

ФАКУЛЬТЕТ АЕРОНАВІГАЦІЇ, ЕЛЕКТРОНІКИ ТА ТЕЛЕКОМУНІКАЦІЙ

(назва інституту (факультету))

Кафедра Авіаційної англійської мови

ЗАТВЕРДЖУЮ

Зав. кафедри _____

(підпис)

(ПІБ)

« _____ » _____ 20__ р.

**Методичні рекомендації з підготовки студентів до практичних
занять**

з дисципліни «Ділова англійська мова»

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MODULE I

STRUCTURE OF AVIATION COMPANY

Discuss the following questions:

- What aviation companies do you know?
- Do you know their structure?
- What do the people in the positions given in brackets do in an aviation company? Talk about peculiarities of their activity. (Shareholders, workforce, board of directors, chairperson or president, managing director or Chief Executive Officer, senior managers or company officers).

I. Before reading the text below answer the questions about a company's organization.

- a) What is a public limited company in business? What does it mean?
- b) What is a private limited company?

II. Read the article about a well-known aviation company.

KLM

a) _____

Koninklijke Luchtvaart Maatschappij N.V. ("KLM") is a public limited liability company incorporated under Netherlands law. Supervision and management of KLM are structured in accordance with the two-tier model, meaning a Board of Managing Directors supervised by a separate Supervisory Board. KLM has been subject to the mitigated structure regime for large companies since May 2007.

KLM's corporate governance is based on the statutory requirements applicable to limited companies and on the Company's Articles of Association. Furthermore, KLM has brought its corporate governance as far as possible in line with generally accepted principles of good governance, as laid down in the amended Dutch Corporate Governance Code, which was presented by the Monitoring Committee (Commissie Frijns) in December 2008.

b) _____

Depository receipts of shares carry beneficial (economic) ownership, but no voting rights on the underlying KLM shares.

AIR FRANCE KLM holds:

- all KLM priority shares and a proportion of the common shares, together representing 49% of the voting rights in KLM;
- the depository receipts issued by Stichting Administratiekantoor KLM (“SAK I”) on common KLM shares and on the cumulative preference shares A, together representing 33.16% of the beneficial rights of KLM’s nominal share capital;
- the depository receipts issued by Stichting Administratiekantoor Cumulatief Preferente Aandelen C (“SAK II”) on the cumulative preference shares C.

On March 31, 2010, “SAK I” held 33.16% of the voting rights in KLM on the basis of common shares and cumulative preference shares A. “SAK II” holds 11.25% of the voting rights in KLM. The Dutch State directly holds the cumulative preference shares A, which represents 5.92% of the voting rights.

Since 1994, the Dutch State has had the option under certain air political circumstances to take an interest of up to 50.1% in the issued capital of KLM. Further to the merger with Air France, the option has been retained subject to certain amendments for a period of three years, with an option to renew it for a further year for a maximum of three years. The Dutch State has used the possibilities for renewal.

c) _____

Air France and KLM share the same holding Company, AIR FRANCE KLM S.A. The holding Company’s Board of Directors (*Conseil d’Administration*) has 15 members. The AIR FRANCE KLM Group Executive Committee among others decides upon issues of a strategic nature.

d) _____

It has a duty to supervise the management by the Board of Managing Directors and the general performance of the Company. It also provides the Board of Managing Directors with advice. The Supervisory Board has nine directors.

The Supervisory Directors fulfill their duties in the interests of the Company, its stakeholders and its affiliates. Supervisory Directors are appointed and reappointed by the General Meeting of Shareholders. The KLM Works Council has a legal right of recommendation for one third of the Supervisory Directors.

