, that share one or more common characteristics. The process of dividing a market into segments is called **market segmentation**.

A firm using this approach directs marketing at a segment rather than at the total market.

Common bases of Market Segmentation

Product-Related

Volume usage
End use
Benefit expectations
Price sensitivity

Demographic

Age
Sex
Race
Nationality
Income
Occupation
Family size
Religion
Social class
Educational level

Psychographic

Personality attributes
Lifestyles
Motives

Geographic

Region
Market density
Climate
Urban, suburban
Terrain

Active Vocabulary.

Meet objective
Target market

виконати задачу
цільовий ринок

Appropriate
Marketing mix
Distribution
Promotion

відповідний
комплекс маркетингу
розподіл
просування (товару)

<i>Maintain</i>	підтримувати
<i>Specific needs</i>	конкретні потреби
<i>Preference</i>	перевага
<i>Meet the needs</i>	задовольняти потреби
<i>Particular</i>	окремий, особливий
<i>Be consistent</i>	відповідати
<i>Total market approach</i>	загальний ринковий підхід
<i>Market segmentation</i>	поділ ринку
<i>Design</i>	створювати
<i>Entire market</i>	весь ринок
<i>Particular</i>	конкретний
<i>Assume</i>	передбачати
<i>Single</i>	єдиний
<i>Aimed (at)</i>	призначений (для)
<i>Market</i>	продавати
<i>Resemble</i>	бути схожим на
<i>Within</i>	всередині
<i>Commonly applied</i>	що зазвичай застосовується
<i>Single basis</i>	єдине підґрунтя
<i>Applied</i>	які застосовуються
<i>Volume usage</i>	об'єм споживання
<i>Benefit expectation</i>	очікування вигоди
<i>Price sensitivity</i>	чуттєвість до ціни
<i>Personality attributes</i>	особисті особливості
<i>Urban</i>	міський
<i>Rural</i>	сільський
<i>Market density</i>	густота ринку
<i>Terrain</i>	місцевість

▪ *Language development*

1. *Fill in the correct prepositions:*

1. suitablethe specific needs
2. possible effects the firm's sales
3. people this target market
4. marketa particular product
5. program aimed everyone
6. all customers the total market
7. direct its attentionsmb
8. dividing a market segments

2. Fill in the blanks:

1. A marketing strategy is a plan that will enable an organization to make the best use of its.....and.....to meet its objectives.
2. A target market is a group of.....for whom a firm develops and maintains amix suitable for the specific needs and preferences of that group.
3. The managers analyze the strength and numbers of.....already marketing to people in this target market.
4. A company that designs a single marketing mix and directs it at the entire market for a particular product is using a.....market..... .
5. The single marketing mix consists of.....type of product with little or no variation and one distribution system.
6. Products that can be marketed successfully with the total market approach include staple.....items, such as sugar and salt, and certain kinds of.....produce.
7. The total market approach assumes that individual customer have.....needs.
8. When buyers have different needs, the market.....approach should be used.
9. When customers` needs vary, the firm would direct its attention toward a particular portion, or.....of the total market.
10. A market segment is a group of individuals or organizations, within a market, that share one or more common..... .
11. A firm using market segmentation directs a marketing mix at a.....rather than at the total market.
12. The process of dividing a market into segments is called..... .
13. The firm would be interested primarily in that market segment which wants to.....the firm`s product.
14. Another basis for segmentation might be..... .
15. Still another basis might be..... .
16. There are four common bases of market segmentation: product-related, demographic and..... .

3. Translate into English:

1. Стратегія маркетингу-це план, який дасть можливість організації якнайкраще використовувати її ресурси і здійснити її цілі.
2. Стратегія маркетингу складається з вибору і аналізу цільового ринку і створення відповідного комплексу маркетингу.
3. Цільовий ринок-це група осіб, для яких фірма розробляє і підтримує комплекс маркетингу, що задовольняє конкретні потреби і переваги цієї групи.

4. Компанія, яка створює єдиний комплекс маркетингу і направляє його на весь ринок для окремого продукту, використовує загальний ринковий підхід.
5. Цей єдиний комплекс маркетингу складається з одного виду продукту, призначеного для всіх.
6. До таких продуктів відносяться основні харчові, такі як цукор і сіль, і деякі види сільськогосподарської продукції.
7. Загальний ринковий підхід корисний тільки для обмеженої кількості ситуацій, тому що покупці мають різноманітні потреби.
8. Процес поділу ринку на сегменти називається сегментацією.
9. Сегмент ринку-це група осіб чи організацій всередині ринку, які мають загальні характерні особливості.

4. Use the following expressions to make sentences:

- to use resources
- to meet objectives
- marketing mix
- a target market
- potential markets
- market segmentation approach.
- product categories

▪ **Comprehension Questions**

1. What is a market strategy?
2. What does a market strategy consist of?
3. What is a target market?
4. What does a total market approach assume?
5. What market approach should be used when customers' needs vary?
6. What does a total market approach assume?
7. Does a single marketing mix consist of one type of product?
8. Why is a total market approach useful in a limited number of situations?
9. What market approach should be used when customers' needs vary?
10. Does a firm direct its marketing efforts toward a particular portion, or a segment of a total market if the firm uses market segmentation approach?
11. Do marketers use a wide variety of segmentation bases?
12. What are the common bases of market segmentation?

- ***Speaking***

1. Speak on the following:

1. Marketing strategy and target market selection.
2. Total market approach.
3. Market segmentation approach.

Text2.

- ***Lead –in***

What do you think is the main goal of marketing strategy?

- ***Reading***

Marketing strategy.(2)

Marketing strategy is a process that can allow an organization to concentrate its limited resources on the on the greatest opportunities to increase sales and achieve a sustainable competitive advantage. A marketing strategy should be centered around the key concept that customer satisfaction is the main goal.

Key part of the general corporate strategy.

Marketing strategy is a method of focusing an organization's energies and resources on a course of action which can lead to increased sales and dominance of a targeted market niche. A marketing strategy combines product development, promotion, distribution, pricing, relationship management and other elements; identifies the firm's marketing goals, and explain how they will be achieved ideally within a stated timeframe. Marketing strategy determines the choice of target market segments, positioning market mix and allocation of resources. It is most effective when it is an integral component of overall firm strategy, defining how the organization will successfully engage customers, prospects and competitors in the market arena. As the customer constitutes the source of a company's revenue, marketing strategy is closely linked with sales. A key component of marketing strategy is to keep marketing in line with a company's overarching statement.

Tactics and actions.

A marketing strategy can serve as the foundation of a marketing plan. A marketing plan contains a set of specific actions required to successfully implement a marketing strategy. For example:” Use a low cost product to attract consumers. Once our organization, via our low cost product, has established a relationship with consumers, our organization will sell additional, higher-margin products and services that enhance the consumer’s interaction with the low-cost product or service.”

A strategy consists of a well thought out series of tactics to make a marketing plan more effective. Marketing strategies serve as the fundamental underpinning by marketing plans designed to fill market needs and reach marketing objectives. Plans and objectives are generally tested for measurable results.

A marketing strategy often integrates an organization’s marketing goals, policies, and action tactics into a cohesive whole. Similarly, the various strands of the strategy, which might include advertising, channel marketing, internet marketing, promotion and public relations can be orchestrated. Many companies cascade a strategy throughout an organization, by creating strategy tactics that then become strategy goals for the next level or group. Each one group is expected to take that strategy goal and develop a set of tactics to achieve that goal. This is why it is important to make each strategy goal measurable.

Marketing strategies are dynamic and interactive. They are partially planned and partially unplanned.

Types of strategies.

Marketing strategies may differ depending on the unique situation of the individual business.

However there are a number of ways of categorizing some generic strategies. A brief description of the most common categorizing schemes is presented below:

- **Strategies based on market dominance** – In this scheme, firms classified based on their market share or dominance of an industry. Typically there are four types of market dominance strategies:
 - *Leader
 - *Challenger
 - *Follower
 - *Nicher
- **Porter generic strategies** – strategy on the dimensions of strategic scope and strategic strength. Strategic scope refers to the market penetration while strategic strength refers to the firm’s sustainable competitive advantage.
- **Innovation strategies** – This deals with the firm’s rate of the new product development and business model innovation. It asks whether

the company is on the cutting edge of technology and business innovation. There are three types:

- *Pioneers
- *Close followers
- *Late followers

- **Growth strategies** – In this scheme we ask the question, "How should the firm grow?". There are a number of different ways of answering that question, but the most common gives four answers:

- *Horizontal integration
- *Vertical integration
- *Diversification
- *Intensification

Active Vocabulary.

<i>To allow</i>	дозволяти
<i>Limited resources</i>	обмежені ресурси
<i>Opportunity</i>	можливість
<i>Main goal</i>	головна мета
<i>To focus</i>	зосереджувати
<i>Dominance</i>	домінування
<i>To determine</i>	визначати
<i>Allocation</i>	розподіл, розміщення
<i>Competitor</i>	конкурент
<i>To link</i>	з'єднувати
<i>To serve</i>	слугувати
<i>To implement</i>	виконувати, забезпечувати
<i>Additional</i>	додатковий
<i>To enhance</i>	збільшувати, підвищувати
<i>To fill</i>	заповнювати
<i>Measurable</i>	вимірний, помірний
<i>Cohesive</i>	зв'язаний
<i>Partially</i>	частково
<i>Generic strategies</i>	загальні стратегії
<i>Challenger</i>	той , хто кидає виклик, претендент
<i>Follower</i>	послідовник, прихильник
<i>Niche</i>	сфера застосування
<i>Scope</i>	сфера
<i>Penetration</i>	проникнення
<i>Advantage</i>	перевага
<i>Innovation</i>	інновація
<i>Cutting edge</i>	передній край
<i>Close followers</i>	послідовники
<i>Integration</i>	інтеграція
<i>Diversification</i>	різноманіття

▪ *Language development*

1. *Fill in the correct prepositions:*

1. focusinga course of action
2. lead increased sales
3. achieved a stated timeframe
4. competitorsthe market arena
5. closely linked sales
6. relationshipconsumers
7. tested measurable results
8. interaction the low-cost product
9. depending the unique situation
10. based their market share
11. is the cutting edge

2. *Find the English equivalents:*

- обмежені ресурси
- підвищити продажі
- основна мета
- ціноутворення
- тісно пов'язаний
- конкурент
- ключовий компонент
- плани і цілі
- частково
- розвиток
- зробити більш ефективним
- задовольнити ринкові потреби

3. *Complete the following sentences:*

1. The key concept of a marketing strategy.....
2. A marketing strategy combines.....
3. A marketing strategy consists of.....
4. Marketing strategies serve.....
5. A marketing strategy often integrates.....
6. A marketing plan contains.....
7. Marketing strategies may differ depending.....
8. There are four types of market dominance strategies:.....

9. Porter generic strategies refer to
10. Innovation strategies deal with.....
11. Growth strategies give the answer.....

4. Give the definitions of the following:

- customers
- resources
- a company's revenue
- sales
- public relations
- advertising
- products and services
- plans and objectives

▪ ***Comprehension questions***

1. Please, explain marketing strategy as a process.
2. What is key part of the general corporate strategy?
3. What does marketing strategy determine?
4. What does a marketing plan contain?
5. Name marketing strategies that you know?
6. What do innovation strategies deal with?

Text 3.

▪ ***Lead –in***

Do you understand the difference between marketing strategy and advertising campaign?

What are the main objectives of marketing strategies?

▪ ***Reading***

Small business marketing (examples of marketing strategies).

