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**ABSTRACT**

**RHETORICAL ANALYSIS OF SUNOCO, INC. CHAIRMAN AND CHIEF  
EXECUTIVE OFFICER ADDRESS TO THE WORLD FUELS CONFERENCE**

*REQUIREMENTS FOR ECONOMIC AND ENVIRONMENTAL COMPETITIVENESS IN THE 21ST  
CENTURY*

**REMARKS BY ROBERT H. CAMPBELL  
CHAIRMAN AND CHIEF EXECUTIVE OFFICER  
SUNOCO, INC.  
BEFORE THE WORLD FUELS CONFERENCE  
WASHINGTON DC, OCTOBER 23, 1997**

by  
**Arleny C. Barrios**

The present thesis examines the rhetorical dimensions of the speech presented by Sunoco, Inc. Chairman and Executive Officer before the World Fuels Conference held in Washington DC, October 23, 1997. The focus of the thesis is to examine the effectiveness of the speech. Principles of rhetoric were explained and applied to evaluate the effectiveness of the speech as a means of persuasion. The rhetorical analysis of the speech illustrates how language can be used as a symbolic means of inducing cooperation from individuals.

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**Arleny C. Barrios**

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To my friends

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## EPIGRAPH

*One fact that emerges from a study of the history of rhetoric is that there is usually a resurgence of rhetoric during periods of social and political upheaval. Whenever the old order is passing away and the new order is marching - or stumbling - in, a loud, clear call goes up for the services of the person skilled in the use of spoken or written words.*

Edward P. J. Corbett and Robert J. Connors. *Classical Rhetoric for the Modern Student*, 4<sup>th</sup> Edition. New York: Oxford University Press, 1999.

# CHAPTER 1

## INTRODUCTION

### 1.1 Objective

The objective of this thesis is to present a rhetorical analysis of a speech presented by Sunoco Chairman and Executive Officer (CEO) Robert H. Campbell, before the World Fuels Conference in Washington, DC, on October 23, 1997. The topic of the speech is the need for corporations in the hydrocarbon fuels business to keep a balance between economic and environmental issues and, at the same time to remain competitive.

Rhetoric is the art of speaking or writing effectively. In other words, rhetoric is the study of principles that deal with the use of discourse either spoken or written to inform, persuade or motivate an audience. The text, the context and audience, and the speaker are considered constituents of the rhetorical act. The rhetorical act is the speech analyzed in this thesis.

The rhetorical analysis will enable us to study the potential effectiveness of the speech. To explicate the effectiveness of the speech, six theorists were chosen: Edward P. J. Corbett, Robert J. Connors, Kenneth Burke, James R. Andrews, Michael C. Leff, and Robert Terrill. Using the three modes of persuasion as interpreted by Edward P. J. Corbett and Robert J. Connors, I examined speech text for the presence and potential effectiveness of appeal to reason, appeal to ethics, and appeal to emotions. For instance, the speaker cites a number of examples to illustrate that environmental compliance and economic wealth can co-exist. Did the use of these examples have the potential to persuade the audience that environmental compliance and economic wealth can co-exist?

The speaker addressed issues in his speech that were in the audience's interests. By doing this, the speaker has the potential to appeal to the audience through identification as described by Kenneth Burke. Did this approach have the potential to persuade the audience?

I chose parts of the speech and applied Corbett, Connors, and Burke theories to analyze the potential effectiveness of the speech. I also analyzed the context and audience and the speaker as described by Andrews, Leff, and Terrill by investigating the environment of the conference, type of audience, and background of the speaker to briefly show the rhetorical act.

This speech was given at the World Fuels Conference in Washington, DC, on October 1997. This conference is held every year in Washington, DC. Attendees included CEOs of two petroleum refining companies in the United States and one petroleum company from Venezuela in South America, 11 government representatives, and five environmental regulators. There were 10 speakers in the conference. See appendix for list of attendees.

These meetings are held on a yearly basis to discuss current affairs that impact the petroleum industry. And one of the current issues is the compliance of environmental regulations.

## 1.2 Background

Public discussion and debate of important issues are a crucial way of solving or contributing to the solutions of problems. The speech analyzed in this thesis used public discussion to address an important issue for the oil industry. This issue is the environmental impact on the economy of the industry.

The petroleum industry has been facing challenging times since the 1980s as a result of environmental regulations. The speech chosen for this rhetorical analysis focuses on the need for a balance between environmental regulations and a healthy economy of the petroleum industry.

The environmental compliance is the greatest challenge this industry faces that has an impact on their economy. The petroleum industry spends millions of dollars to modify existing facilities to be in compliance with environmental regulations.

An example of environmental spending is given in Sunoco's 1997 Health, Environment, and Safety (HES) and Coalition for Environmentally Responsible Economies (CERES) Report. Sunoco has been publishing this report since 1993.

The figure below shows Sunoco's environmental spending in millions of dollars in the United States for the period of 1993 to 1997 (Sunoco's 19997 HES/CERES Report, 6).

<b>Environmental Spending in the US (Millions of Dollars)</b>		
<b><u>Year</u></b>	<b><u>Capital Spending</u></b>	<b><u>Expense Spending</u></b>
1993	115	177
1994	203	271
1995	60	286
1996	29	222
1997	23	226

**Figure 1.** Environmental spending in the United States

Capital spending includes all environmental expenditures considered as capital improvements. Examples include air and water pollution control equipment as a result of the Clean Air Act and Clean Water Act implementation and Sunoco's aboveground storage tanks inspection program and pipeline testing and replacement.

