LANGUAGE AND CULTURE IN BUSINESS TRANSLATION FROM

ENGLISH INTO ARABIC

A THESIS IN TRANSLATION AND INTERPRETING
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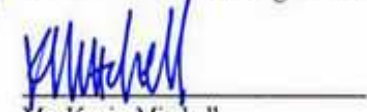Dr. Tharwat Mohamed El-Sakran
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ABSTRACT

Today, a new communication era is emerging in the fast paced world of business and economy. A case in point is our region (the Gulf and particularly Dubai) where the economy is globally expanding and with this, demand is also increasing for innovative communication approaches to transmit and disseminate field related knowledge and information. As perhaps the vital means of intercultural communication, translation plays an essential role in the world of business across cultures. There are tremendous pressures on translators to convey intended messages and meanings as efficiently and as accurately possible. But do those translators possess the required translation tools and strategies to meet such evolving demands? Do they find enough support from the available translation theories and practices?

This thesis surveys and investigates actual market demands in business translation in the multicultural environment of Dubai. This will be demonstrated through the translation of chapter Three "Reputation Management: a celebrity – driven society" from a recently published book on public relations titled: *Public Relations Strategy* by S. Oliver (2007). This title is published by Kogan Page Printing in London, UK. Through the translation of the above named chapter, this thesis aims to highlight the impact of several interrelated factors (i.e. organizational, local and global cultural dimensions and constraints) on the act of business translation, in which field translators require more dynamic theoretical and practical insights, such as strategic text approaches, independent agendas, decision making skills and high level awareness of local and global media.

CONTENTS

ABBREVIATIONS

ALF- Arabic Literature in French

CIPR- Chartered Institute of Public Relations

CSR- Corporate Social Responsibility

DA- Discourse Analysis

ESP- English for Specific Purposes

FCIPR- Fellow of the Chartered Institute of Public Relations

FRSA- Fellow of the Royal Society of Arts

ICC- Intercultural Communication

LSP- Language for Specific Purposes

MNC- Multinational Corporation

PR- Public Relations

ST- Source Text

TT- Target Text

ACKNOWLEDGEMENTS

عن النبي صلى الله عليه وسلم : " لا يشكر الله من لا يشكر الناس "

DEDICATION

To my family.

Chapter One

INTRODUCTION

The present age marks the dawn of a new communication era in the fast paced world of Business and Economy. The Middle East region, with its vibrant pace of economic growth and global expansion, stands forth as a supreme example of the growing demand for innovative communication approaches to transmit knowledge and information. In this context, translation as an important aspect of communication assumes an essential role and translators working in the field are required to convey source texts intended messages with a greater degree of accuracy and efficiency. However, the question remains as to whether those translators possess the required translation tools and strategies to meet the evolving demands of the profession. Do the available literature on translation theories and the current translation practices provide those translators with the level of support that they may require?

Over the past two decades, the arena of Business Communication is in a state of constant change; a fact that takes on a tangible dimension in our region, which has been witnessing a remarkable phase of economic and commercial growth. Key questions to be addressed at this point in time include the following: Does English – Arabic Business Translation, as an essential communication tool, utilize the appropriate techniques and strategies to overcome the various lexical, terminological and cultural challenges encountered in translating business English texts into Arabic? Are there standardized Arabic terminologies in the Corporate Communication field? Do translators take into consideration the Global – Local contexts in the translation of modern business texts published in English? And finally: which translation school of thought can provide the required support that translators may have recourse to when translating in the new fields of Business Communication?

More recent concerns emerged that translators in key sectors such as Business and Economics require more exposure to dynamic theoretical resources and opportunities for

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actual practice. One of the most significant current discussions is that translation techniques are to be refined and evolved through channels such as strategic text approaches, independent agendas, decision making skills and high level awareness of local and global media. This research seeks to identify the challenges most likely to be encountered in the course of translating English business texts into Arabic. It also aims to shed light on the most appropriate translation techniques and strategies needed to overcome such challenges. Furthermore, this research will place greater emphasis on the Global – Local contexts of the business world and facts to be considered to bridge cultural gaps when translating from English to Arabic.

One of the most significant foundations of this thesis is the researcher's work experience as an in-house-translator and communication-specialist in one of the major business corporations in Dubai. The researcher's workplace translation practice and experience opened up new opportunities and supplied her with hands-on experience through having to translate into Arabic a plethora of English language business texts relating to leadership profile, organizational profile, fact sheets, boilerplates, press releases, presentations, management communications, government official correspondence, and advertisements. These text types were employed in a variety of business sectors, including Marketing, Profiling, Strategy, Education, IT, Environmental Sustainability and Media. Since the communications were targeted at local, regional and global audiences, the translations were required to adequately reflect the expectations of the ultimate end recipients.

In this thesis, critical issues relevant to Business Translation are illustrated by translating Chapter Three (Reputation Management: a Celebrity – Driven Society) from the book: *Public Relations Strategy*. Through this translation, the thesis highlights the strong and interrelated influence of the organizational, local and global culture on Business Translation. The source text comprises a rich and varied collection of the current and most up-to-date business terminologies and concepts. On the other hand, it encompasses a wide variety of business communication writing genres. The text chosen

for translation contains and reflects most of, if not all, the challenges expected to be encountered in translating English business texts into Arabic.

The thesis is structured as follows:

Chapter One presents and contextualizes to topic to be investigated and explains the reasons for choosing such a topic for investigation and examination. It also provides reasons for choosing the source text and presents the hypothesis and questions to be explored. Finally, it outlines the structure of the thesis.

Chapter Two surveys and reviews some of the most common translation approaches with the aim of deciding on the most relevant translation strategies to be used in translating the chosen source text. In this Chapter, the most relevant translation theories and approaches are examined chronologically.

Chapter Three introduces the reader to and furnishes him/her with background knowledge on the extended fields of Business Communication and Business Translation. It starts by giving definitions of the concepts of Business, Business Management, and Business Communication. In addition, it describes the linguistic turn in the study of management, organization and Business Communication. Furthermore, it highlights the role of Public Relations in the business world and concludes with an exploration of the common trends in Business Translation.

Chapter Four presents and summarizes the main features of the source text and introduces the source text author through a short profile. Both source (English) and target (Arabic) texts are included in this chapter.

Chapter Five provides details on and categorizes the challenges encountered in rendering the source text into Arabic. It also discusses the translation techniques and strategies used to overcome these challenges. This chapter also elaborates on and suggests recommendations for problematic areas faced in business translation in the light of the identified challenges and their appropriate translation strategies.

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Chapter Six concludes the thesis, critically evaluates its findings and the methodology adopted. It also revisits the research hypothesis and puts forward recommendations as well as suggestion for further research.

The thesis also includes an appendix that provides a glossary of field specific business terminologies derived from the chapter translated for the purposes of this thesis.

Chapter Two

SURVEY AND REVIEW OF TRANSLATION MODELS

This chapter provides an account of the most influential translation models and theories. It covers significant facets of theories relating to equivalence, text types, skopos, discourse analysis, pragmatics, cultural turn and post-colonial studies.

Although the field of translation studies is a relatively new academic area, it has rapidly flourished and expanded in recent years. This chapter chronologically surveys the most important translation trends, approaches and their contributions in the translation process with the view of deciding on the most appropriate translation strategies that could be used in translating the text chosen for the purposes of this thesis.

2.1. Literal translation vs. Free translation

Literal translation and free translation formed the topical matter of early debates in translation studies. Emphasizing this fact, Munday (2001:33) comments:

> Much of translation theory from Cicero to the twentieth century centered on the recurring and sterile debate as to whether translations should be literal (word for word) or free (sense for sense); a dyad that was famously discussed by St Jerome in his translation of the Bible into Latin.

On this point Hatim & Munday (2004:229-230) further explain:

> The dichotomies of form-style, content-sense and literal-free translation dominated translation theory for a very long time. But, as Steiner (1995/1998) says, this bi-polar perspective is ultimately sterile since it does not encourage further examination of the internal and external contextual constraints which affect the translation strategy and function.

2.2. The Notion of Equivalence

The notion of equivalence is based on the concept of introducing the original message

in a new linguistic form derived from the target language. Equivalence in this sense is shown as the effective method in translating proverbs, idioms, clichés and nominal or adjectival phrases.

2.2.1. Jakobson's 'Equivalence in Difference'

Jakobson (1959:232) introduced the notion of 'Equivalence in Difference'. His approach centers on the following three kinds of translation:

1. Intralingual translation or rewording (an interpretation of verbal signs by means of other signs of the same language)

2. Interlingual translation or translation proper (an interpretation of verbal signs by means of some other language)

3. Intersemiotic translation or transmutation (an interpretation of verbal signs by means of nonverbal signs).

Jakobson claims that, in the case of interlingual translation, the translator makes use of synonyms in order to get the source text (ST) message across. This means that in interlingual translations there is no full equivalence between code units. According to his theory: "translation involves two equivalent messages in two different codes" (ibid: 233).

Jakobson also acknowledges that grammatical challenges encountered due to differences between the languages involved in the translation process does not make the act of translation impossible. He argues that "whenever there is deficiency, terminology may be qualified and amplified by loanwords or loan-translations, neologisms or semantic shifts, and finally, by circumlocutions" (ibid: 234), (quoted in Chesterman, 1989:55).

The above discussion shows that both approaches acknowledge the limited possibilities presented by translation methods which are purely grounded in linguistics. Yet, according to the above approaches, it is never impossible to translate as long as there are other alternative approaches to the linguistics based ones.

2.3. Nida's 'Formal and Dynamic Equivalences'

Nida (1964) introduced the concepts of formal correspondence and dynamic equivalence. In Nida's own words, "formal equivalence…focuses attention on the message itself, in both form and content and dynamic equivalence focuses on the "principle of equivalent effect"(p.159). Nida & Taber also referred to "formal equivalence" as "formal correspondence".

Elaborating further, Nida & Taber (1982:200) have remarked that:

> Frequently, the form of the original text is changed; but as the change follows the rules of back transformation in the source language, of contextual consistency in the transfer, and of transformation in the receptor language, the message is preserved and the translation is faithful.

2.4. Newmark's 'Semantic and Communicative Translation'

In the framework of Semantic and communicative Translation, Newmark (1981:38) observes that: "Opinion swung between literal and free, faithful and beautiful, exact and natural translation, depending on whether the bias was to be in favour of the author or the reader, the source or the target language of the text."

Newmark (ibid: 39) further aptly concludes:

> communicative translation attempts to produce on its readers an effect as close as possible to that obtained on the readers of the original" and that "semantic translation attempts to render, as closely as the semantic and syntactic structure of the second language allow, the exact contextual meaning of the original.

2.5. Catford's 'Formal Correspondence and Textual Equivalent'

Catford (1965:27) differentiates between "textual equivalence" and "formal correspondence". He outlines textual equivalence as: "Any TL text or portion of text which is observed on a particular occasion to be the equivalent of a given SL text or

portion of text". According to him, formal correspondence is "any TL category (unit, class, structure, element of structure) which can be said to occupy, as nearly as possible, the same place in the economy of the TL as the given SL category occupies in the SL" (ibid: 20).

The above distinction derives from his definition of translation. In his view translation is "the replacement of textual material in one language (SL) by another textual material in another language (TL)." The above distinction also led to a new concept by Catford; that is translation shifts. He defines translation shifts as "departure from formal correspondence in the process of going from the SL to TL" (ibid: 73).

Catford rightly categorizes translation shifts into level shifts and category shifts. The latter is divided into the following subcategories:

1. Structure-shifts involve a grammatical change between the structure of the ST and that of the TT;

2. Class-shifts take place when a SL item is translated with a TL item which belongs to a different grammatical class, i.e. a verb may be translated with a noun;

3. Unit-shifts involve changes in rank;

4. Intra-system shifts occur when "SL and TL possess systems which approximately correspond formally as to their constitution, but when translation involves selection of a non-corresponding term in the TL system" (ibid:80).

2.6.Reiss' 'Text Type'

Reiss' (1971) approach focuses on the text as a translation unit rather than the word or the sentence. "In her article 'Type, kind and individuality of text, Reiss (1971) argues that judging a translated text should begin by determining the text type and investigating whether the translator has correctly followed the hierarchy of what has to be preserved" (Quoted in Fawcett 1997:104).

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Reiss (ibid) categorizes text types as follows:

1. Informative text: the language function is to inform and present facts in a logical dimension using a plain prose translation method.

2. Expressive text: to express in an artistic language dimension, the method is adopting the perspective of the ST author.

3. Operative text: to appeal to or persuade the text receiver in a dialogic language that the method has an equivalent effect.

4. Audio medial text: a text that is visual, spoken or both (e.g. films and advertisements) that would supply three other text types with visual images, music, etc. (Quoted in Munday 2001:73-74).

2.7. Vermeer's 'Skopos Theory'

The Skopos approach was developed in the late 1970s and early 1980s by Vermeer (1978). The Skopos theory focuses on factors such as the target culture and the client who commissions the target text. Vermeer (1978:100) postulates that as a general rule it must be the intended purpose of the target text that determines the translation methods and strategies (Quoted in Baker 1998:236).

Venuti (2002:223), in the following extract, clarifies Vermeer's approach:

> Vermeer highlights the translator's skopos or aim as a decisive factor in a translation project. He conceives of the skopos as a complexly defined intention whose textual realization may diverge widely from the source text so as to reach a "set of addresses" in the target culture. The success of a translation depends on its coherence with the addressees' situation.

Stressing the pragmatic aspects in translation, Reiss & Vermeer (1984:101) formulate this principle into two skopos rules: "an interaction is determined by (or is a function of) its purpose", and "the skopos can be said to vary according to the recipient" (Quoted in Shuttleworth and Cowie (1997:156). According to this theory the focus of the translator needs to be on translation strategies that would, in turn, serve the purpose intended from the target text.

2.8. Hatim & Mason's 'Discourse and Pragmatic Analysis Approach'

It is the discourse and register analysis approach that accorded influence to the textual dimensions in the process of translation and emphasized the importance of concepts such as intertextuality, intentionality in addition to the pragmatic and semiotic dimensions of the text context. Hatim & Mason (1990:121) state that: "Intertextuality provides an ideal testing ground for basic semiotic notions in practical pursuits such as translating and interpreting". They (ibid:137) further elaborate that: "As users of texts, we all recognize and take part in the interaction of not only one text with another, but also one signifying system with another, both within the same language and across languages…"

The semiotic dimension in register was also considered as elaborated by Hatim & Mason (1997:22):

> … intentionality is inevitably involved in the text producer's desire to be part of particular social institutions and processes, to be power- or solidarity- oriented, or to adopt a particular distance with regard to the addressee and the object of description. Furthermore, such communicative goals are purposeful in that they ultimately link up with the way we partition and view reality (the semiotics of culture).

Munday (2001:89) draws a distinction between discourse analysis and text analysis as follows: "While text analysis normally concentrates on describing the way in which texts are organized (sentence structure, cohesion, etc.), discourse analysis looks at the way language communicates meaning and social and power relations".

As for pragmatics, Baker (1992:217) defines it as: "Pragmatics is the study of language in use. It is the study of meaning, not as generated by the linguistics system but as conveyed and manipulated by participants in a communicative situation". In pragmatics, the main concept revolves around the study of language from the user's point of view; involving aspects such as conversational implicatures, presuppositions, speech acts and discourse structure.

Crystal (1997:302) illustrates the above concept as follows:

> Several derivative terms have been proposed in order to classify the wide range of subject-matter involved. Pragmalinguistics has been used by some to refer to more linguistic 'end' of pragmatics, wherein one studies these matters from the viewpoint the structural resources available in a language. Sociopragmatics, by contrast, studies the way conditions on language use derive from the social situation. General Pragmatics the study of the principles governing the communicative use of language, especially as encountered in conversations- principles which may be studied as putative *universals*, or restricted to the study of specific languages.

In the same vein, Leech (1983:5-6) makes a practical distinction between semantics pragmatics. He concludes that:

> In practice, the problem of distinguishing 'language' (*langue)* and 'language use' *(parole)* has centered on a boundary dispute between semantics and pragmatics. Both fields are concerned with meaning, but the difference between them can be traced to two different uses of the verb to mean: [1] What does X mean? [2] What did you mean by X? …… thus meaning in pragmatics is defined relative to a speaker or user of the language, whereas meaning in semantics is defined purely as a property of expressions in a given language, in abstraction from particular situations, speakers, or hearers.

2.9. Venuti's 'The Cultural Turn'

The functional and communicative approach to translation lays more emphasis on the function of the target text in the target culture. Lefevere (1975:99) explains that:

> The translator's task is precisely to render the source text, the original author's interpretation of a given theme expressed in a number of variations, accessible to readers not familiar with these variations, by replacing the original author's variation with their equivalents in a different language, time, place and tradition ... Particular emphasis must be given to the fact that the translator has to replace *all* the variations contained in the source text by their equivalents.

Munday (2001:33) comments on Lefevere's by saying:"… translation as rewriting, developed from systems theories and pioneered by Andre Lefevere, studying

the power relations and ideologies existing in the patronage and poetics of literary and cultural systems that interface with literary translations".

This is stressed by Venuti's perception of the cultural agenda of translation, invisibility of the translator and domestication and foreignization. Gentzler (2001:37) remarks that:

> Venuti's main thesis is that translation tends to be an invisible practice in the United States. By invisible, he means that the translators tend to be self-effecting in their work, denying their own voice in favor of that of the author and/or the prevailing styles in the receiving culture, and that in translation criticism, scholars tend to ignore the decisions and mediations of the translators, commenting instead as if they read "fluently", giving the appearance that they have not been translated.

Cronin (2006:46) introduces the concept of 'cultural turn' as follows:

> The promotion of culture as a primary concept is indeed implied in translation studies itself in the 'cultural turn' the discipline took in the late 1970s and 1980s. Where the use of 'culture' becomes problematic is not so much in whether we intend the term in anthropological (what humans do in their daily lives) or an aesthetic sense (what humans do in the realm of creative expression) but in how cultures have come to understand culture.

