SUMMARIES AND PRACTICE TESTS IN MARKETING

ARGENTINA VELEA

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I. RETHINKING AND REINVENTING MARKETING

I. Starting up

A.Which of these companies would you like to wok for? Why?

- a family owned company
- a multinational company
- your own company

B. What should you do to get ahead in your career? Choose the five most important tips from the list below. Compare your ideas in a group and try to agree on a final choice.

- Find an experienced person to give you help and advice
- Change companies often
- Be energetic and enthusiastic at all times
- Be tolerant and flexible
- Attend all meetings
- Be the last to leave work every day
- Study for extra qualifications in your free time
- Find someone in the occupation to speak with," suggests Deb Keary, director of human resources at the Society for Human Resource Management. Pick his or her brain. Ask what the job entails, what skills are needed, what level of education you will need, what professional organization you should join—and even if you can shadow the person at work for a day. Then take steps to qualify yourself for the position, and make sure the person in charge of hiring—whether you're applying for a new job or for a promotion—knows you have taken them.
- Work smarter, not longer:
  - working smart means getting the same results in less time

- you will get the most by changing your speed, increasing focus and organising to do things in parallel.
- you bring your full focus to one task and build momentum until you're producing results like nobody's business.
- eliminate your major distractions of email, telephone, visitors and yourself for a few hours.
- people are less productive when multi-tasking. We feel busy, but most of that busyness is spent switching from task to task
- do the right thing

Workers seeking to get ahead in their careers need to rely less on their talent and their experience and more on personal brand and relationship with their manager and colleagues.

The Career Consultancy director Catherine Cunningham says persistence and planning is a must.

"Recognise that ability alone is not enough," she says.

"Make sure that you are efficient in tasks that will help your manager the most.

Adapted from: http:// career-advice.careerone.com.au/career-develop

II. Vocabulary

A. Make sentences using the phrases below. All include the word *career.*

- career opportunities/ chances to start or improve your career
- career ladder/series of levels that lead to better and better jobs
- career plan/ideas you have for your future career
- career move/something you do in order to progress in your job
- career break/ period of time away from your job, to, for example, look after your children

B. Choose among the following phrasal verbs:

Take up – to begin or start a new hobby.

Take out – To remove something to outside

Take in – To understand or comprehend something.

Take after – To have a similar character or personality to a family member

Take back (something) – To return something.

Take off (something) – To remove something, usually an items clothing or accessories

Take on – To employ someone or to be employed.

1. If we don't take this DVD……to the store today we will have to pay fine.
2. On my street, we……..our garbage on Thursday nights.
3. I was……by the company after they saw I had good experience.
4. In your family, who do you most……?
5. Helen…….her make-up off before she went to bed.
6. Her father took golf……after he retired.

PUT ACROSS = communicate and idea or message
PUT AWAY = a. return something to correct place
b. put someone in prison; incarcerate
PUT BACK = postpone something for a later time
PUT BY = save

PUT DOWN FOR = make commitment to pay (usually charities, etc)
PUT DOWN TO = use or give as an explanation

PUT IN = install

PUT IN FOR = make a (formal) request

PUT OFF = a. postpone b. no longer like something or somebody
PUT ON = a. gain weight b. deceive c. wear
PUT OUT = a. broadcast; send a signal
b.trouble ordisturb someone
c. extinguish(cigarette, fire etc.)

PUT THROUGH = connect someone by phone
PUT TOWARDS = give or make a final contribution

PUT UP = a. give hospitality to someone overnight
b. increase prices, taxes etc.
PUT UP WITH = tolerate

1. You'll be fine as long as you put ___ your ideas in a clear manner.
2. He put ____ 1,000 Euros last month for a new car.
3. The salesman couldn't put _____ the vacation days he wanted.
4. This money is to be put ____ your college fund. Nothing else!
5. She put ____ his rude behavior for too long. I'm glad she dumped him.
6. Why was he put ____ for so long? He committed a multiple homicide.
7. Mother was putting us ____ when she said she would take us out to eat.
8. He was put ____ a thousand pounds but in the end paid none.
9. She put ____ a new alarm system after she got robbed.
10. He was put ___ to the manager after he demanded to speak to him.

