LANGUAGE AND CULTURE IN BUSINESS TRANSLATION FROM
ENGLISH INTO ARABIC

A THESIS IN TRANSLATION AND INTERPRETING
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by
FATEMAH AL BULOSHI
B.S. 1995

Sharjah, UAE
June 2008
We approve the thesis of Fatemah Al Buloshi

Dr. Said Faiq  
Professor  
Thesis Advisor

Dr. Nawar H Gilley  
Associate Professor  
Graduate Committee

Dr. Tharwat Mohamed El-Sakran  
Professor  
Graduate Committee

Dr. Ibrahim Sadek  
Program Director, CAS Graduate Programs

Dr. William Heidcamp  
Dean of the of the College of the Arts and Sciences

Mr. Kevin Mitchell  
Director, Graduate Studies and Research

Date of signature  
26/6/08

26/6/08

26/6/08

28/6/08

28/6/08

1/7/2008
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Fatemah Al Buloshi, Candidate for Master of Arts Degree

American University of Sharjah, 2008

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

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABSTRACT</td>
<td>iii</td>
</tr>
<tr>
<td>LIST OF ABBREVIATIONS</td>
<td>v</td>
</tr>
<tr>
<td>ACKNOWLEDGEMENTS</td>
<td>vi</td>
</tr>
<tr>
<td>DEDICATION</td>
<td>vii</td>
</tr>
<tr>
<td>Chapter</td>
<td></td>
</tr>
<tr>
<td>1 INTRODUCTION</td>
<td>1</td>
</tr>
<tr>
<td>2 SURVEY AND REVIEW OF TRANSLATION MODELS</td>
<td>5</td>
</tr>
<tr>
<td>3 BUSINESS COMMUNICATION AND TRANSLATION</td>
<td>16</td>
</tr>
<tr>
<td>4 SOURCE AND TARGET TEXTS</td>
<td>25</td>
</tr>
<tr>
<td>The Source Text</td>
<td>26</td>
</tr>
<tr>
<td>The Target Text</td>
<td>42</td>
</tr>
<tr>
<td>5 COMMENTARY</td>
<td>55</td>
</tr>
<tr>
<td>6 CONCLUSIONS</td>
<td>74</td>
</tr>
<tr>
<td>REFERENCES</td>
<td>79</td>
</tr>
<tr>
<td>Appendix</td>
<td></td>
</tr>
<tr>
<td>A GLOSSARY OF BUSINESS &amp; PR TERMS</td>
<td>84</td>
</tr>
<tr>
<td>VITA</td>
<td>91</td>
</tr>
</tbody>
</table>
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
Thanks to God and may His peace and blessings be upon all his prophets for granting me the chance and the ability to successfully complete this thesis.

First and foremost I would like to express my gratitude to Professor Basil Hatim, for the first translation inspiration I got. I also wish to extend my deepest gratitude and appreciation to my supervisor Dr. Said Faiq for his invaluable advice and guidance. Dr. Faiq has supported me throughout my thesis with his patience and knowledge whilst allowing me enough room to work in my own way.

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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
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 the 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.
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).
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, 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 Kuhlwczak (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
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 form of investment and a sufficient number of customers to whom its output can be sold at profit on a consistent basis. [http://www.businessdictionary.com/definition/business.html](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 field 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.
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
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 or 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.

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

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](image)

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
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)](image)

Figure 3.2 Corporate Reputation drivers
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
(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 الصيتي المؤسس في مجتمع قوامه الشهرة

تمارس مهنة العلاقات العامة اليوم في عالم تحركه دوافع الشهرة حيث يفصل الأمر إلى إعداد وترويج قادة
عالم الأعمال كرموز شهرة لا بد وأن تتقبلها العامة. وغالباً ما يتبين على ممارسي هذه المهنة الفرص بين كل من
الصورة المؤسسية والهوية المؤسسية والصيتي المؤسس، إلا أنه من الواضح أن تولي البحوث التحريبية التي تتناول
حقل تشكيل الصورة المؤسسية هي التي أدت إلى تطور المفهوم الحالي للهوية المؤسسية.

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

الشهرة وتعني الذكر أو الصيتي وقد تعني الرعد أي سوء السمعة.

الصورة تعني 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 التعرف عن شخص أو
شيء.

الصيتي وتعني الشهرة ويشكل خاص لخصائص إيجابية أو سلبية محددة. وهي المقاييس التي من خلاله يقيم
العامة مزايا شخص أو شيئًا وغالباً ما يكون بشكل حيادي.

الصورة المؤسسية

لم يكن للصورة المؤسسية بحسب مفاهيم العلاقات العامة صدى مقبولًا إلا أن ذلك لم يمنع الطلب المتزايد
على الاستشاريين فيه ويمكن تمرير ذلك بعدة أسباب. فالحقيقة التقنية جعلت الناس في كل مكان يدركون لا يبقون
أنفسهم في واقع الأدوار التي يمكن أن تؤديها الحكومة ومشاريع الأعمال الكبيرة تعتبر مجتمعهم. فلهم قد استوعبت
المؤسسات وافق أن الصورة المؤسسية تعمل بأبعاد مختلفة وتستهدف مثل هذه مختلفين إلى درجة جلتها تسعى إلى
أي نقائص ما يمكن تبوعه مما وصفه بورستين (1963) بالقوة الحلم التي لا يد وأن تكون مبتكرة وقابلة للتصديق
وحيادية وفعامة بالحياة وغامضة.