Intercultural Communication (ICC) is an emerging department in the communications field and one which translation scholars have paid attention to. Robinson (2006:196) traces some of the ICC schools and approaches as follows:

> The first group of scholars to begin to move the cultural study of translation out of the realm of *realia* and into the realm of large scale political and social systems have been variously identified as the polysystems, translation studies, descriptive translation studies, or manipulation school (see Gentzler 1993). Beginning in the late 1970s, they- people like James Holmes (1975), Itamar Even-Zohar (1979-oury (1995), Andre Lefevere (1992), Susan Bassnett (1991), Mary Snell-Hornby(1995), Dirk Delabastita and Lieven d'Hulst (1993), Theo Hermans (1985) – explored the cultural systems that controlled translation work. One of their main assumptions was, and remains today, that translation is always controlled by the target culture; rather than arguing over the correct type of equivalence to strive for and how to achieve it, they insisted that the belief structures, value systems, literary and linguistic

conventions, moral norms, and political expediencies of the target culture always shape translations in powerful ways, in the process shaping translators' notion of "equivalence" as well.

2.10.   Semiotics

The name semiotics is derived from the ancient Greek word *semeion*, which means 'sign'. Semiotics studies the signs, sign systems or structures, sign processes, and sign functions as elements of semiosis process. Crystal (1997:346) defines semiotics as: "The scientific study of the properties of signaling systems, whether natural or artificial. In its oldest sense, it refers to the study within philosophy of sign and symbol systems in general (also known as semiotic, semiology, semasiology, semeiology, significs)".

It is De Saussure who initiated the semiotic concept by introducing the terms sign and signifier. Hatim & Munday (2004:17) state that:

> The famous Swiss linguist Ferdinand de Saussure invented the linguistic term *sign* that unifies *signifier* (sound – image or word) and *signified* (concept). Importantly, Saussure emphasizes that the sign is by nature arbitrary and can only derive meaning from contrast with other signs in the same system (language). Thus, the *signifier* tree recalls the real-world *signified* plant with a trunk; it can be contrasted with *signifiers* such as a bush, a different kind of plant. But the selection of tree for this designation is arbitrary and only occurs in the English-language system. In French, the *signifier arbre* is used for this plant.

Considering the relation between semiotics and communication, Hatim (2001:110) describes the function of semiotics as:

> Semiotics examines communication as signs and their functions in communication encounters among users. With models of text, discourse and genre occupying centre stage in recent translation studies, research into register and pragmatics has extended outwards, taking in aspects of cultural meaning such as 'signs' and 'intertextuality'. Research models in this area are located on the right-hand side of the conceptual triangle, under 'the semiotics of culture'. It is important to recognize that, while a source-text orientation is ruled out, problems encountered in the area of discourse and genre has been addressed within predominantly target-oriented approaches to the translation process.

2.11.   Faiq's 'Postcolonial Studies and Translation'

Translation studies and postcolonial studies are marked as the most significant areas of cultural studies in recent times. Postcolonial theories emerged in the 1990s as one of the historical studies that aimed at exploring the identity-forming power of translation. Eric Cheyfitz (199:43) argues that strongly ethnocentric translating has underwritten Anglo-American imperialism, from the English colonization of the New World in the early modern period to US expansion into Indian lands during the nineteenth and twentieth centuries to current US foreign policy in the Third World and elsewhere.(Quoted in Venuti 2002:329).

Hatim &Munday (2004:106) define postcolonialism as: "A broad cultural approach to the study of power relations between different groups, cultures or peoples, in which language, literature and translation may play a role." Therefore, it is the culture, ideology and identity of the former colonies that need to be considered in the act of translation on the basis of power relations between them and their former colonizers. They (ibid:110) add that postcolonialism is not only limited to the Third World countries; Ireland and countries of Eastern and Central Europe were also influenced by the British and Russians.

Translation, as such, turns to a tool transmitting the original identity, values and culture of the former colonies; a concept that has been studied by scholars from different perspectives. Faiq (2007:13) endorses that:

> The treatment of translation from an ideological point of view in terms of power relations, identity formation, self and other is labeled invisibility by Venuti (1995), appropriation by Kuhiwczak (1990), and subversion by Carbonell (1996), to name but a few examples.

Faiq (ibid) also provides Arabic Literature in French (ALF) as an example of the postcolonial texts that brought new dimensions to translation strategies. He (ibid:29) points out that:

> The growth of ALF and the existence of a considerable Maghrebi minority

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community in France have resulted in new challenges to , and redefinitions of, many notions of production and translation. Postcolonial ALF consists of texts with layerings of languages and cultures, which has resulted in a form of French with its own discursive strategies that defy the conventional definitions of source and target texts. Whist the texts are generally written in standard French, they can rupture standard grammar and vocabulary through the infusion of indigenous vernaculars, customs and religious practices.

In this chapter, the researcher has surveyed and examined several translation approaches with a view to finding a suitable one or a combination of approaches that could be used in rendering the selected source text into Arabic. It seems to have emerged that the best way to approach our source text is to use an eclectic approach; a combination of translation strategies belonging to different approaches.

In the next chapter, the reader is introduced to the field of business communication from which our source text is taken.

Chapter Three

BUSINESS COMMUNICATION AND TRANSLATION

This chapter presents the reader with background knowledge deemed necessary for understanding business communication theories and concepts. It will also focus on the relationship between business communication and translation. This will be illustrated through reviewing the concepts of Business, Communication, Business Communication and Business Translation. In addition, the categories of different business communication types will be highlighted along with their relevance to the topic of this thesis.

3.1. Business Communication

3.1.1 Definition of Business

The exact definition of business is a matter of debate. There are many types of businesses, and, as a result, business as a concept is defined in several different ways. However, the core concept of business is accurately defined in Merriam-Webster Dictionary as follows:

> Synonyms BUSINESS, COMMERCE, TRADE, INDUSTRY, TRAFFIC mean activity concerned with the supplying and distribution of commodities. BUSINESS may be an inclusive term but specifically designates the activities of those engaged in the purchase or sale of commodities or in related financial transactions. COMMERCE and TRADE imply the exchange and transportation of commodities. INDUSTRY applies to the producing of commodities, especially by manufacturing or processing, usually on a large scale. TRAFFIC applies to the operation and functioning of public carriers of goods and persons. http://www.merriam-webster.com/dictionary/business

Another definition of business is introduced by the Business Dictionary Website. It defines business as:

> Economic system in which goods and services are exchanged for one another or money, on the basis of their perceived worth. Every business

requires some <u>form</u> of <u>investment</u> and a sufficient number of <u>customers</u> to whom its <u>output</u> can be sold at <u>profit</u> on a consistent basis. http://www.businessdictionary.com/definition/business.html

Contrary to what most people think, business organizations are not always large wealthy corporations; they could be small businesses, non-profit organizations, government agencies, and educational settings. Every business organization, however, includes the following professional areas: Accounting, Administrative Management, Business Management, Finance, Human Resources, Information Systems, Marketing, Operations Management, Public Relations, Procurement, Retail Management and Sales. This thesis is directly related to two of the above mentioned subfields, namely: Public Relations and Business Management.

3.1.2. Definition of Business Management

Business Management is an emerging filed in the business world. Scholars and experts presented Business Management in many forms and categories. Daft (2003:7) defines business management as: "… the attainment of organizational goals in an effective and efficient manner through planning, organizing, leading, and controlling organizational resources." The managerial key areas are mostly managing people, business ethics, decision making, quantitative methods, marketing management, operation management, innovation & technology management, accounting, finance, HR management, strategy, leadership, strategic alliances, international business.

Burner (1998:29) highlights an important element that needs to be well considered by translators when translating the management communication. He writes:

> It is important to understand the evolution of management thinking from Taylor and the human relations school to Deming and Mac Gregor. Each theorist makes important assumptions about the nature of human beings and what we are capable of accomplishing in the workplace. So, too, does each manager in an organization make assumptions about human beings. A deeper analysis of these assumptions will help to build a more useful model of human beings in organizational settings.

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As the focus is increasing on global business, multinational corporations are increasingly finding their way into the new borderless business world. Daft (2003:125) defines a Multinational Corporation (MNC) as: "… An organization that receives more than 25 percent of its total sales revenues from operations outside the parent company's home country also called global corporation or transnational corporation."

Medina, Walker & Schmitz (2003:3-4) offer the following comment:

> It would be a fundamental error to conclude that only those organizations with international operations are affected by the phenomenon of globalization. Many companies that do not themselves have an international presence compete with firms operating both within and outside their home country buy or use goods or services produced in other countries, and hire or contract with people of diverse ethnic backgrounds.

This global business revolution adds up the challenge encountered by the business management as senior managers of MNCs are expected to exercise a global perspective as Daft (2003:125) states: "MNC top managers are presumed to exercise a global perspective. They regard the entire world as one market for strategic decisions, resource acquisition, location of production, advertising, and marketing efficiency."

3.2. The linguistic turn in the study of management and organization

The study of management and organization have gone through a significant linguistic turn as Holman & Thorpe (2003:6) explain that: "The linguistic turn in organization and management studies has been prompted, in part, by the increasing influence of social constructionist ideas about reality, knowledge, language and communication; ideas that differ from those underlying the traditionally dominant scientific/ technical approaches."

Some of the features of the linguistic turn are:

1. The use of linguistic resources such as stories, metaphors and discourse construct notions of management leadership.

2. The use of language based constructs such as scripts, frames, cognitive maps to make sense of the organization.

3. Emphasis on the use of social practices (negotiations, storytelling, arguments, persuasions) and symbols (totems, myths, sagas).

3.3. Business Communication (Corporate Communication)

Communication is an essential element in the business world. Communication methods and tools are influencing many crucial business fields such as marketing, sales and business management. A general perspective of communications is introduced by DuBrin (2003:350). He defines communication as: "… the process of exchanging information by the use of words, letters, symbols, or nonverbal behavior." The communication process in its classic form is always considered in all aspects of business communication. Daft (2003:582) illustrates the communication process as follows:

1. Encode: To select symbols with which to compose a message.

2. Message: The tangible formulation of an idea to be sent to a receiver.

3. Channel: The carrier of a communication.

4. Decode: To translate the symbols used in a message for the purpose of interpreting its meaning.

5. Feedback: A response by the receiver to the sender's communication.

Reil & Fombrun (2007:14) categorize the business communication into three principal types of communications. These are: management communication, marketing communication and organizational communication. Reil & Fombrun (ibid:14) illustrate the link between the three types as follows:

> To support management communications, organizations rely heavily on specialists in the areas of marketing communications and organizational communications. Marketing communications get the bulk of the budgets in most organizations, and consist of product advertising, direct mail, personal selling, and sponsorship activities, They are supported to a greater or lesser extent by "organizational communications" that generally

emanate from specialists in public relations, public affairs, investor relations, environmental communication, corporate advertising, and employee communications.

Nevertheless; the fast paced evolution of the business field has resulted in a new communication field encompassing marketing communication, organizational communication and management communication in one body titled Corporate Communication. Reil & Fombrun (2007:22) define corporate communication as follows: "….the set of activities involved in managing and orchestrating all internal and external communications aimed at creating favorable starting points with stakeholders on which the company depends."

Looking at it from a wider perspective, Goodman (1994 & 1998) defines corporate communication as:

> Corporate communication is the term used to describe a variety of management functions related to an organization's internal and external communications. Depending on the organization, corporate communication can include such traditional disciplines as: public relations, investor relations, employee relations, community relations, media relations, labour relations, government relations, technical communication, training and employee development, marketing communication, management communication. (Quoted in Oliver 2004,200)

3.4. Public Relations

Public Relations is a field that is increasingly considered by senior managers in both large and small organizations. There are many definitions of Public Relations and there are many books that explain the theory and practice of the field which revolve around the role of Public relations as a practice of using communication to influence opinions of publics. In their book 'International and Intercultural Public Relations' Parkinson & Ekachai (2006:1) introduce some of the public relations definitions as follows:

> The British Institute of Public Opinion defines Public Relations as: '… the deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization and its publics'. The Dansk

> PR Klub of Denmark states: 'PR is the sustained and systematic managerial effort through which private and public organizations seek to establish understanding, sympathy, and support in those public circles with which they have or expect to obtain contact.' According to the World Assembly of PR in Mexico City, 'Public Relations practice is the art and social science of analyzing trends, predicting their consequences, counseling organization leaders, and implementing planned programs of action which serve both the organizations and the public's interest.

In the business organizations of our region, Public Relations is either working very closely with the Corporate Communications Departments in the organizations or as one of their divisions. The scope of work covers a wide range of communication tasks, writing mainly, such as: press releases, leadership profiles, organization profiles, press statements, internal communications, international communications…etc. These communications are based on strategic plans aiming at short and long term goals to serve the managerial and operational strategies of the organizations.

In the same book, Parkinson & Ekachi use the case method and an analysis of public relations campaigns to highlight the role of international and intercultural communication in public relations. They (ibid: 91) also conclude that:

> Communication strategies are divided into the selection of messages and media. When selecting its actions, a client must have the device of a public relations practitioner who is sensitive to the cultural expectations of its target publics and who can help predict the response of those in another culture to its actions.

3.5. Business Translation

Developments in the fields of language and linguistics, communication, pragmatics and discourse contributed to the specialized focus on translation of business texts. Business communication attracted the attention of literary scholars, rhetoricians, sociologists, discourse analysts, cognitive scientists, machine translators, computational linguists and ESP specialists among others. The main two aspects to be considered include: business text type and business discourse analysis.

3.5.1 Text and discourse

Virtanen (1990:453) differentiates between text and discourse as follows:

> The two separate terms text and discourse have, in fact, been related to two different but complementary perspectives on language. A text may be viewed as structure and/or it may be regarded as a process. In line with these two approaches, text has often been used to refer to a dynamic notion – the process of text production and text comprehension (Quoted in Trosborg 1997:4).

Scholars classified translation texts according to market demands and commissioners. Havranek (1964) determines that:

> It is often convenient to approximately distinguish three types of translation texts: (a) scientific-technological, which are usually handled by the translation departments of public corporations, multi-nationals and government departments; (b) institutional-cultural texts (culture, social sciences, commerce) handled in particular by international organizations; and (c) literary texts, normally handled by freelance translators (Quoted in Newmark 1991:36).

Other scholars pursued the goal of making the translation process systematic and scientific; concepts such as text types and functions were considered. Fawcett (1997:104) explains:

> Since text type will decide our translation strategies, it clearly becomes important to have a system for deciding what type the text is." Accordingly texts are classified into informative, expressive or operative; Fawcett (1997:104) added: "Each language function will have a corresponding language dimension: logical for informative, aesthetic for the expressive, dialogic for the operative type...

Focusing on the translation of technical brochures, Hansen (1997 187) further explicates: "… technical brochures are a among the least examined text types. This is the case from a linguistic as well as from a marketing-related view". Hansen also mentions that the German marketing theorist Axel Bansch has written about informative advertising – of which the brochures are apart – that it seeks to win the customer for the product by help of factual information. According to Bansch (1991: 215): "informative

advertising is often just giving pure facts. And yet such form of advertising can also hold suggestive elements (Quoted in Hansen 1997:187).

Hansen (1997:197) concludes by saying:

> It follows from the above mentioned that the division into specialized and non specialized texts does not show very much about how the text type of technical brochures should be translated. Though technical brochures are LSP-texts it is very clear that the denotative equivalence cannot be regarded as the dominant criterion.

3. 5.2. Organizational / Business Discourse

Discourse analysis lends much attention to language at the top communicative level than at the bottom grammatical units. In other words; it studies larger linguistic units such as conversational exchanges or written texts in social contexts, particularly in relation to interaction between speakers. Crystal (1997:118) defines discourse as: "A term used to refer to a continuous stretch of (especially spoken) language larger than a sentence- but, within this broad notion, several different applications may be found." He further elaborates on the concerns of discourse analysis: He (ibid:118) writes: "In recent years, several linguists have attempted to discover linguistic regularities in discourses (discourse analysis or DA), using grammatical, phonological and semantic criteria (e.g. cohesion, anaphora, inter-sentence connectivity)."

'English for Specific Purposes', as a field of applied linguistics, focuses on the use of language in a specific social context such as in academic, medical or business organizations. The business context communications have created a specific business discourse through which people communicate strategically in an organization. Chiappini, Nickerson & Macmillan (2007:3) stress that: "Business Discourse is all about how people communicate using talk or writing in commercial organizations in order to get their work done."

Highlighting the new crucial dimension of business discourse, Johns 1981 reveals its concept as:

Business discourse as contextual and intertextual self reflexive and self critical, although not necessarily political, is founded on the twin notions of discourse as situated action and of language at work. This perspective seems now quite remote from early discussion on the nature of professional language that originated from within LSP, or Language for Specific purposes (Quoted in Chiappini, Nickerson and Macmillan 2007:5).

Organizational Discourse has become a known term in the field of organizational communication studies. Indeed, language analysis in organizations has stretched to the point that it developed typologies as Putnam & Fairhurst (ibid: 81) declare that: "The pioneers of language analysis in organizations developed typologies rooted in linguistics and literary forms. For example, in the late 1970s, Pettigrew (1979) defined organizations "as language leadership" and Pondy (1978) treated leadership as a "language game".

In this chapter, an attempt has been made to supply the reader with sufficient contextual background knowledge that would guarantee a comprehensive understanding of major business concepts and the delicacy and sensitivity involved in their translation from English into Arabic.

Chapter Four

SOURCE AND TARGET TEXTS

This chapter introduces the source text selected for translation for the purposes of this thesis. It starts with an introduction to the source text and its author. In the introduction, the key topic subject areas of the book are highlighted in order to set a clear contextual background for the topic. Afterwards, the introduction concludes with a list of field specific key terminologies. Finally, the chapter ends with a presentation of the source and target texts.