Many small business owners mistakenly confuse marketing strategies with ad campaigns. A marketing strategy is a plan or an approach for marketing your products and services. An ad campaign, on the other hand, is the means by which your marketing strategy is accomplished. Your objective is to tie your advertising efforts into a comprehensive marketing strategy that has carefully designed to attract attention in the marketplace.

Some marketing strategies are created for the purpose of capturing a certain segment of the market, but the majority of small business strategies are more generic in nature. Even so, it's important to understand what your strategy is trying to achieve.

1. Boost consumer confidence.

Consumer are fickle lot and frequently hesitant to buy a product they know little about. If your business or products are new to the area, you could create a marketing campaign that emphasizes the quality and value of your products. The resulting boost in consumer confidence will likely translate into more action at the cash register.

2. Create awareness.

Another way to spark interest for your products is to conduct a campaign designed to promote your products in as many ways as possible. In other words, your marketing strategy could be to create buzz by blanketing the local airwaves, print space, and other advertising mediums with your name, logo, and products. Increased awareness will definitely bring more people into your store, but it also costs money, so you should be prepared to increase your advertising budget to pull it off.

3. Leverage emotions.

No matter what they say, the buying decision is emotional for many customers. Large corporations spend millions of dollars playing on their customers' emotions and what works for them, can work for you, too. The key is to create a campaign that makes consumers feel themselves your company, and the decision to buy your products.

4. Overcome objections.

The task of overcoming a buyer's objections is usually assigned to the sales team. However, a well crafted marketing campaign can work toward overcoming your customers' buying obstacles before they walk in the door. A marketing strategy that emphasizes warranties, testimonials, endorsements, and other positive reinforcement devices can not only make the buying decision easier for existing customers, but also attract new customers who hadn't previously considered buying from your business.

Active Vocabulary

To confuse
Ad campaign

бентежити, змішувати
рекламна кампанія

<i>Approach</i>	підхід
<i>To accomplish</i>	виконувати
<i>Objective</i>	ціль, мета
<i>To tie</i>	зв'язувати
<i>Comprehensive</i>	тямкий , всебічний
<i>To capture</i>	захоплювати
<i>Majority</i>	більшість
<i>Generic</i>	загальний
<i>Hesitation</i>	вагання
<i>Confidence</i>	впевненість
<i>To spark</i>	надихати
<i>To blanket</i>	охоплювати
<i>Awareness</i>	обізнаність
<i>To cost</i>	стоїти
<i>Budget</i>	бюджет
<i>To pull off</i>	успішно завершити
<i>Leverage</i>	засіб досягнення мети
<i>To overcome</i>	подолати
<i>Obstacle</i>	перешкода
<i>Warranty</i>	підстав, гарантія
<i>Testimonial</i>	подячний, показовий
<i>Endorsement</i>	підтвердження
<i>Reinforcement</i>	посилення. зміцнення
<i>To consider</i>	вважати. розглядати

▪ ***Language Development***

1. Fill in the missing words:

1. A..... is a plan for marketing your products and services.
2. The majority ofare generic in nature.
3. If your business or product are.....to the area, you could create a marketing.....that emphasizes the quality and value of your products.
4. You should be prepared to increase your advertising.....to pull it off.

5. The key is toa campaign that makes consumers feelyour company.
6. A marketing strategy must.....warranties, testimonials, endorsements, and other positive reinforcement

2. Marketer is organizing a meeting to discuss the prices for the cable Internet package. Put the following sentences in the correct order to complete the email.

- a) Could you have a look and let me know if there is anything you would like to add or change?
- b) As you probably know, we need to think about scheduling a meeting to discuss our pricing strategy for our new cable Internet package.
- c) Hope you all had a nice weekend.
- d) Please let me know if you can attend by the end of the day.
- e) How about next Tuesday at 9 a.m.?
- f) I am also attaching an outline of what I would like to talk about.

Hi team,

_____ 1

_____ 2

_____ 3

_____ 4

_____ 5

_____ 6

Thanks for your help.

Regards ,

Tom

Look at three replies to marketer's email. Use the following words to complete them.

attachment, attend, best, cheers, hope, mind, postpone, see

A. Hi

Just wanted to let you know that I can _____ 1 the meeting. I have looked at your outline and can not think of anything to add. _____ 2 you on Tuesday.

B. Hi Tom

I am still at the conference in Toronto and will not be back in town until Wednesday. Would it be possible to _____ 3 the meeting? I am back in the office on Thursday and free all day. If not, I will send you my ideas by email. By the way, I could not open the _____ 4. Could you send it again in a different format? _____ 5.

C. Hello Tom

Tuesday morning is fine for me. I noticed that you did not send your message to ann. Would you _____ 6 if I invited her to join us? It might be useful to have her _____ 7. I will have a look at the attachment and will get in touch if there is anything missing. _____ 8 you had a nice weekend too.

All the _____ 9

John.

Now read the attachment that Tom sent to his team and find words or phrases that mean the following:

1. when a customer pays the same fee each month/year/etc.
2. to sell a group of things (like products or services) as a package
3. reduced price
4. another word for *product launch*
5. enhanced features or services that customers have to pay more money for

Cable Internet package pricing model.

I have a few questions I would everyone to think about in advance of the meeting. As you know, we're introducing a new DSL package, and we need to decide what we should be charging for our services. Some points to consider are:

* What should our pricing model be? A monthly flat fee or charge by data volume?

* Do we want to offer different prices in different regions?

* Should we bundle our services and offer a discount?

* What about adopting a penetration pricing strategy for the roll-out? How long should these prices be valid for (3 months, 6 months,...)?

* What optional extras shall we offer (e.g. guaranteed 24-hours servicing)?

Please think about these questions, and we can discuss everything in more detail.

3. *Match these different pricing models to the definitions.*

1. captive product pricing
2. economy pricing
3. geographical pricing
4. penetration pricing
5. premium pricing
6. price skimming

- a. pricing goods/services as cheaply as possible
- b. charging a high price for an item where you have a competitive advantage
- c. charging a high price for a unique high-quality item
- d. pricing goods at a very low price to encourage people to buy them-often the prices are later raised
- e. pricing according to area where goods are sold
- f. pricing one item very low and its complement very high

Now decide which model is being discussed.

- A.** Naturally we need to price our goods lower in countries with a lower per-capita income.
- B.** We at Chamonix believe the quality of our pens justifies their cost.
- C.** These low prices will only be in effect for the first six months. After that they will be raised by 10-25%.
- D.** Yes, the printers we sell are inexpensive, but we charge quite a bit for the ink cartridges.
- E.** Our own-label brands sugar, flour, and milk have much lower prices than the brand-name competitors.

4. *Use the words and expressions in brackets to complete the sentences below.*

1. Looking at the competition, \$50/month seems to be the _____ 1.
Its what most people are charging.

2. we can sell the modems for \$100 each. They only cost \$20 in total to produce and distribute, so we would have a healthy _____ 2 of 480.

3. \$59.99 is a good _____ 3. We can suggest that stores sell it for that much, but if they want to use it as a loss leader and sell it for less, then that is fine too.

4. What I am afraid of is an all-out _____ 4, when our company and the competition are all fighting for the same customers. We do not want to cut our prices so low that we go out of business.

5. We need to establish our _____ 5. When does the amount we are earning cover our costs?

6. Luckily, we have low _____ 6. Our rent is very low, and we got a great deal on our office equipment.

▪ ***Comprehension Questions***

1. Why do business owners confuse marketing strategies with ad campaigns?

2. Why do you need to emphasize the quality and value of your products?

3. Name the main tasks of the sales team.

▪ ***Discussion***

Which of the following points do you discuss when drawing up a marketing plan? Are there any factors you can add?

- marketing activities (past and present)
- current position
- sales projections and costs
- results from the last year
- analysis of competitors
- objectives
- marketing tactics
- problems and opportunities
- benchmarking
- situation analysis (target market, competitors, economic climate)
- implementation

Text 4.

- ***Lead –in***

Could you name the external factors which affect on marketing activities?

- ***Reading***

Marketing strategy and the marketing environment.

The marketing mix consists of elements that a firm controls and uses to reach its target market. In addition, the firm has control over such organizational resources as finances and information. These resources, too, may be used to accomplish marketing goals. However, the firm's marketing activities are also affected by a number of external forces. They are:

1. **Economic forces** – the effects of economic conditions on customers' ability and willingness to buy.
2. **Legal forces** – the laws enacted either to protect consumers or to preserve a competitive atmosphere in the marketplace.
3. **Social forces** – consumers' social and cultural values, the consumer movement, and environmental concerns.
4. **Competitive forces** – the actions of competitors, which are in the process of implementing their own marketing plans.
5. **Political forces** – government regulations and policies that affect marketing.
6. **Technological forces**-in particular, technological changes that can cause a product(or an industry) to become obsolete almost overnight.

These forces influence decisions about marketing-mix ingredients. Changes in the environment can have a major impact on existing marketing strategies. In addition, changes in environmental forces may lead to abrupt shifts in the needs of people in the target market.

Strategic market planning.

The development of a marketing strategy begins with an assessment of the marketing environment. Marketers should gather and analyze all available information concerning the marketing environment, the effectiveness of previous marketing programs or strategies, the firm's present and potential markets and their needs, and the availability of resources. Obviously, marketing research and the firm's system for

managing its marketing information play an important role in this first stage of the planning process.

Next, the organization should formulate particular and detailed marketing objectives. These objectives should be consistent with organizational goals. They must also be measured and realistic-in line with the marketing situation and available resources.

Then a target market must be selected, and a marketing mix must be designed to reach that market. Here, product, pricing, distribution, and promotional decisions to need be coordinated to produce a unified mix. As we have noted, the marketing strategy must be designed to operate effectively in the dynamic marketing environment.

Finally, the organization must evaluate the performance of its marketing strategy. Both marketing research and the marketing information system come into play as monitoring tools. The information that is obtained should be used to evaluate the strategy and modify it as necessary. This information should also used to begin the next round of market planning.

Active Vocabulary

<i>Marketing environment</i>	маркетингове середовище
<i>In addition</i>	крім того
<i>To accomplish</i>	здійснити
<i>However</i>	проте
<i>Marketing activities</i>	торгова діяльність
<i>External</i>	зовнішній
<i>Uncontrollable</i>	неконтрольований
<i>Force</i>	сила
<i>To make up</i>	складати
<i>Effect</i>	вплив
<i>Condition</i>	умова
<i>Ability</i>	здатність
<i>Willingness</i>	готовність
<i>Legal forces</i>	правові сили
<i>To protect</i>	захищати
<i>To preserve</i>	зберігати
<i>Competitive atmosphere</i>	атмосфера конкуренції
<i>Social forces</i>	громадські сили
<i>Value</i>	цінність
<i>Movement</i>	рух
<i>Environmental concern</i>	турбота про навколишнє середовище
<i>Competitive forces</i>	конкуруючі сили
<i>Implement</i>	здійснювати
<i>Government regulation</i>	державне регулювання
<i>To affect</i>	впливати на
<i>Technological forces</i>	технологічні сили

<i>In particular</i>	зокрема
<i>To cause</i>	змусити
<i>Obsolete</i>	застарілий
<i>Overnight</i>	за одну ніч
<i>To influence</i>	впливати на
<i>Ingredient</i>	складова частина
<i>Major impact</i>	великий вплив
<i>Existing</i>	існуючий
<i>Abrupt shift</i>	різкий рух
<i>Market planning</i>	планування ринку
<i>Assessment</i>	оцінка
<i>To gather</i>	збирати
<i>Available</i>	наявний
<i>Concerning</i>	який стосується
<i>Previous</i>	попередній
<i>Obviously</i>	очевидно
<i>Marketing research</i>	дослідження маркетингу
<i>Managing</i>	використання
<i>Stage</i>	етап
<i>Particular</i>	конкретний, особливий
<i>Objective</i>	конкретна ціль
<i>Be consistent (with)</i>	відповідати
<i>Goal</i>	загальна комплексна ціль
<i>Pricing</i>	ціноутворення
<i>Unified mix</i>	єдиний комплекс
<i>To note</i>	відмічати
<i>Finally</i>	і нарешті
<i>To evaluate</i>	оцінювати
<i>Performance</i>	виконання
<i>To come into play</i>	вступають в дію
<i>Monitoring tools</i>	інструменти контролю
<i>To obtain</i>	отримувати
<i>To modify</i>	удосконалювати