Expense spending includes operations and maintenance costs for pollution abatement equipment, remediation and cleanup costs, waste disposal, contractor costs, personnel expenses and the costs to produce reformulated fuels. Reformulated fuels are fuels that have been chemically rearranged to prevent air pollution.

The CERES Report was created by the Coalition for Environmentally Responsible Economies (CERES) organization and is completed annually by CERES companies. Sunoco joined the CERES non-profit organization in 1993. The CERES



organization was founded in 1989 and includes national environmental groups and religious institutions and labor organizations. Today, the Coalition member organizations represent more than 10 million people. CERES encourages the development of positive programs to prevent environmental degradation, assists corporations in setting policy, and enables investors to make informed decisions regarding environmental issues (Sunoco's 1997 HES/CERES Report, 14).

Observing the millions of dollars spent in environmental compliance indicate that there is a need to bring the economic and environmental issues to a balance if the oil companies want to remain competitive. The discussion of the balance between regulations and the economy gave the regulators the opportunity to see how environmental regulations impact the economy of this industry and country. And the presence of business people gave the regulators the opportunity to discuss compliance of environmental regulations. Communication between regulators and business representatives is essential to achieve the balance between regulations and economy. This type of conference makes this kind of communication possible.

As Sunoco's Chairman and Chief Executive Officer, Robert H. Campbell addressed the challenge of maintaining a balance between environmental regulations and a sound economy in his speech *Requirements for Economic and Environmental Competitiveness in the 21<sup>st</sup> Century*.

Mr. Campbell was elected Chairman of the Board of Sunoco in May 1992 and was elected Chief Executive Officer in September 1991. Previously, he was President from February 1991 until December 1996 and Executive Vice President from November

1988 until February 1991. He joined Sunoco in 1960. He has been a Director since 1988. Mr. Campbell is also director of Cigna Corporation and Hershey Foods Corporation.

Sunoco was started when business partners E.O. Emerson and J.N. Pew bought two Ohio oil leases in 1886. The company first refinery began in Toledo, Ohio in 1895 and the principal products produced were kerosene, gas oil, and fuel oil. In 1901 J.N. Pew purchased 82 acres at Marcus Hook, Pennsylvania. This purchase is the site for the Marcus Hook refinery, which began operations in March 1902. In 1901 Sunoco made its greatest oil discovery in Spindletop field in Texas. J. Edgar Pew went to Texas to secure leases and crude oil for Sun Oil Company. In 1912 J. Howard Pew and J.N. Pew, Jr. took over management when their father died. They were part of Sunoco for 70 years. In 1916 Sun Ship building and Dry Dock Company opened. The yard first tanker, S. S. Chester Sun, was built in 1917. Sunoco opened its first gas station in 1920 and in 1926 was the US first company to offer stock purchase plan for employees, giving them ownership interest in the company.

In 1937 the world first commercial catalytic cracking plant began operation at Marcus Hook refinery to meet fuel needs of World War II. Robert G. Dunlop became the company's third president. Mr. Dunlop was president from 1947 to 1970 and chairman from 1970 through 1974. In 1957 the company made a large oil discovery in Venezuela. In 1960 Sunoco conducted exploration and production in the North Sea. In 1965 North Sea Sun Oil Company, Ltd. was established. In 1968 Sun and Tulsa-based Sunray DX Company merged, expanding Sunoco's operations. In 1971 the Yabucoa Refinery in Puerto Rico opened.

H. Robert Sharbaugh became president in 1970 and chairman in 1975. Theodore A. Burtis became president in 1976 and chairman in 1979. Robert McClements Jr. became president and chief executive officer in 1985. Robert H. Campbell became president in 1985, chief executive officer in 1991, and chairman in 1992.

Under Mr. Campbell's direction, Sunoco endorsed the CERES Principles as a generic code of environmental conduct in 1993. The company began the implementation of new health, environmental, and safety performance standards in 1994, which provided a roadmap for conformance with the CERES principles. By adopting these principles, the company affirmed its belief that corporations have a responsibility for the environment and must conduct all aspects of their business responsibly by operating in a manner that protects the Earth.

The implementation and application of the CERES principles involved the protection of the biosphere by reducing and making continual progress toward eliminating the release of any substance that may cause environmental damage to the air, water, earth, or its inhabitants. Implementing and applying the CERES principles also involved sustainable use of natural resources, reduction and disposal of waste in a safe and responsible manner, energy conservation, risk reduction, production of safe products and services, environmental restoration, informing the public, management commitment, and audits and reports.

Sunoco's commitment to environmental compliance did not prevent the company in becoming profitable and remaining competitive. Looking at the company's financial performance from 1988 to 1997, Sunoco has been a profitable company (Value Line Publishing, Inc. 442).

The following figure shows Sunoco's net profits in millions of dollars (Value Line Publishing, Inc. 442).

<b>Year</b>	<b>Net Profits in millions of dollars</b>
1988	273
1989	275
1990	192
1991	70
1992	30
1993	193
1994	101
1995	131
1996	14
1997	284

**Figure 2.** Net profits in millions of dollars

The least profitable year for Sunoco was 1996, where the figure above indicates a net profit of 14 million. And the most profitable year was 1997 with a net profit of 284 million. The difference in profits between 1996 and 1997 is a result structural changes in Sunoco's operations. These structural changes began in 1995 with the restructuring of the company's operations into seven units and a shared service organization. The seven units are: Sun Northeast Refining, Sunoco Northeast Marketing, Sunoco Chemicals, Sun Lubricants, Sunoco MidAmerica Marketing and Refining, Sunoco Logistics, and Sun Coke. The shared service organization includes: Sunoco Engineering Group, Sunoco Health, Environment, and Safety Group, legal services, materials management, and financial services. These structural changes were in place by the end of 1996. The financial impact of these changes was reflected in 1997's financial performance.

