

CCC – Company, Culture and Communication



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CCC – COMPANY, CULTURE AND COMMUNICATION

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Introduction

English level A is compulsory in "The Higher Commercial Examination Programme" (hhx). Being good at English is important in today's global world where we communicate transnationally almost every day. We travel a lot, we do business overseas and many major Danish companies opt for English as their corporate language. From a career learning perspective, learning English and becoming good at it is extremely important and relevant even if you do not plan on e.g. majoring in English.

As you are enrolled as a student in the hhx-programme, you probably have a natural interest in business economics and in doing business both nationally and internationally. At university level, some programmes and courses are taught in English, and the books and other material may be in English, too. These are some of the reasons why learning English and being adept at speaking, reading and writing English is so important.

In this book, you will read and learn about business related topics, culture and cultural understanding as well as the importance of cultural understanding in business life. Furthermore, there is a chapter about communication and how to communicate effectively both nationally and internationally. You will gain knowledge about cultural and business related issues in e.g. British and American regions.

Learning objectives

The texts deal with language, communication, culture and business life in Great Britain and America with the purpose of you acquiring relevant terminology and knowledge of the above-mentioned topics. This book will improve your understanding of the English language and your ability to use the English language so you can participate in international work and communicate transnationally and cross-culturally, both personally and in business-related situations. This means that you will work with your listening, speaking, reading and writing skills.

Competencies

Another aim of this book is to work with competencies, mainly global and digital competencies. However, you will be able to work with and improve your innovative competencies through the casework but also when working with the original texts as new and alternative angles to problems and solutions are welcome.

Your digital competencies are tested and developed through e.g. information search and being source critical in your evaluation of the quality and credibility of your sources. And finally your global competencies will be developed and improved through your work with English as a language and your cultural understanding and empathy.

Structure

Each chapter includes texts about the topic and comprehension questions as well as "dig deeper" questions. There are cases and written assignments for each topic allowing for different ways of working with the topics. Finally, there are interactive (mainly grammar) assignments to work with in relation to each topic.

Company



Photo: iStockphoto.com/yattaa

Company: Topics

In this chapter you will learn about different aspects of the business world. The five main topics are:

- Entrepreneurship
- Franchising
- Corporate Social Responsibility: Fast fashion - H&M and Zara
- Innocent Drinks: A company profile
- Retailing: Shopping and consumer habits

Company: Learning objectives

The main learning outcomes for this chapter are as follows:

Language skills:

- Become familiar with business terms in English

- Improve and enlarge your vocabulary
- Articulate a variety of ideas

Knowledge:

- Understand different aspects of the business world, e.g. how do you start your own business, what is franchising, CSR etc.
- Discuss different aspects of the business world
- Analyse consequences of certain actions and the impact on e.g. the environment

Personal skills:

- Apply acquired knowledge through casework
- Work independently and creatively with cases
- Plan a presentation based on instructions
- Deliver an effective oral presentation

Written skills:

- You will learn to use a variety of writing genres
- Improve your grammar

Company: Test yourself

Take the following three tests before studying the various topics to see how much you know beforehand.



Test yourself: Language

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=129&cHash=a5ce446703a7ec508f8a78c671f2fffc>)



Test yourself: Define

Please define the following words and concepts.

- B2B
- Clicks-and-mortar shops
- Vision
- Downcycle
- Entrepreneur
- Crowdfunding
- Shoppertainment
- Upcycle
- Mission
- Circular economy
- Company profile
- Work-life balance
- Elevator pitch
- Fast fashion
- CSR
- Targeted marketing
- Planned obsolescence



Test yourself: Knowledge

1. Give examples of successful entrepreneurs.
2. Give examples of companies employing the franchise business model.
3. Do you know which two franchise business models companies most often apply?
4. Give examples of what CSR could be and of companies employing the mentioned principles.
5. How do stores get consumers to consume more than they need?



Company: Self-assessment test

Take this self-evaluation test. Take the test again in the end of this chapter to see if you have made any progress and meet the learning objectives.

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=129&cHash=a5ce446703a7ec508f8a78c671f2fffc>)

[Self-evaluation: Company](#)

Entrepreneurship

Starting your own business



Photo: iStockphoto.com/Oko_SwanOmurphy

Many people dream of starting their own businesses but not all have what it takes. Being an entrepreneur usually involves taking a financial risk but also personal risks. But there are certainly also many advantages of being an entrepreneur.

There is no such thing as a typical entrepreneur but the key to being a successful entrepreneur lies in the ability to take an idea and develop it in such a way that it becomes a marketable product or service.

Definition: Entrepreneur

A standard definition of what constitutes an entrepreneur reads:

“

A person who sets up a business or businesses, taking on financial risks in the hope of profit.

[Oxforddictionaries.com](https://www.oxforddictionaries.com)

Example: Bill Gates and Microsoft



Bill Gates took both a personal and financial risk when he dropped out of Harvard University to create what would become Microsoft.

*Microsoft store, California
Photo: Gitte Jæger Nehlsen*



Pre-reading activity 1: Identify the entrepreneurs



Photo: iStockphoto.com/FLD-photos



Photo: Colourbox.com

Photo: Colourbox.com

1. Can you identify these entrepreneurs?
2. What are they known for?



Pre-reading activity 2: Would you make a good entrepreneur?

Do you have what it takes to become an entrepreneur? Take the test [Would you make a good entrepreneur?](#)



Pre-reading activity 3: What kind of entrepreneur are you?

According to the Founder Institute, the most successful entrepreneurs fit into one of these six categories:

- Hustler
 - Innovator
 - Machine
 - Prodigy
 - Strategist
 - Visionary
1. Take a look at the below infographic (click on the website) to see which one most aligns with your style.
 2. Find out who the people portrayed in the infographic are and what they invented.
 3. Do the entrepreneurs have anything in common?

[There are 6 types of entrepreneurs which one are you?](#)



Pre-reading activity 4: Successful entrepreneurs

1. In your opinion, what does it take to become a successful entrepreneur?
2. What are the advantages and disadvantages of setting up your own business?
3. Would you like to become an entrepreneur?
 - Why/why not?
4. Which risks would you be willing to take to become a successful entrepreneur?
5. Why is it that entrepreneurial activities may appeal to young people?

Emma Sheppard: Will starting your own business make you happy? (2017)

Everyone wants to enjoy their job, but what underlying psychological factors increase your chances of being a happy worker? For some, becoming self-employed was the answer

Jade Sarkhel left a career in marketing after feeling unappreciated for the hours she was putting in – she now runs her own photography business.

Starting your own business can be a leap of faith, but freelance food photographer and stylist Jade Sarkhel says she's never been happier: "It's so much more satisfying if you know you're building something for yourself. I'm now earning three or four times what I did in a full-time job and I'm working fewer hours."

As an employee – first a hairdresser, then as a marketing executive for a beauty brand and subsequently a restaurant group – Sarkhel admits she was often left feeling unappreciated for the hours she was putting in. She turned her photography hobby into a business in December and is already hiring staff.

"What makes me happy at work now is variation," she says. "And I can have longer periods of work and breaks in between when I want to."

The number of self-employed people in the UK has increased by 45% since 2000, to 4.7 million workers in early 2016. In 2015, a survey by the Institute for Public Policy Research (IPPR) found that since 2010, 40% of the rise in jobs in the UK has been self-employment, a change it said had sparked a debate about whether it was "as a sign of entrepreneurial spirit, innovation and future economic growth ... [or] primarily indicative of a rise in ^{*}, insecure work".

precarious



Photo: iStockphoto.com/bernardbodo

Happiness consultant Samantha Clarke believes the rise can partly be explained by the influx of a new generation who seek very different things from a career, compared with their *. "For them happiness at work is essential – [the work] must be purposeful, the environment must be mindful to their needs and also motivating and nurturing for their desire to learn and grow," she says. Plus technology just makes it easier to give it a try – "you can set up quite easily and effectively ... you used to have to hire an expensive web designer".

Happiness consultant Samantha Clarke says younger workers seek purposeful work.

Trying to improve happiness at work has become big business in its own right. Prof Ivan Robertson, a business psychologist and co-founder of employee wellbeing company Robertson Cooper, says there's now a much better understanding of what we want from work, and corporations are using that insight to try to * talent. Remarkably it doesn't all come down to money, once a minimum level is achieved.

"Decades of research has identified three core things," Robertson says. "One is control – that you have control over how you go about your work, including the place and time you do it, and how you work towards your objectives. The more freedom you have over that, the happier people tend to be. The second is resources. Do you have what you need to be able to carry out your job? And the third is support. When the resources aren't there, or things get a bit much, is there support that kicks in?"

predecessors

retain

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If those three factors are present, Robertson adds, employees are unlikely to feel stressed and unhappy at work. Elevating that to a state of happiness depends on there being a higher purpose to the task – "[it's] a sense of meaningfulness, that what you're doing actually makes a difference".

For many, self-employment will tick those boxes. According to the latest research from the Association of Independent Professionals and the Self-Employed (known as IPSE), more than four out of five (84%) people are very satisfied with working for themselves, citing a better work-life balance, increased earning potential and control over work as the main reasons. By contrast, a survey by HR professional body CIPD found just 45% of employees felt satisfied at work.

But entrepreneurs who set up their own businesses to achieve happiness will need to consider the welfare of their staff as they grow. Jonathan Birch, co-founder and creative strategy director of Glass Digital, says his experience as an employee has directly affected his approach as an employer when it comes to promoting a supportive culture.

"When we created our own agency, it was borne out of frustration. There's a lot of smoke and mirrors in the digital marketing world. As an employee, I wanted visibility in terms of overall company goals to put my contribution into context. We deliver all our campaigns with utter ^{*}, so clients and staff can see what's being delivered and when. [And] we've got quite a flat structure, day to day. My view is everyone should be valued, everyone should be heard."



Photo: iStockphoto.com/macgyverhh

Work-life balance is also important, he adds. It's something he's struggled with as a small business owner, but which he's realised is key to his own wellbeing. Nevertheless, he wouldn't be anywhere else. "It's a different set of stresses and satisfaction factors when it comes to running your own business. A big part of it is loving what you do. That rubs off on your staff."

Starting your own business may not be for everyone, Robertson admits. While control is easy to achieve, resources and support may be harder to find when self-employed – although he recommends finding a co-founder to share the burden with. "There would be some people who would feel so abandoned that [starting their own business] would be too much. [But if someone] really believes in what they're doing, that will keep them motivated, focused and happy."

Emma Sheppard: Will starting your own business make you happy? theguardian.com, 21. august 2017. Copyright Guardian News & Media Ltd 2017.



Comprehension questions: Will starting your own company make you happy?

1. Account for the reasons food photographer and stylist Jade Sarkhel started her own business.
2. The increase in the number of self-employed people has sparked a debate about whether it was "a sign of entrepreneurial spirit, innovation and future economic growth... [or] primarily indicative of a rise in ^{*}, insecure work" (IPPR). Please comment on this statement.
3. What are the reasons that self-employment in the UK has increased by 45% since 2000 according to happiness consultant Samantha Clarke?
4. What does a happiness consultant do?
5. Why and how do the new generation have a different perspective on work than the old generation?
6. What are the three core things we want from work? Do you agree?
7. Is the presence of the three core elements enough to make employees happy?
8. How many self-employed people are satisfied with being just that compared to people employed by others?
9. Which reason do the entrepreneurs cite for being satisfied with working for themselves?
10. How can entrepreneurs make sure their employees do not end up being unhappy?

transparency
precarious



Entrepreneurship: Text comprehension

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=132&cHash=35041cd439ffdebead047b8dc1463de8>)



Questions (dig deeper): Will starting your own company make you happy?

1. Find out what the Institute for Public Policy Research (IPPR) does?
2. According to the IPPR's 2015 research, UK's self-employment led recovery is start of the new normal – it is unlikely to be a temporary phenomenon. Which factors might explain this development?
3. The article mentions the employee wellbeing company Robertson Cooper. Find out who they are and what they do?
4. According to Robertson Cooper, three core things create happiness at work and for many, self-employment will tick those three boxes - control, resources and support. But to a lot of people, finding resources and support can be rather challenging. However, there are a number of organisations that offer help. Find out which kind of help these two organisations offer:
 - The Prince's Trust
 - The New Enterprise Allowance
5. Define crowdfunding and equity crowdfunding.
6. Visit www.crowdfunder.co.uk and find a project that you would be interested in investing in. Explain why you would be interested in investing in that project.



Film: The Social Network

Watch *The Social Network* (2010)
(duration: 121 minutes)

Harvard student Mark Zuckerberg creates the social networking site that would become known as Facebook, but is later sued by two brothers who claimed he stole their idea, and the co-founder who was later squeezed out of the business.

- Why is Facebook founded, according to the film? Who founded Facebook?
- Describe Mark's relationship to his friends/partners. Is it acceptable to let business come before friends?
- How are Eduardo Saverin, Sean Parker and the Winklevoss brothers portrayed? What are their reasons for acting the way they do?
- Would the film have been different if Mark Zuckerberg's perspective had been used? If so, how?
- How can the end be interpreted? Has Mark learnt something/developed?
- Why has Facebook become so popular?
- Which skills and competences do you think Mark Zuckerberg had (has)?



Photo: iStockphoto.com/blackred



Documentary: Building the Facebook Empire

Watch: *Mark Zuckerberg: Building the Facebook Empire* (duration: 45 min)

[Building the Facebook Empire](#)

1. Account for and describe Mark Zuckerberg's:
 - Professional background
 - Personal background
 - Educational background
2. Describe Mark Zuckerberg's entrepreneurial skills. What characterises him as an entrepreneur?
3. What is/was his mission?
4. Account for Facebook's development over the years.
5. Who are:
 - Eduardo Saverin
 - the Winklevoss twins
 - Divya Narendra
 - Sean Parker
 - Peter Theil
6. Which role did these people play in the creation and development of Facebook?
7. Who are the owners of Facebook?
8. Who controls Facebook?
9. Which mistakes has Facebook made over the years and how has it affected the company?
10. How did Mark Zuckerberg react to the film *The Social Network* (2010)?
11. Which influence does Facebook have on politics?
12. Who are their major competitors?



Comparison: The Social Network and The Facebook Empire

Compare the documentary *Building the Facebook Empire* and the film *The Social Network*.

1. Are there any inconsistencies?
2. Find out who made the film and what the film is based on?
3. Find out who made the documentary.
4. What is the filmmakers' purpose with the film/documentary?
5. What is the main message of the film and the documentary, respectively? Please substantiate your answers.

Interactive assignments: Entrepreneurship



Entrepreneurship: Translation and word classes

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=189&cHash=878238dae67bca52e2cf4f45ab0e7359>)



Entrepreneurship: Translation and word classes

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=189&cHash=878238dae67bca52e2cf4f45ab0e7359>)



Entrepreneurship: Prepositions

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=189&cHash=878238dae67bca52e2cf4f45ab0e7359>)

Emma Sheppard: Will starting your own business make you happy? theguardian.com, 21. august 2017. Copyright Guardian News & Media Ltd 2017.

Cases: Entrepreneurship

Entrepreneurship: A business startup story

Did you ever get charged a fee for returning a video or a book late? Did you do anything about it? Reed Hastings got a \$40 late charge. Instead of getting mad, he got inspired and wondered "How come movie rentals don't work like a health club, where, whether you use it a lot or a little, you get charged the same?" From this thought, Netflix.com was born.



Photo: iStockphoto.com/mphillips007



Case: Starting your own business

You have read the text "Will starting your own business make you happy?" and have been inspired to create your own business.

In groups, you are now going to start your own business. First, you will need to decide on an idea (product or service) for a new business that you would like to start up. See if you can come up with something creative and innovative. Cf. [generating ideas \(se side 213\)](#).

You will have to identify a need or a gap in the market and fill it. To identify a need you could think of something that annoys you or irritates you or that makes you wonder, or something that you would wish were available or possible.

Next, write a company profile. Cf. [company profile \(se side 210\)](#).

Prepare a [PowerPoint presentation \(se side 217\)](#) to be presented to possible investors. Remember to explain your choices.



Case: Draft a project page

Having presented your idea to possible business angels, you have become painfully aware that you will need more capital to start your own business. You therefore decide to use crowdfunding to raise the remaining funding. Prepare a draft for your project page.

First, think of words that you would use to describe your project. Cross out or circle suggestions below, then add some more of your own. Keep referring back to these words to check that your finished project page reflects them all.



Photo: iStockphoto.com/Julia_Henze

Active	Youthful	Luxurious	Beautiful	Cool	Fresh
Smart	Adventurous	Innovative	Classic	Traditional	Fun

[Project page](https://ccc.systime.dk/api/?id=141&cHash=2f39ab5fc5715e95cef74153a807fd55) (Fil en kan downloades fra ibogen se <https://ccc.systime.dk/api/?id=141&cHash=2f39ab5fc5715e95cef74153a807fd55>)

Write your description of your business idea. You will need to make a connection quickly and get possible investors excited about your project. To do this well, you will need make sure your description is structured, concise and engaging.

1. Make a brief and simple introduction summarising the key points
2. Tell about the purpose of your project and what you would like to achieve
3. Tell about how your product or service differentiates itself. What makes your project unique?
4. Introduce yourself. Talk about your experience and expertise to build credibility.
5. Tell your story. How did you start this project and where do you see yourself and your project in the future
6. How are you going to spend the money that is raised?
7. If you have chosen to give rewards, highlight the strongest rewards.
8. FAQs. Anticipate common questions that people might have about your project.

Prepare a presentation of your project page. Check out www.crowdfunder.co.uk for inspiration.



Case: Pitch a business idea

Congratulations!

One of the business angels has agreed to meet with you but she is a very busy businesswoman so you will have to develop an elevator pitch. The name reflects the idea that it should be possible to deliver the pitch in the time span of an elevator ride (between 30 seconds to two minutes).

An [elevator pitch \(se side 211\)](#) is a quick summary of your idea for a product, service or project in an attempt to make a potential investor interested in investing in your idea.

Written assignment: Business letter



Bank loan

You would like to start your own business but you lack funding. You therefore write to your bank to set up a meeting as you would like to take out a loan for * .

Give a brief description of your business idea. Explain how much * you will need and explain how that money will be used. Close the letter by restating your reason for requesting this loan and suggest a date for the meeting. Finish by thanking the reader for considering your request.

Format your letter using a [business style \(se side 208\)](#). Write the letter in English and use today's date. Use your own name.

Word count: 300-400 words

Franchising

seed capital
seed capital



Photo: iStockphoto.com/juststock

Definition: Franchising

“ An arrangement where one party (the franchiser) grants another party (the franchisee) the right to use its trademark or trade-name as well as certain business systems and processes, to produce and market a good or service according to certain specifications.

The franchisee usually pays a one-time franchise fee plus a percentage of sales revenue as royalty, and gains (1) immediate name recognition, (2) tried and tested products, (3) standard building design and décor, (4) detailed techniques in running and promoting the business, (5) training of employees, and (6) ongoing help in promoting and upgrading of the products.

www.businessdictionary.com

Types of franchises

According to Franchise Science, there are two primary types of franchises: business format franchises and product distribution franchises.

A business format model is a model whereby the franchisee distributes the franchisor's products and services under the franchisor's trademark as well as implements the franchisor's format and procedure of conducting the business. Fast food chains often use this kind of franchise model to expand.

A product distribution franchise is similar to a supplier-dealer relationship. The franchisor sells manufactured products to the franchisee. However, the franchisee is required to observe a few guidelines e.g. agreeing to sell only the franchisor's brand exclusively. Businesses in the automobile industry often use a product distribution franchise e.g. Ford Motor.



Pre-reading activity 1: Examples of franchise businesses

- Coca-Cola
- McDonald's
- Dunkin' Donuts

Can you identify the product distribution franchise and the business format model?



Pre-reading activity 2: Franchising

1. Do you know any franchise operations?
2. Find examples of the two different types of franchises.
3. Would you like to become a franchisee? Why/why not?
4. Which type of franchise model would you choose if you were to become a franchisee and why?
5. If given a choice between being an entrepreneur or a franchisee, what would you choose and why?

Elizabeth Anderson: Who wants to be McMillionaire? Meet Britain's hidden army of successful fast food owners (2015)

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=133&cHash=2b523ebc4b0124bd2a265c8b13e136dd>)

The success of fast food giants lies with hundreds of restaurant entrepreneurs who often run mini-empires on a franchise basis

Akram Khan skipped university to work in a KFC store in Chingford as a teenager. The 47-year-old now owns 14 KFC restaurants, mainly in north Wales and Shrewsbury, with plans to increase this to 20.

"When the opportunity to buy a franchise came up, I jumped at it. I like the structure of franchising – I haven't got the confidence to open my own restaurant. This way, you have the * of your own restaurant but you have access to expertise," he says.

Khan first became a franchisee in 2002, when he bought a store in Chingford where he had been manager for the best part of a decade.

In 2006, he sold up and bought nine stores from a franchisee in north Wales who was retiring. He borrowed £3.6m to fund the *, but almost came unstuck when the * hit and his bank pulled out of lending another £500,000 needed to refurbish the stores.

In the end, he * his home and borrowed from friends to cover the costs.

autonomy
purchase
credit crunch
remortgaged



McDonald's Shanghai
Photo: Gitte Jæger Nehlsen

The success of fast food giants doesn't just lie in attractively priced comfort food, but with hundreds of restaurant entrepreneurs, many of whom often run mini-empires of outlets on a franchise basis.

Some of the biggest names on the high street use the franchise model, including KFC, McDonald's, Costa Coffee and Starbucks.

Franchising allows companies to offload the set-up costs to store owners. In turn, franchisees, who are self-employed, benefit from a well-established name and access to ongoing support.

Four in five new franchises are profitable within two years, according to industry body the British Franchise Association (BFA). There are now more than 8,000 franchisee-owned outlets in the UK, a rise of 20pc since the *.

Like Khan, some entrepreneurs can build up mini empires of franchises dotted around the country. For them, it can turn out to be a hugely lucrative venture.

His gamble has paid off handsomely as turnover at Gastronomy Foods, the company he set up to manage his business interests, is expected to be £15m this year.

Last year it was £12.6m with pre-tax profits of almost £440,000, most of which is reinvested in the business, according to accounts filed to Companies House. Khan also recently bought four Starbucks.

recession

ISBN 9788761688637

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The biggest franchise operation in the UK is Subway, which has more than 2,000 units run on this basis.

Dairy Crest is number two, with 1,500 milk delivery businesses across the UK, followed by pub group Scottish & Newcastle at number three with 1,150 franchised units.

There have also been a number of high-end newcomers, including Pan Chai, a fine dining pan-Asian brand that made its name in Harrods Food Hall.

Rachel Shaw, who owns two Subway stores in Greater London, opened the first after 17 years working at McDonald's head office. Shaw, who wanted more flexibility and to be her own boss, was attracted to Subway because she considered the brand a healthier alternative to other chains.

"It was quite scary taking the plunge. You have to invest a lot of money, and you pay for everything from uniforms to local marketing," she says. The typical cost of opening a Subway store is £100,000, and 70pc of this can be covered by a bank loan.

Subway franchisees are usually responsible for finding suitable sites themselves, leasing them from private landlords.



Subway Beijing

Photo: Gitte Jæger Nehlsen

Other companies have different rules. McDonald's, for example, owns the freehold of all the properties where its UK sites are based.

Franchisees will take on a 20-year lease, paying rent and a service fee. Like other operators, its franchisees are responsible for all store refurbishments and buying kitchen equipment.

There are 152 McDonald's franchisees across the country, operating 866 restaurants.

This accounts for 69pc of McDonald's total 1,470, with the rest run by the company. Buying a McDonald's restaurant typically costs between £150,000 and £400,000, and the buyer will need 25pc in cash, with the rest made up from a bank loan.

Bristol-based Mike Guerin, who operates 12 McDonald's in the west of England, has been a franchisee for 23 years.

While McDonald's sets strict guidelines on the food served, Guerin says owners are continuously consulted about changes to the menu. He now sells fewer burgers and chips, and more wraps and salads. His company, Caspian Networks, employs around 950 people and had a turnover of £29m last year, with pre-tax profits of £741,000.

"The early years can be tough for franchisees. You have to invest a huge chunk of money and end up in a large amount of debt. Then there's the challenge of keeping both staff and customers happy. But McDonald's is a very good business partner. They're very aware of the pressures and not in the business of failing franchisees," he adds.

This commitment from individual owners is why many restaurant companies choose a franchise model if they have ambitious growth plans. They are more willing to "go the extra mile", says the BFA.

Some large high street brands have reported as much as a 30pc rise in revenue when a company-owned outlet is converted to a franchised one.

Haitham Alani, who moved to the UK from Iraq in the 1990s and now owns 48 Domino's Pizza outlets, says the biggest challenge is finding staff.

In * areas, it is hard to find people willing to work the unsociable hours. But he says more young people are considering catering and restaurant work as a career, adding that store managers can earn £50,000 a year.

"Many of our managers started either as pizza makers or answering the phones. Some have worked with me for over 20 years.

"We also get more university graduates now who see it as a career. They have to be good at dealing with customers and be able to work well under pressure," he says.

"I hope to have 150 stores in 10 years' time. My wife would be happy for me to retire, but I can't see it."

Elizabeth Anderson: Who wants to be a McMillionaire? Meet Britain's hidden army of successful fast food owners. telegraph.co.uk, 14. november 2015. © Telegraph Media Group Limited 2017



Comprehension questions: Who wants to be McMillionaire?

1. Sum up the disadvantages and advantages of being a franchisee.
2. Sum up the disadvantages and advantages of being a franchisor.
3. What are the reasons that fast food giants are so successful on the British market?
4. Describe the British franchise market.
5. Many of the franchisees often run mini-empires of outlets on a franchise basis – please explain and illustrate by example.
6. In which way may some franchise deals differ?
7. What are the McDonald's franchise rules?
8. Why do big corporations like McDonald's and Starbucks choose a franchise model?
9. The text mentions a number of popular franchise operated businesses in the UK. Which type of franchise model (product distribution or business format) do most of them operate under?



Franchising: True or false?

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=133&cHash=2b523ebc4b0124bd2a265c8b13e136dd>)



Questions (dig deeper): Who wants to be McMillionaire?

1. Haitham Alani operates 48 Domino's Pizza outlets and says: "We also get more university graduates who see it as a career". Can you think of any reasons why?
2. "There are now more than 8,000 franchisee-owned outlets in the UK, a rise of 20pc since the * ." Please comment.
3. The biggest franchise operation in the UK is Subway. Dairy Crest is number two followed by pub group Scottish & Newcastle at number three. Give a brief description of the three companies and offer an explanation as to why these three companies are the major players on the British market when it comes to franchise operations.
4. What characterises Pan Chai and Harrods Food Hall?
5. Browse the internet to find out which franchise sectors in the UK market have been popular choices for franchise businesses in 2017 and explain why these sectors are popular choices.



Word explanation: Franchising

The text mentions the following words:

- Cost
- Turnover
- Profit
- Revenue

Please explain what they mean in English and then translate them into Danish.

recession



Documentary: Subway part 1



The Great Wall in China

Photo: Gitte Jæger Nehlsen

Watch Subway story: *What is franchising?* (duration: 8:20 min)

[Subway: What is franchising?](#)

1. How was Subway started?
2. Explain what franchising is.
3. How was the International Franchise Association started?
4. What is the IFA?
5. What is the Franchise Disclosure Document?
6. Which skills should a franchisee possess?
7. Which information should a potential franchisee look for before deciding on entering into a franchising agreement with a franchisor?
8. How is the younger generation making an impact on franchising?