4.1. Introducing the Source Text

1. Book Title: *Public Relations Strategy*

2. Author's Name: Sandra Oliver

3. Chapter Selected for Translation: Reputation Management: a celebrity – driven society

The book introduces the role of public relations as a science and practice in developing and supporting business management strategy. The focus is on three main aspects namely; strategic management, public relations and globalization. The book targets public relations students and practitioners and covers areas such as media relations, publicity events, publication production and corporate policies. In addition, the book elaborates on key areas directly related to PR namely PR strategic management, how PR is integrated into marketing plans, issues around PR planning and control, the social science research methods available to PR professionals and managing ethics in strategic and operational PR programming. However, the focus of the selected chapter (Reputation Management: a celebrity – driven society) is on reputation management and promoting both organizations and business leaders as acceptable figures in their societies.

4.2. The Author

The book is written by Sandra Oliver (PhD, FCIPR, and FRSA) who is currently an Emeritus Professor at Thames Valley University, London, UK. Dr. Oliver was Program Director for both a Master's degree in Corporate Communication and the qualifying membership Diploma for the Chartered Institute of Public Relations (CIPR). She is also the editor of the *Handbook of Corporate Communication and Public Relations* (Routledge) and *Corporate Communication: Principles, Techniques and Strategies* (Kogan Page).

4.2. Key terminology

Public Relations

Corporate Reputation

Celebrity

Corporate Image

Corporate Identity

Semiotics

Corporate Communication

4.3. Source Text

'Reputation management: a celebrity – driven society'

The public relations profession operates in a celebrity – driven world where even business leaders are groomed for public acceptability and promoted as icons. Public relations practitioners are often confused and bemused by the links between corporate image, corporate identity and reputation, but it is clear that the accumulation of empirical

research on corporate image formation that has led to the corporate identity literature of today.

The following definitions are adapted from current English usage in *Collins English Dictionary:*

- Celebrity: Fame or notoriety.

- Image: A mental picture or idea produced from imagination or personality and presented by the public to / of a person, group or organization by others.

- Identity: A state of having unique identifying or individual characteristic by which a person or thing recognizes or defines him/her/itself.

- Reputation: Notoriety of fame, especially for specifies positive or negative characteristic. Repute is the public estimation of a person or thing to be as specified, usually passive.

CORPORATE IMAGE

Image has had a bad press in public relation terms, yet image consultants continue to be in a great demand. There are a number of reasons for this. The technological era has made people everywhere aware of, if not educated about, the roles of government and big business in society. Organizations today have become sensitive to the fact that corporate image operates in different dimensions for different audiences, to arrive as close as possible to what Boorstin (1963) describes as pseudo-ideal, which must be synthetic, believable, passive, vivid and ambiguous. Part of the bad press may lie in the fact that image can be as abstract a concept as Boorstin suggests and therefore lays itself open to suspicion. Bernstein (1991) calls it a vaporous concept of imprecise language, superficial thinking and self-styled image makers who contribute to the insubstantiality. However, Mackiewicz (1993) believes that a strong corporate image is an essential asset in today's

era of borderless completion and agues, so what? However nebulous, image is reality because people can only react to what they experience and perceive. Rogers (1993) said, ' I do not react to some abstract reality but to my perception of this reality. It is this perception which for me is reality.'

Thus the nature of corporate image itself, however unpalatable, remains a growth area of public relations productivity which, in combination with a growing body of knowledge about stakeholder expectation and cultural diversity, remains a popular focus of interest. Even companies that prefer to adopt a low profile are assessing their corporate image and its significance when studying their stakeholders' perceptions of their company policies, procedures and behavior. Other writers find that the low profile most usually associated with such companies evokes words such as 'avoidance', 'uninvolved', 'passive', 'yielding' and 'not influential' and companies may spend as much as time and money on maintain their low profile as they could maintaining a higher one.

Belief systems play a part in people's attitudes. Unfavorable beliefs can lead to a drop in sales or a lowering of share price, which can be corrected by public relations involvement. Many writers and practitioners argue that beliefs make product and brand images and that people act on those images. The checks and balances in any strategic campaign allow for modification of organizational behavior or public perception to adjust knowledge, feelings or belief accordingly. Writing during the same period, Eiser suggested that a situation in which there is no communication loop between individuals' expressed attitudes and their behavior will lead to a situation where stakeholders can only communicate their preferences through actions rather than words.

More current studies show that image does not consist of a single reality held by individuals, but that they hold a series of linked pictures consisting of many elements or objects which merge together and are interpreted through language.

IMAGE AND BRANDING

Corporate image in the professional public relations sense goes back to 1950s and the introduction of new commercial television stations. Marketing firms jumped on the bandwagon of creating brand image without any systematic theoretical foundation, so that people like Newman (1956) reported that 'the business firm may have no body to be kicked but it does have a character'. Boulding (1956) said, 'the relationship between corporate image and the behavior of the consumers, saying that what the individual, especially a celebrity on television, believed to be true, was true for him'.

When advertisers picked up the notion of image as a tool for branding products as well as corporate identity, writers of the day like Mayer (1961) saw the brand as a visible status symbol. Thirty years later Gorb (1992) was to argue that the business of corporate image design had become trivialized by too close association with external visual symbolism like logos. He recognized that the dynamics of image lie within the firm itself and have as much to do with manners and interrelationships as with markets. Bernstein's (1991) view is that the image can be built into a product, whereas it can at best only be adjusted for a company, whereas Macrae (1991) believes that a corporate brand can be translated into a mission of pride for staff in the pursuit of excellence, advancing company reputation among stakeholders. From this a branded image can grow into reality.

With the derogatory representation of image as being artificial, the work of O'sullivan *et al* (1994) was seminal in that it approached the subject of image in terms of its original meaning as being a visual representation of reality, which is important in understanding the world around us, whether employee or shareholder of a company.

As interesting case in point is the British retail conglomerate, Marks & Spencer plc, whose corporate image design had hardly become what Gorb called 'trivialized' and whose dynamics within the firm had more to do with manners and interrelationships than markets. Nevertheless, it currently has to rework its existing image if it is to evolve and

adapt to meet its corporate values while meeting the expectations of its stakeholders, especially its customers who have deserted it.

Mackiewicz's definition of corporate image as 'the perceived sum of the entire organization, its plans and objectives' is very relevant to this case. By arguing that corporate image encompasses the company's products, services, management style, corporate communication and actions around the world, he could be describing any organization in crisis where the positive sum of these perceptual components must be re-evaluated to give the company back the market advantages it once enjoyed or to increase market share and investor popularity. A neutral corporate image can develop over time to become what Boorstin (1963) would describe as so impartial that it repels nobody. Indeed, Kotler (1988) suggests that corporate image can be highly specific or highly diffused and that some organizations may not want or need a very specific image. Some organizations prefer a diffused image so that different groups can project their needs into the organization, and this has clearly taken place in the British people's psyche.

CORPORATE IDENTITY

If there is a clear correlation between business and policy and corporate image in terms of corporate strategy, perhaps the first question that strategist must ask is, 'what business are we now in?' before asking the question,' what is our identity to ourselves and others?' If an organization is unclear about its identity, then it will be able to assess its image as perceived by the different stakeholders, now how these perceptions should be prioritized in terms of strategic planning, policy and practice. For any business strategy to be effective, it must be comprehended accurately by the target publics, or at least in the way that the corporate vision and mission determine.

VISUAL IDENTITY

Whatever type of leader the CEO happens to be, he or she represents the cultural values of the organization and underpins the cultural web that emanates from his or her office. Cultural webs play an important part in understanding corporate identity; a visual identity step model might look something like that shown in Table 3.1.

Corporate identity	Objectives	Key issue	Methodology
Situation analysis	Analyzing corporate expression and customer impressions	Determining perception of the firms and competitors' aesthetic output	Corporate expressions / customer impressions research
Designing the aesthetics strategy	Creating distinct impactive aesthetic impressions	Selecting strategically appropriate styles and themes	The styles and themes inventory
Building the collection of design elements	Implementing the strategy with rules of balance	Organizing and managing the implementation	The aesthetics balance sheet
Aesthetic quality control	Monitoring, tracking and adjusting corporate aesthetics over time	Evaluation of prior outputs in the framework and fine-tuning including updating	Aesthetic impact tracking

Table 3.1 A visual identity step model

Corporate visual identity supports reputation through the interrelated dimensions of visibility, distinctiveness, authenticity, transparency and consistency, according to research by van den Bosch, de Jong and Elving (2005). They assert that visual identity supports reputation through 'impressive design, effective application on a range of

identity carriers and the condition of these carriers' (p 115).

SEMIOTICS: LOGOS AND LIVERY

The study of signs and symbols, especially the relations between written or spoken signs and their referents in the physical world or the world of ideas, is of increasing importance in the global marketplace. Awareness and respect of cultural similarities, differences and the value people place on logos livery, is of pressing concern to marketers and others who aim to influence customers and other stakeholders outside the home country. In a world of information overload, competition between brands at product and corporate level is fierce. In many instances, public relations budgets have had to prioritize rebranding by judicious and creative change in design and color of logos and livery, both at product (micro) and organizational (macro) level.

For the 2006 rebranding of Germany 'Land of Ideas – Time to Make Friends' campaign, the second World War images proved hard to shake off. Public relations research showed that young people no longer carried some of the 60 years old burdens of guilt felt their parents and grandparents and loved the 'You are Germany' government advertising promotion for the five World Cup matches at Leipzig stadium. It promoted a new Deutschland with modern music, art, film, a woman from the East as Chancellor and a British-style multiculturalism (Channel 4 UK News,1 April 2006).

In Germany, the research, monitoring and evaluation of image and identity was a complex interactive psychological and behavioral activity. Messages must reach many different stakeholders on many different subjects while retaining a core image, even though those stakeholders' expectations are different. In making what O'Sullivan *et al* (1994) called the 'visual representation of reality', corporate image, based on clear identity, must be made tangible and quantifiable. Only then is it possible to realize competitive advantage.

SUBSTANCE VS STYLE

At the organizational level, Dowling (1993) suggested that in measuring corporate image and culture internally, the effects of mass communication achieved through advertising and corporate identity programs and changing customer perceptions of the company by employees must be taken into account. If change is desired, rigorous control is essential. If the wrong variables are changed or the sequence of change is wrong, the result can be costly failure. A company's communication strategy tries to cover every aspect of an organization that its stakeholders are or should be aware of. Stanley (1991) argued that no organization can fool its stakeholder with hype. Corporate communication is only effective if it conveys a message of strength and substance based on sound and accepted corporate values and objectives, both internally and externally, based on best practice.
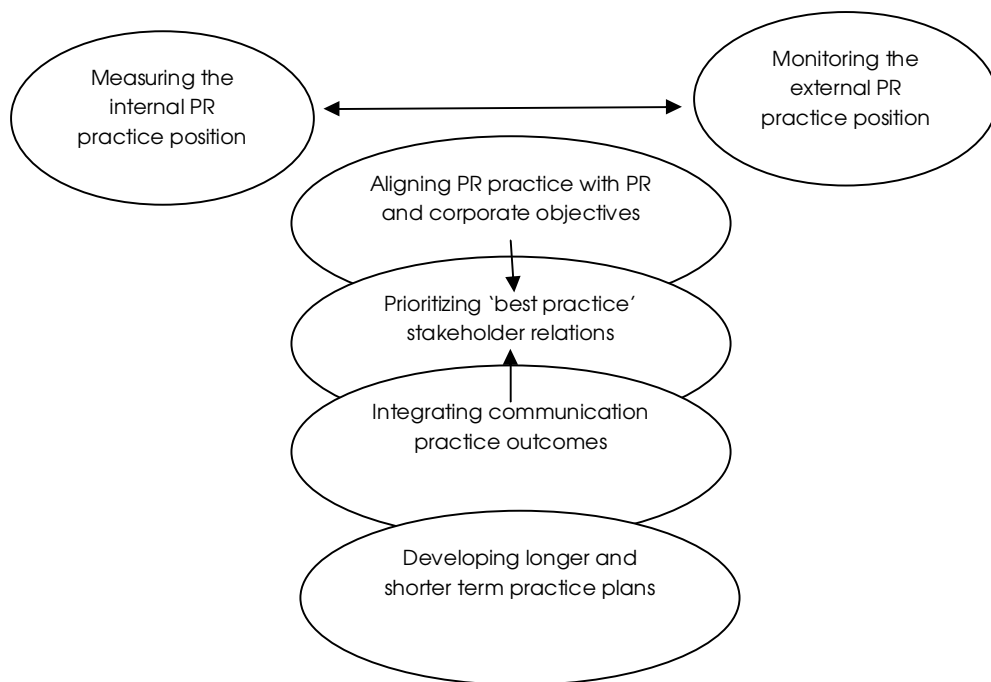

Figure 3.1 PR operational strategy process

Stuart (1999) believes that corporate identity models, by including variables of organizational culture strategy, corporate communication and integrated communication,

provide a more definitive model of a modern management process. In the era of global communications these corporate values have come to the fore. The internet has made debates on social responsibility and accountability a new type of challenge for corporate image campaigning. Ethical issues can arise from any part of an organization's business activity and thus form part of the core business operation.

This is hardly one aspect of public relations or corporate communication that can avoid addressing corporate identity, whether in terms of the letter of the law or the spirit of sound corporate citizenship. It is increasingly recognized that that value of ethics statements goes beyond the interest of employee stakeholder groups to embrace all other stakeholders, if not society as a whole, by adding value to an organization. Houlden (1988) recognized that being proactive about the way society views their company is a key skill for modern-day organizational leaders if corporate image is not to be damaged. Singer (1993) calls this 'consequentialism', meaning that ethical judgment goes beyond individual likes and dislikes to produce social mores and norms which form the core of any corporate value system, no matter where or how a company operates.

REPUTATION

Nowhere has the issue of measurement methods in practice been more debated than in the area of US multinational companies and the reputations that they attract. The readers of the journal *Fortune* are asked to rate the largest companies in their own commercial sector on eight key factors using a scale of 0-10 for quality of management; quality of products or services; financial soundness; ability to attract, develop and keep talented people; use of corporate assets; value as long-term investment; innovativeness; community and environmental responsibility.

This particular technique, called the *Fortune* Corporate Reputation Index, along with other measures such as the UK's *Financial Times/* price – waterhouseCoopers seven factor model of business performance, have been criticized by Van Riel (1995). Drawing

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on the criticisms of Maathuis (1993) and Fryxell and Wang (1994), he argues that although these surveys are based on the opinions of so-called experts, 'it is likely that different results would be obtained were the same measurement instrument used by a different group'. Further, 'as a consequence, reputation scores as evaluated by the fortune respondents relate more directly to reputation as a measure of an investment'.

Van Riel fails to make a positive correlation between the concepts of image, identity and reputation in measurable terms and even appears in places to use the words interchangeably. However, his work on applied image research and the various methods in frequent use, warns practitioners that the quality of research is determined not only by the methods used but also by the quality of the questions formulated. The degree of detail in the question determines the degree of possible refinement in the answer, he argues, and states that, 'if a company requires further information about its reputation, then it must embark upon research in greater depth'. A typical approach is demonstrated in Figure 3.2, produced by Echo Research, global specialists in reputation audit and analysis.

Corporate Reputation Drivers (Automotive Manufacturers)
by volume of Positive vs Negative comment

Financial

Results, profiles, Incentives, Analyst recommendations, Trading statements, Shareholder sentiment

CSR/ethics/governance

Community service Ethical investment Environmental responsibility, Corporate Governance, Transparency

Vision & Leadership

Comment on market position strategy Industry leadership, Innovation, Quality of Management

Innovation

Hybrid Cans, Alternative Fuels, Fuel Cell Technology, Safety, Design, Fuel efficiency

Products

Leading models/ brands BUYABILITY: Design, performance, safety, Security, Price, RELIABILITY: Reliable, Servicing, Warrantee

Workplace/environment

Health &Safety at work, Labor Relations, Litigation vs. Company, Litigation vs. Individuals, Minority groups, Training

Figure 3.2 Corporate Reputation drivers

25
20
15
10
5
0

This inevitably has implications for the selection of consultants, who in the main are seen to be more objective about assessing the reputation of an organization and therefore more usually given the research task. Ewing, Caruana and Loy (1999) argued that research is more thorough if the consulting firm has no prior connection to the company and is totally unfamiliar to the client. In such instances the client is likely to get more people involved in the selection process. Also, consulting firms with international links are favored not only by clients who have interests in overseas projects but also by those who actually participate in large domestic projects. 'Firms that have foreign partnerships are preferred over the local ones because they are deemed to have the international expertise to offer clients better services in the long run 'they argue. Their study also reveals that reputation is not a measure of risk and that 'both factors are separate constructs altogether'.

Ewing *et al* found that if a company does not think or recognize that it has a problem, it will be suspicious of an outsider who tells it does have a problem and become more cautious of unsolicited advice. In today's climate of corporate accountability, no organization can afford to take such an arrogant or complacent view of communication nor fail to address its strategic public relations implications.

CAMPAIGN: STANDARD BANK, SOUTH AFRICA

This was a South Africa story told through a campaign which captured the hearts and minds of staff members and South Africans during the national build-up to the celebration of 10 years of Democracy. Standard Bank enabled the employment of over 800 South Africans and raised morale for tens of thousands of people. As people rose to the challenge, they set goals and targets amongst themselves through heightened awareness of the client's brand, its sponsorship and corporate social investment practices.

Challenge vs. opportunity

As an integral part of South Africa's fabric for the past 141 years and represented in 38 countries, Standard Bank has evolved into a well-known and respected banking brand across the globe. Locally, the brand had been voted the number one financial services brand in the Markinor Brands and Branding Survey for the previous seven years and also featured in the Top 10 Most Admired and Trusted South African Brands rankings.

South Africa's 10th anniversary of freedom fell in 2004, and on 14 April it celebrated its third free and fair democratic election. In anticipation of this, Standard Bank briefed the Magna Carta group of companies to conceptualize and implement a national, holistic media and public relations strategy.

