### Business English Communication Prof. Aysha Iqbal Viswamohan Department of Humanities & Social Sciences Indian Institute of Technology, Madras

### Lecture - 05 Reading Comprehension

We will continue with our Reading Comprehension for business communication. We have been talking about the skills that we need for reading: one is Skimming and another is a Scanning.

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So, you are well aware of all these kinds of skills which is so necessary for reading comprehension. Most people think that reading comprehension comes very easily to them because after all they have been reading throughout their life; all through their lives, but it is not that simple.

We have to the way business English and business communication function there maybe sometimes very tricky questions, and at that point you may feel at a loss that in spite of reading and knowing English quite well, you might not be able to answer it to perfection; because we take reading and also listening for granted. Most people think that writing is a difficult exercise or skill and speaking is quite difficult to master and they ignore listening and reading. But quite often these skills or these modules may cost to your overall marks. So, please pay attention to your reading as well. So, continuing with what we have been doing so far let us look at this passage.

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Read the following

(source: https://www.forbes.com/sites/steveolenski/2016/07/20/how-brands-should-use-celebrities-for-endorsements/#7437b67b5593

It's not a new idea in marketing; celebrity endorsements sell products. And while <u>not all brands</u> subscribe to the celebrity endorsement theory, it's based in pretty simple logic. People idolize celebrities, so when famous people are seen in advertisements promoting a new product, audiences are prompted to buy that product, either subliminally or directly. There are methods to fine tune the effectiveness of endorsements, however, that lead to bigger impact. The potential positive effects on product sales cannot be understated. According to a Marketwatch claim in <u>Social Media Week</u>, just one endorsement can spell an increase in sales by 4%, almost immediately. That's why businesses, even small businesses would be foolish to resist the mere exploration of celebrity influencers to promote their brand. The effects would be substantial if the brand could find a prominent name who influences their audience.

Please read the following and I have given you the source also.

Its not a new idea in marketing; celebrity endorsement sell products and while not all brand subscribe to the celebrity endorsement theory, its based in a pretty simple logic people idolize celebrities. So, when famous people are seen in advertisements, promoting a new product audiences are prompted to buy that product either subliminally or directly. There are methods to fine tune the effectiveness of endorsements; however, that lead to bigger impact. The potential positive effects on product sales cannot be understated; according to a market watch claim in social media week just to one endorsement can spell an increase in sales by 4 percent almost immediately. That is why businesses, even small businesses would be foolish to resist the mere exploration of celebrity influences to promote their brand. The effects would be substantial if the brand could find a prominent name who influences their audience.

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### Answer the questions given below:

I. State whether the following statements are True or False:

a. Celebrity endorsements sell products is a tried and tested idea

b. It is very difficult to understand why celebrity endorsements work.

c. Even small businesses can benefit through celebrity endorsements.

Now look at the questions here. State whether the following statements are true or false: a. Celebrity endorsement sell products is a tried and tested idea; there should be a full stop here. B, it is very difficult to understand why celebrity endorsements work. And c, even small businesses can benefit through celebrity endorsements. So, take a look at these statements state whether these are true or false.

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- II. Which term comes close to the meanings of the word ' idolize'?
- a. Intense admiration
- b. Nearly worshipping
- c. Desire to emulate

Next question which term comes close to the meanings sorry meaning of the word idolized not meanings: a, intense admiration; b nearly worshipping; c desire to emulate and question see the word subliminally.

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- III. The word 'subliminally' here refers to:
- a. Directly
- b. Subconsciously
- c. Substantially

Here refers to a directly; b subconsciously; c substantially.

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Answers:		
	1. a. Celebrity endorsements sell products is a tried and tested idea: True	
	b. It is very difficult to understand why celebrity endorsements work.: False	
	c. Even small businesses can benefit through celebrity endorsements.: True	
	2. Idolize	
	a. Intense admiration	
	b. Nearly worshipping	
	c. Desire to emulate	

And here are your answers please look at the slide here, look at the answers answer to first is, a celebrity endorsements sell products is a tried and tested idea true, we have been told that they are nothing about nothing knew about this it is a very well known idea. B. It is very difficult to understand why celebrity endorsements work falls it is quite easy to understand according to the passage, a well known face guarantees substantial increasing sales. C. Even a small businesses can benefit through celebrity endorsements this is also true, that is given in the last line of the passages that is a sub small businesses would be foolish to resist the idea of celebrity and the or the use of celebrities for their products.

