CORPORATE COMMUNICATION

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CONTENT

ÚVOD

Opora Corporate Communication je určena pro studenty prezenční formy studia a svým rozsahem odpovídá výuce komunikačně zaměřeného předmětu v anglickém jazyce z oblasti firemní komunikace na ekonomických fakultách. Opora je rozvržena do devíti tematických okruhů – Essentials of Communication, Essentials of Corporate Communication, Evolution of Corporate Communication, Main Forms of Corporate Communication, Corporate Identity, Corporate Image, Brands, Organisation of Corporate Communication in a Company a Mixed Corporate Communication Test. Navíc obsahuje také anotaci, včetně klíčových slov. Kapitoly jsou rozčleněny do následujících části: slovní zásoba, text a otázky k textu, mluvení a na konci každé kapitoly následuje test. Jednotlivé kapitoly si kladou za cíl procvičit, prohloubit a zdokonalit si znalosti v anglickém jazyce v oblasti týkající se komunikace, firemní komunikace, vývoje firmení komunikace, hlavních forem firemní komunikace, firemní identity, firemní image, značek, organizace firemní komunikace ve firmě a také procvičení si všech získaných znalosti z výše uvedených kapitol v souhrnném testu z oblasti foremní komunikace. K tomu je přizpůsobená slovní zásoba a cvičení. Vybraná komunikačně zaměřená témata připravují svou odbornou slovní zásobou, nácvikem lexika a testů na konci kapitol na typizované a z velké části autentické komunikačně zaměřené situace v moderním firemním prostředí. Závěrečná část se věnuje aktivnímu nácviku všech nejběžnějších situací z oblasti foremní komunikace. Materiál celkově tvoří základ pro zvládnutí jednotlivých komunikačně-firemních problematik v praxi a usnadní posluchačům lépe se adaptovat na cizojazyčné firemní prostředí a pochopit tak jeho specifika. Jedním z klíčových výstupů opory Corporate Communication je kromě zvládnutí slovní zásoby, cvičení vybraných komunikačních oblastí a také umění pracovat s odborným textem a v neposlední řadě posílení komunikativních dovedností v moderním profesním podnikatelském prostředí.

1   ESSENTIALS OF COMMUNICATION

1.1   VOCABULARY

accuracy	přesnost
achieve	dosáhnout
appearance	vzhled
audience	publikum, obecenstvo
behaviour	chování
clarification	objasnění
clue	stopa, vodítko, nápověda
convey	sdělit, vyjádřit, tlumočit
decode	dekódovat, rozluštit
describe	popsat
desired	požadovaný
distinction	rozdíl, odlišení
carry	nést
encode	zakódovat
essenatial	podstatný
guide	nasměrovat, vést, ovlivňovat
include	zahrnovat
inteaction	výměna informací, vzájemné působení
intended	plánovaný, určený
intentionally	úmyslně, záměrně
interfere	rušit
interference	rušení
involve	zahrnovat
mankind	lidstvo
meaning	význam
message	zpráva, sdělení, vzkaz
negotiate	vyjednávat
noise	šum, rušení
overlap	přesahovat, překrývat se
participant	účastník
perceive	vidět, vnímat, chápat
predict	předpovídat
propose	navrhovat, plánovat
relationship	vztah
respond	reagovat
root	kořen
serve	sloužit
emphasis	vliv
illustrate	ukázat, objasnit
phenomena	jev, fenomén
adjust	přizpůsobit, upravit
recognize	pochopit, přijmout
share	sdílet
speech	řeč, mluva, styl mluvení
stimulus	podnět
support	podpořit, podpora
turn-taking	střídání, výměna
source	zdroj
unintentionally	neúmyslně
valuable	cenný, hodnotný

1.2 INTRODUCTION

In our first unit we are going to have a closer look at the way communication is perceived in professional literature. Communication itself is one the most traditional disciplines in the history of our mankind. In communication discussions many theories have been proposed to describe, predict, and understand the behaviors and phenomena of which communication consists. When it comes to communicating in business, we are often less interested in theory than in making sure our communications generate the desired results. But in order to achieve results, it can be valuable to understand what communication is and how it works.

The root of the word *communication* in Latin is *communicare*, which means to share, or to make common"[1]. Communication is defined as "the process of understanding and sharing meaning"[2].

At the center of our study of communication is the relationship that involves interaction between participants. This definition serves us well with its emphasis on the process, which we'll examine in depth across this text, of coming to understand and share another's point of view effectively.

The first key word in this definition is process. According to Pearson and Nelson "a process is a dynamic activity that is hard to describe because it changes"[3].

There are eight essential components of communication. In order to better understand the communication process, we can break it down into a series of eight essential components:

1. Source

2. Message

3. Channel

4. Receiver

5. Feedback

6. Environment

7. Context

8. Interference

Source

The source imagines, creates, and sends the message. In a public speaking situation, the source is the person giving the speech. He or she conveys the message by sharing new information with the audience. The speaker also conveys a message through his or her tone of voice, body language, and choice of clothing. The speaker begins by first determining the message—what to say and how to say it. The second step involves encoding the message by choosing just the right order or the perfect words to convey the intended meaning. The third step is to present or send the information to the receiver or audience. Finally, by watching for

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[1] Weekley, E., (1967). *An etymological dictionary of modern English* (Vol. 1, p. 338). New York, NY: Dover Publications.

[2] Pearson, J., & Nelson, P., (2000). *An introduction to human communication: Understanding and sharing* (p. 6). Boston, MA: McGraw-Hill.

[3] Pearson, J., & Nelson, P., (2000). *An introduction to human communication: Understarting and sharing*. Boston, MA: McGraw-Hill.

the audience's reaction, the source perceives how well they received the message and responds with clarification or supporting information.

Message

As McLean states "the message is the stimulus or meaning produced by the source for the receiver or audience"[4]. When you plan to give a speech or write a report, your message may seem to be only the words you choose that will convey your meaning. But that is just the beginning. The words are brought together with grammar and organization. You may choose to save your most important point for last. The message also consists of the way you say it—in a speech, with your tone of voice, your body language, and your appearance—and in a report, with your writing style, punctuation, and the headings and formatting you choose. In addition, part of the message may be the environment or context you present it in and the noise that might make your message hard to hear or see.

Channel

As stated by McLean "the channel is the way in which a message or messages travel between source and receiver"[5]. When you speak or write, you are using a channel to convey your message. Spoken channels include face-to-face conversations, speeches, telephone conversations and voice mail messages, radio, public address systems, and voice over Internet protocol (VoIP). Written channels include letters, memorandums, purchase orders, invoices, newspaper and magazine articles, blogs, e-mail, text messages, tweets, and so forth.

Receiver

In line with the words of McLean "the receiver receives the message from the source, analyzing and interpreting the message in ways both intended and unintended by the source"[6]. As a receiver you listen, see, touch, smell, and/or taste to receive a message. Your audience "sizes you up," much as you might check them out long before you take the stage or open your mouth. The nonverbal responses of your listeners can serve as clues on how to adjust your opening. By imagining yourself in their place, you anticipate what you would look for if you were them. You too can recognize the interaction between source and receiver in a business communication context. All of this happens at the same time, illustrating why and how communication is always changing.

Feedback

When you respond to the source, intentionally or unintentionally, you are giving feedback. Leavitt and Mueller point out that "feedback is composed of messages the receiver sends back to the source. Verbal or nonverbal, all these feedback signals allow the source to see how well, how accurately (or how poorly and inaccurately) the message was received"[7]. Feedback, as we know, also provides an opportunity for the receiver or addressees to demand an explanation, to agree or disagree, or to indicate that the source could make the message more interesting. What results from that is that as the amount of feedback increases, the accuracy of communication also increases.

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[4] McLean, S., (2005). *The basics of interpersonal communication* (p. 10). Boston, MA: Allyn & Bacon.
[5] McLean, S., (2005). *The basics of interpersonal communication* (p. 10). Boston, MA: Allyn & Bacon.
[6] McLean, S., (2005). *The basics of interpersonal communication* (p. 10). Boston, MA: Allyn & Bacon.
[7] Leavitt, H., & Mueller, R., (1951). Some effects of feedback on communication. *Human Relations, 4*, 401–410.

Environment

The *environment* is "the atmosphere, physical and psychological, where you send and receive messages"[8]. The environment can include the tables, chairs, lighting, and sound equipment that are in the room. The room itself is an example of the environment. The environment can also include factors like formal dress that may indicate whether a discussion is open and caring or more professional and formal. People may be more likely to have an intimate conversation when they are physically close to each other, and less likely when they can only see each other from across the room. In that case, they may text each other, itself an intimate form of communication. The choice to text is influenced by the environment. As a speaker, your environment will impact and play a role in your speech. It's always a good idea to go check out where you'll be speaking before the day of the actual presentation.

Context

According to McLean "the context of the communication interaction involves the setting, scene, and expectations of the individuals involved"[9]. A professional communication context may involve business suits (environmental cues) that directly or indirectly influence expectations of language and behavior among the participants.

Interference

Interference, also called noise, can come from any source. "Interference is anything that blocks or changes the source's intended meaning of the message"[10]. Psychological noise is what happens when your thoughts occupy your attention while you are hearing, or reading, a message. Noise interferes with normal encoding and decoding of the message carried by the channel between source and receiver. Not all noise is bad, but noise interferes with the communication process.

Two Models of Communication

Researchers have observed that when communication takes place, the source and the receiver may send messages at the same time, often overlapping. You, as the speaker, will often play both roles, as source and receiver. You'll focus on the communication and the reception of your messages to the audience. The audience will respond in the form of feedback that will give you important clues. While there are many models of communication, here we will focus on two that offer perspectives and lessons for business communicators.

Rather than looking at the source sending a message and someone receiving it as two distinct acts, researchers often view communication as a transactional process (Figure 1 "Transactional Model of Communication"), with actions often happening at the same time. The distinction between source and receiver is blurred in conversational turn-taking, for example, where both participants play both roles simultaneously.

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[8] McLean, S., (2005). *The basics of interpersonal communication* (p. 11). Boston, MA: Allyn & Bacon.

[9] McLean, S., (2005). *The basics of interpersonal communication* (p.11). Boston, MA: Allyn & Bacon.

[10] McLean, S., (2005). *The basics of interpersonal communication* (p. 11). Boston, MA: Allyn & Bacon.

Figure 1 Transactional Model of Communication
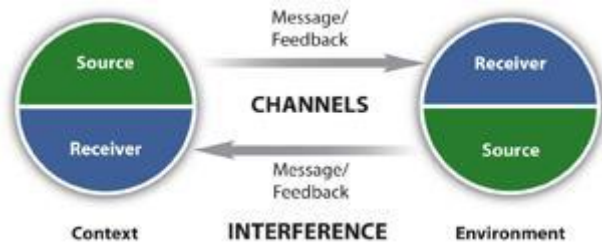
Source: http:// images.flatworldknowledge.com/mclean/mclean-fig01_003.jpg

In the constructivist model (Figure 2 "Constructivist Model of Communication"), we focus on "the negotiated meaning, or common ground, when trying to describe communication"[11],[12].

Figure 2 Constructivist Model of Communication
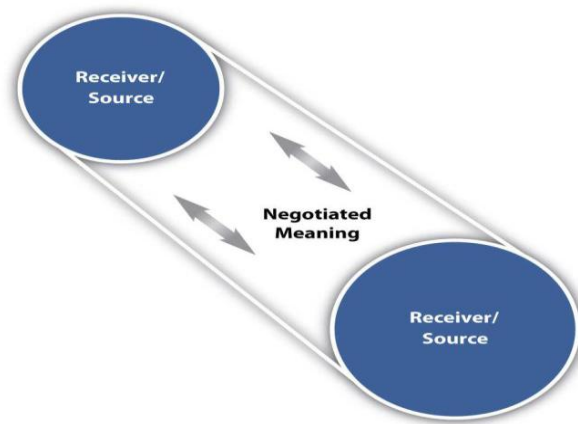
Source: http:// images.flatworldknowledge.com/mclean/mclean-fig01_004.jpg

In order to communicate, one has to realize what the term means to the other person, and establish common ground, in order to fully understand the request and provide an answer. Because we carry the multiple meanings of words, gestures, and ideas within us, we can use a dictionary to guide us, but we will still need to negotiate meaning.

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[11] Pearce, W. B., & Cronen, V., (1980). *Communication, action, and meaning: The creating of social realities*. New York, NY: Praeger.

[12] Cronen, V., & Pearce, W. B., (1982). The coordinated management of meaning: A theory of communication. In F. E. Dance (Ed.), *Human communication theory* (pp. 61–89). New York, NY: Harper & Row.

QUESTIONS

1. What are some common definitions of communication?
_____

2. What are eight components of communication?
_____

3. Explain in detail all of them and provide some practical examples.
_____

4. Clarify the difference between transactional and constructivist model of communication.
_____

5. Provide some practical examples for both models.
_____

1.3 SPEAKING

1. One group will look up some more definitions of communication in all available resources and present them to the class. Then discuss further the presented ideas. The other group will look up some relevant definitions of corporate communication and in all available resources and present them to your class. Discuss the similarities and differences of both of the terms *communication* and *corporate communication*.

1.4 TEST

1. **When it comes to communicating in business, we are often … interested in theory than in making sure our communications generate the desired results.**
   - less
   - more
   - supplementary
2. **Communication is a … process.**
   - static
   - dynamic
   - constant
3. **The source imagines, creates, and sends the ….**
   - memo
   - letter
   - message
4. **The message is the . . . or meaning produced by the source for the receiver or audience.**
   - heart
   - stimulus
   - soul
5. **The channel is the way in which a message or messages … between source and receiver.**
   - are lost
   - are disconnected
   - travel

6. **The receiver … the message from the source, analyzing and interpreting the message in ways both intended and unintended by the source.**
   - receives
   - dispatches
   - mails
7. **When you … the source, intentionally or unintentionally, you are giving feedback.**
   - ignore
   - respond to
   - return to
8. **The environment is the …, physical and psychological, where you send and receive messages.**
   - atmosphere
   - air
   - appearance
9. **…, also called noise, can come from any source.**
   - background
   - context
   - interference
10. **A … process is the process with actions often happening at the same time.**
    - constructional
    - transactional
    - constructivist

1.5 KEY

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   - **interference**

10. **A … process is the process with actions often happening at the same time.**
    - constructional
    - **transactional**
    - constructivist

2 ESSENTIALS OF CORPORATE COMMUNICATION

2.1 VOCABULARY

affect	ovlivnit
aim at	zaměřit se na
anticipate	očekávat, předvídat
approach	přístup
arrange	zařídit, sjednat, uspořádat
brand	značka
claim	tvrdit, prohlašovat
code of conduct	zásady chování
commitment	závazek
competitor	konkurent, konkurence
concept	pojetí
concern	starost, obava, znepokojení
consistent	stálý, pevný, důsledný
delivery	dodání, dodávka
deny	popírat
disseminate	šířit
enhance	zvýšit, zvednout
evidence	doložit, dokazovat
excel	vynikat
goal	cíl, meta
harness	použít
highlight	zdůraznit
human rights	lidská práva
interdisciplinary	mezioborový
interest group	zájmová skupina
intervene	zasahovat
maintain	zachovat, uchovat
mission	úkol, poslání
objective	cíl
oversee	dohlížet, kontrolovat
principle	zásada
ensure	zajistit
protect	chránit, pojistit
reputation	pověst
resident	občan
scope	rámce, rozsah
skill	dovednost
stakeholder	podílník
substantiate	odůvodnit, dokázat
superior	vynikající, nadprůměrný
be in demand	být žádaný
sustainability	udržitelnost
tailor	upravit, přizpůsobit, udělat na zakázku
unsettled	nedořešený
value	hodnota
various	různý, rozmanitý
violate	porušit, narušit
vision	vize

2.2 SCOPE AND DEFINITIONS

Having introduced briefly the basic components of communication in the first unit, let us now pay attention to the scope and some definitions of corporate communication provided by international corporate experts. As C.B.M. van Riel notices "…few writers have had the courage to try to define corporate communication. Welcome exceptions are the Dutch publications of Blauw, and Thomas and Kleyn (1989)…" [13]. As C.B.M. observes further "Blauw describes corporate communication as the integrated approach to all communication produced by an organization, directed at all relevant target groups. Each item of communication must convey and emphasize the corporate identity"[14].

Expanding on those ideas we can continue studying some more approaches to the definition of corporate communication. Jackson's definition is one of the first to appear in the international literature and he says that "…corporate communication is the total communication activity generated by a company to achieve its planned objectives" (Jackson, 1987)[15].

As said by C.B.M. van Riel "…the ultimate goal of corporate communication is the creation of a positive basis for relationships with the groups upon which the company depends… corporate communication is an instrument of management by means of which all consciously used forms of internal and external communication are harmonized as effectively and efficiently as possible, so as to create a favorable basis for relationships with groups upon which the company is dependent"[16].

Furthermore, as it has been demonstrated by Cornelissen "…corporate communication, in other words, can be characterized as a management function that is responsible for overseeing and coordinating the work done by communication practitioners in different specialist disciplines, such as media relations, public affairs and internal communication"[17].

Having defined it that way, we can agree that corporate communication must include a whole set of 'managerial' activities, such as planning, coordinating and counselling the CEO and senior managers in the organization as well as 'tactical' skills involved in producing and disseminating messages to relevant stakeholder and other target and interest groups. What is, more, we can notice at this point visible traits of interdisciplinary fields, which mix knowledge and skills related to management, marketing and enterprises.

These words can be again evidenced by Cornelissen who claims that "…one consequence of these characteristics of corporate communication is that it is likely to be *complex in nature*. This is especially so in organizations with a wide geographical range, such as multinational corporations, or with a wide range of products or services, where the coordination of communication is often a balancing act between corporate headquarters and the various divisions and business units involved. However, there are other significant challenges in developing effective corporate communication strategies and programs. Corporate communication demands an *integrated approach* to managing communication. Unlike a specialist frame of reference, corporate communication transcends the specialties of individual communication practitioners (e.g., branding, media relations, investor relations,

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[13] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, p. 25.

[14] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, p. 25.

[15] Jackson, P., (1987). *Corporate Communication for Managers*, Pitman. London

[16] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, p. 26.

[17] Cornelissen, J., (2008). *Corporate Communication: A Guide to Theory and Practice*. London. SAGE Publications Ltd, p.5.

public affairs, internal communication, etc.) and crosses these specialist boundaries to harness the *strategic interests of the organization at large*"[18].

The aforementioned is substantiated by Richard Edelman, CEO of Edelman, the world's largest independent PR agency, highlights the strategic role of corporate communication as follows "…we used to be the tail on the dog, but now communication is the organizing principle behind many business decisions"[19].

What conclusion can be drawn from that? Certainly, we can agree with the words of Cornelissen who states that "…the sustainability and success of a company depends on the way how key stakeholders and other constituencies view it, along with communication, which is a critical part of building, maintaining and protecting such reputations"[20].

2.3 KEY CONCEPTS IN CORPORATE COMMUNICATION

As it has been already pointed out corporate communication is complex in its nature, however according to Cornelissen there can be found some universal concepts that apply to corporate communication across various methodologies in the world. Let us apply the concepts put forward by Cornelissen in British Airways, which serves as a good example of the following concepts of corporate communication[21].

Concept 1 – mission

Overriding purpose in line with the values or expectations of stakeholders.

Example: 'British Airways is aiming to set new industry standards in customer service and innovation, deliver the best financial performance and evolve from being an airline to a world travel business with the flexibility to stretch its brand into new business areas'.

Concept 2 – vision

Desired future state: the aspiration of the organization.

Example: 'To become the undisputed leader in world travel by ensuring that BA is the customer's first choice through the delivery of an unbeatable travel experience'.

Concept 3 – corporate objectives and goals

Precise statement of aims or purpose.

Example: 'To be a good neighbor, concerned for the community and the environment', 'to provide overall superior service and good value for money in every market segment in which we compete', 'to excel in anticipating and quickly responding to customer needs and competitor activity'.

Concept 4 – strategies

The ways or means in which the corporate objectives are to be achieved and put into effect.

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[18] Cornelissen, J., (2008). *Corporate Communication: A Guide to Theory and Practice.* London. SAGE Publications Ltd, pp.5-6.
[19] 'Public Relations in the recession: Good news', *The Economist*, 14 *January* 2010, p. 59.
[20] Cornelissen, J., (2008). *Corporate Communication: A Guide to Theory and Practice.* London. SAGE Publications Ltd, pp.5-6.
[21] Cornelissen, J., (2008). *Corporate Communication: A Guide to Theory and Practice.* London. SAGE Publications Ltd, pp.7-9.

Example: 'Continuing emphasis on consistent quality of customer service and the delivery to the marketplace of value for money through customer-oriented initiatives (on-line booking service, strategic alliances) and to arrange all the elements of our service so that they collectively generate a particular experience'...'building trust with our shareholders, employees, customers, neighbors and with our critics, through commitment to good practice and societal reporting'.

Concept 4 – corporate identity

The profile and values communicated by an organization.

Example: 'The world's favorite airline' (this corporate identity with its associated brand values of service, quality, innovation, cosmopolitanism and Britishness is carried through in positioning, design, livery, and communications).

Concept 5 – corporate image

The immediate set of associations of an individual in response to one or more signals or messages from or about a particular organization at a single point in time.

Example: 'Very recently I got a ticket booked to London, and when reporting at the airport I was shown the door by BA staff. I was flatly told that the said flight in which I was to travel was already full so my ticket was not valid any further and the airline would try to arrange for a seat on some other flight. You can just imagine how embarrassed I felt at that moment of time. To make matters worse, the concerned official of BA had not even a single word of apology to say' (customer of BA).

Concept 6 – corporate reputation

An individual's collective representation of past images of an organization (induced through either communication or past experiences) established over time.

Example: 'Through the Executive Club programme, British Airways has developed a reputation as an innovator in developing direct relationships with its customers and in tailoring its services to enhance these relationships' (long-standing supplier of BA).