Documentary: Subway part 2

Subway story: *The Subway story* (duration: 8 min)

[Subway: The Subway story](#)

1. Account for the Subway story:
 - a. Beginnings
 - b. Vendors
 - c. Marketing
 - d. Store No. 5
 - e. Franchising
2. How many Subway stores are there today?

Interactive assignments: Franchising



Franchising: Translation and word classes

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=190&cHash=8a07ff97910a4fd86b064867e78641ee>)



Franchising: Translation and word classes

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=190&cHash=8a07ff97910a4fd86b064867e78641ee>)

Case: Franchising



Case: Fetch! Pet Care

Fetch! Pet Care

On the internet, you have come across a company called Fetch! Pet Care which offers franchising opportunities in America but not in the UK, yet. You are a true animal lover and would like to be able to offer Fetch! Pet Care's services in the UK. You believe there is a market and a need for this business.

The Fetch! Pet Care franchise is a growing business. By 2017, the number that Americans will be spending on their pets is projected to grow to over \$75 billion and the demand is projected to increase exponentially every year.

You would like to offer the same services as Fetch! Pet Care offers and you therefore decide to convince them of expanding their business to the UK making you the very first British franchisee. To do so, you will have to convince them that this is a good idea and you will therefore have to conduct a research of the British pet market.

Conduct a market research of the British market focusing on:

- How many pet owners are there in the UK?
- How much money do pet owners spend on their pets?
- Which products and services are already available in the UK?
- Who are the competitors, how do they operate and what are their strengths and weaknesses?

Before you decide to join Fetch! Pet Care, there are a few things you will have to look further into.

- Which kind of support does the company offer?
- How much money will you have to invest in such a franchise? Is there an upfront fee? Will you have to pay royalties?
- Can you find the FDD?
- List three questions to ask of the company

Present your market research along with your Fetch! Pet Care franchise findings.

For more information, take a look at the Fetch! Pet Care homepage at www.fetchpet-care.com

Written assignment: Speech



Driving Miss Daisy

You are a British franchisee and operate a home service franchise called Driving Miss Daisy. As you are the owner of six Driving Miss Daisy franchises, you have been asked to make a speech at a meeting with potential franchisees.

In your speech, you describe your franchise business and mention the reasons you chose to become a franchisee and more specifically a Driving Miss Daisy franchisee.

You list the advantages and disadvantages of being a franchisee in general as well as a Driving Miss Daisy franchisee. End your speech by listing the skills you think are necessary to possess in order to become a successful franchisee.

Write the [manuscript \(se side 218\)](#) in English.

Word count: 800-1200 words

For more information, take a look at the Driving Miss Daisy homepage at drivingmissdaisy.co.uk

Corporate Social Responsibility



Pre-reading activity 1: Pictures

Comment on these pictures.

1. What do you see?
2. Which thoughts do they evoke?
3. Relate the pictures to Corporate Social Responsibility (CSR).



Photo: iStockphoto.com/vuk8691



Photo: iStockphoto.com/DutchScenery



Photo: iStockphoto.com/acilo



Pre-reading activity 2: Social responsibility

1. Are you a socially responsible consumer? Why/why not?
2. Which environmental issues do you consider the most important ones to address?
3. Do you think of H&M and Zara as socially responsible?
4. Give examples of companies that you find socially responsible.
5. Do you recycle your old clothes?
6. Do you recycle other items?
7. Find out what "circular economy" means?

Definition: CSR

”

Being socially responsible means that people and organisations must behave ethically and with sensitivity toward social, cultural, economic and environmental issues.

imasocialentrepreneur.com

Introduction: CSR and the apparel industry

Man-made * has caused a lot of troubling issues. Many of these issues lead to environmental problems causing long-term damage to our planet. The apparel industry is a very large industrial polluter as are the consumers.

In the UK, a survey showed that consumers were expected to get rid of 680m pieces of clothing as they spring-cleaned their wardrobes, and a * 235m of the garments were expected to end up in *. Fortunately, a growing number of clothing retailers are addressing this issue.

contamination
staggering
landfill

Hannah Gould: Zara and H&M back in-store recycling to tackle throwaway culture (2017)

Schemes aim to tackle fashion's huge waste problem but critics say they are a token gesture and could encourage 'guilt free' consumption

When you walk into a high-street shop, you're probably looking to snap up a bargain, not get rid of an old jumper. But clothing retailers and brands are increasingly asking shoppers to dump their * in store.

Britain alone is expected to send 235m items of clothing to * this spring, the majority of which could have been re-worn, reused or recycled. Major retailers are coming under pressure to tackle the waste.

In response, brands including H&M and Zara are stepping up in-store recycling initiatives, which allow customers to drop off unwanted items in fashion "bins" in high-street shops. While companies such as Adidas and luxury group Kering – the owner of brands including Alexander McQueen and Gucci – agreed at this month's Copenhagen Fashion Summit to set 2020 targets for garment collection.

The idea is to boost textile collection and recycling rates, and reduce needless waste to *. But if the same companies continue to drive high levels of consumption – some are launching up to 24 new clothing collections every year – can in-store recycling be more than a tokenistic gesture?

cast-offs
landfill
landfill



*H&M store, California
Phone: Gitte Jæger Nehlsen*

H&M says it has collected about 40,000 tonnes of garments since launching its scheme in 2013, which it passes on to its partner recycling plant in Berlin. What can't be reused is downcycled into products like cleaning cloths or insulation fibres.

Nike, too, has a long-running collection scheme, Reuse-A-Shoe, which sees 1.5m worn out trainers per year collected in store or by post and sent to facilities in Tennessee and Belgium to be ground up into material for sports and playground surfaces.

But corporate enthusiasm for such schemes appears to be growing: H&M wants to increase collection to 25,000 tonnes a year by 2020, says Catarina Midby, its UK and Ireland * manager. Tactics include advertising campaigns, vouchers and educating employees who can inform customers about the scheme.

Zara, which started installing collection bins during 2016 in stores across Europe, says it will soon have completed installation in all of its stores across China. The Inditex brand is donating the collected clothing to charities including the Red Cross.

Bad habits are hard to change

Despite growing investment, however, consumer behaviour is proving hard to change – a recent survey by Sainsbury's suggested three quarters of householders in Britain chuck old clothes out with their household waste.



Photo: iStockphoto.com/ChrisSteer

Cyndi Rhoades, founder of recycling technology company Worn Again, hopes the growing^{*} of high-street collection schemes will kickstart behaviour change around textiles much in the way that it's now widely understood paper and plastic can be recycled. "It's part of the wider communication campaign to consumers to say – whether it's rewearable or not, whether it's returned in store, to charity shops or textile banks – clothing can be recycled."

Some observers, however, question the ability of in-store recycling to effect real change. As part of a wider strategy to increase resource-efficiency, such schemes can be valuable, says Dilys Williams, director of sustainable fashion at the London College of Fashion. But in isolation, she warns they could "encourage a guilt-free consumption attitude where customers think it's a good idea to buy and wear (or not) in ever increasing amounts without thought for clothing's^{*} precious value in terms of people and resources."

prevalence
inherent

What happens to recycled clothes?

Collecting clothes is only half the battle, says Rhoades; what happens after they are collected is just as important. Current mechanical recycling of natural fibres like cotton and wool results in shorter, lower quality textile fibres that can't be used again in clothes. Instead, they are used to make lower value products like cleaning cloths, which may eventually end up ^{*} or in ^{*}.

Rhoades would like to see more brands investing directly in the tech companies pioneering a more circular model, where raw materials in clothes are recaptured and returned into the fashion supply chain at a competitive price. "There is very little ^{*} for research and development [and] without brands playing an active role in financing, these solutions will not make it to market," she says. Jade Wilting, project coordinator of the Circle Textiles Programme at social enterprise, Circle Economy, agrees that brands have responsibility to fund the infrastructure and technology needed for more efficient solutions, but says a cultural shift is also needed. Even if the solution to recycle clothes into new clothes appeared overnight, Wilting says we would still have to question why we consume at the rate which we do.

Buying fewer clothes would not only help the environment, but also enhance our well-being, says Williams. "After the initial 'thrill of the till' at bagging a bargain, our satisfaction quickly fades to feelings of guilt," she says. "The expectation is to keep up with the ever-changing trends, refreshing our wardrobe every few weeks, but studies have proven that far from bringing us happiness it can actually make us feel empty."

Hannah Gould: Zara and H&M back in-store recycling to tackle throw-away culture. the-guardian.com, 26. maj 2017. Copyright Guardian News & Media Ltd 2017.

incinerated
landfill
venture capital



Vocabulary

Explain the words and translate them into Danish.

- Re-worn, reused and recycled
- A tokenistic gesture
- Fast fashion
- Vouchers
- Charities
- High-street collection scheme
- Downcycling
- Upcycling



Comprehension questions: Zara and H&M back in-store recycling to tackle throwaway culture

1. How many items are expected to end up in * in the UK?
2. Which in-store recycling initiatives have H&M and Zara taken?
3. What happens to the garments collected at H&M and Zara stores?
4. Critics say that the recycling schemes are a token gesture and could encourage "guilt free" consumption. Please comment.
5. How many chuck old clothes out with their household waste in the UK?
6. ...without thought for clothing's * precious value in terms of people and resources. Please explain what Dilys Williams means by that. (12th paragraph l. 4)
7. What happens to recycled clothes and how could this model become more circular?



Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=187&cHash=39cd0f415d3eb0036d25d81a189766d1>)

landfill
inherent



Questions (dig deeper): Zara and H&M back in-store recycling to tackle throwaway culture

1. What is the 2020 Circular Fashion System Commitment?
2. Account for Nike's "Reuse-A-Shoe" scheme.
3. Find out what the Circle Textiles Programme at the social enterprise called Circle Economy is. What is its programme and who are its members?



Discuss: CSR

1. What will it take to change consumer behaviour around textiles?
2. Why do we consume at the rate we do?
3. Do big corporations do enough to limit the amount of waste?
4. Can you think of other alternative ways of reducing waste in the fashion industry?
5. Are there areas – apart from the fashion industry – where waste is an issue?
6. Most companies have a corporate responsibility strategy and policy. Discuss why companies engage in CSR. What is in it for them? Why do they care?
7. Do you know any companies having been accused of greenwashing?



Documentary: The Light Bulb Conspiracy

Watch [The Light Bulb Conspiracy](#) (duration: 75 min)

There is a shorter, subtitled version lasting 53 minutes which can be found here:
[mitCFU](#)

This documentary uncovers how planned * has shaped our lives and economy since the 1920's, when manufacturers deliberately started shortening the life of consumer products to increase demand.

1. Give a brief summary of the documentary.
 1. Printers
 2. Light bulbs
 3. Flashlights
 4. Cars
 5. Nylons
 6. Ipods
2. What is the central argument being made by the filmmakers?
3. What evidence does the filmmakers offer in support of the argument?
4. Discuss the following statements:
 1. *"An article that refuses to wear out is a tragedy of business."*
 2. *Planned * is at the root of the substantial economic growth. Growth is the holy grail of our economy."*
 3. *"The planet cannot sustain this forever and there is a limit to natural resources."*
5. What is the message of the Light Bulb conspiracy?
6. Explain the "cradle to cradle design" (C2C).
7. How does consumerism affect the 3rd world countries?

obsolescence
obsolescence

Interactive assignments: CSR



CSR: Adjectives

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=192&cHash=babe4d4b83d85ef2bba56517c9c5c231>)

Hannah Gould: Zara and H&M back in-store recycling to tackle throw-away culture. the-guardian.com, 26. maj 2017. Copyright Guardian News & Media Ltd 2017.



CSR: Adverbs

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=192&cHash=babe4d4b83d85ef2bba56517c9c5c231>)

Hannah Gould: Zara and H&M back in-store recycling to tackle throw-away culture. the-guardian.com, 26. maj 2017. Copyright Guardian News & Media Ltd 2017.



CSR: Google translation

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=192&cHash=babe4d4b83d85ef2bba56517c9c5c231>)

Cases: CSR



Case: Advertising campaign



Close the loop, H&M

Photo: Gitte Jæger Nehlsen

You are employed as the sustainable manager of a big fast fashion company called YU. You are aware of the problems in the garment industry and wish to increase the collection of used clothing.

You team up with the Red Cross in the UK. Donors handing old YU clothes in to Red Cross stores receive a £5 YU voucher. YU has also launched a "shwopping" scheme which encourages customers to hand over an old garment when buying a new one. Your aim is to kick-start a "buy one, give one" culture which could allow unwanted items to be resold, reused or recycled by your charity partner Red Cross.

Prepare the advertising campaign. Your product must be a print ad (newspaper, magazine, or billboard, poster). You will need to decide on:

- Target group
- Purpose
- Message
- Medium

Tips:

Describe your target group. What approximate age or gender are they? Do they live in the city or a more rural setting? What is their income range? What other products do they use or enjoy? The more detailed your description is, the more targeted (and likely the more effective) your ad will be.

Create the advertisement. Tip: use the [AIDA-model \(se side 201\)](#).

- Come up with a catchy, snappy tagline. Keep it short. The average product needs no more than six or seven words.
- Make sure all the relevant information is included. Your target group needs to know your location, phone number, or website (or all three) in order to have access to your product.
- Choose a memorable image. Simple but unexpected is often a good route to take.

Nice to know:

A survey of 2,000 people commissioned by the supermarket Sainsbury's has uncovered the reasons people do not donate or recycle clothing. The survey was presented in a Guardian article from 6 April 2017 (Britons expected to send 235m items of clothing to landfill this spring by Rebecca Smithers)

- 49% said they did not think they could because the clothes were worn out or dirty.
- 16% said they did not have time to visit a charity shop, or could not be bothered to sort items.
- 6% did not realise clothing could be recycled.
- Men are more likely to send clothes to landfill, with 82% saying they would bin items this spring compared with 69% of women.



Case: Sissel Edelbo

Sissel Edelbo:

Many companies engage in CSR, and corporate enthusiasm for e.g. recycling schemes appears to be growing. One of the companies that embrace circular economy is Sissel Edelbo. Go to Sissel Edelbo's homepage at sissel-edelbo.dk to find out how they engage in CSR.



Photo: iStockphoto.com/cnythzl

1. What is their vision?
2. What do you think of their approach to sustainability?
3. Do you know other up-cycling companies?
4. The Swedish government is introducing tax breaks on repairs to everything from bicycles to washing machines so it will no longer make sense to throw out old or broken items and buy new ones. Can you think of other ways to promote "a use and reuse" culture?



Case: Tesco

Tesco:

1. Give a brief description of the company.
2. Account for the company's CSR policy and agenda.
3. Refer to the 10 principles of the UN Global Compact. Has the company incorporated all the Global Compact principles into its strategies and policies and procedures? Find information about The Ten Principles of the UN Global Compact on the UN homepage.
4. Discuss how the company's CSR policy is relevant to the company's core product.



Tesco

Photo: Gitte Jæger Nehlsen

Written assignments: Business letter



Sustainability at H&M

You are a reporter and have come across new media reports that reveal that H&M is incinerating and shredding unwanted, damaged or potentially harmful clothing behind closed doors. You also know that H&M encourages consumers to recycle their unwanted clothing in an effort to become more sustainable and are therefore very confused about this new information.

Write the letter to H&M's sustainability manager, H&M UK and Ireland asking her for a meeting so she can comment on the new findings. Include the questions you would like to ask her. Suggest a time and a place for the meeting. Use the [business letter \(se side 208\)](#) template.

Find additional information about H&M and sustainability on the internet.

Word count: 400-500 words

Innocent Drinks



Pre-reading activity 1: Innocent Drinks

- What do you know about Innocent Drinks?
- Innocent Drinks produce and sell 100% pure fruit smoothies with no sugar or concentrates. Find out who their competitors on the Danish market are?
- The Innocent office, which is called the Fruit Towers, has kept many of the * from its young startup stage, such as an Astro-Turf "grass" carpet and a picnic bench breakout area. You can also still ring up the £19.99 office "banana phone" (a phone shaped like a banana) and chat to the staff. What does that tell you about the company?
- Visit the company's homepage. What is your first impression of the company?



*Innocent orange juice
Photo: Gitte Jæger Nehlsen*

quirks

Introduction: Innocent



Photo: Anton Hammerl/Topfoto/Ritzau Scanpix

Innocent Drinks was set up in 1999 by the three friends – Richard Reed, Adam Balon and Jon Wright – who met at university. Back then, juice bars were opening up in London and it struck them that they could not be the only ones wanting a healthy diet. They came up with the idea of a healthy drink that could be sold in e.g. supermarkets so they would not have to queue up every morning at a juice bar. They wanted to make a preservative-free, healthy fruit drink only containing fruit so they experimented at home and came up with their very own fruit smoothie – a strawberry & banana smoothie.

Mission: Innocent



Photo: iStockphoto.com/3D_generator

We believe that everything we make should taste good and do good too. So we try to make it easier for people to do themselves some good, and to leave the planet a little bit better than how we found it.

www.innocentdrinks.co.uk

Iain Withers: Innocent gets a health kick as sales top Tropicana (2017)

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=134&cHash=5d6f3bb886dc0b5985df588ae3ee682c>)

Innocent's offices look quite ordinary from the outside, perched above a railway bridge in Ladbroke Grove, west London. Yet inside is exactly the kind of quirky set-up you might expect from the knowingly kooky smoothie maker.

Its young staff gather in a big hall laid with artificial grass to meet, rustle up a free breakfast at a big open plan kitchen, enjoy baskets of free fruit or play table football. In the corner is a glass box where food scientists, some in white lab coats, stroke their chins and discuss what fruit-packed * will next hit the market.

By the window is a * full of thousands of little woolen hats knitted by customers to put on bottles, as part of the company's annual 'Big Knit' charity drive, where 25p from each bottle of mashed fruit goes to Age UK.

Innocent may have turned 18 this year but its chief executive Douglas Lamont is in no rush to take things too seriously. The company's brand value is as much tied up in folksy marketing and generosity – it donates 10pc of profits to good causes – as it is in its juices, smoothies and coconut water.

Innocent is coming of age financially, with over half of its record £304m sales for the 2016 calendar year coming from overseas for the first time, from * businesses in France and Germany. It is also back in the black with £8.5m operating profits, after a £700,000 loss the previous year, which it put down to expansion costs.

The company is now Britain's largest chilled juices brand, ahead of Tropicana, and western Europe's fastest growing soft drinks brand, pipping Red Bull. "To become the biggest in the market, an aim you've been going after for 18 years, on your 18th birthday is something quite special," says Lamont.

What is tough to find at Fruit Towers is any mention of Coca-Cola, the company's owner since 2013. It was a takeover that dismayed many of its loyal customers, who took to social media to * their disapproval. Coca-Cola is based elsewhere in the West End, and describing the relationship between Innocent and its parent, specifically the extent to which they share the same ethical values, is one of the few things that flusters the earnest and mild-mannered Lamont.

It's not the only challenge he faces, as he is tasked with expanding a pricey drinks business at a time when consumers are feeling more pinched for cash. He also has to convince increasingly health-conscious consumers that its juices really are good for you,

concoction

crate
buoyant
vent

ISBN 9788761688637

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Sofus wenoee (sofuswenoee@gmail.com) - Copyright 2023 Systime

after a string of bad press that they contain too much sugar. Has Lamont got answers to these questions as the company moves into adulthood?

The business was founded in 1999 by three Cambridge graduates – Richard Reed, Adam Balon and Jon Wright – after selling smoothies at a music festival. Innocent folklore has it that they put two bins out – throw your rubbish in this one if we should make this our full-time jobs, and the other if not. You can guess which bin was full.

Lamont joined them when they were 50-strong seven years later as "head of new opportunities" after a stint at another fast-growing company, internet provider Free-serve. He was part of Innocent's top team when Coca-Cola snapped up a minority stake in 2009 and took full control four years later. The founding trio walked away with a £100m windfall and handed over the * to Lamont.

With backing of a global giant Lamont set about launching Innocent in France and Germany. Today those two businesses turn over €71.1m (£62m) and €86.5m (£75m) respectively and the business as a whole has tripled in size. Overall sales were up more than £50m last year, with overseas sales up 35pc and UK sales up 11pc. Revenue is heading for £350m this year, Lamont says, and the business is eyeing further launches in Norway, Sweden, Spain and Italy.

He says Coke's ownership has allowed the company to take on upfront risks and costs associated with expansion that it would not otherwise have been able to do, but has nonetheless self-funded all its growth. He insists Coke largely leaves him to "get on with running Innocent as a standalone business". Innocent does not * any of Coke's vast manufacturing, sales or marketing resources and Lamont says he only formally meets them three times a year at investment board meetings.

Lamont argues Innocent's growth story is proof " * capitalism can be scaled". The company prides itself on its green, ethical and healthy credentials, as well as its charitable giving, which has topped an impressive £15m over 18 years. Undoubtedly 'doing good' plays a big part in Innocent's brand value and in its bond with customers, as Lamont explains: "Frankly when you're called Innocent you have to work hard to make sure you live up to that name. We work very hard every day to earn that trust."

reins
leverage
sustainable



*A British supermarket shelf
Photo: Gitte Jæger Nehlsen*

But given the remainder of its profits go to Coca-Cola, a sugary drinks corporate that has faced criticism for unethical practices in the past, does Lamont believe the two organisations share the same values? Could the * that takes pride of place in Innocent's logo sit just as easily above Coke?

"I think like all companies in the world they're looking at how they continue to drive and get better at all the challenges that face all of us," he says.

This isn't exactly a yes or no – is Lamont saying Coke can't share in the glow of Innocent's * ?

"I definitely won't say that," he starts hesitantly. "The answer is they have a set of values that they're working hard to deliver against, and we have a set of values that are different and you make different business choices in the same way that other businesses have different values and make different choices."

"So, inside Coke they are doing so many good things, they are making their business more *, more ethical, giving huge amounts of money to charity all over the world – a lot of that is unseen as it's not an interesting story. I wouldn't in any way want to imply they're not doing an amazing job, they really are."

"What we stand for and how we're seen by our drinkers is what Innocent stands for and that's a different thing. You learn from each other. All companies should be sharing and learning about the many challenges we all face."

Another challenge for Innocent is persuading customers its products are healthy in the face of multiple reports and studies that have shown smoothies pack a lot of sugar, perhaps as much as a Coke, given the multiple fruits needed to make a single bottle.

"Yes absolutely our products are healthy," Lamont says. "They have no added sugar, so any sugar in our products is truly ^{*} in the fruit and in any smoothie or any juice there is a complex web of benefits whether it's through vitamins or whether it's through ^{*}". He also points to the fact the government has kept juices and smoothies in its five a day campaign.

Meanwhile, given the expected squeeze on consumer spending widely predicted, can a pricey drinks business continue to expand? Lamont says it can because he believes there is an unstoppable trend among Europeans for healthier living.

"The £10 our customers are saving on their Uber taxi versus a London black cab they are either choosing to put towards a gym membership or better quality food and drink rather than spending an extra hour in the nightclub. And you see that trend emerging all over Europe."

He says the company will stay ahead of hot competition by "continuing to innovate". It already launches between 15 and 25 products a year, two years ago it was super smoothies and coconut water, both of which have proved successful, and four months ago it was a new range of protein smoothies.

Coke-related awkwardness aside, Lamont seems determined Innocent will continue to live up to its name.

Iain Withers: Innocent gets a health kick as sales top Tropicana. telegraph.co.uk, 2. juli 2017. © Telegraph Media Group Limited 2017

halo
halo
sustainable
intrinsic
phytonutrients



Comprehension questions: Innocent gets a health kick as sales top Tropicana

1. Innocent's brand value is tied up in among other things generosity and charity. Please give examples of that.
2. Please give an account of Innocent's financial situation (2016) as well as its market position in the UK and abroad.
3. Why was the Coca-Cola take-over in 2013 controversial?
4. Which challenges does Innocent face?
5. What are the advantages of Coca-Cola being Innocent's parent company?
6. Lamont argues Innocent's growth story is proof "^{*} capitalism can be scaled". Please comment on this quotation.
7. What does Lamont say about Innocent's and Coca-Cola's set of values?
8. What is the "five a day" campaign and how is that relevant to Innocent?
9. Can Innocent continue to expand?



Questions (dig deeper): Innocent gets a health kick as sales top Tropicana

1. How would you characterise the company culture at Innocent? (use the text and visit innocentdrinks.co.uk for inspiration)
2. What is the Big Knit and Age UK?
3. Why is the company called Innocent and does it live up to its name, in your opinion?
4. What does Coca-Cola do to be more ^{*} and ethical and why have they been criticised for unethical practices in the past?
5. Give a brief account of Innocent's history from the beginning till the Coca-Cola take-over in 2013.

sustainable
sustainable



Definitions: Innocent

1. What does it mean that a company is socially responsible (CSR)?
2. Give examples of companies that you consider socially responsible and state your reasons.
3. Define the following words and make a sentence with each word:
 - sustainability
 - brand value
 - operating profit
4. What does this expression mean? To be back in the black (paragraph 5, l. 3 - "It is also back in the black with £8.5 m operating profits.")

Interactive assignments: Innocent Drinks



Innocent: Find the correct word

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=191&cHash=be89a6932a7492426cac64e4597d2eae>)

Iain Withers: Innocent gets a health kick as sales top Tropicana. telegraph.co.uk, 2. juli 2017. © Telegraph Media Group Limited 2017



Innocent: Adjectives

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=191&cHash=be89a6932a7492426cac64e4597d2eae>)

Iain Withers: Innocent gets a health kick as sales top Tropicana. telegraph.co.uk, 2. juli 2017. © Telegraph Media Group Limited 2017

Cases: Innocent Drinks



Case: CSR

At Innocent, they have five values that reflect what they are, how they do things, and where they increasingly want to be. The five company values are:

1. Be natural
2. Be entrepreneurial
3. Be responsible
4. Be commercial
5. Be generous



Photo: iStockphoto.com/weerapatkiat-dumrong

Innocent recognises how important social responsibility is to their customers and therefore focuses on a few broad categories of corporate social responsibility.

- Environmental efforts: One primary focus of corporate social responsibility is the environment.
- Philanthropy: Businesses also practice social responsibility by donating to national and local charities.
- Ethical labour practices: Treating employees fairly and ethically.
- Volunteering: By attending volunteer events, companies are able to express their concern for specific issues and support organisations.

Sustainability

However, the core part of Innocent is sustainability. One of the previously mentioned values "responsibility" is the daily reminder to all employees to leave things a little bit better than they find them. They strive to achieve sustainability within the following areas: raw materials, production and packaging.

Assignment

Define what the five values mean and give examples of how Innocent lives these five values.

Go to Innocent's homepage and find the answers to the following questions:

- Describe Innocent's CSR activities within the above-mentioned four categories (environmental efforts, philanthropy, ethical labour practices, volunteering).
- Assess which business and socioeconomic values and effects their CSR efforts have.
- How does Innocent benefit from engaging in CSR policies, activities and practices?



Case: Advertising

Innocent overhauled its marketing strategy in 2013 to focus on emotional messaging and charity work rather than its individual products. The new strategy, which uses the strapline, "Tastes good, does good", aims to highlight the taste of its smoothies and drinks alongside the message that 10% of the business's profits are given to charity.