Research

Research information was largely drawn from AMPS and Adex to establish South Africa's major bank's positioning in the Marketplace according to share of voice, media usage and activities, and target market demographics, mindsets and insights.

Strategic plan

The key public relations program objectives were to:

- Launch the campaign to media, public and staff;

- Build brand equity and entrench the bank's leadership position;

- Build awareness via consistent brand messages and encouragement to participate in the promotion;

- Effectively amplify existing key events and strategies across the bank's main sponsorship; and

- Illustrate examples of what the bank was doing, about which the South African

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(and staff) should feel proud and optimistic.

Evaluation

Some of the findings showed that:

- There was a 65 per cent male skew of married men with children but there was no distinct racial skew;

- Average household income was R10,672 with a personal income average of R6,662;

- The average age of the primary target market was 30, and 35 in the secondary market;

- 40 per cent took an interest in cricket, 34 per cent in rugby and 40 per cent in soccer;

- 37 per cent had access to the internet, primarily to be informed for e-mail, and were fairly well banked, with 75 per cent having a savings account, 30 per cent having a cheque account, 32 per cent having credit cards and 69 per cent accessing their accounts via an ATM.

The primary campaign message was: 'Standard Bank is South Africa's biggest supporter. We are proud and optimistic about the future of this country and its people, and will continue to invest in the further development and sustainability of South Africa, and this is why'. A secondary campaign message was that supporters should 'purchase a bracelet and wear it as a symbol of your pride and optimism for the future. The proceeds from the sale of all beaded bracelets will go to standard Bank of distribution to worthy organizations.'

Operational strategy

The campaign was launched in mid-January and culminated on 27 April 2004,

South Africa's Freedom Day. Standard Bank promoted its substantial corporate social investments to demonstrate what the organization had done and continued to do, to make South Africa a better place. It also provided a platform for members of the public and staff from all walks of life to express their personal optimism and pride by helping to make a difference to the future of the country.

An emotive television commercial, ending in the line '44 million people. One nation. One truly committed bank', was created to show that while there were many cultures and traditions living side by side, there was much more than a shared history holding South Africans together than keeping them apart. TV execution was supported by cinema, outdoor, print and radio.

The same theme was carried through the whole of the public relations campaign. Emphasis was placed on showcasing Standard Bank's ongoing sponsorship of sport (predominantly cricket), jazz and the arts, as well as the bank's investments in educational initiatives. A single, innovative medium was chosen to drive home the message-namely blue beaded bracelets designed for individuals to wear as symbols of their pride in South Africa and optimism for its future.

A local independent company was commissioned to hand-make over a million bracelets, creating employment for over 800 previously unemployed and unskilled people in the process. The bracelet contract was the largest order of its kind ever placed in the country. Demonstrating the enormity of the project, the raw material requirements to fulfill the contract were equally large. It took nine days to airfreight the five tons of beads needed from China to South Africa and some 35 kilometers of elastic, weighing in at one ton, were used.

Staff members and the general public were encouraged to purchase bracelets for a minimum donation of only R2 each from a number of sites across the country, including the bank's national branch network, at interactive exhibition stands created for use at the five One Day International cricket matches against the West Indies, at 12 national

shopping centers, at selected jazz events, and at the Standard Bank Gallery.

All the proceeds realized through the sale of the bracelets were to be given to the Mathematics Center for Professional Teachers, a national organization dedicated to developing South Africa's disadvantaged youth. Since 1996, Standard Bank had contributed R679,500 towards the Maths Center's educational development grants. It was arranged for groups of 50 underprivileged schoolchildren from rural communities to attend their very first high-profile cricket match as guests of the bank. Chosen from schools selected by the Cricket Legacy Project, the children were treated to a full day of excitement at the five regional one-day international games against the West Indies.

Importantly, ownership of the campaign was driven through an internal drive targeting Standard Bank's 36,000 employees. Information regarding the entire campaign was communicated using the bank's internal satellite television channel, corporate journal, back office posters, banners, etc. Every staff member was encouraged and challenged to purchase bracelets and to promote the concept among customers, clients, friends and family. All staff enjoyed a typical South African Freedom Day celebration party prior to the public holiday.

Evaluation outcomes

The campaign raised positive national and regional media coverage (print, broadcast, electronic public relations) to the value of R500,000+ and raised funds totaling R1,362,340,80. Sharanjeet Shan, Executive Director of the Maths Center, said:

Literally tens of thousands of children are to benefit from the donation. Less than 2 per cent of black South African students receive a higher grade in mathematics. Without materials, complex abstract concepts cannot be internalized and concretized in the mind. Thanks to Standard Bank and South Africa, much-needed materials and training to schools will be supplied and mathematics learning in our country will improve.

REFLECTION

Based on the information provided:

i. Explain the campaign's links between image and identity in raising the morale of tens of thousands of South African people.

ii. Discuss the differences and similarities between corporate branding and product branding.

iii. In what ways did corporate visual identity support the reputation of the bank?

iv. What role did semiotics play in the campaign's success?

v. How did the Bank's campaign operational strategy improve its own business performance while contributing to longer term social investment?

4.4.Target Text

إدارة الصيت المؤسسي في مجتمع قوامه الشهرة

تمارس مهنة العلاقات العامة اليوم في عالم تحركه دوافع الشهرة حيث يصل الأمر إلى إعداد وترويج قادة
عالم الأعمال كرموز شهرة لا بد وأن تتقبلها العامة. وغالبا ما يلتبس على ممارسي هذه المهنة الفروق بين كل من
الصورة المؤسسية والهوية المؤسسية والصيت المؤسسي. إلا أنه من الواضح أن توالي البحوث التجريبية التي تناولت
حقل تشكيل الصورة المؤسسية هي التي أدت إلى تبلور المفهوم الحالي للهوية المؤسسية.

لننظر إلى التعريفات التالية والتي تم تبنيها بحسب الاستعمال الحالي في اللغة الإنجليزية وذلك من قاموس كولينز
Collins - للغة الإنجليزية:

- الشهرة وتعني الذِكر أو الصيت وقد تعني الضد أي سوء السمعة.

- الصورة بمعنى الفكرة أو الانطباع الناتج عن الخيال أو واقع شخصية ما والذي يتم تقديمه من أو عن
  شخص أو مجموعة أو مؤسسة.

- الهوية وتعني امتلاك حالة من التفرد أو الخصائص الفردية والتي يتم من خلالها التعريف عن شخص أو
  شيء.

- الصيت وتعني الشهرة وبشكل خاص لخصائص إيجابية أو سلبية محددة. وهي المقياس الذي من خلاله يقيم
  العامة مزايا شخص أو شيئ وغالبا ما يكون بشكل حيادي.

الصورة المؤسسية

لم يكن للصورة المؤسسية بحسب مفاهيم العلاقات العامة صدى مقبولا إلا أن ذلك لم يمنع الطلب المتزايد
على الاستشاريين فيه ويمكن تبرير ذلك بعدة أسباب. فالحقبة التقنية جعلت الناس في كل مكان يدركون لا بل يثقفون
أنفسهم في واقع الأدوار التي يمكن أن تؤديها الحكومة ومشاريع الأعمال الكبيرة تجاه مجتمعاتهم. فاليوم قد استوعبت
المؤسسات واقع أن الصورة المؤسسية تعمل بأبعاد مختلفة وتستهدف متلقين مختلفين إلى درجة جعلتها تسعى إلى
بلوغ أقصى ما يمكن بلوغه مما وصفه بورستين (١٩٦٣) بالقدوة الحلم التي لابد وأن تكون مبتكرة وقابلة للتصديق
وحيادية ومفعمة بالحياة وغامضة.

ومن الأسباب الأخرى التي تكمن في عدم استحسان الصورة المؤسسية بحسب مفاهيم العلاقات العامة واقع

أن الصورة التي يقدمها بورستين إنما هي صورة مجردة وبعيدة عن الواقع مما يدفع إلى الشك في إمكانية تحقيقها. بيرنستين (١٩٩١) أيضا يدعو إلى مفهوم يقوم على لغة غير محددة وتفكير غير متعمق والتعامل مع صانعي النمطية الفردية الذين يساهمون في تعزيز الظاهر دون الجوهر. بالمقابل فإن ماكيويكز (١٩٩٣) يقول بضرورة تواجد صورة مؤسسية قوية كمصدر دعم وثبات في عصر الإنجاز غير المحدود. وعلى أي حال فإن الصورة المؤسسية لا بد وأن تكون واقعا ملموسا بدليل أن الناس لا يتفاعلون إلا مع ما يدركونه ذهنا وحسا. وهاهو روجرز (١٩٩٣) يقول: " لا يمكنني التفاعل لواقع مجرد وإنما يكون تفاعلي لفهمي وإدراكي لذلك الواقع . إن هذا الإدراك هو الواقع بالنسبة لي."

وعليه وبغض النظر عن خلفية عدم استحسانها فإن طبيعة الصورة المؤسسية ذاتها لاتزال ميدانا معرفيا مطرد النمو وبارتباطها بكيان معرفي متنامي آخر هو دراسة توقعات المساهمين والتنوع الثقافي فإنها تستمر محل اهتمام رائج. ولا تزال حتى تلك المؤسسات التي تحرص على الانزواء عن الشهرة تعمد إلى تقييم صورتها المؤسسية وأهميتها لدى المساهمين وذلك حين دراسة رأيهم في سياساتها وإجراءاتها وسلوكياتها المؤسسية. ويجد كتاب آخرون أن مثل تلك المؤسسات غالبا ما تتزامن سياستها الإنزوائية تلك ومفردات مثل "التجنب" و" التنحي" و "السلبية" و "الخنوع" و"ضعف النفوذ"، ومن المفارقات أنها قد تنفق من المال والوقت للبقاء في الظل بقدر ما قد تنفقه مؤسسات أخرى للظهور إلى النور.

إن لأنماط القناعات تأثيرها على سلوكيات الأفراد، فالقناعات المؤسسية التي تتسم بالعدائية قد تؤدي إلى هبوط المبيعات أو هبوط أسعار الأسهم وهو ما يمكن تداركه وتصحيحه عبر تفعيل دور العلاقات العامة لصالح المؤسسة ويجادل الكثير من الكتاب ومتخصصي العلاقات العامة بأن القناعات المؤسسية تصنع المنتج والصورة المؤسسية وأن المستهلكين يتصرفون وفق هذه الصورة. إن تجنب المحاذير والتزام الموازنة المدروسة في استراتيجية أي حملة دعائية تتيح فرص تعديل سلوكيات المؤسسة أو الانطباع السائد عنها من قبل العامة وذلك من حيث تغيير ما يعرفونه وما يشعرونه تجاهها. ويشير آيسر إلى أن غياب حلقة التواصل بين سلوكيات الأفراد وبين تصرفاتهم سيؤدي إلى موقف يلجأ فيه المساهمون إلى التصرف العملي المباشر للتعبير عن أفضليات احتياجاتهم.

وتبين أحدث الدراسات أن الصورة المؤسسية لا تتكون من مجرد واقع معرفي وحيد من جانب المستهلك وإنما هي نتاج سلسلة متواصلة من الوقائع المعرفية التي تتحد على شكل عوامل وعناصر متعددة لتترجمها نهاية اللغة.

الصورة المؤسسية والترويج التجاري

يعود تاريخ ظهور الصورة المؤسسية بحسب المفهوم المهني للعلاقات العامة إلى حقبة الخمسينيات المتزامنة وظهور محطات التلفزة التجارية الجديدة. ومن المعروف أن المؤسسات التجارية حين واكبت تتركب مفهوم

الصورة المؤسسية لم تعتمد أي أسس نظرية مما دعى أمثال نيومان (١٩٥٦) إلى التعليق قائلا:" لقد تمكنت مؤسسات الأعمال من خلق شخصية تجارية حاضرة لكن دون جوهر ملموس" ، وقال بولدينغ (١٩٥٦): "إن العلاقة بين الصورة المؤسسية وسلوكيات المستهلك تبلورت في أن المستهلك لم يعد يصدق واقعا عدا ذلك الذي تعكسه تلك الصورة لا سيما إن غلفت بقناعة شخصية مشهورة تبث عبر أثير التلفاز ."

حين بدأ المتخصصون في الإعلانات التجارية بالإلحاق بركب مفهوم الصورة المؤسسية وذلك كأداة لترويج العلامات التجارية والهوية المؤسسية فإن كتاب ذلك الوقت من أمثال ماير (١٩٦١) اعتبروا أن العلامة التجارية إنما تمثل رمزا حاضرا وملموسا. إلا أن جورب (١٩٩٢) قد جادل بعد ثلاثين عاما قائلا بأن المبالغة في ربط الصورة المؤسسية بمؤثرات بصرية خارجية كالعلامة التجارية قد همش حرفة تصميم الصورة المؤسسية وذلك لأنه يرى أن حيوية الصورة المؤسسية إنما تكمن في المؤسسة ذاتها والأساليب والعلاقات المتبادلة التي تنتهجها في الأسواق. برنستين (١٩٩١) بدوره يرى أن الصورة المؤسسية يمكن إنشاؤها عبر منتج تجاري وأنها في أحسن الأحوال إنما تكيف فقط بحسب الشركة. أما ماكراي (١٩٩١) فيعتقد بأنه يمكن أن تترجم العلامة التجارية للمؤسسة إلى مهمة تحمل طابع العزة والإباء لأفرادها العاملين وذلك في طلب التميز مما يرفع أسهم الصيت المؤسسي للمؤسسة المعنية ومن هنا فقط يمكن أن تتحول الصورة المؤسسية بعد ترويجها إلى واقع ملموس.

وفي مقابل الانحطاط الناتج لتمثيل الصورة المؤسسية على أسس مبتكرة فإن أعمال أوسوليفان إي آل (١٩٩٤) كانت البذرة الأولى في التعامل مع الصورة المؤسسية وفق معانيها الأصيلة كتمثيل بصري للواقع والذي تتبلور أهميته في عملية فهم العالم من حولنا سواء من حيث كوننا موظفين أو مساهمين في الشركة المعنية.

ومن الأمثلة الجديرة بالذكر هنا المؤسسة البريطانية للبيع بالتجزئة "ماركس وسبنسر" وهي شركة عامة محدودة والتي ناقض ما آل إليه تصميم صورتها المؤسسية فكرة جورب عن التهميش ، وتعود الحيوية التي تزخر بها تلك المؤسسة إلى أساليب التعامل التي تتبعها والعلاقات المتبادلة التي تملكها أكثر من مجرد ترويج تجارتها في الأسواق. ومع ذلك فإن واقعها الحالي والمتمثل فيما آلت إليه تطلعات المساهمين بخاصة زبائنها الذين أعرضوا عنها يفرض عليها تجديد صورتها المؤسسية الحالية إن كانت حقا تنشد التطور والالتزام بقيمها المؤسسية.

وأمر آخر ذا صلة هنا هو تعريف ماكيويكز للصورة المؤسسية حيث قال: " هي الناتج الكلي للمؤسسة بما في ذلك خططها ومشاريعها وأهدافها". إن القول بأن الصورة المؤسسية تشمل منتجات الشركة وخدماتها وأسلوبها الإداري وعلاقاتها وتصرفاتها المؤسسية حول ل العالم إنما حقيقة يقدم وصفا لأي مؤسسة تمر في مرحلة أزمة حيث يتحتم عليها إعادة تقييم المجمل الإيجابي لكل تلك العناصر الإدراكية الممثلة لها ، إن مثل هذا التقييم هو ما سيؤمن للشركة استرجاع مزاياها السابقة في السوق أو زيادة حصصها فيه وشعبيتها لدى المستثمرين. وقد تتطور صورة مؤسسية معتدلة مع الوقت لتصبح ما يصفه بورستين (١٩٦٣) بالحيادية التي لا تحتمل أي مواجهة . ويؤكد ذلك ما

ذهب إليه كوتلر (١٩٨٨) من أن الصورة المؤسسية قد تكون عالية الخصوصية أو العكس فبعض المؤسسات برأيه قد لا تريد أو تحتاج امتلاك صورة مؤسسية متميزة. بل إن بعض المؤسسات تفضل صورة مؤسسية خافتة لكي تتمكن مجموعات مختلفة من ضخ احتياجاتها من خلالها وهو ما تم ترسيخه بشكل واضح في ذهنية الشعب الإنكليزي.

الهوية المؤسسية

إن افتراض وجود علاقة واضحة بين كل من عالم الأعمال والسياسة العامة والصورة المؤسسية على أسس الاستراتيجية المؤسسية يفرض تساؤلا أوليا على من يضع الاستراتيجية ، وهو: "ما مجال الأعمال التي نحن بصددها الآن؟" وذلك حتى قبل أن يسأل: " ما هي هويتنا بالنسبة لنا وللآخرين؟". لو داخل مؤسسة ما الشك حول انعكاسات هويتها فإن بإمكانها التحقق من ذلك عبر استطلاع آراء المساهمين المختلفين ومن ثم ترتيب النتائج من حيث أولويات التخطيط الاستراتيجي والسياسة العامة والتطبيق العملي.إن فاعلية أي استراتيجية في عالم الأعمال إنما تتحقق بفهم العامة لها فهما دقيقا أو على الأقل بكيفية تعيين وتحديد رؤية ورسالة المؤسسة المعنية.