Concept 7 – stakeholder

Any group or individual who can affect or is affected by the achievement of the organization's objectives.

Example: 'Employees, consumers, investors and shareholders, community, aviation business and suppliers, government, trade unions, NGOs, and society at large'.

Concept 8 – public

People who mobilize themselves against the organization on the basis of some common issue or concern to them.

Example: 'Local residents of Heathrow Airport appealed in November 2002 against the Government and British Airways concerning the issue of night flights at Heathrow airport. The UK Government denied that night flights violated local residents' human rights. British Airways intervened in support of the UK Government claiming that there is a need to continue the present night flights regime'.

Concept 9 – market

A defined group for whom a product is or may be in demand (and for whom an organization creates and maintains products and services).

Example: 'The market for British Airways flights consists of passengers who search for a superior service over and beyond the basic transportation involved'.

Concept 10 – issue

An unsettled matter (which is ready for a decision) or a point of conflict between an organization and one or more publics.

Example: 'Night flights at Heathrow Airport: noise and inconvenience for local residents and community'.

Concept 11 – communication

The tactics and media that are used to communicate with internal and external groups.

Example: 'Newsletters, promotion packages, consultation forums, advertising campaigns, corporate design and code of conduct, free publicity'.

Concept 12 – integration

The act of coordinating all communication so that the corporate identity is effectively and consistently communicated to internal and external groups.

Example: 'British Airways aims to communicate its brand values of service, quality, innovation, cosmopolitanism and Britishness through all its communications in a consistent and effective manner'[22].

Some of the aforementioned concepts will be discussed in more detail in the subsequent units.

Source: *Extracted from British Airways annual reports and the web by Cornelissen.

QUESTIONS

1. Which corporate authors defined and provided some first definitions of corporate communication and when was it?
_____

2. Explain the definition of corporate communication made by C.B.M. van Riel.
_____

3. Explain the definition of corporate communication made by J. Cornelissen.
_____

4. What do the aforementioned definitions have in common and what differences can you find?
_____

5. Based on the definitions, how should modern enterprises manage their corporate communication?

_____

6. Based on twelve concepts of corporate communication offered by Cornelissen name all of them and then select the three most relevant in your opinion and clarify them in the class to your classmates, let us use different examples as those listed in the article.
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[22] Cornelissen, J., (2008). *Corporate Communication: A Guide to Theory and Practice*. London. SAGE Publications Ltd, pp.7-9.

2.4 SPEAKING

1. In small groups first, go online or go to the library and try to find some of the latest books, articles or journals dealing with the concepts of corporate communication. Second, gather the most interesting ones and present them to your classmates in your Corporate Communication seminar. Third, discuss them in small teams and sum up the key concepts of corporate communication.

2.5 TEST

1. According to professional literature on corporate communication… writers have had the courage to try to define corporate communication.

> • none of
> • some
> • few

2. The ultimate goal of corporate communication is the creation of a … basis for relationships with the groups upon which the company depends.

> • neutral
> • positive
> • impartial

3. Corporate communication … an *integrated approach* to managing communication.

> • demands
> • relinquishes
> • abandons

4. In corporate communication the desired future state: the aspiration of the organization is referred to as….

> • mission
> • vision
> • strategy

5. In corporate communication stakeholders are ….

> • People who mobilize themselves against the organization on the basis of some common issue or concern to them.
> • Employees, consumers, investors and shareholders, community, aviation business and suppliers, government, trade unions, NGOs, and society at large.
> • The immediate set of associations of an individual in response to one or more signals or messages from or about a particular organization at a single point in time.

6. Newsletters, promotion packages, consultation forums, advertising campaigns, corporate design and code of conduct, free publicity are referred to as . . .

> • issue
> • communication
> • integration

7. A defined group for whom a product is or may be in demand (and for whom an organization creates and maintains products and services).

- market
- public
- integration

8. The ways or means in which the corporate objectives are to be achieved and put into effect are called:

- objectives
- strategies
- intentions

9. The profile and values communicated by an organization are referred to as ….

- corporate identity
- corporate image
- corporate culture

10.   The immediate set of associations of an individual in response to one or more signals or messages from or about a particular organization at a single point in time.

- corporate identity
- corporate image
- corporate culture

2.6 KEY

1. According to professional literature on corporate communication… writers have had the courage to try to define corporate communication.

- none of
- some
- **few**

2. The ultimate goal of corporate communication is the creation of a … basis for relationships with the groups upon which the company depends.

- neutral
- **positive**
- impartial

3. Corporate communication … an *integrated approach* to managing communication.

- **demands**
- relinquishes
- abandons

4. In corporate communication the desired future state: the aspiration of the organization is referred to as….

- mission
- **vision**
- strategy

5. In corporate communication stakeholders are ….

- People who mobilize themselves against the organization on the basis of some common issue or concern to them.
- **Employees, consumers, investors and shareholders, community, aviation business and suppliers, government, trade unions, NGOs, and society at large.**
- The immediate set of associations of an individual in response to one or more signals or messages from or about a particular organization at a single point in time.

6. Newsletters, promotion packages, consultation forums, advertising campaigns, corporate design and code of conduct, free publicity are referred to as . . .

- issue
- **communication**
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- objectives
- **strategies**

    • intentions

9. The profile and values communicated by an organization are referred to as ….

    • **corporate identity**
    • corporate image
    • corporate culture

10.   The immediate set of associations of an individual in response to one or more signals or messages from or about a particular organization at a single point in time.

    • corporate identity
    • **corporate image**
    • corporate culture

3 EVOLUTION OF CORPORATE COMMUNICATION

3.1 VOCABULARY

advisory	poradenský
awareness	povědomí
board	vedení
buffer	nárazník, tlumič nárazů
buoyant	rostoucí
common ground	společný zájem
competetive	konkurenční
consumption	spotřeba
current	aktuální
deepen	prohloubit
denounce	odsoudit, kritizovat
discipline	obor
exclude	vyloučit
executive	výkonný
external	vnější
favour	obliba
handle	zvládnout, vypořádat se
harsh	tvrdý
horizontal	vodorovný
incentive	popud, podnět
internal	vnitřní
location	umístění
mediate	zprostředkovat
merge	spojit
muckrake	odhalovat špínu, skandály, korupci
narrow	zúžit
on the verge of	na pokraji
outright	naprostý
paradigm	vzor, příklad
press agent	tiskový mluvčí
promote	propagovat, udělat reklamu
public	veřejný
publicity	pozornost, publicita
rampage	bouře
reference	zmínka, odkaz
reflect	odrazit
require	vyžadovat
seek	hledat
stable	stabilní
tool	nástroj
uproar	rozruch, povyk
vertical	svislý

3.2 EVOLUTION OF CORPORATE COMMUNICATION

In the following unit we are going to pay closer attention to some of the most noticable stages of the development of corporate communication. In this light we are going to narrow our discussion into the most relevant stages in the USA and partly in the UK.

Some of the first references made to corporate communication can be found 150 years ago, as we can discern communication disciplines and techniques applied by companies with the aim of promoting, publicizing, and informing individuals or groups within society about some of the current affairs. As Cornelissen points out "…from the Industrial Revolution until the 1930s, an era predominantly characterized by mass production and consumption, the type of communications that were employed by organizations largely consisted of publicity, promotions and selling activities to buoyant markets. The move towards less stable, more competitive markets, which coincided with greater government interference in many markets and harsher economic circumstances, resulted from the 1930s onwards in a constant redefining of the scope and practices of communication in many organizations in the Western world. Communication practitioners had to rethink their discipline and developed new practices and areas of expertise in response to changing circumstances in the markets and societies in which they were operating"[23].

Typical features of modern corporate communication, as known these days, are not completely new, as in the past companies informed, persuaded and related to individuals and groups in the environment both internally and externally. However, as a result of far reaching social and corporate changes, which had been reflected in companies and their organization structures too, we can notice extensive changes in the needs of companies to mediate different messages to different publics in much more complex and global environments.

As it has been demonstrated by Marchand[24] who observes that the large industrial corporations that occurred in the course of the Industrial Revolution in the 19th century in the UK, in the USA and soon after in the rest of the Western world required, in contrast to what had gone before, new professional entities, who Marchand calls professional communication officers and a more *organized* form of handling publicity and promotions. These big and compound industrial businesses searched for the sustained support of government, customers and the general public, which wanted them to invest in public relations and advertising campaigns.

Another stage of the development of corporation can be found in the work by Cornelissen "…in those early years and right up until the 1900s, when industrial corporations hired publicists, press agents, promoters and propagandists for their communication campaigns. These individuals often played on the gullibility of the general public in its longing to be entertained, whether they were being deceived or not, and many advertisements and press releases in those days were in fact exaggerated to the point where they were outright lies. While such tactics can perhaps now be denounced from an ethical standpoint, this 'publicity-seeking' approach to the general public was taken at that time simply because organizations and their press agents could get away with it. At the turn of the nineteenth century, industrial magnates and large organizations in the Western world were answerable to no one and were largely immune to pressure from government or public opinion. This situation is aptly illustrated by a comment made at the time by William Henry Vanderbilt,

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[23] Cornelissen, J., (2008). *Corporate Communication: A Guide to Theory and Practice*. London. SAGE Publications Ltd, p. 14.
[24] Marchand, R., (1998). *Creating the Corporate Soul: The Rise of Public Relations and Corporate Imagery*. Berkeley, CA: University of California Press.

head of the New York Central Railroad, when asked about the public rampage and uproar that his company's railroad extensions would cause. 'The public be damned,' he simply responded"[25].

That period ended subsequently, on the other hand mostly industrial companies began to experience some new challenges in the form of encountering investigative journalists often referred to as "muckrakers". Their job was to show different realities connected with scandalous issues related to doing business at that time. Certainly many of those were on the verge of unethical behaviour. Those journalists attacked companies for their wrongdoing, corruption and unethical action. Companies realized quickly that they needed some "buffers" to respond and mitigate such action. For that reason a lot of companies opted for employing writers and former journalists to be spokespeople for the company and to publicize general information to these 'muckraking' groups and the public at large so as to gain public approval for their decisions and behavior as Gruning and Hunt state[26]. Later on companies started to hire advertising agents to promote their products with existing and prospective customers.

From that time on there was a strong need to employ rather than hire some professional practitioners and offer them a full-time job. This obviously gave an incentive to bring more professionalism into the area of corporate communication and create two fundamental fields of marketing and public relations.

As evidenced by Cornelissen "…both marketing and public relations emerged as separate 'external' communication disciplines when industrial organizations realized that in order to prosper they needed to concern themselves with issues of public concern (i.e., public relations) as well as with ways of effectively bringing products to markets (i.e., marketing). Both the marketing and public relations disciplines have since those early days gone through considerable professional development, yet largely in their own separate ways. Since the 1980s, however, organizations have increasingly started to bring these two disciplines together again under the umbrella of a new management function that we now know as corporate communication. This trend towards 'integrating' marketing and public relations was noted by many in the field, including Philip Kotler, one of the most influential marketing figures of modern times"[27].

Later in 1978 Kotler and William Mindak[28] deepened the debate regarding the distinctions between marketing and public relations, suggesting five different paradigms, in which the two disciplines were either a separate paradigm or a merged one serving then as a single external communication function.

Further in professional literature we can study the evolvement of marketing and public relations. According to Ehling and White and Grunig[29], who observe that until the 1980s,

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[25] Cornelissen, J., (2008). *Corporate Communication: A Guide to Theory and Practice*. London. SAGE Publications Ltd, pp.15-16.
[26] Grunig, J.E. and Hunt, T., (1984). *Managing Public Relations.* New York: Holt, Rinehart & Winston.
[27] Cornelissen, J., (2008). *Corporate Communication: A Guide to Theory and Practice.* London. SAGE Publications Ltd, p.16.
[28] Kotler, P. and Mindak, W., (1978). 'Marketing and public relations: should they be partners or rivals?', *Journal of Marketing,* 42 (10): 13–20, quote on p. 20.
[29] Ehling, W.P., White, J. and Grunig, J.E., (1992). 'Public relations and marketing practices', in Grunig, J.E. (ed.), *Excellence in Public Relations and Communication Management.* Hillsdale, NJ: Lawrence Erlbaum Associates, pp. 357–383; Ehling, W.P., (1989). 'Public relations management and marketing management: different paradigms and different missions', paper presented at the meeting of the Public Relations Colloquium, San Diego.

marketing and public relations were regarded as rather different in their intentions and activities, each of them have gone through their own professional development.

However, later on, i.e. after the 1980s it turned out that both marketing and public relations shared the common ground and overlapped to a certain extent. Thus, we can find the following terms commonly used in professional literature, such as "...corporate advertising (advertising by a firm where the company, rather than its products or services, is emphasized), direct marketing (direct communication via post, telephone or email to customers and prospects) and sales promotions (tactics to engage the customer, including discounting, coupons, guarantees, free gifts, competitions, vouchers, demonstrations and bonus commission), distribution and logistics, pricing and development of products, 'corporate' public relations (public relations activities towards 'corporate' stakeholders, which excludes customers and prospects in a market); includes issues management, community relations, investor relations, media relations, internal communication and public affairs, 'marketing' public relations (the use of what are traditionally seen as public relations tools within marketing programs); includes product publicity and sponsorship and mass media advertising (advertising aimed at increasing awareness, favour or sales of a company's products or services)"[30].

There is another observation that can be made and that is a visible shift in the orientation to corporate communication, which can be seen from the tactical to the strategic one. Whereas in the 1900s emphasis was put on publicity seeking, in the 1930/40s on information dissemination, in the 1960/70s on relationship management, then in the 1980/90s it was organizational positioning.

Today corporate communication forms an integration communication model and it is based on the management framework to guide and coordinate marketing communication and public relations. The aforementioned integration requires coordination between different departments in companies. The following are part of the integrated framework for managing communication in companies as Cornelissen has proved "…public affairs, issues management, investor relations, media relations, advertising, direct marketing, sales promotion, internal communication, community relations, and publicity/sponsorship"[31]. For that reason some companies promote corporate communication practitioners to higher positions in the organization's hierarchical structure. In some organizations, senior communication practitioners are even members of their organization's management team, which supports the significance of corporate communication in modern companies.

In large companies we can find two types of placing corporate communication tasks within the company structure, i.e. the vertical and horizontal one. As evidenced by Cornelissen "…the *vertical structure* refers to the way in which tasks and activities (and the disciplines that they represent) are divided and arranged into departments (defined as the departmental arrangement) and located in the hierarchy of authority within an organization… Within such vertical lines, the occupant of the higher position has the authority to direct and control the activities of the occupant of the lower position. A major role of the vertical lines of authority on the organization chart is thus to depict the way in which the work and output of specialized departments or units are coordinated *vertically*, that is by authority in reporting relationships. The location of the communication department close to senior management also means that staff of this department directly report to the CEO and executive team. Most multidivisional and multinational corporations have a communication department linked to the CEO and executive team in an advisory capacity. In practice, this typically means that the

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[30] Cornelissen, J., (2008). *Corporate Communication: A Guide to Theory and Practice.* London. SAGE Publications Ltd, p.20.
[31] Cornelissen, J., (2008). *Corporate Communication: A Guide to Theory and Practice.* London. SAGE Publications Ltd, p.25.

communication department is a staff function at corporate headquarters, from where it can advise the senior decision-making team, and that the most senior communications practitioner has a direct reporting or advisory relationship to the Chief Executive Officer or even a seat on the executive board or senior management team"[32].

In the end we can agree with Cornelissen who claims that "…however, such vertical specialization, and the spreading out of tasks over different departments, requires some coordination or integration of work processes. This coordination or integration is achieved through so-called horizontal structures, which ensures that tasks and activities, while spread out over departments, are combined into the basic functions (i.e., human resources, finance, operations, marketing, and communication) that need to be fulfilled within the organization"[33].

QUESTIONS

1. When did corporate communication begin to exist?
_____

2. Discuss the development stages of corporate communication in the English speaking countries.
_____

3. What was corporate communication like at its early times?
_____

4. What change took place is corporate communication in relation to other developments in society and companies?
_____

5. What was the role of muckrakers?
_____

6. How did companies respond to muckrakers?
_____

7. What is the relationship between public relations and corporate communication?
_____

8. What is different between marketing and public relations?
_____

9. Explain the following terms in simple English: public affairs, issue management, investor relations, media relations, advertising, direct marketing, sales promotion, internal communication, community relations, publicity and sponsorship.
_____

10. Explain the shift in the orientation to corporate communication from the 1900s to 1980/90s.
_____

11. How is corporate communication today, explain it in your own words and examples.
_____

12. How do modern companies place corporate communication, explain the two approaches.
_____

[32] Cornelissen, J., (2008). *Corporate Communication: A Guide to Theory and Practice.* London. SAGE Publications Ltd, pp.25-26.
[33] Cornelissen, J., (2008). *Corporate Communication: A Guide to Theory and Practice.* London. SAGE Publications Ltd, pp.27-28.

3.3 SPEAKING

1. One group will look up in some accessible corporate communication resources some relevant information, facts and data about the status quo of corporate communication in some selected companies in the Czech Republic or any other country and report your findings to your friends' teams. The second team will look up some some relevant information, facts and data about the development of corporate communication in some selected companies in the Czech Republic or any other country. Then both teams will compare their findings and discuss the details.

3.4 TEST

1. **Some of the first references made to corporate communication can be found ... years ago, as we can discern communication disciplines and techniques applied by companies with the aim of promoting, publicizing, and informing individuals or groups within society about some of the current affairs.**
   - 250
   - 150
   - 50
2. **The large industrial corporations that emerged during the Industrial Revolution in the nineteenth century in the UK, in the USA and later on in the rest of the Western world … , in contrast to what had gone before, professional communication officers and a more *organized* form of handling publicity and promotions.**
   - did not require
   - were not interested
   - required
3. **… industrial corporations hired publicists, press agents, promoters and propagandists for their communication campaigns.**
   - until the 1900s
   - until the 1920s
   - until the 1930s
4. **Muckrakers were … journalists.**
   - inventive
   - innovative
   - investigative
5. **As a result of "muckraking action" in the pre-world war in America many corporations decided to … writers and former journalists to be spokespeople for the organization and to disseminate general information to these 'muckraking' groups and the public at large so as to gain public approval for their decisions and behaviour.**
   - fire
   - hire
   - bribe
6. **The trend towards 'integrating' marketing and public relations was noted by many in the field, including …, one of the most influential marketing figures of modern times.**
   - Janis Forman
   - Paul A. Argenti
   - Philip Kotler

7. **Corporate advertising is ….**
   • aimed at increasing awareness, favour or sales of a company's products and services
   • advertising by a firm where the company, rather than its products or services, is emphasized
   • public relations activities towards 'corporate' stakeholders, which excludes customers and prospects in a market

8. **The … refers to the way in which tasks and activities are divided and arranged into departments (defined as the departmental arrangement) and located in the hierarchy of authority within an organization.**
   • vertical structure
   • horizontal structure
   • diagonal structure

9. **… ensure that tasks and activities, while spread out over departments, are combined into the basic functions.**
   • vertical structures
   • horizontal structures
   • perpendicular structures

10. **Public relations practice as we know it began in the USA and the UK in the … century.**
    • mid-nineteenth
    • mid-eighteenth
    • twentieth

3.5 KEY

1. **Some of the first references made to corporate communication can be found ... years ago, as we can discern communication disciplines and techniques applied by companies with the aim of promoting, publicizing, and informing individuals or groups within society about some of the current affairs.**
   - 250
   - **150**
   - 50
2. **The large industrial corporations that emerged during the Industrial Revolution in the nineteenth century in the UK, in the USA and later on in the rest of the Western world … , in contrast to what had gone before, professional communication officers and a more *organized* form of handling publicity and promotions.**
   - did not require
   - were not interested
   - **required**
3. **… industrial corporations hired publicists, press agents, promoters and propagandists for their communication campaigns.**
   - **until the 1900s**
   - until the 1920s
   - until the 1930s
4. **Muckrakers were … journalists.**
   - inventive
   - innovative
   - **investigative**
5. **As a result of "muckraking action" in the pre-world war in America many corporations decided to … writers and former journalists to be spokespeople for the organization and to disseminate general information to these 'muckraking' groups and the public at large so as to gain public approval for their decisions and behaviour.**
   - fire
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   - Janis Forman
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   - **Philip Kotler**
7. **Corporate advertising is ….**
   - aimed at increasing awareness, favour or sales of a company's products and services
   - **advertising by a firm where the company, rather than its products or services, is emphasized**
   - public relations activities towards 'corporate' stakeholders, which excludes customers and prospects in a market

8. **The … refers to the way in which tasks and activities are divided and arranged into departments (defined as the departmental arrangement) and located in the hierarchy of authority within an organization.**
    - **vertical structure**
    - horizontal structure
    - diagonal structure

9. **… ensure that tasks and activities, while spread out over departments, are combined into the basic functions.**
    - vertical structures
    - **horizontal structures**
    - perpendicular structures

10. **Public relations practice as we know it began in the USA and the UK in the … century.**
    - **mid-nineteenth**
    - mid-eighteenth
    - twentieth

4   MAIN FORMS OF CORPORATE COMMUNICATION

4.1   VOCABULARY

accomplish	dosáhnout, splnit
advertising	reklama
appear	objevit se
anchor	upevnit, ukotvit
benefit	výhoda
budget	rozpočet
cause	příčina
compassion	soucit
conduct	vést, organizovat, řídit
consent	souhlas
consistency	zásadovost, důslednost
cover	zahrnovat, pokrýt
dearth	nedostatek
demonstrate	ukázat
denote	označit
desirability	vhodnost, potřebnost
devoted to	věnovaný
distinguishing	charakteristický
division	rozdělení
empower	zmocnit
estimate	odhad
exploit	využít
extensive	rozsáhlý
figurehead	loutka
fulfill	splňovat
hamper	omezovat, rušit
improve	zdokonalit
incorporate	začlenit, připojit, zahrnout
lip service	jen slovní podpora
patently	očividně
persuade	přesvědčit
pervasive	všudypřítomný
relieve	ulehčit, zmírnit, uvolnit
remedy	opravit, napravit
rough	hrubý
selectivity	volitelnost, selektivnost
solve	řešit
strive	usilovat se
subdivision	pododdělení
subordinate	podřízený
superior	nadřízený
support	podpora, podpořit
transmit	předávat, přenášet, šířit
trust	důvěra

4.2 DIVISION OF CORPORATE COMMUNICATION

In the following unit, we are going to have a closer look at the division of corporate communication. As it has been demonstrated in the aforementioned examples corporate communication involves interdisciplinary fields. According to C.B.M. van Riel[34] "…communication takes many forms. In industry, 'public relations' and 'advertising' are the oldest terms denoting particular forms of communication, and they are still the most frequently used. However, they are no longer the only ones that appear in the job titles of communication staff. The desirability of this trend is open to question; empirically, it appears that the original areas of operation of both public relations and marketing have been increasingly split into specialized subdivisions"[35].