Watch the [Chain of Good ad](#):

Assignment

- What is the message of this ad?
- Why is it called the Chain of Good ad?
- Critics say that the message of the ads is "Just go shopping". What do they mean by that?
- Do you agree with the critics that the message has a dangerous effect? Why/why not?
- Find an Innocent Drinks ad and analyse [the ad \(se side 204\)](#).



Case: Export

So far, the company has focused on the European market (e.g. France, Holland, Germany, Denmark etc). When the European roll-out is complete, they plan to launch into the US. You have been engaged by the company as an international marketing consultant and they would like you to make a presentation that addresses this issue.

Your presentation should contain the following:

- What do you consider the key to the company's success? Please identify the company's core competences and make a [SWOT-analysis \(se side 219\)](#).
- Barriers and opportunities in relation to Innocent's international expansion.
- Make recommendations for a marketing strategy for the launch of Innocent into the US taking into account your findings in the two questions above as well as the local marketing environment (e.g. culture, competition, consumers). Include a detailed [marketing mix \(se side 216\)](#) to support your identified brand positioning in the US.

Make a [PowerPoint presentation \(se side 217\)](#) of your findings, including your recommendations.

Written assignment: Job application



Brand and Trade Marketing Manager

Hello.

We're looking for an experienced Brand and Trade Marketing Manager to join the Danish team.

We've got some ambitious marketing plans for 2018 and beyond and we're looking for a bright and energetic experienced brand and trade marketing manager to help develop and deliver our Danish marketing activity. We are on a mission to become the number 1 chilled juice brand in the Nordics by 2020, and we need your help to get us there. You will be responsible for gaining a true insight into our drinkers, the market and our competitors, to develop clear strategies that will help us drive our brand forwards in Denmark. Your role will stretch across communication development, portfolio management, innovation launches and in-store activation. It's a meaty role which will help build your marketing fundamentals across an exciting and innovative brand, and one with lots of potential for personal development and quick progression for the right candidate.

Read the ad and write a job application. Make sure you meet the criteria. Include information about your personal skills, academic skills, prior job experience, your motivation for applying and your expectations. In other words, think about why you want this job and what you have to offer.

Write the letter and use your own name. Use today's date. Cf. [Job application \(se side 214\)](#)

Word count: 500 words

Retailing



Pre-reading activity 1: Pictures



1. Comment on the pictures.
2. How have our shopping habits changed over the years?
3. Describe your own shopping habits? (What do you buy where and when?)
4. Find out what the first thing sold on the internet was.

Photo: iStockphoto.com/Ridofranz



Photo: iStockphoto.com/IGphotography



Photo: iStockphoto.com/Neyya



Pre-reading activity 2: Consumer behaviour

Surveys show shoppers spend more on experiences such as holidays and eating out and less on products. They call it the "experience economy".

A huge shift in consumer behaviour is said to be under way, from buying things to doing things. People spend less on clothes and food but more on holidays, cars, entertainment and eating out.

- Do you agree? Have your shopping habits changed?
- What could explain this shift in consumer behaviour?



Pre-reading activity 3: Blends

Shoppertainment is a new word formed by fusing together shopping and entertainment.

Blends are new words formed by fusing together parts of existing words. Blends are very common in English and account for a very large number of the new words entering the language each year.

Can you think of other well-established blends?

Introduction: Retailing

Retail is an integral part of our lives and we have ^{*} the effortless retail experience of the 21st century. We expect to be able to shop at anytime, from anywhere, with an omnichannel service that is exclusively tailored to our specific needs. But the invention of e-commerce and digital technologies has affected bricks-and-mortar shops and some are struggling to survive. One way of luring consumers to the shopping centres is "Shoppertainment".

grown accustomed to

Definition: Retailing

- "Bricks and mortar" used to describe a traditional store or business that is in a building.
- The opposite is a "dot-com" which is a company that sells its products or services only on the internet.
- "Clicks and mortar" used to refer to a traditional business that has expanded its activities to operate also on the internet.

Zoe Wood: 'Shoppertainment': How department stores are becoming 'theatres of dreams' (2017)

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=135&cHash=78edd0202518d0bd514af750042d905f>)

By Zoe Wood 27 October 2017

As high street stores struggle, retailers are turning up the theatrics to tempt customers away from their digital devices.

"We are the controllers of the funfair, of the rabbit hole ... of the dreams," cries an eccentrically costumed showman as a three-dimensional kaleidoscope whirls into life.

The ride is one of the Alice's Adventures in Wonderland-themed theatrical "experiences" designed to inject some * into the opening of Westgate Oxford, the £440m shopping centre that has replaced the city's rundown 1970s scheme.

The spinning wall of coloured mirrors has a dizzying effect; when the ride ends, you stumble out blinking like a modern-day Alice. It's not Wonderland – the huge John Lewis in front of you confirms that. Rather, you have entered the realm of "shoppertainment", a brave new world where retailers aren't just in the business of trying to sell stuff – they are also in showbusiness.

The more than 300 staff at Westgate's John Lewis have been put through their paces by the Oxford Playhouse theatre. The acting lessons, which included voice coaching and body language skills, are part of new John Lewis boss Paula Nickolds' bold plan to "reinvent the department store for the 21st century".

pizzazz



*Mall of America, Minnesota
Photo: Sofie Jæger Nehlsen*

Simon Tavener, secretary of the Oxford Theatre Guild, says it's useful for retail staff to find their "character", adding: "You need to put on a face and adjust your performance to suit [the customers'] needs and wants.

"Selling requires you to have a sort of script in your head," Tavener says. "Not one you recite, but one you tailor to your own voice ... a form of improv, if you like."

John Lewis's new Oxford shop is "more than a route to selling things", according to Nickolds, who has turned over a fifth of the 120,000 sq ft selling space to 21 "services and experiences", ranging from style advice to personalised Christmas *. The retail theatre is stage-managed via an "experience desk" where shoppers can plan their *. One option packs personal shopping, a manicure, a light lunch at Benugo and a Charlotte Tilbury makeover into a five-hour spree. Given the store's £18m cost, the last entry on the agenda is, of course, "Head to customer collections to collect your purchases".

Shoppers hungry for experiences have plenty of other options. In the nearby Nespresso store, fans of its pod coffee machines are invited to sit down and * smell the coffee. Staff are coffee specialists who deliver the "ultimate coffee experience", and the store's props include an atelier table where shoppers can take masterclasses.

baubles

itinerary
literally

Westgate Oxford took nearly 20 years and three sets of developers to complete, despite the fact that major retailers were desperate for modern units rather than the more traditional style of shop the historic centre of Oxford is famous for. The 800,000 sq ft mall, a joint venture between Landsec and the Crown Estate, is now 93% let.

Despite the uncertainty created by Brexit, Landsec's Scott Parsons says there was still plenty of interest from retailers. But he admits that "getting some deals across the line took a bit more time. Retailers were being a bit more cautious and going back to their boards for approval."

On Thursday, the CBI's monthly retail survey provided a grim snapshot of high street trading, with sales falling at their fastest rate since the height of the financial crisis. On the same day, Debenhams reported a 44% slide in pre-tax profits to £59m, dragged down by £36.2m of exceptional costs as it marked down the value of its worst performing stores.

All the major department store chains are trying to give their stores a * in the internet age. Retail theatre was pioneered by famous London department stores such as Selfridges, although its efforts reached parody levels earlier this year when it ran potato peeling workshops to help stressed-out consumers "reconnect" with themselves.



Mall of America, Minnesota
Photo: Sofie Jæger Nehlsen

The chief executive of Debenhams, Sergio Bucher, has coined the term "social shopping" and is trying to make visits to stores a "fun leisure activity". Bucher, who joined from Amazon last year, wants to turn functional trips to pick up internet orders into experiences by combining the collection with a consultation with a personal shopper and a glass of prosecco.

Bucher is also trying to inject some showbiz into stores via X Factor-style auditions for staff at Debenhams' recently opened retail park store in Stevenage, Hertfordshire. The shop's stock room is known as "backstage" and a sign by the door leading to the shop floor says "Smile, you are on". "We want to have people on the sales floor who love working there," says Bucher. "We don't want to * customers, but want to be part of this fun activity called shopping."

The GlobalData analyst Maureen Hinton says these store investment programmes are a bet on the experience economy as Britons spend more on leisure, travel and entertainment* .

"The beauty industry is also benefiting from consumers' greater interest in how they look – you've got to look good in selfies – as well as health and wellbeing," she says. "This is a way of tapping into that and getting them to come to your store and hopefully spend on other products. However, I do wonder how profitable this is for retailers.

"In a way, department stores are returning to the old version of themselves, where you could go to a hair salon, beauty room and the restaurant and have stuff delivered to your home," adds Hinton. "This is what the original Selfridges, Harrods, and probably Dickins & Jones were like."

Back in John Lewis's Christmas shop, Joyce is deciding whether to splash out on an £8 plastic unicorn for her tree. She is steering clear of the experience desk, but has already bought an oven and a laptop, persuaded by the chain's "never knowingly undersold"*. With a tight budget, she has no plans to splash out on a beauty treatment. "Oh, no," she says. "I only buy cheap Rimmels in Superdrug."

But downstairs, a row of women with beatific expressions on their faces are having their nails buffed and polished in full view of passing shoppers. One is sipping prosecco. They are living the 21st-century department store dream.

Zoe Wood: 'Shoppertainment': How department stores are becoming 'theatres of dreams'. theguardian.com, 27. oktober 2017. Copyright Guardian News & Media Ltd 2017.

raison d'être
harass
pursuits
pledge



Vocabulary: Retailing

Make a list of the words in the text that you do not understand and which are essential to understanding the text (15 words max). Look them up and explain what they mean.



Comprehension questions: How department stores are becoming "theatres of dreams"

1. What is shoppertainment?
2. What does omnichannel service mean?
3. "Retailers are also in show business." How does that apply to John Lewis?
4. What is the ultimate shopping experience in the Nespresso store?
5. What is Westgate Oxford?
6. Why do companies embrace retail theatre?
7. What is "social shopping" (acc. to the text)? Please give examples.
8. Find out if there is another definition of "social shopping".
9. Describe Debenhams' attempt to inject some showbiz into its stores. Please comment.
10. What is "experience economy"? Please give examples.
11. In which way are stores returning to the old versions of themselves?
12. What is the 21st-century department store dream?



Questions (dig deeper): How department stores are becoming "theatres of dreams"

1. Harry Selfridge was the first to establish the 'theatre of retail'. Find out what he did.
2. Make a list of all the department stores that are mentioned and make a brief description of them.
3. What is CBI?
4. What is a joint venture?
5. What do you think the next development within retailing will be?
6. Give examples of how the retail business tries to encourage consumers to spend.
7. Explain the term "retail therapy".

Interactive assignments: Retailing



Retailing: Translation

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=194&cHash=a8b627aed05945fa4e217d9d1be0b1bf>)

Zoe Wood: *Shoppertainment: How department stores are becoming 'theatres of dreams'*. theguardian.com, 27. oktober 2017. Copyright Guardian News & Media Ltd 2017.



Retailing: Verbs

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=194&cHash=a8b627aed05945fa4e217d9d1be0b1bf>)

Zoe Wood: *Shoppertainment: How department stores are becoming 'theatres of dreams'*. theguardian.com, 27. oktober 2017. Copyright Guardian News & Media Ltd 2017.

Case: Retailing



Case: The survival of the shopping centres

When shopping centres were introduced, they quickly became gathering places for teens, convenient shopping centres for their parents and a growing challenge to smaller retailers in cities and towns nationwide. But today many shopping centres struggle to survive which is partly due to increases in online shopping.

Choose to work with either the UK or the US and make a brief description of the future of shopping centres (or malls) in general in the country in question.

Then, choose a specific shopping centre in the same country and make a description of the shopping centre (stores, activities, service, financial outlook, amount of visitors etc.).

Identify the reasons consumers may fail "your" shopping centre and come up with suggestions to increase business in "your" shopping centre.

Present your findings.

Written assignment: Debating essay



The Future of retailing

Write an [essay \(se side 207\)](#) in which you account for the future of the retailing business in the UK or in America and comment on the possible reasons that sales are falling.

Discuss the introduction of Black Friday/Cyber Monday/Single's Day etc. and how these concepts may help the struggling retail business.

Write the essay in English and give it an appropriate heading.

Word count: 800-1200 words

Remember to document your sources.

Useful source:

'Shoppertainment': How department stores are becoming 'theatres of dreams'



Photo: iStockphoto.com/Rost-9D

Culture



Travel guides

Photo: Gitte Jæger Nehlsen

Culture: Topics

In this chapter, you will learn about culture, cultural differences and the importance of culture in different aspects of our lives.

The main topics are:

- Culture and cultural theories
- Danish culture
- International business culture and etiquette
- Corporate culture

Culture: Learning objectives

The main learning outcomes for this chapter are as follows:

Language skills:

- Become familiar with terms used to describe culture and cultural differences in English
- Improve and enlarge your vocabulary
- Articulate a variety of ideas

Knowledge:

- Understand your own culture to understand others'
- Learn about and apply cultural theories
- Discuss the importance of cultural understanding in esp. business life
- Understand the connection between corporate culture and employee satisfaction

Personal skills:

- Apply acquired knowledge through casework
- Work independently and creatively with cases
- Co-operate with your other team members
- Plan a presentation based on instructions
- Deliver an effective oral presentation

Written skills:

- You will learn a variety of writing genres
- Improve your grammar

Culture: Test yourself

Take the following three tests before studying the various topics to see how much you know beforehand.



Test yourself: Language

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=130&cHash=0675c31f482a53512360d64866658116>)



Test yourself: Define

Please define the following words and concepts.

- Culture shock
- HR management
- Prejudice
- Culture relativism
- Hygge
- Racism
- Domestic
- Market research
- Polychronic
- Egalitarian
- Monochronic
- Stereotype
- Expat
- Outsource
- Xenophobic
- High context culture



Test yourself: Knowledge

1. What is culture?
2. Which problems might arise when communicating and doing business abroad?
3. Do you know any cultural theorists?
4. What is corporate culture and how do you create a great corporate culture?



Culture: Self-assessment test

Take this self-evaluation test. Take the test again in the end of this chapter to see if you have made any progress and meet the learning objectives.

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=130&cHash=0675c31f482a53512360d64866658116>)

[Self-evaluation: Culture](#)

Culture and cultural theories

What is culture?

Defining culture has proven to be surprisingly difficult. The concept is in many ways diffuse. In this book, culture is defined as the informal and sometimes hidden patterns of human interactions, expressions, and viewpoints that people in one culture share.

Sometimes the hidden nature is compared to an iceberg, most of which is hidden underwater because much of the influence of culture on an individual cannot be seen.

Being aware of cultural differences is important as we live in a globalised world and many people travel a lot or communicate with people from different countries every day. We need to know about cultural differences if we want to sell our products abroad or enter into business with a foreigner, or if we want to work or study abroad or simply just travel as a tourist.



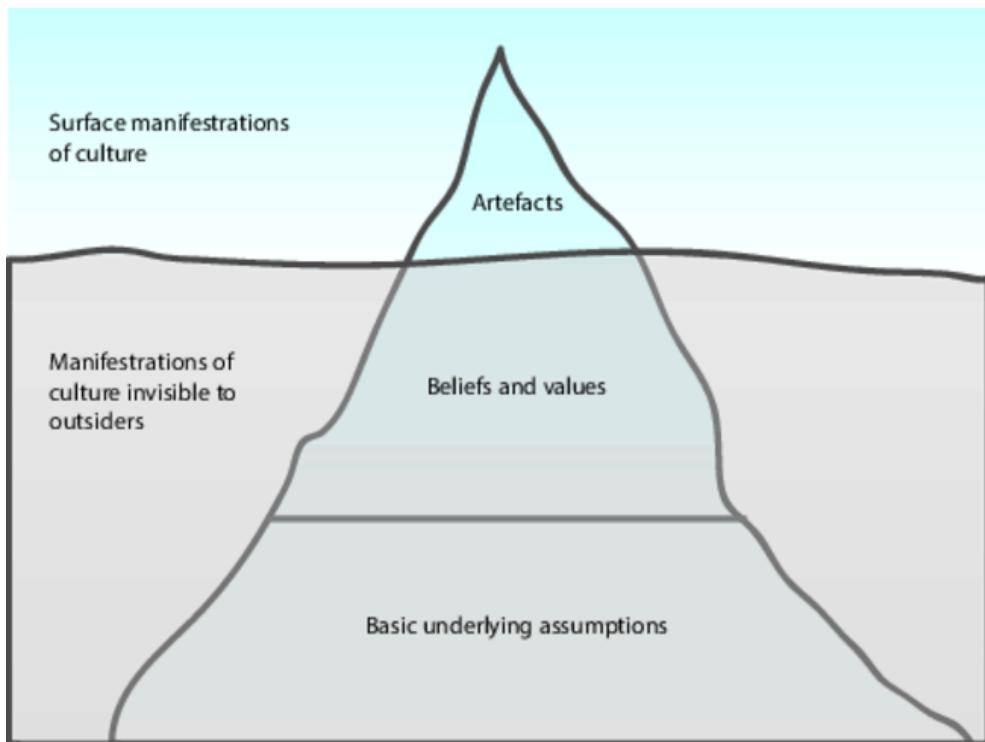
A British souvenir shop
Photo: Gitte Jæger Nehlsen



Pre-reading activity 1: Culture

1. How would you define culture?
2. What is cross-cultural understanding?
3. Why do we need to know about cultural differences?

Edgar Schein's iceberg model



Edgar H. Schein: Organizational culture and leadership. Jossey-Bass, 1992

Edgar Schein proposed this model of organisational culture. The iceberg illustrates that there are visible and invisible aspects of culture. The visible or observable parts of our culture are called artifacts. Below the surface, we find beliefs and values, and beneath the values basic assumptions. Basic assumptions are things that we take for granted and are elements of a culture that have been formed over many years.

- Artifacts can be e.g. language, dress codes, buildings, food, jokes and jargon etc.
- Beliefs and values can be e.g. loyalty, customer service, trustworthiness etc.
- Basic assumptions can be e.g. human relationships, human nature, time, space etc.

The model is also relevant when we talk about culture in general. It is important to bear in mind that there are things which are visible in a culture and therefore easy to understand. The tricky part when it comes to understanding other cultures is the part that is invisible and which therefore may cause cultural clashes.

There are a number of cultural theories which each offer their view on cultural understanding. The theories help us understand other cultures better thus making it easier to avoid conflicts and misunderstandings. On the next pages you can read about three theories which each in its own way defines what culture is.

The three theorists are:

- Edward T. Hall
- Geert Hofstede
- Richard R. Gesteland

Edward T. Hall

Edward T. Hall was an American anthropologist and cross-cultural researcher who is known for his high and low context cultural factors. He believes we communicate and act differently depending on our nationality. In his book "Understanding cultural differences" published in 1990 together with Mildred Hall, he writes about high and low context cultural factors and focuses on four aspects:

- Language: the way we communicate.
- Time: the way we ^{*} time.
- Space: the way we ^{*} space (and place).
- Message: the way we act on and decode messages.

Language

High context	Low context
<ul style="list-style-type: none">• In high context cultures, communication is largely implicit, meaning that context and relationships are more important than the actual words. Very few words are necessary.• High context cultures communicate more by means of non-verbal communication such as facial expressions and gestures.	<ul style="list-style-type: none">• In low context cultures, on the other hand, people rely on the spoken word so the message is communicated almost entirely by the words and therefore needs to be explicit.• Low context cultures are very frank and direct, and will call a spade a spade.

perceive
perceive

Time

High context	Low context
<ul style="list-style-type: none"> • High context cultures are typically polychronic. Polychronic people see time as [*]. • Punctuality and structure are not as important and deadlines are something to aim for not to meet at all costs. • Similarly, polychronic people work with multiple tasks at once, switching back and forth from one to the other. 	<ul style="list-style-type: none"> • Low context cultures are typically monochronic. Monochronic people see time as [*] to be spent or saved. • Monochronic people make and [*] strict deadlines and all activities are divided into linear segments. • Monochronic people focus on one task at a time and do things in a very systematic way.

Space

High context	Low context
<ul style="list-style-type: none"> • Each person surrounds himself with an invisible bubble of space which expands and contracts depending on the situation. • Space is [*]. • People tend to stand close to each other when they communicate and their bubble of space is small. 	<ul style="list-style-type: none"> • Space is compartmentalised. • People keep a distance when they communicate and their bubble of space is rather big.

Message

High context	Low context
<ul style="list-style-type: none"> • In a slow message culture, personal rapport is important and these cultures foster long lasting and deep-rooted relationships. • The relationship is more important than the task. • High commitment to long-term relationships. 	<ul style="list-style-type: none"> • In a fast message culture, people tend to make many [*], short-term relationships. • The task is more important than the relationship. • Low commitment to relationships.

fluid
commodity
adhere to
communal
shallower

High-and low context Cultures

High-context Cultures	Low-context Culture
↑ Japan	↓ England
↑ Arab countries	↓ France
↑ Greece	↓ North America
↑ Spain	↓ Scandinavian counties
↑ Italy	↓ German-speaking countries



Comprehension question: Edward T. Hall

1. Give a brief summary of the characteristics of the four cultural factors.
2. Explain why Spain is a high-context country.
3. Explain why Denmark is a low-context country.

Overview

Aspects	Low Context	High Context
Language	Spoken word	Body language
Time	Monochronic	Polychronic
Space	Large bubble	Small bubble
Message	Fast message	Slow message

Geert Hofstede

Geert Hofstede

Professor Geert Hofstede analysed a large database of employee values scores collected by IBM, between 1967 and 1973, covering more than 70 countries. Based on the questionnaires, he identified four dimensions which were later extended to a fifth dimension and then a sixth dimension. The last two dimensions were found in different studies than the first four. In the book *Cultures and Organizations: Software of the mind*, he writes about these six dimensions.

- Power distance
- Individualism vs Collectivism
- Masculinity vs Femininity
- Uncertainty avoidance
- Long-term orientation vs Short-term orientation
- * vs *

Power distance high	Power distance low
<ul style="list-style-type: none"> • In countries with a high power distance, people accept a hierarchical order in which everybody has a place and which needs no further * . 	<ul style="list-style-type: none"> • In societies with a low power distance, people seek to * the distribution of power. In such societies, inequalities of power among people would require additional * .

Individualism	Collectivism
<ul style="list-style-type: none"> • In individualist countries, its members define themselves in terms of "I" and they prefer a loosely-knit social framework in which individuals are expected to take care of only themselves and their immediate families. 	<ul style="list-style-type: none"> • In collectivist countries, its members define themselves in terms of "we" and are group-oriented and prefer a tightly-knit framework in society in which individuals can expect their relatives to look after them.

Masculinity	Femininity
<ul style="list-style-type: none"> • In masculine societies you will find a preference for achievement, heroism, * and material rewards for success and such societies are at large more competitive. 	<ul style="list-style-type: none"> • In feminine societies there is a preference for cooperation, modesty, caring for the weak and quality of life. Such societies are at large more * .

Uncertainty avoidance high	Uncertainty avoidance low
<ul style="list-style-type: none"> • Countries scoring high on uncertainty avoidance maintain rigid codes of belief and behaviour and are intolerant of unorthodox behaviour and ideas. • People feel uncomfortable with uncertainty and * and the fact that the future is unknown. 	<ul style="list-style-type: none"> • Countries scoring low on uncertainty avoidance maintain a more relaxed attitude in which practice counts more than principles. • People feel comfortable with uncertainty and * and the fact that the future is unknown.

Indulgence
Restraint
justification
equalise
justification
assertiveness
consensus-oriented

Long-term orientation	Short-term orientation
<ul style="list-style-type: none"> • Long-term orientation is when you are focused on the future. You are willing to delay short-term material or social success or even short-term emotional * in order to prepare for the future. • You value persistence, *, saving and being able to adapt. 	<ul style="list-style-type: none"> • Short-term orientation is when you are focused on the present or past and consider them more important than the future. • If you have a short-term orientation, you value tradition, the current social hierarchy and fulfilling your social obligations.
<p>* stands for a society that allows relatively free * of basic and natural human drives related to enjoying life and having fun.</p>	<p>* stands for a society that suppresses * of needs and regulates it by means of strict social norms.</p>

For more information on individual countries go to: <https://www.hofstede-insights.com/models/national-culture>.



Country comparison

1. Summarise the 6 dimensions.
2. Using Hofstede's six dimensions, compare two countries of your own choice and account for the differences
3. Have a look at [the comparison of scores of Denmark, the US and Japan](#). Discuss how these three countries differ when it comes to the six different dimensions?

Richard R. Gesteland

ambiguity
ambiguity
gratification
perseverance
Indulgence
Restraint
Indulgence
gratification
Restraint
gratification

Richard Gesteland is a businessman with more than 35 years' international business experience. In his book *Cross-cultural business behavior. A guide for global management* from 2012, he outlines four major cultural value patterns that characterise countries around the world.

- Deal-focused vs. Relationship-focused
- Hierarchical (formal) vs. Egalitarian (informal)
- Rigid (monochronic) vs. Fluid (polychronic) time
- Expressive vs. Reserved

Deal-focused	Relationship-focused
<ul style="list-style-type: none"> • In deal-focused business cultures, people are task-oriented, direct and go straight to business. • Small talk and getting to know the person you are doing business with is not important. • People from deal-focused cultures tend to value straightforward and direct language. 	<ul style="list-style-type: none"> • In relationship-focused business cultures, people value relationships. • Getting to know the other part before doing business and personal rapport is important. Therefore, it is common to spend some time getting to know each other before deciding on whether to do business or not. • People from relationship-focused cultures value a more indirect approach to maintain harmony. They will say what you want to hear.

Hierarchical (formal)	Egalitarian (informal)
<ul style="list-style-type: none"> • Formal cultures tend to be organised in hierarchies that reflect status and power. People do not interact or do business with someone from a different ranking, and it is very important to show respect to people higher up in the hierarchy. • Businesspeople are very formal in their manners. 	<ul style="list-style-type: none"> • Informal cultures value equality and the differences in status and power are smaller. • An open-door policy is common, and people are not too concerned about other people's status and titles while doing business or just interacting.

Rigid (monochronic)	Fluid (polychronic)
<ul style="list-style-type: none"> • In monochronic cultures, punctuality is very important, agendas are fixed, and business meetings are rarely interrupted. • Being late is considered rude. 	<ul style="list-style-type: none"> • People in polychronic cultures are very flexible about time and place less emphasis on being punctual. • They are more likely to miss deadlines and tend to value loose scheduling as well as business meetings where several meetings-within-meetings may be taking place [*].

simultaneously

Expressive	Reserved
<ul style="list-style-type: none">• Expressive people often talk loudly and use hand gestures and facial expressions.• They tend to be uncomfortable with more than a few seconds of silence and they interrupt other speakers.	<ul style="list-style-type: none">• Reserved people tend to be more soft-spoken, they are comfortable with silence during a conversation and do not interrupt someone that is talking.



Comprehension question: Richard R. Gesteland

1. Give a brief summary of the characteristics of the four cultural value patterns.
2. Give examples of countries that are:
 - Deal-focused and relationship-focused
 - Hierarchical and egalitarian
 - Rigid and fluid
 - Expressive and reserved

Stereotypes

What is a stereotype?