الهوية البصرية

أيا كان النمط القيادي الذي يتمتع به الرئيس التنفيذي لشركة ما فإنه يتوجب عليه أن يمثل قيم الثقافة المؤسسية الخاصة بشركته وأن يعزز الشبكة الثقافية المنبثقة من إدارته. إن الشبكة الثقافية تلعب دورا مهما في فهم الهوية المؤسسية وفي الجدول ٣-١ نموذج تقريبي لهوية بصرية:

الهوية المؤسسية	الأهداف	المسائل الرئيسية	المنهجية المتبعة
تحليل الوضع	تحليل التعبير المؤسسي وانطباع المستهلكين	معرفة آراء المؤسسات الأخرى والمخرجات الابتكارية للمنافسين	دراسات تقصي للتعبير المؤسسي وانطباع المستهلكين
تصميم استراتيجية الابتكار	خلق انطباع ابتكاري ذا تأثيرمتميز	انتقاء استراتيجي للأنماط والمواضيع المناسبة	قائمة جرد الأنماط والمواضيع
بناء مجموعة من عناصر التصميم	تطبيق الاستراتيجية وفق قواعد وتوجيهات متوازنة	تنظيم وإدارة عملية التطبيق	لائحة موازنة الابتكار
التحكم بجودة الابتكار	مراقبة وتقصي وتعديل الابتكار المؤسسي	تقييم المخرجات الأولية في الهيكلة وتطويرها وتجديدها	تقصي تأثير الابتكار

إن الهوية المؤسسية البصرية تعزز الصيت المؤسسي وفق أبعاد متداخلة من الوضوح والتفرد والأصالة والشفافية والتطابق وذلك وفق دراسة قام بها فان دن بوش و دو جونغ وإلفنغ (٢٠٠٥). فقد أكد الثلاثة أن الهوية البصرية تدعم السمعة المؤسسية من خلال: " التصميم المؤثر و التطبيق الفعال على نطاق من تلك يحملون تلك الهوية وبكيفية أوضاعهم." (ص١١٥)

علم الدلالة : العلامات والإشارات التجارية

لقد بدأ اهتمام محيط التجارة العالمية يتزايد في دراسة العلامات والرموز وبوجه خاص العلاقة بين كتابتها ولفظها ومدلولاتها في العالم الحسي أو عالم النظريات. فالوعي بالفروقات والقواسم الثقافية وما تشكله دلالات العلامات التجارية من قيم لأصحابها وبالتالي احترام ذلك كله قد أصبح يشكل اهتماما للمسوقين وغيرهم ممن يسعون إلى التأثير على المستهلكين و المساهمين في الخارج. ففي عالم تتراكم فيه المعلومات تصبح المنافسة شرسة بين العلامات التجارية على مستوى المنتجات والمؤسسات. وفي أحيان كثيرة تتغير أولويات الميزانية المالية للعلاقات العامة لتركز على التغيير المبدع والحصيف في تصميم ولون العلامات والإشارات التجارية بدءا من المستوى الأصغر والمتمثل في المنتج التجاري نهاية إلى المستوى الأكبر والمتمثل في المؤسسة.

في عام ٢٠٠٦ وحين إعادة تصميم الحملة الترويجية لألمانيا تحت شعار "أرض الأفكار — حانت ساعة بناء الصداقات" تبين أنه من الصعب المساس بانعكاسات الحرب العالمية الثانية. فقد أشارت دراسة أجرتها العلاقات العامة أن الشباب لم يعد يحمل ثقل تأنيب الضمير كما كان يفعل أباؤهم وأجدادهم منذ ستون عاما. وأنهم بالتالي قد أيدوا الترويج الحكومي الدعائي تحت شعار "أنت ألمانيا" وذلك لمباريات كأس العالم الخامسة في استاد ليبزينغ. وقد روجت تلك الحملة لألمانيا جديدة ذات موسيقى غربية وفن وفيلم وامرأة من الشرق تمثل دور الرئيس وذلك كله على خلفية تعدد حضاري على النمط البريطاني (القناة ٤ ، أخبار المملكة المتحدة ، ١ إبريل ٢٠٠٦).

وبحسب الدراسة ففي ألمانيا تشكل عملية رصد وتطوير العلامة والهوية إجراءا معقدا وذا أبعاد نفسية وسلوكية متداخلة. فعلى الرغم من التوقعات المختلفة للمساهمين فإن الرسالة المقصودة لا بد من أن تصل إليهم على اختلاف مستوياتهم ووفق مواضيع متعددة بصورة مع الاحتفاظ بصورة ذات جوهر. إن ما أسماه أو سوليفان إي آل (١٩٩٤): " التمثيل البصري للواقع" أي الصورة المؤسسية القائمة على صورة واضحة لا بد وأن يتم صنعه بشكل ملموس وقابل للقياس فبذلك وحده يمكن إدراك الميزة التنافسية.

الجوهر في مقابل النمط الخارجي

اقترح دولنغ (١٩٩٣) أنه يتوجب اعتبار تأثيرات الاتصال الجماهيري التي تحققت عبر برامج الهوية المؤسسية والبرامج الدعائية وكذلك اعتبار الآراء المتغيرة للمستهلكين والتي يتابعها الموظفون وذلك لقياس الصورة والثقافة المؤسسية على الصعيد الداخلي. وعليه فإن حتمية مطلب التغيير تجعل التحكم القوي يصبح ضرورة. ولا بد من التأكد من أن كلا من المتغيرات وسلسلة التغييرات تصب في المسار الصحيح وإلا ستترتب عواقب وخيمة. إن استراتيجية العلاقات المؤسسية في أي شركة تسعى لتغطية كافة الجوانب التي يدركها أو يجب أن يدركها المساهمون . ويجادل ستانلي (١٩٩١) أنه لا تستطيع أي مؤسسة أن تخدع المساهمين عبر الدعاية المفرطة. إن العلاقات المؤسسية تصبح فعالة فقط حين تبعث رسائل قوية وجوهرية قائمة على قيم وأهداف صحيحة ومقبولة على الصعيدين الداخلي والخارجي وذلك من خلال أفضل الممارسات المهنية .
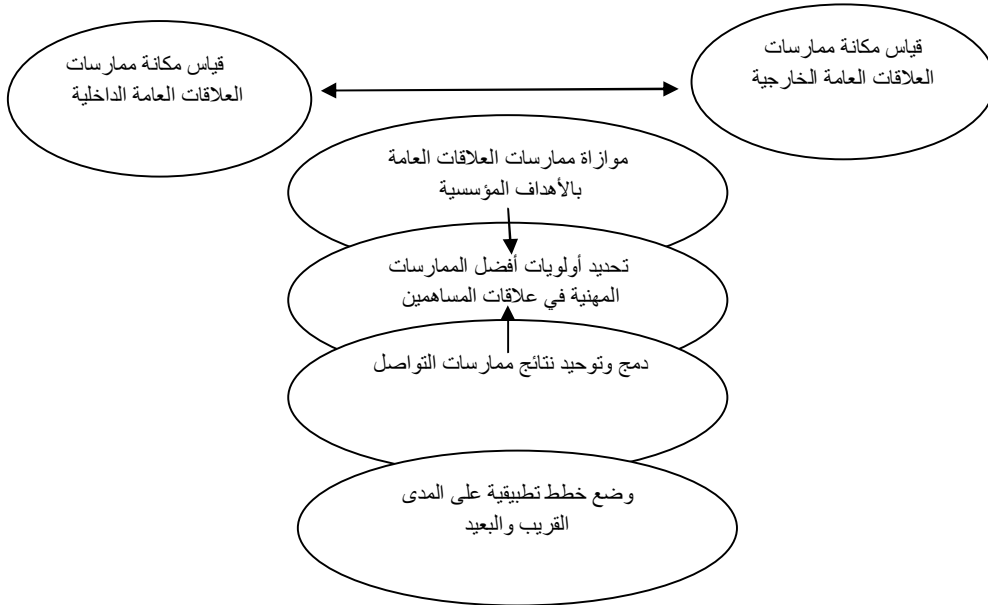
الشكل ١-٣ خطوات استراتيجية عمليات العلاقات العامة

ويعتقد ستيوارت (١٩٩٩) أن نماذج الهوية المؤسسية حين تتضمن المتغيرات الاستراتيجية الثقافية للمؤسسة والعلاقات المؤسسية والعلاقات المتكاملة تعكس نموذجا أكثر تحديدا لممارسة إدارية حديثة. لقد تقدمت القيم المؤسسية إلى الصدارة لا سيما في في عصر التواصل العولمي الحالي . وقد قدّم الانترنت تحديا من نوع جديد لحملات الصورة المؤسسية ألا وهو الجدل حول المسئولية المؤسسية تجاه المجتمع. وعليه فالمسائل الأخلاقية فد تنبثق من أي جزء من العمل المؤسسي لتشكل بالتالي جزءا من جوهر عملياتها.

وبالكاد يمكن للعلاقات العامة أو العلاقات المؤسسية أن تتفادى الخطاب حول الهوية المؤسسية سواء من حيث الخطاب القانوني أو روح المواطنة المؤسسية السليمة. ويتزايد الوعي بأن قيمة التصريحات الأخلاقية قد أصبحت تتجاوز فقط استهداف الموظفين كمجموعة من المساهمين لتشمل كافة مجموعات المساهمين إن لم يكن المجتمع ككل مما يساهم في تعزيز القيمة المضافة للمؤسسة. هولدن (١٩٨٨) بدوره عرّف بأن المبادرة بتقديم المؤسسة إلى المجتمع بالصورة التي يحددونها مسبقا إنما هي مهارة رئيسية مطلوبة للقيادات المؤسسية الحديثة والحريصة على سلامة الصورة المؤسسية. سينغر (١٩٩٣) يطلق على هذه المبادرة مسمى 'consequentialism' أي معرفة قيمة الشيء بأثره مما يعني أن الحكم الأخلاقي يتجاوز مجرد الرأي الشخصي للفرد ليصل إلى أعراف وأخلاقيات اجتماعية تشكل جوهر نظام القيم المؤسسية بغض النظر عن موقع أو كيفية إدارة عمليات المؤسسة المعنية.

الصيت المؤسسي

لم يحدث جدل حول نماذج التقييم للممارسات المؤسسية والصيت المؤسسي كالذي حدث في نطاق الشركات الأمريكية متعددة الجنسيات. وقد تم توجيه استبيان لقراء مجلة فورتشن لتصنيف الشركات الكبرى في القطاع الاقتصادي المحيط بهم وذلك وفق معيار من ٠-١٠ لقياس ثمان عوامل رئيسية هي جودة الإدارة وجودة المنتجات وجودة الخدمات والاتزان المالي والقدرة على جذب الموهوبين وتطويرهم والاحتفاظ بهم وحسن استخدام الذخائر والقيم المؤسسية بشكل استثمار بعيد المدى والقدرة على الإبداع والابتكار وأخيرا المسئولية المؤسسية تجاه المجتمع والبيئة.

إن هذه التقنية بوجه خاص والتي تسمى *Fortune* Corporate Reputation Index - (كشاف فورتشن للصيت المؤسسي) إضافة إلى مقاييس أخرى مثل price /*Financial Times* UK's – (فايننشيال تايمز – الأسعار) وwaterhouseCoopers seven factor model of business performance – (نموذج عوامل ووترهاوس كوبرز السبعة للأداء المؤسسي) ، قد تم انتقادها من قبل فان ريل (١٩٩٥) الذي بنى نقده على نقد متقدم لكل من ماثيوس (١٩٩٣) وفرايكسل ووانغ (١٩٩٤) حيث أوضح أنّه بالرغم من أن هذه الاستبيانات قائمة على آراء من يدعون بالخبراء إلا أنه : "من المرجح الحصول على نتائج مختلفة باستخدام نفس المقاييس على مجموعات أخرى". ويضيف: " إضافة إلى أن معدلات الصيت المؤسسي كما تم تقييمها من خلال قراء "فورتشن" إنما ترتبط بشكل رئيسي بالصيت المؤسسي كمقياس للاستثمارفحسب".

ومن الملحوظ أن فان ريل لم ينجح في خلق صلة إيجابية بين مفاهيم الصورة المؤسسية والهوية المؤسسية والصيت المؤسسي وفق أسس قابلة للقياس بل بدا في مواضع كثيرة استخدامه للمفردات ذاتها بصورة تبادلية. ومع

ذلك فإن جهوده في ميدان الدراسات التطبيقية للصورة المؤسسية والأساليب المتعددة قيد الاستعمال قد نبهت المتخصصين في مجال العلاقات العامة إلى أن جودة البحوث لا تتقرر وحسب بنوعية الأساليب المتبعة بل وأيضا بجودة الأسئلة المطروحة حيث يجادل فان ريل مبينا أن درجة تفصيل السؤال يحدد الدرجة الممكنة من دقة الإجابة ويقرر قائلا:" إن الشركة حين تسعى لمعرفة المزيد عن صيتها كمؤسسة فإن ذلك يحتم عليها صياغة دراساتها بعمق أكبر". ويشمل الشكل ٢-٣ تطبيقا نموذجيا لإيكو للدراسات وهي مؤسسة تخصصية عالمية في مجال تحليل وتدقيق الصيت المؤسسي.

محركات الصيت المؤسسي (مصنعات ذاتية)

وفق حجم التعليقات الإيجابية مقابل التعليقات السلبية

الأداء المالي

النتائج ،لمحات موجزة، المحفزات، توصيات المحللين ، تصريحات تجارية ، ميول المساهمين

المسئولية المؤسسية تجاه المجتمع / الأخلاقيات / الحوكمة

خدمة المجتمع ،الاستثمار الأخلاقي ، المسئولية تجاه البيئة ، الحوكمة المؤسسية ، الشفافية

الرؤية والقيادة

استراتيجية الحكم على المكانة التجارية ، القيادة المتخصصة ، الإبداع ، الجودة في الإدارة

الابتكار

العلب الهجينة ، الطاقة البديلة ، تقنية خلية الوقود ، السلامة ، التصميم ، الطاقة المتجددة

المنتجات التجارية

النماذج / العلامات الرائدة ، قابلية الترويج: التصميم ، الأداء ، السلامة ، الأمن ، الأسعار ، الموثوقية : جدير بالثقة ، الخدمة ، الضمان

مكان العمل / البيئة

الأمن والسلامة في العمل ، العلاقات العمالية ، الدعاوى ضد الشركة ، الدعاوى ضد الأفراد ، جماعات الأقليات ، التدريبات

الشكل ٢-٣ محركات الصيت المؤسسي

ولا محالة أن لذلك دلالاته حين اختيار الاستشاريين الذين تفترض فيهم الموضوعية عند تقييم الصيت المؤسسي لشركة ما وعليه تسند إليهم مهمة إجراء الدراسة. إيوينغ وغاريوانا و لوي (١٩٩٩) قد ناقشوا مسألة أن الدراسة تكون أكثر إحكاما وشمولا فيما لو أن المؤسسة المختصة بإجراء الدراسة لا تملك أي علاقات أو معرفة مسبقة بالشركة العميلة. في مثل تلك الحالة يمكن أن تتوفر للشركة العميلة فرص الحصول على عدد أكبر من الأفراد في عملية الاختيار. وأيضا فإنه يتم تفضيل المؤسسات الاستشارية ذات الصلات الدولية ليس فقط من قبل العملاء

الراغبين بالصفقات الدولية وإنما أيضا من قبل أولئك المشاركين في المشاريع الوطنية. والسبب في هذا التفضيل كما يوضح الثلاثة هو :" يتم تفضيل المؤسسات ذات الشراكات الأجنبية على تلك المحلية للاعتقاد بأنها تملك خبرة عالمية وبالتالي ستقدم خدمات أفضل لعملائها على المدى الطويل" . وقد كشفت دراستهم عن أن الصيت المؤسسي ليس مقياسا لتحديد المخاطر " وأن كلا العاملين يشكلان مفهومين مختلفين تماما".

إيونغ إي آل وجد أن المؤسسة التي لا تستشعر أو تميز أن لديها مشكلة ستنظر بعين الريبة إلى أي مصدر خارجي ينبهها إلى واقع وجود مشكلة لديها وبالتالي تصبح أكثر حيطة عند تلقي نصائح لا تسعى إليها بداية. ولكن في البيئة الحالية للمساءلة المؤسسية فإنه لا يمكن لأي مؤسسة أن تغامر باتخاذ خطوة مكابرة أو لامبالاة كتلك أو أن تتقاعس عن تحديد ملامح استراتيجية لعلاقاتها العامة.

الحملة الدعائية لستاندرد بنك في أفريقيا الجنوبية

لقد جرت أحداث هذه الحملة الدعائية التي أسرت قلوب وعقول سكان جنوب أفريقيا بالتزامن مع حملة التكافل الوطني للاحتفال بعشر سنوات من الديموقراطية في جنوب أفريقيا. ففي هذه الحملة قامت ستاندرد بنك بتوظيف ما يزيد عن ٨٠٠ مواطن جنوب أفريقي ورفعت من معنويات عشرات الألوف من الآخرين. وبقبول تحدي المشاركة في الحملة عمل المواطنون على وضع أهدافها على ضوء وعي عميق بالعلامة التجارية لستاندرد بنك ورعايتها للفعاليات وممارساتها الاستثمارية على صعيد المسئولية المؤسسية تجاه المجتمع.

التحديات والفرص

أطبقت شهرة ستاندرد بنك الآفاق وذلك كعلامة مصرفية مرموقة حازت على التقدير والاحترام ، وهي بالأصل جزء لا يتجزأ من نسيج جنوب أفريقيا على مدى مائة وإحدى وأربعون عاما وتتمثل فروعها في ثمان وثلاثون دولة. وعلى الصعيد المحلي فإن ستاندرد بنك قد تم التصويت لها بالمرتبة الأولى في الخدمات المالية على مدى الأعوام السبعة السابقة وذلك وفق استفتاء لمركز ماركينور للدراسات. وقد تصدرت أيضا قائمة تصنيف عشر أكثر علامات تجارية تحوز التقدير والثقة في جنوب أفريقيا.

وقد تم الاحتفال بالذكرى العاشرة للحرية في جنوب أفريقيا في عام ٢٠٠٤ وفي الرابع عشر من إبريل تم الاحتفال بانتخاباتها الحرة الثالثة. وبادرت ستاندرد بنك بتكليف مجموعة شركات مانجا كارتا بمهمة وضع وتنفيذ تصوراستراتيجي لحملة وطنية شاملة تغطي الإعلام والعلاقات العامة.

الدراسة

استقت الدراسة الجزء الأكبر من بياناتها من قاعدتي الدراسات الدعائية AMPS وAdex - (أ.م.ب.س)
و (أدكس) وذلك لتعزيز مكانة ستاندرد بنك في السوق التجاري وفق الوزن الدعائي والظهور الإعلامي وحجم
الأنشطة وأنواع الأسواق المستهدفة ديموغرافيا وفكريا وذهنيا.

