

ENGLISH FOR MANAGEMENT AND MARKETING

-a practice file for second year students-

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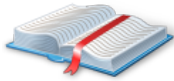
UNIT 1

CHALLENGES OF GOING GLOBAL



A. DISCUSSION

1. Why do companies want to go global? What are the reasons for going global?
2. What challenges do companies face when going global?
3. How can a business expand in another country? Is it difficult to expand beyond the domestic market?
4. What are the benefits of expanding internationally?



B. READING

Cultural barriers when going global

International brands operate on a global level. Already famous brands, such as Adidas, Pepsi, KFC, Coca-Cola, Nike, etc. are recognized internationally. As a result of globalization, increased communication technologies and disappearance of commerce barriers, companies have expanded dramatically.

“However, many companies have confused the era of globalization with an era of homogenization. If they have had success with one product in one market they have assumed they can have equal success in another. All they believe they have to do is set up a Web site in the relevant language, run an ad campaign and set up a similar distribution network. What they forget to understand is that there is more to a country than its language, currency or gross domestic product. The cultural differences between, and often within, countries can greatly affect the chances of success for a brand”. (Haig, 2010: 152)

Sometimes problems appear due to lack of knowledge related to local markets, regional purchasing power, financial challenges or bureaucracy, or simply because of cultural blunders.



For example, the basic KFC’s slogan *Finger lickin’ good*, when translated in Chinese for the Hong Kong market, came out as “eat your fingers off”. Obviously, the customers did not appreciate the mistake, and thus the company needed ten more years, to clean its brand image, before relaunching on the Hong Kong market.

Starbucks, the famous chain of coffee shops, which is an international franchise known all over the world, could not compete with “local stores’ homespun hospitality and boutique qualities” in Australia. Although successful almost anywhere in the world, the American chain of coffee shops was not able to impress Australian customers, who affirmed that the products are not original and interesting enough for the local tastes.

Some other times, problems appear with wrong choice of name, for a specific regional market. When the Chevy Nova model of the American General Motors company was released on the Latin American market, very few of the company’s representatives knew that in Spanish, *Nova* means “it does not go”, which is definitely not a brand symbol, for a newly launched model of car.



In order to maintain the brand identity all over the world, marketing campaigns and brand messages must be the same, although cultural impediments may appear on the way. Thus, a few lessons need to be learned, because internationalization is generally either a tough process or the result of an accident.

- **Language barriers:** do not assume that everybody is fluent in English on day to day businesses. Particularly with the Asian market, western companies need to be prepared by hiring distributors that speak the native language, or at least hire a translator, when important deals are negotiated.
- **Cultural barriers:** do not start from the premises that a product or service that is successful on a specific market, will be efficient anywhere in the world. On the contrary, strategies need to be adapted and promotional campaigns adjusted to each specific case.
- **Work modes:** it is very tough to work with people from other geographical regions than yours, where the weekly schedule is no longer than 37.5 hours, as it happens in Germany, compared to your country’s 50 hours/ week. Countries like Italy take the entire month of August off, for vacation, which can be terribly confusing for people coming from Japan or South Korea, whose work ethic and productivity work hand in hand. Asian people are educated from an early age that their duty in life is to work, and do not value very much concepts like holidays, retirement plan or medical leave.
- **Taxation:** can become a barrier that can influence a company’s ability to trade on specific markets. For example, Canada has a value added tax, which the Americans don’t have.
- **Technology and Communication:** can be a real challenge, because no matter how well equipped your headquarters are, the fact that your regional partners do not possess the same technological inventory (slower Internet connection, slower computer system, different accounting programs, etc.), can turn your business partnership into a failure.

To conclude, we have to highlight the importance of cultural aspects that need to be considered when an enterprise decides to expand on an international market.

