

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
НАЦІОНАЛЬНИЙ ТЕХНІЧНИЙ УНІВЕРСИТЕТ
«ХАРКІВСЬКИЙ ПОЛІТЕХНІЧНИЙ ІНСТИТУТ»

МЕТОДИЧНІ ВКАЗІВКИ

**до практичних занять з англійської мови
для студентів
економічних спеціальностей за темою
“BRANDING”**

БРЕНДІНГ

Затверджено
редакційно-видавничою
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Методичні вказівки для занять з англійської мови для студентів III курсу економічних спеціальностей з теми «Branding» («Брендінг») / уклад.: В.В. Ларченко. – Х.: НТУ «ХП», 2011. – 48 с.

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ВСТУП

Актуальність обраної теми “Брендінг” полягає в тому, що цей процес стає невід’ємним у більшості країн світу і зокрема в Україні. Саме тому запропоновані методичні рекомендації є систематичною добіркою англomовних текстів та завдань до них на набуття студентами професійних знань, вмінь та навичок за конкретною тематикою, їх ознайомлення з особливостями брендінгу, особливо в умовах економічного спаду.

Основною метою даного курсу є підготовка студентів до модульного контролю за Болонським процесом, збагачення активного словникового запасу студентів та його реалізація у мовленнєвому акті, вміння читати та розуміти оригінальні тексти та застосовувати набуті теоретичні навички і вміння на практиці. Також метою даного курсу є засвоєння студентами матеріалу за професійним спрямуванням, формування вміння чітко та послідовно висловлювати свої думки за професійною тематикою, вдосконалення навичок застосування набутих знань у процесі обговорення тематики не тільки з поданого курсу, але і з суміжних професійних та загальнотеоретичних питань.

Матеріал складається з трьох розділів. У кожному з них наведено оригінальний текст за тематикою, на основі якого розроблено завдання, які спрямовані на засвоєння економічної термінології і набуття вмінь щодо аналізу тексту та творчої реалізації студентів.

Курс, що запропоновано, може бути рекомендовано для студентів III курсу економічних спеціальностей всіх форм навчання.

PREFACE

We live in the branded world.



Task 1. *Connect the statement above with the picture.*

Task 2. *Read the following quotation and explain if you agree or disagree with the author's opinion:*

There are, as any marketing person will tell you, very few truly “global” brands, in the sense of brands that are known and sold in every country in the world. There are, however, many brands that are international, and still more that are trying to become so, often by employing agencies and techniques that are themselves international in scope. Such efforts have long exercised academics in media and cultural studies, although their concerns have often been split between, on the one hand, the cultural effects of such efforts and, on the other, the political and economic consequences of what have so far been predominantly Western attempts to turn the rest of the world into a market for its products.

UNIT I

BRANDING

Task 1. a) Which names in the left column, mentioned below, do you know? Where have you known them from? Are they known locally or globally?

Kenzo	soft drink
Parker	software
HP	cell phones
Toyota	pens
Nike	computers
Microsoft	sportswear and facilities
Coca-Cola	designer of clothes and perfume
Nokia	cars

How can we call them in one term?

b) Match these brands to their products.

c) Which country is the majority of them from? Why?

d) Can you add more brands to the list?

e) Which brand out of the mentioned above is the most reliable? Why?

Task 2. A. You may find several definitions of the term “brand” below. Choose one that you like best and explain your choice:

- a particular product or a characteristic that serves to identify a particular product;

- an identifying symbol, word, or mark that distinguishes a product or company from its competitors. Usually brands are registered (trademarked) with a regulatory authority and so cannot be used freely by other parties;

- unique design, sign, symbol, words, or a combination of these, employed in creating an image that identifies a product and differentiates it from its competitors. Over time, this image becomes associated with a level of credibility, quality, and satisfaction in the consumer’s mind. Thus brands help harried consumers in crowded and complex marketplace, by standing for certain benefits and value. The legal name for a brand is a trademark and, when it identifies or represents a firm, it is called a brand name.

B. *What is the difference between “a brand” and “a trademark”?*

C. *What is the difference between “a brand” and “branding”?*

Focus on Reading

Task 3. *Match up the words and word expressions with their definitions and find them in the text below:*

brand	a set of trading conditions or the business environment
branding	law, rule, principle
consumer response	a set of all the features that form the uniqueness of the brand
canon	to acquire in advance of or to the exclusion of others; to appropriate
brand culture	the process of creating and promoting a brand
deceptive	the attributes of a brand as perceived by potential and actual customers
pre-empt	likely or designed to deceive; misleading
marketplace	reaction of consumers towards advertising and stimulating events like purchasing of a good, an additional information inquiry
brand identity	a particular product or a characteristic that serves to identify a particular product
brand image	a set of assets of the brand and responsibilities connected with it and also its name, symbol, etc. that increase or decrease the value the product or service has for the company from the customer viewpoint
brand equity	world biggest company
brand management	the third dimension of a brand that takes into account cultural issues
corporate brand	communicating messages, which are received in line with the brand owner’s intention

Task 4. *Brands are globally widespread. Read the text and say whether the statements below the text are true or false. Correct the false ones.*

The Cultural Codes of Branding

(1) Brand research emerged from the allied fields of management, marketing, and strategy, which generally emphasize pragmatic models of brand “effects” driven by quantitative analysis. Recent studies have prompted an important and illuminating reconsideration of how branding “works”, and shifted attention from brand producers and products toward consumer response and services to understand brand value creation. Within this perspective, consumers, employees, and organizations are seen to construct and perform identities and self-concepts, trying out new roles and creating their identity within, and in collaboration with, brand culture. Often missing from these insights, however, is a focus on cultural processes that affect contemporary brands, including historical context, ethical concerns, and cultural conventions. In other words, neither managers nor consumers completely control branding processes – cultural codes constrain brands in value creation.

(2) A *brand culture* perspective reveals how branding has opened up to include cultural, sociological, and theoretical enquiry that both complements and complicates economic and managerial analysis of branding. Recently, anthropologists, historians, and sociologists have looked at brands from cultural perspectives, acknowledging the importance of brands in society, and providing a necessary complement to managerial and psychological views of branding. An emphasis on brand culture forms part of a larger call for inclusion of cultural issues within the management and marketing research canon, joining in the contention that culture and history can provide a necessary contextualizing counterpoint to managerial and information processing views of interaction of branding with consumers and society.

(3) If brands exist as cultural, ideological, and sociological objects, understanding brands requires tools developed to understand culture, ideology, and society, in conjunction with more typical branding concepts, such as *brand equity*, *strategy*, and *value*. The brand culture perspective acknowledges brand representational and rhetorical power as both valuable cultural artifacts and

engaging and deceptive bearers of meaning, reflecting broad societal, cultural, and ideological codes. Within this framework, brands are not only mediators of cultural meaning – brands themselves have become ideological referents that shape cultural rituals, economic activities, and social norms. For example, strong brands constantly develop prescriptive models for the way we talk, the way we think, and the way we behave – our goals, thoughts, and desires. Furthermore, brands may pre-empt cultural spheres of religion, politics, and myth, as they generally promote an ideology linked to political and theological models that equate consumption with happiness.

(4) Brand culture refers to the cultural codes of brands – history, images, myths, art, theatre – that influence brand meaning and value in the marketplace. From this perspective, research questions often include understanding cultural influences and implications of brands in two ways. First, we live in a branded world: brands infuse culture with meaning, and branding profoundly influences contemporary society. Second, brand culture constitutes a third dimension for brand research – in conjunction with traditional research areas of *brand identity* and *brand image*, brand culture provides the necessary cultural, historical, and political grounding to understand brands in context. The brand culture concept occupies the theoretical space between strategic concepts of brand identity and consumer interpretations of brand image, shedding light on the gap often seen between managerial intention and market response, in other words between strategic goals and consumer perceptions.

(5) How do brands interact with culture? From a cultural perspective, brands can be understood as communicative objects that the brand manager wants consumers to buy into – a symbolic universe as defined by, in part, the brand identity. In theory, brand management is about communicating messages, which are received in line with the brand owner intention. But this perspective fails to take into account consumer active negotiation of brand meaning, contextual effects, such as time, space, and personal history, and cultural processes, including “anti-branding” phenomena such as the No Logo and anti-globalization initiatives. On one level, consumer choice is critical to understanding why certain brands become more successful than others. However, the meanings consumers ascribe to brands are not only the result of a projected brand identity – a process of negotiation also takes place in and

between the marketing milieu, the cultural surround, and the social environment. Managing brands successfully mandates managing the brand meaning in the marketplace – the brand image. Yet brand meaning and value creation are not wholly derived from the market. Culture, aesthetics, and history interact to inject brands into the global flow of discourse.