الخطة الاستراتيجية

تبلورت الأهداف الرئيسية للحملة حول ما يلي:

- أن تستهدف الحملة كلا من الإعلام والعامة والأفراد العاملين في المصرف؛

- أن تؤسس الحملة عدالة العلامة التجارية للمصرف ومكانتها القيادية؛

- أن تخلق وعيا جماهيريا بالحملة من خلال إطلاق رسائل دعائية متطابقة وأن تشجع المشاركة في الترويج
الدعائي للحملة؛

- أن تتوسع بصورة مؤثرة في كل من عدد الفعاليات النشطة حاليا وفي استراتيجيات رعاية المصرف
للفعاليات؛

- أن تقدم أمثلة توضيحية على ما قدمه المصرف من خدمات وأنشطة لتبث روح التفاؤل والفخر لدى موظفيها
وكذلك المواطنين.

تقييم الدراسة

أدت بعض نتائج البحث إلى المعطيات التالية :

- وجود نسبة ٦٥% من الذكور وهم رجال متزوجون ولهم أطفال وخلت هذه النتيجة من أي تحيز عرقي
ظاهر؛

- بلغ معدل دخل الأسرة ١٠,٦٧٢ راندا ومعدل دخل الفرد ٦,٦٦٢ راندا؛

- بلغ متوسط عمر الفرد في السوق المستهدف الأوّلي ٣٠ عاما و في السوق المستهدف الثاني ٣٥ عاما؛

- بلغت نسبة المهتمين برياضة الكريكيت ٤٠% ، ونسبة المهتمين برياضة الرجبي ٣٤% ونسبة المهتمين
برياضة كرة القدم ٤٠%؛

- بلغت نسبة من يستخدمون الانترنت ٣٧% وكان الاستخدام الرئيسي هو تلقي المعلومات عبر البريد الإلكتروني ورصد لهؤلاء تعامل مصرفي جيد حيث يملك ٧٥% منهم حسابات توفير و٣٠% حسابات إيداع بالشيكات و٣٢% يملكون بطاقات ائتمانية و٦٩% يلجون حساباتهم المصرفية من خلال أجهزة الصراف الآلي.

وقد كانت الرسالة الأولية للحملة هي : "إن ستاندرد بنك هو الداعم الأكبر لجنوب أفريقيا. وإننا لفخورون ومتفائلون بمستقبل هذا البلد وبشعبه وإننا سنستمر في الاستثمار لمزيد من التطور والتنمية المستدامة في جنوب أفريقيا .... " . أما الرسالة الثانية للحملة فقد كانت أنه يتوجب على الذين يدعمون الحملة أن : " يشتروا إسوارا ليرتدوه كرمز لفخرهم وتفاؤلهم بالمستقبل على أن تذهب عوائد بيع تلك الأساور إلى ستاندرد بنك لتوزعها بالتالي على المنظمات المستحقة".

استراتيجية تشغيل العمليات

لقد تم إطلاق الحملة في منتصف يناير واكتملت في السابع والعشرين من أبريل ٢٠٠٤ وهو يوم حرية جنوب إفريقيا. وقد روّجت ستاندرد بنك استثمارها المؤسسي المجتمعي القوي لتؤكد ما أنجزته كمؤسسة وما لازالت بصدد إنجازه وذلك مساهمة منها في جعل جنوب أفريقيا وطنا أفضل للجميع. وبالإضافة إلى ذلك فإنها قد قدمت منبرا لأفراد من موظفيها ومن العامة من كافة مناحي الحياة وذلك ليعبروا عن تفاؤلهم الشخصي واعتزازهم بمقدرتهم على المساعدة في تقديم المختلف مما سيخدم مستقبل بلدهم.

وقد تم ابتكار دعاية وجدانية عبر التلفاز ساهم في تنفيذها كل من السينما والمطبوعات والإذاعة حيث تختم تلك الدعاية بعبارة: "أربع وأربعون نسمة في أمة متحدة ومصرف واحد صادق الإلتزام". وكان الغرض من هذه الدعاية أن تبث رسالة فحواها أن تعدد الحضارات المتعايشة في جنوب أفريقيا ينحسر أمام تاريخ مشترك يوحدها فعليا.

وقد تم اعتماد ذات الفكرة لمجمل حملة العلاقات العامة. وقد تم كذلك التركيز على عرض رعاية ستاندر بنك للفعاليات الرياضية وبشكل رئيسي لرياضة الكريكيت وكذلك لموسيقى الجاز والفنون بالإضافة إلى استثماراتها في المبادرات التعليمية. وتم اختيار أسلوب مبتكر لتوصيل الرسالة إلى البيوت وذلك عبر الأساور التي تم تصميمها كرمز دال على الفخر بجنوب افريقيا والتفاؤل بمستقبلها.

وقد تم التعاقد مع شركة محلية لتصنع يدويا ما يزيد على مليون إسوارة مما خلق فرصا وظيفية لأكثر من ثمانمائة عاطل عن العمل. وقد كان هذا التعاقد أكبر طلب بضاعة من نوعه على مستوى جنوب أفريقيا. وبقدر ضخامة هذا المشروع فإن متطلبات المواد الخام التي تم توظيفها لم تقل عنها ضخامة. فقد استغرقت الرحلة لجلب

خرزات الأساور من الصين تسعة أيام وذلك في حمولة خمسة أطنان من الخرز إضافة إلى خمس وثلاثون كيلومتر من المطاط تزن طنا واحدا.

وقد تم تشجيع الأفراد العاملين والعامة على شراء الأساور بحد أدنى من التبرع هو راندين وتمت عمليات البيع من منصات انتشرت عبر أنحاء الدولة بما في ذلك شبكة فروع ستاندرد بنك الوطنية ، ومن الأماكن التي تم توزيع تلك المنصات فيها منصات العرض في مباراة الكريكيت الوطنية بمواجهة فريق الهند الغربية وفي اثني عشر مركز تسوق وطني وفي مواقع فعاليات موسيقى الجاز وفي غاليريا ستاندر بنك.

وقد جرى التنويه بأنه سيتم التبرع بعائدات بيع الأساور لمركز الرياضيات للمعلمين المحترفين وهي منظمة وطنية تعهدت برعاية وتطوير شباب جنوب أفريقيا المحتاجين . ومنذ عام ١٩٩٦ ساهمت ستاندرد بنك بما قدره ٦٧٩,٥٠٠ راندا لصالح منح دراسية في هذا المركز. كما تعهدت ستاندرد بنك بإتاحة الفرصة لمجموعات ضمت خمسين تلميذا من المناطق الريفية الفقيرة لحضور أول مباراة كريكيت مرموقة. وقد انتقى مشروع رابطة الكريكيت هؤلاء التلاميذ الذين تم استقبالهم ببرنامج ترفيهي على مدى يوم كامل بما فيه مباراة المواجهة مع فريق الهند الغربية.

والأهم من ذلك أن ملكية الحملة كانت تتحرك بدافع داخلي يستهدف موظفي ستاندرد بنك والبالغ عددهم ٣٦,٠٠٠ موظفا. فقد تم توصيل المعلومات المتعلقة بكافة تفاصيل الحملة عبر استخدام قناة الستالايت الداخلية لتلفزيون ستاندر بنك وعبر صحيفتها الداخلية و ملصقات الإعلانات الداخلية والشعارات الدعائية... الخ. وشجع المصرف كل فرد عامل على شراء الأساور وحفزتهم على ترويج الرسالة الدعائية بين العملاء والزبائن والعائلات وأقامت لهم حفلا نموذجيا بمناسبة يوم حرية جنوب أفريقيا وذلك في اليوم السابق من عطلته الرسمية في البلاد.

نتائج تقييم الدراسة

تمكنت الحملة من تحقيق تغطية إعلامية إيجابية في الإعلام الوطني والإقليمي والتي شملت المطبوعات والبث الإذاعي والتلفزيوني وشبكة العلاقات العامة الإلكترونية وذلك بما يزيد قيمته عن ٥٠٠,٠٠٠ راندا وحصلت على عوائد مجموعها ١,٣٦٢,٣٤٠,٨٠ راندا. وقد علّق شارانجيت شان المدير التنفيذي لمركز (ماش) Maths قائلا: "سيستفيد وبشكل فعلي عشرات الألوف من الأطفال من تبرعات ستاندرد بنك. فأقل من ٢ % هي مجمل نسبة الطلاب السود في جنوب أفريقيا ممن يحرزون درجات تعليمية عالية في الرياضيات. إننا لا نستطيع أن نلقن النشء تلقينا أعمى مبادئ ومفاهيم الرياضيات ، فغرس تلك المبادئ والمفاهيم يتطلب دعما ماديا حقيقيا يتمثل في تزويد المدارس بالتجهيزات وبرامج التدريب المناسبة. وهذا قد أصبح متاحا بفضل تبرعات ستاندرد بنك وهذا بلا شك سيساهم في تطوير تعليم الرياضيات في بلدنا".

تطبيقات

بناءا على المعلومات الواردة أعلاه :

أ. اشرح دور ارتباط حملة العلاقات العامة بكل من الصورة المؤسسية والهوية المؤسسية في رفع معنويات عشرات الألوف من مواطني جنوب أفريقيا.

ب. ناقش الفروق والقواسم بين ترويج العلامة التجارية وترويج المنتج التجاري.

ج. ما هي الأساليب التي اعتمدتها الهوية المؤسسية البصرية لدعم الصيت المؤسسي لستاندرد بنك ؟

د. ما هو الدور الذي لعبه علم الدلالة في نجاح الحملة ؟

هـ. كيف تمكنت الحملة الاستراتيجية من توظيف الاستثمارات الاجتماعية بعيدة المدى في عملية تطويرأعمال ستاندرد بنك؟

Chapter Five

COMMENTARY

Chapter four introduced the source and target texts. It also introduced the author of the source text, highlighted key areas in the book and summarized the target chapter to be translated. This chapter presents and comments on the challenges encountered in the process of translating the source text. The main problematic areas identified are register, emotiveness, terminology, and culture. The following commentary lists these challenges and cites sample examples from both the source and the target texts.

5.1. Register

In linguistics the term register describes the various styles of language used for a particular purpose. Features that determine a register are appropriateness; context, participants and situation. Halliday, McIntosh & Strevens'(1964:87) define register: "Language varies as its function varies; it differs in different situations. The name given, to a variety of a language distinguished according to use is 'register' " (Quoted in Baker 1998:262).

The most predominant challenge encountered while translating the source text of this thesis is to establish and maintain an Arabic business register. Unlike English, Arabic communication has not yet finalized the specific styles that label business communication with its own characteristics; this finding is restricted to modern business communications. As a result, business texts are usually translated into Arabic at random with no defined work structure or a clear systematic approach.

In addition, the fact that a business communication may include more than one register, could lead to the issue of register interference. In this thesis for instance, the source text starts with an informative and semi-academic register because the initial message is to introduce the role of strategy in planning and implementing PR campaigns. However, the text continues shifting back and forth into a promoting – media style, particularly in the section where Standard Bank campaign is presented as a success story

model. Examples to illustrate the above are as follows:

5.1.1. Informative samples

5.1.1.1. The public relations profession operates in a celebrity – driven world where even business leaders are groomed for public acceptability and promoted as icons.

تمارس مهنة العلاقات العامة اليوم في عالم تحركه دوافع الشهرة حيث يصل الأمر إلى إعداد وترويج قادة عالم الأعمال كرموز شهرة لا بد وأن تتقبلها العامة.

5.1.1.2. Image has had a bad press in public relation terms, yet image consultants continue to be in a great demand. There are a number of reasons for this.

لم يكن للصورة المؤسسية بحسب مفاهيم العلاقات العامة صدى مقبولا إلا أن ذلك لم يمنع الطلب المتزايد على الاستشاريين فيه ويمكن تبرير ذلك بعدة أسباب

5.1.1.3. Belief systems play a part in people's attitudes. Unfavorable beliefs can lead to a drop in sales or a lowering of share price, which can be corrected by public relations involvement.

إن لأنماط القناعات تأثيرها على سلوكيات الأفراد، فالقناعات المؤسسية التي تتسم بالعدائية قد تؤدي إلى هبوط المبيعات أو هبوط أسعار الأسهم وهو ما يمكن تداركه وتصحيحه عبر تفعيل دور العلاقات العامة لصالح المؤسسة ...

5.1.1.4. Corporate image in the professional public relations sense goes back to 1950s and the introduction of new commercial television stations.

يعود تاريخ ظهور الصورة المؤسسية بحسب المفهوم المهني للعلاقات العامة إلى حقبة الخمسينيات المتزامنة وظهور محطات التلفزة التجارية الجديدة.

As illustrated, the above examples introduce facts in an informative style and the translator is faced with the challenge of creating a similar tone in the target text and maintaining the text fluency. The method followed included adopting the academic register of the source text. At the same time special attention was paid to technical terms such as هبوط المبيعات / هبوط الأسعار to ensure the overall business context. In addition, business jargon was implemented through expressions such as ترويج / الطلب المتزايد.

5.1.2. Semi-academic samples

5.1.2.1. Newman (1956) reported that 'the business firm may have nobody to be kicked but it does have a character'.

مما دعى أمثال نيومان (١٩٥٦) إلى التعليق قائلا:" لقد تمكنت مؤسسات الأعمال من خلق شخصية تجارية حاضرة لكن دون جوهر ملموس" ،

5.1.2.2. Boulding (1956) said, 'the relationship between corporate image and the behavior of the consumers, saying that what the individual, especially a celebrity on television, believed to be true, was true for him'.

وقال بولدينغ (١٩٥٦): "إن العلاقة بين الصورة المؤسسية وسلوكيات المستهلك تبلورت في أن المستهلك لم يعد يصدق واقعا عدا ذلك الذي تعكسه تلك الصورة لا سيما إن غلفت بقناعة شخصية مشهورة تبث عبر أثير التلفاز."

5.1.2.3. When advertisers picked up the notion of image as a tool for branding products as well as corporate identity, writers of the day like Mayer (1961) saw the brand as a visible status symbol. Thirty years later Gorb (1992) was to argue that the business of corporate image design had become trivialized by too close association with external visual symbolism like logos. He recognized that the dynamics of image lie within the firm itself and have as much to do with manners and interrelationships as with markets. Bernstein's (1991) view is that the image can be built into a product, whereas it can at best only be adjusted for a company, whereas Macrae (1991) believes that a corporate brand can be translated into a mission of pride for staff in the pursuit of excellence, advancing company reputation among stakeholders. From this a branded image can grow into reality.

حين بدأ المتخصصون في الإعلانات التجارية باللحاق بركب مفهوم الصورة المؤسسية وذلك كأداة لترويج العلامات التجارية والهوية المؤسسية فإن كتاب ذلك الوقت من أمثال ماير (١٩٦١) اعتبروا أن العلامة التجارية إنما تمثل رمزا حاضرا وملموسا. إلا أن جورب (١٩٩٢) قد جادل بعد ثلاثين عاما قائلا بأن المبالغة في ربط الصورة المؤسسية بمؤثرات بصرية خارجية كالعلامة التجارية قد همش حرفة تصميم الصورة المؤسسية وذلك لأنه يرى أن حيوية الصورة المؤسسية إنما تكمن في المؤسسة ذاتها والأساليب والعلاقات المتبادلة التي تنتهجها في الأسواق. برنستين (١٩٩١) بدوره يرى أن الصورة المؤسسية يمكن

إنشاؤها عبر منتج تجاري وأنها في أحسن الأحوال إنما تكيف فقط بحسب الشركة. <u>أما ماكراي (١٩٩١)</u> <u>فيعتقد بأنه</u> يمكن أن تترجم العلامة التجارية للمؤسسة إلى مهمة أنفة وكبرياء للأفراد العاملين وذلك في طلب التميز مما يرفع أسهم الصيت المؤسسي للمؤسسة المعنية ومن هنا فقط يمكن أن تتحول الصورة المؤسسية بعد ترويجها إلى واقع ملموس.

The above samples illustrate one of the elements peculiar to academic writing: quotes and citations. The original referring system was maintained to guarantee the integrity of the quotes. It is crucial to say that adopting the features of the English register here will ensure a readable target text. This readability issue may not be maintained through applying the traditional academic Arabic style. This may indicate that business texts need to be written in a simple and direct language in line with the nature of the field itself. This is ensured by the type of readers of business texts who will are not than mere professionals of subfields such as PR, communication, business strategy, etc., or simply businessmen or consumers interested in the pure core message.

Overall, to ensure establishing a fixed Arabic business register, it is essential to transfer the following characteristics from English: simplicity and directness. This however, does not mean that the message intended is simple. The agendas influencing business communications are complicated and unsettled. Yet, communicating them needs to be in the simplest form possible and clear enough to eliminate any misconceptions on the part of the end recipients. As such the role of business translators and communicators in general is to transmit the most powerful business message in its simplest form without jeopardizing its seriousness.

5.2. Emotiveness

In linguistics, there are different means by which statements are made more noticeable and hence conveying more information. These are called stylistic means, stylistic makers, and figures of speech among other names. As such most linguists distinguish denotative / referential meaning from connotative/emotive meaning. Hatim & Munday (2004:162) draw the following distinction:

> The connotative evaluation of the formal structures of the message is essentially an analysis of the style of the communication. But to

accomplish this, one must obviously not be restricted to the sentence as the upper level of linguistic relevance. Stylistic factors affect the total form of any message, from the level of sound symbolism to the limits of the discourse.

In the source text, emotiveness emerges as a challenge in parts where the source text shifts into the promoting-media / business style. Subsequently, aspects such as rhetoric, markedness, intertextuality, etc are considered to serve emotiveness as a function. This is illustrated in the underlined parts of the samples below:

5.2.1. This was a South Africa story told through a campaign which <u>captured the hearts and minds</u> of staff members and South Africans during the national build-up to the celebration of 10 years of Democracy. Standard Bank enabled the employment of over 800 South Africans and <u>raised morale for tens of thousands of people</u>. As <u>people rose to the challenge</u>, they set goals and targets amongst themselves through <u>heightened awareness of the client's brand</u>, its sponsorship and corporate social investment practices.