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

42
أن الصورة التي يقدمها بورستين إما هي صورة مجردة وبدية عن الواقع مما يدفع إلى المفك في إمكانية تحقيقها.


وعليه وبغض النظر عن خلفية عدم استحسانها فإن طبيعة الصورة المؤسسية ذاتها لاتزال ميدانا معرفيا مطرد النمو والارتباطها. يكون معرفيا متناذا آخر هو دراسة توقعات المساهمين والتنوع الثقافي فإنها تستمر بكل اهتمام رانج. ولا تزال حتى تلك المؤسسات التي تحرص على انسوين على الشهيرة تعود إلى تقييم صورتها المؤسسية وأهميتها لدى المساهمين. تلك التي مثلاً دراسة رأيهم في سياساتها وإجرائها وسلوكيتها المؤسسية. وبهذا كتاب أخرون أن مثل تلك المؤسسات غالباً ما تلتزم檢هًا المؤسسية تلك ومفردات مثل "التجمب" و" التحلي" و"السلبية" و" الخنوع" و"ضعف النفوذ". ومن المفارقات التالية لا تتفق من المثال والمثل للفش فيظل يبقي ما قد تتفق مؤسسات أخرى للظهور إلى النور.

إن أوامر الانتقادات تثيرها على سلوكياتالأفراد، فالقناعات المؤسسية التي تتسم بالعدائية قد تؤدي إلى هبوط المبيعات أو هبوط أسعار الأسهم وهو ما يمكن تكراره وتصحيحه عبر تعديل دور الاعتقاد العامة لصالح المؤسسة. ويجادل الكثير من الكتاب وخصوصاً المؤسسات العامة بأن الاعتقادات المؤسسية صناعة المنتج والصورة المؤسسية وأن المستهلكين يصرفون وفق هذه الصورة. إن تجنب المحاذير والتزام الموازنة المدروسة في استراتيجية أي حملة دعاية تتيح فرص تعديل سلوكيات المؤسسية أو الإضافات السائدة عنها من قبل العامة وذلك من حيث تغيير ما يعرفونه وما يشعرون به. ويشير أيسر إلى أن غياب حافة التواصل بين سلوكيات الأفراد وبين تصنيفاتهم يؤدي إلى موقف يتيح للمتسابقون إلى التصرف الهلالي المباشر للتعابير عن أفضلية احتجاجاتهم.

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

الصورة المؤسسية والترويج التجاري

يعد 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 ركب مفهوم
الصوره المؤسسية لم تعتد أي أسس نظرية مما دعي أتامتد ميام (1952) إلى التعميق قائلٍ: "لم تتمكن مؤسسات الأعمال من خلق شياطين تجارية حاضرة، لكن دون جوهر ملموس"، وقال بولدينغ (1956): "إن العلاقة بين الصورة المؤسسية وسلوكيات المستهلك تبلورت في أن المستهلك لم يعد يصدق وافعاً، يجاوز ذلك ما تبعه ذلك الصورة لا سيما إن ألغفت بقناعة شخصية مشهورة تبث عبر أثير التلفاز.


وفي مقابل الانتظار الناتج لتمثيل الصورة المؤسسية على أسس مبتكرة فإن أعمال أوسوليفان إي أل (1944) كانت البداية الأولى في التعامل مع الصورة المؤسسية وفق معاناتها الأصلية كتمثيل بصري للواقع والذي تتبلور أهميته في عملية فين العالم من حولنا سواء من حيث كوننا موظفين أو مساهمين في الشركة المعنية.

ومن الأمثلة الجديدة بالذكر هنا المؤسسة البريطانية للبيع بالتجزئة "ماركس وسنسر" وهي شركة عامة محدودة والتي تاشى ما أن ليو تصميم صورتها المؤسسية فكرة جرب عن التجهيز، وتعود الحيوية التي تزخر بها تلك المؤسسة إلى أساليب التعامل التي تتبعها والعلاقات المبتللة التي تملكها أكثر من مجرد ترويج تجاريها في الأسواق. ومع ذلك فإن واقعها الحالي والمتمثل فيما ألت إليه تطلعات المساهمين بخصوص تزامنها الذين أصرروا عليها يفرض عليها تجديد صورتها المؤسسية الحالية إن كانت حقاً تشد التطور والإلتاز بتقييمها المؤسسية.