▪ *Language development*

1. Translate into Ukrainian:

- Marketing environment,
- marketing mix,
- resources,
- marketing activities,
- external forces,
- economic forces,

- competitive forces,
- legal forces,
- social forces,
- competitive atmosphere,
- social and cultural values,
- environmental concerns,
- government regulation,
- obsolete product,
- goal,
- marketing mix ingredients,
- major impact,
- needs of people,
- target market,
- marketers,
- availability of resources,
- marketing research,
- organizational goals,
- monitoring tools,
- protect consumers,
- have a major impact (on),
- evaluate,
- modify,
- be consistent (with)

2. Translate into English:

1. Комплекс маркетингу складається з елементів, які фірма контролює і використовує для досягнення свого цільового ринку.
2. Такі ресурси, як фінанси і інформація, можуть бути корисні для досягнення цілей маркетингу.
3. На торгову діяльність фірми впливає ряд переважно невідконтрольних сил.
4. Це економічні сили, правові сили, громадські сили, конкуруючі сили, політичні сили і технологічні сили.
5. Розробка маркетингової стратегії починається з оцінки маркетингового середовища.
6. Дослідження маркетингу і система використання інформації по маркетингу грають важливу роль на першому етапі процесу планування.

7. Організація повинна оцінити виконання своєї ринкової стратегії, використовуючи дослідження маркетингу і інформацію про стан збуту в якості інструментів контролю.

3. *Translate into English:*

- Маркетингове середовище,
- комплекс маркетингу,
- цільовий ринок,
- ресурси,
- зовнішні сили,
- бажання купувати,
- юридичні сили,
- суспільні сили,
- закон,
- конкуруючі сили,
- турбота про навколишнє середовище,
- державне регулювання,
- громадські і культурні цінності, оцінювати, захищати.

▪ ***Comprehension questions***

1. *What does the marketing mix consist of?*
2. *What forces does the external marketing environment consist of?*
3. *Do these forces influence decisions about marketing mix ingredients?*
4. *Can the changes in the marketing environment have a major impact on existing marketing strategies?*
5. *What can be the result of changes in environmental forces?*
6. *What does the development of marketing strategy begin with?*
7. *Do marketing research and marketing information play an important role in the first stage of the planning process?*

UNIT 8. MARKETING MANAGEMENT AND STRATEGIC PLANNING

Text 1.

- **Lead-in**

What are the main functions of a marketing manager?

- **Reading**

Marketing Management Philosophies.

Most people think of a marketing manager as someone who finds enough customers for the company's current output. But this view is too limited. Every organization has a desired level of demand for its products. At any point in time, there may be no demand, adequate demand, irregular demand, or too much demand. Marketing managers, therefore, can be concerned not only with finding and *increasing* demand but also with *changing* or even *reducing* it. We define **marketing management** as the analysis, planning, implementation, and control of programs designed to create, build, and maintain beneficial exchanges with target buyers for the purpose of achieving organizational objectives.

What *philosophy* should guide marketing efforts? What weight should be given to the interests of the organization, customers, and society? Very often these interests conflict.

There are five alternative concepts under which organizations conduct their marketing activities: the *production*, *product*, *selling*, *marketing*, and *societal marketing* concepts.

The **production concept** holds that consumers will favor products that are available and highly affordable and that management should therefore focus on improving production and distribution efficiency. This concept is one of the oldest philosophies guiding sellers.

The production concept is a useful philosophy in two types of situations. The first occurs when the demand for a product exceeds the supply. Here, management should look for ways to increase production. The second situation occurs when the product's cost is too high and improved productivity is needed to bring it down. For example, Henry Ford's whole philosophy was to perfect the production of the Model T so that its cost could be reduced and more people could afford it. He joked about offering people a car of any color as long as it was black. Today, Texas Instruments (TI) follows this philosophy of increased production and lower costs in order to bring down prices. It won a major share of the

American hand-calculator market with this philosophy. But when TI used the same strategy in the digital watch market, it failed. Although they were priced low, customers did not find TI's watches very attractive. In its drive to bring down prices, TI lost sight of something else that its customers wanted—namely, *attractive*, affordable digital watches.

Another major concept guiding sellers, the **product concept**, holds that consumers will favor products that offer the most quality, performance, and features, and that an organization should thus devote energy to making continuous product improvements. Some manufacturers believe that if they can build a better mousetrap, the world will beat a path to their door. But they are often rudely shocked. Buyers may well be looking for a solution to a mouse problem, but not necessarily for a better mousetrap. The solution might be a chemical spray; an exterminating service, or something that works better than a mousetrap. Furthermore, a better mousetrap will not sell unless the manufacturer designs, packages, and prices it attractively, places it in convenient distribution channels, brings it to the attention of people who need it, and convinces them that it is a better product.

The product concept can also lead to «marketing myopia.» For instance, railroad management once thought that users wanted *trains* rather than *transportation* and overlooked the growing challenge of airlines, buses, trucks, and automobiles. Many colleges have assumed that high school graduates want a liberal arts education and have thus overlooked the increasing challenge of vocational schools.

Many organizations follow the **selling concept**, which holds that consumers will not buy enough of the organization's products unless it undertakes a large selling and promotion effort. The concept is typically practiced with *unsought goods*—those that buyers do not normally think of buying (say, encyclopedias and funeral plots). These industries must be good at tracking down prospects and selling them on product benefits.

The selling concept is also practiced in the nonprofit area. A political party, for example, will vigorously sell its candidate to voters as a fantastic person for the job. The candidate works in voting precincts from dawn to dusk, shaking hands, kissing babies, meeting donors, making speeches. Much money is spent on radio and television advertising, posters, and mailings. Candidate flaws are hidden from the public because the aim is to get the sale, not worry about consumer satisfaction afterward.

The **marketing concept** holds that achieving organizational goals delivering the desired satisfactions more effectively and efficiently than competitors. Surprisingly, this concept is a relatively recent business philosophy. It emerged only during the 1950-s. The marketing concept has been stated in such colorful ways as «Find a need and fill it» (Kaiser Sand & Gravel); «We do it like you'd do it» (Burger King); and «We're not satisfied until you are» (GE). J. C. Penney's

motto also summarizes the marketing concept: «To do all in our power to pack the customer's dollar full of value, quality, and satisfaction».

The marketing concept views the consumer as the focal point of all marketing activities. Organizations that practice the marketing concept study the consumer to determine consumer's needs and wants and then organize and integrate all activities within the firm toward helping the consumer fulfill these needs and wants while simultaneously achieving organizational goals. There are three pillars to the marketing concept) (1) consumer orientation, (2) integrated or total company effort, and (3) achievement of organization goals.

The **consumer orientation** dimension of the marketing concept argues that a firm can be more successful if it determines what the consumer needs and wants before it decides what product to produce and/or sell.

To successfully practice the principle of consumer orientation firms need to regularly conduct marketing research. Marketing research is the systematic collection, recording, and analyzing of data that deal with the marketing of goods and services. The tools of marketing research allow the firm to assess consumers' needs-wants.

Regardless of how much marketing research is conducted, no organization can be certain of consumers' wants and needs. This is especially true with new product development or anticipatory manufacturing. For instance, Firestone Tire Company must produce snow tires in the summer for the coming fall and winter season. No matter how much research Firestone conducts it will still face some uncertainty about the weather and therefore may overproduce or underproduce snow tires for the coming season. Consequently, the role of good executive judgement in marketing decision-making cannot be ignored. Since marketing is not a precise science, good subjective judgement resulting from years of «hands on» experience is also a key to successfully implementing the marketing concept.

A second pillar of the marketing concept is the principle of integrated effort, in which departments within the organization work together toward the common goal of satisfying the customer. Integrated effort is a systems point of view, in which all departments recognize they are interdependent parts of an organization. Because they are interdependent, they must cooperate to enable the firm to achieve its objectives. Cooperation is often difficult because one department's goals may conflict with those of another department and with the organization's overall objectives.

Several types of conflicts can develop between departments within an organization. One type is the inherent conflict between low unit production costs and high consumer satisfaction. For instance, if Sony were to standardize all its television production processes to produce 8 single-size

black and white television in a single style than it could achieve significantly lower costs per television produced. However, this would hurt Sony's marketing efforts because most consumers want variety and selection when purchasing a new television.

Organizational goals. The final pillar of the marketing concept states that the organization should engage in exchanges based on their potential for helping the organization achieve its goals. Organizations do not participate without expecting something in return, and what they receive should help them achieve their objectives.

The **societal marketing concept** holds that the organization should determine the needs, wants, and interests of target markets, It should then deliver the desired satisfactions more effectively and efficiently than competitors in a way that maintains or improves the consumer's *and the society's* well-being. The societal marketing concept is the newest of the five marketing management philosophies.

The societal marketing concept questions whether the pure marketing concept is adequate in an age of environmental problems, resource shortages, rapid population growth, worldwide inflation, and neglected social services. It asks if the firm that senses, serves, and satisfies individual wants is always doing what is best for consumers and society in the long run. According to the societal marketing concept, the pure marketing concept overlooks possible conflicts between short-run consumer *wants* and long-run consumer *welfare*.

The societal marketing concept calls upon marketers to balance three considerations in setting their marketing policies: company profits, consumer wants, and society's interests. Originally, most companies based their marketing decisions largely on short-run company profit. Eventually, they began to recognize the long-run importance of satisfying consumer wants, and the marketing concept emerged. Now many companies are beginning to think of society's interests when making their marketing decisions. Many of them have made large sales and profit gains by practicing the societal marketing concept.

Active Vocabulary

<i>To hold</i>	тримати, держати, утримувати
<i>To hold the line</i>	не класти телефонну трубку
<i>To restrain</i>	утримувати; стримувати, затримувати
<i>To keep back</i>	зупиняти, спиняти
<i>To control</i>	зберігати контроль
<i>To be filled by</i>	вміщувати, містити в собі
<i>To keep attention of</i>	заволодівати (увагою)
<i>To consider</i>	гадати, вважати
<i>To be the legal owner</i>	володіти, мати, бути власником
<i>To hold shares</i>	бути власником акцій
<i>To have the position of</i>	посідати, обіймати (посаду)

<i>To hold a meeting</i>	проводити збори
<i>To celebrate</i>	відзначати
<i>Willingness</i>	прихильність, доброзичливість
<i>Support</i>	підтримка, допомога
<i>To support</i>	підтримувати; допомагати
<i>Doubt</i>	сумнів;
<i>Claim</i>	претензія
<i>Problem</i>	проблема, складне завдання
<i>To face the challenge</i>	натрапляти на проблему
<i>To meet the challenge</i>	розв'язувати проблем
<i>To argue</i>	заперечувати, оспорювати
<i>To direct</i>	керувати, управляти;
<i>To influence</i>	стимулювати, надихати
<i>Guide-line</i>	головні напрямки
<i>To neglect</i>	не звертати уваги, не турбуватися

▪ *Language Development*

1. Match the following terms with their definitions:

1. Production concept — концепція вдосконалення виробництва
2. Product concept — концепція вдосконалення товару
3. Selling concept — концепція інтенсифікації комерційних зусиль
4. Marketing concept — концепція маркетингу
5. Societal marketing concept — концепція соціального маркетингу

- the philosophy that consumers will favour products that are available and highly affordable and that management should therefore focus on improving production and distribution efficiently.
- the marketing management philosophy that holds that achieving organizational goals depends on determining the needs and wants of target markets and delivering the desired satisfactions more effectively and efficiently than competitors do.
- the idea that consumer will not buy enough of the organization's product unless the organization undertakes a large-scale selling and promotion effort.
- the idea that consumers will favour products that offer the most quality, performance, and features and that the organization should therefore devote its energy to making continuous product improvements. A detailed version of the new product idea stated in meaningful consumer terms.
- the idea that the organization should determine the needs, wants, and interests of target markets and deliver the desired satisfactions more ef

fectively and efficiently than competitors in a way that maintains or improves the consumer's and society's well-being.