As he has noted "…it seems at first sight that, as far as marketing communication is concerned, subdivision into specialized areas is not especially far-reaching in its consequences. This is because all elements in the promotional mix are ultimately the responsibility of the marketing director. However, the subdivision of what was originally public relations can have adverse effects. Here, there is no one person – outside central management – who bears ultimate responsibility both for communication policy and for communication in practice, except in the case of sales promotion. This hampers the resolution of internal conflicts"[36].

In his professional works C.B.M. van Riel often refers to the three main forms of corporate communication: marketing communication, organizational communication and management communication. As he has proved marketing communication covers advertising, sales promotions, direct mail, sponsorship, personal selling and other (communications) elements in the promotional mix. Organizational communication involves public relations, public affairs, investor relations, labour market communication, corporate advertising, environmental communication and internal communication.

Now let us pay attention to the particular forms of corporate communication as suggested by C.B.M. van Riel.

Management communication

One of the most essential components of corporate communication is management. Management itself is the core of all existing and future communication related relationships. As C.B.M. van Riel states "…managers fulfil key functions in organizations. Management is often described as "accomplishing work through other people"[37]. Typically this includes functions like "planning, organizing, commanding, coordinating and controlling"[38]. C.B.M. van Riel believes that "…management is only possible with the consent of the managed. In other words, we cannot really manage anyone who does not want to be managed. As a consequence, one of the manager's roles is to continuously persuade individual subordinates that the goals of the organization are desirable"[39]. As Timm stresses in his book

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[34] Professor in Corporate Communication at the Business School of the Erasmus University Rotterdam in the Netherlands, and Director of the Corporate Communication Centre, a research institute at the same university.

[35] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, p. 8.

[36] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, p. 8.

[37] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, p. 9.

[38] Fayol, H. (1949). *General and Industrial management*. Pitman: New York.

[39] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, p. 9.

"…communication, therefore, is vitally necessary to an organization, not only to transmit authority, but also to achieve cooperation (Timm, 1986)"[40].

Further C.B.M. van Riel adds "…the responsibility for communication stretches across all levels of an organization. Senior management, but also middle and junior management, use communication to achieve desired results such as:

1. developing a shared vision of the company within the organization;
2. establishing and maintaining trust in the organizational leadership;
3. initiating and managing the change process; and
4. empowering and motivating employees."[41]

As far as external communication is concerned C.B.M. van Riel adds that "…management (especially the CEO) has to be able to communicate the vision of the company in order to win support of external stakeholders"[42].

Based on extensive research Rice observes that "…several authors tend to be critical about the effectiveness of communication by managers"[43]. However, as C.B.M. van Riel notices further "…more and more people are convinced that organizational success often depends upon good communication by managers. As a consequence there is a growing need for better communication. Most authors, both in academic and in management literature, underline the figurehead role of the CEO. Pincus has defined four principles of (internal) communication for the CEO. In addition to the 'symbolic' role of the CEO, middle and junior management play an important role in communication"[44].
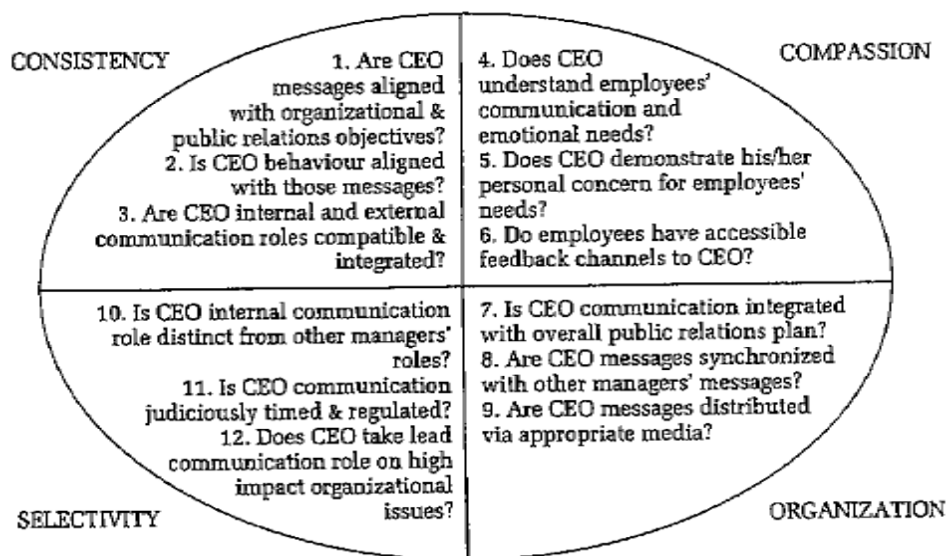
Source: Four principles of CEO internal communication strategy[45].

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[40] Timm, P.R. (1986). *Managerial Communication: A finger on the pulse*. London: Prentice Hall, Englewood Cliffs.

[41] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, p. 9.

[42] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, p. 9.

[43] Rice, F., (1991). "Champions of communication", *Fortune,* 123, 3 June, pp.111-120.

[44] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, p. 10.

[45] Pincus, J.D., A.P.R. Robert, A.P.R. Rayfield and J.N. DeBonis, (1991). "Transforming CEOs into Chief Communications Officers", *Public Relations Journal,* November.

On the word of Allen "…they must understand how those above them are likely to act because of their organizational position and how those below them are similarly motivated and limited by their placement in the organizational space"[46]. As he notices further the essential assignment of middle and lower management is to interpret organizational aims, or lead subordinates to do so, in ways which improve organizational functioning. Allen says that as soon as the goals are determined and the principles understood, management (in discussion with communication specialists) must work on and decide upon a more detailed set of communication policies.

In accordance with C.B.M. van Riel "…communication appears to be too vital for organizational success to leave it solely to managers. Experts both in marketing and in organizational communications are necessary to support managers in improving the effectiveness of their communication responsibilities, by supplying developed programs which increase the involvement of employees and elicit the support of external stakeholders. General Managers should never consider hiring communication experts as the panacea of organizational communication"[47].

As said by Allen "…such a communication specialist quickly becomes the resident expert and a feeling seems to creep over the rest of the management team that they no longer need worry about the problem. The danger is, of course, that it is patently absurd to expect one person (or department) operating out of one position, to solve a problem that is organizationally pervasive. This kind of lip service to remedy of organizational ills will not relieve anyone in the organization of their own proper communication role, any more than the presence of a training executive relieves individual managers of their responsibility for training"[48].

Marketing communication

As many other professional corporate experts C.B.M. van Riel also notices that "…in the familiar works on marketing communication, a distinction is often drawn between the promotional mix and the public relations mix, see e.g. Verhage and Cunningham (1989). Floor and van Raaij (1993) and Gusseklo (1985) make a distinction between the corporate communication mix and the marketing communication mix. Marketing communication consists primarily of those forms of communication that support sales of particular goods or services"[49].
In professional literature we can come across the works of Rossiter and Percy (1987) who "…regard advertising as a process of relatively indirect persuasion, based on information about product benefits, designed to create favorable impressions that 'turn the mind toward' purchase"[50]. Jefkins views sales promotion "…additional activities to above-the-line media advertising which support sales representative and distributor"[51]. Direct mail is currently one

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[46] Allen, R.K., (1977). *Organisational Management through Communication*. Harper & Row: New York.

[47] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, p. 10.

[48] Allen, R.K., (1977). *Organisational Management through Communication*. Harper & Row: New York.

[49] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, p. 10

[50] Rossiter, J.R. and L.Percy, (1987). *Advertising & Promotion Management*, McGraw Hill: New York.

[51] Jefkins, F., (1983). *Dictionary of Marketing, Advertising and Public Relations,* International Textbook Company: London.

of the growth sectors in marketing expenditure. Knecht and Stoelinga describe it as "…any form of direct advertising distributed by addressed mail"[52].

The above mentioned writers refer to sponsorship as "…an activity in which an institution (the sponsor) gives material (usually financial) support to (a) an association or individual for the presentation of sporting or artistic performances, or other performances of a kind interesting to a particular public, or (b) the organizers of a cultural or sporting event, in exchange – as a minimum – for mention of its brand name"[53].

We can definitely agree with the fact that "…the element in the promotional mix to which by far the greatest share of money is devoted is personal selling, or the directly related activity of sales management. The distinguishing feature of this form of marketing communication is the direct personal contact between the seller and the prospective buyer, which facilitates adjustment to the needs of the individual client"[54]. Kotler defines personal selling as "…oral presentation in a conversation with one or more prospective purchasers for the purpose of making sales"[55]. In line with the words of C.B.M van Riel "…a number of authors regard marketing-oriented public relations – or, to use Kotler´s term, publicity – as an instrument of marketing communication"[56]. Kotler defines publicity as "…non-personal stimulation of demand for a product, service or business unit by planting commercially significant news about it in a published medium or obtaining favorable presentation of it upon radio, television or stage that is not paid for by the sponsor"[57]. We can all agree that the largest share of a company's total communication budget is devoted to marketing communication. When we consider the great amounts of money involved, it is certain that a great deal of information has now become available on both qualitative and quantitative aspects of marketing communication, such as "…financial data (e.g. advertising expenditure), information on target groups (e.g. patterns of media consumption) and data on the quality of external agencies (e.g. advertising agencies) which provide companies with services relating to various forms of marketing communication"[58].

Organizational communication

According to C.B.M. van Riel "…organizational communication is used here as a general term to cover public relations, public affairs, investor relations, labour market communication, corporate advertising, environmental communication and internal communication. It denotes a heterogeneous group of communications activities which have only a few characteristics in common"[59].

All forms of organizational communication are aimed principally at so-called 'target groups', i.e. groups with which the organization has an interdependent relationship, usually indirect. As C.B.M. van Riel emphasizes "…unlike marketing communication, the various forms of organizational communication are less obvious in their attempts to influence the behaviour of groups on which the organization depends. Examples of such relationships are those with, say, pubic authorities (which may exercise the power to implement regulations

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[52] Knecht, J. and B.Stoelinga, (1988). *Communication begrippenlijst,* Kluwer Bedrijfswetenschappen: Denveter.
[53] Knecht, J. and B.Stoelinga, (1988). *Communication begrippenlijst,* Kluwer Bedrijfswetenschappen: Denveter.
[54] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, p. 11.
[55] Kotler, P., (1988). *Marketing Management: Analysis, planning, implementation and control,* Prentice Hall: Englewood Cliffs.
[56] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, p. 11.
[57] Kotler, P., (1988). *Marketing Management: Analysis, planning, implementation and control,* Prentice Hall: Englewood Cliffs.
[58] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, p. 11.
[59] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, p.12.

unfavorable to the organization) or with financial journalists. When dealing with such groups (civil servants or financial journalists), it is unwise to employ styles that are, say, generally accepted in other areas of marketing communication activity, e.g. expansive references to product benefits. A business-like approach is much more likely to be effective. It will nevertheless be clear to all concerned that whatever forms of communication the company uses, it should strive to create for itself the most favorable position possible"[60].

C.B.M. van Riel points out that "…another characteristic of all forms of organizational communication, in the sense in which the term is used … is the fact that the different forms of communication manifested remain firmly rooted within the organization. It is obvious that they will not all fall within the functional management area of marketing. From this point of view, organizational communication could be described as 'all forms of communication used by the organization, other than marketing communication'. In many companies, most of the forms of organizational communication already mentioned fall within the sphere of activity of the public relations department. Companies differ greatly in the ways in which organizational communication is incorporated into the organizational structure. The organization chart of an imaginary company shows how, in practice, many forms of organizational communication can develop outside the PR department. This can happen when the need arises in a particular functional management area for a special form of communication directed at an identifiable 'organization-related target group'. The immediate cause of this 'external development' is the undesirability, on grounds of content or strategy, of incorporating the newly recognized communication requirement into the existing PR department. It might, for example, be strategically important to service a new organizational target group by means of a special department created specifically to serve its needs. As regards content, it is often said that a given mode of communication can be better exploited if it is anchored within a relevant (knowledge-generating) functional management area. Investor relations, for example, may be conducted from the finance department, or labour market communication may be linked with human resource management. Another content-based argument is the necessity for harmonizing the total mix of management tools available, including communication, within a functional management area, in order to further company goals as effectively as possible"[61].

As proved by C.B.M van Riel's estimates "…in contrast to the state of affairs in marketing communication, there is a dearth of hard figures on organizational communication at an aggregated level. In some commercial companies and non-profit organizations, this holds true even domestically, at the individual micro level of the organization itself. Such figures as are available should therefore be viewed in perspective. First and foremost, it is clear that figures relating to organizational communication are much lower than those relating to marketing communication. This applies both to finance and to personnel. At a rough estimate, figures for both expenditure and personnel are at most about a fifth of those for marketing communication"[62].

In our next unit we will pay attention to the most visible manifestations of corporare communication today such as corporate identity, corporate image and brands.

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[60] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, p.12.
[61] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, p.12.
[62] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, pp.12-14.

QUESTIONS

1. What are the three major forms of corporate communication?
_____

2. Explain the role and tasks of management communication.
_____

3. Explain the role and tasks of marketing communication.
_____

4. Explain the role and tasks of organizational communication.
_____

5. Explain the following terms: public relations, public affairs, environmental communication, investor relations, labour market communication, corporate advertising, and internal communication.
_____

6. Discuss the similarities and differences in terms of the way how corporate communication is viewed and used today in modern companies in this country and elsewhere. Provide some tangible examples and discuss them in the class. Does the discussed division of corporate communication apply to them? If there are some other areas it penetrates, describe them and explain the details.

4.3 SPEAKING

1. In pairs brainstorm again the basic three divisions of corporate communication offered by C.B.M. van Riel and explain them in your own words and provide some examples with existing companies. Do you think you can find some different ones, if yes, discuss then which ones you have found.

4.4 TEST

1. **Management includes functions like ….**
   - designing, organizing, commanding and caring
   - planning, organizing, commanding, coordinating and controlling
   - planning, organizing, observing, cooperating and controlling
2. **Pincus has defined … principles of (internal) communication for the CEO.**
   - two
   - three
   - four
3. **Management is only possible with the … of the managed. In other words, we cannot really manage anyone who does not want to be managed.**
   - consent
   - discontentment
   - disagreement
4. **Marketing communication consists primarily of those forms of communication that support … of particular goods or services.**
   - lease
   - purchase
   - sales
5. **Sponsorship is ….**
   - an activity in which employees give material (usually financial) support to their superiors.
   - an activity in which the sponsor is given material (usually financial) support by the institution.
   - an activity in which an institution (the sponsor) gives material (usually financial) support.
6. **The element in the promotional mix to which by far the … share of money is devoted is personal selling, or the directly related activity of sales management.**
   - **greatest**
   - least
   - slightest
7. **Organizational communication is used here as a general term to cover ….**
   - foreign affairs, public affairs, investor relations, labour market communication, corporate advertising, environmental communication and internal communication.
   - public relations, public affairs, investor relations, labour market communication, corporate advertising, environmental communication and internal communication.
   - public relations, public affairs, management relations, labour market communication, corporate advertising, environmental communication and internal communication.

8. **In many companies, most of the forms of organizational communication already mentioned fall within the sphere of activity of the … department.**
    • public relations
    • marketing
    • human resources

9. **Investor relations, for example, may be conducted from the … department.**
    • marketing
    • finance
    • labour market

10. **At a rough estimate, figures for both expenditure and personnel are at most about a … of those for marketing communication.**
    • sixth
    • third
    • fifth

4.5 KEY

1. **Management includes functions like ….**
   - designing, organizing, commanding and caring
   - **planning, organizing, commanding, coordinating and controlling**
   - planning, organizing, observing, cooperating and controlling
2. **Pincus has defined … principles of (internal) communication for the CEO.**
   - two
   - three
   - **four**
3. **Management is only possible with the … of the managed. In other words, we cannot really manage anyone who does not want to be managed.**
   - **consent**
   - discontentment
   - disagreement
4. **Marketing communication consists primarily of those forms of communication that support … of particular goods or services.**
   - lease
   - purchase
   - **sales**
5. **Sponsorship is ….**
   - an activity in which employees give material (usually financial) support to their superiors.
   - an activity in which the sponsor is given material (usually financial) support by the institution.
   - **an activity in which an institution (the sponsor) gives material (usually financial) support**
6. **The element in the promotional mix to which by far the … share of money is devoted is personal selling, or the directly related activity of sales management.**
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7. **Organizational communication is used here as a general term to cover ….**
   - foreign affairs, public affairs, investor relations, labour market communication, corporate advertising, environmental communication and internal communication.
   - **public relations, public affairs, investor relations, labour market communication, corporate advertising, environmental communication and internal communication.**
   - public relations, public affairs, management relations, labour market communication, corporate advertising, environmental communication and internal communication.
8. **In many companies, most of the forms of organizational communication already mentioned fall within the sphere of activity of the … department.**
   - **public relations**
   - marketing
   - human resources
9. **Investor relations, for example, may be conducted from the … department.**
   - marketing
   - **finance**
   - labour market

10. At a rough estimate, figures for both expenditure and personnel are at most about a … of those for marketing communication.
  • sixth
  • third
  • **fifth**

5 CORPORATE IDENTITY

5.1 VOCABULARY

apparent	zřejmý, patrný
broaden	rozšířit
circumstance	okolnost
clear	srozumitelný
cognitive	poznávací
commission	zadat zakázku apod.
comprehensive	všeobecný
confidence	důvěra
considerable	značný
constitute	tvořit
contribute to	přispět k
convincing	přesvědčivý
credibility	spolehlivost, důvěryhodnost
description	popis
impact	vliv
impression	dojem
justify	odůvodnit
laborious	pracný, namáhavý
long-term	dlouhodobý
manifestation	projev
medium	prostředek
offer	nabízet
parent company	mateřská společnost
performance	výkon
prevailing	panující, běžný, obecný
proceed from	vyplývat z
rite	ceremoniál
short-term	krátkodobý
stand for	znamenat
strengthen	posílit
stress	zdůraznit
subsidiary	pobočka
survey	průzkum
ultimately	nakonec
unconsciously	nevědomky, neúmyslně, mimovolně
unified	sjednocený
utilize	využít
visual	optický, vizuální
whole	celek

5.2 SCOPE AND DEFINITIONS

In this chapter we are going to study some relevant and latest approaches to corporate identity. In professional literature "identity" is applied in descriptions of communication strategies in companies. We can begin with the definition provided by C.B.M. van Riel whos claims that "…identity" itself is seen as "the way in which a company presents itself to its target groups"[63].

Yet in the past corporate identity was linked with logos, company house style, and other forms of symbolism used by an organization. As C.B.M. van Riel notices "…the concept has gradually been broadened and become more comprehensive, and is now taken to indicate the way in which a company presents itself by the use of symbols, communication and behaviour. These three elements constitute the so-called corporate identity (CI) mix. All elements in the CI mix can be used both internally and externally to present the personality of an enterprise, according to an agreed company philosophy"[64].

Another question, which is often a subject to many professional debates, is the relevance of corporate identity in modern companies these days. What holds true is that corporate identity, which shows convincing features, can contribute to the effectivity in terms of achieving much more with different target groups. Let us now study the positives of a strong corporate identity put forward by Keller who has identified the following ways and suggests "*Corporate identity raises motivation among employees* – and adds the internal effect of corporate identity. A strong corporate identity creates a 'we-feeling'. It enables employees to identify with their company. Their increased commitment to the company affects their behaviour, which then has an external impact. This leads to better use of the company's 'human capital'. *Corporate identity inspires confidence among the company's external target groups* - when a company presents a powerful corporate identity, the various external target groups can develop a clear picture of it. A purposefully deployed corporate identity, based on consistent signals, is essential, since a company that conveys conflicting messages risk losing credibility. This is true in relation to all the company's target groups, but those mentioned in the next two points in particular receive special attention in the literature. *Corporate identity acknowledges the vital role of customers* - many companies see their customers as their most important target group, since they ultimately justify the existence of the company. The use of a well-defined corporate identity to inspire customer confidence establishes the basis of a continuing relationship, thus securing the future of the company. *Corporate identity acknowledges the vital role of financial target groups* - suppliers of capital are often perceived as a company's second most important target group. They must have confidence in the company, because they usually take the highest risks in supplying potentially considerable sums of money"[65].

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[63] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, p.28.

[64] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, p.28.

[65] Keller, I., (1990). *Das CI-Dilemma. Abscied von Falschen Illusionen,* Gabler Management Perspectiven: Wiesbaden.