وأصر آخر ذا صلة هذا هو تعريف ماكرويكر للصورة المؤسسية حيث قال: "هي الناتج الكلي للمؤسسة بما في ذلك خلطها ومشاري🛡ها وأهدافها." إن القول بأن الصورة المؤسسية تشمل منتجات الشركة وخدماتها وسلوكها الإداري وعلاقاتها وتصرفاتها المؤسسية حول العالم إذا حققاً بذلك وصفاً لأي مؤسسة تم في مرحلة أزمة حيث يتحمل عليها إعادة تقييم المجمل الإيجابي لكل تلك العناصر الإدارية الممثلة لها، إن مثل هذا التقييم هو ما سيؤمن للشركة استرجاع مزاياها السابقة في السوق أو زيادة حصولها وشعبيتها لدى المستهلكين. وقد تطورت صورة مؤسسية معتدلة مع الوقت لتصبح ما يصفه بورستن (1963) بالحيادية التي لا تحتمل أي مواجهة، ويؤكد ذلك ما
الهوية المؤسسية

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

الهوية البصرية

أيا كان النطاق القيادي الذي يتمتع به الرئيس التنفيذي لشركة ما فإنه يتوجب عليه أن يمثل قيم الثقافة المؤسسية الخاصة بشركته وأن يعزز الشبكة الثقافية المتبقية من إدارته. إن الشبكة الثقافية تلعب دوراً مهماً في فهم الهوية المؤسسية وفي الجدول 1-3 نموذج تقريبي لهوية بصرية:

<table>
<thead>
<tr>
<th>المهنية المتتيبة</th>
<th>الاستراتيجية</th>
<th>الموضوعية</th>
<th>الأهداف</th>
</tr>
</thead>
<tbody>
<tr>
<td>دراسات تقصي للتعبير</td>
<td>معرفة أراء المؤسسات والمنافسين</td>
<td>تحليل التعبير المؤسسي</td>
<td>تحليل الوضع</td>
</tr>
<tr>
<td>المؤسسية والطابع الابتكاري للمستهلكين</td>
<td>الانفجارات والمخاطر</td>
<td>إنتقاء استراتيجي للأشكال والمواصفات المنافسة</td>
<td>تصميم استراتيجي للابتكار</td>
</tr>
<tr>
<td>قائمة جرد الأداء والمواطنين</td>
<td>خلق طابع ابتكاري ذا تأثير مميز</td>
<td>بناء مجموعة من عناصر تطبيق الاستراتيجية وفق التصميم</td>
<td></td>
</tr>
<tr>
<td>نظام وإدارة عملية التطبيق</td>
<td>تطبيق الاستراتيجية وفق قواعد وتوجهات متوازنة</td>
<td>التحكم بجودة الابتكار</td>
<td></td>
</tr>
<tr>
<td>تنفيذ المخرجات الأولية في الهيكلة وتطويرها وتجديدها</td>
<td>تقصي تأثير الابتكار</td>
<td>مراقبة وتصنيع وتعديل الابتكار المؤسسية</td>
<td></td>
</tr>
</tbody>
</table>
إن الهوية المؤسسية البدنية تعزز الصيغة المؤسسية وفق أبعاد متداخلة من الوضع والتفاوض والأعمال والشفافية والتطبيق، وذلك وفق دراسة قام بها فان دن بوس و دو جونغت وفتين (2005). فقد أكد الثلاثة أن الهوية البدنية تدعم الصيغة المؤسسية من خلال "التصميم المؤثر والتطبيق الفعال على نطاق من تلك يحملون الهوية ويكيبيديا أعضاءهم." (ص 115)

علم الدلالة: العلامات والإشارات التجارية

لقد بدأ اهتمام محور التجارة العالمية يزداد في دراسة العلامات والرموز ووبعده خاص العلاقة بين كتابتها ولفظها ومدلولاتها في العالم الحسي أو عالم النظريات. فللوغلي في النقوش والقوامات التشكيلية وما يشكله دلالات العلامات التجارية من قيم لأصحابها وبالتالي احترام ذلك كله قد أصبح يشكله اهتماماً للمسؤولي وغيرهم من يسمون إلى التأثير على المستهلكين والمسؤوليين في الخارج. ففي علم تراكم في المعلومات تحسب المنافسة في ولاء العلامات التجارية على مستوى المنتجات والموديلات. وفي أحيان كثيرة تتغير أولويات الميزانية المالية للعلاماتлежаزة لتركيز التغيير المبدع والاحصيف في تضمين ولون العلامات وإشارات التجارة بدأ من المستوى الأصغر والمتميل في المنتج التجارية نهاية إلى المستوى الأكبر والمتميل في المؤسسة.

في عام 2006 وحين إعادة تصنيف الحملة الترويجية لألمانيا تحت شعار "أرض الأفكار – حانت ساعة بناء الصداقات" تبين أنه من الصعب الامكان بناء علاقات الحب العالمية الثانوية. فقد أشارت دراسة أجريتها العلاقات العامة أن الشباب لم يعد يحمل تأثير القصير كما كان يفعل أبوهم وأجدادهم منذ سنوات عديدة. وأنهم بالتالي قد أبدعوا الترويج الحكومي الداعم تحت شعار "أنت ألمانيا" وذلك لمبادلات كس العالم الحاضرة في إستاد ليزينغ. وقد روجت تلك الحملة لألمانيا جديدة ذات موسفية عربية وفن وثقافة ألمانية تملئ نجمة الشرق تمثل دور الرئيس وذلك كله علي خلفية عدد حضاري على النطاق البريطاني (الفترة 4، أخبار المملكة المتحدة، 1 أبريل 2006).