Although we learn that there are some cultural characteristics that a people share, we have to keep in mind that stereotyping is dangerous because it makes us assume that all people of a certain group are exactly the same, removing their true identity and assuming they are resistant to change. Stereotyping is often inaccurate and irrational, and tend to convey a negative message. Examples could be:

- All immigrants are criminals.
- All Americans are loud and boastful.

Definition: Stereotyping:

An oversimplified image or idea of a particular group of people which is used to categorise that group.

[oxforddictionaries.com](https://www.oxforddictionaries.com)



Pre-reading activity 1: Stereotypes and nationalities

Have a look at these pictures.

1. Identify the nationalities and discuss what stereotypes the pictures offer?
2. How would a Dane be portrayed?
3. Where do stereotypes come from?
4. Why is it dangerous to stereotype?
5. How do we avoid stereotyping?
6. What is the difference between a stereotype and a generalisation?



Photo: Colourbox.com

Photo: Colourbox.com



Film: Crash

Watch the film *Crash* (2004) (duration: 115 min)

Crash is a film that shows how individuals stereotype one another in a multi-ethnic society with often horrible results. The victims of racism are often shown to be prejudiced themselves in different contexts and situations. Racist remarks and actions are often shown to stem from ignorance and misconception rather than malice.

1. How does the film begin?
2. How is racism displayed in the gun shop argument?
3. Why does the wife of the L.A. District Attorney want the locks changed again?
4. Why was the District Attorney upset that two black guys stole his car?
5. Why did the white policemen stop the car driven by the black man?
6. Why is the Mexican locksmith's daughter sleeping under the bed?
7. How does the white director talk down to his associate about the black actor Jamal?
8. Why did the young white cop shoot the young black man in his car?
9. Some have criticised the film for reinforcing stereotypes instead of eliminating them. What do you think this movie accomplishes?
10. Do you think the scenes depicted in "Crash" are actually representative of what goes on in America? Why or why not?
11. Why is the film called "Crash"?



Written assignment: Crash

Write a summary of one of the story lines woven through *Crash*. For the character that you choose, describe whether they have learned anything through the experiences shown in the film. Have they learned not to be prejudiced?

Danish culture

People who work or live around people from other cultures are aware of the importance of learning about the differences surrounding them. What is often neglected, however, is the equal importance of knowing one's own culture, values and beliefs in order to relate more effectively across cultural lines.

Awareness of our own culture is important, because it can keep us from projecting our values onto others. It is quite natural to think other people are doing something for the

same reasons we would and this can happen when we are unaware of the values that drive us and unable to distinguish them from those held by other cultures.



Pre-reading activity 1: Piet Hein

1. Read this gruk by the Danish poet Piet Hein. What does this gruk tell you about the way Danes think of Denmark?
2. What does it mean that "Denmark is greater than it's small"?

Piet Hein: GLOBAL VIEWS

Denmark seen from foreign land
looks but like a grain of sand.
Denmark as we Danes conceive it
is so big you won't believe it.

Why not let us compromise
about Denmark's proper size.
Which will truly please us all
since it's greater than it's small.

Piet Hein © gruk Global Views. Gengivet med tilladelse fra Piet Hein a/s, Middelfart.



Pre-reading activity 2: The Danes

Here are some stereotypes about Danes. Do you agree or disagree?

1. Danes are patriotic
2. Danes are concerned about eating healthy
3. Danes are strong like the Vikings
4. Danes like drinking alcohol
5. Danes rarely smile
6. Danes are reserved
7. Danes always wear dark clothes



Photo: iStockphoto.com/Westersoe



Pre-reading activity 3: Proverbs

Japan:

- The nail that sticks out gets hammered down.
- If you do not enter the tiger's cave, you will not catch its cub.

US:

- Better to risk a little than to lose the whole.
- You made your bed, now lie in it.

Mexico:

- All time spent angry is time lost being happy.
 - When in doubt of what is right, consult your pillow overnight.
1. Compare the * in order to find out what they tell you about the cultures in question. See if you can come up with the Danish equivalents.
 2. Can you think of any Danish * or sayings that describe the essence of Danish culture?

Definition: Hygge

The Danish word "hygge" made it into Oxford English Dictionary in 2017 and is defined as follows:



It refers to the recent trend around Danish culture for simple pleasures such as food and warmth and friends creating a feeling of comfort and cosiness.

[oxforddictionaries.com](https://www.oxforddictionaries.com)

proverbs
proverbs

Richard Orange: Hunting for hygge, a new ingredient in Denmark's recipe for happiness (2016)

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=195&cHash=a2cca3813b9bf595db2b6203cea17329>)

The Danes are ranked as the world's most contented people, and many believe it's down to the art of cosiness, simple pleasures and living well.

Jeppe Trolle Linnet's gaze dances around Bang & Jensen, his favourite Copenhagen café-bar, seeking out anything and everything that brings it *hygge*, that untranslatable quality of places, people and togetherness prized by Danes above almost all else.

"It's the candles, obviously ... the lighting. It's not like they have big lamps on the ceiling," he says. Then the furnishings: "You get the feeling that, 'hmm, this must have been brought in from various places'." He gestures at the flip-down seats we're sitting on. "Like an old cinema. So probably someone knew someone. Just by the look of it, it suggests that people here are connected to someone, so the whole place is full of sociality, even when it's empty." He rubs the shiny * where his feet are resting. "And obviously it's all pretty worn, you feel that if you put your feet up, it wouldn't really matter."

Linnet published the first academic paper on hygge five years ago, since then he has become the go-to expert for Danish journalists, particularly around Christmas, when hygge is * .

If this is the first you've heard of hygge, pronounced "hue-guh" and usually translated as "cosiness", you are about to hear a whole lot more.

Five books on the subject are hitting the shelves this autumn. There's *The Little Book of Hygge* by Meik Wiking (subtitled "The Danish way to live well"), out last week. And *The Book of Hygge* by Louisa Thomsen Brits (subtitled "The Danish art of living well"), out last month. Coming later this week is *The Art of Hygge*, while *How to Hygge and Hygge: A Celebration of Simple Pleasures, Living the Danish Way*, are both out next month.

"It's the new black," laughs Agneta Wulff, whose husband Poul owns Wulff & Konstali Food Shop, * the Danish capital's most hygge place for breakfast, where I drop in first thing in the morning.

Agnete says hygge was the single most important thing when Poul started his basement bistro 14 years ago. International interest, though, is very recent. "It's because we live such a stressful life, everybody is so busy," she says. "It's important when we have the moment that we can hygge. Maybe in London they forget to de-stress. When I went to London it was all about alcohol and shopping!"

brass

paramount
reputedly

She starts me off with a *tebirke*, a pastry consisting almost exclusively of butter and sugar, coated with poppy seeds. Then she and Poul drive me from their cosy café near the old harbour at Islands Brygge to the bigger branch in nearby Amager.

"Hygge is when you treat yourself, it's not that healthy, but it's good food," Agnete says.

"We are very proud of this word hygge," Poul adds. "Everybody has a little laugh when you say hygge."

This is strikingly true. Throughout the day, everyone I mention hygge to breaks into a broad smile. Danes talk about hygge the way Italians talk about food. This might be why in his book *Wiking*, the chief executive of the Happiness Research Institute in Copenhagen, proposes it as "the overlooked ingredient in the recipe for Danish happiness". It is, he writes, along with the social equality and life security born of the welfare model, the reason why Danes are ranked as the world's most contented people in surveys year after year.

Places like Wulff & Konstali and Bang & Jensen have perfected the art of providing hygge-to-order for busy Copenhagener, making the city arguably the best place for foreigners to experience this particular brand of laidback informal homeliness.

Otherwise, hygge largely happens behind closed doors, accessible only to foreigners lucky enough to know a patient and welcoming Dane.

Hygge is perhaps most associated with ^{*} down with cocoa and candlelight on a cold and rainy evening, but it can also be the gentle good time of a summer bicycle ride.

Whatever it is, as I sit soaking in the sun in Amager, I am painfully conscious that I'm not feeling it.

hunkering

ISBN 9788761688637

99



Photo: iStockphoto.com/jueraphoto

The brunch, probably the most Instagrammed in the city, is wonderful – bacon, egg, porridge, fruit and other goodies all arranged in little ceramic bowls on a wooden plank. But my mind is racing about where to go next. I'm not relaxing, and I'm alone.

According to Agnete, hygge is not an easy state to achieve, and difficult, if not impossible, to have by yourself. "There's a lot of work behind hygge, you have to think about it, and you have to agree what's hygge for everybody," she says.

It also benefits from familiarity. Bang & Jensen is not hygge for Linnet simply because of the *, but because he lives around the corner.

But even when hygge is established, it is easily destroyed. "The hygge can disappear just like that," Agnete says and clicks her fingers. "When someone says something wrong, you can feel it, it makes a suction through your body."

At her cafés, for example, the younger waiting staff now have different music tastes from the owners. Even this tiny tension is a threat to the hygge.

"It's just so much easier if they share those preferences," Linnet agrees when I tell him this. "People should stick to the * of the group that they're with and not, for example, bring topics on to the table that can make it clear that they aren't as similar as they seem."

decor

common denominator

It is rarely hygge to talk about politics, or indeed anything controversial. Hygge is linked * to the word "hug". It has a sense of encirclement, of boundaries, of a safe space.

"There's a dark side that's easy to skim over in our desire to present hygge as our latest lifestyle fad," admits Thomsen Brits, whose mother is Danish and whose book, with its quotes from the Danish writer Søren Kierkegaard, presents hygge as a philosophy of ** mindful living, of presence in the moment. "I think that to create a kind of ** or a cluster of warmth, there's always going to be the experience of sitting on the outside of that circle of warmth, there are definitely shadows on the periphery of hygge. There's an element of social control."

Hygge's opposite, *uhyggetlig*, does not mean "uncomfortable" as you might expect, but "scary".

When I go to King's Garden, the park surrounding Copenhagen's Rosenborg Castle, to see the picnics in the park that are a form of summer hygge, I meet two Danish teachers with a group of Iraqi schoolchildren.

"Iraqis don't have hygge," they maintain. "The other Iraqi teachers don't understand that you don't walk around during a meal, and the level of noise they make is not hygge."



Photo: iStockphoto.com/SolStock

etymologically
enclosing

Linnet disagrees that immigrants and foreigners can't experience hygge. Having a pint or two, but no more, in a good English pub, he points out, is just about the most hygge thing you can do.

But will this year's flurry of books teach the British to * hygge more fully? He doubts it.

"I think it's possible to market it and turn it into something which fascinates people, but I don't know if the consumers in the UK or in the US will feel that they're experiencing anything very unique," Linnet says.

At its best, the craze for hygge could encourage a love of simplicity, a rejection of expensive brands and * consumption, a renewed focus on the social relations that really matter. At worst, it could boil down to a way of selling candles and Danish designer lighting.

"If you get a list of things to put in your home to make it more hygge, I don't think it works," he says. "You can't just go out with your high salary and just buy hygge like a package that you can install. You need to spend time on it."

Richard Orange: Hunting for hygge: a new ingredient in Denmark's recipe for happiness. 4. september 2016. Copyright Guardian News & Media Ltd 2017.



Comprehension questions: Hunting for hygge, a new ingredient in Denmark's recipe for happiness

1. Who is Jeppe Linnet?
2. Define hygge. Which different definitions of hygge are offered in the article?
3. Why is there a sudden international interest in the hygge phenomenon?
4. According to Meik Wiking's book, hygge is the overlooked ingredient in the Danish recipe for happiness. Do you agree?
5. What are the three main reasons Danes are ranked as the world's most contented people in surveys year after year. (Denmark has won the title three of the four times the Happiness report has been issued. In 2017, we ranked second after Norway)
6. Why is it difficult for foreigners to feel hygge?
7. Which factors can be a threat to hygge?
8. What is the dark side of hygge according to Thomsen Brits?
9. What could the craze for hygge encourage?

embrace
embrace
conspicuous



Questions (dig deeper): Hunting for hygge, a new ingredient in Denmark's recipe for happiness

1. What is the Happiness Research Institute and what do they do?
2. How can happiness be measured?
3. Check out Wulff & Konstali at www.wogk.dk and find pictures on the internet of Bang & Jensen. Do you find the cafes "hyggelige"? Please explain.

Interactive assignments: Danish culture



Culture and Denmark: -ing forms

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=196&cHash=24da3d847f1b0d3eb928af489f7132c4>)

Richard Orange: Hunting for hygge: a new ingredient in Denmark's recipe for happiness. 4. september 2016. Copyright Guardian News & Media Ltd 2017.



Culture and Denmark: Translation

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=196&cHash=24da3d847f1b0d3eb928af489f7132c4>)

Richard Orange: Hunting for hygge: a new ingredient in Denmark's recipe for happiness. 4. september 2016. Copyright Guardian News & Media Ltd 2017.

Cases: Danish culture



Case: Danish culture and expats

You work in the HR department of a big international Danish company. The company employs a number of people from abroad. It is obviously important to make sure these employees are happy as you wish to attract and retain the best and most skilled employees from abroad.

However, moving to a foreign country and settling is not always easy and there are challenges – but also opportunities. It is your job to prepare the expats for life in Denmark and to make the transition as smoothly as possible so they will be able to adapt and manage.

Your first task is to tell the expats about Danes and Danish culture. First, prepare a presentation of the Danes and the Danish way of life. Next, make a description of the Danes based on [Edward T. Hall's theory \(se side 86\)](#) and make a two-day introduction programme with things to do and things/places to see etc.



Case: Foreign exchange students

You have been asked by your teachers to make a video informing foreign exchange students who are going to visit Denmark soon of Denmark and the Danes. The purpose of the video is to prevent them from getting a culture shock during their stay and make them adjust more easily.

They are going to stay with Danish students and their families for half a year so it is important for them to know something about Danish culture. It is up to you to decide what is important to know but try to put yourself in their shoes and think of what you would like to know something about if it were you.

In groups, please make a 5-minute video (approx).

Written assignment: Email



Indian visitors

You work in the HR department of a big international Danish company and two of your new employees arrive next week from India.

You write an email to them to tell them that you are looking forward to welcoming them to Denmark and to inform them of your two-day introduction programme. Tell them what they can expect from the two-day programme.

End your email by letting them know that you will pick them up at the airport.

Write the [email \(se side 211\)](#).

Word count: 400-500 words

Doing business abroad

Introduction: Doing business abroad

When doing business abroad or working as an expat, it is important to learn about the people and culture you are doing business with so as not to be misunderstood, offend someone or appear rude.

Knowledge of business culture and etiquette is of significant importance if you wish to communicate effectively with your counterparts. Ignorance of these issues can result in a cultural barrier that ^{*} the communication process and it may have a ^{*} effect on the success of your activities in a given country. It is therefore important to do your homework properly before going abroad.



Photo: iStockphoto.com/alfexe

inhibits
detrimental



Pre-reading activity 1: Tread carefully

- Comment on "When in Rome, do as the Romans do."
- Comment on "The seller always adapts to the buyer."
- Find out what ethnocentrism is and give examples of ethnocentric behaviour.
- Find out what cultural relativism means.



Pre-reading activity 2: Comment on the picture



Photo: iStockphoto.com/oneinchpunch

Write a story about one of the persons in the picture.

1. Where is the person from?
2. Who is he or she?
3. What is he or she thinking?
4. Where is he or she going next?



Pre-reading activity 3: Avoid putting your foot in it

Manners acceptable to you may be offensive in other nations.

- Direct eye contact is perceived as rude or disrespectful in Middle Eastern and Asian cultures.
- Showing the soles of one's feet can cause offence.

Can you think of other manners that may be offensive in other cultures but which are quite natural to us?



Pre-reading activity 4: Danish business culture

What would be the five most important things for a foreign businessman or businesswoman to know about Danish business culture before going to a meeting with a potential new business partner?

You might want to take a look at the chapter ["Culture and cultural theories" \(se side 83\)](#).



Pre-reading activity 5: Cultural misunderstandings

What do you think is happening here?

1.

A German businessman went to Saudi Arabia to close a deal. He had a tight schedule and was in a hurry to get back to Germany. He arrived 10 minutes ahead of the appointment but had to wait 30 minutes before the Saudi Arabian managers arrived. Not only were the Saudi Arabian managers late. They also left the meeting frequently to answer the phone or talk to other people and there were frequent interruptions. What would you advise the German businessman to do?

2.

An American manager working in Japan was quite impressed with the work of especially one of the young Japanese managers. At a team meeting, he therefore expressed his admiration and praise for this young man. The young Japanese manager looked very uncomfortable and so did the rest of the managers. Why?

When offering your explanation, refer to one of the [cultural theories \(se side 83\)](#) in the chapter about culture and cultural theories.

Avi Nagel: Next stop China: how small businesses can tame the dragon (2017)

Trading in China may seem an * goal, but for SMEs that embrace cultural differences and focus on building relationships, opportunities *.

There are 1.38 billion people in China and British firms need to think about adapting their products to the local market, while remaining true to their brand identities.

Earlier this month, the Chinese premier, Li Keqiang, announced China's 2017 GDP growth target was 6.5%. This was down from last year's 7%, but is still impressive compared to the UK's 2% figure. China's expanding economy presents plenty of opportunities for UK small businesses, particularly in the wake of the Brexit vote. Research released by the Federation of Small Businesses recently found China was in the top four priority markets for exporting businesses. Nevertheless, it can be * to know how to start exploring the world's second largest market. Here are some starting points:

Focus on your USP but be flexible

Seduced by the siren song of China's huge population (1.38 billion and counting), it can be easy to lose sight of what makes your business successful in the first place. But British goods and services are seen in a positive light in China and companies have succeeded across numerous sectors.

Avoid the low cost/high volume market. Domestic competition here is intense and foreign companies cannot compete on price alone. Instead, differentiate yourself on your unique selling proposition, quality and know-how.

It's also important to be flexible and * your products or services quickly. Businesses who assume their offering has the same appeal as in their home market are more likely to fail.

Build local relationships

* market research is crucial before investing significant time and resources in China. Investigate major market trends, seek customer feedback and watch the competition. Groups like the EU SME Centre publish sector specific guides, the China-Britain Business Council (CBBC) has a business in China handbook, and private research firms can help identify the most appropriate route to market.

Local contacts can help you adapt your brand, deal with language and cultural issues, manage local customers and understand how to market your products or services. Look for an agent that has up-to-date industry knowledge, government contacts and (most importantly) has worked with international firms before.

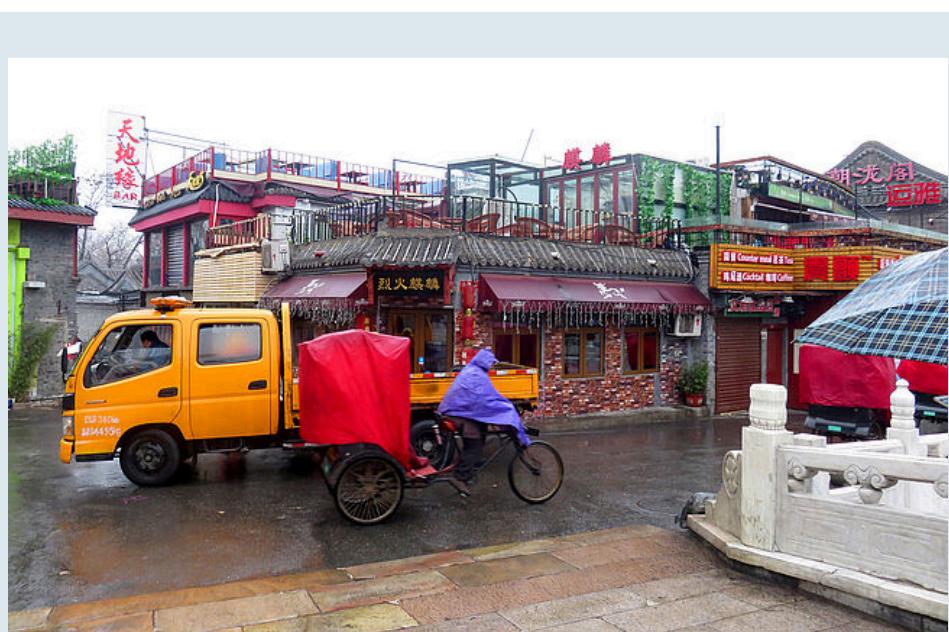
unattainable
abound

daunting
localise
Thorough

ISBN 9788761688637

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Beijing

Photo: Gitte Jæger Nehlsen

Think about the practicalities

If you plan to hire full-time workers based in China, the law states they must be employed by a Chinese *. The corporate requirements for setting up companies in China, paying taxes and * profits are complex and often change. Setting up a Chinese * of your UK company can take up to 12 months and requires a registered Chinese office address and Chinese business plan. To * profits to the UK, foreign companies will typically have to allocate 10% post-tax income to a local reserve fund.

This step is not necessary if you plan to sell goods from overseas, through distributors and e-commerce platforms. And while the requirements may appear complicated, there are a number of law and accounting firms, with experience of working with British companies in China, who can offer advice.

Protect your intellectual property (IP) rights

IP rights in the UK do not transfer to China, so trademarks and patents need to be registered in the country. Trademarks are granted on a first to file basis and typically take six months to a year to be processed. It's a good idea to create an IP plan, specifying what you will be registering and for which of the 45 product categories. The plan would also address such questions as how aggressively you will deal with an * .

entity

repatriating

subsidiary
repatriate
infringement

ISBN 9788761688637

111

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The cost of registering trademarks varies widely depending on the complexity of the case and the number of product category applications. For the most straightforward cases expect prices to begin around £1,000.

If you're selling in China and do not register your IP, be prepared for the consequences (copycat products are common). To minimise the chances of that happening, choose your partners carefully. If you're manufacturing products locally, consider sourcing the components from different plants and assembling the final product in a separate facility.



National food

Photo: Gitte Jæger Nehlsen

Embrace cultural differences

Business in China is done very differently to the west and misunderstandings often have as much to do with culture as language. There is a greater importance placed on relationships, showing proper respect, and avoiding conflict. Socialising is a big part of the process and Chinese business people will seek to build trust and rapport before moving forward with contracts.

In China, you won't often hear a definitive "no" – even if that's what they mean. Instead, your contacts won't respond or follow up, won't seek additional information or

push the deal forward. Think of it a bit like dating. If someone likes what you're offering, you'll usually know.

Ultimately, there is no better way to build your knowledge than visiting the country. Come to China armed with small gifts, your own * and be prepared for * banquet dinners. The Chinese are wonderful hosts and welcome the opportunity to show off their country to international visitors.

Avi Nagel: Next stop China: How small businesses can tame the dragon. 24. marts 2017. Copyright Guardian News & Media Ltd 2017.



Comprehension questions: Next stop China: how small businesses can tame the dragon

1. Please explain SME and USP.
2. Why is China an interesting market for the UK?
3. "Businesses who assume their offering has the same appeal as in their home market are more likely to fail. " Please comment on this quotation.
4. Why is it a good idea to build local relationships in China?
5. What are the corporate requirements for setting up a Chinese *?
6. What are the rules connected to hiring full-time workers in China?
7. What are IP rights? Please give an example.
8. Why is it a good idea to create an IP-plan if you want to sell or produce your products in China?
9. Which other precautions could you take if you are considering manufacturing your products in China?
10. Sum up the most important things to be aware of when doing business with China.



Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=137&cHash=268171f4f7279728d55f8524245e8f42>)

interpreter
copious
subsidiary



Questions (dig deeper): Next stop China: how small businesses can tame the dragon

1. Give an example of what might be a cultural issue in China.
2. In which way are the British different from the Chinese? Explain the difference using [Gesteland's \(see side 90\)](#) cultural theory?
3. What does it mean to be xenophobic?
4. Discuss what might be the reasons for prejudice and discrimination.

Culture shock



Photo: iStockphoto.com/Ildo Frazao

Living abroad can be a fantastic experience but to some it may also invite a sense of feeling a little lost in the world. Some people experience this feeling when they are just visiting a foreign country as a tourist.

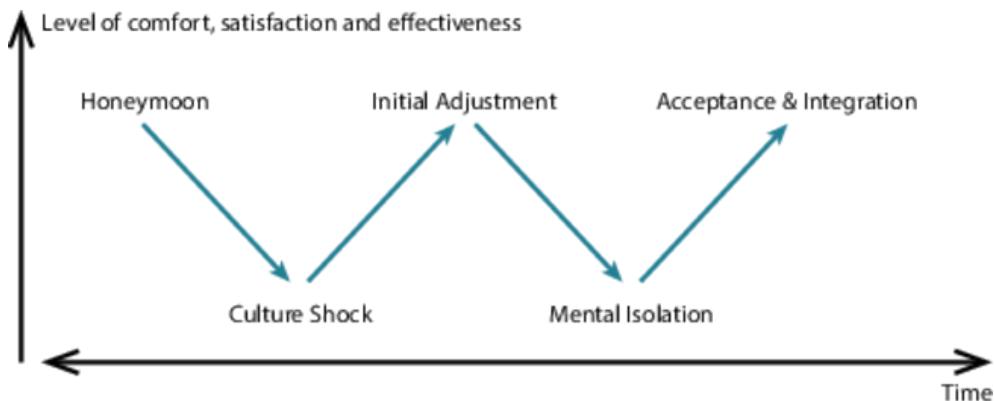
In the article *Culture shock: a very modern phrase*, Dr Edward Dutton writes that the ^{*} culture shock was originally ^{*} by anthropologist Kalervo Oberg in 1954. Simply put, culture shock is the way you react and feel when the cultural cues you know so well from home are lacking. In our daily lives each of us knows how to perform a myriad of activities without even thinking about any of these activities. We take the bus, go to the library, pick up a few

notion
conceptualised

groceries etc. We know how to * motives when someone runs into us. Was it a dangerous encounter, impolite gesture or simply an accident?

If you are going to live abroad for a while, your reaction to all the new things will be determined by your knowledge of the culture, your ability to observe people and your willingness to accept this new and different way of doing things.

Culture shock cycle



The W-Curve Hypothesis Model

Kilde: Jeanne E. Gullahorn og John T. Gullahorn: *An Extension of the U-Curve Hypothesis*. *Journal of Social Issues*, 19, 1963. s. 33-47.

Culture shock generally moves through five different stages: honeymoon, culture shock, initial adjustment, mental isolation, and acceptance and integration. The stages in the cycle may not always occur in the same order and some stages may be skipped but the following pattern is a common one.

The Honey-moon Stage	The honeymoon stage is often overwhelmingly positive, and you become * with the language, people and food in the country. Many people are fascinated and excited by everything new and are * to be in a new culture. At this stage, the trip or move seems like the greatest decision ever made.
The Culture Shock Stage	The next stage is the culture shock or frustration stage which may be the most difficult stage. Gradually you begin to focus on the differences you note. Seemingly * small things get blown out of proportion. Mental * results from continuously * to comprehend the foreign language, gestures and signs.

interpret
infatuated
elated
fatigue
straining

The Initial Adjustment Stage	If you make it through the frustration stage, you will begin to feel more familiar and comfortable with the culture, people, food and language. Everyday activities are no longer major problems and things become easier, you make new friends etc.
The Mental Isolation Stage	Even though you have adjusted to the physical environment, you have been away from your family and friends for a long period of time and you may feel lonely. Many find it difficult to express themselves as well as they can in their native culture.
The Acceptance and Integration Stage	The final stage is acceptance and integration. It does not mean that new cultures or environments are completely understood. It simply signifies realisation that complete understanding is not necessary to function and thrive in the new surroundings. You have established a routine and have accepted the habits and customs in the country. You begin to feel at home and recognise that there are many things you will miss when you go home.