(6) Greater awareness of the associations between the traditions and conventions of culture and the production and consumption of brands helps to position and understand branding as a global representational system. Studies that extend brand research into cultural and historical realms may provide an essential bridge between our understanding of, on the one hand, value residing within producer intention or the product, or on the other, value wholly created by individual consumers or brand communities. In other words, along with brand identity and brand image, the realm of brand culture serves as a necessary complement to brand meaning and brand value creation.

(7) Brands have become a contested managerial, academic, and cultural arena. Many of the world biggest companies – and most highly valued brands – are seen as *corporate brands* rather than corporate entities – such as *American Express*, *IBM*, and *Mercedes Benz*, each valued more for their intangible brand attributes than for any other assets. Brands are an increasingly important, powerful, and visible part of culture, and demand distinctive and complementary research perspectives able to encompass the cultural codes of branding.

1. Brand research emerged from the allied fields of management, marketing, and strategy, which generally emphasize pragmatic models of brand “effects” driven by qualitative analysis.

2. Recent studies have shifted attention from brand producers and products toward consumer response and services to understand brand value creation.

3. Either managers or consumers completely control branding processes.

4. A brand culture perspective reveals how branding has opened up to include cultural, sociological, and theoretical enquiry that both complements and complicates economic and sociological analysis of branding.

5. If brands exist as cultural, ideological, and sociological objects, then comprehending brands needs tools developed to comprehend culture, ideology,

and society, in conjunction with more typical branding concepts, such as brand equity, strategy, and value.

6. Brands are not only mediators of cultural meaning, but also they themselves have become ideological referents that shape cultural traditions, management, and social etiquette.

7. Everybody lives in a branded world, i.e. brands infuse culture with meaning, and branding extremely influences contemporary society.

8. Brand culture constitutes a fifth dimension for brand research.

9. From a cultural perspective, brands can be understood as sociable objects that the brand manager wants consumers to purchase.

10. In theory, brand management is about communicating messages, which are received in line with the brand owner's recognition.

11. Managing brands successfully mandates managing the brand meaning in the marketplace – the brand identity.

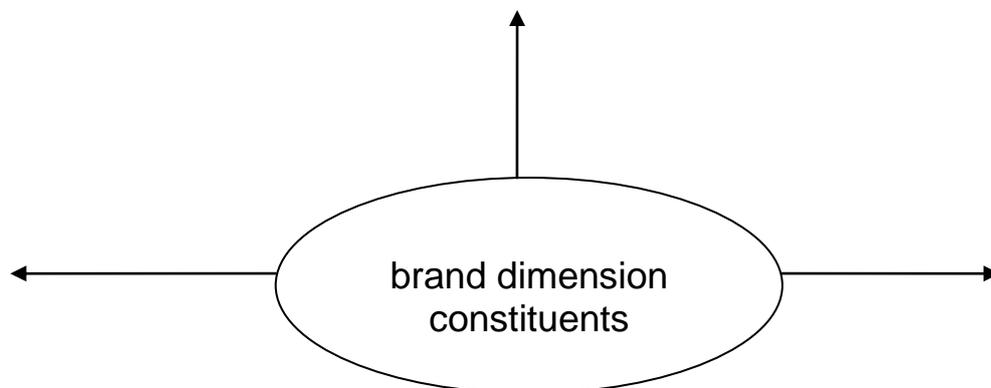
12. Greater awareness of the associations between the traditions and agreements of culture and the production and consumption of brands helps to interpret branding as a glocal representational system.

13. The realm of brand culture serves as a necessary complement to brand meaning and brand value creation along with brand identity and brand image.

14. Brands compete in the areas of management, science and culture.

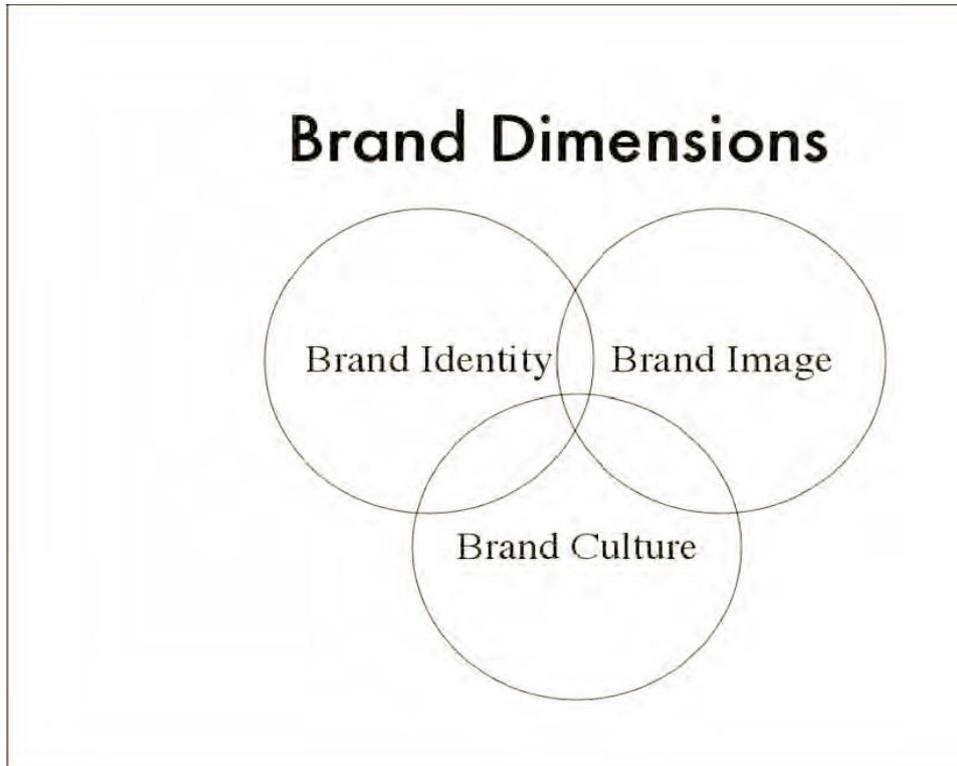
15. Many of the world biggest companies are the most highly valued brands.

Task 5. A. *Draw a mind map, demonstrating brand constituents:*



B. *These brand dimensions can be also represented with the help of*

another structure. How can you interpret it?



Task 6. What are advantages and disadvantages of the brand? Fill in the chart:

advantages	disadvantages

Task 7. Discuss the following questions with your partner:

1. What allied fields did brand research emerge? Which one has influenced it more significantly? Why have recent studies shifted attention from brand producers and products toward consumer response and services to understand brand value creation in their reconsideration of how branding “works”? How is it possible for consumers, employees, and organizations to try out new roles by constructing and performing identities and self-concepts within, and in collaboration with, brand culture? Why do neither managers nor consumers completely control branding processes? Which way do cultural codes constrain brands in value creation?

2. What does a brand culture perspective reveal? What is an economic and managerial analysis of branding? What is it for? Why is there a call for inclusion of cultural issues within the management and marketing research canon that brand culture forms? What helps to analyse interaction of branding with consumers and society?

3. What is the connection between a brand and culture, ideology, and society? How can brands be ideological referents that shape cultural rituals, economic activities, and social norms? What is your understanding of the statement that “brands may pre-empt cultural spheres of religion, politics, and myth, as they generally promote an ideology linked to political and theological models that equate consumption with happiness”?

4. Which cultural codes of brands does brand culture refer to? How can they influence brand meaning and value in the marketplace? What are two ways to understand cultural influences and implications of brands according to the text? What is a branded world? Are the concepts of a globalized world and a branded world the same? Explain your answer. What does the phrase “to understand brands in context” mean? Why is the brand culture concept in the middle between strategic concepts of brand identity and consumer interpretations of brand image?

5. Why can brands be symbolic? What is brand management? Is it significant in doing global/local business? What is “anti-branding” phenomenon? Give examples. Is consumer choice as to buying or not the good forced by the brand manager strategy? What influences ascribing of meaning for brands by consumers? Why? How does it take place? Do you agree with the statement that “managing brands successfully mandates managing the brand meaning in the marketplace – the brand image”? Explain your answer.