Three committees are active within the Supervisory Board: an Audit Committee, a Remuneration Committee, and a Nomination Committee. All these committees have their own regulations, which lay down, amongst other things, the committees' tasks.

e) _____

It has three members. It is supervised by the Supervisory Board. The Managing Directors are appointed and dismissed by the General Meeting of Shareholders. The members of the Board of Managing Directors are appointed for a fixed term. Further information on the members' service agreements is presented in the section Remuneration Policy and Report. Regardless of the allocation of tasks among its members, the Board of Managing Directors acts as a single entity with joint responsibility. The Supervisory Board appoints one of the members of the Board of Managing Directors as President & Chief Executive Officer. The Board of Managing Directors shares its operational management tasks with an Executive Committee, consisting of the Company's divisional managers.

f) _____

A General Meeting of Shareholders may be convened by the Board of Managing Directors, the President & Chief Executive Officer, the Supervisory Board, three Supervisory Directors, or the Meeting of Priority Shareholders, each of which has equal power to do so. KLM's Annual General Meeting of Shareholders was held at Schiphol East on July 1, 2010.

g) _____

It, represented by the 'Bestuurder', meets with the Company's Works Council on a regular basis. During these meetings, a number of topics are discussed such as the cooperation with Air France, the Company's strategy, and

financial results. The KLM Works Council has 25 members. The KLM Works Council met on ten occasions in fiscal year 2009/10.

At AIR FRANCE KLM level a European Works Council has been installed to jointly represent KLM and Air France. This Council focuses on subjects concerning the cooperation between KLM and Air France. The European Works Council met on three occasions in fiscal year 2009/10.

III. Put titles for the abstracts into the correct place.

- 1) Board of Managing Directors
- 2) Shareholder structure
- 3) Supervisory Board
- 4) General information
- 5) Air France KLM
- 6) Staff Participation
- 7) General Meeting of Shareholders

IV. After reading the text, answer the questions:

- a) What are three groups of people most companies are made up of?
- b) What is at the top of the company hierarchy?
- c) Who appoints a Managing Director or Chief Executive Officer?
- d) What is Group Executive Committee's responsibility?
- e) Whom is Board of Managing Directors supervised by?
- f) Whom may a General Meeting of Shareholders be convened by?
- g) What are the functions of Company's Works Council?

V. After reading the text say if the statements are true or false:

- a) KLM's management belongs to two-tier models and it means supervision of a Board of Managing Directors by a special department.
- b) Mitigated structure regime has been used by the company quite recently.
- c) Air France and KLM have different holding Companies.

VI. What do these figures in the text stand for?

49%, 33.16%, 11.25%, 5.92%, 50.1%

VII. Define a KLM committee (*the Nomination Committee, the Audit Committee, the Remuneration Committee*) by its functions:

a) They met on two occasions during fiscal year. Apart from the financial results, the Committee discussed the main (financial and non financial) risks based on Management's risk assessments, the results of internal audits and the yearly Audit plan performed by the Group's internal auditor. Next to that, the it also addressed the internal risk management and control system. The Chairman of the Audit reported on the main discussion topics during the meeting of the full Board. Its meetings were attended by the President and Chief Executive Officer, the Chief Financial Officer, the external auditors, the internal auditor, and the corporate controller. In keeping with previous years, the Committee met with the external auditors without the members of the Board of Managing Directors being present, to discuss the closing process and course of affairs during fiscal year.

b) They met on four occasions during fiscal year. The Committee evaluated the performance of the members of the Board of Managing Directors against the collective and individual targets set for the fiscal year. The Supervisory Board subsequently established the variable remuneration based on the recommendations of the Committee. The Committee also discussed with Management a proposal for a new target setting system for the long incentive scheme of the Group, which proposal has also been discussed with the entire Board. Since the new target setting entails a change to the Group's remuneration policy, the proposal will be submitted for approval to the General Meeting of Shareholders.

c) They met once during the fiscal year. Since no changes in the composition of the Supervisory Board and Board of Managing Directors were foreseen, the meeting was brief. The meetings of both the Committee and the Nomination Committee were partly attended by the President and Chief Executive Officer.