This information on the company's environmental compliance and financial performance provide a background against which to place the rhetorical analysis of the speech.

The key point of the speech, that the petroleum industry can have both a healthy economy and compliance with the environmental regulations, is reinforced through actual examples of how various companies have complied with environmental regulations throughout the years and not only survived but profited. The speech stresses changing industrial processes and inventing new ways to prevent pollution before the manufacturing process begins by:

- Running the refineries more safely, reducing environmental incidents, and minimizing risks to the employees, neighbors, and customers.
- Reducing oil spills through proactive efforts at both the industry and company levels.
- Producing reformulated gasoline.
- Eliminating the lead out of gasoline.
- Reducing toxic emissions.
- Lowering of gasoline vapor pressure.
- Creating waste minimization programs that reduced the amount of waste being generated
- Implementing low sulfur diesel.

To finalize the speech, the speaker challenges the petroleum industry to change and improve the way it deals with public policy issues of national and international significance.

## CHAPTER 2

### THEORETICAL APPROACH

#### 2.1 Rhetorical Theories

##### 2.1.1 Edward P. J. Corbett and Robert J. Connors

Edward P. J. Corbett and Robert J. Connors theories are based on their interpretation of classical rhetoric, mainly Aristotle's definition of rhetoric. Aristotle defined rhetoric as the way of investigating all available means of persuasion in any given case. To understand Aristotle's approach to rhetoric is to recognize probability as the basis of persuasive art. This recognition is the foundation of Aristotle's contributions to rhetorical theory. Examples of Aristotle's contribution to rhetorical theory are the three modes of persuasion: the appeal to reason (logos), the appeal to emotion (pathos), and the ethical appeal (ethos).

The first mode of persuasion is the appeal to reason. The appeal to reason is the way an audience is persuaded by appealing to the audience's logic or reasoning. According to Corbett and Connors, the appeal to reason mode of persuasion is based on two basic principles: Enthymeme and example.

Corbett and Connors tell us that enthymeme and the example are the forms that reasoning takes in rhetoric. Enthymeme is an argumentative statement that contains a conclusion, and one of the premises, the other premise being implied. According to Aristotle, the enthymeme leads to a tentative conclusion from probable premises; unlike syllogism, that leads to a necessary conclusion from universally true premises. Syllogism is a form that reasoning takes in logic. Aristotle considered rhetoric the counterpart of

dialectics. Dialectics was the popular form of logic, while rhetoric was the popular form of the strict demonstration that took place in the sciences (32-62). The function of rhetoric is to persuade, and in situations where the truth cannot be readily ascertained, rhetoric has the potential to persuade an audience to adopt a point of view or a course of action on the basis of what usually happens or what people believe to be capable of happening (52-60).

Deductive reasoning is reaching a conclusion by logic. Deductive reasoning goes from the general to the particular. The enthymeme then, is the instrument of deductive reasoning particular to rhetoric. It often reduces the strength of some of the links in the chain of argument. And the audience can be persuaded with probable conclusions because it recognizes the contingent nature of things that rhetoric deals with (Ch. II, 52-60).

The second principle of the appeal to reason mode of persuasion is the example. The example is the rhetorical equivalent of inductive reasoning. Inductive reasoning goes from the particular to the general. Normally, in a speech the speaker would present one or two convincing examples to support the generalization (60-62).

Finally, as part of the appeal to reason mode of persuasion definition, Corbett and Connors caution us to consider the fallacies in the analysis of the appeal to reason. These fallacies would be a false, erroneous statement, an untruth and an invalid or deceptive reasoning. To detect and refute a false statement we need to know what the truth is. And a way to detect an invalid or deceptive reasoning is by identifying an instance of incoherence, where the chain of reasoning does not link together (60-71).

I focused on the principles of the enthymeme and the example and fallacies of reasoning by deduction and by induction for my analysis.

The second mode of persuasion is the appeal to ethics (ethos). The appeal to ethics is the way an audience is persuaded by the character of the speaker. The appeal happens when the speech itself produces a vivid impression to the audience that the speaker is a person of sound sense, high moral character, and benevolence (71-77).

The third mode of persuasion is the appeal to the emotions of the audience (pathos). This mode of persuasion intends to prompt action from the audience by the stimulus of their emotions. Corbett and Connors tell us that the emotional appeal plays an important part in the persuasive process because intellectual conviction is often not sufficient to move people's will to act (77-84).

Corbett and Connors' theory describes two methods to appeal to emotions from the audience. The first method consists in describing a person or a situation of a sort that will arouse emotions from the audience. And the second method relies on the use of honorific or depreciatory terms, of favorable or unfavorable connotations of words that will touch the audience (77-84).

### **2.1.2 Kenneth Burke**

I selected a second established theory of rhetoric to analyze the text of the speech--the theory of identification as defined by Kenneth Burke in his work *A Rhetoric of Motives* (1950).

In *A Rhetoric of Motives*, Burke tells us that identification is to confront the implication of division. There is division in a particular audience when there are different



points of view or different interests. Identification is affirmed because of the existence of division. Therefore, identification is division's counterpart. So, if men were not apart from one another, there would be no need to try to unite them by the rhetorical way of persuasion through identification (49-77).