6. What helps to position and understand branding as a global representational system? What else can do this? What is a brand community? What is so special about it? What does the realm of brand culture serve as?

7. Why have brands become a contested managerial, academic, and cultural arena? Why are many of the world biggest companies the most highly valued brands? Give examples of them besides the ones given in the text. What is more important for companies/customers: an intangible or tangible brand?

Task 8. Think of examples of intangible and tangible brands, their significance in business and discuss it in groups.

LANGUAGE AREA

Focus on Vocabulary

Task 9. Fill in the gaps with the appropriate words or word expressions:

brand image	brand identity	brand equity	pre-empt	brand management
consumer response	brand culture	corporate brand	branding	anti-branding

1. The third dimension of a brand is _____ that forms part of a larger call for inclusion of cultural issues within the management and marketing research canon.

2. The world biggest companies like *American Express*, *IBM*, and *Mercedes Benz* can be called a _____ .

3. A brand may _____ cultural spheres of religion, politics, and myth, as they generally promote an ideology linked to political and theological models.

4. Anthropologists, historians, and sociologists state the necessity of managerial and psychological views on _____ .

5. Recent studies have shifted attention from brand producers and products toward _____ and services to understand brand value creation.

6. _____ is the same as brand personality.

7. _____ fails to take into account consumer active negotiation of brand meaning and contextual effects as it is about communicating messages, which are received in line with the brand owner intention.

8. The No Logo and anti-globalization initiatives refer to _____ phenomenon.

9. The brand culture concept occupies the theoretical space between strategic concepts of brand identity and consumer interpretations of _____ .

10. If brands exist as cultural, ideological, and sociological objects, understanding brands requires tools developed to understand more typical

branding concepts such as _____, strategy, and value in conjunction with culture, ideology, and society, which are to be also taken into account.

Task 10. Match the words from each column to form word expressions; then make up sentences with each word expression:

quantitative	society
cultural	management
economic	culture
social	initiative
contemporary	milieu
consumer	image
brand	activities
brand	ritual
brand	response
brand	analysis
brand	equity
marketing	identity
anti-globalization	norms

Task 11. Find the words in the text according to their definitions; then try to combine them in one sentence:

1. The technique, practice, or science of managing, controlling or dealing with. (p. 1)
2. A person who is hired to work for another or for a business, firm, etc., in return for payment. (p. 1)
3. A contrasting or interacting element, theme, or item; foil. (p. 2)
4. To make or regard as equivalent or similar, esp. in order to compare or balance. (p. 3)
5. Surroundings, location, or setting. (p. 5)
6. Covering, influencing, or relating to the whole world. (p. 5)
7. A company, country or person that provides goods, esp. those which are produced by an industrial process or grown or obtained through farming, usually in large amounts. (p. 6)
8. Not solid or able to be seen or felt, although real, and therefore

difficult to explain exactly or show. (p. 7)

9. Any property owned by a person or firm. (p. 7)

Task 12. Complete the following table using the appropriate word formation with at least three more nouns of yours:

Noun	Prefixes
branding	anti-branding
globalization	

Focus on Grammar

Task 13. Put the verb in the correct tense form, then put a general question to each sentence:

1. The consumers (to purchase) this brand for more than ten years.
2. This deceptive advertisement created by the competitors (to ban) on TV next month.
3. *Microsoft*, the famous American corporate brand, often (to announce) about new or more advanced developments in software.
4. The No Logo and anti-globalization initiatives (to take place) within the country next week.
5. The meanings consumers always (to ascribe) to brands (not, to be) only the result of a projected brand identity.
6. Before brand research (to emerge) from the allied fields of management, marketing, and strategy, pragmatic models of brand “effects” (to emphasize) to be driven by quantitative analysis.
7. After some academic studies (to conduct), scientists (to understand) that brands (to be) a contested managerial, academic, and cultural arena.
8. Studies recently (to show) the necessity of shifting attention from brand producers and products toward consumer response and services to understand brand value creation.
9. This brand (to be) usually unchanged in the marketplace, because its

producer is a sole-trader.

10. Since 2005 the company (to purchase) new electronic equipment and (to lay off) more than 1,500 employees.

11. The increasingly complex process of moving work and factories around the world (to go on) now, this leads to the fact that standards of living and wage rates differ from country to country.

12. When Production Manager (to come) into the conference hall Brand Manager (to explain) three-dimension model of their new product.

Task 14. *Put as many special questions as possible to the following sentences:*

Example: Recent studies have prompted an important and illuminating reconsideration of how branding “works”.

• *Which* studies have prompted an important and illuminating reconsideration of how branding “works”? • *What* has prompted an important and illuminating reconsideration of how branding “works”? • *What* have recent studies done with an important and illuminating reconsideration of how branding “works”? • *What* are reconsideration of how branding “works” that recent studies have prompted? • *What* an important and illuminating reconsideration have recent studies prompted?

1. Brand culture refers to the cultural codes of brands that influence brand meaning and value in the marketplace.

2. The brand culture concept occupies the theoretical space between strategic concepts of brand identity and consumer interpretations of brand image.

3. From a cultural perspective, brands can be understood as communicative objects that the brand manager wants consumers to buy into.

4. On one level, consumer choice is critical to understanding why certain brands become more successful than others.

5. Studies that extend brand research into cultural and historical realms may provide an essential bridge between our understanding of, on the one hand, value residing within producer intention or the product, or on the other, value wholly created by individual consumers or brand communities.

6. Brands demand distinctive and complementary research perspectives

able to encompass the cultural codes of branding.

Focus on Listening

Task 15. *Listen to the BBC programme on branding and find new information about “branding” definition:*

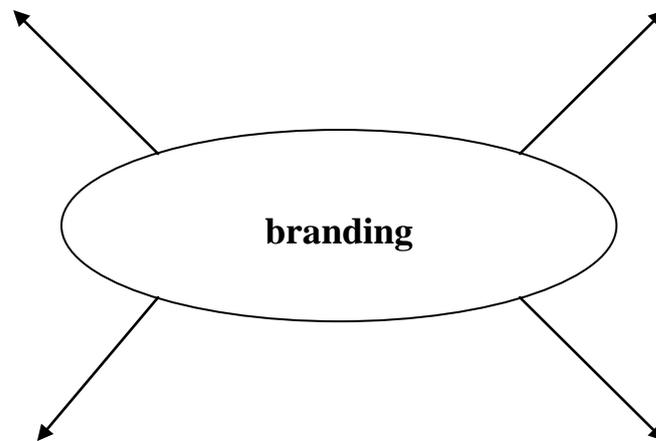
CR: Branding includes the logo, the design, colour scheme, advertising slogans that identify a product. Just how important is branding, to learn more I’m speaking to Nathalie Rush who is Product Marketing Manager for *Oki Printers*.

NR: I think branding is becoming increasingly important these days and more and more companies, especially larger companies are adopting branding. Branding really starts with having an ethos which is ingrained into each member of staff. They’re expected to live and breathe some core values of the product. Some companies might choose core values of their product range to be saving money or ethical products or something like that. The very first step of branding is to ingrain each member of staff to have those values.

CR: So people who are involved in branding have to take on the values of that product in the same way that people who are buying that product want to link themselves with that kind of values?

NR: Yes, very much so, first of all the staff, then the network of people who’ll be reselling the product, then obviously all your advertising, your brochures, your website has to communicate that value so branding really is so much more than a logo. It’s consistent imagery, consistent communications and the very last step of branding is that the customer would engage with the brand. Which does the company the world of good because there are repeat purchasers and for the company and there’s also a better experience for the person who’s buying the product, they feel they’re getting more of a service.

Task 16. A. Draw a mind map, demonstrating branding constituents:



B. Could you add more constituents to the mind map?

Task 17. Fill in the table on the steps of branding according to the text (Task 15) with their explanation.

<i>steps of branding</i>		
№	name	explanation
1.		
2.		
3.		

B. Compare the explanations of the steps in groups of 3-4.

Use the following expressions while arguing:

1) agreement: I agree. That's right. True enough.

2) disagreement: I disagree. No, I don't think... I'm not sure. Not really.