2. Find in the text the following words and word combinations, and translate the sentences in which they are used .

- adequate demand;
- highly affordable products;
- improving production and distribution efficiency;
- to beat a path to sb.'s door;
- marketing myopia;
- liberal arts education;
- unsought goods;
- to sell vigorously;
- focal point;
- pillar;
- to conduct marketing research;
- regardless of;
- anticipatory manufacturing;
- snow tires;
- executive judgment;
- inherent conflict;
- single size black and white television:
- to hurt marketing efforts;
- to be profit oriented;
- intense advertising;
- resource shortages;
- neglected social services;
- short-run consumer wants and long-run consumer welfare.

3. Find English equivalents:

- поточна продукція;
- попит перевищує пропонування;
- собівартість продукції;
- підвищена продуктивність;
- удосконалювати виробництво;
- скорочення витрат;
- упустити;
- відповідні канали розподілу;
- не звернути уваги;
- здійснювати;
- від світанку до заходу сонця;

- недолік;
- ефективно та продуктивно;
- гасло;
- проводити маркетингову діяльність;
- випускати продукцію;
- застосовувати принцип;
- оцінювати потреби споживача;
- створення нових видів продукції;
- точна наука;
- тверде судження;
- загальна мета;
- прийняття рішень;
- спільні зусилля;
- взаємозалежний;
- різноманітність;
- покращувати добробут;
- у достроковому періоді.

4. Match the Ukrainian and English equivalents:

- | | |
|---|------------------------------------|
| 1) межі маркетингу | 1) marketing structure (mix) |
| 2) маркетингові заходи | 2) stabilization efforts |
| 3) служба маркетингу | 3) marketing department |
| 4) угода про маркетинг | 4) selling efforts |
| 5) вартість маркетингових заходів | 5) marketing efforts |
| 6) структура маркетингу | 6) marketing management |
| 7) управління маркетингом | 7) scope of marketing |
| 8) маркетингові послуги | 8) do marketing research |
| 9) здійснювати маркетинг | 9) marketing agreement |
| 10) проводити маркетингові дослідження | 10) deal with marketing |
| 11) заходи з організації та стимулювання збуту | 11) marketing expenditures (costs) |
| 12) заходи зі стабілізації економіки ² | 12) marketing services |

5. Fill in the blanks from the words below. Translate the sentences into Ukrainian:

neglect; hold (3); implement; favour (3); delivery (2); challenge; assess; guide,

1. Cheques should be drawn in _____ of the Society, not in _____ of the Treasurer.

2. The new method has been successfully _____
3. The owner of the company does not _____ for himself responsible the business debts,
4. When can you take _____ of the new car?
5. Damages were _____ at \$ 100.
6. This barrel _____ 25 litres,
7. The exchange rate is in their _____
8. The company met the ; _____ of their rivals and started producing new equipment.
9. The speaker _____ his audience spellbound.
10. The employee lost his job because he _____ his duties.
11. The activities of the enterprise should be _____ by the consumer demands.
12. The firm guarantees prompt _____ of goods.

6. *Translate into English:*

Роберт Кейз. колишній віце-президент американського концерну з виробництва харчових продуктів, «Pillsbury Co» (виробництво лікарських продуктів) охарактеризував у статті спосіб мислення для свого підприємства в різних фазах розвитку.

Орієнтація на виробництво:

«Ми є кваліфікованими виробниками борошна. Благословенні поставками найліпшої південноамериканської пшениці, дешевою енергією гідроелектростанцій і відмінним устаткуванням, ми виробимо борошно найвищого гатунку. Наше головне завдання— виробництво борошна найвищої якості і, очевидно, для того щоб його продати, нам необхідно брати на роботу продавців точнісінько так само, як ми зараховуємо бухгалтера для ведення нашого обліку».

Орієнтація на продаж:

«Ми є виробниками борошна, які випускають для споживача певні продукти. Нам необхідна першокласна збутова організація, котра збуватиме за вигідними цінами всі вироби, що їх ми виробляємо. Через рекламу з-поміж споживачів, а також ринкову інформацію ми маємо підтримувати зовнішню службу. Ми прагнемо, щоб наші продавці й торговельні посередники мали всі допоміжні засоби, яких вони потребують, аби доставляти продукцію наших фабрик споживачам».

Орієнтація на маркетинг:

«Ми справді мали побудувати на нашому підприємстві нову структуру управління, котра керує всіма Іншими функціональними сферами: від закупівлі до виробництва, від реклами до продажу. Цією функцією був маркетинг. Наше рішення полягало в тому, щоб організувати сучасний відділ маркетингу. Цей відділ розробив критерії,

необхідні нам для висновку — які вироби ми пропонуємо. І ці критерії були й лишаються не більш і не менш ніж критерії самого споживача... Завдання підприємства полягало насамперед не в тому, щоб випускати борошно чи інші вироби, а в тому, щоб задовольнити сьгоднішні та потенційні потреби й запити наших споживачів. Коли б ми спробували якомога простіше сформулювати нашу нову філософію за останні 10 років, то це виглядало б так: «Ми виготовляємо вироби для споживачів та продаємо їх».

«Pillsbury» перебуває на початку своєї четвертої великої ери в маркетинговій революції. По суті, філософію цієї четвертої ери можна сформулювати так: «Ми розвиваємось від підприємства, котре має концепцію маркетингу, до маркетинг-підприємства». Спрощено зазначені тенденції розвитку можна схарактеризувати так:

Орієнтація на виробництво (ринок продавців)

«Виробляти скільки можна».

Орієнтація на продаж (тенденція насичення)

«Намагатися збувати те, що виробили».

Орієнтація на маркетинг (ринок покупців)

«Виробляти те, що можна збути»,

▪ ***Comprehension Questions***

1. *What is marketing manager concerned with?*
2. *How can marketing management be defined?*
3. *What are the concepts under which organizations conduct their marketing activities?*
4. *In what types of situations is the production concept a useful philosophy?*
5. *What two concepts hold that consumers will favour products? Is there any difference between them?*
6. *Which concept emphasizes the role of selling and promotion?*
7. *What philosophy for the practice of marketing emerged during the 1950s?*
8. *How does the marketing concept view the consumer?*
9. *Why do organizations that practice the marketing concept study the consumer?*
10. *Define the three pillars of the marketing concept.*
11. *Is it necessary for a firm to determine consumer needs and wants before it decides what to produce or sell?*
12. *Why do firms conduct marketing research?*
13. *Can organizations be absolutely certain of consumers' wants and needs? Why?*

14. *What do you know about the principle of integrated effort?*
15. *Is it easy for all departments of a firm to cooperate?*
16. *What conflicts can develop between departments within an organization?*
17. *What is the final pillar of the marketing concept?'*
18. *Why have some organizations adopted the societal marketing concept?*

▪ **Reading**

Read and analyze the following discussion about the direction a certain company should take and give answers to the questions below:

1. As I see the problem, the major focus of investment must be in improving productivity. We've also got to make sure there are no delays in deliveries. In this way we can aim to bring down the price and make our products more readily available. We're in a mass market, where price and availability are what matter most to our customers.

2. I think we'd all agree with you as far as you go. But I feel what we are still failing to do is to establish a strong enough brand. The only way we can do this in an increasingly competitive market is to increase our budgets in advertising and make one sales force even more, effective.

3. I'm not sure I agree with either of you. You are both taking a too restricted view, looking at it from the inside-out. What we need is to take an outside-in approach. What I mean by this is we've got to get to know our customers better, what their needs and wants are. If we are just production-or sales-oriented, that'll keep the turnover going in the short term but we've got to stay ahead of the competition in the long term. No, I feel we must certainly ensure quality and price for our existing products and of course promote them well, but above all we need to look to the future — a strategy for the next twenty years in terms of growth. This means better market research generally a more integrated approach.

4. Geoff takes the longer-term view but I feel he misses an important dimension. It's not enough to focus just on our customers' present and future needs. We have to take a wider view—there are strong pressures in society now which have little to do with individual needs and wants. — I'm thinking of the environment in particular. I feel we need to look at what type of world we are.

5. Oh, come on Julie. Let's get back down to earth. This company has made its name and its money by being first in the field in new areas, you only have to look at the Japanese to see, what they're spending on RD (Research and Development) product innovation is where the future is, ..

1. *How does participant 1 aim to bring down prices?*
2. *How does participant 3 intend to develop a strategy for the future?*
3. *What added dimension does participant 4 include?*
4. *Why does participant 5 mention the Japanese?*

5: *Each participant of the discussion expresses a different view. These views can be summarized as follows:*

A. The production concept. The company should focus on improving production and distribution efficiency.

B. The product concept. The company should focus on making product improvements.

C. The selling concept. The company should focus its effort on selling and promotion.

D. The marketing concept. The company should focus on the needs of its customers.

E. The societal marketing concept. The company should consider the needs not only of its customer but also of society as a whole.

6. *Allocate one of the concepts (A-E) to each of the participants (1—5):*

Participants	Concept
1.	
2.	
3.	
4.	
5.	

▪ *Writing*

1. *Translate the following sentences from English into Ukrainian and on the contrary:*

A: What concept should direct marketing efforts?

B: Досить очевидно, що вся діяльність у сфері маркетингу має здійснюватися в межах якоїсь однієї концепції. Існує п'ять основних філософій, на підставі яких комерційні організації здійснюють свою маркетингову діяльність.

A: What are they?

B: Це концепція вдосконалення виробництва, концепція вдосконалення товару, концепція інтенсифікації комерційних зусиль, концепція маркетингу та соціального маркетингу.

A: What do you know about these philosophies?

В: Ці концепції репрезентують різні періоди в історії економіки та основні соціальні, економічні та політичні зміни за останні п'ятдесят років. Загальна тенденція розвитку — зміщення акценту з виробництва на комерційні зусилля, на споживача і все більша орієнтація на проблеми споживача та суспільства.

A: The selling concept and the marketing concept are frequently confused. Do you know the difference between them?

В: їх розрізняють таким чином. Комерційні зусилля зі збуту — це зосередженість на потребах продавця, а маркетинг — це концентрація на потребах покупця. Комерційні зусилля зі збуту — це турбота про потреби продавця, які стосуються перетворення товару в готівку, а маркетинг — це турбота про задоволення потреб клієнта за допомогою товару та цілої низки факторів, пов'язаних зі створенням, постачанням і, нарешті, споживанням цього товару.

A: I see. Thus the marketing concept in its essence is the orientation to consumer wants and needs.

В; Абсолютно правильно. Концепція маркетингу — це орієнтація на потреби споживачів, яка підкріплена комплексними зусиллями маркетингу, націленими на задоволення запитів споживачів, і є основою для досягнення цілей організації.