Another way to persuade a man, according to Burke, is by identifying your cause with his interests. In any given speech, the speaker can persuade an audience by identifying the audience's cause with the speaker's interests (49-77).

Another way in persuading a person would be using Kenneth Burke's description of the principle of rhetorical identification as a means of persuasion to change attitude rather than persuasion to act (50). An example of persuading the audience in changing their attitude would be the speaker's efforts to persuade the audience to change their attitude towards environment.

Kenneth Burke also studies the persuasiveness of false or inadequate terms which may not be directly imposed upon us from without by a speaker, but which we impose upon ourselves in different degrees of deliberateness and unawareness through motives indeterminately self-protective and/or self-destructive (3-43). I decided that Burke's theory of Identification, by identifying the speaker's cause with the audience's interests, was the most relevant and useful for my rhetorical analysis.

### **2.1.3 James R. Andrews, Michael C. Leff, and Robert Terrill**

I selected the theorists Andrews, Leff, and Terrill to examine the context and audience and speaker, which are the remaining parts of the rhetorical act.

Andrews, Leff, and Terrill tell us that the context in which a speech occurs and the audience to whom the speech is presented have rhetorical factors that define the boundaries within which the speaker must operate. One of the first factors to consider are the events that made it possible for a speaker to address that audience. These events could be historical and political events. Values and traditions also must be understood and considered. Other factors to consider are rhetorical conventions that apply and communication style that prevails (24-47).

In terms of the audience, Andrews, Leff, and Terrill tell us to examine the type of audience and the primary variables that have direct impact on how audiences might receive and act on speeches must be examined. These variables are the audience's knowledge about the subject being discussed in the speech, the audience's group identification, and the audience's receptivity to the speech and the topic (24-47).

In terms of the speaker, Andrews, Leff, and Terrill, tell us that the rhetorical factors considered in the study of context and audience can influence an audience's perception of the speaker. In addition, the speaker and the audience interact in such way that defines the person sending the message. This definition is the perception an audience has of the speaker or what is known as the speaker ethos. This perception is not a complete or accurate reflection of the speaker; it is what the audience thinks about the person giving the speech. This perception is formed by a variety of factors like the speaker's reputation, the audience expectations, needs, and priorities, the content and rhetorical characteristics of the speech itself, and the way the speech is delivered. I used the content and rhetorical characteristics of the speech itself to analyze the speaker. I also evaluated the speaker's background (48-63).

## 2.2 Theoretical Construct

### 2.2.1 Text (Speech)

To analyze the rhetoric of the text, the elements that were chosen to examine the text potential effectiveness of the speech *Requirements for Economic and Environmental Competitiveness in the 21<sup>st</sup> Century*, presented by Sunoco, Inc. Chairman and Chief Executive Officer (CEO) before the World Fuels Conference in Washington, DC, October 23, 1997, were extracted from *Classical Rhetoric for the Modern Student*, by Edward P. J. Corbett and Robert J. Connors and from *A Rhetoric of Motives*, by Kenneth Burke. These elements are the three modes of persuasion per Aristotle's rhetorical theory as interpreted by Corbett and Connors and the theory of Identification by Kenneth Burke. The following are the three modes of persuasion from Corbett and Connors:

The first mode of persuasion is the appeal to reason. The appeal to reason was based on two principles: Enthymeme and example. During the text analysis an enthymeme is recognized because enthymemes often take the form of a compound sentence with the two clauses joined by the coordinating conjunctions for or so or linked logically by conjunctive adverbs such as therefore, hence, consequently or they take the form of a complex sentence with the clauses joined by subordinated conjunctions like since or because (60-71).

The example is a known, observed fact that supports a generalization. Normally, in a speech the speaker gives one or two examples to support the generalization. The speaker gives examples to prove a point (60-71).

As part of the appeal to reason, Corbett and Connors consider and define the fallacies in deductive and inductive reasoning. First, there are the fallacies of reasoning in

deduction. These fallacies are the equivocation, undistributed middle term, illicit process, conclusion from two negative premises, affirmative conclusion from a negative premise, either/or fallacy, fallacy of affirming the consequent, and the fallacy of denying the antecedent. Second, there are the fallacies of reasoning by induction. These fallacies are faulty generalization, faulty casual generalizations, and faulty analogy. The faulty generalization is when we jump to a conclusion from inadequate or insufficient evidence. This inadequate evidence is when the information is irrelevant or unrepresentative. The faulty casual fallacies occur when we argue from an effect to a cause or vice versa. And finally, the faulty analogy fallacy is when we establish an argument through analogy (62-71). The faulty analogy fallacy is the most relevant for my rhetorical analysis.

The second mode of persuasion is the appeal to ethics. The appeal to ethics is the persuasive value of the speaker's character. How can we identify the appeal to ethics in a speech? We can identify this second mode of persuasion when the speech itself impresses the audience that the speaker is a person of sound sense, high moral character, and benevolence. The speaker may have a reputation with the audience, but is the discourse itself that must establish or maintain the ethical appeal, because what the speaker says may weaken that established reputation. The ethical appeal must be maintained throughout the speech. But although the ethical appeal must be maintained throughout the speech, there are places in the speech that the speaker makes a special effort to establish credit with the audience. And, the two places where the speaker makes this effort to establish credit with the audience are the introduction and the conclusion (71-77).

The third mode of persuasion is the appeal to the emotions of the audience. The intention of this mode of persuasion is to prompt action from the audience through the

stimulus of their emotions. According to Corbett and Connors, the emotional appeal plays an important role in the way an audience is persuaded because intellectual conviction is often not sufficient to move people's will into action (77-84).