And the word that comes very close to idolizes is to near worship; idol after what is an ideal something that we worship. So, it is when we idolize celebrities we nearly worship intense admiration comes very close, but it is not the closest meaning. So, sometimes you will have to be very particular about this as well, it is weather it is closed meaning or the closest or the best possible answer. Examiners can give you such tricky questions as well and look at this one.

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 subliminally' subconsciously

Subliminally it is subconsciously this is the answer. At a subliminal level people do get influenced by celebrity endorsements. Let us move on to the next passage read the following extract.

### Read the following extract:

**Corporate and Social Responsibilities**: Corporate Social Responsibility (CSR) is becoming more important for businesses in the UK, where there is strong growth in consumer activism thanks to the prevalence of social media and grass roots organisations.

The three main themes for CSR in the UK are work place issues (work life balance, human rights, employment); community contribution (big society/social justice) and the environment (sustainability of resources, etc). The UK has subscribed to the Millennium Goals of the United Nations and many business leaders are actively working towards achieving these. The UK Government supports CSR through tax breaks and the encouragement of charitable giving.

Please look at the slide here corporate and social responsibility. So, that is the title corporate social responsibility or CSR is becoming more important for businesses in the UK, where there is strong growth in consumer activism thanks to the prevalence of social media and grass roots organizations, that three main themes for CSR in the UK are workplace issues, work life balance, human rights, employment community, contribution big society, social justice and the environment sustainability of resources etcetera.

The UK has subscribed to the millennium goals of the United Nations and many businesses business leaders are actively working towards achieving these. The UK government supports CSR through tax breaks and the encouragement of charitable giving we will continue with this passage look at this one.

### Contd...

There are several issues that currently represent sensitive topics for UK society. Most notable is the tax avoidance of large online retailers and international chains exposed by the media in 2013. In times of austerity it is seen as distasteful that such profitable companies should be seeking legal loopholes to reduce their tax liabilities when normal people and small businesses are struggling to make ends meet.

Waste management is an important environmental topic, due to unsustainable consumption of natural resources and environmental damage caused by excess waste. The sector is currently undergoing a period of substantial change and extensive discussions are taking place in order to find the best solutions to the problem.

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Genetically-modified (GM) food has become a major health and environmental issue in the UK. Some authorities argue that people still do not have enough knowledge about the way genes operate to be able to determine the potential long term effects of any modified crops.

(Source: http://businessculture.org/northern-europe/uk-business-culture/business-etiquette/)

And let us look at this passage which is a continuation, genetically modified gm food has become a major health and environmental issue in the UK. Some authorities argue that people is still do not have enough knowledge about the way genes operate to be able to determine the potential long term effects of any modified crops.

Let us go back to the first slide now and look at what this passage is all about quickly skim through it, before looking at the questions. Of course, in the exam you will be given the passage and questions are given right below, but practice this habit of looking at the passage and then going to be questions, please do not jump to the questions immediately look at the questions look at the passage carefully make underline, highlight whatever comes or whatever makes things simpler for you underline or highlight or make notes.

In the margins or on a rough sheet and note down what are the most important features here, make bullet points etcetera make the main theme, main topic in the bullet and the subheadings in the supporting details. So, remember note taking is a very important skill; if you have done note taking school or college well and good, the net has lots of practice exercises on note taking and note making.

Remember, note taking is something that will help you a lot in your reading component. Because you just cannot absorb all the details and they are lengthy passages given in exams, and the questions are framed in such a way that there could be more than one answer you have to choose. As I told you just now the best possible answer not something that comes close, but the closest.

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### Answer the following:

1. Complete the statement. The main reason for consumer activism in the UK is.....

2. Name the three main themes for Corporate Social Responsibility in the UK.

3. Identify the word in the passage that means 'touchy.'

4. What is the author's concern about the issue of tax avoidance?

5. Waste management is an important environmental topic, due to ......consumption of natural resources and environmental damage caused by ..... waste.

So, now, let us look at the questions here answer the following complete the statement; the main reason for consumer active activism in the UK is. Second name the three main themes for corporate social responsibility in the UK. Question three identifies the word in the passage; that means, touchy. And number 4 what is the authors concern about the issue of tax avoidance. Number 4 a waste management is an important environmental topics due to dash consumption of natural resources and environmental damage caused by dash ways.

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### **Answers**

1. The main reason for consumer activism in the UK is the prevalence of social media and grass roots organisations.

2. The three main themes for CSR in the UK are work place issues (work life balance, human rights, employment); community contribution (big society/social justice) and the environment (sustainability of resources, etc).