لقد جرت أحداث هذه الحملة الدعائية التي <u>أسرت قلوب وعقول سكان جنوب أفريقيا</u> بالتزامن مع حملة التكافل الوطني للاحتفال بعشر سنوات من الديموقراطية في جنوب أفريقيا. ففي هذه الحملة قامت ستاندرد بنك بتوظيف ما يزيد عن ٨٠٠ مواطن جنوب أفريقي <u>ورفعت من معنويات عشرات الألوف من الآخرين</u>. <u>وبقبول تحدي المشاركة في الحملة</u> عمل المواطنون على وضع أهدافها على <u>ضوء وعي عميق بالعلامة التجارية</u> لستاندرد بنك ورعاياتها للفعاليات وممارساتها الاستثمارية على صعيد المسئولية المؤسسية تجاه المجتمع.

5.2.2. As <u>an integral part of South Africa's fabric</u> for the past 141 years and represented in 38 countries, Standard Bank has <u>evolved into a well-known and respected banking brand across the globe</u>. Locally, the brand had been voted the number one financial services brand in the Markinor Brands and Branding Survey for the previous seven years and also featured in the Top 10 <u>Most Admired and Trusted South African Brands rankings</u>.

<u>أطبقت شهرة ستاندرد بنك الآفاق وذلك كعلامة مصرفية مرموقة حازت على التقدير والاحترام</u> ، <u>وهي بالأصل جزء لا يتجزأ من نسيج جنوب أفريقيا على مدى مائة وإحدى وأربعون عاما</u> وتتمثل

فروعها في ثمان وثلاثون دولة. وعلى الصعيد المحلي فإن ستاندرد بنك قد تم التصويت لها بالمرتبة الأولى في الخدمات المالية على مدى الأعوام السبعة السابقة وذلك وفق استفتاء لمركز ماركينور للدراسات. وقد جاءت أيضا قائمة تصنيف عشر <u>أكثر علامات تجارية تحوز التقدير والثقة في جنوب أفريقيا</u>.

5.2.3. <u>An emotive television</u> commercial, ending in the line <u>'44 million people. One nation. One truly committed bank'</u>, was created to show that while there were many cultures and traditions living side by side, there was much more than a shared history holding South Africans together than keeping them apart. TV execution was supported by cinema, outdoor, print and radio.

وقد تم ابتكار <u>دعاية وجدانية عبر التلفاز</u> ساهم في تنفيذها السينما والمطبوعات والإذاعة حيث تختم تلك الدعاية بعبارة: <u>"أربع وأربعون مليون نسمة وأمة متحدة ومصرف واحد صادق الإلتزام".</u> وكان الغرض من هذه الدعاية أن تبث رسالة فحواها أن تعدد الحضارات المتعايشة في جنوب أفريقيا ينحسر أمام تاريخ مشترك يوحدها فعليا.

In the above three samples, emotiveness is manifest as the source text aims to promote the success of Standard Bank's PR campaign. The quote also serves the aim of promoting Standard Bank as a banking brand. To transmit the same message into the target text, it was necessary to keep the same level of emotiveness through appropriate lexical and idiomatic choices. Furthermore, the rhetorical features of the Arabic language are used to maintain the sentimental tone of the source text. An example of the idiomatic translation is (…a campaign which <u>captured the hearts and minds</u> of staff members / التي <u>أسرت لب وعقل سكان جنوب أفريقيا</u>) An example of lexical is (44 million people. One nation. One truly committed bank'/ أربع وأربعون مليون نسمة في <u>أمة متحدة</u> ومصرف واحد <u>صادق الإلتزام</u>).

5.2.4. Sharanjeet Shan, Executive Director of the Maths Center, said: "Literally tens of thousands of children are to benefit from the donation. Less than 2 per cent of black South African students receive a higher grade in mathematics. Without materials, complex abstract concepts cannot be internalized and concretized in the

mind. Thanks to Standard Bank and South Africa, much-needed materials and training to schools will be supplied and mathematics learning in our country will improve."

وقد علّق شان شارانجيت شان المدير التنفيذي لمركز تعليم الرياضيات (ماث) Maths قائلا: "سيستفيد وبشكل فعلي عشرات الألوف من الأطفال من تبرعات ستاندرد بنك. فأقل من ٢ % هي مجمل نسبة الطلاب السود في جنوب أفريقيا الذين يحرزون درجات تعليمية عالية في الرياضيات. إننا لا نستطيع أن نلقن النشء تلقينا أعمى مبادئ ومفاهيم الرياضيات ، فغرس تلك المبادئ والمفاهيم يتطلب دعما ماديا حقيقيا يتمثل في تزويد المدارس بالتجهيزات وبرامج التدريب المناسبة. وهذا قد أصبح متاحا بفضل تبرعات ستاندرد بنك وهذا بلا شك سيساهم في تطوير تعليم الرياضيات في بلدنا".

This sample is a direct media quote which, in addition to the aspect of emotiveness, requires special attention to the consistency of the two versions of the quote. Media quote is an important tool in establishing leadership profile. Accordingly, it is essential to give due consideration to aspects such as gender, culture, style and language when translating it. Maintaining such aspects clear, strong and consistent will enhance the leadership profiling of the senior management of organizations through their media quotes.

Translation as such plays an influential role in communicating the leadership profiles to the target audience. In addition, another important message in the quote is that Standard Bank is serving the noble cause of supporting math's education in South Africa. The underlined words are to reflect the function of emotiveness in both aspects. For instance, rhetorical repetition in the Arabic language is used in (بفضل متاحا أصبح قد وهذا): Also, semantic pragmatic (تبرعات ستاندرد بنك وهذا بلا شك سيساهم في تطوير تعليم الرياضيات في بلدنا). translation is implemented as shown in the following lexical and idiomatic choices: (غرس المبادئ مجمل نسبة، وبشكل فعلي).

5.3. Terminology

A common problem related to business terminologies is the poor understanding of their importance and nature on the part of non-specialists. Terminology is concerned with the correlation between concepts and their designations. Terminology designations

however are not restricted in the form of a word or phrase; designations as such may involve symbols, codes, formulae, etc. Terminology takes on an added importance as terminology standardization is one of the prerequisites of technical standardization. The above is further described by Baker (1998:255):

> Terminology is the field of study of the technical terms used in a business, science or special subject. The importance of theory for translators is in the terminology attempts to explain the behavior of terms with respect both to knowledge and understanding. In addition, it attempts to define the scope of neology that is the practice of coining new words. On the other hand, standardization of terminology is the process of unifying and fixing each referent and unifying and standardizing its designation.(emphasis is mine)

One of the significant current realities in the business field is that business concepts and terms are rapidly evolving. Arabic communication, on the other hand, has not yet kept pace with the rapid growth in the business field specific terminologies. This resulted in a lack of standardized terminology and inaccurate interchangeable use of business terms. This situation has contributed to a vague perception of new business concepts particularly for the average reader.

In the business world, standardization in general is essential for purposes such as business quality, business ethics and corporate governance. These purposes are taken further with the fact of globalizing organizational communications which stresses the need for standardization to avoid any cultural confusion. A consequence of this is that organizations are increasingly applying terminology management methods and systems. Examples of activities of terminology management are standardization of terminologies and standardization of terminological principles and methods. The International Information Centre for Terminology sets the following aspects as basis for the standardization process:

1. Concepts: things such as organisms, creatures, events, process, phenomena of the real world and conceived objects.

2. Objects: mental abstractions corresponding to objects.

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3. Representations: verbal and non-verbal representations of concepts (e.g. terms or other kinds of designations for denoting concepts, definitions or other kinds of explanations for describing concepts, i.e. graphical symbols, pictures, diagrams,motions,etc.) http://www.infoterm.info/standardization/basic_principles.php#representations

A further practical dimension is what Sager introduces in her book, *A practical Course in Terminology Processing,* which provides the key to methods of terminology management for general and specific purposes. Sager (1996:120) lists the methods used for terminology standardization as follows:

1. Redefinition of words: It is an economical method that involves restricting the range of denotation. This method is criticized for lack of precision and inappropriateness owing to residual connotations which might be retained from the general language use.

2. Redefinition of existing terms: It frequently redefines concepts such as the multiple definitions of 'word' or 'sentence' in linguistics. Despite the method being economical, the instability of the underlying conceptual structure may impair precision.

3. Derivation: It involves utilizing the derivational properties of the sublanguage or of the general language in which the sublanguage is embedded; e.g. de-hydr-ate, internal-ise/ize.

4. Composition: It combines existing words/terms and terms from other languages or sublanguages.

5. Borrowing: Here a term/word is adopted from a foreign language such as input, output, printer in Italian and French.

6. Compression: It reduces the existing term to a more compact form by creating an acronym or by use of initial letters alone.

The translation strategy followed in translating the terms used in the source text employs a combination of all of the above methods. In spite of the fact that unifying the standardization methods is crucial to reach terminology standardization, yet this is a decision that requires collective efforts rather than individual acts. Furthermore, the diversity of terms in the business field as demonstrated in the ST, demands a broad scale approach. The translation procedures followed in this thesis to render business

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terminologies from English into Arabic are as follows:

1. Identify the representation of the term.

2. Identify the dictionary use of the component words of the term.

3. Search for the Arabic equivalent already in use and prioritize the findings according to the frequency of use.

4. Anticipate any cultural issues that may result out of the translation decision.

5. Finalize the equivalent term according to grammatical rules, phonology appropriateness, professional definition and cultural acceptability.

The following is an illustration of the diversity of terms included in the present source text:

5.3.1. Corporate Communication

This term represents a field that was originated as a writing-based channel of communication in the business field. Over the years corporate communication evolved and eventually ended up as a departmental authority that creates monitors and directs the overall organizational communications. Nowadays, communication represents all one aspect of the actual role corporate communication plays in business organizations. The term is translated into different equivalents such as العلاقات الإعلامية / / التواصل المؤسسي العلاقات المؤسسية. The accurate choice according to the actual scope of work and functions is العلاقات المؤسسية. Moreover the term التواصل المؤسسي may get confused with telecommunication terms. This term is also an evident that translating business terminology requires comprehending the full function of what it represents. A holistic approach ensures producing flexible yet accurate equivalents and reduces the possibilities of change in the claim for accuracy.

The term Corporate has turned to a mutual component in many critical new terms and in different contexts. Below are some of these terms:

5.3.1.1. Corporate Image: الصورة المؤسسية

5.3.1.2. Corporate Identity: الهوية المؤسسية

5.3.1.3. Corporate Governance: الحوكمة المؤسسية

5.3.1.4. Corporate Citizenship: المواطنة المؤسسية

5.3.1.5. Corporate Social Responsibility: المسئولية المؤسسية تجاه المجتمع

5.3.1.6. Corporate Assets: الذخائر المؤسسية

5.3.1.7. Corporate Accountability: المساءلة المؤسسية

5.3.2. Known terms in new contexts

The next set of examples relate to terms that have established new meanings due to their new functions or roles in business communication:

5.3.2.1. Brand equity: عدالة العلامة التجارية

5.3.2.2. Pseudo – ideal: القدوة الحلم

5.3.2.3. Self-styled image: صورة ذات نمطية فردية

5.3.2.4. Brand: العلامة التجارية

5.3.2.5. Livery: الإشارة التجارية

5.3.2.6. Added value: القيمة المضافة

5.3.2.7. Profile: لمحة موجزة

5.3.2.8. Industry Leadership: القيادة المتخصصة

5.3.2.9. Overseas projects: صفقا ت / مشاريع دولية

5.3.2.10. Best Practices: أفضل الممارسات المهنية

5.3.2.11. International Expertise: خبرة عالمية

Brand and Livery both stand for the same concept: the commercial symbol of a company or product. The difference is in the wider use of the term 'Brand' and the fact that the term Livery has been established in the field which makes it difficult to ignore its presence in a text. To maintain the Differentiation in Arabic; I translated 'Brand' into العلامة and Livery into الإشارة. Keeping a form type differentiation will assist in dealing with source texts that include both terms.

Overseas Projects, International Expertise, Industry Leadership, Brand equity, Pseudo-ideal, and Added value are translated into the Arabic terms shown above. Both the conceptual and linguistic correctness are determined in addition to the range of use by translators. The usual literal translation of the single word component such as: Overseas =ما وراء البحار, Industry =الصناعة, International=الدولية is altered by the new combined form and, accordingly the terms were translated into: دولية, تخصصية, عالمية.

5.3.3. Definitions

The source text introduces definitions of some of the key terms and concepts of its topic. Definitions in general can be distinguished according to two major types; the descriptive definition which provides the meaning in general use and the stipulative definition that carries a specified meaning. The following definitions are describing the meanings of the terms in their general use but for the purposes of this chapter. Subsequently the TT was produced within the same perspective, the definitions are:

5.3.3.1. Celebrity: Fame or notoriety.

الشهرة وتعني الذِكر أو الصيت وقد تعني الضد أي سوء السمعة

5.3.3.2. Image: A mental picture or idea produced from imagination or personality and presented by the public to / of a person, group or

organization by others.

الصورة بمعنى الفكرة أو الانطباع الناتج عن الخيال أو شخصية ما والذي يتم تقديمه من أو
عن شخص أو مجموعة أو مؤسسة.

5.3.3.3. Identity: A state of having unique identifying or individual characteristic by which a person or thing recognizes or defines him/her/itself.

الهوية وتعني امتلاك حالة من التفرد أو الخصائص الفردية والتي يتم من خلالها التعريف عن
شخص أو شيء.

5.3.3.4. Reputation: Notoriety of fame, especially for specifies positive or negative characteristic. Repute is the public estimation of a person or thing to be as specified, usually passive.

الصيت وتعني الشهرة وبشكل خاص لخصائص إيجابية أو سلبية محددة. وهي المقياس الذي
من خلاله يقيم العامة مزايا شخص أو شيئ وغالبا ما يكون بشكل حيادي.

As noticed the ST is defining nouns and accordingly the definitions are in the form of nouns which the form maintained in the TT. In addition, definitions vary in length and details depending on the information intended, the present ST presents the definitions in relatively short phrases. Consequently the TT is maintained within the same length to avoid any unnecessary expansion or misconception. Besides, special consideration is given throughout the translation process to the main parts of a definition statement. Basically every definition statement is outlined in three parts:

1. Term being defined: is the part of a definition statement that serves as a label for the classification and identifying characteristic(s).

2. Classification: is the part of a definition statement that tells under what category or group a term is located.

3. Identifying characteristic(s): tell how that term being defined is unique or different from other terms that share the same classification.
   http://www.mdfaconline.org/modules/module_c03/module_c3.html

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The following is an example of the three parts identified in one of the above definitions:

Image: A mental <u>picture or idea</u> produced from imagination or personality and <u>presented by the public to / of a person</u>, group or organization by others.

<u>الصورة بمعنى الفكرة أو الانطباع الناتج عن الخيال أو شخصية ما والذي يتم تقديمه من أو عن شخص أو مجموعة أو مؤسسة.</u>

1. Term being defined: Image – الصورة

2. Classification: Picture/idea -الفكرة / الانطباع

3. Characteristic(s):   …presented by the public to / of a person, group or organization by others - والذي يتم تقديمه من أو عن شخص أو مجموعة أو مؤسسة.

As shown through the above illustration, applying above technique ensures capturing the concept of the ST systematically and hence ensures the accuracy of the definition statement. Furthermore, simplicity, accuracy and economy were considered in the TT for the following reasons:

1. Simplicity of the target phrases to ensure readability for the target reader.

2. Accuracy of the target meaning to ensure the transmission of the original meaning.

3. Economy in the target words to ensure the acceptability of the target text in terms of definition standards.

5.4. Culture

A good translation of modern business texts requires a good command on the

associated cultural interpretations. In today's globalized business world, avoiding cultural clashes is a top priority in the business communications. Defining Culture reveals the aspects of which translators must consider in the act of translation, Merriam-Webster Online Dictionary defines culture as: "…the integrated pattern of human knowledge, belief, and behavior that depends upon the capacity for learning and transmitting knowledge to succeeding generations." http://www.merriam-webster.com/dictionary/culture. Pointing out these sensitive elements indicates that the core aspect in translating cultural meanings is identifying the value intended and evaluating the acceptance by the target audience as Simon (1996,139) similarly verifies:

> Translators must constantly make decisions about the cultural meanings which language carries, and evaluate the degree to which the two different worlds they inhabit are 'the same'… In fact the process of meaning transfer has less to do with finding the cultural inscription of a term than in reconstructing its value. (Quoted in Hatim & Munday 2004,313)

While translating the present chapter many cultural aspects were encountered, chiefly in conceptual, terminological & lexical and ideological perspectives. The examples are as follows:

5.4.1. Conceptual perspective

5.4.1.1. The concept of promoting business leaders as icons may not be easily accepted in Arab societies, which still consider fame and celebrity as false materialistic values. Another challenging concept is profiling organizations as recognizable identities that have their own reputation, identity and image. Not to mention that the case study of Standard Bank PR campaign has covered many cultural areas of an opposite social and economical system. My decision was to foreignize the target text as the aim of the source text is informative. This decision was facilitated by the fact that the source book is targeting professionals in the same field. However, different translation techniques would have been required if the target audience were average readers.

5.4.1.2. Corporate Social Responsibility, Corporate Accountability, Corporate Governance, Environmental Responsibility, Labor Relations, Reputation Management, etc. are new business concepts in the target culture. In fact some of these concepts are already established in different contexts, for instance charity for the Corporate Social Responsibility, legal for the Corporate Accountability and Corporate Governance. An introduction to these concepts on a corporate level requires a profound understanding of their roots, roles and potential growth.