To analyze the emotions mode of persuasion two methods were used. Corbett and Connors described these methods in *Classical Rhetoric for the Modern Student*. The first method consists of describing a person or situation of a sort that will stir emotions from the audience. The kind of description utilized to stir emotions from the audience must appeal to the imagination, and the imagination can be captured by using these descriptive words through the utilization of sensory, specific detail. And, the second method relies on the use of favorable or unfavorable connotations of words that will touch the audience. This method is not as reliable as the first method already described (77-84).

The last element that was chosen to examine the text effectiveness of the speech was the principle of identification from Kenneth Burke's rhetorical theory. Kenneth Burke in his book *A Rhetoric of Motives* says that the speaker might persuade the audience by using ideas and images that identify the speaker's cause with a kind of conduct that the audience considers admirable. For this reason the speaker must consider the type of audience that he is talking to (49-77).

Identification is, then, the simplest case of persuasion. A speaker persuades an audience only insofar as the speaker can talk the audience's language by speech, gesture, tonality, order, image, attitude, idea, identifying the speaker's way with the audience's way. Therefore, the speech must identify the causes that meet the audience's interests. The audience must relate to the cause of the speaker. If the audience cannot identify with the speaker's cause the speech is not effective (49-77).

I used several devices that can tell us if the speech has the potential to be effective. The following are the devices from Kenneth Burke's theory of identification: The first device is the existence of division. If the speaker is able to use the language to try to unite the audience in a rhetorical way of persuasion through identification, the speech has the potential to be effective. The second device is the use of language in the speech to persuade the audience by identifying the audience's cause with the speaker's interests. If the speaker is able to identify his interests with the audience's cause the speech has the potential to be effective. The third device is the use of language to have an effect on people's attitude. The fourth device is the use of language based on the form of a set of oppositions. An example of a passage built about a set of oppositions is:

*we do this, but they on the other hand do that; we stay here, but they go there; we look up, but they look down, etc. (58)*

Burke says that once the audience grasps the trend of the form, it invites participation regardless of the subject matter.

The last device is climax (gradation). Kenneth Burke in his book *A Rhetoric of Motives* cites an example of gradation of political nature in the news during the Berlin crisis of 1948:

*"Who controls Berlin, controls Germany, who controls Germany controls Europe, who controls Europe controls the world." (58)*

This proposition may not be true, but by the time you arrive to the second of the three stages, you feel how it is destined to develop. It is an effective device (49-77).

These elements provide a good heuristic for the examination of speech potential effectiveness.

### **2.2.2 Context and Audience**

The factors that were chosen to examine the context and audience of the speech were extracted from *Reading Rhetorical Texts: An Introduction to Criticism*, by James R. Andrews, Michael C. Leff, and Robert Terrill.

The context and audience were analyzed to evaluate the speaker's ability to persuade the audience with his speech. The key issue of the speech was that environmental compliance and economic wealth can co-exist in the petroleum refining industry.

To analyze the context and audience, several factors were considered. These factors were the political, social, and economic factors, social and cultural values, rhetorical conventions, ethical standards and audience identification. This analysis demonstrated the potential of the audience being persuaded with the speech presented by Sunoco, Inc. CEO before the World Fuels Conference.

#### *Context*

The present times represent a challenge to petroleum refining industry in general. The challenge to this industry comes because like any other industry, the goal is to make profits and remain competitive. But, there is one factor that the petroleum industry must deal with, and this factor is the environmental compliance.

The petroleum refining industry must comply with environmental regulations and yet, remain competitive. Since the 1980s, this industry has demonstrated that environmental compliance and economic wealth can co-exist.

And, this is the central point of the speech. So, we can observe that the speech considers the political, social, economic factors ruling the petroleum industry, both historical and immediate.

The compliance of the environmental laws represents the political factor. The benefits to the environment and the public due to the environmental compliance represent the social factor. And, the balance between complying with environmental laws and being profitable represents the economic factor.

Another factor considered in the analysis of the context was the length of the speech. The length of the speech is considered a rhetorical convention. The length of the speech was determined by the time given to the speaker to present his speech before the World Fuels Conference. The agenda of the conference allowed 10 presentations. Different participants of the conference gave these presentations. The speaker of the speech that was considered for this analysis was allowed 30 minutes.

One last factor considered in the context analysis were the ethical standards relevant to the message itself. These prevailing standards were the need to comply with environmental regulations. This need to comply with environmental regulations has one purpose: to protect human life and our environment.

The speech addresses the need of the petroleum refining industry to comply with environmental regulations. And with this, the speech suggests that it is possible to comply with environmental regulations and still fulfill the industry's primary goal of



producing products at a competitive price. Some examples were given in the speech that demonstrated both environmental compliance and economy wealth.

A statement of the speech that mentions these examples says,

"Our refineries have less odor, less noise, fewer accidents, and fewer emissions; and the products we produce are more friendly to the environment.

And more importantly, the air is cleaner, the water is better and the soil is less contaminated.

And through all of that, we provided quality products, at competitive prices, and still created wealth for our shareholders." (54)

### *Audience*

Speeches are audience centered. Therefore, the understanding of the audience is absolutely necessary in the analysis of any speech. To understand the kind of audience that attended the World Fuels Conference, I identified the audience and examined the variables that have an impact on the audience's perception of the speech.

Chairpersons and directors of different companies from the petroleum refining industry and automobile industry formed the audience at the World Fuels Conference. Also present at the conference were representatives from the government, regulatory agencies, engineering firms, and the American Petroleum Institute.