Searching for definitions of corporate identity

Before finding the proper definition of corporate identity, we can begin with the findings of the study where the meaning of the term corporate identity was put to the test in different European countries by means of a MORI survey commissioned by Henrion, Ludlow & Schmidt in London in 1993. The results show various approaches to the meaning of corporate identity. For instance in the United Kingdom, corporate identity was most often defined as corporate communication or design; in Germany and Austria, as the total internal and external image; in Spain and Scandinavia, as external image and corporate culture. The findings are the result of telephone interviews with 260 people who bore ultimate responsibility for corporate identity in companies that numbered among the top 500 in the countries concerned. The interviewees were asked: 'How, briefly, would you define corporate identity?' It is clear that virtually no-one knew exactly what 'corporate identity' meant, and that this confusion greatly hampers communication of the concept. The fact that many people also believe that corporate identity is the same as image (see MORI survey) does not help matters.[66]

Now let us compare different definitions available in international literature:

K. Birgikt, and M.M. Stader state "Corporate identity is the strategically planned and operationally applied internal and external self presentation and behaviour of a company. It is based on an agreed company philosophy and, long term company goals, and a particular desired image, combined with the will to utilize all instruments of the company as one unit, both internally and externally"[67].

R. Antonoff deals with corporate identity "as the sum of all methods of portrayal which the company uses to present itself to employees, customers, providers of capital, and the public. According to organisational units, CI is the sum of all the typical and harmonised methods of portrayal of design, culture and communication"[68].

W. Margulies expains identity "…as the sum of all the ways a company chooses to identify itself to all its publics"[69].

E. Blauw expands more on the definition of corporate idenity "as the total of visual and non-visual means applied by a copmany to present itself to all its relevant traget groups on the basis of a corporate identity plan"[70].

W. Olins determines that "Corporate identity is the tangible manifestation of the perosnality of a company. It is the identity which reflects and projects the real perosnality of the company"[71].

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[66] See more Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, pp.30-31.
[67] Birgikt, K. and M.M. Stader, (1986). *Corporate Identity, Grundlagen, Funktionen und Biespielen,* Verlag, Moderne Industrie: Landsberg an Lech.
[68] Antonoff, R., (1985). *CI-Report 85: Identität und Image excelennter Unternehmen, Verbände, Städte: Analyse-Projekte,* Trench: Frankfurt.
[69] Margulies, W., (1977). "Make the most of your corporate identity", *Harvard Business Review,* July-August, pp.66-72.
[70] Blauw, E., (1994). *Het Corporate Image, vierde geheel herziene druk,* De Viergang: Amsterdam
[71] Olins, W., (1989). *Corporate Identity: Making business strategy visible through design,* Thames & Hudson: London.

E. Selame, and J.Selame perceive "The corporate identity is the firm's visual statement to the world of who and what the company is – of how the company views itself – and therefore has a great deal to do with how the world views the company"[72].

Finally O. Hannebohn, and S. Blöcker conclude "Corporate identity is the strategy which helps to increase the conomic performance and the efficiency of a company. It coordinates achievements, values and information, and leads to integration in the sense of cooperation"[73].

As we can study the definition of the term *identity* in a dictionary it refers to identity as a term which itself comes from Latin and refers to the adjective the same (*idem*) and *identidem*, which means repeatedly or the same. Originally it was connected with design, logo, house style and staff clothing. Later on symbols were involved in the definition of corporate identity stressing positive impression on the given target groups. In the course of time, German scholars Bikigt and Stadler broadened the term corporate identity and added "the planned and operational self-presentation of a company, both internal and external, based on an agreed company philosophy"[74].

They also came up with the following ways of developing the self-presentation of a company:

1.   *"Behaviour* - By far the most important and effective medium through which corporate identity is created is the behaviour of the company. Ultimately, target groups will judge the company by its actions. However, it is possible to emphasize particular aspects of company behaviour by means of communication and/or symbols.

2.   *Communication* - By 'communication in the narrow sense', Birkigt and Stadler mean the sending of verbal or visual messages. This is the most flexible CI instrument, and it can quickly be put to tactical use. The flexibility of communication lies in the fact that more abstract signals can be transmitted directly to target groups. A company can, for instance, inform its target group directly that it is innovative. If the same message were to be conveyed only by the behaviour of the company, the process would be much longer and more laborious. At the same time, there is no point in telling the target group things that are not also apparent in the company's behaviour.

3.   *Symbolism* - According to Birkigt and Stadler, this tool should harmonize with the other expressions of corporate identity. It gives an implicit indication of what the organization stands for, or at least what it wishes to stand for.

4.   *Personality* is described by Birkigt and Stadler as 'the manifestation of the company's self-perception'. This implies that the company must know itself well, i.e. it must have a clear picture of its real situation, in order to present itself clearly through its behaviour, communication and symbolism"[75].

As we could see above the communication, behaviour and symbolism of a company are in fact the real forms into which the company's personality crystallizes. The CI media

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[72] Selame, E. and J.Selame, (1975). *Developing a Corporate Identity: How to stand out in the crowd,* Wiley: New York.
[73] Hannebohn, O. and S. Blöcker, (1993). "Corporate communications", *Werbeforum,* May.
[74] Birgikt, K. and M.M. Stader, (1986). *Corporate Identity, Grundlagen, Funktionen und Biespielen,* Verlag, Moderne Industrie: Landsberg an Lech.
[75] Birgikt, K. and M.M. Stader, (1986). *Corporate Identity, Grundlagen, Funktionen und Biespielen,* Verlag, Moderne Industrie: Landsberg an Lech.

explained above might be seen as the outer forms of expression, whereas the personality is the deeper element which lies behind them.

Birkigt and Stadler provide a significant starting point for developing the concept of corporate identity. Their definition of corporate identity involves two fundamental elements:

1. *"... the strategically planed and operationally applied self-presentation of the company*

The strategically planned self-presentation of the company can be described as the identity considered to be ideal under prevailing circumstances, i.e. a 'desired-identity'.

2. *... on the basis of a desired image* - The object of all corporate identity policies is to create a certain desired image, or 'should-image'"[76].

In order to expand on the aforementioned definitions we can add some more provided by other authors. According to Tanneberger corporate identity is "…abstractable and relatively constant features by means of which one individual can be distinguished from others".[77] Lux states that "…the distinguishing features of personality form the core of the underlying characteristics through which a company gains its non-exchangeable identity"[78]. Similarly, Williams suggests that "…descriptions of identity are only significant if they contain a verb or a verb clause". According to Walsh and Ungson "…to obtain a complete picture, the journalist's questions 'who, what, when, where, how, and why? should be asked in relation to every activity. The questions 'where, when and how?' yield a concrete description of the activity; the question 'why?' leads to deeper values, and permits us to construct a 'ladder' of attributes, characteristics, objectives and values"[79].

As a final point we can mention the definition of corporate identity of Van Rekom, van Riel and Wierenga who claim "…corporate identity is the self-presentation of an organization; it consists in the cues which an organization offers about itself via the behaviour, communication, and symbolism which are its forms of expression".[80]

Now we can continue our discussion in terms of functions in strengthening the links between an organization and its internal and external target groups. According to Olins, it is "…primarily visual elements that can increase short-term attachment to an organization. The question is, how the visual style of a company influences its place in the market, and how the company's goals are made visible in its design and behavior"[81]. The identity of a company can be traced through the names, logos, colors and rites of passage that the company uses in order to distinguish itself, its brands and its associated companies.

House style

According to Olins and Carter "…house style is the best-known application of symbolism for promoting the unity and recognizability of a company. A unified visual

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[76] Birgikt, K. and M.M. Stader, (1986). *Corporate Identity, Grundlagen, Funktionen und Biespielen,* Verlag, Moderne Industrie: Landsberg an Lech.

[77] Tanneberger, A., (1987). *Corporate Identity. Studie zur theoretischen Fundierung und Präzisierung der Begriffe Unternehmnespersönlichkeit und Unternehmensidentität,* Dissertation Universität Freibourg, Switzerland.

[78] Lux, P.G.C., (1986). *Zur Durchführung von Corporate Identity Programmen*, in K.Birgikt and M.Stadler, 1986, pp.515-37.

[79] Walsh, J. and G.Ungson, (1991). "Organizational Memory", *Academy of Management Review,* 16 (I), pp.57-91.

[80] Rekom, J.van, C.B.M.van Riel and B.Wierenga, (1991). "Corporate Identity. Van vaag concept naar hard feitenmateriaal", working paper, Corporate Communication Centre: Erasmus University Rotterdam.

[81] Olins, W., (1989). *Corporate Identity: Making Business strategy visible through design,* Thames & Hudson: London.

presentation creates a coherent picture, and a well-designed house style contributes to the establishment and maintenance of corporate identity. The introduction of a house style initiates a process of self-awareness within the company. The visible signs of belonging together increase the 'company pride' of the employees, and produce a demonstrable increase in the readiness of different parts of the concern to cooperate"[82].

Company name

As we all know one of the most indispensable symbols of a company is its name. Sometimes a company changes so much that it is desirable to choose another name.

According to C.B.M. van Riel "…the symbolism of an organization consists of the images which strengthen and support its actions and communication. These are visual images: photographs, illustrations, non-verbal graphics, brand marks, logos, and house style.

Symbols are signs that people use to communicate with each other. At a very early age, children become familiar with the signs and shapes that are most commonly used in communication. People react to signs in different ways. Many reactions are cognitive: meaning, in this context, that one thinks consciously, then acts in a certain way. In others cases, one reacts unconsciously to a signal. Reactions of this kind have been learned over a period of time. The power of a symbol lies in the increased attention that it attracts to the communication output of the organization. It is the key that sets the short-term memory working, without the need for a long exposition on the company and what it has to offer. A good symbol reduces the redundancy in communication to a minimum. This is one of the purposes for which companies use a brand mark (logo). In many cases, the logo is accompanied by a vignette. The two together function as a signal. They should have a direct association in people's minds with everything that the company is trying to communicate"[83].

Types of corporate identity

In professional literature we can find some practical approaches to the classification of corporate identity. The classifications provided by Olins and Kammerer are practical for discussing corporate identity in a broad sense, i.e. one that goes beyond brand policy. In their classifications, the choice of corporate identity proceeds directly from company structure or company strategy. Olins distinguishes three kinds of corporate identity. In other words, there are three possible kinds of 'corporate shell': according to him there are:

1.   *"Monolithic identity* (Shell, Philips, BMW), in which the whole company uses one visual style. The company can be recognized instantly, and it uses the same symbols everywhere. Such companies have usually developed as a whole entity within a relatively narrow field.

2.   *Endorsed identity* (General Motors, L'Oréal), in which the subsidiary companies have their own style, but the parent company remains recognizable in the background. The different divisions can be recognized, but it is clear which the parent company is. These are diversified companies, the parts of which have retained parts of their own culture, traditions, and/or brands.

3.   *Branded identity* (Unilever), in which the subsidiaries have their own style, and the parent company is not recognizable to 'the uninitiated'. The brands appear to have no

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[82] Carter, D.E., (1982), *Designing Corporate Identity Programs for Small Corporations,* Art Direction Company: New York.

[83] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, pp. 38-39.

relation to each other or to the parent company. The separation of the brand from the identity of the parent company limits the risk of product failure, but it also means that the brand cannot benefit from any favorable reputation which the parent company may enjoy."[84]

Kammerer indicates how these identity structures are related to the goals of the parent company. The form of the company's 'shell' is ultimately determined by its strategy. At the widest, 'corporate' level, he distinguishes four types of identity strategy, which he names 'action types' and specifies" the following: "*Financial orientation* - the subsidiaries are viewed as purely financial participants. They retain their own full identity, and the management of the parent company does not interfere in the day-to-day running or in the strategy of the subsidiary. *Organization-oriented corporate identity* - the parent company takes over one or more management functions of the divisions. According to Kammerer the sharing of organizational rules by the parent company and the subsidiaries is of central importance. In this situation, the parent company influences the culture of the subsidiaries to a far greater extent than in the case of functional orientation. However, the functioning of corporate identity at the level of the whole organization is strictly internal, and not directly visible to the outside world. *Communication-oriented corporate identity* - the fact that the subsidiaries belong to one parent company is clearly expressed in advertising and symbolism. One of the most important reasons for choosing this kind of corporate identity is to convey to the target groups the size of the concern. This can increase confidence in the subsidiaries, or respect for the whole company. It also means that goodwill achieved by one subsidiary can be exploited by others. Communication-oriented corporate identity can proceed from organization-directed corporate identity, but this does not necessarily have to be so. It may be that nothing more than a common façade is created. *Single company identity* - the unity of action goes much further than with the other types. It is really monolithic identity: all actions, messages and symbols come across as one consistent whole."[85]

In the following unit we will discuss corporate image.

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[84] Olins, W., (1989). *Corporate Identity: Making Business strategy visible through design,* Thames & Hudson: London

[85] Kammerer, J., (1988). *Beitrag der Produktpolitik zur Corporate Identity,* SBI-Verlag: München.

QUESTIONS

1. How is identity understood in professional literature?

   _____

2. What was identity linked with in the past? What was added to identity later on?

   _____

3. Explain the differences in terms of understanding corporate identity in some European countries listed in the survey above. How is it understood in your country?

   _____

4. What are four internal effects of corporate identity according to Keller?

   _____

5. Explain in your own words some of the definitions of corporate identity cited in international literature.

   _____

6. What did German scholars Bikigt and Stadler add to the then existing concept of corporate identity?

   _____

7. What is meant by behaviour, communication, symbolism and personality as Keller suggested?

   _____

8. What are three basic types of corporate identity according to Olins?

   _____

9. What are four types of identity strategy according to Kammerer?

   _____

10. Explain the importance of house style and company name.

   _____
   _____

5.3 SPEAKING

1. Repeat the main approaches to corporate identity mentioned above in the article and provide some existing examples with the selected companies on your own.

5.4 TEST

1. Unlike today, in the past corporate identity was linked with ….

> • brands, house style, philosophy
> • logos, company house style, and other forms of symbolism used by an organization
> • symbols, communication, behaviour

2. … constitute corporate identity mix.

> • different forms of symbolism, marketing, and behaviour
> • symbolism, brands and organization
> • symbols, communication and behaviour

3. According to Keller corporate identity ….

> • raises motivation among employees
> • prevents more money in a company from employees
> • contributes to the decreased commitment among employees

4. According to Keller corporate identity ….

> • inspires confidence among the company's internal target groups
> • inspires confidence among the company's external target groups
> • inspires confidence among the company's internal and external target groups

5. According to Keller corporate identity ….

> • acknowledges the vital role of managers
> • acknowledges the vital role of customers
> • acknowledges the vital role of employees

6. According to Keller corporate identity ….

> • acknowledges the vital role of financial target groups
> • acknowledges the vital role of public target groups
> • acknowledges the vital role of internal public groups

7. Based on the results of the aforementioned survey corporate identity is defined as corporate communication or design in ….

> • Germany
> • France
> • the United Kingdom

8. Based on the results of the aforementioned survey corporate identity is defined as the total internal and external image in ….

> • Austria and Germany
> • the United Kingdom
> • Spain

9. … broadened the term corporate identity and added the planned and operational self-presentation of a company, both internal and external, based on an agreed company philosophy.

- Bluaw
- Bikigt and Stadler
- Olins

10. . . . gives an implicit indication of what the organization stands for, or at least what it wishes to stand for.

- communication
- symbolism
- personality

5.5 KEY

1. Unlike today, in the past corporate identity was linked with ….

- brands, house style, philosophy
- **logos, company house style, and other forms of symbolism used by an organization**
- symbols, communication, behaviour

2. … constitute corporate identity mix.

- different forms of symbolism, marketing, and behaviour
- symbolism, brands and organization
- **symbols, communication and behaviour**

3. According to Keller corporate identity ….

- **raises motivation among employees**
- prevents more money in a company from employees
- contributes to the decreased commitment among employees

4. According to Keller corporate identity ….

- inspires confidence among the company's internal target groups
- **inspires confidence among the company's external target groups**
- inspires confidence among the company's internal and external target groups

5. According to Keller corporate identity ….

- acknowledges the vital role of managers
- **acknowledges the vital role of customers**
- acknowledges the vital role of employees

6. According to Keller corporate identity ….

- **acknowledges the vital role of financial target groups**
- acknowledges the vital role of public target groups
- acknowledges the vital role of internal public groups

7. Based on the results of the aforementioned survey corporate identity is defined as corporate communication or design in ….

- Germany
- France
- **the United Kingdom**

8. Based on the results of the aforementioned survey corporate identity is defined as the total internal and external image in ….

- **Austria and Germany**
- the United Kingdom
- Spain

9. … broadened the term corporate identity and added the planned and operational self-presentation of a company, both internal and external, based on an agreed company philosophy.

- Bluaw
- **Bikigt and Stadler**
- Olins

10. . . . gives an implicit indication of what the organization stands for, or at least what it wishes to stand for.

- communication
- **symbolism**
- personality

6 CORPORATE IMAGE

6.1 VOCABULARY

appreciate	ocenit
ascribe to	připisovat
assess	posoudit
attitude	postoj
attribute	vlastnost, znak
average	průměrný
be familiar with	znát něco, být obeznámen
cohesive	soudržný
complex	složitý
constraint	omezení
consumer	spotřebitel
credible	důvěryhodný, spolehlivý
determine	určit
distinctive	typický, charakteristický
endorsement	propagace, podpora
expectation	očekávání
fabricate	vyrobit, vymyslet
guideline	vodítko, směrnice
holistic	holistický
chain	řetězec
imprint	vrýt se do paměti
inability	neschopnost
insufficient	nedostatečný
involvement	zapojení, angažovanost
judge	posoudit
memory	paměť
object	předmět
onlooker	přihlížející, divák
overall	celkový, souhrnný
particular	konkrétní
precondition	předpoklad
provide	poskytovat
relate to	spojovat s něčím
reliable	spolehlivý
reliance	důvěra
retailer	maloobchodník
service	služba
siginificance	význam
simplify	zjednodušit
sound	stabilní, pevný, důkladný
substitute	nahradit
tangibility	hmatatelnost
via	skrze, pomocí čeho

6.2 SCOPE AND DEFINITIONS

This following unit will deal with the various levels of image analysis, the importance of corporate image and a number of definitions.

In the foregoing unit we dealt with corporate identity and presented it as the self-presentation of a company, which consists of the signals offered by an organization via its 'behaviour', 'communication' and 'symbols'. Such signals are finally received by key people with whom the companies need to interact to varying degrees. In line with the words of C.B.M. van Riel "…as more signals are received and the interest and involvement of the 'receiver' increase, a clearer picture or *image* of a certain object will appear. This object could be a product, a retailer, an organization or company or even a country"[86].

Further C.B.M. van Riel perceives an image "…as a photographic film which is on the point of 'developing' in people's minds. It provides the receiver (an individual) with a means by which to simplify the reality of objects through concepts such as 'good-bad' and pleasant-unpleasant'. The image of an object develops through a set of impressions that individuals experience when they directly or indirectly, are confronted with that object"[87].

Now let us use the following definition of image by Dowling according to whom "…an image is the set of meanings by which an object is known and through which people describe, remember and relate to it. That is the result of the interaction of a person's beliefs, ideas, feelings and impressions about an object"[88].

The extreme interest in 'images' can be seen in the fact that a positive image is the basic criterion for establishing a direct or indirect commercial relationship with different kinds of target groups. As C.B.M. van Riel observes "…originally, that interest centered on images focused primarily on selling products/brands (brand image). Gradually, the focus widened and, particularly over the course of the last decade, there has been an explosion in publications about *corporate image*"[89].

Interest in the concept of image can be found mainly in the field of marketing and shows a certain development from a product level more towards the organizational level (corporate image).

To continue our discussions regarding corporate image let us list some more relevant definitions:

K.E. Boulding says that "Image is subjective knowledge"[90].

P. Martineau claims that "Image is the sum of functional qualities and psychological attributes in the mind of the consumer"[91].

E.M. Enis adds that "Image is the result of the way in which the individual assesses the object in the following terms: tangibility, personal relevance and degree of correspondence with the self-image"[92].

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[86] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, p.73.

[87] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, pp.73-74.

[88] Dowling, G.R., (1986). "Managing Your Corporate Image", *Industrial Marketing Management,* 15, pp.109-15.

[89] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, p.74.

[90] Boulding, K.E., (1956). *The Image,* Ann Arbor: University of Michigan Press.

[91] Martineau, P., (1958). "The Personality of the retail store", *Harvard Business Review,* January-February, pp.47-55.

[92] Enis, E.M., (1967). "An analytical approach to the concept of image", *California Management Review,* summer 1967, pp.51-8.

"Image is used to refer to a memory code or associative mediator that provides spatially parallel information that can mediate overt responses without necessarily being consciously experienced as a visual image"[93].

A. Paivio notices that "Image is the profile of the object, meaning the sum of impressions and expectations as gathered in the memory of an individual"[94].

G.M. Erickson, J.K. Johanssen and P.Chao conclude that "Image is a combination of product aspects that are distinct from the physical product characteristics but are nevertheless identified with the product. Examples are the brand-name, symbols used in advertising, endorsement by a well-known figure, and country of origin"[95].

T.J. Reynolds, and J.Gutman understand "Image as hierarchical meaning structure consisting of means-end (/value) chains"[96].

R.P. Ford explains image "as the sum of experiences that someone has with the institution"[97].

G. Fauconnier claims that "Image is a subjective and multi-dimensional form of representation or imprint of reality in the human brain, as a consequence of which this reality is presented in a reduced, colored and thus often transformed manner"[98].

M. Alvesson states that "Image refers to a holistic and vivid impression held by a particular group towards a corporation, partly as a result of information processing (sense-making) carried out by the group's members and partly by the aggregated communication of the corporation in questions concerning its nature, i.e. the fabricated and projected picture of itself"[99].

Image levels

Now let us consider the image levels. Based on the works of Knecht[100] we can find there principally seven levels of image: product class image, brand image, company image, sector image, shop image, country image and user image. At product level, he makes a difference between the image of a product class, such as beer, and the image of a particular brand, such as Budweiser. At organizational level, differences should be made between the image of a company within a subsidiary, the image of the company, and the image of an industrial sector, and this is what Knecht refers to as the corporate image.

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[93] Paivio, A., (1971). *Imagery and Verbal Process,* Holt, Reinhart & Winston: New York.