(Adapted from: <https://www.internationalbusinessguide.org/10-successful-american-businesses-that-have-failed-overseas/> and <http://www.systemid.com/learn/challenges/>)



C. FOCUS ON VOCABULARY

1. Fill in the gaps with the words provided below:

customers, e-commerce, conceptualizing, promoting, corporations, professionals, marketing, demand, implement, reach, worth

Global marketing involves planning, producing, placing, and 1)..... a business' products or services in the worldwide market. There is significantly more to global 2)..... than simply selling goods and services internationally. It is the process of 3)..... and subsequently conveying a final product or service globally. The company aims to 4)..... the international marketing community. Global marketing is a specialized skill. If marketing 5)..... do their job properly, they can catapult their company to the next level. Several different strategies are possible. Which one to 6)..... depends on the company's target area. For example, the menu of a fast food restaurant will depend on whether it is in Europe, Asia, Africa, etc. For companies that produce and sell products and services that have universal 7)....., global marketing is crucial. Food, smartphones, and cars, for example, have universal demand. In the past, global marketing was mainly the domain of multinational 8)..... Since the emergence of the Internet and 9)....., even small firms can reach customers across the world. To reach 10)..... abroad, you will need to let them know that you exist. If possible, you should also get others to sell your product on your behalf. You will also need to convince people that your product or service is 11)..... buying. That is where global marketing comes in.

(adapted from <https://marketbusinessnews.com/financial-glossary/global-marketing/>)

2. Complete by changing the form of the word in capitals, at the end of the sentence.

- 1) You have to understand yourdocumentation when entering a new market. **SELL**
- 2) The new of the Ministry of Finance stipulate a change of software. **REQUIRE**
- 3) issues are affecting the expansion of big corporations in Asia. **ENVIRONMENT**
- 4) If you aim to be at global scale, you must have a team prepared to cope with real challenges. **COMPETE**
- 5) Country-based or regional of the mother company have been opened recently all over the world. **DIVIDE**
- 6) Besides a clear company structure, gaining anof local laws and regulations is key. **UNDERSTAND**
- 7) It is important to be aware of the fact thatand labor requirements differ by country. **EMPLOY**
- 8) Investing inand experienced corporate counsel can prove invaluable. **KNOWLEDGE**
- 9) Taxis perhaps the most crucial element in international business. **COMPLY**

10) Determining acceptablemethods must be central consideration for companies, in international trade. **PAY**

3. Fill in the gaps with a preposition from the box.

with	in	through	into	to	for	by	of	at	in
-------------	-----------	----------------	-------------	-----------	------------	-----------	-----------	-----------	-----------

1. Deciding whether your small business is ready to go global will take a lot of insight both your business and the international markets.
2. The most obvious challenge you'll face going global is the language barrier.
3. You can minimize miscommunication writing instructions down.
4. Culture in another country will be a factor getting your business running, as well as understanding the sales process.
5. The next challenge is related the legal issues and technicalities of different markets.
6. Get a lawyer to walk you all the appropriate laws so that you're at least familiar with them.
7. What workedhome won't work here, and your systems are no longer viable.
8. When expanding internationally, you run into the problem fluctuating exchange rates.
9. Foreign exchange companies have different services which let you prepare this inevitability.
10. There'll always be challenges particular to your company but going into the venturean understanding of what others have faced before will bring you much closer to success.

4. Match the halves of the sentences below so as to create meaningful utterances:

1. Going global is deemed the worldwide movement	a. determine if the rewards outweigh the risks.
2. For small ventures, going global is a significant undertaking that	b. complex and dynamic process.
3. Thus, it is crucial for CEOs to understand its full impact and	c. to understand what the full impact on your business will be.
4. Stakeholders will be called on to carry more	d. requires a firm to be flexible in the policies and procedures implemented.
5. Taking a small business global is a	e. toward economic, financial and communications integration.
6. Gaining a deep understanding of the competition, market, local trends and drive growth	f. but will have negative long-term effects.
7. Before going global, it is crucial	g. and business plan that drives local success.
8. It is important to develop of localized strategy	h. responsibilities to execute day-to-day activities.
9. Cultural differences such as language, regulations of customs	i. could disrupt existing business activities.
10. The 'one size fits all' approach can have short-term benefits,	j. lays an important foundation.