VOCABULARY I

I. Match the words and word combinations 1-5 with the meanings a-e.

1. two-tier model

a) a company which has offered shares to the

- | | |
|---|--|
| | general public and has limited liability |
| 2. public limited liability company (PLC) | b) a system, under which the board of directors and the supervisory board exist side by side |
| 3. statutory requirements | c) the mechanisms, processes and relations by which corporations are controlled and directed. |
| 4. corporate governance | d) legal regime that rules the governance structure of corporations (mostly of importance to multinationals and corporations that are part of a foreign holding structure) |
| 5. mitigated structure regime | e) requirements which are applicable by virtue of law enacted by the government. ... |

II. Fill in the gaps with appropriate words from the vocabulary of the Unit.

a) The _____ conducts the day-to-day management of the company and it will elect its chairman from among its members, while the _____ conducts supervisory functions.

b) _____ and principles identify the distribution of rights and responsibilities among different participants in the corporation (such as the board of directors, managers, shareholders, creditors, auditors, regulators, and other stakeholders) and includes the rules and procedures for making decisions in corporate affairs. It includes the processes through which corporations' objectives are set and pursued in the context of the social, regulatory and market environment. Governance mechanisms include monitoring the actions, policies, practices, and decisions of corporations, their agents, and affected stakeholders.

c) The _____ and exempted regime are mostly of importance to multinationals and corporations that are part of a foreign holding structure. The four regimes provide alternative governance models in the Netherlands.

d) _____ is a company whose securities are traded on a stock exchange and can be bought and sold by anyone. They are strictly regulated, and are required by

law to publish their complete and true financial position so that investors can determine the true worth of its stock (shares).

EMPLOYMENT IN AVIATION

Discuss the following questions:

- What are the most popular ways to find a job in aviation industry? Is it difficult to find a job in aviation? Why / Why not?
- What skills and knowledge are the most important in this field?
- If you were the owner of an aviation company what requirements would your staff have to meet?
- In what aspects do these requirements differ from the requirements in other industries?

I. Before reading the text, discuss the following questions.

- a) Do you know what industry employs the most people in the world (in your country)?
- b) What employment categories are involved in aviation?

II. Five sentences have been removed from the article. Choose from sentences 1-6 the one which fits each gap (a-e). There is one extra sentence which you do not need to use.

1. Since there are no official statistics, OEF stated that they ‘put together these statistics from a number of sources.
2. Thus the suggestion that a new or expanded airport will create more jobs is a sure way to attract support from the public and a fair wind from the planners.
3. Moreover during these years, the total level of employment attributed to aviation actually went down.
4. They are used to back up claims that airport expansion creates many jobs ‘in the wider area.’
5. It is itself a substantial employer, providing around 200,000 jobs directly and [somewhat more cautiously] many more indirectly.’

6. These figures were based on a report commissioned and paid for by the aviation industry from a consultancy firm, Oxford Economic Forecasting (OEF).

TOTAL EMPLOYMENT IN AVIATION

There are no official statistics showing the number of people employed in the aviation industry. Undeterred by the lack of hard facts, the Air Transport White Paper (2003) supported the Government's plans for airport expansion with the claim: "The aviation industry itself makes an important contribution to our economy. It directly supports around 200,000 jobs, and indirectly up to three times as many." a) _____.

The definition of aviation used by OEF included airline and airport operations, passengers and freight services, aircraft maintenance, air traffic control, and on-site retail and catering, but excluded aircraft manufacture. b) _____. Their conclusion was that in 1998 the aviation industry in the UK generated around 180,000 jobs (full-time equivalents).

The Department for Transport (DfT) produced a Progress Report in December 2006, and made a similar claim. 'The aviation industry makes a significant contribution to employment and investment in the UK economy. c) _____.

This statement was based on a further report by OEF produced in October 2006. Using figures supplied by the Airport Operators Association, OEF found that the aviation industry directly employed 186,000 people in 2004.

Employment categories

Discussion about employment in aviation is usually carried out in terms of different categories. The exact definitions vary from one study to another but are broadly as follows: direct on-airport, direct off-airport, indirect, induced, travel agents, catalytic.