[94] Topalian, A., (1984). "Corporate Identity: Beyond the visual overstatements", *International Journal of Advertising,* 3 (1), pp.55-62.

[95] Erickson, G.M., J.K. Johanssen and P.Chao, (1984). "Image variables in multiattribute product evaluations: "Country-of-origin effects", *Journal of Consumer Research,* 11, pp. 694-9.

[96] Reynolds, T.J. and J.Gutman, (1988). "Laddering theory: Method, analysis and intepretation", *Journal of Advertising Research,* February/March, pp.11-31.

[97] Ford, R.P., (1987). "The importance of image", *The Bankers Magazine,* September/October, pp.72-5.

[98] Fauconnier, G., (1988). *Het imago als placebo: niet ernstig, maar het werkt,* Kongresboek Ondernemen Deel II.

[99] Alvesson, M., (1990). "Organisation: From substance to image?, *Organization Studies,* 11, (3), pp.373-94.

[100] Knecht, J., (1986). *Zin en onzin over images en reklame,* Toespraak tijdens corporateimage/identity symposium, georganiseed door ESPRIT/MOTIVACTION: Amsterdam.

In professional literature, generally the term 'corporate image' is used to refer to the image of an organization. Let us look into some practical examples. With the aim of signifying the image of an industrial sector, the terms 'industry image' or 'sector image' might be used. As C.B.M. van Riel says and provides some more examples "…the image of Akzo Nobel is therefore a corporate image, while the image of the chemical industry is the sector image. The company image can be the image of a subsidiary; with regard to Akzo Nobel, this would be the image of Organon. An example of an image on a retail level would be the image of the local Tesco store. However, the overall image of 'Tesco's' is a corporate image. Images at national and international level are important for companies that also operate abroad. Images that people have of a country can wield great influence in international trade. The image that people have of solid, reliable German quality has a favorable influence on sales of German products. Finally, there is the user image. Many people think of the average owner of a BMW, for instance, as a middle-aged man with a pot belly and a cigar! Images at different levels influence each other. People form a picture of an object by means of chains or networks of associations, which are built up over a period of time as a result of slowly accumulating stimuli. This leads to the formation of a mosaic of impressions, which as whole constitutes the image. Indeed, an image might well be compared to a classical Roman mosaic. Over two thousand years or so several of the smaller, yellow or blue stones from the mosaic that originally formed a cohesive artistic expression will be lost. Nevertheless, the onlooker continues to appreciate the artist's general idea behind the creation of the mosaic, and hence to appreciate its artistic value. In other words, a 'receiver' does not have to have a highly elaborate image of an object to be able to describe, remember and relate to it"[101].

As stated by Holzhauer, it often happens that we develop "…the knowledge which we have of a company as a result of being confronted by forms of advertising. We know nothing about the company which owns the Marlboro cigarette brand. However, we should not be surprised if the company strongly resembled the cigarettes. We often develop a company image on the basis of the image we have of its products, i.e. the brand image. The brand image is formed on the basis of the only information we have about the company, namely, brand advertising. In other words, brand advertising can determine the image of the company. Conversely, the picture we have of a company (Woolworth, Philips, and Braun) can determine what we think of the products of that company"[102].

The significance of the corporate image

We can notice an increasing trend for some time, which evidences the significance of the corporate image in many domestic and international companies. As indicated by C.B.M. van Riel "…the image is extremely important both to the source of the image (the image object), and to the receiver (the subject). The source (the organization) considers that the transmission of a positive image is an essential precondition for establishing a commercial relationship with target groups. It is the best way to enter the 'evoked set' of the target group. For the subject, the image constitutes a way of summarizing the 'truth' about the object in terms of a set of simplifications (good-bad, usable-unusable, and so forth). There is a relationship between the importance of the corporate image to the source and its importance

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[101] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, p.75.

[102] Holzhauser, F.F.O., (1991). "Corporate Imageen brand image"in C.B.M. van Riel and W.H. Nijhof (eds), *Handboek corporate communication,* Van Loghum Slaterus: Deventer.

to the recipient. The greater the reliance that the subject places on the (corporate) image when making decisions, the more important it is for the company to build up a sound reputation"[103].

In the context of the consumers and products offered by a large number of companies today, we can also study the importance of corporate image from that perspective. As it has been correctly observed by Poiesz "… without the help of images, consumers have difficulty in deciding which products to buy. Consumers are steadily losing their ability to act rationally. They are not familiar with all the alternatives on the market. They are not aware of all the features of a particular product. They are not able to judge all those features in the correct way. They cannot make use of all their previous experience, because their memories are not perfect. Furthermore, they are not always able to process and store new experiences. This inability to act rationally leads consumers to seek other grounds on which to make their decisions. They are inclined to base decisions on earlier, imperfect consumption experiences; feelings; incomplete information; simple guidelines; symbolic information; and unconscious processes"[104].

If we consider further functions by the image we can agree with Poiesez who lists a number of different functions performed for the consumer by the image. According to him the following can be differentiated "…the knowledge function, the expectation function and the consistency function. In doing so, as observed by Lilli, "…the image simplifies information processing"[105]. Modern consumers pay attention towards objects with a positive image. As evidenced from consumers' behaviour the image can also serve as a simple rule for making decisions for consumers, as consumers usually turn to purchasing the product with the most favorable image.

Some other corporate writers such as e.g. Pruyn (1990) stress the importance of the source. According to C.B.M. van Riel "…there is an increasing uniformity among products and brands and companies"[106]. As Pruyn observes "…people look for ways of making value distinctions based on subjective, non-observable features of the product. This mainly involves symbolic aspects which the subject ascribes to the object by associative processes"[107].

Now let us consider some relevant definitions which can be found in international literature. Dowling comes up with the following definition of corporate image "…an image is the set of meanings by which an object is known and through which people describe, remember and relate to it. That is, it is the net result of the interaction of a person's beliefs, ideas, feelings and impressions about an object"[108].

As C.B.M. van Riel observes correctly "…for 'object', we can substitute 'brand', 'organization', etc., so as to make the definition appropriate to different levels. It follows from this definition that different people may have a different picture of the same object. It appears also that the image is determined both by the person who perceives the image and by the object. There are, therefore, two ways in which an image can be adjusted. First, the object

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[103] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, pp.76-77.

[104] Poiesz, T.B.C., (1985). *Competive Advantage: Creating and sustaining superior performance,* The Free Press: New York.

[105] Lilli, W., (1983). "Perzeption, Kognition, Image", in M. Irle and W.Bussman (eds), *Handbuch der Psychologie,* 12. Band, 1.

[106] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, pp.77.

[107] Pruyn, A.T.H., (1990). "Imago: een analytische benadering van het begrip en de implacaties daarvan voor onderzoek", in C.B.M. van Riel and W.H.Nijhof (eds), *Handboek Corporate Communciation,* Van Lohgum Slaterus: Deventer.

[108] Dowling, G.R., (1986). "Managing Your Corporate Image", *Industrial Marketing Management,* 15, pp.109-15.

itself can be changed. Second, one can adjust communication to the target groups, and try to change people's beliefs, ideas, feelings and impressions about an object"[109].

The importance of a favorable image

As we have already clarified the position and functions of corporate communication today, which also covers the area of a strategy in companies, in a similar way we can perceive a positive corporate image as part the continuity and strategic success. This is evidenced by De Soet who says "…it is no longer solely the field of attention of marketing, but rather a strategic instrument of top management"[110].

At this point let us list some the most relevant approaches taken by other international corporate writers.

E. Blauw says that "A sound corporate image is an incentive for the sale of products and services. It helps the company recruit the right employees, it is important to the financial world and to investors and it generates faith among internal and external target groups. A sound corporate image provides a company with authority and forms the basis for success and continuity"[111].

J.D.F. Brinkerhof explains it in the following manner "A sound corporate image creates emotional added value for a company which ensures that a company is always one step ahead of its competitors. A sound corporate image is competitive, which means distinctive and credible"[112].

C. Chajet adds "A good image helps a company attract the people necessary for its success: analysts, investors, customers, partners, and employees. Identity management can secure that good image"[113].

D. Bernstein claims that "Image is a representation in the mind. It affects attitudes which in turn affect behaviour. No company can afford to ignore image. The impression it creates – consciously or unconsciously, whether it wishes to or not – inevitably affects people who do business with it"[114].

Based on research by Mackiewicz "…9 out of 10 consumers reporting that when choosing between products that are similar in quality and price, the reputation of the company determines which product or service they buy"[115].

Poiesz adds some more important features of corporate image, according to him "…images are particularly helpful when information on the basis of which people have to

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[109] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, pp.79.

[110] Blauw, E. and O.Maathius, (1994). "Corporate communication: de stand van zaken in de praktijk, verslag van den telefonische en quete", working paper, Corporate Communication Centere, Ersasmus University Rotterdam.

[111] Blauw, E., (1994). *Het Corporate Image, vierde gerheel herziene druk,* De Viergang: Amsterdam.

[112] Brinkerhof, J.D.F., (1990). "Corporate Image als concurrentieewapen", *Holland Harvard Review,* 22, pp.46-54.

[113] Chajet, C., (1989). "The making of a new corporate image", *The Journal of Business Strategy,* May/June, pp.18-20.

[114] Bernstein, D., (1986). *Company Image and Reality: A Critique of corporate communications,* Holt, Reinhart & Winston: Eastbourne.

[115] Mackewicz, A., (1993). *Guide to Building a Global Image,* The Economist Intelligence Unit, McGraw-Hill Inc.: New York.

make decisions is complex, conflicting and/or incomplete, information is either insufficient or too wide-ranging to be able to judge, people have a degree of involvement that is too low to be able to go through an extensive information-processing process, there are certain conditions in the environment that obstruct the decision-making process, such as time constraints"[116].

QUESTIONS

1. What is the difference between corporate identity and corporate image?
_____

2. Explain in simple English basic characteristics of corporate image based on a number of various approaches in corporate literature.
_____

3. Explain individual image levels provided by Knecht and provide some more practical examples.
_____

4. Why is corporate image important in modern companies?
_____

5. Why is it important for modern companies to have a favorable image?
_____

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[116] Poiesz, T.B.C., (1988). "The image concept: Its place in consumer psychology and its potential for other psychological areas", paper presented at the XXIVth International Congress of Psychology, Sydney, Australia.

6.3 SPEAKING

1. Summarize in groups the main features of corporate image and find some practical examples in existing companies and present them in the class.

6.4 TEST

1. According to Boulding image is … knowledge.

- subjective
- objective
- neutral

2. A self-presentation of a company is ….

- corporate image
- corporate identity
- corporate brand

3. Knecht distinguishes … image levels.

- five
- six
- seven

4. The image is extremely important both to the … of the image (the image object), and to the … (the subject).

- source – receiver
- source - sender
- source - down

5. According to Knecht image levels involve …

- product class image, brand image, company image, sector image, shop image, country image and user image
- products, brands, images
- product brands, company brands, sector brands, country brands, user brands

6. As Holzhauer says the brand image is formed on the basis of the only information we have about the company, namely…

- brand advertising
- brand identity
- brand relations

7. Poiesz claims that without the help of images, consumers have … in deciding which products to buy.

- difficulty
- simplicity
- ease

8. … is 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.

- product
- corporate image
- brand

9. The process involved in creating a unique name and image for a product in the consumers' mind, mainly through advertising campaigns with a consistent theme is called ….

- branding
- imaging
- creating identity

10. According to Blauw a … corporate image is an incentive for the sale of products and services.

- weak
- sound
- feeble

6.5   KEY

1. According to Boulding image is … knowledge.

> • **subjective**
> • objective
> • neutral

2. A self-presentation of a company is ….

> • corporate image
> • **corporate identity**
> • corporate brand

3. Knecht distinguishes … image levels.

> • five
> • six
> • **seven**

4. The image is extremely important both to the … of the image (the image object), and to the … (the subject).

> • **source – receiver**
> • source - sender
> • source - down

5. According to Knecht image levels involve …

> • **product class image, brand image, company image, sector image, shop image, country image and user image**
> • products, brands, images
> • product brands, company brands, sector brands, country brands, user brands

6. As Holzhauer says the brand image is formed on the basis of the only information we have about the company, namely…

> • **brand advertising**
> • brand identity
> • brand relations

7. Poiesz claims that without the help of images, consumers have … in deciding which products to buy.

> • **difficulty**
> • simplicity
> • ease

8. … is 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.

> • product
> • corporate image
> • **brand**

9. The process involved in creating a unique name and image for a product in the consumers' mind, mainly through advertising campaigns with a consistent theme is called ….

- **branding**
- imaging
- creating identity

10. According to Blauw a … corporate image is an incentive for the sale of products and services.

- weak
- **sound**
- feeble

7 BRANDS

7.1 VOCABULARY

addiction	závislost
alliteration	aliterace
attached to	spojen s
attempt	pokusit se
attention	pozornost
be constrained to	spojen
brag about	chlubit se
brand	značka
conjure	vyčarovat, vykouzlit
dismiss	zavrhnout, odmítnout
downfall	pád, zhroucení
encourage	podpořit
endure	vydržet, vystát
escape	uniknout
fetch	vynést
front line	klíčová pozice
guarantee	zaručit, garantovat
charcoal	dřevěné uhlí
imbue	vštípit
incongruent	neshodný
infringement	porušení, narušení
lasting	trvalý
launch	zavést, uvést
leverage	pákový efekt
loyalty	věrnost, loajalita
memorable	nezapomenutelný
neglect	zanedbat
peer	vrstevník
perception	vnímání
pizzaz	elán, verva, nadšení
preconceived	předpojatý, zaujatý
alleviate	odlehčit, ulehčit
pros and cons	klady a zápory
purchase	koupit, pořídit
realm	oblast, doména
recall	vybavit si
reside	spočívat
retention	zadržení
overwhelming	ohromný
separate	odlišný, různý
shared	sdílený
tie	vazba
undermine	zničit, podrýt
unique	jedinečný
weak	slabý

7.2 SCOPE AND DEFINITIONS

A brand is a unique characteristic that sets a product or service apart from all other service or products in that category. This uniqueness allows a customer to purchase a commodity in a vast sea of sameness.

A brand is also an expectation, it represents some form of shared quality amongst all products with its name. It represents top of the line, average or economy. People trust brands and dismiss others because of previous quality. If the previous performance of a brand was low, the guarantee upon purchasing becomes rather weak.

Branding is not simply the consumer's awareness of a name. Branding is the creation of an emotional and lasting impact with a customer. It is the fundamental attribute of a product, service or organization. If a customer has a strong emotional tie to a brand, they will go through hell to purchase more of their products. They will tell their friends about the product, brag about it, and encourage others to purchase it.

Brands are also stories. These stories are specific to each individual, the Hitachi Plasma used to watch the big game, the tax service that got them a $3,000 dollar return, the diet food that actually works. People's lives revolve around objects, and a good object has a place in their life.

Companies believe they can leverage completely incongruent line extensions with the brands name. People create realms of acceptance in their minds for Brands. When brands stray outside these perceptions they often fail miserably. For example, Jack Daniels has attempted to get into the Charcoal market, clear whiskey market and wine cooler marker, all of which have not faired well. By line extending themselves to other categories, Jack Daniels is attempting to persuade people who may already have an emotional tie to a given brand. A consumer may love Kingsford charcoal, and may love Jack Daniels whiskey, however in their minds they are two separate entities – there is a line that should not be crossed.

Once a brand has a certain perception in the minds of consumer it is fairly hard to change. If the Gap were to suddenly covert to a high end electronics chain, would their consumer base still shop there? Most likely not. Chances are those consumers already have a brand loyalty to an electronics store and the GAP would fall apart. It is possible to change the emotional tie to products with enough time and money, but it may be just as easy to launch an entirely new brand. (As the GAP did for its "lower" end clothing line with Old Navy, and for its "higher" end clothing line with Banana Republic) They didn't do the GAP 2, or the GAP: High End, because differentiating their lines was important. And it has proven to be extremely successful.

Brands are not consumer addictions. People can and will leave a product if given the opportunity. Just because a product may be superior does not guarantee customer loyalty. If a company neglects their base, it provides an opportunity for other brands to steal from them. Quite often people will choose a given brand in a taste test for example. Miller and Pepsi products both consistently rank higher in blind taste tests than competitors Bud and Coke. Yet Coke and Budweiser dominate their market place. People often have a deep rooted connection to their preferred products… "That's what my dad drank" "We only drank Bud in college." These reminders of feelings and emotions can make it almost impossible for one brand to become a new favorite. It can take years of persuasion to finally remove a customer from their original brand of choice.

Jingles, colors and logos will help with consumers' ability to recall brands. However, if a competitor comes along with an even more flashy campaign, a product will lose. Again this is why emotional branding is such an important aspect. Creating customer loyalty requires more than just pizzazz, it requires a story. These elements are extremely important to the perception of a brand.

Forms of branding

There are 5 distinct forms of branding, each of which has some advantages and disadvantages.

A **mega-brand** is a brand which places its name upon everything it creates. Asian companies are known for doing this (Sony, Hitachi, LG, Mitsubishi, Toshiba). For example, anything created by Sony, whether it be a personal computer or a plasma TV has Sony's name on it. There are separate names for differing technologies, but the principle is that all products created by them are imbued with the Sony name prominently in the front.

Other examples include Hitachi, Panasonic, And an American example being Most GE products and acquisitions.

A **primary brand** is one that has no off-shoots. The brand name is also the company name in this instance, and as such negative publicity or stigma attached to a product offering can be the downfall of an entire company. The inability for a company to distance itself from the name can cause major problems in the event of a crisis. Many fast food restaurants are good examples of this concept. It would be terribly hard for Wendy's, Burger King or McDonalds to spin off any other restaurant chains using their brand names. As such Primary brands do not have much in the area of line extensions and are fairly limited to domains they currently occupy.

Sub-brands are those with an overarching name in one product category with differing varieties. Ruffles the potato chip maker has several subbrands branching from their "original" including the baked line, the light line, and various flavors in each.

House of Brands are quite a bit more complicated. In a house of brands, one company creates individual brand identities - rarely using the original company's name on the product.

Procter and Gamble is the most cited example of this form. Procter & Gamble owns over 300 brands, many of which are household names. In the laundry aisle alone, they own Dreft, Era, Cheer, Bounce, Ivory, Febreze, Tide, Gain, and Downy. A truly remarkable portfolio. The benefit to a House of brands approach is that it offers a nearly unlimited amount of expansion potential. Whenever a new product segment appears, an entirely new product can be created for that area. The downfall is that every new brand must be heavily promoted to establish itself initially

Branded houses are constrained to one product area. They are capable of producing different lines, but only within a certain realm. For example, HP creates multiple lines of computers, notebooks, pads and printers. However, they are almost entirely confined to the realm of personal computing. Another example is Levi Strauss Jeans. They create a vast array of different pant sizes, cuts and washes and even some upper body clothing, but are limited to that particular segment of the market. You will never see Levi Strauss coffee or printers, and if you do – they will almost certainly fail miserably.

Establishing brands

There are 5 major ways a brand is established. Advertising, word our mouth, logos, the products packaging and a products name. Each of these contributes greatly to how a brand is perceived. Brand image is synergistic in nature, the image is greater than the sum of the individual pieces.

Logos

Abstract logos such as Nike's Swoosh are often used by brands, yet most have a horrifically low recollection rate, why is this? The problem is that consumers have to consciously link both the brand name, the abstract symbol and the product all together. This is

instead of a 1:1 mental map, and such this approach can create more problems. Without the kind of money Nike has to link symbols to consumers' minds it can be difficult to separate the brand name and symbol completely.

Organic

Less abstract but still difficult for consumers to remember are organic logos. Retention and recollection rates are only slightly higher with consumers regarding organic logos. Again a considerable effort must generally be placed into a given organic avatar in order for it to register with consumers. Some creative uses can greatly increase recollection rates such as the Aflac duck which boats one of the best recall rates in the logo kingdom. There are of course exceptions to this, where an organic name directly reflects the company's name, such as Apple computers or Greyhound or John Deere

Name

An overwhelming majority of companies simply use their names as their logos. This is the lowest overall in cost as people simply need to recall the name of the company to recall the brand. These also require the least amount of advertising as only one association needs to be made (Amazon.com is an extremely large online site that deals with books and other merchandise like a large jungle) instead of going from category → abstraction → brand name.

Naming process

Memorable – Obviously a name has to be memorable in some aspect else the customers will quickly forget the advertising placed into it. Not being able to recall newspaper articles or recommendations of friends can lead to an untold amount of loss revenue and income.

Protectable – Some words and phrases cannot be copyrighted or be used as trademarks, without these essential aspects, anyone can use a given name or product, even for a near identical product. As such, names must be unique enough to protect and to keep. Changing a name is rarely an option, it must endure to keep customers coming back

Fits with product - Some brands have been able to escape this seemingly important aspect by using excessive amounts of advertising to cause a name to by synonymous with a product. However, a vast majority of businesses place some clue as to what their product is in their name. This again helps to increase recollection and retention rates causing more return business. It should bring about an understanding, people should be able to visualize the product or service in their heads. If a name itself does not provide these essential features, it is relatively imperative that they be given through various mediums.

Conjures images.

Types of brand names

What is in a name? Often in the realm of products, whatever is placed into it. Advertising, peers, and personal experiences all can create an emotional attachment to brands. There are five ways Brand names are typically constructed, each with certain pros and cons. Shortness and a sense of strong more consonant dominated words are preferred for brand names. If longer names are used, alliteration becomes a great technique to increase retention. Many names cross the lines between the categories, these are just some examples of those that reside mainly in one.