C. Phrasal Verbs with Get

Get aut - leave or move. *I don't want you here. Get out of my way!*

get over (something) - stop thinking about something. *I can't get over how hard that test was.*

get away with (something) - do something wrong without punishment. *The bank robbers got away with robbing the bank. The police never found them.*

get on with (something) - continue with something. *Listen everyone, it's time to stop talking and get on with our class.*

get around - way to go places. *I get around by bicycle, but my brother gets around on foot.*

get around to (something) - finally do something. *I finally got around to doing my homework. I didn't do it for several days.*

get along with - be friendly with. *My neighbor and I get along very well. We talk everyday.*

get by - have enough to survive. *I have enough money to get by until next week.*

get down to - become serious about. *Dinner is finished and now it's time to get down to business.*

Choose five of the verbs above and make sentences of your own.

III. Reading

Building customer relationships- increasing customer loyalty

Imagine a brand manager sitting in his office developing a market strategy for his company's new sports drink. He identifies which broad market segments to target, sets prices and promotions, and plans mass media communications. The brand's performance will be measured by aggregate sales and profitability, and his pay and future prospects will hinge on those numbers. Many firms are still managed as if they were stuck in the 1960s, an era of mass markets, mass media and impersonal transactions. Yet, never before have companies had such powerful technologies for interacting directly with customers, collecting and miniing information about them, and tailoring their offers accordingly.And never before have customers expected to interact so deeply with companies, and each other to shape the products

and services they use. This is ”because companies can now interact directly with customers, they must radically reorganize to put cultivating relationships ahead of building brands” as argued by Roland T.Rust, Christine Moorman and Gaurav Bhalla. Most companies use customer relationship management and other technologies to get a handle on customers, but no amount of technology can really improve te situation as long as companies are set up to market products rather than cultivate customers. To compete in this aggressively interactive environment, companies must shift their focus from driving transactions to maximizing customer lifetime value. That means making products and brands subservient to long-term customer relationships. And that means changing strategy and structure across the organization and reinventing the marketing department altogether.

Product – Manager Driven means that many companies still depend on product managers and one-way mass marketing to push a product to many customers: Product -Customer

Customer – Manager Driven is the new approach. What’s needed is customer managers who engage individual customers or narrow segments in two-way communications, building long-term relationships by promoting whichever of the company’s products the customer would value most at any given time: Customer-Product.

Cultivating Customers

Not long ago, companies looking to get a message aut to a large population had only one real optin: blanket a huge swath of customers simultaneously, mostly using one-way communication. Information about customers consisted primarily of aggregate sales statistics augmented by marketing research data. There was little, if any, direct communication between individual customers and the firm. Today, companies have a host of options at their disposal, making such mass marketing far too crude.

The exhibit ”Building Relationships” shows where many companies are headed, and all must inevitably go if they hope to remain competitive. The key distinction between a traditonal and a customer-cultivating company is that one is organized to push products and brands whereas the other is designed to serve customers and customer segments. In the latter, communication is two-way and individualized, or at least tightly targeted at thinly sliced segments. This strategy may be more challenging for firms whose distribution channels own or control customer information –as is the case for many packaged-goods companies. But more and more firms now

have access to the rich data they need to make a customer-cultivating strategy work.

B2B companies, for instance, use key account managers and global account directors to focus on meeting the customers' needs, which are gradually developing, rather than selling specific products.

On the Internet, B2B (business-to-business), also known as e-biz, is the exchange of products, services or information (also known as e-commerce) between businesses, rather than between businesses and consumers. IBM organizes according to customers' needs such as energy efficiency or server consolidation, and coordinates its marketing efforts across products for a particular customer. IBM's Insurance Process Acceleration Framework is one example of this service-oriented architecture. Customer and industry specialists in IBM's insurance practice work with lead customers to build fast and flexible processes in areas like claims, new business processing, and underwriting. Instead of focusing on short-term product sales, IBM measures the practice's performance according to long-term customer metrics.