Reverse culture shock

When people return home, they may also experience what is called reverse culture shock. While the phenomenon of culture shock is increasingly well known, reverse culture shock is not as recognised and understood. So why should "returning home" result in culture shock?

Many of the same events and circumstances that create stress when adapting to a foreign culture also create stress when you return. Culture shock and reverse culture shock tend to follow the W-curve pattern which is evident from the above graph and reverse culture shock also moves through five different stages.



Post-reading activity: Culture shock

1. Suffering from culture shock can manifest itself into a variety of symptoms. Which symptoms can you think of?
2. Can you think of ways to diminish feelings of culture shock and of reverse culture shock?
3. Are there any personal characteristics that may help you through culture shock?

Imagine you are going to America for a year to study as an exchange student.

4. Which characteristics of the country would you think of as extremely positive? What would make you "fall in love" with the country?
5. You have now moved on to the frustration stage. Which differences do you think might trigger your frustration?

Imagine you are going to visit any of the below mentioned countries for a period of 2 months:

- Italy
- Brazil
- Kenya
- China

What do you think would be among the top 3 culture shocks in each of these countries?



Film: Outsourced

Watch the film *Outsourced* (2007)
(duration: 103 min)

The film focuses on the cultural differences a U.S.-based manager faces when he loses his job and must train his replacement in India.

1. What does it mean to be "outsourced"?
2. Give an example of culture shock experienced by Todd and state some of the differences between Indian and American culture.
3. What is Todd's assigned objective with his call centre?
4. Does Todd get his "cheeseburger" at Mac Donnells? Whom does he meet there and which advice does that person give Todd?
5. Which parts of American culture does Todd's Indian associate, Puro have difficulties understanding?
6. What happens to Todd on "Holi" day? What symbolism occurs at this point in the film?
7. How does Todd motivate his employees to meet the established goal for their phone calls?
8. What happens between Todd and Asha while on their trip to retrieve the products from America?
9. How do they Indian employees react when Todd tells them that their jobs will be outsourced? Can you explain their reaction?
10. At the end of the film, what cultural aspect does Todd have a difficult time accepting?
11. At the end of the film, what does Todd do with his job?



Photo: iStockphoto.com/mammuth

Interactive assignments: Doing business abroad



Doing business abroad: Find the nouns and proper nouns

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=211&cHash=e1364b1766edcd3029cd496f1e506894>)

Avi Nagel: Next stop China: How small businesses can tame the dragon. 24. marts 2017. Copyright Guardian News & Media Ltd 2017.



Doing business abroad: Verb tenses

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=211&cHash=e1364b1766edcd3029cd496f1e506894>)

Avi Nagel: Next stop China: How small businesses can tame the dragon. 24. marts 2017. Copyright Guardian News & Media Ltd 2017.



Doing business abroad: -ing forms

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=211&cHash=e1364b1766edcd3029cd496f1e506894>)

Avi Nagel: Next stop China: How small businesses can tame the dragon. 24. marts 2017. Copyright Guardian News & Media Ltd 2017.

Case: Doing business abroad



Case: A guide to understanding X-country

You work in the export department and the export manager has asked you to prepare a guide to X-country as the company is planning on conquering this new market. The export manager has also asked you to account for business culture and etiquette in X-country.

1. Make a general introduction to the [country \(se side 210\)](#) and its people.
2. Make a comparison of Denmark and the culture in X-country using Hofstede's country comparison tool. Go to Geert Hofstede's homepage and identify the major differences between Denmark and X-country.
3. Account for proper business behaviour in X-country, i.e. business meeting etiquette and business communication. Include:
 - Attitudes to time
 - Attitudes towards authority and decision making
 - Communication styles
 - Greetings
 - Gift-giving
 - Personal space
 - Establishing relationships
 - Dress codes
 - Wining and dining
 - Etc.

Prepare a [PowerPoint presentation \(se side 217\)](#) of your findings and end your presentation with a few words of advice when doing business in X-country.



Case: A Dane in China

Both of your parents are employed with a big multinational company and they have been asked to help the company expand to China. Your parents have agreed to move to China for two years and you are going with them!

Moving to another country can be a very stressful experience. Everything is unfamiliar; from weather, landscape and language to food, fashion, values, and customs. You are quite aware that you are in for a difficult change and you therefore prepare yourself before leaving for your new life.

1. Make a culture research of China and list some of the characteristics:
 - Religion
 - Language
 - Food
 - Manners
 - Traditions
 - Values
 - More?
2. Adjusting to China will offer its own challenges and require special skills for coping. Acquiring strategies for coping while abroad is important to make your stay successful. You therefore make a list of how to prepare yourself for life in China and how to cope with culture shock and ease yourself into your new culture so that you do not feel the full force of leaving everything familiar.

Written assignments: Email and speech



Working in Denmark

You work for Workindenmark which is a company that among other things provides international jobseekers with information, guidance and tools to work in another country. You have just received an inquiry from a foreign jobseeker who would like to get some information and help from you. The jobseeker would like to know which kind of assistance and services you offer in connection with finding a job and moving to Denmark. The job seeker also asks if there are certain cultural differences he or she should be aware of when moving to Denmark.

Write the [email \(se side 211\)](#) in English and answer the jobseeker's questions. Go to www.workindenmark.dk to find inspiration.

Word count: 250 words



Cross-cultural management

Your job is to teach business people how to overcome cultural differences when dealing with overseas customers. You have been invited by a big multinational American company to give a speech on cross-cultural understanding in management to the sales managers of the company. The American company has decided to enter X-market.

First, you define what culture is and talk about the importance of doing your homework properly before conquering new markets. Next, you describe X-country using [cultural theories \(se side 83\)](#) that you find relevant and you point out the differences between this country and America and the possible pitfalls. You might want to spice up your speech with examples of companies that did not do their homework properly before entering a new market.

Write the [manuscript \(se side 218\)](#) in English.

Word count: 800-1000

Remember to document your sources.

Corporate culture



Photo: iStockphoto.com/Rawpixel Ltd

Definition: Corporate culture?

A country's culture as well as business culture and etiquette will very likely also be reflected in a company's corporate culture.

Definition:

“ Corporate culture refers to the shared values, attitudes, standards and beliefs that characterize members of an organization and guides its practices.

[INC: Corporate Culture](#)

Elements of corporate culture include a company's physical environment, human resources practices and the staff itself. Corporate culture is also reflected in the degree of emphasis placed on elements such as hierarchy, process, innovation, collaboration, competition, community involvement and social engagement. Cf. [Edgar Schein's iceberg model \(se side 84\)](#).



Pre-reading activity 1: Corporate culture



Shutterstock.com/Dooder

- What does this picture illustrate?
- Do you know of any companies with a strong corporate culture?
- If so, what makes them stand out?
- If you have a spare time job, list the positive aspects at your workplace.

What are the keys to a great corporate culture?

According to the article "Six Components of a Great Corporate Culture" in Harvard Business Review, these are the six key elements to creating a great corporate culture.

1. Vision: all companies have a vision that guides its values and provides the company with a purpose.
2. Values: values are the core of a company's culture because the values offer a set of guidelines relating to the behaviours and mindsets of the company in its * to achieve its vision.
3. Practices: the values of a company need to be embodied into daily life in the company. Otherwise, the values are of little importance.
4. People: a company's culture is made up by people who share and embrace its core values.
5. Story: any organisation has a unique history — a unique story. The ability to unearth that history and craft it into a * is a core element of culture creation.
6. Place: place shapes culture and influences the values and behaviours of a company's employees. By place is meant both geography, architecture and aesthetic design.



Pre-reading activity 2: Corporate culture

1. Can you think of a company with a good vision statement? Please explain why it is a good vision statement.
2. Take a look at [Innocent's \(se side 66\) \(se side 55\)](#) values. What do the values tell you about Innocent's corporate culture?
3. How should the values of a company be reflected in the day-to-day running of a company?
4. How can a unique story help create a strong corporate culture? Please give examples.
5. Give an example of a company where "place" is essential to its corporate culture. You might also want to check out e.g. Innocent's HQ!

Danish leadership style

According to a study "Danish leadership style in a global context" conducted by the International Management Team at the Department of Business Administration, Aarhus University,

quest

narrative

another important element in creating a strong corporate culture and happiness at work is management and leadership. In Denmark, business structures are often very flat which is due to our egalitarian and * approach.

According to Geert Hofstede, Denmark is at the very low end of the power distance dimension and Danish leadership can thus be described as democratic with focus on equality, informality, and openness. Danish leaders do not lead but coach and they believe in independency, collaboration and dialogue.

Denmark is an individualist society. This means there is a low preference for a closely-knit social framework and the individual's interests are superior to those of the group's. Danes value their independence, freedom and *. Furthermore, Denmark is ranked as one of the most feminine countries which manifests itself in the emphasis on co-operation, a good work-life balance and *.

The avoidance of uncertainty score is very low meaning that Danes do not need a lot of structure and * in their work life. Rules are few and people are more tolerant of change and open to * and new ways of thinking encouraging creativity and innovation.



Danish leadership style: Comprehension and discussion

The Danish leadership style is highly appreciated by many non-Danish employees.

1. How do the national characteristics of Danes reflect on corporate culture?
2. Which nationalities do you think prefer the Danish leadership style and why?
3. Which nationalities would have a hard time answering to a Danish global leader?
4. What could be the negative consequences and challenges of the Danish leadership style?

consensus seeking
autonomy
modesty
predictability
diversity

Alison Coleman: Teamwork, social events and company culture are vital to happiness at work (2017)

Workplace happiness isn't just about competitive pay and benefits, * workers are placing greater value on company culture.

Keeping employees happy at work can come down to * changes in the values of an organisation.

The UK's * employers have always known that the key to a productive business is investing time and effort in understanding what makes people happy at work. Why do people love their job? What do employees want their workplace to look like? Understand and act on this and you should never have a problem with motivation or morale.

Yes, competitive pay and benefits are important, but employee happiness is dependent on so much more. *, workers are placing greater values on things like wellbeing and working conditions, where flexible working, collaboration, career progression and a great team spirit are part of the company culture.

"This is the human era of the workplace," says Mark Batey, senior lecturer in organisational psychology at Alliance Manchester Business School. "The best places to work are those in which people can * and be their best selves – instead of pretending to be someone else five days a week. The perfect workplace also gives people flexibility and * as to where and how they work, built on a culture of growth and trust."

Among those organisations that have established a reputation for providing flexibility and demonstrating trust, is Pepsico, Top Employer-certified in the UK for five years running. "Our colleagues are offered the chance to grow professionally through regular training, career tools, and different assignments and experiences," says Miriam Ort, vice-president and head of HR, PepsiCo UK & Ireland. "We also have a strong philosophy of career growth through experiences, which means we are willing to invest in moving talent through diverse roles that provide the breadth and depth our employees need to grow. This helps them build rewarding careers and become the talent we need for the future."

increasingly
subtle
savviest
Increasingly
flourish
autonomy



Photo: iStockphoto.com/ALotOfPeople

Flexibility is crucial to employees' ability to optimally manage their work and their lives. In 2015 Pepsico launched a refreshed flexible working philosophy in the UK that has been a huge hit with employees. "They give us consistent feedback that they greatly value this flexibility," says Ort.

Keeping employees happy at work can come down to * changes in the values of an organisation.

"I love having a workplace that embraces * as a key personality trait," says Sarah Shields, vice-president and general manager, Channel, Dell EMC UK. "This creates a fantastic working culture and provides a broader scope for personal and professional development. We have opportunities to mentor more junior colleagues and volunteer in our local communities. By bringing our own experiences into the office we can create a team that supports and helps one another."

Maximising employee happiness and engagement is management's responsibility, but HR is also helping, becoming more strategic on key issues such as recruiting talent, building teams, developing future leaders and influencing company culture.

"HR teams can have a huge impact on company culture and employee satisfaction," says Geoff Pearce, reward managing consultant at NorthgateArinso. "Team-building days, social events and ensuring a pleasant office environment – all are vital to happiness at work and creating a community spirit among colleagues."

Alison Coleman: Teamwork, social events and company culture are vital to happiness at work. theguardian.com, 10. februar 2017. Copyright Guardian News & Media Ltd 2017.



Comprehension questions: Teamwork, social events and company culture are vital to happiness at work

1. What is the key to a productive business and why?
2. Give examples of fringe benefits?
3. Which working conditions matter more to workers than fringe benefits?
4. "This is the human era of the workplace" – what does this quotation mean?
5. How are PepsiCo's values reflected in daily life?
6. In your opinion, why is flexibility crucial to employees' ability to optimally manage their work and their lives?
7. How are the company values reflected in daily life at Dell EMC UK?
8. What can HR teams do to boost employee satisfaction?
9. Which working conditions and/or fringe benefits do you value?
10. Which kind of company would you like to be employed with and why?

Interactive assignments: Corporate culture



Corporate culture: Translation

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=208&cHash=ad3934171647e190ac7407beb087d80c>)

subtle
empathy



Corporate culture: Find the adjectives

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=208&cHash=ad3934171647e190ac7407beb087d80c>)

Alison Coleman: Teamwork, social events and company culture are vital to happiness at work. theguardian.com, 10. februar 2017. Copyright Guardian News & Media Ltd 2017.



Corporate culture: Find the adverbs

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=208&cHash=ad3934171647e190ac7407beb087d80c>)

Alison Coleman: Teamwork, social events and company culture are vital to happiness at work. theguardian.com, 10. februar 2017. Copyright Guardian News & Media Ltd 2017.



Corporate culture: Explain the use of adverbs

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=208&cHash=ad3934171647e190ac7407beb087d80c>)

Alison Coleman: Teamwork, social events and company culture are vital to happiness at work. theguardian.com, 10. februar 2017. Copyright Guardian News & Media Ltd 2017.

Cases: Corporate culture



Case: Great companies

Google and Twitter are examples of companies with a fantastic corporate culture. Each company offers its employees different fringe benefits but fringe benefits alone do not determine the culture completely.

As previously mentioned, other elements matter, too. How do the companies treat their employees? Do they view them as assets? Do the employees feel trusted? Is it a team-oriented environment? Is the company hierarchical or does it have a flat organisation?

Find out why the following companies are considered examples of companies with a fantastic corporate culture. Base your findings on the [six keys \(se side 124\)](#) to creating a great corporate culture.

- Innocent
- Chevron
- Square Space
- Adobe
- Virgin



Case: Corporate culture

You are a member of the HR team in a company wanting to improve its corporate culture. The management has therefore asked you to plan a presentation of what corporate culture is and give examples of companies with a great corporate culture.

Explain why you think these companies serve as role models and list the initiatives they have taken to make it a model company with happy, motivated and productive employees. Base your presentation on the [six keys \(se side 124\)](#) to creating a great corporate culture.

Being a member of the HR team you also include a few of your own suggestions as to how your team may be helpful in increasing employee satisfaction. You end your presentation by listing the advantages of having a great corporate culture.

Make a [PowerPoint presentation \(se side 217\)](#).

Written assignment: Debating essay and company policy



Corporate culture

Write a [debating essay \(se side 207\)](#) about corporate culture and how it can make or break an organisation.

Give a brief account of what corporate culture is and discuss which elements ensure a good working environment thus enabling companies to attract and retain qualified workers. Give examples of companies that live up to the elements mentioned in your essay and discuss which future trends we may experience when it comes to happiness at work.

Word count: 800-1000 words

Remember to document your sources.



Company policy

Social media use

You are the owner of a medium-sized company and you have noticed that some employees spend a lot of time on non-work related activities on the internet. You therefore write an [email \(se side 211\)](#) to your employees outlining the company's guidelines for acceptable use of the internet and email during office hours. When writing the email, include potential consequences if the employees do not follow guidelines.

Word count: 300 words

Communication



iStockphoto.com/exdez

Communication: Topics

In this chapter, you will learn about aspects of communication that are related to doing business both at home and abroad. The main topics are:

- Advertising
- Cross-cultural communication
- Non-verbal communication
- English as Lingua Franca

Communication: Learning objectives

The main learning outcomes for this chapter are as follows:

Language skills:

- Become familiar with marketing terms and terms used to describe different aspects of communication
- Improve and enlarge your vocabulary
- Articulate a variety of ideas
- Become a better cross-cultural and non-verbal communicator

Knowledge:

- Learn about different aspects of communication and how to communicate effectively
- Understand the connection between culture and communication and apply this knowledge

- Understand the role of English in today's world.

Personal skills:

- Work independently and creatively with cases
- Co-operate with your other team members
- Plan a presentation based on instructions
- Deliver an effective oral presentation

Written skills:

- You will learn a variety of writing genres
- Improve your grammar

Communication: Test yourself

Take the following three tests before studying the various topics to see how much you know beforehand.



Test yourself: Language

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=131&cHash=e4e7d021b3fc16fb2ac2d887f5a0c44d>)



Test your knowledge: Define

Define the following words and concepts.

- | | | |
|-----------------------|-----------------|------------------|
| • Activism | • Millenials | • Scarcity |
| • Differentiate | • Bandwagon | • Cultural noise |
| • Lost in translation | • Philanthropic | • Group dynamics |
| • AIDA model | • Collectivist | • Transparency |
| • Digitisation | • Globalisation | |



Test yourself: Knowledge

1. How do you communicate effectively?
2. What is cause marketing?
3. Which appeals can be used in marketing to persuade consumers to buy a product?
4. What might interfere (create noise) when you communicate with foreigners?
5. What does Lingua Franca mean?
6. How can you communicate without word and without writing anything down?



Communication: Self-assessment test

Take this self-evaluation test. Take the test again in the end of this chapter to see if you have made any progress and meet the learning objectives.

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=131&cHash=e4e7d021b3fc16fb2ac2d887f5a0c44d>)

[Self-evaluation: Communication](#)

What is communication?

Definition: Communication:

”

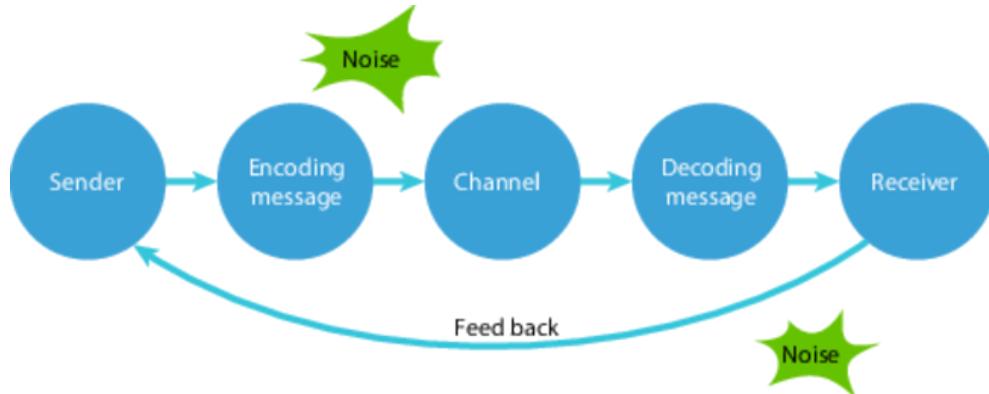
The imparting or exchanging of information by speaking, writing, or using some other medium.

[oxforddictionaries.com](#)

Communication can be carried out in many ways depending on the people involved, the channel, the message and the context.

The concepts in the below Shannen Weaver model are the sender, the encoder, the channel, the decoder and the receiver

The sender encodes the message meaning that he or she creates a message to be communicated to another person. The receiver then decodes the message in order to understand and ^{*}the message. Sometimes there may be some communication noise preventing the message from being received and understood correctly.



Kilde: Warren Weaver; Claude Elwood Shannon: *The Mathematical Theory of Communication*. Univ. of Illinois Press., 1963.



Pre-reading activity 1: Communication

- Give your own definition of what communication is.
- What is the purpose of communication?
- Give examples of communication.
- What is successful communication?

Categories of communication

There are various categories of communication. The message can be either verbal or non-verbal. It can also be in writing, including visualisations such as pictures and graphs. The purpose and channels may vary.

In the following, you will be introduced to some areas of communication that are of importance to a company when conducting its business affairs both at home and abroad.

Advertising

interpret

What is advertising?



Photo: iStockphoto.com/OfirPeretz

Advertising is also communication and can be described as any form of communication that * consumers' impressions about a marketer's products or services. When a product is manufactured, its existence needs to be made known to the general public, otherwise the product will not sell. Usually, the purpose of advertising is to either persuade or inform.

Advertising comes in many different forms and shapes and there are many types of advertising media available to an advertiser. They can e.g. use direct mail, newspapers and magazines, radio advertising, television advertising, sponsorship, outdoor advertising and social media advertising. The methods used in the advertising industry are manifold.

In the following, you can read about how companies advertise their product and services.

The Science of Persuasion

When running a business, your main objective is most likely to convince people to buy your product or service. So before you even start to communicate with a potential customer you may want to know about the Science of Persuasion.

You may have asked yourself more than once, what makes a certain business more lucrative than their competitors'? Part of the answer is psychology and one of the most powerful tools for getting customers to buy your product or service is the Science of Persuasion.
impacts on

The theory of persuasive communication is about understanding how we can develop our communication skills in order to influence the decisions of individuals.

Video: The Science of Persuasion

Watch the video [The Science of Persuasion](#) to learn about the secrets of the Science of Persuasion (duration: 12 min).



Comprehension questions: The Science of Persuasion

1. Give examples of when people feel obliged to give when they receive.
2. What does research tell us about *?
3. Why does the giving of a mint influence how much tip we leave?
4. What happened when BA announced the London-New York concord flight would no longer be in operation?
5. To effectively persuade others using the * principle you will need to:
 - a:
 - b:
 - c:
6. Explain the principle of authority.
7. Give an example of an ad using the principle of authority.
8. How were the realtors able to increase business?
9. Explain the "Drive Safely Campaign".
10. What were the results of "the missed health centre appointment" test?
11. What causes one person to like another?
12. What do the negotiation studies show in relation to coming to an agreement?
13. Please explain the principle of consensus using the "reuse of hotel towels" example.

reciprocity
scarcity



Assignment: How companies use the Science of Persuasion

1. Find one or two examples of companies using the above-mentioned six marketing tools to convince their customers to buy their goods or services.
 1. *
 2. *
 3. Authority
 4. Consistency
 5. Liking
 6. Consensus
2. Discuss which of the marketing tools you would use if you wanted to:
 - Sell more cars.
 - Increase your customer base (dentist).
 - Convince someone to recycle.
 - Close a business deal.

Please be sure to explain how you would go about doing so.

Reciprocity
Scarcity



Assignment: Scarcity

An example of a company using the * marketing tool is [hotels.com](#). They display how many rooms there are left for some hotels making customers hurry due to the fear of shortage. To play up the * game, they also indicate how many people are currently viewing the same hotel so the customers will have to act even faster.

Recently, Adidas (Yeezy) has also made use of * in order to persuade customers to buy their shoes called Yeezy.

However, Adidas uses "false" or artificial * .

- What is meant by "false" * ?
- Please explain how Adidas manages to create "false" *
- How does the company sell its products? How are new products hyped?
- Why are customers willing to pay the resellers a much higher price?
- Why does Adidas not just restock all its popular items?

Browse the internet to find information about Adidas and Yeezy.



Photo: Colourbox.com

Cause marketing

One of the latest trends within marketing is the social good category – cause marketing. * campaigns are on the rise because people now expect brands to take a stand on social issues. Consumers want to know if the clothing they buy is ethically made. People want the companies they buy from to speak up for important causes. Brands have seen that doing good is not just a nice side project – it is essential to their bottom line.

scarcity
scarcity
scarcity
scarcity
scarcity
scarcity
Philanthropic

Alex Holder: Sex doesn't sell any more, activism does. And don't the big brands know it (2017)

From Starbucks supporting refugees to Kenco taking on gangs, big businesses are falling over themselves to do good – and to let us know about it.

'In the UK, people drink Kenco because it's training young men in Honduras to be coffee farmers instead of gang members.'

Three days ago I hadn't heard of Lyft. Not until I was greeted on Monday morning by a right-on colleague after many believed it had undermined a taxi strike at New York's JFK airport protesting against Donald Trump's immigration ban. By Sunday, with marketing^{*}, Lyft's CEO Logan Green tweeted that the company was donating \$1m to the ACLU (American Civil Liberties Union). Which led to Lyft's downloads surpassing Ubers for the first time ever. They used to say sex sells; now, evidently, it's activism.

Lyft wasn't the only company flaunting good deeds this week. In reaction to Trump's immigration ban, Starbucks CEO wrote an open letter to staff committing to hiring 10,000 refugees and Airbnb's Brian Chesky tweeted that it was providing free accommodation to anyone not allowed in the US. Even Uber, presumably in a bid to outdo Lyft, created a \$ 3m fund to help drivers affected by the "wrong and unjust" ban.

Companies are now attempting to outdo each other with major acts of generosity, but there's a catch; they'll do good as long as they can make sure their customers know about it. There is no room for^{*} when a brand does a good deed. They're always Larry David and never the anonymous donor.

swift
prowess
humility



Photo: iStockphoto.com/sgursozlu

It's difficult to separate the fact that while these brands are showcasing pedigree social responsibility, ultimately they are helping refugees because it sells milky lattes and cheap holiday accommodation. They can see that allocating their marketing budget to good causes has a better reach than spending that money elsewhere right now.

In the UK, people drink Kenco coffee not for its smooth blend, but because it's training young men in Honduras to be coffee farmers instead of gang members. I know this because I saw the primetime TV advert with the end line "coffee v gangs" in which a gang member's tattoos turned into inked coffee fields before my very eyes.

On 8 November, the day of the US presidential elections, the clothing company Patagonia closed all its stores to make sure anyone who would rather compare fleeces than choose a president had no excuse not to vote.

In 2010 Pepsi launched the Pepsi Refresh Initiative – \\$ 20m worth of grants awarded to individuals and non-profits for ideas with a positive impact on their community. The \\$ 20m was money originally budgeted for marketing, so instead of running a Super Bowl ad that year, the company publicised the initiative the week before the big game. Perhaps 2010 wasn't ready for this kind of charity from a brand, or consumers smelled the marketing *, because Pepsi sales sunk and two years later the initiative was canned with an extravagant Super Bowl commercial starring Elton John. Now of course we'd all

ploy

rather the ACLU pocket a marketing budget than Elton – but there's something comforting about the complete ^{*} of Elton John selling Pepsi.

For the past 12 years, Dove has ^{*} accepted fame for its portrayal of normal women in the Dove Campaign for Real Beauty. Funny that they never mentioned it's owned by Unilever, which also own Axe (or Lynx), a male brand of deodorant. TV adverts for the antiperspirant featured women with Victoria's Secret levels of ^{*}, conventional beauty. Telling teenage girls to accept themselves while telling teenage boys to accept nothing but tanned, hairless perfection, often in the same ad break, is quite a mean game to play. But a ^{*} business move. Unilever had both audiences lapping it up. Although you'll notice that with sex not selling any more, Lynx has changed its suit. As ^{*} as their teenage audience, it's followed the latest trend, which for the millennial is more activist, less sexist.