Synthetic brand names are those that are created in order to have a stand-alone right. These made up words are typically devoid of meaning and significant amounts of money must often be used to create a specific feeling for the brand in the eyes of the consumer. Accenture, a synthetic name created to replace Arthur Anderson Consulting's name was

completely made up by one of the employees. In order for customers to respond, accept and place faith in the new brand, Accenture used a 150 million dollar advertising campaign. The benefit to this type of naming is that because consumers typically do not have any preconceived notions about the brand, any meaning the company wishes to place can be achieved if careful steps are taken. Additionally, portions of names can be used to create a new effect. When Intel created Pentium they took the name from two different areas. Pent from its fifth line or processors and attached the "ium" to make it sound like an element. The result is name which sounds like it belongs on the periodic table. And is unique enough that few other brands sound similar. Other well-known examples include Prozac and Levitra.

Metaphoric names are those that borrow from another object or existing phrase to create their names. Sprint borrows from running, Oracle is a web service that creates "futures" for companies. Greyhound takes the concept of racing dogs into bus transportation.

Descriptive names essentially tell you what you are going to get before ever using a product or stepping into a business. Most of these name are fairly self-explanatory and as such a great amount of power already resides in them. Having intrinsic meaning with a company's name can help alleviate advertising budgets for the entire life of a company.

Proper names are the least imaginative of the lot. These names are strictly named after certain individuals or are sometimes a synthesis of a few individual's names. Mercedes was the granddaughter of the man who created it. Benz was another proper name start up. Proper names are typically the easiest way to avoid trademark and copyright infringements. These names are generally also devoid of meaning and must have considerable time and money placed into them in order to receive a positive public response. Additionally, popularized names with negative connotations (anything Hitler, Gacy, Dahmer, Fagg) will almost never be used as a public product.

Acronyms are generally names that were too long for printing, were commonly referred to as by customers by their initials, had low recollection rates, or were purposely done by a company. Federal express for packages was commonly referred to as "fed exing" so they adopted the name.

Another portion of the brand image is given by **word of mouth**. Word of mouth marketing is sometimes referred to as viral marketing. It is quickly becoming an answer to increased callousness by consumers. TiVo's, interactive media and satellite radio are increasingly making it harder and harder for anyone message to stand out in the noise. The beauty of word of mouth is that it costs nearly nothing to produce. And a friend's opinion of a service is much more powerful than any of the noise produced by the media today. The stories consumers pass onto one another – both good and bad can shape a brand's image before a consumer has ever had the opportunity to use a service or item. How many times have you avoided a movie or a restaurant because a friend told you "it sucked" and then passed that same judgment on to others as "I heard that place was terrible." This same principle works in the branding industry, and positive word of mouth can greatly help consumer loyalty and new customers. Negative word of mouth advertising can destroy a potential sale before it ever has a chance to occur. As such, some companies have begun programs that involve word of mouth. Some brands rely upon word of mouth sales entirely, completely avoiding mass media altogether. Monster cables is a multimillion dollar company that uses no mainstream media advertising whatsoever. Most of its promotion comes from electronics stores, trade journals, and industry awards. Many internet companies rely on word of mouth advertising, a popular example is Facebook. Completely word-of-mouth for those colleges and high schools it contains, the site has exploded to the 7th most visited site on the internet in just over 3 years. No-Ad is a company that advertises in its name that it does not advertise. It does fairly well, and although not a multimillion dollar company, still produces decent revenue. The frontline represents the direct interaction customers have with a brands

sales, help, or service lines. This in itself is a form of advertising the values of a company. If people have a great experience in person, they are likely to tell others or if a negative experience the same. The best products, advertising and promotions can be decimated by poorly chosen employees, thus it is extremely important to place those who will reflect positively on the front lines.

Packaging also plays a vital role in the ability for customers to recall a product at the point of purchase. A study done at a university asked students what they were willing to pay for a set of 24k gold 1kt diamond earring from Wal-Mart, and from Tiffany's. The Wal-Mart pair averaged $110, the tiffany's pair fetched prices of near $500. A considerable difference due a little blue box. Color is an essential portion of packaging. A company attempting to stand out often chooses colors that differ greatly from other competitors. Brands attempting to leech off the success of another brand may imitate the more established brand's colors. Bright colors attract attention, and are easier to remember. Some brands have one upped Tide's bright orange packaging with neon green or pink bottles. Many of these do stand out more than tide, however Tide's overall shelf space typically dwarf's other brands, so one sees a giant sea of orange, and a few scattered islands of other colors. The larger the contrast between a products logo and background, the more visible it is. Having non-contrasting colors on a package makes it easy for consumers to overlook and ignore the brands that blend in.

Entire majors are devoted to each of these topics and **advertising** is no exception. These four basic aspects, however, are some the basic skeletal structure behind a brand. New brands must be established in the minds of consumers. Advertising does this by quickly getting word out about a product or service, and not relying on word-of-mouth to accomplish this. Additionally brands may do what is referred to as "kiting." They place a large amount of money into a given campaign, which is typically large in breadth and short in length, and then ride out the increased awareness for a few months or even years. Once consumer awareness starts to decline, they launch a new campaign, pulling the string tight and reestablishing the brand in consumer's minds. Advertising also reinforces loyalty amongst current consumers of a product. By showing how their favorite product is still the "coolest," "most technologically advanced", "fastest", or "longest lasting brand in a category", people will be less inclined to pull away and try competitors. Repetition is a key component of branding. Creating a large household penetration of a name is generally a good thing. People rarely remember something they hear a few times throughout the year. In many categories, consumers simply have no preference for a product. They have no brand loyalty or at least no established brand loyalty. Humans tend to remember the last thing they have heard with the most clarity. Thus, the last ad for a particular frozen dinner a consumer saw may make them more likely to purchase it. Sometimes it only takes one time for a customer to try a brand to leave their old love. Other times it may take several detours from a customer's original preferred brand or a lifetime of offers and advertisements before a new brand is tried.

Maintaining a brand

Line extensions can be powerful additions to a brand's dominance, if used carefully. The main thing a company must decide when making a choice between a new brand, and using an existing brand to leverage the product is this: "Does this make sense with the parent brand's name attached?" Will consumers accept this broadening of horizons or will they see it as outside the realm and completely ignore the product? Keeping the story of a brand alive in the hearts and minds of consumers is important. Riding on one's previous success does not last forever. With the thousands upon thousands of brands out there competing for the exact same spot in a customer's wallet, it's important to give the consumer a reason to keep coming back. By having them place an emotional stake in your product and integrating it into their lives, a brand becomes more than just a name, it becomes part of the consumer. Additionally, reminding consumer of a product is necessary, as other brands are vialing for their attention.

Even the most loyal consumers can be enticed away from a product with enough prodding, and as such it is imperative that a brand remind its consumers why they need it. Handle any crisis- Any crisis that occurs needs to be handled in such a manner that the brand image is reflected upon positively. Without a positive light, negative publicity can quickly kill and destroy years upon years of brand creation. Silence can be deadly and is rarely a viable option. No answer is often taken as "I have something to hide" Trimming brand extensions, is the cutting off of brands that are weak and show little chance of recovering. It can be a good thing. Rather than dumping millions of dollars of advertising revenue, simply cutting off a brand, as painful as it may be, can often save massive amounts of money. There are some occasions where a massive push can revitalize a brand, but it is generally only temporary, and then more money must be pushed at it. Products can limp on for years like this, causing massive losses.

Repackaging and remarketing the same product for two different conditions is an example of sub segmentation and a way to increase a product's value. Sub segmentation allows specific brands and marketing campaigns to be developed that appeal to a smaller more focused audience. This allows more penetration in the areas of interest. Instead of creating a catch all category, companies market a specific attribute of a product to appeal to certain sub segments. The results have been extremely profitable. Benadryl was found to cause sleepiness in those who consumed pills, and often they had a very good night's sleep. Pfizer realized this and remarketed a double dose as Unisom, a sleep aid Identical in chemical structure (Diphenhydramine) Pfizer has effectively tapped two completely separate market segments. Following the same trend is Eli Lilly and Company. Originally creating Prozac for depression they found it functioned to reduce extreme menstrual related mood swings and cramping. Remarketing it as Sarafem, Eli Lilly enjoys separate revenue streams for the same chemical pill. While testing Wellbutrin on those suffering from depression, GlaxoSmithKline noticed that those smokers on the pill could often lost most of their nicotine cravings. Realizing the potential money in a stop smoking aid, GlaxoSmithKline launched the same chemical under Zyban. Both are the chemical bupropion, and Zyban costs a premium. Ironically, some insurers only cover one version of the product, typically Wellbutrin. People are forced to take the Smokers not covered must often take wellbutrin instead of Zyban, yet consistently do not quit as effectively as they do on Zyban. A testament to the placebo effect and what branding can do to the minds of consumers who do not feel they are getting the "real" treatment.

Undermining brands

Poor line extensions can decimate the brand. An example is when a line extension is introduced (Coors Light) to compete with established extensions (Miller, Bud Light.) The typical customer of that extension (Coors Light) is a typical customer of the parent brands (Coors). As such, it cannibalizes its own people. The result is now two brands that share nearly the same consumer base as before, causing extra overhead and lower profits. Changing the quality with a brand's name on it can quickly undermine how it does. RCA and Oldsmobile were at one point nearly the best brands in their given segments in America. Overtime, corners were cut to keep costs down and as such quality diminished. Oldsmobile vanished and RCA is now one of the least respected makers of televisions. RCA has to sell products near cost where as other manufactures such as Sony can demand a considerable markup and profit for a very similar item. K-mart adapted too slowly as some of its main competitors reinvented and created distinct identities for themselves. Wal-Mart undercut them in prices and target went to higher end good. This left k-mart with low quality goods at higher prices. Sears is an example of a company that lost focus. Sears attempts to dabble in everything, from clothing to automotive, to high / low end electronics, to tools. Sears does not have a true identity anymore – due to its attempt to become everything, consumers no

longer see it as the first choice in any category. For car care people will go to an automotive place like Pepboys, for electronics to Best Buy, for clothes to any local mall. Being the first in a consumers mind allows higher prices to be charged and generally generates more traffic. Sears growth has slowed to a near halt over the last decade while the market segments they have ventured into have seen phenomenal growth.

Source: http://www.slideshare.net/rohithasankar/branding-17281069

QUESTIONS

1. What is a brand?
_____

2. What is branding?
_____

3. Name all forms of branding and explain them in detail.
_____

4. How are brands established?
_____

5. Explain the naming process using brands.
_____

6. Why are packaging and advertising important in the context of brands?
_____

7. Explain the naming process using brands.
_____

8. How are brands maintained?
_____

9. What can lead to undermining brands, explain that in your own words and provide some examples?
_____

7.3 SPEAKING

1. One group will search for the well-known brands and prepare a short presentation on some of them, then explain in your class all different aspects of brands from the points of view described in the aforementioned article. The other group will try to come up with their own brand. The members of the team will discuss all necessary steps involved in this process, which they will explain and discuss in the Corporate Communication class.

7.4 TEST

1. A brand is a … characteristic that sets a product or service apart from all other service or products in that category.

- unique
- common
- corporate

2. Branding is the creation of an emotional and lasting impact with a customer.

- sensitive and evanescent
- emotional and lasting
- superficial and long-term

3. … is a brand which places its name upon everything it creates.

- sub-brand
- primary-brand
- mega-brand

4. According to the aforementioned article there are … major ways a brand is established.

- three
- four
- five

5. An … majority of companies simply use their names as their logos.

- small
- overwhelming
- common

6. A name has to be … in some aspect else the customers will quickly forget the advertising placed into it.

- memorable
- protectable
- forgettable

7. Synthetic brand names are ….

- **are created in order to have a stand-alone right**
- that borrow from another object or existing phrase to create their names
- tell you what you are going to get before ever using a product or stepping into a business

8. … can be powerful additions to a brand's dominance, if used carefully.

- line expanded
- line expansions
- line extensions

9. … also plays a vital role in the ability for customers to recall a product at the point of purchase.
- packaging
- marketing
- branding

10. … line extensions can decimate the brand.
- poor
- strong
- powerful

7.5 KEY

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- strong
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8 THE ORGANISATION OF CORPORATE COMMUNICATION IN A COMPANY

8.1 VOCABULARY

account for	být zodpovědný
assign	přidělit, uložit
availability	dosažitelnost, dostupnost
resources	zdroje
baseline	základní čára
be aware of	uvědomovat si
bottom line	rozhodující faktor
overheads	režijní náklady
consider	považovat, chápat
consequence	následek, důsledek
consideration	uvážení, zvážení
demand	požadavek
distinguish	lišit se
driving force	hnací síla
effectiveness	účinnost
equal	rovný, stejný
evaluate	vyhodnotit
familiarize oneself	seznámit se
input	vstup
lack	postrádat, chybět
linkage	spojení, vazba
mainstream	hlavní proud
measure	měřit
output	výstup
perform	vykonávat
presupposition	předpoklad
primarily	hlavně
privileged	důvěrný, služební
proper	vhodný, náležitý
purpose	účel
reserved	obsazen
responsibility	zodpovědnost
retain	ponechat, udržet, uchovat
solely	výhradně, pouze
specialism	specializace
starting point	výchozí bod
steer	řídit
subsequent	následný
synergy	spolupráce, synergie
target	cílit
task	úkol
throughput	výkon
undeniably	nepopiratelně
uniformity	jednotnost
within	v rámci
workload	pracovní zátěž

Text
INTRODUCTION

As in any other field corporate communication itself targets synergy, which can be evidenced by C.B.M. van Riel "… description of corporate communication emphasizes the need for harmonization of all forms of internal and external communication"[117].

Modern companies are searching for the proper forms of how to coordinate and integrate communication in their business. In practice they relate to efficient and effective decision-making procedures and related organizational structures. They should make successful linkages between the organization's strategy and the structure and implementation of the overall communication strategy.

As C.B.M. van Riel says "…until now, 'organization of communication' as a subject has received little attention in the literature. The few publications dedicated to the topic deal mainly with the organization of communication campaigns. Examples are the many planning models, operational plans, checklists and so forth … academic knowledge in this area is relatively limited, with some exceptions Grunig, 1989, Adema, van Riel and Wierenga, 1993, and van Riel, 1994"[118].

Some of the outcomes of these studies and debates in professional literature suggest there is a deeper understanding of the particular problems presented by the organization of communication, which relate to strategic management.

Now let us pay more attention to the organization of communication. According to C.B.M. van Riel "…it consists of four interrelated themes. The first is the location of the communication function within organizations, i.e. what are the tasks that properly belong to communication and what organizational structures or departments should be created to implement them? The second is the organization of the communication process, i.e. the planning of all forms of internal and external communication used by the organization. The third is the coordination of both the function and the process of all communication activities in a company. The fourth is the establishment of critical success factors for effective and efficient organization of both the communication function and the communication process"[119].

Organization of the communication function

In modern companies all staff members are involved in communication. Many modern businesses engage communication experts who specialize in a particular communication task. Based on the initial classification of corporate communication we can also approach the organization of communication from that point of view of management communication, organizational communication and marketing communication. According to C.B.M. van Riel "…however, in most organizations, a dominant position is still reserved – and rightly so – for public relations"[120]. According to him the communication function is performed then by a centrally operating PR department.

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[117] Van Riel, C.B.M. (1990). "Corporate Communication: een plaatsbepalig", in C.B.M. van Riel and W.H.Nijhof (eds), *Handboek Corporate Communication,* Van Loghum Slaterus: Deventer.
[118] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, p.142.
[119] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, p.143.
[120] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, p.143.

PR communication

C.B.M. van Riel states that "…*public relations* might be built into the organizational scheme in different ways. The positioning of this department within the organization depends, of course, on the weight of the tasks assigned to it"[121]. De Roode refers to five main tasks:

1. "Determining the position of the organization in society.

2. Formulating and establishing PR policy.

3. Selecting and developing PR strategy.

4. Constructing and implementing an internal and external PR program (external presentation of the organization, establishing and monitoring media channels, personal representation, sponsorship, etc.)

5. Evaluation of PR activities (monitoring etc.)" [122].

As C.B.M. van Riel claims "…in practice, public relations encompasses a great variety of tasks, and therefore of organizational forms. However, it seems to be generally accepted that public relation is a staff function. In the management literature, a staff function is a function where the manager has no direct executive power over the primary process or responsibility for it, but fulfils an advisory role, based on specific expertise, to all departments within the organization. Rigidly speaking the distinction between line and staff managers is 'giving orders versus giving advice'. More positively expressed, this means that the job of a PR staff officer is to advise staff managers and to support and assist line managers. This implies a loyal, service-oriented attitude on the part of PR managers, but it also means that the PR manager should have a privileged position with respect to the flow of information: they must have access to all communication channels which connect the organization as a system with external and internal subsystems. In organizations in which public relations is seen as communication output only, the function becomes routine and highly structured. Practitioners work primarily as communications technicians in these settings, dealing with 'programmed decisions', such as issuing weekly news briefings and publishing the monthly employee newsletter. When public relations operates in the realm of programmed decisions, it is seen as part of organizational routine and overheads. On the other hand, when it participates in 'non-programmed' decisions, it will be an important player in achieving organizational goals and contributing to the bottom line"[123].

Marketing communication

As stated by C.B.M. van Riel "… marketing communication is an integral part of the functional management area of marketing. Unlike public relations, it is usually a typical line function. The main difference here from a staff function is that line managers are considered completely responsible for their role in carrying out the primary process. As with public relations, the ideal position in the organizational scheme depends on the nature and scale of the tasks that the department is expected to perform. In addition to formulating and fixing the policy for marketing communication, and developing and implementing the marketing communication strategy, the department must evaluate the effects of marketing

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[121] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, p.144.
[122] Roode, H. de, (1986). *Public Relations, Interne en externe communicatie voor organisatie en beleid,* Kluwer: Deventer.
[123] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, pp.144-145.

communication"[124]. According to Kotler "…the communications manager deals with mass media communication and promotion, and specializes in the development of messages, media and publicity"[125].

According to Verhage and Cunningham[126] there are only four types of marketing organizations. Within these four types, marketing communication appears either as a separate specialization or as an integrated part of the total set of tasks of the marketing manager. The four organizational forms of the marketing function may be described as follows:

1.   *The functional organization* This is the simplest structure, often used by young companies. Within the department there are functional specialists who are responsible for product planning, advertising, sales, etc. Since nobody has exclusive responsibility for a product or market, this structure does not promote coordination.

2.   *The market-oriented organization* The company groups its marketing department around the markets in which it is active, or around industrial purchasers who account for a large proportion of sales. The marketing manager, who must serve the specific needs of purchasers, is supported by specialists in sub-disciplines.

3.   *The product-oriented organization* In this structure, one employee is responsible for all activities connected with the marketing strategy for a particular product. While this product manager carries the responsibility for the success of the product, they lack the line authority needed to make the decisions basic to this success.

4.   *The matrix organization* This is in fact a combination of the three organizational forms just described. In this case, the company first divides its marketing department according to the specific markets that it wishes to serve. Each market has its own manager, whose task is to plan and coordinate marketing activities for their own market segment. Using this division as a basis, the company then proceeds to apply the traditional system of product management. As a result, the functional specialist reports not only to the manager responsible for that market, but also to a brand manager or marketing manager. The advantage of a matrix organization is that equal attention can be paid to products and to market segments. The disadvantage is the high cost of the structure; this is a result of the large number of specialists needed. It means also that there are many links in the decision-making chain.

Communication in other functional management areas

Undeniably, in modern companies communication is no longer limited to PR and/or marketing communication. According to C.B.M. van Riel there are some "…other functional management areas are becoming increasingly aware of the importance of communication. In human resource management, communication is used as one of the management tools for recruiting and retaining valuable personnel. In addition to labour market communication, the HRM manager is also concerned with internal motivation programs, aimed at raising the quality of the primary work process. Financial management deals with communication directed towards obtaining, retaining and sometimes disposing of funds which are vital to the survival of the company. In addition to external investor relations, the financial manager also uses communication for internal objectives, such as encouraging (prompt) input of correct

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[124] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, p.145.

[125] Kotler, P., (1988). *Marketing Management, Analysis, planning, implementation and control,* prentice Hall: Eaglewood Cliffs.

[126] Verhage, B. and W.H. Cunningham, (1989). *Grondslagen van de Merketing,* Stenfert Kroese: Leiden.

data for internal control purposes, or promoting financial self-control. The production management field uses communication for improving contacts with suppliers, and for 'bench working' with co-producers. Within their own organization, production managers are also involved in quality programs and, more recently, environmental communication"[127].

There is another observation made by C.B.M. van Riel "…the broad acceptance of the value of communication as an instrument within all functional management areas implies that the financial manager, the HRM manager and others must accept full responsibility for the communication function. It does not, however, imply complete decentralization of the communication function to the various parts of the company. There is almost always a PR department at organizational level, which can support other communication units operating within line functions. In addition, such a view of the role of communication has three implications. First, it implies a conscious inclusion of the professional use of communication among the tools of line managers in the functional management areas. The line manager does not have to be a communication specialist, but he does advise those affected by its use, whether inside or outside the company. Second, a corporate or overall communication policy needs to be carried out at a central level, i.e. at the level of company management, so that the communication activities of the different parts of the company can be coordinated. The third factor is related: it concerns awareness of the consequences of one's 'individual' communication input for the 'overall' communication policy"[128].

Organizing the communication process

In order to provide for the best possible and efficient communication process we can apply the ITO model provided by C.B.M. van Riel. According to him "…the organization of the communication process can be described as the planning of all forms of internal and external communication used by the organization. In systems terminology, the communication process can be divided into three sequential phases: the input phase, the throughput phase, and the output phase. The input phase is concerned with the preparation of communication activities (analysis and strategy); the throughput phase is concerned with the execution of the plans adopted (decision-making and implementation); the output phase deals with the final expressions of all the forms of communication, and their effects on the target group. … For practical purposes, the distinction drawn here is only between organizational and marketing communication. Each phase in the ITO model is characterized by controllable and uncontrollable factors. This balance varies considerably between phases. In general, the activities in the phase of analysis and strategy formation tend to be controllable, but the level of control decreases in the subsequent phases. This results from internal contradictions within the company and intervening external factors" [129].