D. GRAMMAR REVIEW

Present Tenses

Present Tense Simple	Present Tense Continuous
<p>Uses:</p> <ul style="list-style-type: none"> ✓ daily routine or repeated actions: <i>We visit our grandparents every Saturday.</i> ✓ general truths, habits, laws of nature: <i>Children like sweets and toys.</i> <i>He only buys coffee from the same shop.</i> <i>Water freezes at zero degrees.</i> ✓ official programs or timetables: <i>The Olympic Games end next Sunday.</i> <i>The train for Brighton leaves at 2 p.m.</i> ✓ recipes, sports commentaries, headlines, proverbs and sayings, narration: <i>You add 50 grams of melted butter...</i> <i>Higgins scores for the first time this season.</i> <i>A rolling stone gathers no moss.</i> <i>The masked man starts moving towards her and ...</i> ✓ Future equivalent in time clauses and If Clause, Type I: <i>I will call him as soon as I get home.</i> <i>If you work really hard, you will get a promotion.</i> <p>Present Tense Simple is usually accompanied by time expressions such as: normally, usually, often, seldom, every day/month/year etc., on Sundays/Fridays etc., at night, in the evening/morning etc.</p>	<p>Uses:</p> <ul style="list-style-type: none"> ✓ actions which take place at the moment of speaking, or temporary actions: <i>The children are doing their homework.</i> <i>Normally I go to work by bus, but today I am going by car.</i> ✓ irritation or annoyance caused by a repeated action (accompanied by <i>always, constantly forever</i>): <i>You are always telling me the same things.</i> ✓ actions that have already been planned and will happen in the near future: <i>I am seeing Tom tomorrow evening.</i> ✓ actions that refer to change or development (represented by verbs such as <i>get, grow, give etc.</i>): <i>Veganism is getting more and more appreciated by young parents.</i> <p>Present Tense Continuous is usually accompanied by time expressions such as: at the moment, now, right now, as we speak, these days, at present etc.</p>

There are some categories of verbs that are not normally used in the continuous aspect, as they express states, and not actions:

- verbs of feelings, emotions, likes and dislikes: *to love, to hate, to prefer, to adore, to mind, to fear*
- verbs of senses: *to see, to smell, to sound, to hear, to feel*
- verbs of perception: *to know, to understand, to believe, to remember, to consider, to imagine, to forget*
- other verbs: *to fit, to cost, to owe, to mean, to include, to matter, to expect*

3. 'What are you doing?' 'I the radiator, because it's so cold in here'.
a. was feeling b. am feeling c. feel
4. It what flowers you buy; it's all the same to her.
a. doesn't matter b. don't matter c. didn't matter
5. Why he us? I'm scared now.
a. does he follow b. will he follow c. is he following
6. Everyone this phone all the time, but nobody offers to pay the bill.
a. is using b. use c. uses
7. They always over that parking space.
a. are fighting b. fight c. fights
8. This breed of dogs very loudly.
a. is barking b. barked c. barks
9. He to understand a word I say.
a. don't seem b. isn't seeming c. doesn't seem
10. Oh wait! I that man from that picture in the newspaper.
a. will recognize b. am recognizing c. recognize

Present Perfect Simple	Present Perfect Continuous
<p>Uses:</p> <ul style="list-style-type: none"> ✓ actions that have just finished and whose consequences are visible in the present: <i>They have recently bought a new flat.</i> <i>My friend has just given birth to a baby girl.</i> ✓ actions whose exact moment is not indicated: <i>We have visited this museum three times because we love it.</i> ✓ actions that are already completed, but whose period is not over yet at the moment of speaking (usually with time expressions such as <i>this week/month/year, today, this evening etc.</i>) <i>His favourite author has published three novels this year.</i> <i>This week we have seen two movies at the cinema.</i> ✓ anteriority in time clauses: <i>I'll send you the report as soon as I have read it.</i> 	<p>Uses:</p> <ul style="list-style-type: none"> ✓ actions that started in the past and continue up to the present: <i>Jim and Jill have been redecorating their flat for two weeks now.</i> ✓ activities that end right at the moment of speaking: <i>We have been waiting for you for three hours.</i> ✓ repeated actions: <i>He has been working for this company for twenty years.</i> ✓ an action which has just finished, with emphasis on the result of this action: <i>The children are cold and wet because they have been playing with snow.</i>