This group of people represents the primary audience because they were present at the World Fuels Conference. The secondary audience would be the people or groups of people that were not present, but the speech was also addressed to them. An example of secondary audience would be the general public, other oil companies and automobile manufacturers not present at the conference and also, the employees of these two industries.

In addition to identifying the audience, I chose these three variables to examine the audience. The first variable is the audience's knowledge of the subject being discussed in the speech. The members of the audience were individuals that had a great deal of knowledge of the subject discussed by the speaker. The subject discussed in the speech was the ability of the petroleum refining industry to comply with environmental regulations and have a sound economy. And, the members of the audience were individuals who wrote and enforced the environmental regulations, petroleum refining and automobile chairpersons and directors, politicians, engineering firms and members of the American Petroleum Association. As we can see, this audience is directly involved in activities related to the subject discussed in the speech. So, we can suggest that this audience has ample knowledge on environmental compliance and/or its impact in the economy.

The second variable is the audience's group identification. The audience's group identification is intimately related to the knowledge the audience has about the subject discussed. The groups that one identifies with shape knowledge in part. This group affiliation also influences the way people interpret and use knowledge. The group of people that formed the audience at the World Fuels Conference worked in the regulatory field and in the petroleum refining industry and in the automobile industry as well. These groups have a common goal. This goal is the balance between environmental and economic issues. And, the balance between environmental and economic issues is the same goal that the speaker talked about in his speech. So, as we can see these groups have the potential to identify with each other and with the speech.

The third variable is how receptive is the audience to the speech and topic. From the knowledge the audience had of the subject discussed and the group identification with the subject discussed, the audience was receptive to the speech and topic. We can see that both the knowledge and the group identification have an impact on the receptivity of an audience to the subject discussed in ant speech. The receptivity of an audience depends on how relevant to them is the subject discussed.

The subject discussed in the speech was that environmental compliance and a strong economy can co-exist. In order for them to co-exist, there must be a balance between protecting the environment and the way of doing business. And this topic is relevant to the members of the audience. So, we can observe that the audience had the potential to be receptive to the speech based on the relevancy of the subject discussed in the speech.

### **2.2.3 Speaker**

To examine the speaker, I chose several factors extracted from *Reading Rhetorical Texts: An Introduction to Criticism*, by James R. Andrews, Michael C. Leff, and Robert Terrill.

The speaker of the speech that is being analyzed is Sunoco, Inc. Chairman and Chief Executive Officer (CEO). Sunoco CEO has worked with this company for over 37 years. He graduated from Princeton University. During his years with the company he has implemented changes that were not always popular with the employees of the company. These changes were always driven by his goal of adjusting the company needs to the changing times.

This behavior is reflected in his speech. His speech contained numerous examples of how the industry has changed on the way they conduct business as a result of the demands of the environmental regulations. All these changes have resulted in a cleaner air, purer water, and the soil is less contaminated. And, through all this, the petroleum industry provided quality products at competitive prices, and still created wealth for the shareholders.

The speaker's experience and background suggest that he was genuinely interested in the audience's needs and concerns. He, actually, has the same interests and concerns as the members of the audience. These interests and concerns are the need for environmental compliance and profits to co-exist. The industry must comply with the environmental regulations and still remain competitive. If they are not competitive they will not survive. And, the company that the speaker works for is not any different than the rest of the industry. It had to change in the way it handled the environmental issues to comply with environmental laws. And yet, financially is a healthy company. The fact that the speaker runs a company that complies with environmental laws and financially does well gives the speaker the potential to persuade the audience with his speech. This fact offers the potential to establish his credibility.

The political and the historical also helped establish the speaker's credibility with the audience. Lets remember that regulators, politicians, and petroleum refining industry and automobile industry representatives' form the audience. And the political and historical factors indicate that environmental laws are being enforced in order to protect human life and the environment. So, the industry needs to keep a balance between environmental compliance and sound economy to succeed.

The balance between environmental compliance and economic wealth is the central point of discussion of the speech, and it is also the audience's subject of interest. So, we can observe that political and historical conditions have the potential to favor the speaker's point of view.

#### **2.2.4 Summary of the Research Design**

The theoretical construct I have described above allowed me to understand the impact of persuasive techniques on any given audience when applied by the speaker in his speech.

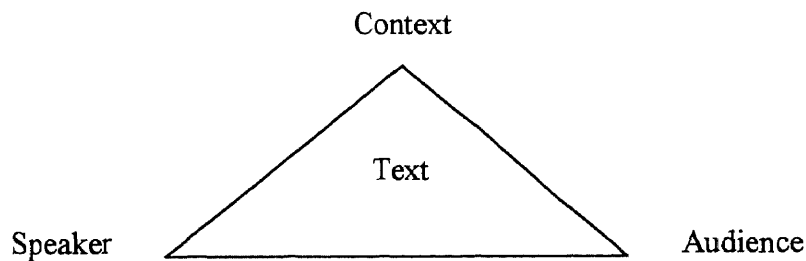
These techniques were the different elements and factors used to examine the text, context and audience, and the speaker of the speech.