As demonstrated by C.B.M. van Riel "…the communication process could become much more controllable if there were an unambiguous demand for an 'ideal' approach for each phase of the ITO model. Many such 'nominative protocols', indicating the best way of working to achieve an optimal result, are available for the input phase of the ITO model, for example the many variants of multiphase plans for formulating company communication strategy. Protocols for the output phase are mainly implicit. Traditionally, three approaches are distinguished in measuring the effects of communication. In most cases, effective communication is identified with success in changing the knowledge, attitudes and behavioral

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[127] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, p.146.

[128] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, p.146.

[129] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, p.147.

intentions of the target group. In other cases, communication is only considered effective if it is demonstrably related to an increase in sales. Finally, success (not effectiveness) is sometimes judged according to creative criteria (professional awards).

Unlike the input and output phases, the throughput phase is almost without normative protocols. This phase consists of complex activities. It is concerned with an 'ideal outcome' approach to implementing the communication strategy devised in the input phase. This includes execution of the creative strategy, the choice of message and medium, the level of integration of the means of communication being used and, last but not least, the decision-making process in which all those involved address the coordination of communication policy across all its manifestations[130]".

Now let us study in detail the following three phases as described by C.B.M. van Riel[131].

Protocol input phase: ITO model

A   *Defining the problem*
A.1   The problem is written down in a formal document.
A.2   The problem is analyzed within the context of current competitive activity.
A.3   The definition of the problem is discussed with the external agency (strategy and creative director).
A.4   All internal and external participants familiarize themselves with the definition of the problem.

B   *Designing communication strategy*
B.1   Clear definition of priorities for goals; what, who and when?
B.2   Is it clear how to achieve these goals; tone of voice, media, format, etc.?
B.3   Selection of target groups based on availability of resources?
B.4   Is the message a logical consequence of corporate strategy?
B.5   Is the message unique and does it distinguish the company from its competitors?
B.6   Will the message be applicable for long-term communication (at least five years?
B.7   Has the formulation of the message been influenced by the specific 'demands' of the audiences to be communicated with?

Protocol throughput phase: ITO model

C   *Implementation*
C.1   All internal and external communication managers support the chosen goals, target groups, message concept, etc.
C.2   Top management is involved.
C.3   Business unit management is involved.
C.4   Use common starting points as the baseline for the communication campaign.
C.5   Decide on key issues through a corporate campaign coordinating committee.
C.6   Quality of decision-making in coordinating committee.
C.7   Quality of concept development process: problem definition has been written down in a briefing document, the creative debriefing has been checked by the company's

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[130] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, pp.148-149.
[131] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, pp.148-149.

communication department before it was executed, creative director had to work within the framework of strict rules formulated by the company.

Protocol output phase: ITO model

D   *Evaluating*
D.1   Measure the effectiveness of the program's preparation.
D.2   Measure the effectiveness of the program's implementation by evaluating changes in knowledge, attitude and behaviour among selected target groups.

Working with external agents

C.B.M. van Riel points out the importance of both internal and external subjects participating in the organization of communication which is evidenced by him "…the leading role in the organization of the communication process is played by people inside the company who are involved in communication and corporate policy. However, no company exclusively handles all its communications internally. At the very least, companies use 'suppliers' for the production of promotional materials. Usually, however, the involvement of suppliers goes well beyond this. For example, external consultants may be used to give advice on communication strategy. Mergers or acquisition, corporate restructuring, down-sizing and re-engineering have reshaped the communication function dramatically during the last decade in both commercial and not-for-profit organizations. Many organizations shifted part of the workload to outside agencies. As a consequence, internal communication departments decreased in size and – although to a comparatively lesser extent – in budget. Communication departments have begun increasingly to specialize in offering strategic advice on communication issues and 'buying' in from outside suppliers' elements such as creative concepts and promotional materials (advertisements, brochures, internal magazines, etc.). The shift from 'making' to 'buying' has resulted in a tremendous increase in the turnover of the PR and advertising agencies"[132].

Cooperation with external agencies

At the present time different communication related activities are gradually outsourced or handed over to external experts. When considering the financial aspects, it is neither possible nor desirable to hire all necessary communication expertise within one's own company. These words are substantiated by C.B.M. van Riel who suggests that "…most companies and government organizations do not carry out their own research, development of creative concepts, production of promotional materials, or media planning. This implies, however, that communication managers can concentrate on their 'core business', which is drawing up the general communication strategy, and proceeding to implement and evaluate it. … The communication function in both PR and marketing communication is being progressively further divided into subspecialisms. The consequence of this is the appearance of progressively more specialized consulting agencies which have contact with the various subspecialisms. In other words, supplying services to communication departments is no longer only the province of advertising and/or PR agencies, but extends across a whole range of external advisers, for example agencies that specialize in labour market communication, environmental communication, investor relations, or producing audio-visual materials"[133].

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[132] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, pp.156-157.
[133] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, p. 157.

Coordination of all forms of communication

On the word of C.B.M. van Riel "…the variety of specialisms in communication and the diversity of hierarchical and geographical responsibilities in communication in general require organizations to develop a clear policy with respect to the degree of freedom that communication managers are allowed to exercise. Organization can use several methods to simulate 'cooperation' between all relevant communication specialists: introducing a uniform house style, working with common starting points in communication, guiding decision-making by strict budgeting rules, negotiating about vital communication decisions in coordinating bodies and, last but not least, defining the baseline of corporate communication by choosing one of the three factors central to corporate identity (uniformity, variety or endorsement) as the 'mainstream' corporate identity policy for the organization"[134].

Defining the baseline in corporate communication policy: choosing a 'mainstream' corporate identity policy

As C.B.M. van Riel demonstrates "….a company can choose among three theoretical options for corporate identity policy: the uniformity model (corresponding to corporate profile, BU, and product level), the variety model (all three factors different) and the endorsement model (compromise). The final choice in favour of a particular type of corporate identity policy can be derived from the so called SIDEC model. SIDEC stands for Strategy, Internal organization, internal Driving forces, Environment and Communication policy. The presupposition of the SIDEC model is that the final choice of a particular type of *communication policy* is determined by consideration of the interrelationships among: the nature of the *corporate strategy,* the homogeneity or heterogeneity of the *driving forces* at a group and BU level, the way in which the *internal organization* operates (in particular as regards 'planning and control' from the head office with respect to the BUs) and the nature of the *environments* in which the organization operates. To arrive at a final choice of mainstream in corporate identity policy, the management of a company has to formalize three key issues in corporate communication policy:

1. Definition of common starting points.
2. Establishment of quality standards for a 'common operating system'.
3. Coordination of decision-making in communication (e.g. working with coordinating bodies)"[135].

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[134] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, p.161.
[135] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, p.161.

Coordination of decision-making in communication

Different methods of coordination are being tried in practice. A study by van Riel and Nedela[136] showed "…that large American and European financial institutions were using several different forms of coordination to try to orchestrate their total communication output.
In practice several types of coordinating bodies appear to exist:

1. Coordination by one person, solely in charge of all communication departments. This type of coordination will occur especially in small organizations with a limited number of communication departments.
2. Coordination by a steering committee in which representation of all communication departments participate, sometimes extended with representatives of managers with a commercial line function. Coordination is based on the guidelines of a common communication policy.
3. Coordination by *ad hoc* meetings. Meetings are only organized situations where problem arise that need to be solved collectively.
4. Coordination by grouping several communications managers together in one location, so they will be 'forced' to interact frequently, both privately and professionally.
5. Combination of 1, 2, 3 and 4."[137]

In the final unit we will test and repeat all knowledge we have gained so far.

QUESTIONS

1. What does *synergy* mean in the context of corporate communication?
_____

2. Name and explain the four areas necessary for organizing corporate communication according to C.B.M. van Riel.

_____

3. PR communication is referred to as a staff function and marketing communication is then a line function - explain the difference with your own words.

_____

4. Explain the four types of marketing organization by Vergahe and Cunningham.
_____

5. Explain communication in some other functional management areas. Provide some examples.

_____

6. Explain the ITO model used for organizing the communication process.
_____

7. Explain the cooperation with external agents in the context of organizing corporate communication, what is important to do?

_____

[136] Riel, C.B.M. van and J. Nedela, (1989). *Profiles in Corporate Communication in Financial Institutions,* Eburon: Delft.
[137] Van Riel, C.B.M. (1995). *Principles of Corporate Communication*. London: Prentice Hall, p.163.

8. What methods can a company use to simulate "cooperation" between all relevant communication specialists when it comes to the coordination of all forms of communication?
_____

9. What does the SIDEC model stand for? Explain it in your own words.
_____

10. Based on the study by Nadela and C.B.M. van Riel name the five different forms of coordination of total communication output.
_____

8.2 SPEAKING

1. Imagine you are responsible with your team for the organization of corporate communication in a selected company on your own. Discuss in your team which organization related methods you would apply and demonstrate them to your class. Then analyze them in detail and explain some of them in more detail.

8.3 TEST

1. Synergy is …

- the interaction of two or more agents or forces so that their combined effect is smaller than the sum of their individual effects
- the interaction of two or more agents or forces so that their combined effect is greater than the sum of their individual effects
- the interaction of two or more agents or forces so that their combined effect is as great as the sum of their individual effects

2. In modern companies … staff members are involved in communication.

- all
- no
- only some

3. Public relation is a … function.

- staff
- line
- staff and line

4. Marketing communication is … function.

- staff and line
- line
- staff

5. The functional organisation refers to ….

- the company groups its marketing department around the markets in which it is active, or around industrial purchasers who account for a large proportion of sales.
- the simplest structure, often used by young companies, within the department there are functional specialists who are responsible for product planning, advertising, sales, etc.
- one employee who is responsible for all activities connected with the marketing strategy for a particular product.

6. ... deals with communication directed towards obtaining, retaining and sometimes disposing of funds which are vital to the survival of the company.

- Production management
- Human resource management
- Financial management

7. SIDEC stands for ….

- Strategy, Internal management, internal Driving forces, Environment and Communication practice
- Strategy, Internal organization, internal Driving forces, Environment and Communication policy
- System, Internal organization, internal Driving forces, Environment and Communication policy

8. At the present time different communication related activities are gradually … external experts.

- sourced and handed down
- insourced and handed in
- outsourced or handed over to

9. The ITO model stands for ….

- input, throughput and output
- intake, throughput and output
- input, throughput and out-take

10. The correct order in the ITO model is ….

- defining the problem, designing communication strategy, implementation, and evaluating
- designing communication strategy, implementation, defining the problem and evaluating
- implementation, defining the problem, evaluating and designing communication strategy

8.4 KEY

1. Synergy is …

- the interaction of two or more agents or forces so that their combined effect is smaller than the sum of their individual effects
- **the interaction of two or more agents or forces so that their combined effect is greater than the sum of their individual effects**
- the interaction of two or more agents or forces so that their combined effect is as great as the sum of their individual effects

2. In modern companies … staff members are involved in communication.

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- no
- only some

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- **staff**
- line
- staff and line

4. Marketing communication is … function.

- staff and line
- **line**
- staff

5. . . . The functional organization refers to ….

- the company groups its marketing department around the markets in which it is active, or around industrial purchasers who account for a large proportion of sales.
- **the simplest structure, often used by young companies, within the department there are functional specialists who are responsible for product planning, advertising, sales, etc.**
- one employee who is responsible for all activities connected with the marketing strategy for a particular product.

6. ... deals with communication directed towards obtaining, retaining and sometimes disposing of funds which are vital to the survival of the company.

- Production management
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- **Financial management**

7. SIDEC stands for ….

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- input, throughput and out-take

10. The correct order in the ITO model is ….

- **defining the problem, designing communication strategy, implementation, and evaluating**
- designing communication strategy, implementation, defining the problem and evaluating
- implementation, defining the problem, evaluating and designing communication strategy

9 MIXED CORPORATE COMMUNICATION TEST

9.1 MIXED CORPORATE COMMUNICATION TEST

1. Some of the first references made to corporate communication can be found ... years ago, as we can discern communication disciplines and techniques applied by companies with the aim of promoting, publicizing, and informing individuals or groups within society about some of the current affairs.
- 250
- 150
- 50

2. Based on the results of the aforementioned survey corporate identity is defined as corporate communication or design in ….
- Germany
- France
- the United Kingdom

3. The trend towards 'integrating' marketing and public relations was noted by many in the field, including …, one of the most influential marketing figures of modern times.
- Janis Forman
- Paul A. Argenti
- Philip Kotler

4. A name has to be … in some aspect else the customers will quickly forget the advertising placed into it.
- memorable
- protectable
- forgettable

5. Newsletters, promotion packages, consultation forums, advertising campaigns, corporate design and code of conduct, free publicity are referred to as . . .
- issue
- communication
- integration

6. … industrial corporations hired publicists, press agents, promoters and propagandists for their communication campaigns.
- until the 1900s
- until the 1920s
- until the 1930s

7. … broadened the term corporate identity and added the planned and operational self-presentation of a company, both internal and external, based on an agreed company philosophy.
- Bluaw
- Bikigt and Stadler
- Olins

8. … is a brand which places its name upon everything it creates.
- sub-brand
- primary-brand
- mega-brand

9. Poiesz claims that without the help of images, consumers have … in deciding which products to buy.
- difficulty
- simplicity
- ease

10. In many companies, most of the forms of organizational communication already mentioned fall within the sphere of activity of the … department.
- public relations
- marketing
- human resources

11. Investor relations, for example, may be conducted from the … department.
- marketing
- finance
- labour market

12. As Holzhauer says the brand image is formed on the basis of the only information we have about the company, namely…
- brand advertising
- brand identity
- brand relations

13. At a rough estimate, figures for both expenditure and personnel are at most about a … of those for marketing communication.
- sixth
- third
- fifth

14. … can be powerful additions to a brand's dominance, if used carefully.
- line expanded
- line expansions
- line extensions

15. Marketing communication consists primarily of those forms of communication that support … of particular goods or services.
- lease
- purchase
- sales

16. As a result of "muckraking action" in the pre-world war in America many corporations decided to … writers and former journalists to be spokespeople for the organization and to disseminate general information to these 'muckraking' groups and the public at large so as to gain public approval for their decisions and behaviour.
- fire
- hire
- bribe

17. Pincus has defined … principles of (internal) communication for the CEO.
- two
- three
- four

18. At the present time different communication related activities are gradually … external experts.
- sourced and handed down
- insourced and handed in
- outsourced or handed over to

19. The source imagines, creates, and sends the ….
- memo
- letter
- message

20. The message is the . . . or meaning produced by the source for the receiver or audience.
- heart
- stimulus
- soul

21. The channel is the way in which a message or messages … between source and receiver.
- are lost
- are disconnected
- travel

22. The environment is the …, physical and psychological, where you send and receive messages.
- atmosphere
- air
- appearance

23. A … process is the process with actions often happening at the same time.
- constructional
- transactional
- constructivist

24. Public relation is a … function.
- staff
- line
- staff and line

25. When it comes to communicating in business, we are often … interested in theory than in making sure our communications generate the desired results.
- less
- more
- supplementary

26. The receiver … the message from the source, analyzing and interpreting the message in ways both intended and unintended by the source.
- receives
- dispatches
- mails

27. The ultimate goal of corporate communication is the creation of a … basis for relationships with the groups upon which the company depends.
- neutral
- positive
- impartial

28. Corporate communication … an *integrated approach* to managing communication.
- demands
- relinquishes
- abandons

29. A defined group for whom a product is or may be in demand (and for whom an organization creates and maintains products and services).

- market
- public
- integration

30. The ways or means in which the corporate objectives are to be achieved and put into effect are called:

- objectives
- strategies
- intentions

31. The profile and values communicated by an organization are referred to as ….

- corporate identity
- corporate image
- corporate culture

32. The immediate set of associations of an individual in response to one or more signals or messages from or about a particular organization at a single point in time.

- corporate identity
- corporate image
- corporate culture

33. Muckrakers were … journalists.

- inventive
- innovative
- investigative

34. Corporate advertising is ….

- aimed at increasing awareness, favour or sales of a company's products and services
- advertising by a firm where the company, rather than its products or services, is emphasized
- public relations activities towards 'corporate' stakeholders, which excludes customers and prospects in a market

35. … ensure that tasks and activities, while spread out over departments, are combined into the basic functions.

- vertical structures
- horizontal structures
- perpendicular structures

36. Public relations practice as we know it began in the USA and the UK in the … century.

- mid-nineteenth
- mid-eighteenth
- twentieth

37. Management is only possible with the … of the managed. In other words, we cannot really manage anyone who does not want to be managed.

- consent
- discontentment
- disagreement

38. **The element in the promotional mix to which by far the … share of money is devoted is personal selling, or the directly related activity of sales management.**
- greatest
- least
- slightest

39. **Organizational communication is used here as a general term to cover ….**
- foreign affairs, public affairs, investor relations, labour market communication, corporate advertising, environmental communication and internal communication.
- public relations, public affairs, investor relations, labour market communication, corporate advertising, environmental communication and internal communication.
- public relations, public affairs, management relations, labour market communication, corporate advertising, environmental communication and internal communication.

40. **Unlike today, in the past corporate identity was linked with ….**
- brands, house style, philosophy
- logos, company house style, and other forms of symbolism used by an organization
- symbols, communication, behaviour

41. **… constitute corporate identity mix.**
- different forms of symbolism, marketing, and behaviour
- symbolism, brands and organization
- symbols, communication and behaviour

42. **In corporate communication the desired future state: the aspiration of the organization is referred to as….**
- mission
- vision
- strategy

43. **According to professional literature on corporate communication… writers have had the courage to try to define corporate communication.**
- none of
- some
- few

44. **According to Keller corporate identity ….**
- inspires confidence among the company's internal target groups
- inspires confidence among the company's external target groups
- inspires confidence among the company's internal and external target groups

45. **According to Keller corporate identity ….**
- acknowledges the vital role of managers
- acknowledges the vital role of customers
- acknowledges the vital role of employees

46. **According to Keller corporate identity ….**
- acknowledges the vital role of financial target groups
- acknowledges the vital role of public target groups
- acknowledges the vital role of internal public groups

47. **. . . gives an implicit indication of what the organization stands for, or at least what it wishes to stand for.**
- communication
- symbolism
- personality

48. According to Boulding image is … knowledge.
- subjective
- objective
- neutral

49. A self-presentation of a company is ….
- corporate image
- corporate identity
- corporate brand

50. Knecht distinguishes … image levels.
- five
- six
- seven

51. The image is extremely important both to the … of the image (the image object), and to the … (the subject).
- source – receiver
- source - sender
- source - down

52. According to Knecht image levels involve …
- product class image, brand image, company image, sector image, shop image, country image and user image
- products, brands, images
- product brands, company brands, sector brands, country brands, user brands

53. … is 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.
- product
- corporate image
- brand

54. The process involved in creating a unique name and image for a product in the consumers' mind, mainly through advertising campaigns with a consistent theme is called ….
- branding
- imaging
- creating identity

55. According to Blauw a … corporate image is an incentive for the sale of products and services.
- weak
- sound
- feeble

56. A brand is a … characteristic that sets a product or service apart from all other service or products in that category.
- unique
- common
- corporate

57. In modern companies … staff members are involved in communication.
- all
- no
- only some

58. According to the aforementioned article there are … major ways a brand is established.
 • three
 • four
 • five

59. An … majority of companies simply use their names as their logos.
 • small
 • overwhelming
 • common

60. … also plays a vital role in the ability for customers to recall a product at the point of purchase.
 • packaging
 • marketing
 • branding

61. … line extensions can decimate the brand.
 • poor
 • strong
 • powerful

62. Synergy is …
 • the interaction of two or more agents or forces so that their combined effect is smaller than the sum of their individual effects
 • the interaction of two or more agents or forces so that their combined effect is greater than the sum of their individual effects
 • the interaction of two or more agents or forces so that their combined effect is as great as the sum of their individual effects

63. Marketing communication is … function.
 • staff and line
 • line
 • staff

64. The functional organization refers to ….
 • the company groups its marketing department around the markets in which it is active, or around industrial purchasers who account for a large proportion of sales.
 • the simplest structure, often used by young companies, within the department there are functional specialists who are responsible for product planning, advertising, sales, etc.
 • one employee who is responsible for all activities connected with the marketing strategy for a particular product.

65. ... deals with communication directed towards obtaining, retaining and sometimes disposing of funds which are vital to the survival of the company.
 • Production management
 • Human resource management
 • Financial management

66. SIDEC stands for ….
 • Strategy, Internal management, internal Driving forces, Environment and Communication practice
 • Strategy, Internal organization, internal Driving forces, Environment and Communication policy
 • System, Internal organization, internal Driving forces, Environment and Communication policy

67. The ITO model stands for ….
- input, throughput and output
- intake, throughput and output
- input, throughput and out-take

68. The correct order in the ITO model is ….
- defining the problem, designing communication strategy, implementation, and evaluating
- designing communication strategy, implementation, defining the problem and evaluating
- implementation, defining the problem, evaluating and designing communication strategy

69. In corporate communication stakeholders are ….
- People who mobilize themselves against the organization on the basis of some common issue or concern to them.
- Employees, consumers, investors and shareholders, community, aviation business and suppliers, government, trade unions, NGOs, and society at large.
- The immediate set of associations of an individual in response to one or more signals or messages from or about a particular organization at a single point in time.