2. Read the following text and write a short summary of it

MARKETING INACTION: POLAROID ADOPTS MARKETING CONCEPT

Some companies such as Polaroid have only recently adopted the marketing concept. Edwin H. Land, the Inventor of the Polaroid Instant camera and founder of Polaroid Corp., believed that marketing success was based on the development of Innovative products that consumer would then be persuaded to purchase. Under his leadership and direction, Polaroid used little or no marketing research. This production and sales orientation worked as long as Land could improve his Instant camera and as long as use of traditional cameras was complicated and the delay in developing pictures was long. When easy to use, computer-controlled 35-mm cameras were Invented and 1-hour photo processing centers began to spring up around the country, however, the market for instant photography faltered.

Land left Polaroid in 1980, after the company lost approximately \$ 300 million on Polavision — an instant home movie camera. Industry analysts acknowledged that Polavision was a technological success, but there was no market for the product. With the departure of Land, William J. McCune became president and brought the marketing concept to Polaroid.

Under McCune's direction the company's approach to product development became more pragmatic. Now Polaroid begins by targeting a market need: for example, the need to convert graphic computer displays to color slides, for which the company developed Palette, which sells for \$ 1,499. The product development efforts at Polaroid involve the integrated efforts of the engineering, marketing and manufacturing operations. Under Land's direction, these three domains were independent and had little or no contact with each other

3. How might your university practice the marketing concept? For example, how can it market itself to attract new students? Write a 250 word essay. Before writing the essay read the following information:

THE ESSAY TEST

Every student who has reached the college level is quite familiar with the process of taking tests. Many tests are short-answer tests; they ask students to respond by filling in blanks, matching, choosing correct terms, or writing words or phrases. The second major type of test is the *essay test*, on which students are asked to respond to questions by writing one or more paragraphs. These tests require that students be able to write effectively about the material they have learned.

To write effectively on an essay test the student must remember that the purpose of the essay test answer differs from the purpose of the essay. The essay develops an argument; it presents the student's ideas about a subject and explains why the student has that position on the subject: An essay test answer, on the other hand, is designed to demonstrate how much a student knows about a particular subject. An essay test answer is an attempt by the student to show that he or she grasps the ideas of other people.

The length and the form of an effective essay test answer will be determined by the individual question. Some answers will require only one paragraph; others will need several paragraphs. Whatever the case, every essay test taker begins to answer by turning the question into a statement:

Question: What are two major factors influencing the development of personality?

Immediate Answer: The two major factors influencing personality development are heredity and environment.

An immediate answer serves the same function as a topic sentence in a paragraph or a thesis statement in an essay. The rest of the answer will be sentences or perhaps paragraphs adding explanatory detail.

It is important for all beginning college writers to learn to write an effective essay test answer. No student can get credit for information that she knows if she can't demonstrate that she knows it.

▪ **Discussion**

1. *Do you feel all companies must be predominantly market oriented?*
2. *Is there a danger that if a company is too market-oriented that it will ignore other ingredients of success such as efficient production?*
3. *Identify organizations in your country that practise the production concept, the product concept, and the selling concept. How could these organizations become more market-oriented?*

Useful language

To introduce opinions:

Well, I'd just like to say, that...

My attitude from the beginning was ...

My feelings about... Well, ...

I'd like to start by saying that...,

I am glad to have the opportunity to ...

Perhaps I could begin by saying that...

To make a point:

I think that I should be frank and say that...

We should always remember that...

I can't make this point strong enough ...

To check a point:

Am I right in thinking that you are proposing ...

Right. If I am not mistaken, your policy is ...

Correct me if I am wrong, but what you are proposing is ...

To move on:

Perhaps we could move on to the next point (question) under discussion

That brings us to the next item on ...

Additional Materials for Reading and Discussion

THE ELECTRIC FEATHER PIROGUE: GOING WITH THE MARKETING FLOW

The Fin and Feather Products Company of Marshall, Texas, produces a line of small, versatile, lightweight boats called the Electric Feather Pirogue. The term «feather» was chosen to emphasize the light weight of the boat and «electric» because it is propelled by an electric trolling motor. The name *Pirogue* refers to the historic small riverboats used on the Louisiana bayous. The kayak-shaped boat is 12 feet long, 38 inches wide, and 12 inches deep. It comes complete with motor and has a load capacity of about

540 pounds. Power is provided by a standard 12-volt automotivetype storage battery. The built-in Shakespeare motor is available with 18-pound or 24-pound thrust. The hull is handcrafted fiberglass, sturdily constructed by a hand-layup process.

The stable, flat-bottomed Pirogue can operate in very shallow water, so it is ideally suited for fishing, duck hunting, bird watching, or just leisure stream cruising. The propeller is protected from submerged objects by specially engineered motor guards on each side of the exposed drive unit. A 1/2-inch sheet of polyurethane foam is built into the bottom to provide flotation. The boat is extremely simple to operate. A panel just below the wraparound gunwale contains two control switches—a forward-off-reverse switch and a low-medium-high .speed switch. A horizontal lever just above the panel provides steering control. There is only one moving part in the entire control system. The 3-speed, 18-pound thrust motor has a maximum speed of 10 miles an hour, and the 4-speed, 24-pound thrust motor can attain a speed of 14 miles an hour. The company furnishes a one-year unlimited warranty, on the boat, and the Shakespeare Company provides a similar warranty on the motor.

The company produced only one basic model of the boat but offered optional equipment that provided some variation within the product line. Retail prices ranged from approximately \$ 490 to \$ 650, depending on motor size and optional equipment. Although designed to accommodate two people, the standard model has only one molded plastic seat. The second seat, deluxe swivel seats, marine carpeting, and tonneau cover are the major optional items. No trailer is required because the boat fits nicely on the roof of even the smallest car or in the back of a station wagon or pickup truck. Without battery, the Pirogue weighs only about 80 pounds and can easily be handled by one person.

In Year 1 (the base year), Mr. Bill Wadlington purchased controlling interest in, and assumed managerial control of, the seven-year-old Fin and Feather Products Company. One of Mr. Wadlington's first moves was to adopt a strict cash-and-carry policy: Supplies and equipment were paid for

at the time of purchase, and all sales were for cash prior to shipment whether shipment was to a dealer or directly to a customer. All shipments were F.O.B. the factory in Marshall, Texas. As a result of this policy, the firm has no accounts receivable and virtually no accounts payable. Mr. Wadlington anticipated sales of between 800 and 1000 units in Year 1, This volume would approach plant capacity and produce a wholesale dollar volume of approximately \$ 350,000 to \$ 400,000. After only six months of operation,

Mr. Wadlington would not predict an exact annual net-profit figure, but he was very optimistic about the first year's profit prospect. It was also difficult to predict exactly what future volume would be, but sales had shown a steady increase throughout the first half of the year. The flow of inquiries from around the United States and from several foreign countries made the future look bright.

"The company hired no outside salespeople, and Mr. Wadlington was the only in-house salesman. There were 15 independent dealers around the country who bought at wholesale and assumed a standard markup. There was no formal agreement or contract between the company and the dealers, but to qualify as a dealer, an individual or firm's initial order had to be for at least five boats. Subsequent orders could be for any quantity desired. Dealers' orders had to be accompanied by a check for the entire amount of the purchase.

In addition to the dealers, the company had 20 agents who were authorized to take orders in areas outside dealer territories. These agents accepted orders for direct shipment to customers and were paid a commission for the boats they sold. Agents were not assigned a specific territory but could not sell in areas assigned to dealers. As with all sales, agent orders had to be prepaid. Direct orders from individuals were accepted at the factory when the customer lived outside a dealer territory. Most direct sales were the result of the company's advertisements in such magazines as *Ducks Unlimited*, *Outdoor Life*, *Argosy*, *Field and Stream*, and *Better Homes and Gardens*.

Mr. Wadlington had not established a systematic promotional program. The services of an out-of-state advertising agency were used to develop and place ads and to help with brochures and other promotional materials. Almost all negotiations with the agency were handled by phone or mail. The amount of advertising done at any time depended on existing sales volume. As sales declined, advertising was increased; when orders approached plant capacity, advertising was curtailed. Magazines were the primary advertising medium. The dealers and agents were provided with attractive, professionally prepared brochures. The company had exhibited, or had plans to exhibit, at boat shows in Texas, Ohio, and Illinois. Arrangements had been completed for Pirogues to be used as prizes on one of the more popular network game shows,

A detailed analysis of sales, in terms of who was buying the boats and for what purpose, had not been made. However, Mr. Wadlington did know that one of the most successful ads was in *Better Homes and Gardens*. An examination of orders produced by the ad indicated that they were primarily from women who were buying the boat for family use. There had been reports of the boats being used as utility boats for large houseboats and yachts, but the extent of such use was unknown. Although orders had been coming in from all parts of the country, the best sales areas had been in the eastern and southeastern parts of the United States. Mr. Wadlington attributed this, at least in part, to the fact that the company's past sales efforts had been concentrated almost exclusively in the southern and southwestern areas of the country. After the company began using national media, totally new markets were tapped. The Pirogue had virtually no direct competition, particularly outside the Texas-Louisiana area.

Questions

- 1. Is Mr. Wadlington practicing the marketing concept? If not, which of the marketing philosophies does he follow?*
- 2. What are the characteristics of the people who make up the market for the Electric Feather Pirogue? Describe the needs and wants that are satisfied by the product*
- 3. Mr. Wadlington seems to be opposed to changing his present marketing system. Apparently, he believes that his current plan is working because sales are strong and profits are satisfactory, and he would ask, «Why not stick with a winner? » How would you respond to Mr. Wadlington's assumptions?*
- 4. What recommendations would you make to Mr. Wadlington if he wanted to adopt the marketing concept?*

UNIT 9. A PRODUCT IN MARKETING

Text 1.

- **Lead-in**

How is the new product developed?

- **Reading**

Phases of New Product Development.

Before new product is introduced, it goes through seven phases.

1. IDEA GENERATION involves looking for product ideas that will a firm achieve its objectives. Ideas may come from marketing managers, researchers, competitors, advertising agencies, management consultants, customers etc.

2. At the stage of SCREENING ideas that do not match organizational resources and objectives are rejected, firms must ask whether they can develop and market a product.

3. CONCEPT TESTING is a phase in which a small group of potential buyers is presented with a product idea through a written or oral description to determine their attitudes and initial buying intentions regarding the product. Product development personnel can use the results of concept testing to improve product attributes and product benefits that are most important to potential customers.

(example of the typical question-Which benefits of the proposed product are especially attractive to you?)

4. BUSINESS ANALYSIS provides a tentative outline of a product's position in the marketplace, including its probable profitability.

5. In the PRODUCT DEVELOPMENT phase, the company must find out first if it is technically feasible to produce the product and then if the product can be made at costs low enough to justify a reasonable price.

6. TEST MARKETING is the limited introduction of a product in several places chosen to represent the intended market. Its aim is to determine buyers' probable reactions. Marketers can experiment with advertising, pricing, and packaging in different test areas.

7. During commercialization, plans for full-scale manufacturing and marketing must be refined and completed, and budgets for the project must be prepared. In the early part of the commercialization phase, marketing management analyzes the results of test marketing to find out what changes in the marketing mix are needed before the product is introduced.