3) partial agreement: Yes, perhaps, but... I don't entirely agree with you.

I see your point, but...

Task 18. Write a summary "To live and breathe some core values of the product" based on the text (Task 15) with the usage of both global and local contexts.

Focus on Reading and Speaking

Task 19. Read the “*Branding in the Post-Internet Era*” text, find the definition of “*post-Internet branding*” term and explain it:

Brand strategies have been undergoing significant transformation due to the Internet. Indeed, successful brand strategies in computer-mediated environments involve inter alia building relationships, enabling interactivity, and better tailored offerings. One specific strategy that has attracted much attention lately is to facilitate the creation and sharing of user generated content. This is expected to lead to stronger and deeper relationships between brands and consumers and more effective brand communities. User generated content sites such as *Youtube* and *Wikipedia* have built significant brand equity in a short time due to their ability to interactively create content and value.

Post-Internet branding is about facilitating conversations around the brand. Consumers are now wired and capitalize on social networks to derive power from one another. They develop their own perspective on companies and brands, a view that is often in conflict with the image a brand wishes to convey. What happens if the reviews of a *Hilton* hotel that you read on *Tripadvisor* are not in tune with the image of the brand and your experiences of other hotels that belong to the brand? Would you trust independent travellers or will you trust the brand and book the hotel? Such a community of consumers, who use Web 2.0 applications to get the things they need from one another, rather than from companies, is further shifting the balance of power from firm to consumer. As thesis 12 of the Clutrain Manifesto states, “There are no secrets. The networked market knows more than companies do about their own products. And whether the news is good or bad, they tell everyone”.

The Internet is a great medium for brands as it allows them to address consumers both individually and communally. While the Internet enables consumers to express their identity and reinforce their individuality through personalization and customization, it also allows them to satisfy their social needs through sharing of consumption related experiences. What was once an expensive luxury has now been made an affordable reality. Technology means that the Internet can be used in a cost-effective manner for personalization and customization of market offerings, such as in the case of *NikeID.com*, where

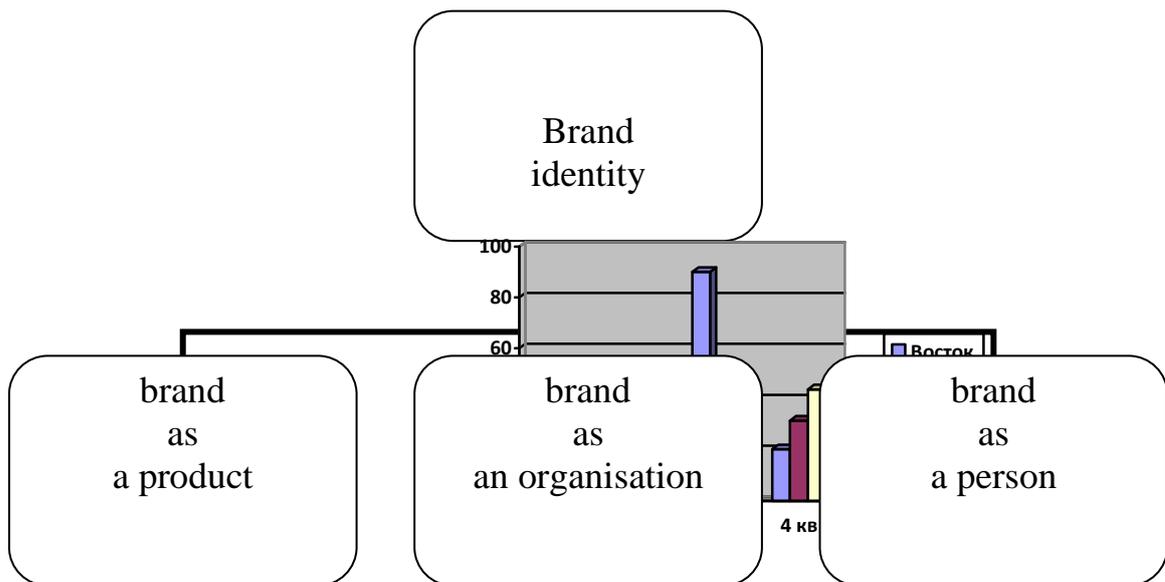
consumers get to design a pair of trainers from a range of options. The Internet is also great for addressing the individual's social needs, such as in the case of developing online communities.

Task 20. *Make groups of 3-4 and discuss the following questions:*

1. Why have brand strategies been undergoing significant transformation due to the Internet? Do you agree or disagree with the author's opinion? Why?
2. What is a brand community? Which space is it in: real, virtual or both? Why? How is it possible to become its member? What is the role of personalization and customization in its creation? Do you feel yourself as a part of this community? Why?
3. What causes *Youtube* and *Wikipedia* to built significant brand equity in a short time? What other user generated content sites made in your country, Europe, the USA and Asian countries can you name that have built the alike significant brand equity in a short time?

Focus on Writing

Task 21. *Take any brand and describe it according to its three dimension model by using the terms and information from the texts (Tasks 4, 15, 19), and also the mind map below.*



UNIT II
RECESSION-PROOF BRANDING: PART I

Task 1. *Answer the following questions:*

1. How does crisis influence market? What are its outcomes for branding?
2. Can branding lead to crisis on a local/global scale? If yes, how is it possible? Supply your answer with examples.

Focus on Reading

Task 2. *a) Look at the title of the text and try to guess what it is about.*

b) Have you ever heard about recession-proof branding in your country? If yes, tell the class what you know about it.

Task 3. *Match up the words and word expressions with their definitions and find them in the text below:*

recession	is the final line in the accounts of a company or organization, which states the total profit or loss that has been made
thrive	a place where parts of the ownership of companies are bought and sold, or the organization of people whose job is to do this buying or selling
tough	to grow, develop or be successful
consumer confidence	to go up very fast
sky-rocket	a period when the economy of a country is not successful, business conditions are bad, industrial production and trade are at a low level and there is a lot of unemployment
stock market	held within an organization or business and does not involve people from outside
rock-bottom	success or wealth
free-fall	being at the lowest possible level
fiver	strong; not easily broken or weakened or defeated
prosperity	profitability on capital invested

bottom-line	the place called “point of sale”, where a consumer makes a purchase, usually a retail shop
in-house	falling quickly in value by a large amount
return-on-investment (ROI)	1) (in Britain) a five-pound note; 2) (in the US) a five-dollar bill
POS	the level of confidence of consumers that economy develops successfully and recessions are unlikely to happen

Task 4. Fill in the following table on recession-proof branding while reading the text in Task 5:

<i>recession-proof branding</i>	
Part 1:	Part 2:
teams are to become ...	

Task 5. Read the text and say whether the statements below the text are true or false. Correct the false ones.

Recession-Proof Branding:

Surviving and Thriving in Today Tough Times (Part I)

About the research

(1) *We interviewed 20 marketing directors from top companies across different sectors during June to September 2008 to get their first-hand learning on how to protect and build brands during a recession. These interviews took place in the UK, Holland, the USA and Latin America.*

(2) *We also reviewed available articles, books and research papers for further ideas on how to keep brands growing during tough economic times...*

(3) Forget what the experts say about whether we are technically in a recession: it is sure we are in one. Consumer confidence has been the lowest for almost 20 years. Food and fuel costs have sky-rocketed. The stock market is in free-fall. Things are not getting better anytime soon.

(4) Our view is that these tough times will provoke a “Darwinian” evolution for brands. The fittest and best managed brands will survive and may even thrive. Indeed, most of the marketing directors we interviewed saw the

recession as an opportunity to grow share and be in a stronger position when times get better. However, weak brands will decline and maybe even die.

(5) So, how to respond to these challenging times? We have summarised here our top tips for making your brand “recession-proof” under two headings:

(6) *Part 1: Fix the fundamentals.* The current conditions are a “wake-up call” for marketing, forcing teams to become much more business-savvy and bottom-line focused. This is how marketing always should have been run. These fundamentals have in many cases been forgotten.

(7) *Part 2: More bang for your buck.* Pressure on marketing budgets will only increase over the next couple of years. Boards will freeze or even cut marketing investment, despite all the studies showing that this is bad in the long run. But they will still expect the sales forecast to be delivered. The only way to do this is to get more bang for your marketing buck.

Part 1: Fix the fundamentals.