70. The large industrial corporations that emerged during the Industrial Revolution in the nineteenth century in the UK, in the USA and later on in the rest of the Western world … , in contrast to what had gone before, professional communication officers and a more *organized* form of handling publicity and promotions.
- did not require
- were not interested
- required

71. …, also called noise, can come from any source.
- background
- context
- interference

72. When you … the source, intentionally or unintentionally, you are giving feedback.
- ignore
- respond to
- return to

73. Based on the results of the aforementioned survey corporate identity is defined as the total internal and external image in … .
- Austria and Germany
- the United Kingdom
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- are created in order to have a stand-alone right
- that borrow from another object or existing phrase to create their names
- tell you what you are going to get before ever using a product or stepping into a business

75. Communication is a … process.
- static
- dynamic
- constant

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• sensitive and evanescent
• emotional and lasting
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77. Sponsorship is ….
• an activity in which employees give material (usually financial) support to their superiors.
• an activity in which the sponsor is given material (usually financial) support by the institution.
• an activity in which an institution (the sponsor) gives material (usually financial) support

78. The … refers to the way in which tasks and activities are divided and arranged into departments (defined as the departmental arrangement) and located in the hierarchy of authority within an organization.
• vertical structure
• horizontal structure
• diagonal structure

79. Management includes functions like ….
• designing, organizing, commanding and caring
• planning, organizing, commanding, coordinating and controlling
• planning, organizing, observing, cooperating and controlling

80. Cornelissen identifies in his book *Corporate Communication: A Guide to Theory and Practice* **…. concepts of corporate communication.**
• eight
• ten
• twelve

9.2 KEY

1. **Some of the first references made to corporate communication can be found ... years ago, as we can discern communication disciplines and techniques applied by companies with the aim of promoting, publicizing, and informing individuals or groups within society about some of the current affairs.**
    - 250
    - **150**
    - 50

2. **Based on the results of the aforementioned survey corporate identity is defined as corporate communication or design in ….**
    - Germany
    - France
    - **the United Kingdom**

3. **The trend towards 'integrating' marketing and public relations was noted by many in the field, including …, one of the most influential marketing figures of modern times.**
    - Janis Forman
    - Paul A. Argenti
    - **Philip Kotler**

4. **A name has to be … in some aspect else the customers will quickly forget the advertising placed into it.**
    - **memorable**
    - protectable
    - forgettable

5. **Newsletters, promotion packages, consultation forums, advertising campaigns, corporate design and code of conduct, free publicity are referred to as . . .**
    - issue
    - **communication**
    - integration

6. **… industrial corporations hired publicists, press agents, promoters and propagandists for their communication campaigns.**
    - **until the 1900s**
    - until the 1920s
    - until the 1930s

7. **… broadened the term corporate identity and added the planned and operational self-presentation of a company, both internal and external, based on an agreed company philosophy.**
    - Bluaw
    - **Bikigt and Stadler**
    - Olins

8. **… is a brand which places its name upon everything it creates.**
    - sub-brand
    - primary-brand
    - **mega-brand**

9. **Poiesz claims that without the help of images, consumers have … in deciding which products to buy.**
    - **difficulty**
    - simplicity
    - ease

10. **In many companies, most of the forms of organizational communication already mentioned fall within the sphere of activity of the … department.**
    • **public relations**
    • marketing
    • human resources
11. **Investor relations, for example, may be conducted from the … department.**
    • marketing
    • **finance**
    • labour market
12. **As Holzhauer says the brand image is formed on the basis of the only information we have about the company, namely…**
    • **brand advertising**
    • brand identity
    • brand relations
13. **At a rough estimate, figures for both expenditure and personnel are at most about a … of those for marketing communication.**
    • sixth
    • third
    • **fifth**
14. **… can be powerful additions to a brand's dominance, if used carefully.**
    • line expanded
    • line expansions
    • **line extensions**
15. **Marketing communication consists primarily of those forms of communication that support … of particular goods or services.**
    • lease
    • purchase
    • **sales**
16. **As a result of "muckraking action" in the pre-world war in America many corporations decided to … writers and former journalists to be spokespeople for the organization and to disseminate general information to these 'muckraking' groups and the public at large so as to gain public approval for their decisions and behaviour.**
    • fire
    • **hire**
    • bribe
17. **Pincus has defined … principles of (internal) communication for the CEO.**
    • two
    • three
    • **four**
18. **At the present time different communication related activities are gradually … external experts.**
    • sourced and handed down
    • insourced and handed in
    • **outsourced or handed over to**
19. **The source imagines, creates, and sends the ….**
    • memo
    • letter
    • **message**

20. **The message is the . . . or meaning produced by the source for the receiver or audience.**
    - heart
    - **stimulus**
    - soul
21. **The channel is the way in which a message or messages … between source and receiver.**
    - are lost
    - are disconnected
    - **travel**
22. **The environment is the …, physical and psychological, where you send and receive messages.**
    - **atmosphere**
    - air
    - appearance
23. **A … process is the process with actions often happening at the same time.**
    - constructional
    - **transactional**
    - constructivist
24. **Public relation is a … function.**
    - **staff**
    - line
    - staff and line
25. **When it comes to communicating in business, we are often … interested in theory than in making sure our communications generate the desired results.**
    - **less**
    - more
    - supplementary
26. **The receiver … the message from the source, analyzing and interpreting the message in ways both intended and unintended by the source.**
    - **receives**
    - dispatches
    - mails
27. **The ultimate goal of corporate communication is the creation of a … basis for relationships with the groups upon which the company depends.**
    - neutral
    - **positive**
    - impartial
28. **Corporate communication … an *integrated approach* to managing communication.**
    - **demands**
    - relinquishes
    - abandons
29. **A defined group for whom a product is or may be in demand (and for whom an organization creates and maintains products and services).**
    - **market**
    - public
    - integration

30. **The ways or means in which the corporate objectives are to be achieved and put into effect are called:**

- objectives
- **strategies**
- intentions

31. **The profile and values communicated by an organization are referred to as ….**

- **corporate identity**
- corporate image
- corporate culture

32. **The immediate set of associations of an individual in response to one or more signals or messages from or about a particular organization at a single point in time.**

- corporate identity
- **corporate image**
- corporate culture

33. **Muckrakers were … journalists.**
- inventive
- innovative
- **investigative**

34. **Corporate advertising is ….**
- aimed at increasing awareness, favour or sales of a company's products and services
- **advertising by a firm where the company, rather than its products or services, is emphasized**
- public relations activities towards 'corporate' stakeholders, which excludes customers and prospects in a market

35. **… ensure that tasks and activities, while spread out over departments, are combined into the basic functions.**
- vertical structures
- **horizontal structures**
- perpendicular structures

36. **Public relations practice as we know it began in the USA and the UK in the … century.**
- **mid-nineteenth**
- mid-eighteenth
- twentieth

37. **Management is only possible with the … of the managed. In other words, we cannot really manage anyone who does not want to be managed.**
- **consent**
- discontentment
- disagreement

38. **The element in the promotional mix to which by far the … share of money is devoted is personal selling, or the directly related activity of sales management.**
- **greatest**
- least
- slightest

39. Organizational communication is used here as a general term to cover ….
- foreign affairs, public affairs, investor relations, labour market communication, corporate advertising, environmental communication and internal communication.
- **public relations, public affairs, investor relations, labour market communication, corporate advertising, environmental communication and internal communication.**
- public relations, public affairs, management relations, labour market communication, corporate advertising, environmental communication and internal communication.

40. Unlike today, in the past corporate identity was linked with ….
- brands, house style, philosophy
- **logos, company house style, and other forms of symbolism used by an organization**
- symbols, communication, behaviour

41. … constitute corporate identity mix.
- different forms of symbolism, marketing, and behaviour
- symbolism, brands and organization
- **symbols, communication and behaviour**

42. In corporate communication the desired future state: the aspiration of the organization is referred to as….
- mission
- **vision**
- strategy

43. According to professional literature on corporate communication… writers have had the courage to try to define corporate communication.
- none of
- some
- **few**

44. According to Keller corporate identity ….
- inspires confidence among the company's internal target groups
- **inspires confidence among the company's external target groups**
- inspires confidence among the company's internal and external target groups

45. According to Keller corporate identity ….
- acknowledges the vital role of managers
- **acknowledges the vital role of customers**
- acknowledges the vital role of employees

46. According to Keller corporate identity ….
- **acknowledges the vital role of financial target groups**
- acknowledges the vital role of public target groups
- acknowledges the vital role of internal public groups

47. …gives an implicit indication of what the organization stands for, or at least what it wishes to stand for.
- communication
- **symbolism**
- personality

48. According to Boulding image is … knowledge.
- **subjective**
- objective
- neutral

49. A self-presentation of a company is ….
   • corporate image
   • **corporate identity**
   • corporate brand

50. Knecht distinguishes … image levels.
   • five
   • six
   • **seven**

51. The image is extremely important both to the … of the image (the image object), and to the … (the subject).
   • **source – receiver**
   • source - sender
   • source - down

52. According to Knecht image levels involve …
   • **product class image, brand image, company image, sector image, shop image, country image and user image**
   • products, brands, images
   • product brands, company brands, sector brands, country brands, user brands

53. … is 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.
   • product
   • corporate image
   • **brand**

54. The process involved in creating a unique name and image for a product in the consumers' mind, mainly through advertising campaigns with a consistent theme is called ….
   • **branding**
   • imaging
   • creating identity

55. According to Blauw a … corporate image is an incentive for the sale of products and services.
   • weak
   • **sound**
   • feeble

56. A brand is a … characteristic that sets a product or service apart from all other service or products in that category.
   • **unique**
   • common
   • corporate

57. In modern companies … staff members are involved in communication.
   • **all**
   • no
   • only some

58. According to the aforementioned article there are … major ways a brand is established.
   • three
   • four
   • **five**

59. An … majority of companies simply use their names as their logos.
  • small
  • **overwhelming**
  • common

60. … also plays a vital role in the ability for customers to recall a product at the point of purchase.
  • **packaging**
  • marketing
  • branding

61. … line extensions can decimate the brand.
  • **poor**
  • strong
  • powerful

62. Synergy is …
  • the interaction of two or more agents or forces so that their combined effect is smaller than the sum of their individual effects
  • **the interaction of two or more agents or forces so that their combined effect is greater than the sum of their individual effects**
  • the interaction of two or more agents or forces so that their combined effect is as great as the sum of their individual effects

63. Marketing communication is … function.
  • staff and line
  • **line**
  • staff

64. The functional organization refers to ….
  • the company groups its marketing department around the markets in which it is active, or around industrial purchasers who account for a large proportion of sales.
  • **the simplest structure, often used by young companies, within the department there are functional specialists who are responsible for product planning, advertising, sales, etc.**
  • one employee who is responsible for all activities connected with the marketing strategy for a particular product.

65. ... deals with communication directed towards obtaining, retaining and sometimes disposing of funds which are vital to the survival of the company.
  • Production management
  • Human resource management
  • **Financial management**

66. SIDEC stands for ….
  • Strategy, Internal management, internal Driving forces, Environment and Communication practice
  • **Strategy, Internal organization, internal Driving forces, Environment and Communication policy**
  • System, Internal organization, internal Driving forces, Environment and Communication policy

67. The ITO model stands for ….
  • **input, throughput and output**
  • intake, throughput and output
  • input, throughput and out-take

68. The correct order in the ITO model is ….
- **defining the problem, designing communication strategy, implementation, and evaluating**
- designing communication strategy, implementation, defining the problem and evaluating
- implementation, defining the problem, evaluating and designing communication strategy

69. In corporate communication stakeholders are ….
- People who mobilize themselves against the organization on the basis of some common issue or concern to them.
- **Employees, consumers, investors and shareholders, community, aviation business and suppliers, government, trade unions, NGOs, and society at large.**
- The immediate set of associations of an individual in response to one or more signals or messages from or about a particular organization at a single point in time.

70. The large industrial corporations that emerged during the Industrial Revolution in the nineteenth century in the UK, in the USA and later on in the rest of the Western world … , in contrast to what had gone before, professional communication officers and a more *organized* form of handling publicity and promotions.
- did not require
- were not interested
- **required**

71. …, also called noise, can come from any source.
- background
- context
- **interference**

72. When you … the source, intentionally or unintentionally, you are giving feedback.
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- ten
- **twelve**

ZÁVĚR

Touto kapitolou končí opora Corporate Communication, která vás jazykově a komunikačně připravila pro odbornou komunikaci v oblastech: Essentials of Communication, Essentials of Corporate Communication, Evolution of Corporate Communication, Corporate Identity, Corporate Image, Brands, the Organisation of Corporate Coomunication in a Company. Uvedenou slovní zásobu je možné použít v jakémkoli firemním či obchodním prostředí. Dále je možné v rámci prohlubování jazykových znalostí využít řadu lexikálních a testových cvičení, které jsou opatřeny klíčem. A v neposlední řadě jsou v textu uvedeny další aktuální odkazy, které slouží k dalšímu prohloubení znalosti v oblasti firemní komunikace. Všem studentům přeji hodně úspěchů a chuti se dále jazykově rozvíjet.

SLOVNÍK (SLOVNÍ ZÁSOBA)

accomplish	dosáhnout, splnit
account for	být zodpovědný
accuracy	přesnost
addiction	závislost
advertising	reklama
appear	objevit se
advisory	poradenský
affect	ovlivnit
achieve	dosáhnout
aim at	zaměřit se na
alliteration	aliterace
anchor	upevnit, ukotvit
anticipate	očekávat, předvídat
apparent	zřejmý, patrný
appearance	vzhled
appreciate	ocenit
approach	přístup
arrange	zařídit, sjednat, uspořádat
ascribe to	připisovat
assess	posoudit
assign	přidělit, uložit
attached to	spojen s
attempt	pokusit se
attitude	postoj
attention	pozornost
attribute	vlastnost, znak
audience	publikum, obecenstvo
availability	dosažitelnost, dostupnost
resources	zdroje
average	průměrný
awareness	povědomí
baseline	základní čára
be aware of	uvědomovat si
be constrained to	spojen
be familiar with	znát něco, být obeznámen
behaviour	chování
benefit	výhoda
board	vedení
bottom line	rozhodující faktor
overheads	režijní náklady
consider	považovat, chápat
brag about	chlubit se
brand	značka
brand	značka
broaden	rozšířit
budget	rozpočet
buffer	nárazník, tlumič nárazů
buoyant	rostoucí
cause	příčina
circumstance	okolnost
claim	tvrdit, prohlašovat
clarification	objasnění
clear	srozumitelný
clue	stopa, vodítko, nápověda
code of conduct	zásady chování
cognitive	poznávací
cohesive	soudržný

commission	zadat zakázku apod.
commitment	závazek
common ground	společný zájem
compassion	soucit
competetive	konkurenční
competitor	konkurent, konkurence
complex	složitý
comprehensive	všeobecný
concept	pojetí
concern	starost, obava, znepokojení
conduct	vést, organizovat, řídit
confidence	důvěra
conjure	vyčarovat, vykouzlit
consent	souhlas
consequence	následek, důsledek
considerable	značný
consideration	uvážení, zvážení
consistency	zásadovost, důslednost
consistent	stálý, pevný, důsledný
constitute	tvořit
constraint	omezení
consumer	spotřebitel
consumption	spotřeba
contribute to	přispět k
convey	sdělit, vyjádřit, tlumočit
convincing	přesvědčivý
cover	zahrnovat, pokrýt
credibility	spolehlivost, důvěryhodnost
credible	důvěryhodný, spolehlivý
current	aktuální
dearth	nedostatek
decode	dekódovat, rozluštit
deepen	prohloubit
delivery	dodání, dodávka
demand	požadavek
demonstrate	ukázat
denote	označit
denounce	odsoudit, kritizovat
deny	popírat
describe	popsat
description	popis
desirability	vhodnost, potřebnost
desired	požadovaný
determine	určit
devoted to	věnovaný
discipline	obor
dismiss	zavrhnout, odmítnout
disseminate	šířit
distinction	rozdíl, odlišení
carry	nést
distinctive	typický, charakteristický
distinguish	lišit se
distinguishing	charakteristický
division	rozdělení
downfall	pád, zhroucení
driving force	hnací síla
effectiveness	účinnost
empower	zmocnit
encode	zakódovat
encourage	podpořit

endorsement	propagace, podpora
endure	vydržet, vystát
enhance	zvýšit, zvednout
equal	rovný, stejný
escape	uniknout
essenatial	podstatný
estimate	odhad
evaluate	vyhodnotit
evidence	doložit, dokazovat
excel	vynikat
exclude	vyloučit
executive	výkonný
expectation	očekávání
exploit	využít
extensive	rozsáhlý
external	vnější
fabricate	vyrobit, vymyslet
familiarize oneself	seznámit se
favour	obliba
fetch	vynést
figurehead	loutka
front line	klíčová pozice
fulfill	splňovat
goal	cíl, meta
guarantee	zaručit, garantovat
guide	nasměrovat, vést, ovlivňovat
guideline	vodítko, směrnice
hamper	omezovat, rušit
handle	zvládnout, vypořádat se
harness	použít
harsh	tvrdý
highlight	zdůraznit
holistic	holistický
horizontal	vodorovný
human rights	lidská práva
chain	řetězec
charcoal	dřevěné uhlí
imbue	vštípit
impact	vliv
impression	dojem
imprint	vrýt se do paměti
improve	zdokonalit
inability	neschopnost
incentive	popud, podnět
include	zahrnovat
incongruent	neshodný
incorporate	začlenit, připojit, zahrnout
infringement	porušení, narušení
input	vstup
insufficient	nedostatečný
inteaction	výměna informací, vzájemné působení
intended	plánovaný, určený
intentionally	úmyslně, záměrně
interdisciplinary	mezioborový
interest group	zájmová skupina
interfere	rušit
interference	rušení
internal	vnitřní
intervene	zasahovat
involve	zahrnovat

involvement	zapojení, angažovanost
judge	posoudit
justify	odůvodnit
laborious	pracný, namáhavý
lack	postrádat, chybět
lasting	trvalý
launch	zavést, uvést
leverage	pákový efekt
linkage	spojení, vazba
lip service	jen slovní podpora
location	umístění
long-term	dlouhodobý
loyalty	věrnost, loajalita
mainstream	hlavní proud
maintain	zachovat, uchovat
manifestation	projev
mankind	lidstvo
meaning	význam
measure	měřit
mediate	zprostředkovat
medium	prostředek
memorable	nezapomenutelný
memory	paměť
merge	spojit
message	zpráva, sdělení, vzkaz
mission	úkol, poslání
muckrake	odhalovat špínu, skandály, korupci
narrow	zúžit
neglect	zanedbat
negotiate	vyjednávat
noise	šum, rušení
object	předmět
objective	cíl
offer	nabízet
on the verge of	na pokraji
onlooker	přihlížející, divák
output	výstup
outright	naprostý
overall	celkový, souhrnný
overlap	přesahovat, překrývat se
oversee	dohlížet, kontrolovat
paradigm	vzor, příklad
parent company	mateřská společnost
participant	účastník
particular	konkrétní
patently	očividně
peer	vrstevník
perceive	vidět, vnímat, chápat
perception	vnímání
perform	vykonávat
performance	výkon
persuade	přesvědčit
pervasive	všudypřítomný
pizzaz	elán, verva, nadšení
preconceived	předpojatý, zaujatý
alleviate	odlehčit, ulehčit
precondition	předpoklad
predict	předpovídat
press agent	tiskový mluvčí
presupposition	předpoklad

prevailing	panující, běžný, obecný
primarily	hlavně
principle	zásada
ensure	zajistit
privileged	důvěrný, služební
proceed from	vyplývat z
promote	propagovat, udělat reklamu
proper	vhodný, náležitý
propose	navrhovat, plánovat
pros and cons	klady a zápory
protect	chránit, pojistit
provide	poskytovat
public	veřejný
publicity	pozornost, publicita
purchase	koupit, pořídit
purpose	účel
rampage	bouře
realm	oblast, doména
recall	vybavit si
reference	zmínka, odkaz
reflect	odrazit
relate to	spojovat s něčím
relationship	vztah
reliable	spolehlivý
reliance	důvěra
relieve	ulehčit, zmírnit, uvolnit
remedy	opravit, napravit
reputation	pověst
require	vyžadovat
reserved	obsazen
reside	spočívat
resident	občan
respond	reagovat
responsibility	zodpovědnost
retailer	maloobchodník
retain	ponechat, udržet, uchovat
retention	zadržení
overwhelming	ohromný
rite	ceremoniál
root	kořen
rough	hrubý
scope	rámce, rozsah
seek	hledat
selectivity	volitelnost, selektivnost
separate	odlišný, různý
serve	sloužit
emphasis	vliv
illustrate	ukázat, objasnit
phenomena	jev, fenomén
adjust	přizpůsobit, upravit
recognize	pochopit, přijmout
service	služba
share	sdílet
shared	sdílený
short-term	krátkodobý
siginificance	význam
simplify	zjednodušit
skill	dovednost
solely	výhradně, pouze
solve	řešit

sound	stabilní, pevný, důkladný
specialism	specializace
speech	řeč, mluva, styl mluvení
stable	stabilní
stakeholder	podílník
stand for	znamenat
starting point	výchozí bod
steer	řídit
stimulus	podnět
strengthen	posílit
stress	zdůraznit
strive	usilovat se
subdivision	pododdělení
subordinate	podřízený
subsequent	následný
subsidiary	pobočka
substantiate	odůvodnit, dokázat
substitute	nahradit
superior	vynikající, nadprůměrný
be in demand	být žádaný
superior	nadřízený
support	podpořit, podpora
support	podpora, podpořit
survey	průzkum
sustainability	udržitelnost
synergy	spolupráce, synergie
tailor	upravit, přizpůsobit, udělat na zakázku
tangibility	hmatatelnost
target	cílit
task	úkol
throughput	výkon
tie	vazba
tool	nástroj
transmit	předávat, přenášet, šířit
trust	důvěra
turn-taking	střídání, výměna
source	zdroj
undermine	zničit, podrýt
ultimately	nakonec
unconsciously	nevědomky, neúmyslně, mimovolně
undeniably	nepopiratelně
unified	sjednocený
uniformity	jednotnost
unintentionally	neúmyslně
unique	jedinečný
unsettled	nedořešený
uproar	rozruch, povyk
utilize	využít
valuable	cenný, hodnotný
value	hodnota
various	různý, rozmanitý
vertical	svislý
via	skrze, pomocí čeho
violate	porušit, narušit
vision	vize
visual	optický, vizuální
weak	slabý
whole	celek
within	v rámci
workload	pracovní zátěž

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