Active Vocabulary

<i>Idea generation</i>	розробка концепції
<i>Look for</i>	шукати
<i>Approach</i>	підхід
<i>Researcher</i>	дослідник
<i>Screening</i>	відбір
<i>Match</i>	відповідати
<i>Concept testing</i>	перевірка концепції
<i>Oral description</i>	усний опис
<i>Determine</i>	визначати
<i>Attitude</i>	відношення
<i>Intention</i>	намір
<i>Low-cost means</i>	дешеві засоби
<i>Product idea</i>	концепція продукту
<i>Product attributes</i>	якості продукту
<i>Vary</i>	змінювати(ся)
<i>Considerable</i>	значно
<i>Features</i>	особливості
<i>Be available</i>	бути в наявності
<i>Appropriate price</i>	прийнятна ціна
<i>Provide</i>	забезпечувати
<i>Tentative outline</i>	пробна загальна оцінка
<i>Consider</i>	розглядати
<i>Product development</i>	розробка товару
<i>Technically feasible</i>	технічно здійснений
<i>Justify</i>	виправдати
<i>Reasonable price</i>	прийнятна ціна
<i>Test marketing</i>	пробний збут
<i>Introduction</i>	вихід на ринок
<i>Extend</i>	ступінь
<i>Commercialization</i>	масовий продаж
<i>Full-scale</i>	повномасштабний
<i>Refine</i>	удосконалювати, завершувати
<i>Budget</i>	кошторис витрат
<i>Find out</i>	з'ясувати
<i>Physical attributes</i>	фізичні властивості
<i>Outlet</i>	ринок збуту

▪ *Language Development*

1. *Fill in the blanks:*

1. Before a new product is introduced, it goes through seven..... .

2. Ideas may come from..(list as much as you can remember).....
3. Concept testing is a.....means to determine consumers` initial reactions.
4. Business analysis provides a tentative.....of a products position in the marketplace, including its probable.....
5. In the product development phase, the company must find out first if it is technically..... to produce a product.

2.Translate into English:

- 1.Перш ніж новий товар поступить на ринок, він проходить сім фаз: розробку концепції, відбір, перевірку концепції, комерційний аналіз, розробку товару,пробний збут і масовий продаж.
2. Перевірка концепції-це фаза, на якій невеликій групі покупців представляють концепцію товару через письмовий чи усний опис, щоб визначити їх ставлення і початковий купівельний намір відносно цього товару.
- 3.На етапі комерційного аналізу фірма розглядає, як новий товар міг би вплинути на збут(продаж), витрати і дохід.
- 4.Пробний збут-це обмежений вихід на ринок товару в декількох місяцях, щоб визначити можливу реакцію покупців.
- 5.Новий товар може потерпіти невдачу в основному тому, що товар і програма його збуту не плануються і не випробуються настільки повно, як потрібно.

▪ ***Comprehension Questions***

- 1.How many phases does a new product go through before it is introduced?*
- 2.List the seven phases of a product development.*
- 3. What must a company find out in the product development phase?*
- 4. What is the aim of test marketing?*
- 5. Are new products usually introduced nationwide overnight?*
- 6.In what way most new products are marketed?*
- 7. Why may a new product fail?*

Text 2.

- ***Lead-in***

What kinds of products do you know?

- ***Reading***

A Product in Marketing.

The basic product may be a manufactured item, a service, an idea, or some combination of these.

1.Products are classified according to their ultimate use.

Classification affects a product's distribution, promotion, and pricing. Consumer products, which include convenience and specialty products, are purchased to satisfy personal and family needs . Industrial products are purchased for use in a firm's operations or make other products.

2.Every product moves through four stages-introduction, growth, maturity, and decline-which together form the product life cycle. As the product progresses through these stages, its sales and profitability increase, peak, and then decline. A firm that does not introduce new products to replace declining products will eventually fail.

3.A product line is a group of similar products marketed by a firm.

The firm's product mix includes all the products it offers for a sale. Customers require marketers to maintain an effective product mix. Marketers may improve a product mix by changing existing products and developing new products.

4.New products should be developed by seven steps (phases).

The first two steps are idea generation and screening. Concept testing, the third step, is a phase in which a small group of potential buyers is given a written or oral description in order to determine their initial feelings associated with the product. The fourth step, business analysis, generates information on the marketability and profitability of the proposed product. The last three steps-product development, test marketing, and commercialization-provide an actual product and launch it into the marketplace.

5.Branding strategies are used to associate (or not associate) particular products with existing products, producers, or intermediaries. Under the ideal conditions of pure competition an individual seller has no control over the price of its products. Prices are determined by supply and demand.

Before the price of a product can be set, a firm must decide whether its basis for competition will be its low price or some other consideration.

Prices may be established based on costs, demands, the competitors' prices or some combination of these factors. Once basic prices are set, the seller may apply various pricing strategies to reach his target more effectively.

Active vocabulary

Generalities	загальні положення
Product	продукція, товар
Basic product	основний продукт
Manufactured item	готовий виріб
Service	послуга
Ultimate use	кінцеве використання
To affect	впливати на
Distribution	розподіл
Promotion(of sales)	стимулювання збуту
Pricing	ціноутворення
Consumer products	споживчі товари
To include	включати
Convenience product	товар повсякденного попиту
Specialty product	товар особливого попиту
To purchase	купувати
Industrial product	товар промислового призначення
To move through	рухатись через
Series	ряд
Stage	стадія, фаза
Introduction	вихід (на ринок)
Growth	ріст (об`єму)
Maturity	зрілість
Decline stage	стадія спаду
Life cycle	життєвий цикл
To progress	просуватись
Sales	збут, продаж
Profitability	прибутковість, рентабельність
To fail	занепасти
Product line	товарний асортимент
Similar	аналогічний, схожий
To market	продавати чи купувати
Product mix	товарна номенклатура
Customer	покупець
To require	потребувати
To maintain	підтримувати
To develop	розробляти
Step	етап, крок
Screening	відбір

<i>Concept testing</i>	перевірка концепції
<i>Oral description</i>	усний опис
<i>Initial feeling</i>	початкові відносини
<i>Business analysis</i>	комерційний аналіз
<i>To generate information</i>	давати інформацію
<i>Marketability</i>	збутковість
<i>Product development</i>	удосконалення продукції
<i>Test marketing</i>	пробний збут
<i>Commercialization</i>	масовий продаж
<i>To launch</i>	випускати
<i>Marketplace</i>	ринок
<i>Branding strategy</i>	стратегія маркувань
<i>To associate</i>	асоціювати
<i>Particular</i>	конкретний
<i>Intermediary</i>	посередник
<i>Pure competition</i>	чиста конкуренція
<i>Costs</i>	витрати
<i>Once</i>	коли
<i>Seller</i>	продавець
<i>To apply</i>	звертатися

▪ ***Language Development***

1. Translate into Ukrainian.

- Profitability,
- product,
- consumer product,
- industrial product,
- marketability,
- product development,
- pure competition,
- test marketing,
- marketer,
- screening,
- product mix,
- promotion,
- pricing,
- ultimate use,
- manufactured item,
- introduction,
- maturity,
- decline,
- customer,

- potential buyer,
- commercialization,
- launch (a product),
- product line,
- supply,
- demand,
- determine,
- establish,
- develop

2. Translate into English.

1. Основною продукцією може бути виготовлений, послуга, ідея чи яка-небудь сукупність з вищеперахованого.
2. Споживчі товари, до яких відносяться товари повсякденного попиту і товари особливого попиту, купуються для задоволення власних і сімейних потреб.
3. Кожна продукція проходить чотири стадії - вихід в ринок, ріст, зрілість і спад.
4. Фірма, яка не вводить нову продукцію на заміну застарілій, в кінці кінців збанкрутує.
5. Товарний асортимент-це група аналогічних товарів, що виробляються фірмою.
6. Покупці вимагають, щоб ринкові виробники підтримували ефективну товарну номенклатуру.
7. Ціни визначаються пропозицією і попитом.
8. Ціни можуть встановлюватись на підставі витрат, попиту, цін у конкурентів, чи якою-небудь сукупністю цих факторів

3. Complete the text with the best words.

The name game.

A brand can be defined as a name given to a product by a company so that the product can easily be recognized by its name or its design. In our very...1.business world, a good is one of the keys to the success of any company. It is often a powerful..2.. tool.

However, the name is not everything. For a brand to be successful, marketers have to know what the consumer..3..and wants, so a lot of market..4..is necessary. This gives them a consumer..5.. , that is to say a kind of picture of the typical customer. It is a picture not only of the

customer's needs and wants, but also of their beliefs and values. If the brand then clearly reflects those values, it is more likely to be successful.

The customer has so much ..6.. nowadays that a good brand is a necessity, so that one product is clearly different from another in his or her mind.

A good brand of course has long-term benefits, as it will..7..to many different market..8..and to people from different cultures.

1 a) information b) competitive c) conservative

2 a) sales b) sell c) sold

3 a) wishes b) needs c) orders

4 a) study b) research c) science

5 a) summary b) report c) profile

6 a) choice b) option c) suggestion

7 a) attract b) persuade c) appeal

8 a) shares b) portions c) segments

4. Use these words to complete the questions:

When, how long, how many, how much, what, which, who, why

1....did you launch this advertising campaign?

2.....didn't you contact an advertising agency?

3.....money did you spend on the campaign?

4.....new products did you launch? Was it two or three?

5.....did you target your product at?

6.....market segments has your product been most successful in?

7.....do you expect people to continue to buy this product?

8.....is your sales forecast?

5. Match the Marketing Manager's responses(a-h) to the interviewer's questions in exercise above.

a) Almost 20,000 euros.

b) As I said, it's been doing extremely well, and we expect a considerable increase in winter.

c) In late spring.

d) So far it's been doing very well with middle-class males in their thirties to mid-fifties.

e) We had health-conscious people in mind, as well as the elderly.

f) We think it will have a life cycle of about three years.

g) Well, we like to rely on our own people.

h) This time only one, in fact. But it is a very special product indeed.

6. Put the words in the questions in the correct order.

1. mean/does/What/launch/?
What does launch mean?
2. like/Manager/our/talk/you/to/to/Would/Marketing?
3. a/advertising/Do/lot/on/spend/they/?
4. advertise/did/range/their/they/Where/new/?
5. targets/meet/Did/your/you/sales/?
6. expecting/figures/sales/Were/better/you/?
7. for/Have/my/quarter/read/report/sales/the/you/?
8. a/How/do/often/report/write/you?

Match the answers to the questions:

- a) Not yet, I'm afraid. I'll go through it first thing this afternoon.
- b) Well, they do have a large budget, yes.
- c) Every quarter. In the past we had to write one every month, though.
- d) To make a new product available to the public.
- e) Yes, that would be very useful. Thank you.
- f) In all national papers, and also on TV.
- g) No, we are satisfied. In fact, we've sold a lot more than we thought.
- h) We certainly did.

▪ **Comprehension Questions**

What can you say about the basic product?

How are products classified?

What do consumers products include?

What forms a products' life cycle?

What is a product line?

What does the firm's product mix include?

How can marketers improve a product mix?

What are the seven steps by which new products should be developed?

Why are branding strategies used?

Text 3.

▪ **Lead-in**

What are the phases of the new product developed?

▪ **Reading**

Phases of new product development (2).

Before a new product is introduced, it goes through seven phase.

1. IDEA GENERATION

Idea generation involves looking for product ideas that will help a firm achieve its objectives. Although some organizations get their ideas almost by chance, firms trying to maximize product-mix effectiveness usually systematically generate new-product ideas. Ideas may come from marketing managers, researchers, engineers, competitors, advertising agencies, management consultants, private research organizations, or customers.

2. SCREENING

During screening , ideas that do not match organizational resources and objectives are rejected. At this stage, firms must ask whether they can develop and market a product. Management may reject a good idea because the company lacks needed skills and abilities. The largest number of product ideas are rejected during the screening phase.