1. Follow the money

(8) One of our favourite *Brandgym* mottos is “*follow the money*”. It is more relevant than ever today. It means cutting buzzwords, and being much more business savvy. Brand teams should be clear about which growth drivers marketing activity will focus on, such as increasing trial or weight of purchase. It also requires more rigour than before in assessing the effectiveness of marketing activities once they are in market.

(9) Interestingly, several of the marketing directors we interviewed were building a team of in-house experts working on measuring return-on-investment (ROI), rather than relying on their advertising or media agency to do this for them.

2. Sharpen your vision

(10) In today tough time you need a razor-sharp brand positioning, and crystal clear portrait of your target consumer. Clearly positioned brands have a much better chance of cutting through the clutter of price-cutting messages and survive the threat of cheaper competition. Smart brands are sticking to their vision, but adapting their message in line with the needs of consumers to save money. A good example is the UK supermarket *Sainsbury*’s campaign called “Feed your family for a fiver”. The advertising and in-store POS encourage

shoppers to make new family recipes, in line with the brand idea of “Try something new today”. The £5 basket price is highly attractive.

3. Hit the right price

(11) All our marketing directors, selling lubricants to Lambrusco, are focusing on hitting the right price point. Consumers are paying more attention to prices on a shelf, just as raw material costs are pushing prices up. Rise above a key price-point, and they will switch. *Tesco.com* is even prompting consumers to consider cheaper alternatives and save.

4. Cut costs, not corners

(12) Another opportunity is marketing process efficiency. Better briefing can save valuable time and budget. One marketing director added up the cost of extra fees spent on re-briefing agencies and found he could have financed an entire direct marketing campaign with it! So insisting on clear, well-written briefs, not “back of taxi chats” can help you get it right first time.

5. Kill the dwarves

(13) Tough times are forcing more ruthless focus, with our marketing directors taking a long, hard and often over-due look at their product ranges. It is time to kill the “dwarves”, cute but small new products that eat up valuable time and resources; or at the minimum cut their marketing support so they die a natural death. Budgets and people can be focused on driving growth of “hero” products that drive *i)* significant business growth and *ii)* desired changes in brand image.

(14) We expect to see many new launches where brands have strayed from their core business and taken on big competitors with big marketing budgets, without having a clear point of difference and compelling value proposition.

6. Grow the core

(15) All the marketing directors we talked to shared the view that today tough times made growing the core an imperative. In most cases this core business is both the most profitable, and the one where the brand has the most authority, and so the best ability to defend itself from attack.

(16) For example, most analysis of the *Dove* brand focuses on stretch into new markets, such as hair-care and deodorant, or on the “Campaign for Real Beauty” brand. However, the original cleansing bar still accounts for the

majority of the brand sales, and even more of the profit. By investing in direct marketing, product upgrades and advertising *Dove's* share of the key US bar market has been boosted from 20 to 25%.

1. Most of the marketing directors we interviewed saw the recession as an opportunity to grow their market segment, and be in a stronger position when times get much better.

2. The current conditions are a “wake-up call” for mass marketing, forcing teams to become much more business-savvy and top-line focused.

3. Marketing activity also requires more accuracy than before in assessing the effectiveness of marketing activities once they are in market.

4. Several marketing directors were building a team of outsourcing working on measuring ROI, rather than relying on their advertising or media agency to do this for them.

5. Clearly positioned brands have a much better chance of cutting through the clutter of price-reducing messages, and survive the threat of cheaper competition.

6. Rise above a key price-point, and consumers will switch to another seller.

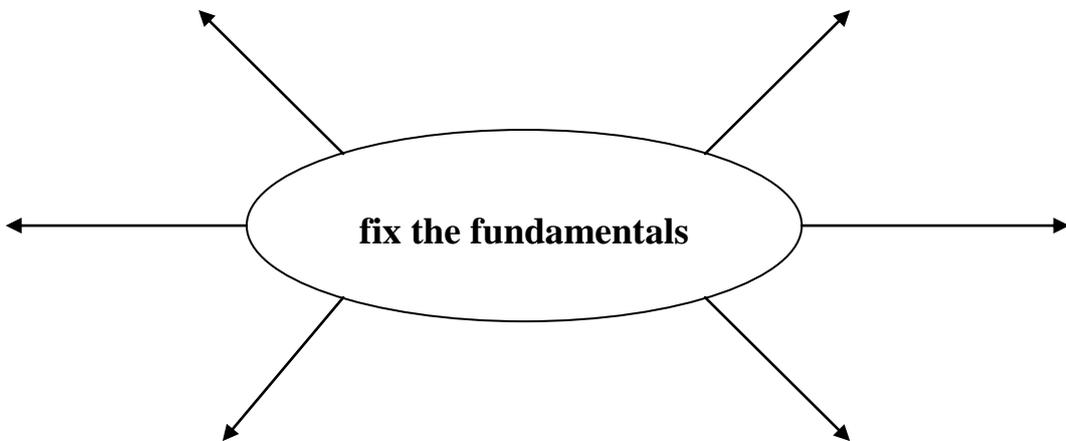
7. Better briefing can save both valuable time, and budget of the company.

8. Cute but small new products that eat up valuable time and resources or at the minimum cut their marketing support prosper in the market.

9. All the marketing directors we talked to shared the view that today tough times made growing the core an imperative that means in most cases this core business is both the most lucrative, and the one where the brand has the most power, and so the best ability to defend itself from attack.

10. By investing in direct marketing, product upgrades and advertising *Dove's* share of the key US bar market has been sky-rocketed from 20 to 25%.

Task 6. A. Draw a mind map on the first part of recession-proof branding:



B. Discuss the following questions with your partner:

- Do you agree with all of the fundamentals? Explain your answer.
- Could you add more constituents to the mind map?

Task 7. A. Fill in the following table on recession-proof branding based on the text in Task 5 and write what is common and different in these strategies:

<i>Company</i>	<i>Strategy</i>	
<i>Sainsbury</i>		
<i>Dove</i>		
	<i>Common</i>	
	<i>Different</i>	

B. Discuss the reasons for these commonalities and differences with your partner.

Task 8. Discuss the following questions in pairs:

1. What is the reason for interviewing 20 marketing directors from top companies across different sectors? Could you presuppose why they have chosen only four countries, i.e. the UK, Holland, the USA and Latin America?

Would it be necessary to add more countries to the list? Do you think the number of interviewees is enough to make conclusions as to how to protect and build brands during a recession? Explain your answer.

2. Is the reviewing of available articles, books and research papers for further ideas on how to keep brands growing during tough economic times more important and substantial than interviewing 20 marketing directors? Why?

3. If it were you to make your own research on how to protect and build brands during a recession, what methods, techniques would you use?

4. What are the circumstances, under which consumer confidence can be the highest and the lowest?

5. What costs food and fuel to sky-rocket and also the stock market to be in free-fall?

6. What is your understanding of a “Darwinian” evolution of brands? How can a recession be an opportunity for a brand to grow and get a stronger position? Is it still possible for a weak brand to survive during tough times? How could it happen?

7. Why are teams forced to become much more business-savvy and bottom-line focused? Could these conditions be applied during not only recession, but also prosperity of the company or country?

8. What are the reasons for boards to freeze or cut marketing investment, despite all the studies showing that this is bad in the long run? Why is this freezing bad in the long run?

9. What does the *Brandgym* motto “*follow the money*” mean? Do you agree or disagree with it? Explain your answer.

10. Why do sometimes marketing directors build a team of in-house experts working on measuring return-on-investment (ROI), rather than relying on their advertising or media agency to do this for them?

11. Why do you need a razor-sharp brand positioning and crystal clear portrait of your target consumer in tough times? Why do clearly positioned brands have a much better chance of cutting through the clutter of price-cutting messages, and survive the threat of cheaper competition? What are “smart brands”?

12. What is so special about the UK supermarket *Sainsbury*’s campaign? Do you know the alike campaign in your country? Do they differ from the

Sainsbury's one? If yes, name these differences and explain their existence in different contexts.

13. Why do cute, but small new products eat up valuable time and resources; or at the minimum cut their marketing support? What is a driving growth of “hero” products?

14. How is it possible to make the core business both the most profitable and the one where the brand has the most authority, and so the best ability to defend itself from attack? Is it possible to be done with the help of outsourcing or in-house experts?