The two OEF studies gave the figures for each category (excluding catalytic) in 1998 and 2004 as follows:

Employment categories	1998	2004
Direct airport jobs	180,000	186,000
Indirect jobs	200,000	167,000
Induced jobs	94,000	88,000
Travel agents	75,000	82,000
Total	549,000	523,000

The significant thing about this table is that it shows that in six years when the number of passengers passing through UK airports rose by 30%, the number of direct jobs at airports only went up 3%. d) _____ .

In every document produced by the aviation industry, or by the Department for Transport on their behalf, these categories of employment are trotted out as if they are indisputable truths. e) _____. Yet each of the concepts is distinctly dubious.

II. Now read the text again and choose the answer which you think fits best according to the text.

1. There are no official statistics on the employees in aviation because
 - a) there is no special organization for observing these figures.
 - b) of unclear definition of aviation used by OEF.
 - c) these statistics are put together from a number of sources.
2. The definition of aviation used by OEF excluded
 - a) aircraft manufacture.
 - b) aircraft maintenance.
 - c) on-site retail and catering.
3. The table in the text shows that
 - a) the fall in the total employment in aviation.
 - b) the raise in indirect employment.
 - c) the raise in the number of induced jobs.

III. Write out key words from the paragraphs of the text. In turn with your partner make up your own story about employment in aviation from the key words.

IV. Analyze the figures given in the table. What can you say about the number employed directly (indirectly)?

V. What type of employment in aviation do you like most? Explain why?

VOCABULARY

I. Match job titles with their descriptions.

- | | |
|-----------------------|---|
| 1. direct on-airport | a) Jobs in firms which supply goods and services to the aviation industry. OEF quote jobs in the energy sector generated because of airline purchases of aircraft fuel; in the aerospace industry because of airline purchases of aircraft equipment; construction workers at airports; and the workers required to manufacture the goods sold in airport retail outlets. |
| 2. direct off-airport | b) Jobs created when aviation employees (direct and indirect) spend their income. For example, when an airline pilot buys a loaf of bread he is helping create employment for bakers. |
| 3. indirect | c) employees outside the airport working directly for airport and airline companies; for example, airline offices where these are located outside the airport. |
| 4. catalytic | d) jobs in firms attracted to the area as a result of the transport links created by the airport. Since these firms will normally be relocating from other parts of the UK, there is little effect on total national employment. |

5. induced e) OEF (but not other studies) also added employment in travel agents on the grounds that travel agents mainly sell holidays by air.
6. travel agents including hotels, f) all jobs within the airport boundary, catering and retail.

II. Put scrambled words in the correct order to fill in the gaps.

Direct employment includes a substantial number of jobs in airport (*phsoss*) _____. They do not provide much extra (*ynloempmt*) _____; they mainly take business away from the High Street. Indeed buying (*odgos*) _____ at an airport is basically illogical. The only reason why most people shop is that, due to possible (*edasyll*) _____ in reaching the airport, and long (*cekhc-in*) _____ times, many people arrive several hours before their (*glifh*) _____.

The definition of **indirect employment** also leads to some rather far-fetched results. It is said to include the (*seokwrr*) _____ who produce the goods sold in airport shops: thus it includes, for example, the Scottish distillery workers who produce the whisky sold in airport (*yudt-refe*) _____ shops.

Travel agents do depend largely on selling (*doialhsy*) _____ by air. But with the increasing trend to buy flights and (*okob*) _____ hotels on the internet, travel agent employment is likely to decline. Again there is double counting: travel agents are also included in the statistics of employment in the tourist (*dyinstur*) _____.

According to OEF and other airport studies, **induced employment** includes jobs due to (*rscpshaue*) _____ by both direct and indirect airport (*eolemeysp*) _____, again leading to some far-fetched results. Thus it includes not only the bakers who provide the bread for the airline (*otilsp*) _____ but also the bakers who provide bread for the oil rig workers and the distillery workers. When the man on the oil rig takes a holiday in Cornwall, the hotel (*ftafs*) _____ (or at least a proportion of them) are counted as part of

aviation employment. When the distillery worker buys some kippers for his family supper, some of the fishermen who caught the herrings are counted as being employed in (*onviaiat*) _____!