Present Perfect Simple and Present Perfect Continuous are normally used with the following time expressions, adverbials and conjunctions:

- **for** (to indicate duration)
- **since** (to indicate beginning of the action)
- **how long**
- **lately, recently, so far, until now**
- **already, just, still, yet**

- **always, never, ever**
- **this morning/week/month/year**
- **today**

PRACTICE:

1. Choose the correct verb tense:

- a. Has anyone seen my keys? I *have looked/have been looking* for them for half an hour now.
- b. We *have moved/are moving* our office in Austria in October.
- c. We *are just finishing/have just finished* our debriefing meeting and now we're going for a coffee.
- d. You should take a break. You *worked/have been working* hard all day.
- e. Nobody really *knows/has known* if he is telling the truth or not.
- f. My friend *is working/has been working* in a small company now, but she hates it there.
- g. We normally *have had/have* meetings with our partners at 11 a.m., but today we *have/are having* them a bit later.
- h. The price of our shares *has decreased /has been decreasing* for two weeks now, so we're desperate already.
- i. You don't need to buy a present for our guests; I *am already buying/have already bought* one for them.
- j. We *leave/are leaving* for Spain tomorrow morning for a very difficult negotiation.
- k. Andrew *has lived/lived* in Greece for ten years, but *has recently moved/recently moved* back to his native country.
- l. It's time to stop for lunch. We *have travelled/have been travelling* for three hours and we are hungry.

2. Put the verbs in brackets in the right tense:

1. They (read) only half of the contract so far.
2. She (read) since this morning; I thought she might get bored.
3. The manager (speak) on the phone for one hour now.
4. When the shop (open)? It's 10 a.m. already!
5. 'It (smell) great!' 'Yeah, mom (bake) a cherry pie'.
6. Nobody (live) in this house for fifty years. I just (buy) it and I (love) it!
7. The girls (shop) all day and now they are exhausted.
8. How long they (study) Spanish? They are quite good at it already.
9. 'You (cry)?' 'Yes, I have just received some terrible news'.
10. What they have is a great friendship! They (know) each other for more than thirty years.
11. I (meet) Dan and he seemed very happy with his new job.
12. Two days ago an earthquake (destroy) the tallest office building in this town.
13. He always (complain) about the working conditions. Can't he just look for another job?
14. There's no one at the office, because everyone (attend) an international conference on e-commerce.
15. We already (hire) ten workers and we still need to recruit more people.

3. Translate the following sentences into English:

1. Tocmai ne-am întors de la Londra, unde am vizitat o mulțime de parteneri de afaceri.
2. Sper să vă placă hotelul. Anul trecut, când am mers noi, arăta foarte bine și personalul era foarte amabil.
3. Nu am găsit încă partenerii potriviți pentru noul produs pe care dorim să îl lansăm anul viitor.

4. De obicei răspunde foarte repede la mesaje, dar săptămâna aceasta nu mi-a răspuns la niciun e-mail.
5. De cât timp colaborați cu firma aceasta de publicitate?
6. S-ar putea să nu am dreptate, dar cred că este cea mai bun contract pe care l-ai încheiat tu vreodată.
7. Încercăm cu toții să găsim idei pentru a diminua efectele crizei economice asupra profitabilității firmei.
8. Am cunoscut mulți oameni interesați de cât am început să lucrez la voi.
9. Am discutat despre avansarea ta, dar nu am luat nicio decizie.
10. Lucrează la editura aceasta de când și-a publicat primul roman aici.

4. Rephrase the following sentences including the word in bold:

- a. They haven't finished painting the conference room. **still**
They
- b. It's the first time I have ever been to an online marketing convention. **never**
I
- c. The company entered this market two years ago. **been**
The children
- d. The management has still to make a decision about the merger. **yet**
The management
- e. We are making arrangement for our parents' twentieth wedding anniversary. **for**
Our parents.....



E. COMMUNICATION SKILLS

Why do mobile games often fail when going global?