15. What does the example of the *Dove* brand show? Could you give the alike example with other brands?

Task 9. *Make up a report on recession-proof branding strategy of Sainsbury, Dove or any other company and present it to your group.*

LANGUAGE AREA

Focus on Vocabulary

Task 10. *Fill in the gaps with the appropriate words or word expressions:*

recession	in-house experts	in-store POS	stock market	basket price
consumer confidence	ROI	sky-rocket	thrive	free-fall

1. The \$15 _____ is attractive for the patrons of this supermarket.
2. The board decided to invite _____ to economize the company budget on outsourcing.
3. Buying or selling parts of the ownership of companies takes place in the _____ .
4. When inflation takes place, prices for goods and services automatically _____ at once.
5. Some shoppers prefer _____ rather than supermarkets, because they can purchase lots of unique cute things there.

6. The condition when consumers are sure in the economy stability is called _____ .

7. Some marketing directors do not rely on advertising or media agency in measuring _____.

8. _____ is a period when the economy of a country is not successful and there is a lot of unemployment.

9. It is still possible for brands to _____ during and after recession.

10. The market is in _____ when it suffers from recession.

Task 11. Match the words from each column to form word expressions; then make up sentences with each word expression:

marketing	POS
increasing	price
stock	savvy
first-hand	messages
wake-up	fee
consumer	times
challenging	experts
target	consumer
business	confidence
in-store	director
in-house	agency
advertising	trial
extra	market
price-cutting	call
basket	learning

Task 12. Find the words in the text according to their definitions; then try to combine them in one sentence:

1. Smth. obtained directly from its origin. (p. 1)
2. An occasion or situation which makes it possible to do something that you want to do or have to do, or the possibility of doing something. (p. 4)
3. Practical knowledge and ability applied in business. (p. 6)
4. A word or expression that originally had a technical use, but has become

fashionable by being used a lot, esp. on television and in newspapers. (p. 8)

5. Decreasing of the price. (p. 10)

6. Standard price. (p. 11)

7. A rival. (p. 14)

Task 13. Complete the following table using the appropriate word formation for degrees of comparison in adjectives:

<i>adjectives</i>		
<i>degrees of comparison</i>		
	<i>comparative</i>	<i>superlative</i>
low	lower	the lowest
available	more available	the most available
	better	
		the fittest
	stronger	
challenging		
	more	
long		
good		
clear		
new		
	cheaper	

Focus on Grammar

Task 14. Put the verb in the correct tense form; make the Active Voice sentences into the Passive Voice ones and vice versa:

Example: The company (to overcome) recession several years ago.

• The company *overcame* recession several years ago. • Recession *was overcome* by the company several years ago.

1. The firm (to hire) in-house experts to economise its budget in 2005.
2. In-store POS (to advertise) several new brands of competitors next week.
3. The shares always (to sell and buy) by bears and bulls in the stock

market.

4. The £5 basket price recently (to offer) to consumers by newly established supermarket as its new campaign to attract them.

5. The service (to need) extra fee because of the inflation to be taken into account.

6. Consumer confidence (to diminish) by the wrong strategy as to product promotion now.

7. Buzzword usually (to use) by marketing experts to make their speech more exciting.

8. The journalists (to interview) Marketing Manager to know about the strategy to be changed at the moment.

9. Consumers (to pay) more attention to prices on a shelf for a long time.

10. Marketing directors (to see) the recession as an opportunity to grow their market segment, and be in a stronger position when times get much better.

11. Pressure on marketing budgets (to increase) by the local recession over the next couple of years.

Task 15. *Put as many special questions as possible to the following sentences:*

1. We interviewed 20 marketing directors from top companies across different sectors during June to September 2008 to get their first-hand learning on how to protect and build brands during a recession.

2. Our view is that these tough times will provoke a “Darwinian” evolution for brands.

3. Most of the marketing directors we interviewed saw the recession as an opportunity to grow share and be in a stronger position when times get better.

4. The current conditions are a “wake-up call” for marketing, forcing teams to become much more business-savvy and bottom-line focused.

5. Better briefing can save valuable time and budget.

Focus on Writing and Speaking

Task 16. Memo Writing.

A memorandum or a memo is a short, official note sent from one person to others within the company.

Example.

MEMO

To: PR Department
From: Tony Smith, Brand Manager
Subject: Slogan Change
Date: 7th April

This is to inform you that we want to change our slogan and we have to arrange a competition.

I offer the following schedule:

Task	Date
Research and collect information on slogans	May 10 th
Review the data	May 15 th
Arrange a meeting on discussing it	May 21 st

If you have any problem or question as to the tasks and the schedule, please, contact me.

TS

Write a memo to all the members of PR and Marketing Departments in the Sainsbury's UK supermarket that says about the developing of an advertising campaign called "Feed your family for a fiver" along with the special strategy of "Try something new today" brand idea and also calling for a brainstorming meeting.

Task 17. *Role-play: the brainstorming meeting of all the members of PR and Marketing Departments in the Sainsbury's UK supermarket. Use your memo (see Task 16).*

Situation. The brainstorming meeting of all the members of PR and Marketing Department in the *Sainsbury's* UK supermarket, during which they discuss the developing of an advertising campaign called "Feed your family for a fiver" along with the special "Try something new today" brand idea. During the discussion the members argue their points, indicate all the possible advantages and disadvantages of the campaign and forecast its possible outcomes.

Cast list: PR Department Manager, Marketing Department Manager, Brand Manager, all the members of PR and Marketing Departments, and Finance Director.

What you must decide: Whose arguments sound more convincing?

Task 18. *Look at the Dove slogan below. What is your understanding of it? Can it boost Dove's share in the global market?*

All this talk about fashion models
and extreme dieting.
How did our idea of beauty
become so distorted?



Task 19. *Give the presentation of your own company that has found its own recession-proof branding strategy and tries to compete with either a) the Sainsbury's UK supermarket or b) Dove company.*

UNIT III
RECESSION-PROOF BRANDING: PART II

Task 1. *Answer the following questions in pairs or in groups:*

1. What is the best way to advertise a brand? Explain your answer.
2. When you buy a brand do you pay attention to its packaging? Why?

Focus on Reading

Task 2. *Match up the words and word expressions with their definitions and find them in the text below:*

buck	all the sales representatives of a company
publicity	materials, in which goods are wrapped before being sold
advert, ad	providing, sometimes, serving, food at special events
packaging	dollar
consumption	a rank, row, or series of items
packvertising	a small soft bag containing perfumed powder, placed in drawers to scent clothing
cross-sell	1) the technique or process of attracting public attention to people, products, etc., as by the use of the mass media; 2) public interest resulting from information supplied by such a technique or process
range	method of selling under which the buyer who purchase some product is offered to purchase another one being supplementary
catering	shortened form of “advertisement”
sachet	the act of consuming or the state of being consumed, e.g. by eating
sales force	cheap
word-of-mouth	to earn as total revenue, before deductions for expenses, tax, etc.
low-priced	having an advantageous position
gross	so amazing or astonishing as to make one’s eyes protrude
eye-popping	primary market

well-placed	bush telegraph
core market	advertising with the help of packaging

Task 3. A. *Fill in the chart on the second part of recession-proof branding while reading the text:*

<i>recession-proof branding: more bang for your buck</i>	
<i>constituents</i>	<i>characteristics</i>

B. *Could you add more constituents to the table?*

Task 4. *Read the text and say whether the statements below the text are true or false. Correct the false ones.*

Recession-Proof Branding:

Surviving and Thriving in Today Tough Times (Part II)

Part 2: More bang for your buck.

1. Be brave, make waves

(1) Now is the time to work your brand idea hard to create “PR-able” marketing ideas. Brave ideas that generate free publicity allow you to maximise the impact of your budget. For example, *Doritos* broke the mould for its *Super Bowl* advert, avoiding the big budgets and super celebrities other brands used. Instead, they launched a campaign to get fans to create their own ads, with voting online. The winner was aired, live, at the *Super Bowl* “as shot”. This not only slashed their production budget, it also generated millions of dollars worth of free publicity.

2. Everything must sell

(2) Every bit of the brand (e.g. packaging, websites, secondary packaging) can be used to actively encourage existing users to use more. Breakfast cereal *Weetabix* uses the idea of “The Weetabix Week” to suggest different and interesting eating ideas, to encourage more frequent consumption. The idea is

communicated on the back of pack, and the website has suggestions for a month of different breakfast ideas that you can print off.