3.CONCEPT TESTING

Concept testing is a phase in which a small group of potential buyers is presented with a product idea through a written or oral description to determine their attitudes and initial buying intentions regarding the product. An organization can test one or several concepts of the same product. Concept testing is a low –cost means for an organization to determine consumers' initial reactions to a product idea prior to investing considerable resources in product research and development. Product development personnel can use the results of concept testing to improve product attributes and product benefits that are most important to potential customers. The types of questions asked vary considerably depending on the type of product idea tested. Examples of the typical questions are the following:

- Which benefits of the proposed product are especially attractive to You?
 - Which features are of little or no interest to you?
 - What are the primary advantages of the proposed product over the one you currently use?
 - If this product were available at an appropriate price, how often would you buy it?
 - How could this proposed product be improved?

4.BUSUNESS ANALYSIS

Business analysis provides a tentative outline of product's Position in the marketplace, including its probable profitability. During this stage, the firm considers how the new product, if it were introduced, would

affect the firm's sales, costs, and profits. Marketing personnel usually work up preliminary sales and cost projections at this point, with the help of Research and Development department and production managers.

5.PRODUCT DEVELOPMENT

In the product development phase, the company must find out first if it is technically feasible to produce the product and then if the product can be made at costs low enough to justify a reasonable price. If a product idea makes it to this point, it is transformed into a working model, or prototype.

6.TEST MARKETING

Test marketing is the limited introduction of a product in several towns or cities chosen to represent the intended market. Its aim is to determine buyers' probable reactions. The product is left in the test markets long enough to give buyers a chance to repurchase the product if they are so inclined. Marketers can experiment with advertising, pricing and packaging in different test areas and can measure the extent of brand awareness, brand switching, and repeat purchases that result from alterations in the marketing mix.

7.COMMERCIALIZATION

During commercialization, plans for full-scale manufacturing and marketing must be refined and completed, and budgets for the project must be prepared. In the early part of the commercialization phase, marketing management analyzes the results of test marketing to find out what changes in the marketing are needed before the product is introduced. The results of test marketing may tell the marketers, for example, to change one or more of the product's physical attributes, to modify the distribution plans to include more retail outlets, to alter promotional efforts, or to change the product's price. Products are not usually introduced nationwide overnight. Most new products are marketed in stages, beginning in selected geographic areas and expanding into adjacent areas.

8.WHY DO PRODUCTS FAIL?

Why does a new product fail? Mainly because the product and its marketing program are not planned and tested as completely as they should be. For example, to save on development costs, a firm may market-test its product but not its entire marketing mix. Or a firm may market a new product before all the obstacles have been worked out. Or, when problems show up in the testing stage, a firm may try to recover its product development costs by pushing ahead with full-scale marketing. Finally, some firms try to market new products with inadequate financing.

Active Vocabulary

<i>Phase</i>	фаза
<i>To depict</i>	показувати
<i>Evolutionary nature</i>	еволюційний характер
<i>Development</i>	розвиток, розробка

<i>Idea generation</i>	розробка концепції
<i>To look for</i>	шукати
<i>Although</i>	хоча
<i>By chance</i>	випадково
<i>Approach</i>	підхід
<i>Researcher</i>	дослідник
<i>Private</i>	приватний
<i>Screening</i>	відбір
<i>To match</i>	відповідати
<i>To reject</i>	відхиляти
<i>Lack</i>	недостача
<i>Skill</i>	вміння
<i>Ability</i>	можливість
<i>Concept testing</i>	перевірка концепції
<i>To present</i>	представляти
<i>Oral description</i>	усний опис
<i>To determine</i>	визначати
<i>Attitude</i>	відношення
<i>Intention</i>	намір
<i>Regarding</i>	відносно
<i>Low-cost means</i>	дешеві засоби
<i>Product idea</i>	концепція продукту
<i>Prior</i>	до
<i>To improve</i>	покращити
<i>Product attributes</i>	властивості продукту
<i>Benefit</i>	користь
<i>To vary</i>	змінюватися
<i>Considerable</i>	значно
<i>Features</i>	особливості
<i>Advantage</i>	перевага
<i>Proposed</i>	запропонований
<i>Currently</i>	в теперішній час
<i>Be available</i>	бути в наявності
<i>Appropriate price</i>	прийнятна ціна
<i>Business analysis</i>	аналіз господарської діяльності
<i>To provide</i>	забезпечувати
<i>Tentative outline</i>	пробна загальна оцінка
<i>Profitability</i>	прибутковість
<i>To consider</i>	розглядати
<i>To affect</i>	впливати на
<i>To work up</i>	розробляти
<i>Preliminary</i>	попередній
<i>Projections</i>	планування
<i>Product development</i>	розробка товару
<i>Technically feasible</i>	технічно здійснений

<i>Costs</i>	витрати
<i>Justify</i>	виправдати
<i>Reasonable price</i>	прийнятна ціна
<i>Test marketing</i>	пробний збут
<i>Introduction</i>	вихід на ринок
<i>Chosen</i>	вибраний
<i>Aim</i>	ціль
<i>To repurchase</i>	повторно купити
<i>Be so inclined</i>	мати такий намір
<i>Area</i>	область, сфера
<i>Extend</i>	ступінь
<i>Brand awareness</i>	знання сорту (марки)
<i>Brand switching</i>	перехід на інший сорт
<i>Repeat purchase</i>	повторна покупка
<i>To result (from)</i>	являтися результатом
<i>Alteration</i>	зміна
<i>Commercialization</i>	масовий продаж
<i>Full-scale</i>	повномасштабний
<i>To refine</i>	покращувати
<i>To complete</i>	завершувати
<i>Budget</i>	кошторис витрат
<i>To find out</i>	з'ясувати
<i>Physical attributes</i>	фізичні властивості
<i>Outlet</i>	торгова точка
<i>To alter</i>	змінювати
<i>Promotion</i>	стимулювання, просування
<i>Nationwide</i>	в масштабах всієї країни
<i>Overnight</i>	негайно (за одну ніч)
<i>In stages</i>	поетапно
<i>To expand</i>	переходити
<i>Adjacent area</i>	суміжна область
<i>To fail</i>	терпіти невдачу
<i>In spite of</i>	не дивлячись на
<i>Majority</i>	більшість
<i>To end up</i>	закінчуватися
<i>Failure</i>	потерпілі невдачу
<i>Mainly</i>	в основному
<i>Marketing program</i>	програма збуту
<i>Completely</i>	повністю
<i>To save on</i>	щоб зекономити на
<i>Development costs</i>	витрати на розробку
<i>Market-test</i>	проводити ринкові випробування
<i>Marketing mix</i>	комплекс маркетингу
<i>Obstacle</i>	перешкода
<i>To work out</i>	ліквідувати

<i>To show up</i>	проявлятися
<i>To recover development costs</i>	покрити витрати на розробки

▪ *Language Development*

1. Translate into English:

1.Перш ніж новий товар поступить на ринок, він проходить сім фаз: розробку концепції, відбір, перевірку концепції, комерційний аналіз, розробку товару, пробний збут і масовий продаж.

2.Відкидаються концепції, що не відповідають ресурсам і цілям організації.

3.Перевірка концепції-це фаза, на якій невеликій групі потенційних покупців представляють концепцію товару через письмовий чи усний опис, щоб визначити їх ставлення і початковий купівельний намір відносно цього товару.

4.На етапі комерційного аналізу фірма розглядає, як новий товар міг би вплинути на збут(продаж), витрати і дохід.

2. Translate into Ukrainian.

- product-mix
- effectiveness
- resources
- skills and abilities
- reject
- potential buyers
- considerable
- initial reaction
- attractive
- technically feasible
- repurchase
- physical attributes
- work out
- inadequate

▪ *Comprehension Questions*

1.How many phases does a new product go through before it is introduced?

2.Name the seven phases of a product development.

3.Pinpoint the main aim of concept testing.

4. *Briefly describe the main objective of business analysis.*
5. *What must a company find out in the product development phase?*
6. *What is the aim of test marketing?*
7. *What could you say about commercialization process?*
8. *Are new products usually introduced nationwide overnight?*
9. *In what way most new products are marketed?*
10. *Why may a new product fail?*

UNIT 10. ADVERTISING

Text 1.

- **Lead-in**

How do you understand such business activity as advertising?

Where do you see a lot of advertising?

Do you want to work at ad agency?

- **Reading**

Advertising in marketing.

It is not possible to live in any modern country and remain unaware of advertising. In the streets, in buses and trains, even, with commercial television, in the privacy of our own homes, the advertisers thrust their claims upon us. The level of artistic and technical skill displayed in advertisements is often very high. The use of color and design is so forceful that it has a great impact on our behavior.

Public relations officers and public relations counselors help corporations and individuals to maintain acceptable and attractive «images». They perform a valuable service for their employers and sometimes for the public. Public relations activities are not considered as advertising and will not be discussed further in this book.

Advertising affects the consumer in many ways. A distinction is often made between informative and persuasive advertising. Informative advertising announces a product and gives potential buyers the details they need. Much advertising in the technical press is informative since it is directed at an expert, trained readership. If consumers are to exercise freedom of choice, informative advertising is necessary so that they can know what goods are available and where they can be bought.

Human memory is short and fallible and repetition is necessary to keep customers aware of a product. Excessive repetition, however, is intended to persuade, not inform. The borderline is indefinable and all advertisements contain both persuasive and informative elements. The advertising of many consumer goods is almost entirely persuasive in character. The information given is small, but all possible pressure is put on the consumer to buy the advertised product rather than other goods.

It is arguable that advertising is necessary to maintain demand at a sufficiently high level to provide full employment. Without the prodding of the advertisers, consumers would settle for lower standard of living and far less energy would be put into the task of increasing material well-being.

The use of mass-production methods often results in lower unit costs. Large-scale production requires large markets, however, and forceful advertising and sales promotion can provide lower costs and eventually lower prices.

The fact that a good has been widely advertised may compel a manufacturer to maintain high standards of quality.

Advertising may be used as a weapon of competition, particularly in a situation where there are only a few sellers, each of whom is trying to increase his share of the market. It may also serve to reduce competition and to reach a degree of monopoly power. Advertisements that try to persuade consumers that there is no substitute for their product are attempting to create a sub-market in which they will be free from competitive pressures.

Advertising today is not carried out in hit-or-miss way. An advertising campaign is planned with a certain market in mind. If the product must be sold to young married people in the 25-35 age group, then the campaign will be directed towards that group, using methods that will attract the group and appeal to instincts and emotions that are dominant within it.

The means through which the advertisement is purveyed to the public is known as the advertising media. A campaign is normally based not on a single medium, but on a selection of media. The choice of appropriate media is the subject of careful study and analysis and their use is carefully synchronized to achieve the maximum effect.

The combination of the product to be advertised and the market at which the campaign is to be directed will determine the «appeal» which is to be used. Different appeals will be appropriate for different products. If foodstuffs are being advertised, the appeal will probably be to the appetite and illustration will show attractively prepared, hotly-steaming meals. For other products, the appeal may be through the emotions of parental love, social aspiration, sex or fear.

An advertising campaign will be designed to make a specific appeal to some particular section of the public through carefully chosen media. The main advertising media are: national and local newspapers, general magazines, specialist magazines, trade press, Internet, television, radio and outdoor and transport advertising (posters).