Large B2B have made progress in their customer orientation and some B2C companies are also advanced. Increasingly, they view their customer relationships as evolving over time and they may hand off customers to different parts of the organization selling different brands as their needs change. According to Harvard Business Review, Tesco, "a leading UK retailer, has recently made significant investments in analytics that have improved customer retention." Tesco uses the Club card, its data-collecting loyalty card, in order to track which stores customer visit, what they buy and how they pay. It was a great help for Tesco, enabling them to tailor merchandise to local tastes and customize offerings at the individual level across a variety of store formats – from sprawling hyper marts to neighborhood shops. According to *Wall Street Journals,* the fact that shoppers who buy dipers for the first time at a Tesco store are offered coupons by mail, not only for baby wipes and toys but also for beer, has proved beneficial and encouraging for the company, as data analyses revealed that new fathers intend to buy more beer because they can't spend as much time at the pub.

American Express also monitors customers' behavior and responds to changes by offering different products. Using consumer data analysis and algorithms, the firm determines customers' "next best product" in accordance with their changing profiles, also managing risk across

cardholders. This approach is important because it presents banks with unique opportunities to educate customers and would be customers, monitor reputational risks and engage potentional customers interactively. “Rather than strictly promoting products and services on your website, you should also be educating customers about how to better manage their finances. Delivering this type of information is an effective way to expand customer loyalty and business (Jerry Goldetein).”

A close relationship between banks and firms may trigger invitations to upgrading, attracting and engaging a clearly defined, target audience.

As a result of changing circumstances a cardholder may want to give an additional card with a specified spending limit to a child or a contractor.

By offering his service, American Express extends existing customers’ spending ability to a trusted circle of family members or partners while introducing the brand to potential new customers.

In order to create long-term value between customers and merchants, American Express also leverages its strategic position across both relationships.

The company might use demographic data, customer purchase patterns, credit information and in this way observe that a cardholder has moved into a new home. AmEx capitalizes on that life event by offering special Membership Rewards on purchases from merchants in its network in the home-furnishings retail category. Customers’ life events are also important. For example, when a checking account or credit-card customer, she’s a good cross- selling prospect for a car or home insurance policy and a mortgage. Likewise, the firms targets new empty nesters with home equity loans or investment products and offers renter’s insurance to graduating seniors.

All in all, companies have powerful technologies for understanding and interacting with customers, yet most still depend on mass media marketing to drive impersonal transactions. To compete, companies must shift from pushing individual products to building log-term customer relationships.

The marketing department must be reinvented as a ‘customer department’ that replaces the CMO with a chief customer officer, which makes product and brand managers subservient to customer managers, and oversees customer-focused functions including research and development, customer service and market research, and CRM.

These changes shift the firm's focus from product profitability, to customer profitability, as measured by metrics such as customer lifetime value and customer equity. These organizationl transformations will uproot entrenched interests and so must be driven from the top.

Sursa: Harvard Business Review January-February 2010.pages 96-97

Express your opinion on the following:

a. Most companies use customer relationship management and other technologies to get a handle on **customers,** but no amount of technology can really improve the situation as long as companies are set up to market products rather than cultivate customers.

b. The key distinction between a traditonal and a customer-cultivating company is that one is organized to push products and brands whereas the other is designed **to serve customers and customer segments.**

c. The **marketing department** must be reinvented as a **'customer department'** that replaces the CMO with a chief customer officer, which makes product and brand managers subservient to customer managers, and oversees customer-focused functions including research and development, customer service and market research, and CRM.

d. These changes shift the firm's focus from product profitability, to customer profitability, as measured by metrics such as customer lifetime value and customer equity.

IV. Language review

Overview

Verb tenses (perfect aspect)

A. Correct the grammatical mistakes in these sentences. Sometimes there is more than one mistake. One sentence is correct.

1. I suggested him to go abroad, to see the world and make friends.
2. As a singer, I was forced doing awful jobs before to hit the big time.

3. He wants that we rehearse the play again at the weekend.
4. I think bands today are too similar and they all look the same as well.
5. He was paid millions for working on the building site so he can have loads of money by now.