That's the ^{*} of successful marketing today: activism is in. "Our activism is currently mediated by brands," says Will Fowler, creative director of Headspace. "Brands are allowing people to pat themselves on the back without them personally having to sacrifice anything." It's true. Popping into a warm, extremely convenient Starbucks for a sweet caffeine pick-up isn't the same as driving to Calais on a Wednesday night with a boot full of baby carriers. I swapped one taxi app for another and felt incredibly smug. We're all feeling the need to right the wrongs of today's Brexit and Trump world – but few people are willing to actually sacrifice anything. If a brand can allow me to carry on living exactly as I was and fuel my social conscience then they can have all my pocket money.

Business is still business. These brands aren't being good from the bottom of their hearts, they're run by smart people who know being good sells fleeces and coffee and taxi rides. The ultimate deciding vote – where we spend our money – is voting good business in. Until we become cynical again; and then I'm sure Elton will be available.

Alex Holder: Sex doesn't sell anymore, activism does. And don't the big brands know it. the guardian.com, 3. februar 2017. Copyright Guardian News & Media Ltd 2017.

transparency
smugly
unattainable
shrewd
fickle
crux



Comprehension questions: Cause marketing

1. Why are companies falling over themselves to do good?
2. Which kind of company is Lyft?
3. How did Big Business react to Trump's immigration ban?
4. "They're always Larry David and never the anonymous donor." Please comment on this quotation.
5. What is the Pepsi Refresh Initiative and why was it canned?
6. Why does the writer think Unilever's marketing strategy is a * business move?
7. What does the writer refer to when she mentions "Popping into a warm, extremely convenient Starbucks for a sweet caffeine pick-up isn't the same as driving to Calais on a Wednesday night with a boot full of baby carriers."?
8. Why is activism in and is it here to stay?
9. Comment on: "...but there's something comforting about the complete * of Elton John selling Pepsi."



Questions (dig deeper): Cause marketing

1. What is the ACLU?
2. Who are the millennials and what characterises them as consumers?
3. Define cause marketing and give examples of cause marketing.
4. Find relevant information about Alex Holder, the author of the article. What does Alex Holder think of cause marketing? Find evidence in the text.
5. Which causes would you be most willing to support?

shrewd
transparency



Source criticism: Cause marketing

Read the article again to find out if the reporter is objective and unbiased.

1. Find information about Alex Holder and her previous jobs.
2. Look at the headline. What does it communicate? Some people only read headlines, so they are designed to communicate a clear point as quickly as possible. This means that using just a few words, most headlines make an argument.
3. Look for exaggerated or colourful language. Consider whether the words and expressions the reporter uses in the article are informational or emotional.

Make your own conclusion. What is the message?

Advertisements

According to an article in the Business Journals called "Do we really see 4,000 ads a day?", it is common for many ads to get lost in the ^{*} as the average American person sees an estimated 4,000 to 10,000 ads per day, which is why effective communication aimed at a specific target group is the key to making advertisements stand out.

There are no fixed rules to determine how an advertisement or a commercial spot attracts most attention. The best results are achieved by a mixture of things such as a good product, a good illustration, a good copy, the right media, the right timing etc. Even so, it can be a good idea to structure your advertising according to the formula known as [hey-you-see-so \(se side 214\)](#) or the [AIDA \(se side 201\)](#) model.

clutter



Pre-reading activity 1: Uncle Sam



James Montgomery Flagg, 1917. Library of Congress Prints and Photographs Division
Washington, D.C.

1. Analyse this very famous American war poster with Uncle Sam pointing his finger at the viewer in order to recruit soldiers for the American army during WW1. Use the [hey-you-see-so \(se side 214\)](#) formula or the [AIDA \(se side 201\)](#)-model.
2. Do you think it is a good poster? Please substantiate your answer.
3. Find out who Uncle Sam was.
4. Find out if the American army succeeded in recruiting many soldiers due to this poster and offer your explanation as to why/why not.

Top five appeals used to sell a product

According to an article called "Top Five Appeals That Advertisers Use to Sell a Product", the purpose of advertising could be to inform or as is most often the case to persuade the consumers to buy a certain product or service. Both ways, advertisers are conveying a message, and they use appeals to influence the consumers to buy their products or services. Aside from the latest trend – the do good appeal – the top five appeals used to sell a product are:

1. Fear: When using "the Fear appeal", the ads focus on the negative outcomes of an action or inaction. Advertiser could e.g. appeal to the fear of being isolated from others (bad hygiene).
2. Humour: Humour appeals make consumers laugh and create an emotional link with the product.
3. Rational: Rational or logical appeals focus on the consumer's need for practicality and functionality in a product. The ads focus on product features and cost, and tell consumers the benefits associated with the purchase of a product.
4. Sex: Sex appeals capture attention, but seldom promote product consumption. An effective ad using the sex appeal should convey a specific message to the target group.
5. Bandwagon: A bandwagon appeal makes consumers believe they are missing out by addressing the consumer's need to belong. The message of such ads is "buy this product because everyone else does."



Questions: Top five appeals used to sell a product

1. Can you think of other forms of fear that advertisers could employ? (Apart from fear of being isolated).
2. Give an example of a funny ad. What makes it a funny ad?
3. Which products are often sold using sex appeal or rational appeal, respectively?
4. Bandwagon advertising uses a group mentality to try to convince you to buy a product. Which group would appeal to you? Give an example of an ad using the bandwagon appeal.
5. Find examples of ads or commercials that use the five appeals mentioned above. Compare the ads that your class have found. Do the ads using e.g. the fear appeal have anything in common? Do they promote the same products?

Slogans

According to an article called "How ad slogans work", companies have used slogans in their advertisements for more than 100 years, to tell the world what makes their product or service special or different. A slogan is a catchphrase or a short tagline that identifies a product or company and it plays a key role in communicating the essence of a brand



Photo: Colourbox.com

Slogans often do not actually mention the company name or product, but instead focus on what the company or product does and how it is different from anything else on the market. This helps customers remember the company when they are shopping for the product or service the company offers.

A logo is the visual representation of a brand but the slogan is the * representation. Slogans are simple to understand and easily remembered. When a slogan is done well, it becomes the centrepiece of a company's identity.

A great slogan has most or all of the following characteristics:

- It is memorable
- It includes a key benefit - a great slogan makes a company or product's benefits clear to the audience.
- It differentiates the brand - what is it about your product or brand that sets it apart from competitors?

audible

- It imparts positive feelings about the brand -the best taglines use words that are positive and upbeat.



Post-reading activity 1: Which company?

Can you guess the brands behind these famous taglines and slogans?

- The happiest place on earth.
- The taste of a new generation.
- The best a man can get.
- Don't dream it. Drive it.

Do these slogans have any of the four characteristics mentioned above?



Post-reading activity 2: The best slogans

Here is a list of the best slogans of all time:

- Connecting people.
- I'm lovin' it.
- Just Do It.
- Think different.
- Because you're worth it.
- Every Little Helps.

1. Can you guess the brands/companies behind these slogans?
2. What makes these slogans the best of all time?
3. Are there any common characteristics? (sentence structure, grammar, choice of words etc.)
4. What is the message of each slogan?
5. Can you think of other good slogans? What makes them stand out?



Post-reading activity 3: Duval Guillaume

The Belgian ad agency Duval Guillaume is famed for its elaborate public hoaxes. Among their * are Axe, Carlsberg and Coca-Cola but their clients count both public and private organisations and corporations.

1. Go to Duval Guillaume's homepage at www.duvalguillaume.com and take a look at the work they have done for various clients. Choose an ad or a commercial that you think is brilliant and make an analysis of the [ad \(se side 204\)](#) or [commercial \(se side 205\)](#). Please explain what makes the ad stand out.
2. In 2011, the public bus company De Lijn launched a campaign showing it is smarter to take the bus or tram. The kick off was a commercial showing a group of ants beating an * in a clever way. The pay-off: It is smarter to travel in groups, take the bus. Since then, more commercials have followed using different kinds of animals. In 2012, Duval Guillaume won a total of 12 awards at CCB Awards for among other commercials their commercial for De Lijn. What makes the "It's smarter to travel in groups" ad stand out? Which appeal(s) do the commercials make use of?

To find the commercials, google "it's smarter to travel in groups".

accounts
aardvark

Film: The Joneses



The Joneses

Watch the film: *The Joneses* (2009) (duration: 95 min)

The Joneses tells the story of a family who move into a new neighbourhood and immediately become the family with whom everybody wants to keep up. However, it soon becomes apparent that the Joneses are not what they seem to be and their purpose in moving into the neighbourhood is not merely to make friends.

1. The Joneses' intention was that people find them attractive. What was it about them that people liked – was it the Joneses as people or the things they had?
2. If the "family" had been less stereotypically attractive would the neighbors have been as easily duped?
3. How did the film make you feel about advertising?
4. Were you familiar with the expression 'stealth marketing'? How do you feel about it?
5. The Joneses were selling not products but a lifestyle with which the products were associated. Have you ever bought something because you were attracted to someone's lifestyle?
6. The Joneses are seen by the outsiders as just another family but they are actually advertisers engaged in stealth marketing. How realistic is this sort of manipulation?
7. Can you imagine that there is a company willing to go to these lengths to market products?
8. The title of the film most likely comes from the phrase "keeping up with the Joneses." How does this relate to the film?
9. The neighbours in the community the Joneses were living in respond to the suicide with anger, and shock. Are they in anyway culpable for the death?
10. What is the message of the film?

Interactive assignment: Advertising



Advertising: Verb tenses and voice

Video lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=227&cHash=e2f1bd61c7300ecb21abf50b334bdfaa>)

Alex Holder: *Sex doesn't sell anymore, activism does. And don't the big brands know it.* the guardian.com, 3. februar 2017. Copyright Guardian News & Media Ltd 2017.

Cases: Advertising



Case: Carlsberg

Carlsberg has made a number of commercials called "The Danish Way". Have a look at Carlsberg's commercial starring Mads Mikkelsen cycling through Danish streets and homes – [The Danish Way](#)

- How are the Danes and the Danish Way portrayed in this commercial?
- Why has Carlsberg chosen to promote its beer using the Danish Way as a sales argument, do you think?
- And why is it in English?
- Analyse the [commercial \(se side 205\)](#).



Case: Planning an advertising campaign

You work in the marketing department of a Danish company and it has been decided that your company is now ready to conquer new markets. To find out if there is a chance of being successful on a new market you will have to do the following:

- Choose a Danish product that you would like to sell abroad (e.g. Hoptimisten).
- Choose your export market.
- Make a country analysis focusing on the cultural elements that are relevant for your product to gain a foothold in the market. Include elements from the [PESTEL \(se side 216\)](#) model and relevant [cultural theories \(se side 83\)](#).

Your company decides to go ahead with your expansion plans and you therefore:

- Establish your target group.
- Come up with a creative suggestion (posters, commercial, ad, etc.) as to how the company can market its product in the country you have chosen to enter. Your suggestion to the advertising campaign must include considerations about:
 - Layout ([Hey-you-see-so \(se side 214\)](#)/[AIDA \(se side 201\)](#))
 - Message ([Persuasive arguments \(se side 137\)](#)/[Appeals \(se side 147\)](#))
 - Copy (including [slogan \(se side 148\)](#))

Make a [PowerPoint presentation \(se side 217\)](#) of your findings and present it to the rest of the management team. Remember to explain your choices relating them to your country analysis findings.



Case: Cause marketing

Nielsen conducted a global study on cause marketing and found that from a list of 18 possible causes, the top three causes that consumers are most willing to support are:

- Ensuring environmental sustainability.
- * poverty and hunger.
- Improving STEM (science, technology, engineering and math) training and education.

Starbucks (example)

Starbucks has teamed up with (RED) to raise funding for the Global Fund to Fight AIDS on World AIDS Day. As part of the campaign, Starbucks committed to donating 10 cents for every handcrafted beverage sold in participating U.S. and Canada stores, and raised a whopping \$12 million in donations. The red cup ensures that consumers take note of the commitment, resulting in an increase in brand loyalty.

There are a variety of types of cause marketing campaigns and they differ considerably in structure. The webpage causegood.com lists eight different types:

- Point of purchase
- Buy One Give One
- Point of sale
- Proud supporter
- Event sponsorship
- License agreement
- Social advocacy
- Digital engagement

Your job is to plan a cause marketing campaign. Start by choosing a company to work with.

Then, choose one of the top three causes consumers are most willing to support and decide on which type of cause marketing campaign you are going to plan. Think carefully about what type fits best within the context of your objectives as well as your customer base.

Make a billboard poster of your cause marketing campaign. Take a look at the cause-good homepage for inspiration. Remember to consider images, message and copy.

Written assignments: Advertising



Planning an advertising campaign

(This assignment is closely connected to this [case \(se side 153\)](#)).

The marketing department has finished their market research and concluded that there is a potential market for your product in the UK.

You write a [letter \(se side 208\)](#) to the Managing Director to inform him or her of your findings. Include a very brief summary of your country analysis and account for the reasons why your department has concluded that the market is perfect for your product. Mention your suggestion for a marketing campaign and write a proper ending.

Use the appropriate format, tone of voice and level of formality. Use your own name and today's date.

Word count: 300 words.



Planning a cause marketing campaign

(This assignment is closely connected to this [case \(se side 154\)](#)).

The company you work for has teamed up with X-company to raise funding for X-project and they have asked you to plan the cause marketing campaign. You write a [letter \(se side 208\)](#) to the Managing Director to inform him or her of which type of cause marketing campaign your team has decided to use. Explain why this type is the best fit for your company. Briefly describe the layout of your billboard poster and write a proper ending.

Use the appropriate format, tone of voice and level of formality. Use your own name and today's date.

Word count: 300 words.

Cross-cultural communication

Cross-cultural communication is communication between people from different cultures. The most obvious difference between cultures is language so it is important to make sure everyone is speaking the same language and has really understood what has been communicated to avoid any information getting lost in translation.

When communicating with people from other cultures, the communication is also influenced by cultural values and attitudes and it can be rather difficult to communicate effectively if there is a big difference between the two cultures. Sometimes something goes wrong and the message may not be received exactly the way the sender intended. The reason is that communication goes through a filter before being received and if there is too much "cultural noise", misunderstanding may occur and the sender risks offending, confusing or sending a misconstrued message which could lead to broken relations or a business deal going sour.

Effective communication involves minimising potential misunderstanding and overcoming any barriers to communication at each stage in the communication process. In business, cross-cultural communication plays a critical role in successfully carrying out business with partners in other areas of the world and when it comes to advertising, it is equally important to be an * cross-cultural communicator.



*Sign at the Great Wall
Photo: Gitte Jæger Nehlsen*



Pre-reading activity 1: Communication breakdown

An American manufacturer has decided to enter the Japanese market and has arranged a meeting with a major Japanese firm to discuss a possible cooperation. Three representatives of each firm meet in Japan.

Following the * traditional Japanese greetings, the men sat down at opposite sides of the table. After having been offered some tea, which the Americans refused, the Americans took off their jackets and rolled up their sleeves as a sign of "let's get down to business". The Americans made direct and * demands to the cooperation. The meeting was unsuccessful and the cooperation venture never took place. What happened?

adept
initial
explicit



Pre-reading activity 2: Miscommunication

- Which cultural differences might cause problems when communicating with other cultures? Cf. [cultural theories \(se side 83\)](#).
- What can you do to minimise barriers to cross-cultural communication?

Ginka Toegel and Jean-Louis Barsoux: 3 situations where cross-cultural communication breaks down (2016)

The strength of cross-cultural teams is their^{*} of experience, perspective, and insight. But to capture those riches, colleagues must commit to open communication; they must dare to share. Unfortunately, this is rarely easy. In the 25 years we've spent researching global work groups, we've found that challenges typically arise in three areas.

Eliciting Ideas

Participation norms differ greatly across cultures. Team members from more egalitarian and individualistic countries, such as the U.S. or Australia, may be accustomed to voicing their unfiltered opinions and ideas, while those from more hierarchical cultures, such as Japan, tend to speak up only after more senior colleagues have expressed their views. People from some cultures may hesitate to contribute because they worry about coming across as superficial or foolish; Finns, for example, favor a "think before you speak" approach, in stark contrast to the "shoot from the hip" attitude that is more^{*} among Americans.

Communication patterns may also make it difficult for people to participate equally in brainstorming sessions. Brazilians, for instance, are typically at ease with overlapping conversations and interruptions, viewing them as signs of engagement. But others, accustomed to more orderly patterns of communication, can feel cut off or^{*} by the same behavior.

The fix: To ensure everyone is contributing, leaders of cross-cultural teams should establish clear communication protocols. A classic tactic, when^{*} ideas or opinions, is to go around the table (or conference line/video chat screens) at least once so that everyone has a chance to speak. Encourage exploration by asking open-ended questions and keeping your own thoughts to yourself at first. Recent research on teams of Americans and East Asians shows that such tactics result in dramatically more even contributions: Instead of taking five times as many opportunities to speak and using nearly 10 times as many words as their Chinese, Japanese, Korean, or Taiwanese colleagues, Americans took just 50% more turns and spoke just 4% more words when an inclusive team leadership approach was used.

If^{*} or interruptions are the problem, try adopting a "four-sentence rule" to limit your most^{*} team members, or insisting on an obligatory gap between two people's comments, to give everyone time to respectfully jump in.

Surfacing Disagreement

Comfort with public disagreement is another big source of conflict on cross-cultural teams. Members from cultures that place a high value on "face" and group harmony may be^{*} to confrontation because they assume it will descend into conflict and upsets group dynamics – in short, social failure. In other cultures, having a "good fight" is actu-

diversity
prevalent
crowded out
soliciting
equitable
air-time
loquacious
averse

ally a sign of trust. People from different parts of the world also vary in the amount of emotion they show, and expect from others, during a professional debate.

When, for example, people from Latin and Middle Eastern cultures raise their voices, colleagues from more neutral cultures can overestimate the degree of opposition being stated. On the *, when people from Asia or Scandinavia use silence and unreceptive body language to * opposition, the message is often lost on more emotionally expressive peers.

The fix: To encourage healthy debate, consider designating a devil's advocate whose * is to consider and prompt discussion of the challenges associated with different propositions. The role can be rotated across agenda items or across meetings, so everyone becomes more comfortable in it. Another option is to spread the same responsibility by asking **everyone** to offer pros and cons on a particular course of action so people feel free to argue both sides, without getting locked in to positions they feel obliged to defend.

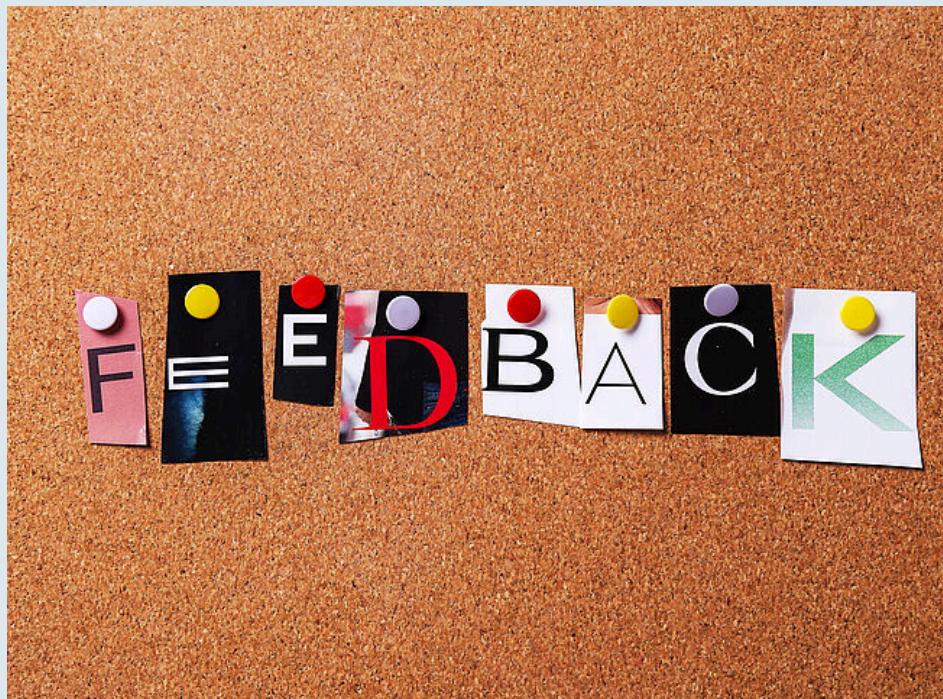


Photo: Colourbox.com

Giving Feedback

Constructive criticism is an essential part of global teamwork; it helps to iron out some of the inevitable * – relating to punctuality, communication style, or behavior in mee-

tings – that * stereotypes and * collaboration. But feedback can be its own cultural minefield. Executives from more individualistic and task-oriented cultures, notably the U.S., are conditioned to see it as an opportunity for personal development; a "gift" best delivered and received immediately even if it's in front of the group. By contrast, people from more collectivist and relationship-oriented cultures may be unaccustomed to voicing or listening to criticism in public, even if the team would benefit. For face-saving reasons, they may prefer to meet one-on-one in an informal setting, possibly over lunch or outside the workplace.

If they come from hierarchical cultures, such as Malaysia or Mexico, they may not even feel it is their role to offer direct feedback to peers and instead deliver it to the team leader to *. The words people choose to use will vary greatly too. Executives from low-context cultures, such as the Netherlands, for example, tend to be very direct in their corrective feedback, while those from high-context cultures, such as India or the Middle Eastern countries, often favor more nuanced language.

The fix: Leaders should encourage members of cross-cultural teams to find a middle ground. You might coach people to soften critical feedback through positive framing and/or by addressing the whole team even when sending a message to just one person. For example, if time-keeping is a recurrent issue, you might say "I always appreciate it when we're all synchronized and we can make the most of our time together." It's also important to model the right behavior and show that you expect and appreciate constructive criticism yourself. A good starter question is: "Reviewing our meeting, what should I do more of, less of, and the same of?"

Beyond these quick fixes, teams need to * conflict on cross-cultural teams by developing a climate of trust where colleagues always feel safe to speak their minds. If you discuss potential problem areas early and often, you'll be well on your way to * your group's *, instead of seeing your progress and performance * by it.

Ginka Toegel og Jean-Louis Barsoux: 3 Situations Where Cross-Cultural Communication Breaks Down. Harvard Business Review, hbr.org, 8. juni 2016.

flip side
convey
remit
kinks
aggravate
disrupt
convey
pre-empt
leveraging
diversity
stalled



Comprehension questions: Cross-cultural communication

1. What is common in egalitarian and in hierarchical countries respectively when it comes to participating in meetings and communicating?
2. What can you as a team leader do to make sure everyone is contributing during meeting?
3. Which cultural differences may cause problems when it comes to confrontation and conflicts?
4. How can you encourage healthy debate?
5. Which cultural differences must you be aware of when giving feedback?
6. What is the fix for giving feedback and constructive criticism?



Questions (dig deeper): Cross-Cultural communication

A number of words related to the way we categorise countries and cultures are mentioned in the text. Please define the words and give examples of which cultures and countries each describes. Cf. [cultural theories \(se side 83\)](#).

- Egalitarian
- Individualistic
- Hierarchical
- Group harmony/group dynamics
- Losing face/saving face
- Task-oriented
- Collectivist and relationship-oriented
- Low-context cultures
- High-context cultures



Post reading activity: The myth of globalisation

Watch this video where Peter Alfandary talks about the myth of globalisation and its consequences. (duration: 14 min)

[The myth of globalisation](#)

1. Who is Peter Alfandary?
2. How would you define "a global citizen"?
3. How can Peter Alfandary be characterised as a global citizen?
4. Peter Alfandary talks about how he considers himself "a culturally conflicted Englishman" and his experience in NYC flagging down a cab. List the examples of cultural differences that he mentions in his talk when it comes to how differently we communicate.
5. Why does he call his talk "The Myth of Globalisation"?
6. We live in the 21st century paradox that has got two pillars to it. Which ones are they?
7. What is the key to communicating effectively, according to Peter Alfandary?
8. What is meant by this: "The last thing the fish notices is the water he is swimming in."
9. What is Peter Alfandary's conclusion when it comes to "The Global Village"?



Post reading activity: Why most global communication fails and what to do about it

Watch this video (duration: 19 min)

[Why most global communication fails](#)

1. Masafumi Otsuka talks about global communication. Give a brief account of his own story.
2. What are the reasons that most global communication fails according to Masafumi Otsuka?
3. What is global outsourcing?
4. What can we do to minimise miscommunication?

Interactive assignments: Cross-cultural communication



Cross-cultural communication: Verbs

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=231&cHash=323604dc307fc2abecc5967473ca3ae0>)



Cross-cultural communication: Find the mistake

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=231&cHash=323604dc307fc2abecc5967473ca3ae0>)

Case: Cross-cultural communication



Case: Selling diapers in Japan

It is important to be an adept cross-cultural communicator as a marketer. "Think global, act local" is a well-used slogan, and it sums up the nature of engaging in global marketing. A well-planned approach to international business and marketing can eliminate the risk of making any marketing blunders.

Language is for instance a cultural barrier marketers should pay attention to. A brand or product name in one language may have an entirely different meaning in another. Names can pose a serious problem. "Tonic water" translates into "toilet water" in Italy. Religion is another cultural barrier. Even colours and number can make a difference. In America, white is a colour for * but in Japan, it represents death. It is important to remember that when you produce an ad for another country. It is not enough to simply just translate it.

You work in the advertising agency named "Worldwide Advertising" and have been asked by a big American company selling baby diapers to come up with a suggestion for an advertisement for baby diapers. The company wishes to enter the Japanese market.

- Start by establishing your target group and find information about the target group. Find out who your customers are, what they want, how they want it etc.
- Make a list of cultural differences to be aware of when advertising in Japan.
- Create a billboard poster using the [hey-you-see-so \(se side 214\)](#) formula. Do not forget a catchy [slogan \(se side 148\)](#).

You are in fierce competition with other advertising agencies for this account so you will all have to present your suggestions to the American company who will then decide on which company gets the account.

purity

Written assignment: Speech



Building a strong cross-cultural team

You are an expert on cross-cultural communication and have been asked to give a speech to a big American organisation that wishes to build a stronger cross-cultural team.

You start your speech with an outline of what cross-cultural communication is and of why multicultural teams are often * to *. You offer your advice on how to build stronger cultural teams and how the leaders of multicultural teams can * the upside of diversity without * to its inherent challenges.

Give examples of different communication styles. For inspiration read the text "[3 situations where cross-cultural communication breaks down \(se side 158\)](#)".

You end your speech by encouraging them to think of cross-cultural teams as an asset, not a liability.

Word count: 1000 words approx.

Non-verbal communication

Another way of communicating is by not saying anything – verbally! Some say that communication is only 20% verbal while the rest is non-verbal. Some say only 7% but what everybody agrees on is that non-verbal communication is very important.

Being a good non-verbal communicator is just as important as being good at verbal communication. Maybe it is even more important as so much of what we communicate is * non-verbal. When a mismatch exists between what we state verbally and the nonverbal signals we send, our receivers will believe the nonverbal communication.



Pre-reading activity 1: What is non-verbal communication?

- Discuss what non-verbal communication is?
- How do we communicate without using words? Give examples.

prone
friction
leverage
falling prey
allegedly



Pre-reading activity 2: Eye contact

A US schoolteacher complained about an Asian student who did not look her in the eye when being told off.