CASE STUDY

Find necessary statistical data and make a diagram presenting Heathrow's job types nowadays among which there are:• air cabin crew, customer services, roles supporting the logistics of Heathrow's operation, such as baggage and cargo, catering and retail, security, pilots and flight operations, maintenance, customs, fire and police.

STARTING A BUSINESS

Discuss the questions.

- Are you interested in starting a business?
- Do you need small business advice, funding, feasibility study research or you need help writing a business plan?
- How important are the following factors (a solid business idea turn opportunity, a business team, the capital, a well planned system) in starting your business?
- In what sphere do you think creating a successful business can be achieved without much pain?

I. Read the text.

TOP 10 BEST AVIATION BASED SMALL BUSINESS IDEAS

Are you interested in doing business in the aviation sector but you lack the funds to 1) _____ an airline? Then below are ten low capital business ideas in the aviation industry.

The aviation industry might no longer be as 2) _____ as it used to be—no thanks to factors such as bad economy, huge number of employees, increased

terrorism and fear, higher insurance costs, and increasing preference for private jet flights.

However, there are still many ways to 3) _____ huge profits from the aviation sector, especially by starting businesses that may not be directly linked to flight services. If you are looking to start a profitable business within the aviation industry, here are 10 business ideas to consider.

1. Aviation fueling service

The aviation fueling business is as old as the aviation industry itself. And it's a very lucrative 4) _____, since every aircraft needs fuel to fly. The business caters to both commercial and private airline operators, so there's a decent market for smart players. If you have the required experience and startup capital, starting an aviation fueling business can be a very profitable business venture.

2. Aircraft wash service

Aircraft are washed regularly in order to make them look clean and attractive. In fact, clean aircraft is one of the reasons why customers love some airline operators. This explains why most operators deem it necessary to wash their aircraft often. Starting an aircraft washing service requires no formal 5) _____ or certification and requires minimal startup capital.

3. Consulting service

If you have several years of experience in any aviation-related field or specialization, you can turn that into a money-spinning business by offering consulting services to those who need them. For example, if you have retired as a seasoned marketer with huge experience in the aviation sector, you can offer expert advice to new airline and private airline operators on how to attract customers and 6) _____ their business.

4. Airport catering service

While waiting for their flights or after their hour-long flights, airline passengers usually feel the need to take some food. This is where airport restaurants and snack bars come in handy. If you 7) _____ yourself on having great culinary skills, you should consider starting a catering service that offers food

to airport passengers. Similarly, you can 8) _____ with airline operators and provide pre-flight meals to their customers.

5. Aircraft parts sales

Since aircraft are common and are used every day, it goes without saying that some of their parts would need to be 9) _____ at intervals or whenever they get damaged suddenly. This creates huge profit opportunities for businesses that offer these parts for sale. If you have the required startup capital and are very good at building connections, then you should consider starting a business that sells aircraft 10) _____ parts to airline operators.

6. Aircraft maintenance service

Aircraft crashes are usually fatal and poor maintenance practices is one of the commonest causes of crashes. This explains why airline operators are required to routinely check and maintain their aircraft. If you have the required knowhow, then starting an aircraft maintenance business might be your own way of tapping from the profits in the aviation industry.

7. Airline marketing

Some airline operators reward people who can bring them customers. And they usually pay huge 11) _____ for each customer referred to them. The commissions are even higher for luxury airline operators who hire out private jets. If you have solid marketing skills and can easily 12) _____ people to take any action you expect of them, then you can earn a huge monthly income as referral commission from airline operators.