(3) What about if you have zero spend? This has not stopped *Pimlico Plumbers* growing to be London biggest independent plumber. They have created awareness by using clever ways of cheaply promoting their brand. One of their best tricks has been to buy cheeky and memorable license plates for their vans, such as “LAV1” and “BOG1” (both the UK slang for a toilet!). These got both consumers and journalists talking about the company.

3. Packvertising

(4) How many packs a year do you sell? For many companies this runs into the millions. That is several million bits of free media space, or “packvertising”, that you can use for free. For example, packs can be used to cross-sell, as done by *Pantene*, using its shampoo and conditioner packs to cross-sell the brand new styling range. Simple, but effective as it is placing a message at exactly the moment when hair styling is done – after you wash your hair.

(5) This can even work on small packs. *Splenda*, the sweetener brand, uses the back of its single serve sachets to communicate directly at point of consumption. From the functional “Perfect for sprinkling on cereals and fruit” to the more emotional “Let your creative sprinkles flow”, they have used their small, but perfectly sited packs, sold through the catering channel, as a key brand messaging medium direct to consumers.

4. Fuel your fan clubs

(6) The smartest companies we talked to are using two under-utilised sales forces to help grow their brands. The first sales force is loyal users of the brand. With a bit of effort you could increase their effectiveness in spreading positive word-of-mouth about your brand, and research has shown that this can increase the efficiency of your marketing budget by 40%. Innocent smoothies are masters of mobilising their loyal users, with a quirky and entertaining weekly email going to the 100,000+ people who have signed up to be members of the “innocent family”.

5. Share the pain... or entertain

(7) Many of our marketing directors highlighted the need to get closer than ever to consumers during tough times, to maintain and even strengthen

their bond with the brand. The most obvious way to do this is by “sharing the pain”, by pro-actively helping people through the hard times, and showing your care. Low-priced brands are of course well-placed to do this, such as *Premier Inn* budget hotel campaign that says “In hard business times, our prices soften the blow”, *Tesco* offering “Inflation Busting Prices” and *The Sun* newspaper running a holiday competition with the slogan “Britain deserves a break”.

(8) A less well-used approach, but one we are intrigued by, is to entertain your consumers, putting a smile on their face to cheer them up. After all, one of the most successful movies of the year is *Mama Mia*, an all-out feel good festival of fun that encourages you to sing along to *Abba*’s hit songs. The movie cost \$50 million to make, but has so far grossed an eye-popping \$400 million!

Conclusions

(9) *There is much more to managing your brand in tough times than just “keep advertising in a recession”. In fact, for Brandgym members, it is an opportunity to get ahead, steal share, grow loyalty and build for long-term success. It comes down to using your brand equity not to expand into new territories, but to plough a deeper furrow in your core market. So, get fixing the fundamentals (follow the money, sharpen your vision, hit the right price, cut costs not corners, kill the dwarves and grow the core) then get more bang for your buck (be brave make waves, everything must sell, use packvertising, fuel your fan clubs and share the pain or entertain). If you have got a few of your own home truths about thriving in tough times you would like to share, do please get in touch.*

1. Brave ideas that generate free publicity allow you to minimise the impact of your budget.

2. Every bit of the brand (e.g. packaging, websites, secondary packaging) can be used to actively involve existing buyers in its more usage.

3. “The Weetabix Week” idea developed by Breakfast cereal *Weetabix* suggests different and interesting eating ideas to encourage consumers in buying it more frequently.

4. Zero spend has not stopped *Pimlico Plumbers* growing to be London biggest independent plumber.

5. Packs can be used to cross-sell for free.

6. *Splenda*, the sweetener brand, uses the back of its single serve sachets to communicate indirectly at POS.

7. The smartest companies use loyal users of the brand to help its growing by spreading a positive word-of-mouth about the brand.

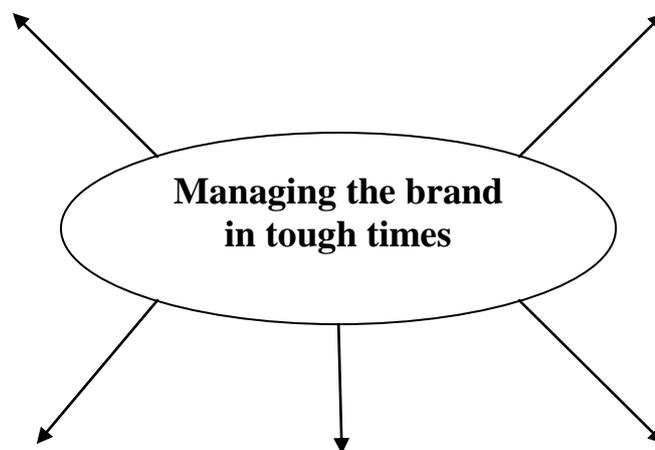
8. Many marketing directors stress the necessity to get closer than ever to consumers during tough times, to maintain and even strengthen their bond with the brand.

9. The most obvious way during recession is to pro-actively help people and show your care by e.g. low-priced brands.

10. A more well-used approach, but one we are intrigued by, is to entertain your consumers, putting a smile on their face to cheer them up.

11. It comes down to using your brand equity not to expand into new territories, but to plough a deeper furrow in your core market, when the country is in prosperity.

Task 5. A. *Draw a mind map on the managing the brand in tough times:*



B. *Could you add more constituents of managing the brand in tough times?*

Task 6. *Discuss the following guided questions with your partner:*

1. What do you understand under “PR-able” marketing ideas? Which spheres can they be applied in? What are their advantages and disadvantages for these spheres? Are they universal in every country or they can be specific in the local context?

2. Why do usually brands use big budgets and super celebrities in their advertising? What is more important: a big budget or a super celebrity or they both? Would you buy a brand just because some celebrity has advertised it? Why?

3. What was so special about *Doritos*' advertising campaign? Was it a success? Do you think that such interactive campaigns are the best for free publicity? Explain your answer. Are there other ways for brands to have free publicity?

4. It is stated in the text that every bit of the brand (e.g. packaging, websites, secondary packaging) can be used to actively encourage existing users to use more. How is it possible? What other constituents of the brand besides packaging, secondary packaging, websites do you know? Which one is the most important?

5. What are the ways to encourage more frequent consumption? Do you think that "The Weetabix Week" campaign is worth following? Explain your answer. Give other examples, when the company promotes its brand via the pack with the following information and instructions on the Internet. Are they successful? What is the same and different in their strategies? Why? What can make the brand a market leader out of these similarities and differences?

6. What is zero spend? What causes it? What are its outcomes for the company? What was the strategy for *Pimlico Plumbers* in London to come out of this condition?

7. What is "packvertising"? Is it spread worldwide? Which sphere of trade is it the most important? What is more important for the customer: quality or packaging of the product and brand in particular? Is the number of packs sold important for the company? Why?

8. What is cross-sell? When is it the most important and advantageous? Give examples of cross-sell in both the global and local contexts.

9. What was the reason for *Splenda* to change its "Perfect for sprinkling on cereals and fruit" slogan into "Let your creative sprinkles flow"? What was the purpose of the back of its single serve sachets? What is the role of catering channel in this campaign?

10. What are two under-utilised sales forces the smartest companies use to help grow their brands? Why is the first sales force represented by loyal users of

the brand?

11. What is word-of-mouth? Why can it increase the efficiency of the marketing budget by even 40%? What is more efficient: word-of-mouth or weekly email? Why? What other techniques can be used to promote the brand besides these two ones?

12. Why are these tough times when many marketing directors highlight the need to get closer than ever to consumers to maintain and even strengthen their bond with the brand? Why are low-priced brands well-placed? What do the slogans of *Premier Inn*, *Tesco*, and *The Sun* mean for their branding?

13. What are the ways for companies to entertain their consumers? Is it harder during recession? Why?

14. What is there much more to managing your brand in tough times than just “keep advertising in a recession”? Which one is the most important out of them?