Here are the answers please look at the slides. The main reason for consumer active activism in the UK is the prevalence of social media and grassroots organizations.

Second the three main themes for CSR in the UK are workplace issues, work life balance human rights, employment, community contribution and the environment this was given in the first slide itself.

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### 3. Touchy: sensitive

4. The author is concerned about the tax avoidance of large online retailers and international chains exposed by the media in 2013. In times of austerity it is seen as distasteful that such profitable companies should be seeking legal loopholes to reduce their tax liabilities when normal people and small businesses are struggling to make ends meet.

5. Waste management is an important environmental topic, due to **unsustainable** consumption of natural resources and environmental damage caused by **excess** waste.

Look at this answer number 3 is touchy a sensitive, and number 4 the author is concerned about the tax avoidance of large online retailers and international chains exposed by the media in 2013. In times of austerity it is seen as discussed distasteful that such profitable companies should be seeking legal loopholes to reduce the tax liabilities, when normal people and small businesses are struggling to make ends meet.

And the last one of the fill in the blanks; waste management is an important environmental topic due to unsustainable consumption of natural resources and environmental damage caused by excess waste. So, look at the slide and then we have some interesting words also.

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They should become a part of your spoken English austerity, loopholes, work life balance. If you do not know the meaning or the exact meanings of these words please look them up what do these words mean? Liabilities; if you are doing business English or management or for some reason you want to improve your business vocabulary, these words are something that you should feel very comfortable with.

And unsustainability is the buzz word now days. So, you have to know and understand how to use in what context you should be able to use these words. Distasteful is another word that is given here and you should be able to use such words, which are a little out of the ordinary not just run of the mill vocabulary, but in spoken and written English if you are able to meet sorry if you are you able to use words like these, then it always adds value to your language.

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### Reading

Google's employees in Argentina think it's a great place to work. So do its employees in Brazil, Canada, India and Switzerland-not to mention the U.S. That's what the research and consultancy firm Great Place to Work, a Fortune partner, found in their most recent analysis of thousands of employee surveys from hundreds of multinational companies. Google takes the cake among global employers for the fourth year running-landing at or near the top of Great Place's rankings in six countries. Accolades should also go to the countries that hosted more than an average number of great places to work, including Peru, Brazil, Canada, India, the U.S., and Germany-all home to more than eight of the top companies' offices. One of its employee says,"People talk about Google's perks, and they are great. But what makes Google truly special is the people. I worked at 5 other companies before coming to Google, and I have never been anywhere with coworkers that are this smart, this motivated, this caring and this awesome. Everybody above me in my management chain is smarter than me and works harder than me-I think that is amazing. Almost everybody here is world-class at something, and, oh yeah, has a hobby where they are also world-class. It's an amazingsometimes intimidating-place to work, but that's what makes it a great place to work: working with the best people on world-class problems." (Source: http://fortune.com/2016/10/26/best-global-companies/)

So, now, look at this passage and I am sure most of you would find this very interesting look at the reading passage here, it is about Google. So, Google's employees in Argentina think it is a great place to work. So, do it is employees in Brazil Canada, Indian and Switzerland not to mention the US.

That is what the research and consultancy firm great place to work, a fortune partner found in the most recent analysis of thousands of employee surveys from hundreds of multinational companies. Google takes the cake among global employers for the fourth year running, landing at or near the top of great places is rankings in six countries. Accolades should also go to the countries that hosted more than an average number of great places to work including Peru, Brazil, Canada India the use us and Germany. All home to more than eight of the top companies offices.

One of it is employees says, people talk about Google perks and their great, but what makes Google truly special is the people, I worked at five other companies before coming to Google and I have never been anywhere with coworkers that are this smart, this motivated, this caring and this awesome. Everybody above me in my management chain is smarter than me and works harder than me and I think that is amazing. Almost everybody here is world class at something and has an hobby, where they are also world class it is an amazing sometimes intimidating place to work, but that is what makes it a great place to work, working with the best people on world class problems.

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# Answer the following:

1. State whether the following statements are True/False:

i. Google's employees only in Brazil think it's a great place to work.

ii. Great Place to Work is a research and consultancy firm.

iii. According to a Google employee, the most special thing about the company is its work conditions.

And here are your questions. So, state whether the following statements are true and false. Google's employees only in Brazil think it is a great place to work. Second great place to work is a research and consultancy firm. Third according to a Google employee the most special thing about the company is it is work conditions.