8. Flight school

Whether you are a practicing or retired pilot, you can share your aircraft flying knowledge and skills with others by 13) _____ your own flight school. Although this will require some licensing, the whole startup process is relatively easy. Many people are willing to learn how to fly aircraft, and they will be willing to pay to get this knowledge from your flight school.

9. Aviation blogging

If you pride yourself on having deep knowledge of the aviation industry in your country, then you can start a blog and share your knowledge with others. Although your ultimate goal is to generate profits, you will need to focus on building a loyal audience through publishing quality, helpful, and valuable information. Once your blog becomes popular, you will be able to 14) _____ it through multiple options, such as affiliate marketing, advertising, and so on.

10. Airport currency exchange

If you live close to an international airport and are looking to start your own business, then you should consider starting a 15) _____ business within the airport provided you have the required know-how. Passengers entering and leaving a country usually exchange their currency at the airport, so there's a huge market to cater to.

II. Fill in the gaps in the text with the correct alternative.

1. a) establish b) setup c) announce
2. a) lucrative b) expensive c) unprofitable
3. a) ask for b) lose c) tap
4. a) establishment b) venture c) office
5. a) knowledge b) skills c) qualifications
6. a) grow b) shut down c) set up
7. a) find b) behave c) pride
8. a) collaborate b) compete c) argue
9. a) repaired b) replaced c) sold
10. a) spare b) necessary c) unique
11. a) refunds b) commissions c) taxes
12. a) make b) force c) convince
13. a) setting aside b) setting off c) setting up
14. a) popularize b) monetize c) advertise
15. a) currency exchange b) advertising c) cleaning

III. Answer the question.

- a) Is it possible to set up a business in the aviation sector if you lack the funds?
- b) What are factors that influenced the aviation industry?
- c) What do you need for starting an aviation fueling business?
- d) What can make customers choose certain airline operators?
- e) In what business do you need skills of building connections?
- f) Is it possible to tap from the profit by your power of persuasion?
- g) How can you use in business your teaching skills?
- h) What business is connected with Internet?

VOCABULARY

I. Match the words to compose word combinations form the text.

to lack	profits
to tap	without saying
to start	in handy
to require	expert advice
to turn in to	profits
to offer	money-spinning business
to attract	a business
to come	customers
to go	the funds
to generate	startup capital

II. Make up your own sentences with the word combinations.

ADVERTISING IN AVIATION

Discuss the following questions:

- Should advertising in aviation differ from advertising in other spheres? If yes, what should be different?
- What are main mistakes in advertising? What are they in advertising aviation?
- Can you give an example of successful advertising in aviation? Unsuccessful one?
- Can advertising practices be wasteful?

I. Read the text.

II. Here are some types of waste in aviation marketing. Match them with correct paragraphs.

1. Boring, Insipid Corporate-Speak
2. No marketing at all
3. Ego-centered, pointless "brand" advertising
4. Social Media or Technological Voodoo

HOW PRIVATE AVIATION CAN STOP WASTING MILLIONS ON ADVERTISING

There is no substitute for communicating intelligently with prospective buyers. Creating a complete, accountable marketing system is an investment of time and money. It also requires the specialized product knowledge that only you have, as the business owner or expert. And it requires use of many different technologies to communicate important, relevant information to interested, qualified potential buyers in the most cost-effective way. A complete system should include activities with measurable outcomes for each of the three phases of marketing: prospecting, pre-sales activities to keep in touch with potential buyers before they make a decision, and post-sales activities to ensure customers are

satisfied, and activities to keep in touch with potential buyers, sales of related services or accessories, or renewals of consumable purchases.

The tools of a complete system may include many of the marketing channels (magazine advertising, search engine optimization, social media and web site content) but the difference is that they need to be used in very strategic ways with measurable outcomes, rather what we like to call "random acts of marketing". Once in place and tested, a complete marketing system will provide a consistent flow of interested potential buyers. If it doesn't, it's not as complete or effective as it could be, and you need to keep working on it. I say "you," because although it can be smart to hire consultants or contractors to handle parts of it, marketing is central to your company and can't be "farmed out."