Active Vocabulary

<i>Advertising</i>	реклама, рекламування
<i>Be unaware (of)</i>	не знати(про)
<i>Advertisers</i>	рекламодавці
<i>To thrust claims (upon)</i>	нав'язувати
<i>Skill</i>	майстерність, уміння
<i>Forceful</i>	підсилюючий

<i>Impact</i>	вплив
<i>To influence</i>	впливати
<i>Behavior</i>	поведінка
<i>Public relations</i>	суспільні відносини
<i>Counselor</i>	консультант, радник
<i>To maintain</i>	підтримувати
<i>Acceptable</i>	підходящий
<i>Image</i>	образ, імідж
<i>Valuable service</i>	цінна послуга
<i>Employer</i>	роботодавець
<i>Activities</i>	діяльність
<i>Be considered</i>	рахуватись
<i>Further</i>	в майбутньому, в подальшому
<i>To affect</i>	впливати на
<i>Distinction</i>	відмінність
<i>Persuasive</i>	переконуючий
<i>Since</i>	постільки
<i>Readership</i>	читачі
<i>Persuasion</i>	переконання
<i>Human memory</i>	людська пам'ять
<i>Fail able</i>	забудькувата
<i>Keep aware(of)</i>	нагадувати
<i>Borderline</i>	прикордонна лінія
<i>Indefinable</i>	невизначена
<i>Rather than</i>	а не
<i>Maintenance of demand</i>	підтримка попиту
<i>Podding</i>	стимул
<i>Well-being</i>	благополуччя
<i>To result in</i>	привести до
<i>Unit cost</i>	вартість одиниці продукції
<i>Forceful advertising</i>	примусове рекламування
<i>Sales promotion</i>	збільшення збуту
<i>To compel</i>	примусити
<i>Competition</i>	конкуренція
<i>Weapon</i>	зброя
<i>Particularly</i>	особливо
<i>A few sellers</i>	декілька продавців
<i>Share</i>	частка
<i>To reduce</i>	зменшити
<i>To set up</i>	створити
<i>A degree</i>	деяка міра
<i>To persuade</i>	переконати
<i>Substitute</i>	заміна
<i>To attempt</i>	намагатись
<i>To create</i>	створювати

<i>To be free</i>	бути незалежним
<i>Competitives` pressures</i>	тиск конкурентів
<i>In a hit-or-miss</i>	навмання
<i>Campaign</i>	рекламна кампанія
<i>To direct</i>	направляти
<i>Means</i>	спосіб
<i>To purvey</i>	передавати, постачати
<i>Advertising media</i>	засоби розповсюдження реклами
<i>Medium</i>	засіб
<i>Single</i>	окремий
<i>Selection of media</i>	вибір засобів
<i>Subject</i>	тема
<i>To achieve</i>	досягати
<i>Appeal</i>	привабливість
<i>To determine</i>	визначати
<i>To be appropriate</i>	відповідати
<i>Food stuffs</i>	харчові продукти
<i>Parental love</i>	батьківська любов
<i>Social aspiration</i>	сильний суспільний стимул
<i>Fear</i>	страх
<i>To be available</i>	розташовуватися
<i>To be designed</i>	бути призначеним
<i>To make a special appeal</i>	привернути особливу увагу
<i>Outdoor advertising</i>	зовнішня реклама
<i>Poster</i>	плакат

▪ *Language Development*

1. *Translate into Ukrainian.*

- to be free
- competitives` pressures
- in a hit-or-miss
- campaign
- to direct
- skill
- forceful
- impact
- to influence
- valuable service
- employer
- activities
- be considered
- further

- to affect
- share
- to reduce
- to set up
- a degree
- to persuade
- substitute
- to attempt
- to create
- to be available
- to be designed
- to make a special appeal
- outdoor advertising

2. Translate into English.

1. Неможливо жити в будь-якій сучасній країні і нічого не знати про рекламу.
2. рівень художньої і технічної майстерності в рекламуванні дуже високий.
3. Потужне використання кольору і дизайну дуже сильно впливає на нашу поведінку.
4. Реклама-це важлива громадська сила.
5. Діяльність по громадським відносинам не вважається рекламуванням.
6. Посадові особи і спеціалісти по громадським відносинам допомагають підтримувати привабливий імідж.

▪ ***Comprehension Questions***

- 1. Could you name any differences between advertising and public relations?*
- 2. What are the main functions of advertising?*
- 3. What are the differences between informative and persuasive advertising?*
- 4. In what situations may advertising be used as a weapon of competition?*
- 5. Can advertising serve to reduce competition?*
- 6. Name the target of such reduction.*
- 7. What are advertisement attempting to create when they try to persuade consumers that there is no substitute for their product?*

Text 2.

▪ ***Lead-in***

What commercials do you like?

When is it very expensive to advertise?

What can you not advertise on TV in your country?

▪ ***Reading***

Product and Corporate Advertising.

Product advertising is an important part of the marketing mix. Its aim is to increase sales by making a product or service known to a wider audience, and by emphasizing its positive qualities. A company can advertise in a variety of ways, depending on how much it wishes to spend and the size and type of audience it wishes to target. The different media for advertising include television, radio, newspapers, magazines, the Internet and direct mail. The design and organization of advertising campaigns is usually the job of an advertising agency.

Corporate advertising is not directly concerned with increasing sales of a particular product or service, but more with the brand image, or picture, a company wants to present to the public. PR experts specialize in organizing activities and events which generate positive publicity for companies. Unusual advertising campaigns sometimes get extra publicity for the company by way of media reports about campaign.

As consumers get more used to advertising, companies have to come up with better ways of ensuring that people pay attention to their ads. Say, what you think of these recent experiments in advertising. Can you think of any new and innovative ways to advertise?

*Interrupting telephone conversations with advertising messages (in exchange for free phone calls)

*Talking ads at bank cash machines.

*Ads on toilet walls.

*Advertising on small television screens on supermarket shopping trolleys

Many advertisements contain a slogan or short phrase to attract the consumer's attention. Effective slogans are usually short, easy to remember, easy to repeat and easy to translate for international markets.

Active Vocabulary

Advertising

реклама, рекламування

Corporate advertising

корпоративна реклама

Be unaware (of)

не знати(про)

<i>Advertisers</i>	рекламодавці
<i>To persuade</i>	переконати
<i>To attempt</i>	намагатись
<i>To create</i>	створювати
<i>Subject</i>	тема
<i>To achieve</i>	досягати
<i>Appeal</i>	привабливість
<i>To determine</i>	визначати
<i>To be available</i>	розташовуватися
<i>To be designed</i>	бути призначеним
<i>Television screens</i>	телеекрани
<i>To pay attention</i>	звертати увагу
<i>Shopping trolleys</i>	магазинні візки

▪ **Language Development**

1. Complete the email with words from the box.

actually, all in all, also, as, how about, however, just, otherwise

Dear Ann,

Thank you very much for the ad. We are very happy with the simple design. _____ 1 we think we can use the grid format in many different types of ads. The look is unique without being too unconventional.

_____ 2, we are a little concerned about the photograph at the bottom. Germany is _____ 3 a popular destination for cyclist already, and so we would rather emphasize another, undiscovered feature of the country. _____ 4 a photograph of a fashion designer at work instead?

_____ 5, we like your inclusion of a club photograph, but the image is quite dark. Of course, so are clubs-but it would be nice to find something a little brighter.

_____ 6, though, we are happy with what you have done!

_____ 7 give me a call if you would like to discuss the images in more detail. _____ 8, I look forward to hearing from you soon.

Regards,

Tom

2. Look at what some people have said when discussing their ad campaign. Match the highlighted words or phrases (1-6) with their synonyms (a-f)

a change perception

d have a rational appeal

b generate a buzz

e rebrand

- *White Noise` s portable music players are not popular*
- *Because they are the cheapest or even the most technologically advanced products out there .Rather, they are popular because , quite simply, people love them. The new ad campaign should **attract people based on***
- ***how they feel.(1)***
- *We want to **get people talking about our products.(2)***
- *Choritos are currently thought of as a high-fat snack.*
- *We need to **reinvent(3)**our product as healthy and convenient.*
- *The ads should **transform people` s ideas(4)** about Germany.*
- *The advertisements should **make a logical argument(5)**. Viewers should buy our toothpaste because it is scientifically proven to be the best in the industry.*
- *Our minivans already dominate the market, and they are still in the growth stage of their life cycle. So the ads should simply **emphasize what people already think(6)**-that they are both safe and fun to drive.*

▪ **Comprehension Tasks**

1.Read the texts about translations of slogans and brand names, and note the problem in each case.

- In Taiwan, the translation of the Pepsi slogan – Come alive with the Pepsi generation-came out as-Pepsi will bring your ancestors back from the dead.
- When Parker marketed a pen in Mexico, its ads were supposed to say– It won` t leak in your pocket and embarrass you – However, the company translated`embarrass`as *embarazar*, which means`to become pregnant`. So the ads said— It won` t leak in your pocket and make you pregnant.

- In Italy, a campaign for Schweppes Tonic Water translated the name as Schweppes Toilet Water
- Colgate introduced a toothpaste in France called Cue, the name of a French pornographic magazine.
- When Braniff Airlines translated a slogan for its comfortable seats, – Fly in leather– it came out in Spanish as– Fly naked.

2. Look at the steps involved in organizing an advertising campaign and put them in the correct order.

- a analyze impact
- b approve design
- c choose the media
- d commission ad agency
- e define target group
- f determine the desired response
- g establish message
- h place ads

▪ ***Speaking***

You are in charge of commissioning a new ad campaign to promote Energy, a new soya-based drink. Use the notes and the phrases below to explain to an ad agency what you want.

Energy

- *doing well in organic grocery stores*
- *people at conventional grocery stores think drink is boring, plain-introducing four new flavors*
- *most important-taste*
- *also-healthy ,large sizes are good value for money*

Useful phrases:

- *Typically, our products have appealed... ..*
- *We have a high market share among teenagers-18-25year-old men.*
- *We want to appeals to a younger-older audience.*

- *Our (name of a product) is very well known, but we want to raise the profile of our.....*
- *It is important for us to reinforce our brand`s positive image-to change perceptions of our product.*
- *We would like to rebrand our product-to change our image-to create a new image.*

▪ **Reading**

1. *Read the article and answer the questions below.*

How effective is your website?

The internet is now the most popular medium on the planet for giving and getting information. Everyone has their favourite sites where they can get the answers to almost any questions, where they can buy any article they want, or where they can talk to friends, swap music and films or even publish their first novel.

So ,how good is the web for promoting your products? Imagine you had a new product you wanted to sell. What would you have to do to get the best from the internet?

First of all you need to create your website. The most essential part of the site is the home page. This should be clear and easy to navigate and show visitors what lies behind on other pages. Encouraging visitors to your site by using keywords is useful and you might need to use a SEO or Search Engine Optimizer. These companies ensure that your site is at the top of lists when users enter certain keywords into a search engine like Yahoo. Google has a very good method of directing enquiries to the appropriate sites through its Adwords tool. When a customer is looking a particular product, such as a holiday villa in Turkey, advertisements from companies who provide such services appear instantly on the screen. The advertisers pay only when the ad is clicked. Google claims that you can reach 80% of internet users by using keywords.

Search engines are not the only answer to successful advertising online. Links to other websites mean that you can double or triple the traffic to your site. So if you sell cookery books it is good to link to sites about cooking.

Another option is banner advertising where you pay to appear on other sites and customers click through to your site. Some surfers find this type of advertising annoying but it does get results. You normally pay for such advertising on a CPM basis (cost-per-thousand)

Whatever tactics you use, remember that the number of websites, and therefore your competition, is growing every single second.

*According to the article what are the advantages of using keywords?
How effective do you think this form of advertising is?*

▪ ***Writing***

In groups, write down 5 popular slogans in your language. Try to translate them into English. Read them out to the other groups and see if they can guess which products your translated slogans refer to.

▪ ***Discussion***

1. How do you think advertisements vary between countries? Read the opinions below. Do any of them surprise you?

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