ويحسب الدراسة في ألمانيا تشكل عملية رصد وتطوير العلاقة والهوية إجراء معاقداً وأبعاد نفسية وسلوكية متداخلة. فعلى الرغم من التوقعات المختلفة للمسؤوليين فإن الرسالة المخصصة لا بد من أن تصل إليهم على اختلاف مشاكلهم وفق مواقف متعددة مع الاحتفاظ بصورة ذات جوهر. إن ما أسماء أو سوليفان إل بي (1994): "التمثيل البدني للاطفال" أي الصورة المؤسسية القائمة على صورة واضحة لا بد وأن يتم صنعه بشكل ملحوظ وقابل للقياس فنذاك وحده يمكن إدراك الميزة التنافسية.
الجوهر في مقابل النمط الخارجي

اقترح دولنغ (1993) أنه يتوجب اعتبار تأثيرات الأداء الجماهيري التي تحققت عبر برامج الهوية المؤسسية والبرامج الدعائية وكذلك اعتبار الآراء المتغيرة للمستقبلين والتي تتابعا الموظفون وذلك لقياس الصورة والثقافة المؤسسية على الصعيد الداخلي. وعلى عكس المثل، فإن التغييرات تجلل التحكم الفردي وتصبح ضرورية ولا بد من التأكد من أن كلاً من المستويات وسلسلة التغييرات تصب في المسار الصحيح إلا ستتطلب عواقب وخيمة. إن استراتيجيات العوامل المؤسسية في أي شركة تسعى لتغطية كافة الجوانب التي يدركها أو يجب أن يدركها المساهمون. ويجادل ستاني (1991) أنه لا تستطيع أي مؤسسة أن تدعو المساهمين عبر الاعتلال المفرط. إن العوامل المؤسسية تصبح فعالة فقط حين تبعث رسائل قوية وجغرافية قائمة على قيم وأهداف صحية ومقبولة على الصعيد الداخلي والخارجي وذلك من خلال أفضل الممارسات المهنية.

شکل 3.1 خواتم استراتيجیة علیات العلاقات العامة

ويعتقد ستانلي (1999) أن نماذج الهوية المؤسسية حین تتضمن المتغيرات الاستراتيجية الثقافية للمؤسسة والعلاقات المؤسسية والعلاقات المتكاملة ت kaoك تعود أكثر تحديدًا لممارسة إدارية حديثة. لقد تقدمت الفم المؤسسية إلى الصدارة لا سيما في عصر التواصل العلوي الحالي. وقد قدمت الاتجاهات تحديا من نوع جديد لحمال الصورة المؤسسية و هو الجدل حول المسؤولية المؤسسية تجا معالج و عليه فالمستقبل الأخلاقیة قد تتبثق من أي جزء من العمل المؤسسي لتشكل فعليًا جزءًا من جوهر عملها.

الصيغة المؤسسية

لم يحدث جدل حول نماذج التقييم للممارسات المؤسسية والصيغة المؤسسية كناية حدث في نطاق الشركات الأمريكية متعددة السنوات. وقد تم توجيه استبان لقراء مجلة فورتشن لتصنيف الشركات الكبرى في القطاع الاقتصادي المحيط بهم وذلك وفقاً لـ 1000 لقياج ثمان عوامل رئيسية هي جودة الإدارة وجودة المنتجات ورودة الخدمات والتأثير الخارجي والقدرة على جذب الموظفين وتطويرهم واحترامهم بهم وحسن استخدام الديانات والقيم المؤسسية بشكل استمرار بعيد المدى والقدرة على الإبداع والانفتاح وأخيراً المسؤولية المؤسسية تجاه المجتمع والبيئة.


ومن الملاحظ أن فان ريل لم ينجح في خلق صلة إيجابية بين مفاهيم الصورة المؤسسية والهوية المؤسسية والصيغة المؤسسية وفق أسس قابلة للقياس بل بل بما في مواضيع كثيرة استخدامها للمفاهيم ذاتها بصورة تداخلية ومع
ذلك فإن جهوده في ميدان الدراسات التطبيقية للصورة المؤسسية والأساليب المتعددة في الاستعمال قد تسببت للمختصين في مجال العلاقات العامة إلى أن جودة البحث لا تنكر وحسب نوعية الأساليب المتعددة بل وأيضاً بوجود الأسئلة المطروحة حيث يجادل بأن زملاءنا أن درجة تفصيل السؤال بعدد الدرجة الممكنة من دقة الإجابة ويرجع قالراً: "إن الشركة حين تسعى لمعرفة المزيد عن صيغتها كمؤسسة فإن ذلك يحمي عليها صياغة دراساتها بعمق أكبر". ويشمل الشكل 2-1 تقنياً نموذجاً للايكو للدراسات وهي مؤسسة تخصصية عالمية في مجال تحليل وتذكير الصيغة المؤسسية.

مجرات الصيغة المؤسسية (مصنفات ذاتية)

وفق حجم التفاعلات الإيجابية مقابل التفاعلات السلبية

المؤسسية المؤسسية تجاه المجتمع / الأكليات /
الحكومة
خدمة المجتمع الافتراض الأكليات، مؤسسة تجاه
البيئة، الحكومة المؤسسية، شفافية
المؤسسية التجارية
المؤسسية / الالتزام، الترويج، التصميم،
الإدارة، السلامة، الأمن، الأعراض، الموثوقية
بكلفة، خدمة، الضمان
مكان العمل / البيئة
الأمن والسلامة في العمل، العلاقات العائلية
العوامل ضد الشركة، العوامل ضد الأفراد
جماعات الأقران، التدريبات