For instance, introducing Corporate Social Responsibility to the target audience will require establishing a strong and gradual media approach. The concept of charity is rooted in the Arab culture both religiously and socially, not to mention that CSR is seeking more sophisticated ways to approach the community than merely sponsoring blood donation drives or poverty- support campaigns. Corporate Governance, Corporate Accountability, Reputation Management and Labor Relations are critical domains and influenced by complicated regulations. Subsequently their terms and communications need to be accurately translated into fixed and clear Arabic equivalents.

5.4.2. Terminological and lexical perspective

Intracultural aspects also influenced the lexical and terminological choices. An example illustrated earlier is Celebrity: الشهرة. Another is the term corporate reputation: المؤسسي الصيت. It was the dialect use of the words الصيت / الشهرة that determined the final decision of choosing الصيت rather than الشهرة. The dialect use indicates that الصيت reflects more the positive implication of fame while الشهرة equally reflects the positive and negative connotations and subsequently requires extra specification to determine the implication intended. Reputation as a term here refers only to the positive fame as an objective in the business – Public Relations field. Moreover the terms Reputation and Corporate Reputation were alternatively used in the source text. Yet, it was decided to

only use الصيت المؤسسي as an equivalent all through the target text.

5.4.3. Ideological perspective

Furthermore the chapter includes segments on international and local business activities. It is important to translate such segments with maximum objectivity and transmit the message as originally intended to maintain loyalty to the source text and avoid unnecessary cultural inconveniences. This is illustrated in the following example:

> Also, consulting firms with international links are favored not only by clients who have interests in overseas projects but also by those who actually participate in large domestic projects. 'Firms that have foreign partnerships are preferred over the local ones because they are deemed to have the international expertise to offer clients better services in the long run 'they argue. Their study also reveals that reputation is not a measure of risk and that 'both factors are separate constructs altogether'.

> وأيضا فإنه يتم تفضيل المؤسسات الاستشارية ذات الصلات الدولية ليس فقط من قبل العملاء الراغبين بالصفقات الدولية وإنما أيضا من قبل أولئك المشاركين في المشاريع الوطنية. والسبب في هذا التفضيل كما يوضح الثلاثة :" يتم تفضيل المؤسسات ذات الشراكات الأجنبية على تلك المحلية للاعتقاد بأنها تملك خبرة عالمية وبالتالي ستقدم خدمات افضل لعملائها على المدى الطويل" . وقد كشفت دراستهم عن أن الصيت المؤسسي ليس مقياسا لتحديد المخاطر " وأن كلا العاملين يشكلان مفهومين مختلفين تماما".

The above example reflects an opinion that favors organizations with international links rather than local organizations. In the target text, the original message is clearly stated as an opinion of certain group of scholars and not a general recommendation. Books like the current source text are usually used as references by business communication professionals and strategists. Accordingly, such opinions need to be transmitted with attentiveness to avoid any cultural clashes.

Thereupon, the cultural aspect in business communication is becoming a crucial element in related bilingual correspondences. International Business is emphasizing the cultural

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role as an essential component of its global communication. Marketing and Advertising, in particular, demand a profound understanding of different cultural aspects to maximize the impact their promotional campaigns.

Overall Commentary

As noticed, the present ST combines more than one register, namely academic register and business register. Moreover, the typology varies according to the multiple functions of the text. For instance, it is informative in parts related to academic data presented and expressive in parts related to media and business promotion. As a result, the act of translation required a compound approach based on the different translation methods mentioned in the literary review of this thesis. This may suggest that what is required in texts with such rich diversity is the skill of utilizing the different translation approaches rather than adopting only one. This seems evident by the multiplicity of challenges encountered while translating the selected chapter.

Nevertheless, a broader analytical scale may present the pragmatic approach as the leading approach called for in business translation. This is indicated by the business agendas authority on creating and channeling business communications. To put it differently, strategy is a key word in the current business world. Consequently, all vital business processes are being strategized towards long term and short term goals and objectives. This is even truer in business communication as it is the final channel trough which business ethics, decisions and plans are transmitted or announced. Pragmatics as such, is utilized as a tool of both creating and communicating messages across organizations and communities.

Similarly, semiotics and culture play an influential role in translating business texts related to marketing and advertisement. This is argued that these texts encompass elements of creative writing, global-target audiences, cultural codes, signs and images wherefore translators have to go beyond the usual components of the text; words, phrases and sentences. An illustration of this point is the PR campaign case study in the present ST. In addition, that ST is already pointed as an important tool in the global context of

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business and business communication.

Nevertheless, the present findings are mainly limited to the selected chapter of this thesis. Otherwise, the practice of business translation is covering a wide range of text types with enormous diversity of purposes and contents. An evidence of this the increasing role of language and language trends in the business world. This role is exceeding the field of business communication to other fields such as business strategy and leadership profiling. Eventually, this all will lead to a greater role for translation since whatever is produced in all these fields is required to be channeled in bilingual correspondences.

Chapter Six

CONCLUSION

This research was conducted to examine the role of translation in key sectors such as Business and Economics and whether translators in the field call for more flexible theoretical resources and more dynamic practical approaches. This thesis also established theoretical frameworks of both translation studies and business communication in order to set a clear foundation on which upon the investigation can be carried out. Furthermore, the thesis highlighted the modern context of business translation and emphasized the importance of considering the overall perspectives of the fast growing and globally expanding world of business.

This thesis used a practical approach through translating a selected source text for the purposes of investigating and determining the challenges that translators face in rendering the business field specific terminologies from English into Arabic.. The process of selection was based on targeting a comprehensive source text that encompasses a wide range of concepts and terms in use in the current business practices and environment.

The thesis unfolds in the following manner: Chapter one introduced the theme of the thesis and presented a summary of the contents of the coming chapters. Chapter two critically surveyed and reviewed translation models and approaches with a view of deciding on the most appropriate translation techniques to be used for rendering the source text into Arabic. It focused on the notion of equivalence, text types, skopos, discourse analysis, pragmatics, cultural turn and post colonial studies and translation. Chapter three presented and elaborated on business communication theories and business translation. In chapter four, the source text (English) and the target text (Arabic) were introduced. Chapter five represents the crux of this thesis. It gives a detailed commentary on the challenges encountered in the process of translating the source text into Arabic. Chapter five critically presents and reviews the main findings of the research. Finally, chapter six puts forward the recommendations of the thesis in the light of the translation

process and the problematic areas encountered in translating the source text.

Findings and recommendations

The thesis suggests and recommends the following:

- One of the most significant findings to emerge from this thesis is that Arabic communication has not yet finalized the formation of a business register. This may result in affecting the information flow in the related business communications. This also leads to drawbacks in area of terminology standardization.

- It is also shown that register interference is a challenge encountered while translating modern business texts. As modern business communications may include different registers, translators need to develop skills in maintaining these registers without jeopardizing the integrity of the target text or losing sight of the overall business context.

- Another major finding is that emotiveness may turn into a dominant feature in business texts related to branding Corporate Identity, Corporate Image and Corporate Reputation. Accordingly, translation strategies need to be modified through introducing and adopting more practical, dynamic and flexible approaches.

- The thesis also shows that translating media quotes in business communication is an expanding area where elements such as gender, leadership profiling and pragmatics are to be cautiously considered by translators.

- One of the most obvious findings to emerge from this thesis is that translating business terminologies into Arabic is engulfed with major problems such as

lack of terminology standardization and unified translation and standardization methodologies. Therefore prioritizing terminology standardization in translation is an issue that requires and demands more serious efforts. Initiating such a process will shun misconceptions of critical business concepts and terms.

- This thesis suggests that concept investigation is crucial in business translation. The reason for this is that business concepts are continuously evolving and in many instances, overlapping. The implementation of this suggestion would, in my point of view, lead to accuracy and precision in business terminology in Arabic.

- The thesis also reveals that business communication has strong overtones of cultural considerations: political, social, global and local. As such, translation runs into challenges presented by the diversity of messages and audiences.

- Moreover, the results show that in Business Translation, the source text and the target text are equally important since the main objective is to implement the agenda of business management, marketing and Public Relations strategies. In view of this fact, translators who attain an accurate understanding of these strategies will not only be able to translate the source text with maximum transactional efficiency but will also be able to implement changes to the source text, if needed.

- The findings also indicate that business communication professionals are increasingly utilizing linguistic methods and trends to carry corporate messages across their organizations. The evidence from this point suggests that translators need to enhance their awareness and knowledge of the multidimensional role of language in organizational communications.

- The results clearly show that consistency in bilingual business correspondence is decisive especially in legal and business strategy contexts. This indicates

that translators need to take consistency seriously and consider it a first priority in the translation process, mostly in media quotes and statements.

- The findings identify glossaries, term banks and specialized dictionaries as essential resources and tools in business communication and translation. Given that the availability of these resources will facilitate the process of creating, translating and editing business texts. It will also enhance the standardization of terminologies, particularly in Arabic.

- The translation process of the ST resulted in a glossary of 1٦0 business and PR terms translated for the purposes of this thesis. (Appendix)

- Owing to the pace of work in the business field, translators are subject to unpredictable pressures and events. This is verified by the unreasonable deadlines as the most critical challenge encountered in translating business texts. Taken together, enforcing methodological approaches, strategies, techniques will enhance the act of translation and ensure product quality.

- A final unfortunate implication of this thesis is that translation is not regarded as a high-prestige profession, particularly in places like the Arab World. The current finding results in continuous attempts to improve the translated texts by non-translators may subsequently result in "grey translation". The evidence from this finding suggests that conducting research in areas of specialized translation will improve not only translation as a process and product, but will also empower the profession and professionals and gain them the respect they deserve. This may imply that the market needs qualified translators with a very rich business background.

This thesis does not claim to have covered all features of business translation into Arabic or to have touched on all issues related to business translation, in general. These findings are specific to the source text selected for purposes of this thesis. Accordingly, it only touches on a small portion of the vast area of Business Communication. Given the

scope of thesis, it is impossible to cover all issues pertinent to business translation. Yet, I hope this attempt would pave the way for further research to explore other challenges in the field of business translation and communication in a globalized world.

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Glossary

	Words/phrases	Suggested Renderings in Arabic
1.	Added value	القيمة المضافة
2.	Advertising Promotion	ترويج دعائي
3.	Aesthetic Impact	تأثير الابتكار
4.	Aesthetic Impression	انطباع ابتكاري
5.	Aesthetic Output	المخرجات الابتكارية
6.	Aesthetic Quality	جودة الابتكار
7.	Aesthetic Strategy	استراتيجية الابتكار
8.	Alternative Fuels	الطاقة البديلة
9.	Analyst Recommendation	توصيات المحللين
10.	Applied Image Research	الدراسات التطبيقية للصورة المؤسسية
11.	Authenticity	الأصالة
12.	Automotive manufacturers	المصنعات الذاتية
13.	Avoidance	التجنب
14.	Banner	شعارات دعائية
15.	Best practices	أفضل الممارسات المهنية / الوظيفية
16.	Brand	العلامة التجارية
17.	Brand Equity	عدالة العلامة التجارية
18.	Brand image	الصورة التجارية
19.	Branding	الترويج التجاري
20.	Brands Buyability	قابلية رواج العلامات التجارية
21.	British People's Psyche	ذهنية الشعب الإنجليزي

22.	Broadcast	بث إذاعي وتلفزيوني
23.	Budget	الميزانية المالية
24.	Buyability	قابلية الترويج
25.	Celebrity	الشهرة
26.	Celebrity – driven society	مجتمع قوامه الشهرة
27.	Cheque Account	حسابات إيداع بالشيكات
28.	Community Service	خدمة المجتمع
29.	Competitive Advantage	الميزة التنافسية
30.	Consistency	التطابق
31.	Consultants	الاستشاريون
32.	Consulting Firm	مؤسسة / شركة استشارية
33.	Corporate Accountability	المساءلة المؤسسية
34.	Corporate Assets	الذخائر المؤسسية
35.	Corporate behavior	السلوك المؤسسي
36.	Corporate Citizenship	المواطنة المؤسسية
37.	Corporate Communication	التواصل المؤسسي
38.	Corporate Expression	التعبير المؤسسي
39.	Corporate Governance	الحوكمة المؤسسية
40.	Corporate identity	الهوية المؤسسية
41.	Corporate image	الصورة المؤسسية
42.	Corporate Social Responsibility	المسئولية المؤسسية تجاه المجتمع
43.	Credit Cards	بطاقات ائتمانية
44.	Cultural diversity	التنوع الثقافي

45.	Cultural Values	القيم الثقافية
46.	Cultural Web	الشبكة الثقافية
47.	Customer Impression	انطباع المستهلكين
48.	Customer Perception	آراء المستهلكين
49.	Differences	الفروقات
50.	Diffused Image	صورة خافتة
51.	Distinctiveness	التفرد
52.	Drivers	محركات
53.	Drop in sales	هبوط المبيعات
54.	Emotive	وجداني
55.	Empirical research	البحوث التجريبية
56.	Employees	الموظفون
57.	Environmental Responsibility	المسئولية تجاه البيئة
58.	Ethical Investments	الاستثمار الأخلاقي
59.	Ethics	الأخلاقيات
60.	Excellence	التميز
61.	Executive Director	مدير تنفيذي
62.	Financial Services	الخدمات المالية
63.	Financial Soundness	الاتزان المالي
64.	Foreign Partnership	شراكات أجنبية
65.	Fuel Cell Technology	تقنية خلية الوقود
66.	Fuel Efficiency	الطاقة المتجددة
67.	Global Communication	التواصل العولمي

68.	Health & Safety at work	الأمن والسلامة في العمل
69.	Hybrid Cans	العلب الهجينة
70.	Icon	رمز شهرة
71.	Incentives	المحفزات
72.	Industry Leadership	القيادة المتخصصة
73.	Innovation	الإبداع
74.	Input	مدخلات
75.	Integrated communication	العلاقات المتكاملة
76.	International Expertise	خبرة عالمية
77.	International links	صلات / علاقات دولية
78.	Interrelationships	العلاقات المتبادلة
79.	Inventory	قائمة جرد
80.	Key issues	المسائل الرئيسية
81.	Labor Relations	العلاقات العمالية
82.	Leadership	القيادة
83.	Leading Brands	العلامات الرائدة
84.	Leading Models	النماذج الرائدة
85.	Litigation VS. Company	الدعاوى ضد الشركة
86.	Litigation VS. Individuals	الدعاوى ضد الأفراد
87.	Livery	الإشارة التجارية
88.	Long – term Investments	استثمار بعيد المدى
89.	Low profile / high profile	انزواء عن الشهرة / معروفة
90.	Lower of share price	هبوط أسعار الأسهم

91. Macro	الأكبر	
92. Market Position	المكانة التجارية	
93. Marketers	المسوقين	
94. Mass Communication	الاتصال الجماهيري	
95. Measure of Risk	مقياس لتحديد المخاطر	
96. Media Coverage	تغطية إعلامية	
97. Micro	الأصغر	
98. Minority Groups	جماعات الأقليات	
99. Mission	الرسالة	
100. Multinational Companies	شركات متعددة الجنسيات	
101. National	وطني	
102. Not influential	ضعف النفوذ	
103. Operational Strategy	استراتيجية تشغيل العمليات	
104. Output	مخرجات	
105. Overseas projects	صفقات / مشاريع دولية	
106. Ownership	ملكية	
107. Passive	السلبية	
108. Perceptual Components	العناصر الإدراكية	
109. Physical World	العالم الحسي	
110. Policy	سياسة	
111. Positioning	تعزيز المكانة (في السوق)	
112. Poster	ملصق إعلاني	
113. PR Campaign	حملة دعائية	

114. Procedure	إجراء
115. Product image	صورة المنتج
116. Profile	لمحة موجزة
117. Pseudo – ideal	القدوة الحلم
118. Public	العامة
119. Public Relations	العلاقات العامة
120. Quality of Management	الجودة في الإدارة
121. Quantifiable	قابل للقياس
122. Referents	مدلولات / دلالات
123. Regional	إقليمي
124. Reliability	الموثوقية
125. Reputation	الصيت المؤسسي
126. Reputation Audit & Analysis	تدقيق وتحليل الصيت المؤسسي
127. Saving Accounts	حسابات توفير (مصرفية)
128. Self-styled image	صورة ذات نمطية فردية
129. Similarities	القواسم
130. Situation Analysis	تحليل الحالة
131. Specified Image	صورة عالية الخصوصية
132. Sponsorship	رعاية الفعاليات
133. Staff	الأفراد العاملين
134. Stakeholder	المساهم
135. Stakeholder expectations	توقعات المساهمين
136. Stakeholder Relations	علاقات المساهمين

137. Stakeholder sentiment	ميول المساهمين
138. Stakeholder sentiment	ميول المساهمين
139. Strategy	التخطيط الاستراتيجي / استراتيجية
140. Style	النمط الخارجي
141. Substance	الجوهر
142. Sustainability	التنمية المستدامة
143. Sustainable	مستديم
144. Synthetic	صناعي / قائم على أسس مصنعة
145. Tangible	ملموس
146. Target Market	السوق المستهدف
147. Technique	التقنية
148. Trading statements	تصريحات تجارية
149. Training	التدريب
150. Transparency	الشفافية
151. Uninvolved	التنحي
152. Variables	المتغيرات
153. Visibility	الوضوح
154. Vision	رؤية
155. Visual Identity	الهوية البصرية
156. Visual representation of reality	التمثيل البصري للواقع
157. World of ideas	عالم النظريات
158. Yielding	الخنوع

VITA

Fatemah Al Buloshi was graduated from Al-Imam Muhammad bin Saud Islamic University in 1995. Her degree was a Bachelor in Islamic Law. In 1999, Mrs. Al Buloshi earned a Postgraduate Diploma in Islamic Jurisprudence (Fiqh & Usul al-Fiqh) from the same university.

In 2006, Mrs. Al Buloshi began a master's program in Translation and Interpreting at the American University of Sharjah. She was awarded the Master of Arts degree in English/Arabic/English Translation and Interpreting in 2008.