There is no effective alternative to being personally involved with marketing. Even if your company builds the best product or offers the best service in the world, your company won't last long if you can't (or don't) attract and keep customers.

All other things being equal (or anywhere close to equal) the company whose principals are the most personally involved with marketing will win. Business aviation has been hit hard the economic events of the past few years. Inefficient and unwise practices that could be overlooked in the nineties when the market was more forgiving, can prove fatal to businesses today.

We've encountered several types of waste in aviation marketing, all of which have had very damaging effects on aviation businesses. Most of the wasteful practices we've seen can be grouped into four categories:

a) _____

We have seen large, glossy, gorgeous, artistic advertisements in aviation trade magazines that don't specify (or even imply) the product or service the company provides or the benefit to a potential buyer. The "message" of such advertising, if there is one, could best be interpreted as "we exist, we have a great sense of style and a large advertising budget."

While we love large, glossy, gorgeous, artistic images as much as the next person (and possibly more than most) we believe an investment of several thousand dollars should stand some chance of showing a measurable return on investment.

Why it's wasteful:

An expenditure of several thousand dollars should have some measurable return on investment. It is important to present a powerful, attractive image, but there is no reason that such an image cannot be used to draw attention to the real benefits that actually persuade or inform the intelligent buyer with a specific answer to the question "Why is this product or service better than its competition?" And there is no reason why such an image cannot be used in conjunction with a "call to action" that asks the reader of the magazine to take some tangible action - download a free report, call a phone number for a consultation, or take some other measurable step in the sales process.

b) _____

One company we know was spending five thousand dollars a month (Seriously. Five thousand dollars a month!) just on search engine optimization, while no one in the organization could actually articulate what had been done and what benefit had been realized.

Why it's wasteful:

Search engine optimization, Facebook, Twitter, blogs and other social media are simply very powerful communication tools. But just like the telephone on your desk, these things are no more than communication tools. Without good, relevant conversations with interested, qualified people, your telephone isn't going to make any sales, no matter how many cool features and buttons it has. Without a comprehensive, understandable campaign that connects you with the right people and offers them the right information at the right time, the money you spend on an elaborate telephone system, search engine optimization, social media channel or any other communication tool is wasted.

c) _____

Ann Handley of Marketing Profs ran a contest for the "most boring website." The contestants included fascinating companies and products that had managed to reduce their advertising copy to timid, meaningless corporate drivel. Here's an example from the winner of the contest: "Communicative Health Care Associates (CHCA) specializes in full speech-language diagnostic services, therapeutic care, and hearing screenings. Through our division, Allied Rehabilitation Associates (ARA) we offer comprehensive, multidisciplinary services including physical and occupational therapies."

To translate this paragraph for human beings - they help people speak, sign, or improve their hearing. Of course, we could point to many examples in the aviation industry that need to be translated to be understood by human beings. We could also point to many that are just as devoid of personality, tone and voice as the example above. In the interest of good taste (and in the interest of not offending any of our potential customers!) we will refrain.

Many companies will protest that they sell business-to-business, or that their target market has a grade 16+ education. But frankly, the people reading your website and making the ultimate buying decision are human beings. Even if these human beings are rocket scientists, they appreciate simple, straight answers that don't waste their time.

Why it's wasteful:

You've spent a lot of money on your ad or website, and you only have a few seconds to capture the interest of a busy reader before they flip the page in the magazine, throw away a direct-mailed piece, or click away to another web page. The words on it should be informative, concise and persuasive. Even one line of "corporate-speak" will fail to capture the attention of your busy reader and lose any impact your ad may have had. The words your customer sees should be powerful, customer focused, clear, and concise.

d) _____

This is perhaps the most wasteful practice of all. Many aviation companies, feeling the economic pinch, have cut back or curtailed marketing efforts.