الشكل 2-2 محرارات الصيغة المؤسسية

ولا مطالبة أن ذلك دلالاته حين اختيار الاستشاريين الذين يفترض فهم الموضوعية عند تقييم الصيغة المؤسسية لشركة ما. وعليه تهدف مهمة إجراء الدراسة، إلى ليونغ وغاري ونا و لوري (1994) قد ناقشوا مسألة أن الدراسة تكون أكثر إحكاماً وشمولًا فيما لو أن المؤسسة المختصة بإجراء الدراسة لا تملك أي علاقات أو معرفة مسبقة بالشركة المختصة. في مثل تلك الحالة يمكن أن تتوفر لشركة العملية فرص الحصول على عدد أكبر من الأفراد في عملية الاختيار. وأيضاً فإنه يتم تفضيل المؤسسات الاستشارية ذات الصلات الدولية ليس فقط من قبل العمال.
الراغبين بالصفقات الدولية وإنما أيضا من قبل أولئك المشاركين في المشاريع الوطنية. والسبب في هذا التفضيل كما يوضح الثلاثة هو: "تم 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 الصفة المؤسسية ليس مقياسا لتحديد المخاطر " وأن كل العاملين يشكلان مفاهيم مختلفين تماما".

إيوينغ آي آل وجد أن المؤسسة التي لا تستشرع أو تميز أن لديها مشكلة ستنتظر بعين الريبة إلى أي مصدر خارجي بنيتها إلى واقع وجود مشكلة لديها وبالتالي تصبح أكثر حيوية عند تقأ نصائح لا تسعى إليها بداية. ولكن في البيئة الحالية للمؤسسة المؤسسية فإنه لا يمكن لأي مؤسسة أن تعام باتخاذ خطوة مكابرة أو لامبالاة كذلك أو أن تتقاعس عن تحديد ملامح استراتيجية لعلاقاتها العامة.

الحملة الدعائية لسانتادرد بنك في أفريقيا الجنوبية

لقد جرد أحداث هذه الحملة الدعائية التي أسَرت قلوب وعقول سكان جنوب أفريقيا بالتزامهم مع حملة التكافل الوطني للحالة بعد عشر سنوات من الديمقراطية في جنوب أفريقيا. ففي هذه الحملة قام سانتادرد بنك بتوظيف ما يزيد عن 800 موظف جنوب أفريقي ورفعت من مغولات عن الشركاء من الآخرين. وبقبول تدلي المشاركة في الحملة عمل المواطنين على وضع أهدافهم على ضوء وعي عميق بالعلاقة التجارية لسانتادرد بنك ورعباتها الفعاليات وممارساتها الاستدامة على صعيد المسئولية المؤسسية تجاه المجتمع.

التحديات والفرص

أطيقلت شهرة سانتادرد بنك الأفات وذلك كعلامة مصرفية مومقة حازت على التقدير والاحترام، وهي بالأصل جزء لا يتجزأ من نسيج جنوب أفريقيا على مدى مائة وستين وأربعون عاما وتمثل فروعها في ثمان وثلاثون دولة. وعلى الصعيد المحلي فإن سانتادرد بنك قد تم التصويت لها بالمرتبة الأولى في الخدمات المالية على مدى الأعوام السبع السابقة وذلك وفق استفتاء مركز ماركيز للدراسات. وقد تصدرت أيضا قائمة تصنيف عشر أكثر علامات تجارية تحوّل التقدير والثقة في جنوب أفريقيا.

وقد تم الاحتفال بالذكرى العاشرة للحرية في جنوب أفريقيا في عام 2004 وفي الرابع عشر من إبريل تم الاحتفال بانتخاباتها الحرة الثالثة. وبدأت سانتادرد بنك بتقديم مجموعة شركات مناجا كارتا بمهمة وضع وتنفيذ تصورات استراتيجية لحملة وطنية شاملة تعطي الإعلام والعلاقات العامة.

50
الدراسة

استنتجت الدراسة الجزء الأكبر من بياناتهما من قاعدتي الدراسات الدعائية Adex و AMPS (أ.م.ب.س) و (أنكس) وذلك لتعزيز مكانة ستاندرد بنك في السوق التجاري وفق الوزن الدعائي والظهور الإعلامي وحجم الأنشطة وأنواع الأسواق المستهدفة ديموغرافياً وفكرياً وذهنياً.

الخطة الاستراتيجية

تبلورت الأهداف الرئيسية للحملة حول ما يلي:

• أن تستهدف الحملة كلاً من الإعلام والعامة والأفراد العاملين في المصرف
• أن تؤسس الحملة عدالة العلامة التجارية للمصرف ومكانتها القيادية
• أن تحقق وتعزز جماهيرنا بالحملة من خلال إطلاق رسائل دعائية متميزة وأن تشجع المشاركة في الترويج الدعائي للحملة
• أن تتوعس بصورة مؤثرة في كل من عدد الفعاليات النشطة حالياً وفي استراتيجيات رعاية المصرف للفعاليات
• أن تقدم أشعة توضيحية على ما قدمه المصرف من خدمات وأنشطة لتي تتيح الفرصة والتفاوض لدى موظفيها وذويهم.