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2. Explain the meaning of the following terms		
i. 1	To take the cake	
ii. A	Accolades	
iii. I	ntimidating	
3. Fill in the blanks:		
	Almost everyone at Google isat something.	
ii. T	The firm Great Place to Work, is apartner.	

Next question explain the meanings of the following terms: to take the cake accolades intimidating and fill in the world blanks almost everyone at Google is dash at something, the firm great place to work is a dash partner.

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# **Answers**

i.Google's employees only in Brazil think
it's a great place to work. False
ii. Great Place to Work is a research and consultancy firm. True
iii. According to a Google employee, the most special thing about the company is its work conditions. False (it's the people)

And here are your answers, Google employees only in Brazil think it is a great place to work it is false not just for in the in Brazil, but also in other six countries as well and you have been given a list of countries. So, not to mention the US, US people also our employees also think that it is a great place to work. Now great place to work this is in capitals is what is it? Is a research and consultancy firm which is true and according to a Google employee the most special thing about the company is it is work conditions, this is false is the people according to this employee is a people who are who make this company so special.

And answers I want you to do look up the dictionary and look at the word meanings of the words to do take the cake accolades and intimidating. These are not common words, but these are the kinds of words that you do come across if you reads certain higher order text. So, if you read a very standard newspaper or very credible website then these are the places where you may find these words. So, expand your vocabulary by reading the write kind of text and here the fill in the blanks. (Refer Slide Time: 17:46)

# **Answers**

- 3. Fill in the blanks:
- i. Almost everyone at Google is world class at something.
- ii. The firm Great Place to Work, is a *Fortune* partner.

First almost everyone at Google is world class. So, that is your answer world class at something, and the firm great place to work is a fortune partner it is a research consultancy company firm and it is a fortune partner.

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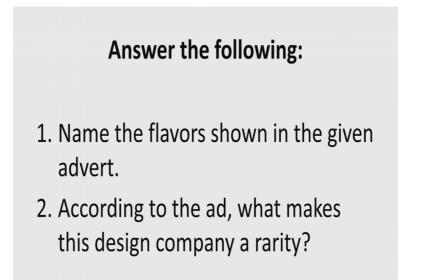


Now look at the following advert, I wanted to show you the complete ad, but for some reason that text given in the second square or rectangle is not clearly visible so, but you may look it up. And you can also see that advertisements can also sometimes find their way in your quiz question paper and you may be asked to read and interpret, just like the

way you are expected to read and interpret charts and diagrams and answer questions based on that.

So, advertisements can also be one of the texts for you. So, please look at it carefully, I have not said too complicated questions based on it, I just wanted you to understand that this is also a possibility and here are you are only two questions.

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So, answer the following; a name the flavors shown in the given a advert. So, please look at the at the advert again and see how many adverts are there and how many flavors of ice cream are there and what are their names and then according to the end what makes this design company a rarity, this is the information that you will find in the first rectangular box.

### **Reading passage**

It's hard to tell which came first, the chicken or the egg. I think the emergence of the working mother has been a simultaneous phenomenon when it comes to the stay-at-home father. Women are coming into their own and want to pursue meaningful careers, and they also want to have kids. Dads are feeling more comfortable with the caregiving role, and economics have forced couples to make "non-traditional" decisions. The <u>Center for American Progress</u> has reported that "...42 percent of mothers were sole or primary breadwinners, bringing in at least half of family earnings. Nearly another one-quarter of mothers – 22.4 percent – were cobreadwinners, bringing home from 25 percent to 49 percent of earnings for their families. This represents an increase over previous years and is the continuation of a long-running trend, as women's earnings and economic contributions to their families continue to grow in importance." [Source: https://www.forbes.com/sites/nealegodfrey/2017/07/31/the-stay-at-home-dad-syndrome/#211132431e2c)

Let us move on to the next passage now; it is hard to tell which came first the chicken or the egg. I think the emergence of the working mother has been a simultaneous phenomenon when it comes to the stay at home father, women are coming into their own and want to pursue meaningful careers and then they also want to have kids, dads are feeling more comfortable with the care giving role in economic have forced couples.

To make non-traditional decisions the centre for American progress has reported that 42 percent of mothers was sole or primary, breadwinners bringing in at least half of family earnings. Nearly another one quarter of mothers 22.4 percent where co breadwinners; bringing home from 25 percent to 49 percent of earnings for their families; there this represents an increase over previous years and is the continuation of a long running trend as women earnings and economic contributions to their families continue to grow in importance.