## CHAPTER 3

### ANALYSIS

#### 3.1 Textual Analysis

We must remember that the goal of this research is to present a rhetorical analysis that suggests that Sunoco Inc. CEO had the potential to persuade his audience that environmental compliance and economic wealth can co-exist. To obtain this goal the speech was analyzed by examining the speech text potential effectiveness, the context and audience, and the speaker. The communication triangle is frequently used as a graphic representation of the rhetorical act:



**Figure 3.** Communication triangle

The components of the communication triangle are the text, context and audience, and the speaker. In my research, the text is represented by the text of the speech itself given by Sunoco CEO. The attendees of the World Fuels Conference held in Washington, DC, on October 1997 and the conference itself represent the context and audience. Robert H. Campbell, Sunoco CEO, represents the speaker.

To begin the textual analysis of the speech, I examined the speaker's attempt to stir the audience's emotions. In his speech, the speaker uses words and situations that describe the critical times we are living in, and yet, the speaker brings forth his positive outlook of the future based on constructively responding to the existing conditions.

A statement at the beginning of the speech that establishes its potential effectiveness on the speech's appeal to the emotions of the audience is:

"Let me begin by expressing my appreciation to Fred Potter and the others at Hart/IRI for the opportunity to be here this afternoon.

When you're to speak in our Nation's capital at any time for any reason, you can't help but feel that at least for the moment you are playing in the major leagues -- because, as we all know, Washington has been called, among other things, the talk capital of the world.

This town has more speeches per square mile than any other city on this planet.

And most of them are about one crisis or another. This city has almost unlimited supply of anxiety on whatever issue you wish to surface.

If you listen closely, you can hear -- over and over -- that these are critical times for business, for labor, for government, for education, for the environment, for animals, for transportation, for health, the economy, for the left-handed hockey players and any other category of crisis you want to identify -- and make a speech about it.

But what I'd like to know is: When haven't we had critical times?

When haven't we faced a vital time in the evolution of our business, our country, or for that matter our world?

The reality is that the agenda of planet earth with nearly six billion citizens seeking to get their point of view across is an agenda of almost unimaginable dimensions. The truth of the matter is that we're always in a critical time. Some segment of our civilization, and this planet, is seemingly always at risk." (46-47)

The speaker begins by being grateful because he was invited to the conference and given the opportunity to present his speech. He is appealing to the audience's emotions

Another intent in persuading the audience by appealing to their emotions is when the speaker mentions the opportunity to speak in the nations capital and relating this fact

in being in major leagues. The speaker here is appealing to a sport that is known and is likely to be enjoyed by most of the audience. So, the audience can relate to the sport in a pleasant way. The speaker is trying to get the audience to feel comfortable and in good spirits by appealing to their emotions in a positive way.

The last part of this section of the speech, when the speaker talks about critical times, he brings the audience to the awareness that humanity always has critical times. And, when he mentions critical times, he touches different fields such as labor, government, business, education, environment, transportation, health, economy, sports, and sports. By doing this, he basically touches all areas of our lives. So people can relate to this and the speaker has the potential to persuade the audience by using the words critical times in all these fields in an appeal to their emotions. The audience could not only have the potential to be persuaded by the descriptive words critical times but by relating to any of the areas mentioned by the speaker in an emotional way.

The way the speaker uses the word "risk" at the end of the above example also has the potential to stir emotions in the audience. These emotions would be feelings of fear. The word "risk" has an emotional effect on people. Therefore, by using the appeal to emotions mode of persuasion as interpreted by Corbett and Connors, we can say that the speaker has the potential to persuade the audience by stirring their emotions.

When we reach the next paragraph of the speech, we can see how the audience has the potential to be persuaded through identification as described by Kenneth Burke in the use of language based on the form of a set of oppositions:

"When things are going well in one part of our society, we will have something of significance to worry about in another. And you can count on our communications structure to make sure you never feel completely at ease." (47)



Things being well in one part of the society and not well in another illustrate the set of oppositions. There is a sense of well being in one end and of worry in another. It illustrates opposite states of well being. This statement is life. This statement describes a condition that the audience could relate to. So, there is the potential of the audience being persuaded by this statement.

The next paragraph shows a similar example of a set of oppositions:

"For example, in the New York Times of September 7<sup>th</sup> of this year, there was a headline that said: "Energy stocks rise to the top -- but the future looks murky."

The headline writer giveth, and the headline writer taketh away." (47)

The statement that the energy stocks are high and yet the future of the oil industry looks obscure illustrates the set of oppositions given in the example. And it continues by saying that the writer of The New York Times article gives and takes away at the same time. The audience has the potential to be persuaded because it affects the oil industry and members of this industry form the audience. So the members can identify with the statement.

Other words that may have an emotional effect on people are words such as "murky", "dark and gloomy", "gloom and doom". So we can see the potential the potential of the audience being persuaded through their emotions in the following part of the speech:

"Murky, by the way, for those of you who don't use that word frequently, usually means dark and gloomy.

Well, as you know, I'm in the petroleum refining business and probably have as much justification as any of you present here today to stand before you and claim that as best our future is murky. My remarks today could consequently turn into a serious gloom and doom speech." (47)

The speaker uses the words "murky", "dark and gloomy" effectively to stir emotions in the audience. These words have the potential to appeal to the audiences' emotions. The speaker uses the word "murky" to describe the oil industry's future. Let's remember there are members of the oil industry in the audience and this gives the speaker the potential to stir the emotions of the petroleum industry members by using the word murky because this industry is faced with environmental challenges. And this industry could see their future not promising. The word murky could be interpreted as an obscure or not promising future for the oil industry.

As we proceed through the speech, we can observe the speaker changes his tone. He goes from a negative to a positive outlook for the oil industry. We can see this change in the following passage:

"Well, I hate to deprive you of a golden opportunity to be pessimistic, but my sense of tomorrow for my company and our industry is not one of gloom and doom, or even murky for that matter -- but instead a very bright future based on our constructively responding to the forces that are out there.