تقييم الدراسة

أدت بعض نتائج البحث إلى المعطيات التالية:

• وجود نسبة 25% من الذكور وهم رجال متزوجون ولهم أطفال وخلت هذه النتيجة من أي تحيز عرقي ظاهراً;
• بلغ معدل دخل الأسرة 22,272 رانداً و معدل دخل الفرد 6,272 رانداً;
• بلغ متوسط عمر الفرد في السوق المستهدف الأولي 30 عاماً و في السوق المستهدف الثاني 35 عاماً;
• بلغت نسبة المهتمين برياضة الكريكيت 40% ، ونسبة المهتمين برياضة الرجبي 43% ونسبة المهتمين برياضة كرة القدم 40%؛
فقد تم إطلاق الحملة في منتصف يناير وأكتملت في السابع والعشرين من أبريل 2004 وهو يوم حرية جنوب أفريقيا. وقد روجت ستاندارد بنك استمرارها المؤسسي المجتمعي القوي لتسخير ما أنجزته كمؤسسة وما لا زالت بصدد إنجازه وذلك مساهمة منها في جعل جنوب أفريقيا وطناً أفضل للجميع. وبالإضافة إلى ذلك فإنها قد قدمت مبادرة لأفراد من موظفيها ومن العامة من كافة مناطق الحياة وذلك لتعزيزهم عن تفاوضهم الشخصي وتعزيزهم بقدرتهم على المساعدة في تقديم مختلف سبب مستقبل بدلهم.

وقد تم ابتكار دعائية وحيدانية عبر التلفاز ساخنة في تنفيذها كل من السينما والمطبوعات والإذاعة حيث تختلف تلك الدعائية بعバレ: "أربع وأربعون نسمة في أمة متحدة ومصرف واحد صادق الإلتزام". وكان الغرض من هذه الدعائية أن تبتز رسالة فحواها أن تعد الحضارات المتعاهدة في جنوب أفريقيا ينهر أمام تاريخ مشترك يوحدها فعليا.

وقد تم اعتماد ذات الفكرة لمجمل حملة العلاقات العامة. وقد تم كذلك التركيز على عرض رعاية ستاندارد بنك للفعاليات الرياضية ويشمل رياضة الكريكت وذلك لموسيقى الجاز والفنون بالإضافة إلى استمتعاتها في المبادرات التعليمية. وتم اختيار أساليب مبتكرة لتوصيل الرسالة إلى البيوت وذلك عبر الأسوار التي تم تصميمها. مرد دال على الفجر بجنوب أفريقيا وتوزيعه بمثابة.

وقد تم التعاون مع شركة محلية لتصنف بديوياً ما يزيد على مليون إسوارة مما خلق فرصاً وظيفية لأكثر من ثمانيون عاطل عن العمل. وقد كان هذا التعاون أكبر مبادرة من نوعه على مستوى جنوب أفريقيا. وتقدر ضخامة هذا المشروع فإن متطلبات المواد الخام التي تم توظيفها لم تقل عنها ضخامة. فقد استغرقت الرحلة لجلب

بلغت نسبة من يستخدمون الإنترنت 37% وكان الاستخدام الرئيسي هو تلقي المعلومات عبر البريد الإلكتروني ووصول لهؤلاء تعامل مصرفي حيث يملأ 75% منهم حسابات توفير، و30% حسابات إدااع بالشيك، و32% يمكن بطاقات ائتمانية و 19% يجدون حساباتهم المصرفية من خلال أجهزة

الصراف الآلي.

وقد كانت الرسالة الأولية للحملة هي: "إن ستاندارد بنك هو الداعم الأكبر لجنوب أفريقيا. وإننا لفخورون ومتفائلون. مستقبل هذا البلد وبيته وإتنا نسنتمر في الاستدامة لمزيد من التطور والتنمية المستدامة في جنوب أفريقيا. "

أما الرسالة الثانية للحملة فقد كانت أن يكون على الذين يدعمون الحملة أن: "يشترى إساور ليزردة كرمز للفخر وتفاوضهم بالمستقبل على أن تذهب عوائد بيع تلك الأسوار إلى ستاندارد بنك لتوزعها بالنا على المنظمات المستحقة".

استراتيجية تشغيل العمليات

فبما ليس من مختلف، فإن في مدى مستقبل بنك،
خرزات الأسوار من الصين تسمى أيام وذلك في حموله خمسة أطنان من الخرز إضافة إلى خمس وثلاثون كيلومتر من المطاط تزن طنا واحداً.

وقد تم تشجيع الأفراد العاملين والغامة علي شراء الأسوار بعد أن رأى رائد تمت عمليات البيع من منصات انتشرت عبر أنحاء الدولة بما في ذلك شبكة فروع ستاندرد بنك الوطنية، ومن الأمكاني التي تم توزيع تلك المنصات فيها منصات العرض في مبارة الكركيت الوطنية بموجبة فريق الهند الغربية وفي التالي عشر مركز تسويق وطني وفي مواقع فعاليات موسيقى الجاز وفي غالرية ستاندرد بنك.