Why it's wasteful:

Your competitors are advertising. When a prospective buyer is looking for a product or service you offer, they find your competitors, not you. Meanwhile you have idle airplanes, employees doing busywork, or inventory gathering dust in a warehouse. Every day that passes without meeting the sales objectives your company needs to support itself is time wasted, rent wasted, insurance money wasted, and salaries to employees wasted.

About customer loyalty - buyers of aviation products are as loyal as any I've seen in any industry. But they are also very busy and subject to economic pressures, changes in technology, and changes required to keep their business up to date. Without a consistent stream of communication, they may not remember your product or service at a critical decision-making juncture. They may not remember how to find you. They may not be aware of the range of products or services you offer as their needs change.

Prospective customers may assume that your company isn't keeping up with the times. They may assume that your competitor's product or service is "better" because your competitor is doing a better job of communicating features and benefits. Your customer's loyalty to your product or service can easily be superseded by their responsibility to their shareholders and families to make a profitable quarter.

III. Now study the main reasons of waste in aviation marketing. Match them with the particular example given in exercise II.

Why it happens:

1. Website content is often written as an afterthought, by the techies who built the website (who may know nothing about your business.) Or by a business owner or salesperson (for whom writing isn't a forte) who thought it was important to just "get something out there" and have never gotten around to changing it. Marketing people are often more comfortable spending time and energy on design than on content, especially in a highly specialized and sometimes technical field

like aviation. Many marketing firms encourage their customers to spend more time pondering various shades of blue or the placement of the logo on their website design, rather than spending the time and intelligence it takes to write simple, powerful, and accurate text.

a. Agencies don't have to demonstrate an understanding of aviation in order to be impressive. Traditional ad agencies are peopled by artists and designers who are great at creating ego-boosting images. They don't need to understand the language or nuances of aviation, they don't need to know the problems or concerns of the buyer or the features or benefits of the product to make a great-looking ad. They just need to follow the rules of aesthetics, which they know very well.

3. Aviation people have not spent a lot of time studying internet technology, but they understand that their sales success also depends on being found online. So, they fork over a ton of cash to the "witch doctors" who promise huge results and provide impressive charts and graphs, without spending the time to make themselves understood in plain English.

4. Many companies have tried marketing and found their efforts to be unsuccessful. Perhaps they were using some of the methods above. Aviation professionals sometimes come to the understandable conclusion that marketing is a waste of time and money. They assume that their customers are loyal and will automatically spread the word if the product or service is good enough.

5. There is a precedent for these ads. Huge consumer commodity brands like Coca Cola and Pepsi have successfully used image-related "brand" ads. What they don't tell you is that this type of company makes millions of dollars on even the smallest shift of market share, which justifies their expenses and methods. Business aviation is simply not in a comparable situation. The number of available consumers in the business aviation market, and the demographics of prospective buyers make selling a business jet or a executive terminal service significantly different than selling a Coke.

5. The impact of such “brand” ads cannot possibly be measured, without spending an almost equal amount on focus groups and opinion and attitude surveys before, during and after the campaign. Forgoing such scrutiny exempts ad agencies from the frightening prospect of being held accountable for the funds invested in their gorgeous creations. For the record, Coke and Pepsi spend nearly as much on focus groups testing their ads and public opinion metrics before, during and after each of their campaigns as they do on the ads themselves. They are very much aware of the objectives and success measurements of each campaign, which is almost never the case in aviation.

VOCABULARY

I. Match column A with column B. Use the text to check your answers.

A	B
1. to keep in touch with	a. a consistent flow of interested potential buyers
2. to include	b. the best service in the world
3. to present	c. activities with measurable outcomes
4. to offer	d. a powerful, attractive image
5. to provide	e. the intelligent buyer with a specific answer to the question
6. to offer	f. advertising copy to timid, meaningless corporate drivel
7. to reduce	g. the right information at the right time
8. inform	h. potential buyers

II. Find the adjectives that qualify in the passage these nouns. Make up sentences of your own with these words combinations.

marketing system, information, buyers activities, practices, advertisements, images, campaign, corporate drivel.