- Why did she complain about that?
- Why did the student not look her in the eye?
- How do we perceive shifty-eyed people in Denmark?



Pre-reading activity 3: Interpret these pictures



Photo: iStockphoto.com/julief514

Photo: iStockphoto.com/Bojan89

- What is going on here? How can you tell?
- Describe the body language.

Means of non-verbal communication

According to an article called *Nonverbal Communication in the Workplace* written by Susan M. Heathfield in 2018 and published in The Balance, nonverbal communication can be:

Body language	The way a person sits, stands, moves arms, hands, and feet.
Facial expression	Your face is incredibly expressive including the eyes, eyebrows, mouth, and any other movement.
Posture	How you carry yourself e.g. leaning back or sitting rigidly on the edge of your seat.
Eye contact	People often attribute trustworthiness to people who speak while maintaining good eye contact. Eye contact can also be used to convey interest and emotions, and to promote rapport with the receiver of the message. In some culture, the eyes are the windows to the soul.
Gestures	Especially hand gestures are rich * of communication.
Signs	Signs, pictures or symbols are considered a form of nonverbal communication.
Clothing	Types of clothing and your appearance also send a nonverbal message.
Tone of voice	Your tone of voice and other aspects of * : * includes *, *, pacing, pauses, and loudness.
Touch	Touch is a powerful method of nonverbal communication. It could be a pat on the back or a hug, or a handshake.
Physical space	The space that you surround yourself with.
Silence	Silence also communicates!

conveyors
 paralinguistics
 Paralinguistics
 inflection
 pitch

John Crace: Upper hand: Putin and Trump's body language shows who's the boss (2017)

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=158&cHash=52961a96e4ecb20668f874cb21a43fb>)

The stonyfaced Russian President made it clear who was the heavyweight figure on the world stage.

Their first * had been a brush-by in the VIP lounge of the G20 conference centre in Hamburg during the morning. President Putin had intended it to be the briefest of handshakes, forgetting there is no such thing as a quick handshake with Donald Trump. The US president had * out a clammy right paw, grabbed hold of his arm with his left hand and then pumped it enthusiastically for rather longer than was comfortable. The man clearly has no sense of personal space.

Vlad flashed a half-hearted smile, keen not to look outmanoeuvred by such third-rate power games. The Donald might be a great deal taller than him, but he is also badly out of shape. A physical wreck. One judo throw and Trump would be on his back. Where he belonged. Had he really gone to all the trouble of trying to * the US presidential election for this? Maybe he would have been better off with Hillary after all. At least you could have an intelligent conversation with her.

By the time the two world leaders met for their * meeting in the afternoon, Putin was better prepared. For the obligatory photo opportunity at the beginning of the talks, he and Trump were seated in * armchairs with translators and officials to one side. Their body language could hardly have been worse. The Donald was perched on the edge of his chair, trying to appear in control though just looking a bit needy. Vlad sat back in his, determined to make little or no eye contact. He wanted to make the American president sweat and he was succeeding. There was no doubt who was the boss now.

The Donald is uncomfortable with lengthy silences and started filling the * with words. Any words. "We've had some very ... uh ... very good talks," he began. "We're going to have a talk now and obviously that will continue." Putin looked down, trying not to smirk. They both had Russian-to-English translators but the Americans had clearly forgotten to bring an English-to-English translator.

"We look forward to a lot of positive things happening for Russia and for the United States and for everyone concerned," Trump continued. "I'm delighted and it's an honour to meet you, Mr President."

Sensing he might already be out of his depth, Trump remembered the first rule of diplomacy his advisers had told him just that morning. If things feel tricky, do another handshake. You can't go wrong with a handshake. The American president stuck out a

encounter

thrust
rig
bilateral
adjacent
void

hand, which Putin accepted. This time the Donald kept his other hand by his side. Round one to Putin.



Photo: iStockphoto.com/dicus63

Now it was the Russian president's turn to reply. He stared at the floor, his voice seldom rising above a mumble. Trump's eyes darted from side to side, unsure of where to fix his gaze. He wasn't used to having to concentrate for more than 140 characters at a time. And even that was often a struggle.

"We spoke over the phone," Vlad said. And he'd listened in to a great many more conversations that had been tapped. "But phone calls are never enough definitely. I'm delighted to be able to meet you personally." His lifeless monotone and blank expression suggested otherwise. "And I hope, as you have said, that our meetings provide positive results." Not that he was holding out much hope. As he finished, the Donald went for a second handshake. Vlad made sure this was even more * than the previous one. Round two to Putin.

The opening speeches concluded, a few reporters started shouting out: "Will you be talking about how Russia tried to * the US election?" before they were bundled out the room. Putin shrugged. Somehow he doubted it. The US president might be all mouth in slagging off the Russians behind their backs, but Vlad was confident he was no trousers face to face.

perfunctory
rig

Putin relaxed. He had 17 years of playing international hardball under his belt: Trump only had a few months. It would be no contest. Yes it would be annoying having to talk about Ukraine with someone who wasn't entirely sure where it was, but he could deal with that. Better still, he could drag it out for an hour longer than the 30 minutes that had been scheduled. By the time they were finished, Trump would be a puddle on the floor.

While the world's two most powerful men were the star attraction, the British prime minister found herself rather left on the sidelines. Theresa May had arrived far too early for the group photograph of the G20 leaders and had wandered about looking a bit lost. The G20 was rapidly turning into a G19 + 1 for her. At the ^{*} she had tried passing a note to Trump – "Do you still love me? I'm not really that cross with you about the Paris climate agreement" – but he had blanked her. The only time she had really contributed was to tap the US president on the shoulder to let him know he was facing the wrong way.

The people most interested in the Maybot were the UK press who wanted to know if she felt rather marginalised. Channel 4's Matt Frei also asked if, when critics called her robotic and heartless, they had misunderstood her.

"I think what's important is that we get on with the job and getting on with the job is delivering for people," the Maybot replied. We can take it that's a no, then. Her critics haven't misunderstood her.

John Crace: Upper hand: Putin and Trump's body language shows who's the boss. the-guardian.com, 8. juli 2017. Copyright Guardian News & Media Ltd 2017



Comprehension questions: Upper hand: Putin and Trump's body language shows who's the boss

1. How is President Putin and President Trump's first meeting in Hamburg described?
2. And which role did their body language play?
3. How did President Putin try to give the impression that he is the boss at the photo opportunity?
4. Comment on: "....but the American had clearly forgotten to bring an English-to-English translator."
5. Describe how the two world leaders use non-verbal communication. Base your answer on "[Means of non-verbal communication](#)" ([see side 168](#)).
6. Why does President Putin win round one and round two?
7. How do you interpret this last sentence: "Her critics haven't misunderstood her"?
8. What do these expressions mean?
 - Trump might be all mouth in slagging off the Russians behind their backs.
 - Trump was no trousers face to face.



Questions (dig deeper): Upper hand: Putin and Trump's body language shows who's the boss

1. Find out what a G20 conference is.
2. What does the phrase "Had he really gone to all the trouble of trying to * the US presidential election for this?" refer to?
3. What is a * meeting?
4. What is happening in Ukraine?
5. Why was the G20 rapidly turning into G19+1 for Theresa May?
6. Why would Theresa May be cross at Donald Trump about the Paris climate agreement?
7. Who or what is the Maybot?

rig
bilateral



Source criticism: Upper hand: Putin and Trump's body language shows who's the boss

1. Find out who the author of this article is.
2. What is a sketch writer?
3. Which newspaper does he write for and what characterises that newspaper?
4. Is the article subjective or objective? Find quotations to substantiate your claim.



Non-verbal communication: Comprehension questions

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=158&cHash=52961a96e4ecb20668f874cb21a43fb>)



Post-reading activity 1: Signs

Most signs are not universal and they may be dangerous to use in other parts of the world. Find out which different meaning the following signs have.

- OK sign
- V-sign
- Thumbs-up
- Pointing with the index finger

Are you familiar with other signs that are not universal and that will get you into trouble?



Post-reading activity 2: Non-verbal behaviour

- Comment on this: "dressed to impress". Find an example of someone dressed to impress.
- Discuss the importance of non-verbal behaviour in your every-day life.
- Tell your fellow students of situations in which you have been exposed to unpleasant use of body language.
- Use your body language to indicate/say:
 - I am confident (power and authority)
 - I like you
 - I am bored
 - I do not believe you
 - I am nervous
 - You make me uncomfortable
 - I do not know

Interactive assignment: Non-verbal communication



Non-verbal communication: Explain the words

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=238&cHash=eac9a10ffa8ab159d2a90006da6b624a>)

Case: Non-verbal communication



Case: Media training Donald Trump

You are a media trainer and communication expert who work with executives and entrepreneurs. You are an expert on reading the videotaped speeches of world leaders and political figures. A news channel has contacted you because they would like you to read Donald Trump's body language when making speeches but also when he meets with other world leaders.

You start by analysing Donald Trump's body language. Take your starting point in the text "[Upper hand: Putin and Trump's body language shows who's the boss \(se side 169\)](#)". Find additional information and examples (there are many) on the internet. You may focus on for instance:

- First impressions
- Gestures
- Handshakes
- Facial expressions
- Touch and body language during media interviews.
- Territory and space
- Eye contact

Make a conclusion and offer your advice on how he can improve his non-verbal communication skills when it comes to both making speeches and meeting with other world leaders to communicate with charisma, clarity and confidence. Remember to find examples to substantiate your claim.

Include in your advice a list of some dos and don'ts.

You have been invited to participate in a news program on TV and you will be interviewed by the news anchor. Rehearse and role-play the interview beforehand.

Written assignment: Analytical essay (non-fiction)



Upper hand: Putin and Trump's body language

Write an [analytical essay \(se side 202\)](#) in which you analyse the text "[Upper hand: Putin and Trump's body language shows who's the boss \(se side 169\)](#)" by John Crace. Part of your essay must focus on [argumentative \(se side 206\)](#) and [linguistic \(se side 215\)](#) features. Based on your analysis, assess whether John Crace is successful in communicating his message.

Write the analytical essay in English.

Word count: 800-1200 words

Use the following source:

"Upper hand: Putin and Trump's body language shows who's the boss."

You may use additional sources in English, for example from the internet. Do not forget to document all your sources

English as Lingua Franca (ELF)

The Tower of Babel

According to the Bible, the people of the earth once spoke the same language. The people decided to build a tall, proud symbol of how great they had made their nation. They wanted a tower that would "reach to the heavens" so that they could be like God.

God did not like what he saw and became very angry. He caused the people to suddenly speak different languages so they could not communicate and work together to build the tower. This caused the people to scatter across the land.

The tower was named The Tower of Babel because the word Babel means confusion.



Photo: iStockphoto.com/tiero



Pre-reading activity 1: The position of English

1. Why has English become a lingua franca (ELF)?
2. In which countries is English the official language?
3. Describe how widespread the English language is.
4. Do you think the English language is a threat to the Danish language?
5. Can you think of English words the Danish language has adapted?
6. Make a list of areas of the Danish language in which English words and/or expressions are more common than Danish words (or where there are NO Danish words to replace the English words).
7. Why is English such an effective medium of international communication?

Definition: English as Lingua Franca (ELF)



A language that is adopted as a common language between speakers whose native languages are different.

[oxforddictionaries.com](https://www.oxforddictionaries.com)

If English is a lingua franca, why isn't lingua franca in English?

The term lingua franca means Frankish (franca) language (lingua) and was coined in the 17th century by the Italians to describe a ^{*} of mostly Italian with a ^{*} of French, Portuguese, Spanish, Turkish, Greek, and Arabic. Frank was a common ^{*} for all western Europeans since most of Western Europe had developed out of the Medieval Frankish Kingdom of Charlemagne. Lingua franca was used mainly as the language of commerce.

English as lingua franca

ELF interactions concentrate on function rather than form so getting the message across is much more important than correctness. A typical ELF conversation might involve a Danish and an Italian exchange student chatting at a lunch break at a high school in America or a Japanese discussing a possible business adventure with a Russian businessperson.

conglomeration
smattering
designation

Globalisation has, among other things, enabled instant global communication, breaking the barriers of space and time and thus fostered a need for a * language. English has become today's global lingua franca. It is the main language in which global trade, business, and cultural interactions take place.

In 2010, the CEO of Rakuten, a Japanese company, mandated that English would be the company's official language of business



Pre-reading activity 2: Globalisation vs Internationalisation

- Define the term "globalisation".
- What is the difference between globalisation and internationalisation?
- Give examples of globalisation and internationalisation, respectively.

mutual

Hiroshi Mikitani: Why More and More Japanese Companies Are Doing Business in English (2016)

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=230&cHash=f3b563d062d951e8b0db7def1d9a255f>)

Adopting the English language is vital to the long-term competitiveness of Japanese business.

In March 2010, I stood before several thousand mostly native Japanese speakers and addressed them in English. From now on, I told them, Rakuten would conduct all of its business, from official meetings to internal emails, in English. I still remember the shocked expressions on listeners' faces.

Their reaction was certainly understandable. No major Japanese company had ever changed its official language. But the simple fact is that adopting the English language is vital to the long-term competitiveness of Japanese business.

Of course, my decision faced plenty of criticism. One of my fellow Japanese CEOs went so far as to call the plan "stupid" – notable, in a country where executives do not generally criticize one another in the press. Clearly, I would have to fight an uphill battle for cultural acceptance.

But I was not *. A seismic shift demands that we adapt to a new landscape, and a seismic economic shift is exactly what Japan has undergone in recent decades, driven by the forces of globalization and digitization. The only way to compete in this interconnected internet age is to speak the language of the market – and that language is English. Though the number of native English speakers is dwarfed by the number of, say, native Chinese speakers, English is the language of global business.

Yet Japan continues to work inside a * bubble – not least because many firms in Japan are oriented toward the domestic market and pay little * to global trends. But this approach is becoming increasingly difficult to justify. Switching to English makes Japanese firms more competitive, while opening employees' eyes to the outside world.

There is another benefit to using English in business: The language has few power markers. Its use can therefore help to break down the hierarchical, bureaucratic barriers that are * in Japanese society and reflected in Japanese conversation, which could boost efficiency.

deterred
linguistic
heed
entrenched



Photo: iStockphoto.com/gerenme

Of course, the Englishnization of companies is not easy. The internal breakup is *. Staff who speak English well suddenly acquire a higher status; those who do not fear for their careers. And this is true not just for Japan: A recent study in *Management International Review*, assessing Air France's 2004 takeover of the Dutch airline KLM, found that the decision to make English the merged company's language thrilled some employees and scared others.

For Japan, low levels of English fluency * the challenge. In Asia, the country ranks 13th in English fluency, behind both China and South Korea.

In Rakuten's case, adjustment certainly took time. At first, meetings often felt awkward. The first board meeting after the Englishnization decision took four hours to complete – double the normal duration. But whenever executives asked if they could say certain things in Japanese, I told them no. I knew that the challenge would pay off – and it has.

Today, more than 90% of our employees have achieved the required level of English. This has helped to make our operations more efficient than ever. An employee anywhere in the world can pick up a phone and get an immediate answer, instead of working through a translator.

The impact can also be felt on an individual level. One manager, who * feared that he would have to leave the company, changed his tune after attending an intensive Eng-

lish-language school in the Philippines, where he met students from South Korea and China who were committed to mastering the language. His English improved quickly, and so did his standing in the company. More important, he gained a much-needed global perspective.

Thanks partly to Englishnization, Rakuten has been able to expand outside Japan, buying e-commerce sites like Ebates in the United States and PriceMinister in France. More recently, we acquired the messaging app Viber and bought minority stakes in the American ride-hailing app Lyft and online scrapbooking site Pinterest. The fact that we all communicated in English smoothed these transitions, as the acquired companies' management did not get the sense that a foreign company had taken over.

Within Japan, Englishnization has enabled us to hire more non-Japanese employees, including 80% of our new engineers since 2011. A new casual vibe * our office, with employees happily * the monotonous navy suit typical of the Japanese workplace. This diverse and modern approach is breathing new life into a moribund business culture.

Japan's population is aging. Our economy is slowing. We are not producing enough coders and digital gurus. The only way we can catch up and restore growth and dynamism is by looking outside our borders for talent. For that, we have to be speaking English.

Hiroshi Mikitani: Why more and more Japanese companies are doing business in English. inc.com, 29. august 2016. Gengivet med tilladelse fra Rakuten.

profound
compound
initially
permeates
shunning



Comprehension questions: Why More and More Japanese Companies Are Doing Business in English

1. What are some of the reasons driving the move towards English as a corporate standard in Rakuten?
2. What are the obstacles that a company may experience when implementing a one-language policy (ELF)?
3. Which problems do non-native speakers of English encounter when English is adopted as a corporate standard?
4. "Yet Japan continues to work inside a ^{*} bubble." Please explain what this means.
5. English has few power markers. Please explain what this means and give examples of power markers either in English or in another language.
6. How does Japan rank in English fluency and which factors might explain this ranking?
7. What were some of the challenges Rakuten encountered when the company adopted English as its corporate language?
8. In which areas has this decision paid off?



Questions (dig deeper): Why More and More Japanese Companies Are Doing Business in English

1. What are the advantages and disadvantages of ELF?
2. Many people also speak Mandarin. Find out how many. Will Mandarin be next? Why/why not?
3. What could companies do to ease the process of converting the primary language of a company?
4. Do you think being "forced" to speak another language at work will strip you of your cultural heritage?
5. Do you know of any Danish companies that have adopted English as their corporate language? If so, what may be their reasons for doing so?

linguistic



English as Lingua Franca: Comprehension questions

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=230&cHash=f3b563d062d951e8b0db7def1d9a255f>)

Can English remain EU's lingua franca?

The EU and its institutions are good examples of a multilingual workplace. The EU has 24 official languages and any of the national official languages may be an official EU language. This means that any member may speak in an official language and receive translation from any official language into his or her own.

The EU was founded in 1957 by only six countries: West Germany, France, Italy, the Netherlands, Belgium and Luxembourg. Back then, everyone spoke decent French, the working language of the community and French was by far the most widely used language within the institutions. It was an act of generosity to make all languages official. Today, ^{*} is a fundamental principle of the EU. The 24 official languages all have equal status but the "unofficial" working languages are English, French and German.

In an article in the Financial Times "Push to bid adieu to English as EU's lingua franca", it is stated that the lingua franca of Europe is definitely English. The French had hoped that French would become the language of the European Union but when the UK and Malta, which are English-speaking countries, and Austria, Scandinavian countries and many eastern European countries who speak English as a second language joined the EU, English became the lingua franca. The eastward expansion in 2004 further established this fact.

Now that the UK has decided to leave the EU, there are only two English-speaking member states in the EU (Malta and Ireland) and they did not even register English as their language when they joined the EU. They opted to have Irish and Maltese included among the official languages of the EU.



Photo: iStockphoto.com/Omm-on-tour

multilingualism



Questions: English as EU's lingua franca

1. How many speak English as their first or second language among EU citizens, and how many speak French or German?
2. Discuss if the UK departure from the EU could be a chance to establish French and/or German as the EU's main language.
3. Can English remain the third working language of the European Parliament after Brexit?
4. Discuss whether or not English (or another language) as lingua franca in the EU is a development to be welcomed. Can you think of any advantages/disadvantages?
5. What are the challenges of the EU's language policy?
6. What are the official languages of the UN and how many member states does the UN have?

Lost in translation: Examples

ELF speakers do not share the same language and therefore they also come from different cultural backgrounds. So apart from misunderstandings due to lack of ^{*} language skills, they may also encounter what we call "cultural noise". Cultural noise arises when the message has to go through a filter and there is ^{*} from the native language.

Non-native speakers may have a hard time pronouncing English words, and sometimes words and idiomatic expressions are used incorrectly. Here are some examples of how miscommunication can arise.

Problems pronouncing the words:

- One Scandinavian student of English blamed all Britain's ills on the Trade Onions, and another talked about how much she had enjoyed William Golding's *Lord of the Fleas*.
- One lady told her friend that she always went to the local hotel with her workmates once a week for a piss-up (pea soup).

Problems understanding the words or idiomatic expressions:

- A young Spanish woman was asked to watch the chops, which had been left cooking under the grill. The Spanish girl promptly rushed into the kitchen, pulled the grill pan, held the chops under the tap, and washed them.
- One woman who had nearly learned the phrase "get hold of" said: "When I want to make a video film at work I hold a man and he does it".

^{*} from your own language:

- ^{*} from your own language usually causes the biggest problems. An elderly lady regularly confused the German bekommen (to get) with the English become. She sighed, "how I would love to become a cup of coffee". Sometimes she longed to become a sausage or a pain in the neck."

proficient
interference
Interference
Interference



Post-reading activity 1: Danish MPs English skills

As English is the main language in which global trade, business, and cultural interactions take place, there is also a need for Danish politicians to be adept at English, especially at *speaking* English.

- In 2009, Villy Søndal made a speech in English at the Global Greens event in Copenhagen.
- In 2009, Lars Løkke Rasmussen chaired the Copenhagen climate change conference (COP15).
- In 2016, Inger Støjberg had to answer to the EP LIBE Committee in connection with the Danish draft law on asylum seekers.
- In 2018, Lars Løkke Rasmussen tweeted this to the American President.

"Do not intend to interfere, but allow me to give a danish perspective: [@realDonaldTrump](#), please, respond to the request of your youngsters who demands gun control. Don't accept the world record in school shoutings. Make America great and safe again! [#FloridaSchoolShooting #dkpol](#)"

Here are some examples of what Danish Ministers have said in public:

- "Normally I say, early to bed and up with the cock," (Bertel Haarder at a European Council meeting).
 - "The prick over the i," (former Minister for Culture, Jytte Hilden).
 - "I am in the beginning of my period," (Minister of Development Cooperation, Helle Degn said when she told her African hosts that she had just accepted the job).
1. Read the above examples and listen to the speeches made by Villy Søndal, Lars Løkke Rasmussen and Inger Støjberg (use Google to find the speeches). Comment on the Danish politicians' English language skills.
 2. Read the tweet and comment on language and grammar.
 3. Which advice would you offer Danish politicians in general when it comes to using English as ELF?

Interactive assignments: English as lingua franca



English as Lingua Franca: Translation words

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=234&cHash=051220196d0e689415e651a8d03f2673>)



English as Lingua Franca: Translation

Video/lyd/interaktiv opgave findes i iBogen (se <https://ccc.systime.dk/api/?id=234&cHash=051220196d0e689415e651a8d03f2673>)

Hiroshi Mikitani: *Why more and more Japanese companies are doing business in English.* inc.com, 29. august 2016. Gengivet med tilladelse fra Rakuten.

Case: English as lingua franca



Case: Company language

Rakuten offers an important case study in how to change the mindset from resting on traditional corporate structures and procedures toward establishing new policies and approaches, not to mention new languages.

Which Danish companies would benefit from introducing English as the company language? Choose a Danish company that you believe would benefit from changing its corporate language into English and prepare a key work-related terminology for employees. Decide what key vocabulary is needed in the running of this company and translate the meanings side by side with the English counterparts.

How would you prepare the employees for this change? Remember that although English may be the language of the company, it does not mean everyone is totally confident in its use. Also bear in mind they may not appreciate the language to the same degree as a native speaker. Make a list of suggestions that would prepare your employees for this change and enable them to actually conduct meetings, answer the phone etc. in English.

Finally, prepare a list of rules laying down the company policy when it comes to speaking and writing English.

Written assignments: Business letter and translation



English as the business language

You are the CEO of a Danish company planning to introduce English as its corporate language. You have heard of Hiroshi Mikitani and how he decided to conduct all business at Rakuten in English.

You write an email to him to get some advice on how to enforce a one-language policy and how you as the CEOs can act as a role model. You would also like to learn about the challenges and advantages of conducting all business in English and get some tips on * the one-language policy.

Write the [email \(se side 211\)](#)to Mr Mikitani. Use your own name and today's date.

Word count: 200-300 words

implementing



Being an EU translator

Translation tends to sound easier than it is. People often think that it is just a matter of replacing each source word with the corresponding translated word.

Translation is much more complicated than that. There can be multiple ways of saying the same thing in another language. Add to that syntax, grammar, *, and any other number of examples of linguistic nuance, and the potential for mistakes is huge.

One of the challenges that EU translators often meet is when they have to translate a letter written in English by a non-native speaker. This often requires specific knowledge of the writer's native language to fully understand the writer's intentions.

A translator might have to translate a letter written by a Spanish MEP in English into Danish. To do this, you will sometimes need to have specific knowledge of the Spanish language to understand the letter in detail.

Group work:

To reverse the situation, you will now have to write a letter in Spanish/German/French (depending on your 2nd foreign language).

- Write a 100 word letter to an MEP asking him or her about their stance on a specific issue of your own choice.
- Send it to your teacher who will then forward it to another group.
- You will also receive a letter written by one of the other groups.
- Translate this letter into English. Make a note of problem areas. Evaluate the quality of the translation and discuss if the letter was difficult to translate and if so, why.

colloquialisms

CCC-Cases

In this chapter, you will find more cases involving culture and cultural understanding as well as business related cases. However, the cases are not centered around the topics in the previous chapters which is why they are placed in a separate chapter.

The two companies are both Danish companies trying to enter a new market – the UK whereas the culture case centres around American culture.

- Søstrene Grene
- Lakrids by Johan Bülow
- The "Tanna Natives"

Before working with these cases, you will have to find some information yourselves about either the companies mentioned in this chapter or American culture as the culture case involves a comparative study of American culture and that of a native tribe called the "Tanna Natives".

Søstrene Grene



*Søstrene Grene, Århus
Photo: Gitte Jæger Nehlsen*



Søstrene Grene in the UK

Søstrene Grene is a Danish retail chain of franchise stores selling affordable designs for home, festivities, kitchen and the office. With a mission to make every day a bit more wonderful and colourful, Søstrene Grene focus on the little things that turn out to make wonderful differences.

They have been highly successful on the Danish market and are now going global with stores in many European countries. The lifestyle and homeware store has already had success in Spain, France, the Netherlands, Norway, Sweden and Ireland and is known affectionately by customers as 'the small IKEA'.

Søstrene Grene opened its first Søstrene Grene store in Nottingham England in 2016. They plan to open 150 stores in the UK in the next five to seven years. In 2017, they opened their second UK branch in Chester city centre.

On the reasons that Søstrene Grene entered the British market, CEO and owner Mikkel Grene says among other things:

- The British have a high purchasing power.
- They spend a lot of time indoor.
- Home decoration is important to them.
- They have many things in their homes.
- There was a 'big ask among English women' for a business like this to enter the market.
- Home décor is becoming more Scandinavian-style. Less flowered wallpaper and ^{*}!

Check out this link to get an insight into the characteristics of British homes. [Confusing things about British homes](#)

What are the differences between an English and a Danish home?

You have to help Søstrene Grene achieve their goal which is to open 150 stores in the UK in the next 5-7 years.

1. Try to find out which types of houses the British live in and how the average Briton decorates his or her home
2. How does this match Søstrene Grene's product range?
3. Are there any cultural differences Søstrene Grene should take into consideration when deciding on opening new stores?
4. Who are the competitors?
5. Describe Søstrene Grene's target group in the UK:
 - Age

tassles

- Gender
- Education
- Occupation
- Marital status
- Income

Based on your findings make an advertisement for the opening of a new Søstrene Grene store to be placed in the local newspaper.