# Answer the following:

- 1. What is the central idea of this passage?
- 2. Which expression in the passage means 'to gain freedom'?
- 3. What is the non traditional decision that the passage talks about?

So, answer the following, what is the central idea of this passage; second which expression in the passage means to gain freedom; and third what is the nontraditional decision that the passage talks about, what is this centre what is the central idea of this passage.

Let us go back to the passage, central idea is not as often given in the first line itself, but not in this passage. It is hard to tell which came first the chicken or the egg, the central idea is that more and more women are joining the workforce while an increasing number of fathers are comfortable with the care giving role and that is it and there is staying at home. Therefore, we have we get this new world stay at home dad or stay at home father. So, stay at home father is the father who takes care of the family, go shopping for the household needs for example, the grocery shopping and shopping for other household items and then also doing the daily chores.

So, that is what we mean we understand by stay at home dads or stay at home fathers while a women go out and join the workflow force. The word expression in the passage means to gain freedom is to come into their own. So, where I am women are coming into their own. So, this is the meaning, they are gaining freedom and what is the nontraditional decision that the passage talks about that, women are joining work forces and going out and gaining economic freedom while more and more men are comfortable with staying at home that is. And because this is a reverse it is a kind of reversal of traditional gender roles. So, that is your answer.

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# **Answers:**

- 1. What is the central idea of this passage?: the reversal of traditional roles at home.
- 2. Which expression in the passage means 'to gain freedom'? Come into their own
- 3. What is the non traditional decision that the passage talks about? Women want to pursue meaningful careers, and they also want to have kids. Dads are feeling more comfortable with the caregiving role

So, look at the answers here, Central idea of the passage the reversal of traditional rules at home which expression in the passage means to gain freedom come into their own.

And what is the nontraditional decision that the passage talks about? Women want to pursue meaning full careers, and they also want to have kids. That is our feeling or husbands are feeling more comfortable with the care giving role reversal of gender roles and this is the nontraditional decisions people are making increasingly in today's world. Now let us look at this passage.

### (Refer Slide Time: 23:27)

#### Complete the following passage environment appropriate direct typically open-toed traditionally standards

....., corporate dress is required of those in specific positions, such as company executives, sales representatives and those in ..... contact with customers and the public. For men, corporate dress involves a suit, tie and dress shoes. A corporate dress code ....... specifies suits, slacks and skirts of appropriate length for women. Personal appearance and grooming habits should also meet the ....... of those in a professional position. Some small businesses may choose to adopt a business-casual dress code. In a casual dress ......, employees have a little more leeway when deciding what to wear to the office. While not all employers allow .....sandals or T-shirts, companies adopting casual dress codes may allow employees to wear jeans, polo shirts and comfortable shoes. Other attire often ...... in a businesscasual environment includes khaki slacks and sweaters. (Source: http://smallbusiness.chron.com/examples-corporate-dress-code-11880.html)

Complete the following passage using the words given here, environment, appropriate, direct, typically, open toed, traditionally standard. So, using these words complete the following passage. Dash corporate dress is required of those in specific positions such as company executive, sales representatives and those in dash contact with customers and the public. For men corporate dress involves a suit tie and dress shoes.

A corporate dress code dash specifies suits slacks and skirts of appropriate length for women. Personal appearance in grooming habits should also need the dash of those in a professional position. Some small businesses may choose to adopt a business casual dress code. In a casual dress dash employees have a little more leeway when deciding what to wear to the office. While not all employees follow dash sandal or t shirts, companies adopting casual dress code may allow employees to wear jeans, polo shirts and comfortable shoes other attire of often dash in a business casual environment includes khaki slacks and sweaters. Now what are we looking at, how do we crack or attempt such kinds of questions so. Firstly, you have to look at the choices given; now for example, look at a word like traditionally.

In traditionally is an adverb words, ending with an l y are usually call adverb. So, how do you where do you use it? You have to ask there and that is the use of comma also. So, see how words are used in certain situations. So, we do not randomly put whatever word seems in wherever in whatever blank you feel, we have to look at the context. So,

vocabulary and understanding it is meaning. Even if you do not know the exact meaning of a word you should be able to understand the context of the word and where it would fit most appropriately that is the way to respond to such questions.