B. Write sentences using the words given. You will have to put the verbs into their correct form.

1. If / you / come / to / me / at 7pm, / I / make / the cake / by then.
2. In / my business career, / I / have / a wide range of jobs / and / enjoy / them all.
3. I / get / home / that evening / and / discover / that / my DVD recorder / steal.
4. I / try / to get / an insurance contract / for months / now.
5. They / only / make / the whole translation / for ten minutes / when / the rain / start.

Adapted from: *Gold Plus* Maximiser p. 9 / p. 13

C. Each of these sentences has a mistake with verbs. Find the mistakes and correct them. Use contracted forms.

1. After I was there for five years, I decided to leave the music school.
2. By the time she's nineteen, she'll be away from home for two years.
3. I think that Tom goes to the football game every week last month.
4. By the end of February, I finish my course.
5. Helen visits London every summer since her sister moved there.

D. Make the positive or negative past perfect simple:

1. When I arrived at the cinema, the film……..(start).
2. She……..(live) in Japan before she moved to Thailand.
3. If you ……..(listen) to me, you would have got the job.
4. Mary didn't arrive untl after I ……(leave).
5. He……..(not use) email before, so Ishowed him how to use it.
6. She said that she……(not visit) the UK before.
7. The lights went off because we ……(not pay) the electricity bill.
8. The grass was yellow……..(not rain) all summer.
9. She told me she……..(study) a lot before the exam.

10. We were late for the plane because we……(forget) our passports.
11. He……..(meet) her somewhere before.
12. When we…….(finish) dinner. We wnt out.
13. The employees……(not sign) the contract, so they were in trouble.
14. We couldn't go to the concert because we…….(not bring) our tickets.

V. Translation exercises:

A. Translate into Romanian:

Relationships are the building blocks for all community organizing activities. Whether you want to organize a volleyball game or get rid of unfair housing practices in your town, you will need lots of good relationships. Why? Because the relationships we have with our coworkers, the communities we serve, and even our adversaries are the *means* for achieving our goals. People don't work in isolation: we need to be working together! It is our relationships all added together that are the foundation of an organized effort for change. We need lots of people to contribute their ideas, take a stand, and get the work done.

It is also the *people* who motivate us to reach our goals. As community builders, we care deeply about people and caring is part of our work. It is our caring for others that motivates us to work as hard as we do. It is often the health and happiness of our children, neighbors, and coworkers that we hold fixed in our minds as we push ourselves to overcome obstacles and take on challenges that can feel overwhelming.

If you are the official leader, or an active citizen without an official title, you will be most effective if you establish many strong relationships around yourself in the community.

In this section, we will talk about building and sustaining relationships and give you some practical tips and general guidelines.

And remember: ordinary people learn the skills of establishing and maintaining relationships all the time. You don't need to be particularly charming, witty, or talented. However, if you *are* charming, witty, or talented, these guidelines may help you, too!

Fundamental reasons to build relationships:

- Community building occurs one- to- one. You need to build relationships with people one-to-one if you want them to become involved in your group or organization. Some people become involved in organizations because they believe in the cause. However, many people become involved in a community group or organization, just because they have a relationship with another person who is already involved.
- We need relationships in order to win allies to our cause.
  In order to get support from people outside our organizations, we need to build relationships in which people know and trust us.
- Our relationships give meaning and richness to our work and to our lives. We all need a community of people to share the joys and the struggles of organizing and making community change. A little bit of camaraderie goes a long way.

Every relationship is different, but they all matter. If you smile and say hello to the school crossing guard on your way to work every day, you have formed a relationship. That crossing guard may be the one who will be watching out for your kids or grandchildren when they are old enough to walk to school by themselves. The guard will remember you and your warm smile when escorting your child across the street. And maybe the crossing guard will be the one you eventually recruit to head up the citizens' traffic safety committee.

Your relationship with the crossing guard may be quite different from the relationships you have with people involved in your neighborhood park-cleaning committee. The relationships you have with the mayor's aide, with your staff, with members of your board of directors, and with your spouse will all be different but they all play an important role in community organizing.