Lakrids by Johan Bülow



Lakrids by Johan Bülow
Photo: Gitte Jæger Nehlsen



Johan Bülow in the UK

Johan Bülow is a young Danish entrepreneur who founded Lakrids by Johan Bülow in 2007. Today, the company employs more than 200 people. The products are sold to more than 1300 retailers worldwide in specialty stores as well as in Johan Bülow's own fully-owned shops.

Lakrids by Johan Bülow exports its products to many European countries, to Dubai and the US. The sky is the limit and Johan Bülow's vision is to sell liquorice around the globe.

Lakrids by Johan Bülow products are fairly pricey and are positioned as quality products. E.g.: The products are not for sale in supermarkets but are only sold at speciality stores and the company's own fully-owned shops and webshop. In England, you can buy Lakrids by Johan Bülow in Harvey Nichols and Fortnum & Mason.

- Find out more about these two retailers. What characterises them?
- Find out more about the British liquorice market. (how big is it, how much liquorice do the British eat, which kind of liquorice do they prefer etc.?)

The company does not spend money on advertising. They communicate with their customers through e.g. Facebook and YouTube. They also participate in different events or arrange their own private liquorice events customised to *your* specific needs.

Definition of "Event Marketing"

“

The activity of designing or developing a themed activity, occasion, display, or exhibit (such as a sporting event, music festival, fair, or concert) to promote a product, cause, or organization. Also called event creation.

[businessdictionary.com](https://www.businessdictionary.com/definition/event-marketing.html)



Prepare an event

Lakrids by Johan Bülow has entered into business with X-retailer in England. To create awareness of the new shop and showcase all aspects of their business such as staff, products and services they are planning an event. Being the event organiser, you have been asked to prepare this marketing event. Please prepare a presentation of the event.

- Identify the target group (Age, Gender, Education, Occupation, Marital status, Income)
- Activities during the event
- Structure of the event
- Venue
- Catering

Meet the Natives



The Tanna Natives and the Americans



Photo: iStockphoto.com/PietroPazzi

Watch the first episode of Meet the Natives called "The Cowboy People" (duration: 45 min). Go to <https://www.youtube.com/> to find the episode (write Tanna Natives Cowboy People). This documentary turns traditional anthropology on its head as five tribesmen from a remote South Pacific island called the Island of Tanna travel 10,000 miles to observe the natives of a strange and exotic land – America. The five tribesmen are Chief Mangau, the leader of the tribe, the head dancer Keimua, the medicine man Sam, the "happy man" Kuai and the translator Namua. Find out where the Island of Tanna is situated.

Compare the Tanna Natives to the Americans (the Montana cowboys) with respect to [Hofstede's \(se side 88\)](#) cultural dimensions:

- Power distance
- Collectivism/individualism
- Uncertainty avoidance
- Masculinity/femininity.

Describe the two "tribes" in terms of

- Tradition and customs
- Values and beliefs
- Lifestyle

Discuss what it means to be civilised and what makes a country and its people a civilised society.

Which of the two "tribes" are the more civilised?

Toolbox



Photo: iStockphoto.com/RG-vc

This toolbox holds different models, templates and tips on how to work with the different topics and assignments of this book. The toolbox is arranged in alphabetical order.

AIDA

AIDA is an acronym for:

- Attention (sometimes called awareness)
- Interest
- Desire (sometimes called decision)
- Action

The AIDA model is widely used in marketing and advertising to describe the steps that occur from the time when a consumer first becomes aware of a product brand through to when the consumer buys the product.



Source: Frank Hutchinson Dukesmith: *Three Natural Fields of Salesmanship*. *Salesmanship: Magazine for All who Sell Or Have to Do with the Selling End of Business*, vol. 2, nr. 1, January 1904, s. 14.

- **Attention:** Attract the attention of the consumer so the consumer becomes aware of a category, product or brand. Use powerful words, or a picture that will catch the reader's eye and make them stop and read what you have to say next.
- **Interest:** Once you have the consumer's attention, you have to keep it. Tell the consumer about the brand benefits and how it fits his or her lifestyle. So use bullets and subheadings, and break up the text to make your points stand out.
- **Desire:** Now you have to create a desire so the consumer develops a favourable disposition towards the brand. The main way of doing this is by appealing to their personal needs and wants.
- **Action:** The last but equally important step is to have the consumer take action either in the form of a decision to purchase or maybe visiting a website or calling a sales rep. Be very clear about what action you want your readers to take.

Analytical essay

If you are writing an analytical essay about a work of fiction, you could focus your argument on what motivates a specific character or group of characters. You could also argue why a certain line or paragraph is central to the story. But most importantly, make sure you answer the question assigned to you.

Pre-writing

- Understand the prompt. Read it carefully. What is the prompt asking you to do?
- Read the text carefully focusing on the topic assigned to you.

- Make an outline. An outline will help structure your essay and make writing it easier. Be sure that you understand how long your essay needs to be. An outline could be an introduction, 3 body paragraphs and a conclusion.

Writing

Introduction

- Your introduction should give your reader background information about your topic. Try to make your introduction engaging.
- Briefly mention the title, author, and genre as well as theme and focus of your essay.

Body

- Focus on analysing and interpreting your source material. You may start your analysis with a brief summary of the plot but your analysis and interpretation must be focused on the themes mentioned in your introduction.
- Remember to document your claims. Quoting is good when you use the precise wording of something to support your claim but do not overdo it. Do not quote from more than two passages per paragraph, as a rule of thumb.
- Your analysis forms the basis for your interpretation and for placing your theme into perspective

Focus of analysis may be e.g.:

- Narration/point of view
- Setting
- Characterization
- Composition
- Language and style
- Theme and message

Conclusion

- Your conclusion is where you remind your reader of how you supported your argument. Emphasise the most important element of your analysis and consequently your interpretation of the text. Make sure there is a clear connection between your introduction and your conclusion.
- If you were asked to make a broader connection in your conclusion, remember to discuss its implications or wider context. Do not introduce a completely new argument in your conclusion.

Finalising your essay

Proofread your essay for spelling or grammar mistakes. Run a spell check, look for run-on (fused) sentences, and check for punctuation errors.

Make sure that all characters, titles, places, etc. are spelled correctly. Go back to the text or article and confirm that your spelling is correct.

Read your paper out loud to help you find places in the essay that might sound awkward. This is also a great way to find run-on sentences that you might not have noticed before.

Analysing ads

Ads may be very different but they usually contain pictures, images and copy. The main purpose of advertising is to create awareness of and sell a product by persuading the consumer to make a purchase. The following questions, inspired by the website <http://www.media-lit.org> and their article on how to analyse an advertisement, can help foster an awareness of this process.

1. Which product is being advertised?
2. Who is the company sponsoring the product or service being sold?
3. What is the design of the advertisement?
 - Axial balance, golden ratio or some other form?
 - How are the basic components or elements arranged?
 - What kind of a shot is it?
 - What about the lighting, use of color?
4. What is the relationship between pictorial elements and written material and what does this tell us?
5. Which language is used? (copy, slogan)
 - Is it informative or persuasive?
 - Is the language characterised by use of humor, alliteration, comparisons, sexual innuendo, and so on?
 - Are there positive/negative words?
 - Is there a headline and is it appropriate or misleading?
6. What signs and symbols do we find? What role do they play in the ad's impact? (logo)
7. If there are figures (men, women, children, animals) what are they like?
 - Facial expressions
 - Poses,
 - Hairstyle
 - Age, sex, hair color, ethnicity, education, occupation, relationships etc?
8. What does the background tell us? Where is the advertisement taking place and what significance does this background have?
9. What action is taking place in the advertisement and what significance does it have?

10. What theme or themes do we find in the advertisement?
11. What is the general ambience of the advertisement?
12. Who is the target group of this ad?

Analysing commercials

We are exposed to commercials everyday but we may not think about their true impact on us.

Below are some elements to consider in order to understand the messages in TV commercials.

1. What is the product or service being sold?
 - Can you easily figure out what the product is?
 - Is there a product?
 - What attributes and qualities of the product or service is the commercial trying to sell?
2. Who is the company sponsoring the product or service being sold?
3. Who is the commercial aimed at? How do you know?
4. What is the message of the commercial? Appeals?
5. How does the commercial try to get your attention? Graphics, music etc.
6. How does the soundtrack play a role in our interpretation of the commercial?
 - Music, voice over, jingle etc.
7. How do the actors playing the characters affect our interpretation of the commercial?

Analysing documentaries

A documentary is a broad term used to describe a non-fiction film that in some way documents reality. Documentaries are often used to reveal an unusual, interesting or unknown angle.

Documentaries bring the viewers into a new world through the presentation of factual information about real people, places and events.

Useful study questions when analysing a documentary:

1. Which story is told in the film?
2. What documentary style is used? Eg. a narrative (unfolding story), a collection of interviews or via footage of events etc.
3. Describe the use of dramatisation or reenactments (if any).
4. Describe the use of different camera angles and camera shots? How do they help tell the story?

5. Make a note of the use of music, sound, voice over and visual effects. What purpose do they serve and how do they contribute to creating an atmosphere in this documentary?
6. What is the mood or tone of the documentary? What emotions does the documentary evoke in its viewers?
7. Is the documentary promoting any particular viewpoint?
8. How does this film balance the need to be both informative and entertaining?

Analysing fiction

By analysing a short story or novel, you gain a better understanding of the story. You also acquire a better appreciation of fiction and literature. And, you can learn how the writer uses the elements of fiction and various literary techniques, such as simile, metaphor, and imagery to create a memorable story (Formalist approach).

Here are some points to consider when analysing a work of fiction:

1. Plot: Plot refers to what happens in the story - events and thoughts which make up the story's basic structure.
2. Theme: A theme is a truth that a story reveals. A theme is rarely directly stated by the author. Instead, the reader must discover the theme by questioning and examining the meaning from details in the story.
3. Setting: Setting refers to the location of a story or novel in terms of place, time, social environment, and physical environment.
4. Characters: Characters are the people (or animals!) in a story.
5. Point-of-view: Point of view is the perspective from which a story is told.
6. Style and tone: Style refers to the writer's choice of language and the sentence types and structures. The tone refers to writer's attitude toward the subject and readers.
7. Message: What is the moral of the text?
8. Title: What does the title suggest about the text?

Argumentative features

Toulmin's model of argument

In his book 'The Uses of Argument' published by Cambridge University Press in 1958, Stephen E. Toulmin presents a model of argument operating with three basic elements, which are always part of an argument. He bases his model on claim and evidence and believes that the warrant establishes the connection between the two.

- Claim: the assertion you hope to prove

- Evidence: the information you use to support and explain your claim
- Warrant: the connection (and often unspoken) between claim and evidence which helps us draw a connection between claim and evidence.

Ethos, Pathos and Logos

Ethos, Pathos, and Logos are modes of persuasion that can help writers make their argument appeal to the reader and convince the reader. There are three different forms of appeal.

- Ethos

Ethos, or the appeal to character, means to convince the reader of the author's credibility or character.

You use ethos to show to your reader that you are a credible source and have the best credibility on a particular subject.

You can develop ethos by e.g. choosing language that is appropriate for the audience and topic or introducing your expertise.

- Pathos

Pathos, or the appeal to emotions, means to convince your reader by appealing to their emotions.

You use pathos to invoke sympathy from the reader. You can develop pathos by e.g. drawing pity from the reader or by inspiring anger from the reader.

You develop pathos by e.g. using an emotional tone and stories of emotional events.

- Logos

Logos, or the appeal to reason, means to convince the reader by using logic or reason/through sheer argumentation.

You develop logos by e.g. citing facts and statistics or certain authorities on a subject.

Argumentative essay

An essay always has an introduction, a body and a conclusion.

- Introduction

Introduce the subject and problem(s) and/or dilemma(s). Start with a sentence that grabs your reader's attention and then offer some detailed background information on your topic. End your introduction by stating what your essay will focus on.

- Body

It is time to develop your argument. It does not matter how many statements you make to support your argument (claims) but it is important that you develop your argument thoroughly. You need to come up with supporting evidence (factual information from reliable sources.) Use the PEE-model

If you were asked to discuss something, you will have to state your opponents' views and offer a rebuttal that is based on information from reliable sources.

- Conclusion

Restate the importance of your issue and sum up the main points of your essay. Make a conclusion and make your reader think about the ramifications of your argument/conclusion. Make sure there is a connection between your introduction and your conclusion.

Business letter (example)

There are many different ways of writing a business letter. Below you will find one example of how to write a business letter. Be sure to use the right tone and level of formality.

Tip:

- No contractions in business letters!
- Date example: 2 September 2018 - remember capital letter! (Americans prefer to start with the month - think of 9/11 which is actually 11 September).

[Sender Name]

[Title]

[Company]

[Address]

[City] | [Postcode]

[Recipient Name]

[Title]

[Company]

[Address]

[City] | [Postcode]

[Date] – højrestilles

Dear Mr Fleming [**salutation**]

Camp-site reservation [**subject** – not always included]

Thank you for your 2018 advance booking.

We have noted your holiday requirements and confirm that your camp-site accommodation has been registered. We enclose our camp-site Confirmation.

As in previous years, we will be making a special Early Booking Offer in November which has certain restrictions. Full details are not yet known. If your booking qualifies for this, you will automatically be charged at offer prices.

If it does not, you can contact us before the closing date of the offer to amend your booking.

We look forward to welcoming you next summer.

Yours sincerely [**closing**]

Steven Whitfield [**signature**]

Bookings Administration Manager [**title**]

Encl [**enclosure** – not always included]

Company profile

A company profile is an introduction of the business and aims to inform about the company's products and services. When creating a company profile, you should include the following information:

- Name of company/logo/slogan
- Vision – what will be the end result of your business?
- Mission – why do you exist?
- Product or service – what do you want to sell?
- Target group – to whom? (*) or (*)
- Price – how much does your product or service cost?
- Place – where will you sell your product or service?
- Promotion – how will you promote your product?
- Competitors – who are your competitors?

The 4 Ps mentioned above (price, place, product and promotion) are often referred to as the marketing mix.

Country profile

Making a country profile when doing business abroad can be of the utmost importance for a company to succeed overseas. A countryprofile usually involves investigating the following areas:

- Culture
- Demographics
- Economy
- Education
- Environment
- Geography
- History
- Law
- Media
- Politics

The BBC provides an instant guide to history, politics and economic background of countries and territories, and background on key institutions.

Cf. [PESTEL \(se side 216\)](#) analysis

b2b
b2c

Email

If you write an email that requires formality, just follow a few simple guidelines. Keep your message clear and to the point, and follow expectations for style, tone and formatting.

- Receiver:
- Subject line: Make it short and accurate.
- Body: Include a formal salutation, a brief and to-the-point message, and a formal closing.

Salutation

Always open a formal email with a salutation. Addressing the recipient by name (if known) is preferred. Include the person's title Dear (Mr., Mrs., Ms., Dr., etc.) with their last name. Do not use "Hello," "Hey," "Hi," or other informal salutations.

Body

Once you have introduced the general reason you are writing, you can follow up with the body of your email. Put the most important content near the top. This respects your recipient's time, and makes the purpose of your email clear. Get to the point. For a formal email, it is ok to be direct, as long as you are polite. Keep your email brief.

Use formal language. Since formal emails are written for professional contexts, you will want to give a good impression. Use complete sentences and polite phrasing. Avoid slang, unnecessary contractions and emoticons and emojis.

Closing

Use a proper form of closing. As with salutations, there are a variety of closings that are acceptable in formal emails. Make sure to follow up with your full name and job title or other signature (if you have one). Examples of potential closings include:

- "Yours sincerely,"
- "Yours cordially,"
- "Respectfully,"
- "Best,"

Before sending, make sure the email is free of grammatical errors. Proofread your message for content, spelling, and grammar.

Elevator pitch

If you are a budding entrepreneur looking for an investor you might need to develop an elevator pitch. The name reflects the idea that it should be possible to deliver the pitch in the time span of an elevator ride (between 30 seconds to two minutes). An elevator pitch is a quick summary of your idea for a product, service or project in an attempt to make a poten-

tial investor interested in investing in your idea. Your pitch should be straightforward and easy to understand and digest.

Here is a formula you can use as a basis for a powerful elevator pitch:

- Observe the time limit – time is money
- Turn your pitch into a story – storytelling captures the listener's attention
- Explain exactly what your product or service is
- Explain exactly what is unique about your product
- Explain who your target group is
- Explain how you intend to target them
- Explain your revenue model
- Be enthusiastic

An example of how to start your elevator pitch:

Have you ever been in a situation where... but found that you were unable tobecause.....? Well, what I do is

Or

Explain your start-up idea in one strong opening sentence.

If you cannot describe your business in one sentence, then you do not understand it well enough.

Elevator pitch *(Fil en kan downloades fra ibogen se <https://ccc.systime.dk/api/?id=149&cHash=4009fae855bf6916e139c8b47849fbb1>)*

My company (X) is developing (X – a defined offering – be very specific) to help (X –a target audience – and be very specific) (solve a problem) (with secret sauce – the way you differentiate yourself).

An example:

My company Socialista is developing a social utility to help female consumers find deals online.

My company Socialista is developing an ecommerce site to help new parents who are female shop for hip baby products at wholesale prices with automated ordering of diapers and other staples.

Feedback/feedforward

Evaluation of presentation

Group: _____

Topic: _____

Contents	Very good	Average	To be improved
Opening (overview)			
Structure(e.g use of connectives, logical progression)			
Conclusion			

Presentation	Very good	Average	To be improved
Voice (loud and clear)			
Rate of speech (pauses, speed)			
Eye contact (reading aloud, note cards)			
Body language (moving around, controlled gestures)			
Use of visual aids (ppt, animation, text/keywords)			

Total grade: _____

Recommendations/feedforward: Next time you might want to:

[Feedback/feedforward \(Filten kan downloades fra ibogen se <https://ccc.systime.dk/api/?id=218&cHash=3328dc5b2fe319e3226e55e743337b29>\)](https://ccc.systime.dk/api/?id=218&cHash=3328dc5b2fe319e3226e55e743337b29)

Generating ideas

Brainstorming

One way of generating ideas is group brainstorming. It is a technique where you can take advantage of the full experience and creativity of all team members. Once someone comes up with an idea, it triggers something in somebody else's head. And if one member gets stuck with an idea, another member may take the idea to the next stage. Write down all ideas on post-it notes and put them up on the wall.

Challenge: How do we improve our English?

Reverse brainstorming

Reverse brainstorming is another technique you can use to get a great idea. If you feel you cannot think of anything new, try turning things upside-down. Instead of focusing on how you could solve a problem, consider how could create the problem. Write down your ideas

on post-it notes and put them up on the wall. Consider these ideas – once you've reversed them again – as possible solutions for the original challenge.

Challenge: How do we make sure we do not improve our English?

Traffic light

Now you will have to pick out the best ideas. Take all the post-it notes and place the ideas that you think are really good under the green light, the "maybe" ideas under the yellow light and the worst ideas under the red light. If you only need one idea, you take all the post-it notes from under the green light and repeat the process until you end up with only one idea under the green light.

Hey-you-see-so

When you want to communicate with someone or convey a message, you could use the hey-you-see-so formula. This formula can be used when giving a speech, writing an article or a job application, making an ad, pitching an idea etc.

HEY

You want to attract attention to the product you want your recipient to buy or the message you want them to subscribe to.

YOU

Having caught the recipients' attention, you will have to make them discover that the article/speech/advertisement etc. is aimed at them. There has to be something to hold their attention.

SEE

Now that you have caught your recipients' attention and made them interested, you will want to tell or show them the advantages they get from e.g. buying the product or reading your article.

SO

So – what do I do if I want to buy your product or make a contribution or get in contact with you etc? Tell your recipient!

The HEY YOU SEE SO model is quite similar to the [AIDA model \(se side 201\)](#).

Job application

The job application letter you send to an employer explains why you are qualified for the position and should be selected for an interview.

Before you begin writing your job application letter, do some groundwork. To include the most convincing, relevant details in your letter, you will need to know what the employer wants. Read the ad carefully to find out exactly what the employer wants.

Then match your qualifications with the employer's wants and needs. Make a list of your relevant experience and skills. Highlight your most relevant skills, experiences, and abilities.

Start your letter by mentioning the job you are applying for and why you are applying for it.

The most important part of your letter is the next paragraph. Remember how you gathered all that information about what employers were seeking, and how you could meet their needs? This is where you will share those relevant details on your experience and accomplishments. End your letter by thanking the employer.

- The length of your letter should be no more than one page long.
- A letter of application should begin with both you and the employer's contact information (name, address, phone number, email) followed by the date. Cf. [business letter \(see side 208\)](#) template.
- The most common salutation is "Dear Mr./Ms." followed by the person's last name.
- Remember the appropriate complimentary close
- Signature: End with your signature, handwritten, followed by your typed name.
- Remember to proof and edit your letter before sending it.

Linguistic (stylistic and rhetorical) devices

When analysing the use of linguistic devices, it is important to consider and discuss the significance of these devices. Why did the writer use these devices and which effect do they have on the readers. There are many linguistic devices. When analysing a text, look for some of the below mentioned devices.

- Alliteration: Using the same sounds, especially consonants
- Allusion: Indirectly referring to another text, e.g. the bible
- Antithesis: Using contrasts directly after one another
- Direct address: Using e.g. "you" to draw the listener into the context.
- Hyperbole: Using highly exaggerated terms
- Irony: Using an expression to give an opposite meaning
- Metaphor: Identifying a word or phrase as a similar thing to something it does not have any relationship with
- Oxymoron: Combining contradictory terms
- Parallelism: Drawing some parallel between parts of the same sentence. It involves using similar structure/construction in several clauses.

- Personification: Attributing the characteristics of human beings to animals and inanimate objects. You make it look as if they have human feelings and behaviour
- Repetition: Repeating words within the same poetic line or within the same sentence in no particular order
- Rhetorical questions: Asking questions to which no answer is required
- Simile: Comparing two essentially unlike things

Marketing mix

The marketing mix is often referred to as the 4 P's. In order to meet customers' needs a company must sell products to satisfy them, charge the right price, get the goods to the right place, and make the existence of the product known through promotion.

The 4 Ps are:

- Product (or service): e.g. quality, design, range - the product must satisfy the customers' needs
- Place: e.g. shop, the Internet, franchising - the product must be in the right place at the right time.
- Price: low or high - the price must be right. A company's pricing strategy is often aimed at attracting a particular market segment. For example, if it wants to sell at the top end of the market it will charge a high price.
- Promotion: advertising, sales promotion, PR, events, personal sales - the way you communicate with your customers

PESTEL analysis

A PESTEL analysis examines some of the same areas as a country profile (Cf. [country profile \(se side 210\)](#)). Marketers use this PESTEL analysis to analyse and monitor the macro-environmental (external marketing environment) factors that influence an organisation. The result of the PESTEL analysis is used to identify threats and weaknesses which is used in a SWOT analysis.

PESTEL stands for:

- P – Political
- E – Economic
- S – Social
- T – Technological
- E – Environmental
- L – Legal

PowerPoint presentation

- Less is more

It can be valuable to keep your slides simple when delivering a presentation to an audience in-person. You will want the focus to be on the message, rather than just the slides themselves. Keep the slides on-topic, but simple enough that people can still pay attention to what you are saying, using the visual presentation to support your message.

- Keep text to a minimum

One way to accomplish simplicity is to reduce the amount of text in your presentation. People recall information better when images are paired with it (as opposed to text), so to help your message resonate with the audience, focus on visual content when you create your slides.

- Rethink visuals

When you reduce the amount of text in your slides, you will need compelling visuals to support the message you are delivering. The visual elements of your presentation need to be relevant.

- Charts and Graphs

One of the best ways to support the message you are delivering in your presentation is by including data and statistics and they, too, can be represented visually, rather than bulleted out in text. Use charts and graphs.

- Fonts

When you do include text, you will want it to be readable enough for your audience to fully consume and interpret it easily enough to avoid becoming distracted from your message.

Presentation technique

A few tips on how to improve your presentation skills.

There are three tools that are necessary to work with to make a good presentation. They are:

1. Preparation
2. Presentation skills
3. Personality

1. Preparation

If you fail to prepare, prepare to fail

- Gather information

- Structure information (introduction, main body, conclusion)
 - Tell them what you are going to tell them
 - Tell them
 - Tell them what you have told them
2. Presentation skills
- Manuscript or notecards
 - Practice
 - Use visual aids
 - Slides: text, animation etc.
- We remember 70% of what we hear and see but only 20% of what we hear.
3. Personality
- Stage fright (dry hands, wet palms etc.)
 - Prepare: Take a deep breath (helps you relax)
 - Start well (memorise the first sentence)
 - Use visual aids
 - Pay attention to:
 - Appearance
 - Voice (volume, rate, pitch, clarity)
 - Facial expression
 - Eye contact
 - Gestures
 - Movements

Speech

A manuscript for a speech typically consists of three parts: an introduction, a body and a conclusion. Make sure you understand your role. Who are you and who is your audience?

Introduction

- Welcoming the audience
- Presentation of the speaker
- Presentation of the topic and main points of the speech

Body

- A brief account based on the background material
- A discussion/debate illustrating the topic from various angles
- A comment to and/or an evaluation of possible solutions

Conclusion

- Sum up the main points of the speech
- Draw conclusions
- Encourage your audience to ask questions
- Thank your audience for their attention
- Make sure there is a clear match between your introduction and your conclusion

- An often quoted saying to explain the process is:
Tell them what you're going to tell them (Introduction)
Tell them (Body of your speech - the main ideas plus examples)
Tell them what you told them (Conclusion)

Language

- Check the "tone" of your language.
 Is it right for the occasion, subject matter and your audience?
- Check the length of your sentences.
 If they are too long or complicated you risk losing your listeners.
- Read what you have written out loud.
 If it flows naturally continue the process with your next main idea. If it does not, rework.
- Remember you are writing "*oral language*".
 You are writing as if you were explaining, telling or showing something to someone.
 We use whole sentences and part ones, and we mix them up with * or appeals e.g.
"Did you get that? Of course you did. Right...Let's move it along. I was saying ..."

SWOT-analysis

A SWOT analysis is useful to identify the strengths and weaknesses, as well as any opportunities and threats that may exist in a specific business situation.

Strengths and weaknesses relate to the internal conditions, and opportunities and threats relate to the external conditions.

Strengths: think about the attributes of yourself and your business that will help you achieve your objective. Questions to consider:

- What do we do exceptionally well?
- What advantages do we have?

Weaknesses: think about the attributes of yourself and your business that could hurt your progress in achieving your objective. Questions to consider:

asides

- What could we do better?
- Where are we vulnerable?

Opportunities: think about the external conditions that will help you achieve your objective. Questions to consider:

- What opportunities do we know about but have not yet addressed?
- Are there emerging trends on which we can capitalise?

Threats: think about the external conditions that could damage your business's performance. Questions to consider:

- Are weaknesses likely to make us vulnerable?
- What external roadblocks exist that block our progress?

[SWOT analysis \(Fil en kan downloades fra ibogen se <https://ccc.systime.dk/api/?id=220&cHash=7285dbb05f013868e256a76dee83449f>\)](https://ccc.systime.dk/api/?id=220&cHash=7285dbb05f013868e256a76dee83449f)

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