According to WSJ, the global mobile game market is expected to increase eightfold from \$3.77 billion in 2017 to \$29.6 billion in 2020. And among all the countries, the Asia Pacific region, with China and Japan as leaders, is the biggest market for mobile game developers with 48% of the global revenue and three times more paying gamers than the second biggest region, North America.

(<https://www.wsj.com/articles/softbank-net-profit-surges-1383202402?tesla=y>).

There's no surprise that there are many mobile games companies which try to expand abroad each year, however, very few can claim success.

- Let's find the common mistakes they make when jumping into the international market. If they avoid these, will they greatly increase their chances of success?
- Can we test the supply and demand of a market before launching a product into a new market?
- What are the market needs of each country?
- Can your company jump into multiple markets at the same time?
- Can you find a local partner?
- What's your strategy for each country?



UNIT 2

CULTURE SHOCK IN BUSINESS

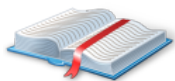


A. DISCUSSION

1. What do you understand by *culture shock*?
2. How can *culture* affect business? Choose from the box those factors that can influence the business environment.

religion	local institutions	history
geographical aspects	red tape	arts
customs and traditions	cooking style	attitudes
cultural events	tolerance vs. intolerance	language

3. Look at the image below and try to identify the cultural mistake made in the UK a couple of years ago by an important company.



B. READING

From agony to ecstasy

Because brands are becoming global, names such as Air France, McDonald's, Disney, Oracle, Gillette, Nike, to mention only a few of the very well known, are recognized by people from different corners. *The dismantling of trade barriers, combined with the rise of global communications technologies such as the Internet, has meant that companies can expand into new markets faster than ever before.* Still, sometimes, their CEOs may confuse globalization with homogenization, and key issues, like the cultural differences, sometimes can be more important than the language, currency, or purchasing power. They constantly have to adapt, and if this means a change in the brand image, then it should be done for the sake of the company's success into a new market. If they don't do their homework right, cannot understand the local market needs and wants then they are doomed to failure.

A few examples will make you better understand these issues. “In 1995 the German car giant, *Mercedes-Benz*, opened a plant in India to produce its E-class Sedan. The car, which was targeted at the growing ranks of India’s wealthy middle class, failed to inspire. By 1997, the plant was using only 10 per cent of its 20,000-car capacity. ‘Indians turned up their noses at the Sedan – a model older than those sold in Europe,’ reported *Business Week* at the time. *Now Mercedes has to reassess its mistakes and start exporting excess cars to Africa and elsewhere.*”



The Coca-Cola Company realized that distribution networks are the most important. That is why they decided to build a huge plant in Romania, one of the largest in South-Eastern Europe and they tried local market with an experimental drink Fanta Shokata, a combination of elderberry drink, very famous during the Communist times in many Romanian families. Unfortunately, they did not find the right marketing mix to approach the market, so that they could become famous. It worked as a new entry, but little by little the new drink was removed from production and replaced with the more traditional and international products. The problem was extremely cultural: the product appeared too soon after the fall of Communism, and people were constantly rejecting everything that had anything to do with those difficult times.

However, very recently, the drink gained success internationally, and was released on the Japanese market in June 2019, under the slogan “Fanta Delicious Flavors of the World”, being available exclusively from vending machines, as a summer edition. In the press release, it is specified that *socata* is “actually a traditional Romanian soft drink” and they explain the entire traditional or homemade production process, which “aims to introduce Japanese consumers to the delicious flavor of the Romanian beverage”.



Still, sometimes mistakes come from a wrong translation of the marketing message, which obviously in some countries does not work as at home. Taiwan Pepsi’s advertising slogan “Come alive with the Pepsi generation” was translated as “Pepsi will bring your ancestors back from the dead.”

Parker Pens were faced with a terrible situation in Mexico, when the slogan was wrongly translated into Spanish. Instead of the absolutely harmless “It won’t leak in your pocket and embarrass you” the ad stated that “It won’t leak in your pocket and impregnate you.” The mistake came from the confusion of “embarrass” with the Spanish verb “embrazar” or “to impregnate.”

Culture can affect brand image, buying behavior, local demand, and overall consumer behavior. You have to understand the products you sell, focusing at the same time on the brand built at home, that needs to be strengthened when you go international, because the people behind a brand are its main advertisers.