وقد جرى التدوين بأنه سيتم التبرع بعائدات بيع الأسوار لمركز الرياضيات للمعلمين المحترفين وهي منظمة وطنية تعهدت برعاية وتطوير شباب أفريقيا المحتجزين. ومنذ عام 1992 ساهمت ستاندرد بنك بما قدره 779,500 راندا لصالح منهج دراسة في هذا المركز. كما تعهدت ستاندرد بنك بإعداد القرآن لبعض الملامح المختصر خمسين تمادة من المناهج الرياضية الفوارة لحضور أول مبارة كريكيت مسرعة. وقد انتهى مشروع رابطة الكركيت هؤلاء التلاميذ الذين تم استقبالهم برامج ترفيهي على مدى يوم كامل يشمل بما فيه مبارة المواجهة مع فريق الهند الغربية.

والأهم من ذلك أن ملكية الحملة كانت تتحرك دافعا داخلي يستهدف موظفي ستاندرد بنك والبالغ عددهم 36,000 موظف. فقد تم توصيل المعلومات المتعلقة بكافة تفاصيل الحملة عبر استخدام قناة الستاليت الداخلية لتلفزيون ستاندرد بنك وعن صفحاتها الداخلية وملفات الإعلانات الداخلية والشعارات الدعائية... الخ. وشمل المصرف كل فرد عامل على شراء الأسوار وحزمتهم على ترسيخ الرقمية بين العملاء والزبائن والعائلات وأقامت لهم حفل نموذجيا بمناسبة يوم حرية جنوب أفريقيا وذلك في العام السابق من عطلته الرسمية في البلاد.

نتائج تقييم الدراسة

تمكنت الحملة من تحقيق نتائج إعلامية إيجابية في الإعلام الوطني والإقليمي والتي شملت المطبوعات والبث الإذاعي والโทรفيزيوني وشبكة العلاقات العامة الإلكترونية وذلك بما يزيد قيمته عن 500,000 راندا وحصلت Math 1362,300 راندا وقد علقت شارنجيت شان المدير التنفيذي لمصرفق: "سيستفيد بشكل فعال عشراً الألف من الأطفال من برامج الرياضيات. إننا لا نستطيع أن نلقي النشوة لتفقيأ آملياً ومفاهمهم الرياضيات، فرس تلك المبادئ والمفاهيم يطلب دعماً مادياً حقيقياً يمثل في تزويد المدارس بالجهزات وبرامج التدريب المناسبة. وهذا قد أصبح متاحاً بفضل بيعت ستاندرد بنك وهذا بلا شك سيساهم في تطور تعليم الرياضيات في بلدنا.

53
تطبيقات

بناءً على المعلومات الواردة أعلاه:

أ. أشرح دور ارتباط حملة العلاقات العامة بكل من الصورة المؤسسية والهوية المؤسسية في رفع معنويات عشرينات الألف من مواطني جنوب أفريقيا.

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

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

د. ما هو الدور الذي يلعب علم الدلالات في نجاح الحملة؟

ه. كيف تمكنت الحملة الاستراتيجية من توظيف الاستثمارات الاجتماعية بعيدة المدى في عملية تطوير أعمال ستاندرد بنك؟
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.

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.

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.

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

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 ترويج / الطلب المتزايد to ensure the overall business context. In addition, business jargon was implemented through expressions such as ترويج المبيعات / هبوط الأسعار.
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'.

ما دعي أمثال نيومان (1956) إلى التعليق قالا: '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 (1956): "إن العلاقة بين الصورة المؤسسية وسلوك المستهلك تطورت في أن المستهلك مي بعد بصدق واقعا عد ذلك الذي تعكس تلك الصورة لا سيما إن علقت بقناعة شخصية مشهورة تثبت 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 مير (1961) اعتبروا أن العلاقة التجارية إنما تمثل رمزا حاضرا وملموس. إلا أن جورب (1992) قد جادل بعد ثلاثين عاما قائلا بأن المباغة في ربط الصورة المؤسسية بمؤثرات بصرية خارجية كالعلامة التجارية قد هبط حرفية تصميم الصورة المؤسسية وذلك لأنه يرى أن حيوية الصورة المؤسسية إنما تكمن في المؤسسة ذاتها والأسلوب والعلاقات المتبادلة التي تنتجهما في الأسواق. برستين (1991) يدورة يرى أن الصورة المؤسسية يمكن
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 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.

5.2.2. 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.
5.2.3. 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.

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 captured the hearts and minds of staff members / التي أثرت على قلوب وأذهان الموظفين من البنك). An example of lexical is (44 million people. One nation. One truly committed bank).

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."

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 : وهذا قد أصبح متاحا بفضل (تبرعات ستاندرد بنك وهذا بلا شك سيساهم في تطوير تعلم الرياضيات في بلدنا). Also, semantic pragmatic 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.
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.)

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
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 هاتف التواصل المؤسسي / العلاقات الإعلامية التسويقية. The accurate choice according to the actual scope of work and functions is هاتف التواصل المؤسسي. Moreover the term هاتف 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:
5.3.2. 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: صفقات / مشاريع دولية
5.3.2.10. Best Practices: خبرة مهنية

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 الإشارة and Livery into العلامة. 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 = مارا البحار, Industry= الصناعة, International= الدولية is altered by the new combined form and, accordingly the terms were translated into: عالمية, تخصصية, دولية.