The more relationships you have, the better. You never know when they will come in handy. A local gang member might be just the person you need to help you organize a group to build a new playground in your neighborhood. Whether they are government officials, school teachers, business people, elders, gardeners, children, and people with disabilities, homeless people or whoever else--building friendships will pay off in ways you may never have anticipated.

You are at the center: imagine a wheel in which you are at the hub or center and each spoke represents a relationship with another person. Does that sound egotistical? It doesn't need to be. It takes a lot of

spokes to hold the wheel together and the wheel is what helps move the initiative along. There is enough room in the group for everyone to create their own wheel of strong relationships.

The point is that you have to take the time to set up and sustain relationships. If you wait for others to establish relationships with you first, you may spend a lot of time waiting.

One reminder: it doesn't make sense to form relationships just to get people to do work for you. That won't work because people will feel used. Community builders approach relationships with integrity. We form relationships because we genuinely like someone, because we have something to offer that person, or because we share some common goal.

When do you build and sustain relationships?

You do it all the time. If you take an extra five minutes to ask the person who is stuffing envelopes how they think the baseball team is doing this year, you will have built a stronger relationship.

Some relationships require more time than others. You may want to meet for lunch once a month with all the other directors of youth organizations in your town. You may need to meet twice this week with a staff member who has some built up resentment about the job. You may want to call your school committee representative every now and then to check in about issues of common concern.

As community organizes with few resources, we are often under enormous pressures that distract us from paying attention to relationships. We feel the urgency of achieving important goals. We mistakenly feel that spending time on relationships is the fluffy stuff that makes a person feel good, but doesn't get the job done. Often, however, relationships are the key to solving a problem or getting the job done. Building and sustaining many solid, strong relationships is central to our work as community leaders.

Relationships are the groundwork: often building relationships is the groundwork that must be laid before anything else gets done on a project. The bigger the project, the more relationships you will usually need as a foundation.

For example, if you are organizing a coalition of community groups that will work to create a multicultural arts center, it would be a good idea to get to know people in each organization before trying to get them together to work on the project.

Ask yourself: "Would you be more persuaded by someone you know, or by a complete stranger?" Then be guided by your own answer.

When you plan a project, you need to include the time it takes to build relationships into your plan. People need time to build trust. Whenever people work together, they need to have trusting relationships. When trust is missing, people usually have a difficult time functioning cooperatively. They worry about risking too much. Disagreements seem to erupt over no important reason. Investing time, resources, and one's organizational reputation can be risky. At the least people want some return for their investment. They have to feel like you know them as a person, understand their interests, and will not let them down.

Back to the multicultural arts center example--if creating one will involve several community groups and if you don't know them well (and they don't know each other), start working together on a smaller project first. For example, you can jointly sponsor an evening of cultural sharing. If the evening is successful, you will have gained some shared trust and confidence on which to build. You can plan several similar events that will build trust over a period of time. If things are not going well, back up and try an easier challenge. If you begin to hold discussions on the multicultural arts center and people show signs of apprehension rather than excitement, slow down the process. Take on an easier challenge until strong relationships are better established.

Establish relationships before you need them: it's always better to build relationships *before* you need them or before a conflict arises. If you already have a good relationship with the grocery store owner in your neighborhood, you will be in a better position to help solve a dicey conflict between him and some neighborhood teens. If you have already established a relationship with your school committee representative, she might be more willing to respond to your opinions about special education funding.

Establish relationships in a crisis: it is not impossible to establish relationships during a crisis, and often a crisis can bring people together. While it may seem unusual, make the most of your organization's crises. Call for help and people will rise to the call. You can build relationships when you are in need, because people often want to help.

How do you build relationships? An 11 - step program: here are some tips for getting your relationships off the ground. Some of these ideas we learned in the first grade but, as adults, we sometimes forget.

1. *Build relationships one at a time*. Fortunately or unfortunately, there are no short cuts. Sending out a newsletter helps you keep in touch with lots of folks, but it's no substitute for getting to know a real person.
2. *Be friendly and make a connection*. This may seem self-evident, but a friendly word or smile can make someone's day. Try to find