“The real lesson is that no matter how much time, money and energy is poured into a brand, it ultimately depends on the behavior of individuals.”

(Adapted from: Matt Haig, *Brand Failures – The Truth about the 100 Biggest Branding Mistakes of All Time*, 2010, 129-147 <https://japantoday.com/category/features/new-products/fanta-socata%21-now-available-exclusively-from-vendingmachines>)



C. FOCUS ON VOCABULARY

1. Match a word on the left with a word on the right, to build meaningful expressions, that appear in the text.

- | | |
|------------------|-----------------|
| 1. consumer | a) brands |
| 2. global | b) image |
| 3. target | c) mistakes |
| 4. release | d) message |
| 5. marketing | e) slogan |
| 6. brand | f) behavior |
| 7. advertising | g) shock |
| 8. cultural | h) technologies |
| 9. communication | i) a product |
| 10. culture | j) customers |

2. Use a word from box A to complete the first part of the compounds or a word from box B to complete the second part.

A	B
functional	patterns
wrong	irritation
non-verbal	shock
self	businessman
free	communication

One of the realities of working in a different culture is **culture** (1) Like death and taxes, at least in most countries in today’s (2) **market** world, it is inevitable. Culture shock occurs when everything that was once familiar – language, food, values, beliefs, traffic patterns or even **sleep** (3) - vanish. All verbal and (4) **cues** become useless. Culture shock is exemplified when a **successful** (5) becomes, in essence, a (6) **illiterate**, dependent

on others (in this case, a translator) for the basic *forms of* (7) The effects of culture shock are cumulative – and sometimes even go unnoticed as they creep in with each *minor* (8) (ordering the (9) meal at a restaurant), each failure of (10)-*expression* (unable to ask for directions in the street) and each business setback (another appointment canceled).

3. Read the short text about international business communication mistakes. On each line there is an error, words that are either misspelled, grammatically or logically incorrect. Write the correct word in the space provided.

Customers, shareholders and the media soon loose faith and interest 1.
 in a company that projects a confused or inconsistency image. Which 2.
 is why every business thrives to present itself to the outside world as 3.
 a united entity with a single set of believes. The trouble is, the bigger 4.
 a company becomes & the more national borders it crosses, the 5.
 hardest it has to work to preserve the united front than is so vital to 6.
 its continuous prosperity. 7.
 For many multinationals, developing everything central – such as the 8.
 message they want to broadcast and the brands they market – is the 9.
 only answer. These central norm is then disseminated throughout the 10.
 organization.

(Adapted from: Penny Carte and Chris Ford, *Bridging the Culture Gap*, 2008, 5)

4. Fill in the blanks with the best option given at the end of the text.

Most people think of culture shock as a ‘short and sharp’, (1)..... experience in a foreign place. Few realize that its (2) can be much deeper and more prolonged if it is not dealt with (3) On average, managers that took part in a culture shock (4) experienced culture shock symptoms for about seven weeks: 70 percent of managers (5) these lasting up to five weeks and 30 percent had symptoms for up to ten weeks. In order of (6), the symptoms most often found were: isolation, anxiety and worry, reduction in job (7), or vice-versa, high energy.

The inclusion of ‘high energy’ may be (8), but it could be nervous energy, or a high energy level caused by changing (9), possibly those involved in the adaptation process. The longer the international manager experienced culture shock, the greater were the feelings of (10) and performance deficit. This suggests that not coping with culture shock symptoms when they appear can lead to a very negative situation, ending up with a terrible depression.

(Adapted from: Elisabeth Marx, *Breaking through Culture Shock*, 1999, 2-4)

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|----|-------------------|----------------|-------------------|
| 1. | a) disorientating | b) disoriented | c) disorientation |
| 2. | a) effectiveness | b) effects | c) effective |
| 3. | a) effectively | b) effective | c) efficiency |
| 4. | a) researcher | b) research | c) researching |
| 5. | a) reporter | b) reporting | c) reported |
| 6. | a) priority | b) prioritize | c) prior |
| 7. | a) perform | b) performance | c) performer |