LANGUAGE AREA

Focus on Vocabulary

Task 7. Fill in the gaps with the appropriate words or word expressions:

word-of-mouth	cross-sell	publicity	sales force	well-placed
packaging	zero spend	low-priced	eye-popping	consumption

1. Many customers prefer _____ goods to economise their budget.
2. _____ is used to offer the customer additional goods for the purchased one.
3. One of the most effective ways for advertising the product is _____ .
4. Sometimes advertising is used in _____ in addition to web-site.
5. All the sales representatives of a company are called _____ .
6. The advertising was so _____ that all the customers rushed to the supermarket to buy the very good.
7. _____ is public interest resulting from information supplied by

the technique or process of attracting public attention to people, products, etc., as by the use of the mass media.

8. _____ of this product is still going on because of the well-developed PR campaign.

9. The company decided during the Annual General Meeting to change its policy as to the marketing of its brand for it to have an advantageous position over the alike ones, i.e. to be _____ .

10. Nevertheless of _____ the firm made an attempt to attract public attention with the help of the super celebrity.

Task 8. Match the words from each column to form word expressions; then make up sentences with each word expression:

sales	word-of-mouth
core	packaging
launch	a million
production	market
free	brand
secondary	budget
zero	times
media	campaigns
catering	budget
positive	success
marketing	publicity
tough	space
low-priced	force
long-term	spend
gross	channel

Task 9. Find the words in the text according to their definitions; then try to combine them in one sentence:

1. Costing nothing; provided without charge. (p. 1)
2. To give permission to or for. (p. 3)
3. A person who acquires goods and services for his or her own personal needs. (p. 5)

4. The provision of goods or services to meet customer or consumer needs. (p. 6)
5. An itemized summary of expected income and expenditure of a country, company, etc., over a specified period, usually a financial year. (p. 6)
6. A progressive increase in the general level of prices brought about by an expansion in demand or the money supply or by autonomous increases in costs (p. 7)
7. Making or becoming a bankrupt. (p. 7)
8. Having succeeded in one's endeavours. (p. 8)
9. Lasting, staying, or extending over a long time. (p. 9)

Task 10. *Complete the following table using the appropriate word formation:*

Noun/Adjectives/Verb	<i>Noun + Prefix</i>
consume	consumption
success	
	production
aware	
	suggestion
	effectiveness
compete	

Focus on Grammar

Task 11. *Make the sequence of tenses by putting the verb in the correct tense form, pay attention that the principle clause is in the Past tense, and then put a general question to each sentence:*

1. The journalist (to ask) Marketing Manager if the contract for the new brand supply (to sign) the day before.
2. Sony (to announce) it already (to find) new customers in the Latin American market.
3. Product Manager (to know) they (to be) to launch one more new product to earn considerable money several days ago.
4. The subordinate (to report) to his superior the brand group (to

analyse) media advertisements and word-of-mouth and (to come) to conclusions that the latter is the most efficient.

5. Board of Directors (to decide) it (to be) necessary to send a fax to the competitor corporation for the meeting appointment on brand competition.

6. Chief Information Officer (to inform) mass media the company (to introduce) a new low-priced brand the following week.

7. Economists (to recognize) the Internet (to give) the majority of companies a long-term success.

8. The shareholders (to wonder) who (to develop) marketing budget for the rebranding a year before.

9. Mr. Smith (to believe) the sales force of his company (to be) the best in the region.

10. The chart (to demonstrate) all the advantages of the brand launch that (can) lead to its sky-rocket.

11. The question (to be) that free publicity (to be) positive for the company, which (to suffer) from the global recession for two years.

Task 12. *Put as many special questions as possible to the following sentences:*

1. Brave ideas that generate free publicity allow you to maximise the impact of your budget.

2. The website has suggestions for a month of different breakfast ideas that you can print off.

3. *Pantene* uses its shampoo and conditioner packs to cross-sell the brand new styling range.

4. *Splenda*, the sweetener brand, uses the back of its single serve sachets to communicate directly at point of consumption.

5. They have used their small, but perfectly sited packs, sold through the catering channel, as a key brand messaging medium direct to consumers.

6. The smartest companies are using two under-utilised sales forces to help grow their brands.

7. The research has shown that word-of-mouth can increase the efficiency of the marketing budget by 40%.

8. Many marketing directors highlighted the need to get closer than ever to consumers during tough times to maintain and even strengthen their bond with the brand.

9. A less well-used approach, but one we are intrigued by, is to entertain your consumers, putting a smile on their face to cheer them up.

10. There is much more to managing your brand in tough times than just “keep advertising in a recession”.

Focus on Listening and Speaking

Task 13. Answer the following questions:

1. Why do brands have their value? Is it significant during recession? Why? Is it more likely for the most valuable brands to survive and even thrive during recession? Explain your answer.

2. Could you presuppose, why is *Coca-Cola* the most valuable out of the top 10 brands in the table below? Could the brand positions be changed? Would it be possible for other brands to substitute some of the top 10 brands in the future? What could they be? What about the situation in your country? Does it differ significantly or not? Explain your answer.

World most valuable brands (September, 2009)	
Coca Cola	\$68.7bn
IBM	\$60.2bn
Microsoft	\$56.6bn
GE	\$47.7bn
Nokia	\$34.8bn
McDonald's	\$32.2bn
Google	\$31.9bn
Toyota	\$31.3bn
Intel	\$30.6bn
Disney	\$28.4bn

Task 14. Listen to BBC report and find new information about the brands in the table above in Task 13:

Google Brand Value “On the Rise” Google

In these uncertain economic times, people want answers – one reason perhaps why Google’s brand value is soaring and bank brands are plunging.

Google’s brand value rose 25% to \$31.9bn (£19.5bn) from the year before according to *Interbrand’s* survey of global brands, the year biggest rise.

This is the first time that the total value of the world top 100 brands – down 4.6% at \$1.15 trillion – fell.

The two world most valuable brands remained *Coca Cola* and *IBM*.

In a year when some banks were taken under government control and others fought off collapse, the value of financial brands plunged.

Citi’s brand value fell 49% to \$10.2bn, while that of *UBS* fell 50% to \$4.3bn. The value of *American Express’s* brand fell 32% to £14.9bn and that of *Morgan Stanley* fell 26% to \$6.39bn.

Car companies, struggling to make cars that people want to buy in these straitened times, were also hard hit. *Toyota*, *Mercedes Benz*, *BMW*, *Volkswagen* and *Porsche* all saw their brand values fall.

“Some historically valuable brands normally associated with scale and stability, experienced a very bad year,” *Interbrand* said, alluding to the poor performance of bank and car brands.

Brands that performed poorly were those perceived to have “fundamentally broken” businesses, a category which included *UBS*, it said.

Tougher economic times can lead to people re-evaluating “the nature of the relationships that we have with brands and indeed how confident we feel in brands to live up to the promises they make,” Jez Frampton, *Interbrand* Chief Executive, said.

“Brands are promises which we value and are prepared to pay for and if we feel those promises have been broken, we’re less likely to trust.”

But some brands are resistant to recession. While consumers may have less cash for big-ticket items such as cars, and their distrust of banks has increased, they still have enough coins in their pocket for *Coca Cola*, *McDonald’s*, *Gillette* and *H&M*.

“Brands that are day-to-day staples and are easy to purchase and experience have done well,” *Interbrand* said.

The very top-end brands – those which speak of luxury for the very few, with names such as *Gucci*, *Prada*, *Louis Vuitton* and *Hermes* – held their own, falling less

than the average drop of 5%.

Task 15. *Discuss the following questions with your partner:*

1. Why do Internet brands soar and banks and car brands plunge during recession?
2. How can you interpret the statements by Jez Frampton, *Interbrand* Chief Executive?
3. What is meant by the phrase “brands are promises”?
4. What brands are resistant to recession? Why?
5. What is a top-end brand? What does their falling less than the average drop of 5% mean?

Task 16. A. *There are various types of brands. Fill in the chart on the basis of the text in Task 14:*

<i>Brands</i>	
banks	
cars	
resistant to recession	
top-end	

B. *Could you add more brands to the chart?*

Task 17. Give a presentation to your group on a) any brand from the text (Task 14) by stating its advantages and disadvantages in its antirecession campaign or b) comparison of at least two brands from the text (Task 14) by stating their advantages and disadvantages in their antirecession campaigns.

Focus on Writing

Task 18. Write an essay about branding during recession by using terminology and information from three units and also an additional one.

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Навчальне видання

МЕТОДИЧНІ ВКАЗІВКИ

**до практичних занять з англійської мови
для студентів
економічних спеціальностей за темою
“BRANDING”**

БРЕНДІНГ

Українською та англійською мовами

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