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 الذكر 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 وتغني 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 محدد. وهي المقياس الذي
من خلاله يقيم العامة مزايا شخص أو شيء 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.htm

67
The following is an example of the three parts identified in one of the above definitions:

**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.

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](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: الشهيرة. Another is the term corporate reputation: الصيت. It was the dialect use of the words الشهيرة / الصيت / الشهرة that determined the final decision of choosing الصيت rather than الشهيرة. The dialect use indicates that الصيت reflects more the positive implication of fame while الشهيرة 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 theصيحة 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’.

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
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 through 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
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 160 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.
REFERENCES

TRANSLATION TITLES


**BUSINESS & BUSINESS COMMUNICATION TITLES**


WEBSITES


LITERATURE TO BE TRANSLATED

<table>
<thead>
<tr>
<th>Word/Phrase</th>
<th>Suggested Renderings in Arabic</th>
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<tr>
<td>Added value</td>
<td>القيمة المضافة</td>
</tr>
<tr>
<td>Advertising Promotion</td>
<td>ترويج دعائي</td>
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<tr>
<td>Aesthetic Impact</td>
<td>تأثير الابتكار</td>
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<td>British People’s Psyche</td>
<td>ذهنيّة الشعب الإنجليزي</td>
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</table>
22. Broadcast
23. Budget
24. Buyability
25. Celebrity
26. Celebrity – driven society
27. Cheque Account
28. Community Service
29. Competitive Advantage
30. Consistency
31. Consultants
32. Consulting Firm
33. Corporate Accountability
34. Corporate Assets
35. Corporate behavior
36. Corporate Citizenship
37. Corporate Communication
38. Corporate Expression
39. Corporate Governance
40. Corporate identity
41. Corporate image
42. Corporate Social Responsibility
43. Credit Cards
44. Cultural diversity
<table>
<thead>
<tr>
<th>No.</th>
<th>Term</th>
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<tr>
<td>45</td>
<td>Cultural Values</td>
<td>القيم الثقافية</td>
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<td>46</td>
<td>Cultural Web</td>
<td>الشبكة الثقافية</td>
</tr>
<tr>
<td>47</td>
<td>Customer Impression</td>
<td>اتباع المستهلكين</td>
</tr>
<tr>
<td>48</td>
<td>Customer Perception</td>
<td>آراء المستهلكين</td>
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<tr>
<td>49</td>
<td>Differences</td>
<td>الفروقات</td>
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<td>50</td>
<td>Diffused Image</td>
<td>صورة خافتة</td>
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<td>51</td>
<td>Distinctiveness</td>
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<td>Drivers</td>
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<td>53</td>
<td>Drop in sales</td>
<td>هبوط المبيعات</td>
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<td>54</td>
<td>Emotive</td>
<td>وجداني</td>
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<td>Employees</td>
<td>الموظفون</td>
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<td>Environmental Responsibility</td>
<td>المسؤولية تجاه البيئة</td>
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<td>Ethical Investments</td>
<td>الاستثمار الأخلاقي</td>
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<td>59</td>
<td>Ethics</td>
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<td>Excellence</td>
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<td>Executive Director</td>
<td>مدير تنفيذي</td>
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<td>62</td>
<td>Financial Services</td>
<td>الخدمات المالية</td>
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<tr>
<td>63</td>
<td>Financial Soundness</td>
<td>الإئتمان المالي</td>
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<tr>
<td>64</td>
<td>Foreign Partnership</td>
<td>شركات أجنبية</td>
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<td>65</td>
<td>Fuel Cell Technology</td>
<td>تقنية خليه الوقود</td>
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<td>66</td>
<td>Fuel Efficiency</td>
<td>الطاقة المتجددة</td>
</tr>
<tr>
<td>67</td>
<td>Global Communication</td>
<td>التواصل الدولي</td>
</tr>
</tbody>
</table>

86
| 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 | مندخلات |
| 75. | Integrated communication | العلاقات المتكاملة |
| 76. | International Expertise | خبرة عالمية |
| 77. | International links | 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 | العلاقات 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 | انتزاع الشهرة / معروفة |
| 90. | Lower of share price | هبوط أسعار الأسهم |
91. Multinational Companies
92. Market Position
93. Marketers
94. Mass Communication
95. Measure of Risk
96. Media Coverage
97. Micro
98. Minority Groups
99. Mission
100. Multinational Companies
101. National
102. Not influential
103. Operational Strategy
104. Output
105. Overseas projects
106. Ownership
107. Passive
108. Perceptual Components
109. Physical World
110. Policy
111. Positioning
112. Poster
113. PR Campaign
114. Procedure
115. Product image
116. Profile
117. Pseudo – ideal
118. Public
119. Public Relations
120. Quality of Management
121. Quantifiable
122. Referents
123. Regional
124. Reliability
125. Reputation
126. Reputation Audit & Analysis
127. Saving Accounts
128. Self-styled image
129. Similarities
130. Situation Analysis
131. Specified Image
132. Sponsorship
133. Staff
134. Stakeholder
135. Stakeholder expectations
136. Stakeholder Relations
137. Stakeholder sentiment
138. Stakeholder sentiment
139. Strategy
140. Style
141. Substance
142. Sustainability
143. Sustainable
144. Synthetic
145. Tangible
146. Target Market
147. Technique
148. Trading statements
149. Training
150. Transparency
151. Uninvolved
152. Variables
153. Visibility
154. Vision
155. Visual Identity
156. Visual representation of reality
157. World of ideas
158. Yielding
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.