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### **Answers:**

**Traditionally**, corporate dress is required of those in specific positions, such as company executives, sales representatives and those in **direct** contact with customers and the public. For men, corporate dress involves a suit, tie and dress shoes. A corporate dress code **typically** specifies suits, slacks and skirts of appropriate length for women. Personal appearance and grooming habits should also meet the **standards** of those in a professional position. Some small businesses may choose to adopt a business-casual dress code. In a casual dress **environment**, employees have a little more leeway when deciding what to wear to the office. While not all employers allow **open-toed** sandals or T-shirts, companies adopting casual dress codes may allow employees to wear jeans, polo shirts and comfortable shoes. Other attire often **appropriate** in a business-casual environment includes khaki slacks and sweaters.

(Source: http://smallbusiness.chron.com/examples-corporate-dress-code-11880.html)

So, I have done the answer for you the solved exercise for you please look at it, and answers are given in the highlights. So, traditionally corporate dress is required.

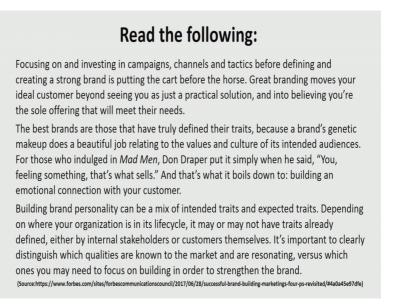
Of those in specific positions such as company executives, sales representatives and those in direct contact. Now see direct contact because direct is a word that goes very well with contact right. You cannot use direct anywhere else here, if you look at the entire passage where else will you use direct. So, direct contact we cannot say traditionally contact right with customers and the public. For men corporate dress involves a suite tie and dress shoes, a corporate dress code typically specifies suits slacks and skirts of appropriate length for women. Now look at typically and traditionally understand that these words perhaps could be interchangeable, you can also say at the corporate dress code traditionally is specifies suites slacks and skirts of appropriate length for women.

But if you have to make a choice, then make up your mind where tip typically and where traditionally where do these words fit best and you will get the answer. All though they are very close and they can be used in any of these blanks. Personal appearance and

grooming habits should also meet the standard. So, meeting the standard is a collocation it is a standard idiom meet the standard.

So, you have to use the word standard. So, there is no confusion here next para, some small businesses may choose to adopt a business casual dress code in a casual dress environment. Employees have a little more leeway when deciding what to wear to the office, while not all employers are open toed sandals. Now open toed sandals is important to understand you what is you know what is open toed and it can go only with shoes or sandals; no, where else.

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Companies adopting casual dress codes may allow employees to wear jeans polo shirts and comfortable shoes. Other attire often appropriate in a business casual environment includes khaki slacks and sweaters and let us look at the last passage of the day. Focusing on an investing in campaigns channels and tactics before defining and creating a strong brand is putting the cart before the horse. Great branding moves your ideal customer beyond seeing you as just a practical solution and into believing you are the soul offering that will meet their needs. The best brands are those that have truly defined their traits because a brands genetic makeup does a beautiful job relating to the values and culture of it is intended audiences.

For those who indulge in Mad men Don Draper puts it simply when he said or put it simply when he said you feeling something that is what sells and that is what it boils down to building an emotional connection with your customer. Building brand personality can be a mix of intended traits and expected traits, depending on where your organization is in its life cycle it may or may not have traits already defined either by internal stakeholders or customers themselves. It is important to clearly distinguish which qualities are known to the market and are resonating versus which ones you may need to focus on building in order to strengthen the brand and look at the source here.

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Answer the following:
1. What is great branding, according to the
passage?
2. A brand must have with the customer.
3. State true/false:
For brand building it's important to strengthen
which qualities are known to the market, regardless
of which ones you may need to focus on building in
order to strengthen the brand.

Here are your questions, answer the following what is great branding according to the passage?

Second a brand must have dash with the customer and third is state true or false for brand building it is important to strengthen which qualities are known to the market regardless of which ones you may need to focus on building. In order to strengthen the brand and here are your answer.

# **Answers**

- Great branding moves your ideal customer beyond seeing you as just a practical solution, and into believing you're the sole offering that will meet their needs.
- 2. An emotional connect
- False:It's important to clearly distinguish which qualities are known to the market and are resonating, versus which ones you may need to focus on building in order to strengthen the brand.

First grade branding moves your ideal customer beyond seeing you as just a practical solution and into believing you are the sole offering that will meet their needs, and second you need an emotional connect with the audience or the customers, and third is false, because the statement given say something very opposite to what is stated in the passage. It is important to clearly distinguish which qualities are known to the market and are resonating versus which ones you may need to focus on building in order to strengthen the brand so.

Thank you very much. And we will meet again for our next class.