And please understand my positive outlook for the future is not based on a lack of understanding of our present or past. Having worked for the Sun Oil Company for more than 37 years, I really have a perspective on what the good old days were like, and how they contrast with today. But given the option, I would prefer to live and work in the present." (47)

Again, the speaker uses the words "gloom and doom", "murky", and "pessimistic" to describe negative situations and feelings. The situation is the future of the company and the industry and the feelings would be the pessimistic feelings as a result of looking at the future of the oil industry in a negative way. Then, the speaker uses the terms such as "bright" and "constructively" to give a positive outlook to the future of the oil industry and a positive attitude towards the challenges faced by this industry. This is reflected

when the speaker says, "but instead of very bright future based on our constructively responding to the forces that are out there."

Then, the speaker proceeds by explaining that his positive outlook is based on his understanding of the petroleum business as a result of his 37 years of experience. This information regarding his experience validates his position and gives the speaker the potential to persuade his audience by stirring emotions that go from a negative to a positive point of view.

The speaker continues with this approach on the following statement:

"I realize that the requirements of today to successfully run our companies, produce our products, and create shareholders wealth -- while simultaneously responding to the increasing demands from the public for improvement in the environment of the planet on which we live -- is a challenge. And yet I still say: give me the present instead of the past." (47)

In the above portion of the speech, the speaker has the potential to appeal to the emotions of the audience. The speaker describes the demands from the public in the environmental area as a challenge for the petroleum industry. But, he is willing to take that challenge. The speaker talks about situations that the petroleum industry has to deal with such as, producing quality products, keeping the shareholders satisfied and at the same time deal with environmental issues. This shows that the audience has the potential to be persuaded because they can relate to these situations and they can relate to the speaker. The speaker by using this common ground has the potential to persuade the audience to take the challenge.

The next paragraph illustrates an example of Burke's theory of identification that says the can persuade the audience by identifying the audience's cause with the speaker's interests.

"What we have facing us today is simply a new definition of being competitive. And that's my topic for these next few minutes: How in the hydrocarbon fuels business do we keep or economic and environmental houses in balance as we compete for what we believe is a fascinating package of business opportunities?" (48)

The audience and the speaker have the same interests. These interests are the compliance with environmental regulations and remaining competitive in the petroleum refining industry. The speech identifies the causes that meet the audience's interests. And, these causes are to maintain a balance between economic and environmental issues. The audience members are people that belong to the oil industry and that write and implement environmental regulations. As a result, we can see that the audience has the potential to identify with part of the speech. Therefore, the audience has the potential in being persuaded by the speaker based on Burke's theory of identification.

As we continue through the speech, we can see how once again the speaker has the potential to appeal to the emotions of the audience by using in this case words such as "panic" and "worry".

"Now, the people who specialize in worry tell me that rosy statements about the future of fuels won't mean a thing if technology finds an alternative way to power vehicles. To me, that sounds like an open invitation to panic about the future instead of preparing for it. At the very least it's an excuse for us in this business to close our minds and fight for the status quo." (48)

The speaker uses words "worry" and "panic" in his intent to persuade the audience that worrying about the oil business challenges and being afraid about the future is just an opportunity for the oil industry to grow. The above portion of the speech indicates the potential in persuading the audience to move from a position of being worried about alternate technologies hurting the petroleum industry economy and from being afraid about the future of the industry as a result of these technologies, to a position of seeing the present as a great opportunity. We can suggest the speaker is trying to persuade the audience by stirring their emotions when he uses the words "worry" and "panic".

As we continue with the analysis, we can see another example of the appeal to emotions mode of persuasion:

"In the fuels business as we enter the final years of this century, the welcome mat is still out for the entrepreneur -- for the people who know how to adjust quickly to new opportunities; who know how to use capital creatively; and who know that change is not something to mourn about, but something to enthusiastically embrace." (49)

The speech has the potential to be effective in its appeal to emotions. The use of words like "mourn" and "enthusiastically" has an emotional effect on people. In addition, the speaker brings the audience from a negative feeling to a positive one by inviting the audience to take the challenges of the present with a positive outlook.

Further along in the speech, we find an example of Corbett and Connors interpretation of the appeal to reason mode of persuasion by the use of an analogy:

"The key to competitiveness is not retreat.

A big game hunter in the middle of the jungle unexpectedly encountered an enraged lion. The lion charged the hunter and leaped. The hunter had time to fire only one shot at point blank range. And he missed.

But the lion also missed. It had miscalculated the trajectory, flew over the hunter's head, and was so surprised that ran off into the jungle.

The next morning the hunter, obviously shaken, went into the jungle to practice his short shots. As he set-up to begin practice, he heard a noise in the underbrush and went over to take a look. And sure enough, there was the lion -- practicing his short leaps.

That's called competition. And that's good." (49-50)

We can see the argument by analogy in the section of the speech being examined for the presence of analogy shown above. Even though the argument by analogy is always the most vulnerable of all modes of argument, this example suggests the speaker proves the point he is trying to make with the issue of competition. The big game hunter represents the role of the petroleum industry. The analogy is trying to say that the industry needs to be aware of the challenges and be prepared to face them and handle them. The lion represents the challenges in the analogy. These challenges are the environmental regulations, other technologies that may replace the oil as a fuel for vehicles, products produced by the different oil companies or public demands. The oil industry must have the awareness that the environmental regulators will not go away, other technologies will surface, oil companies will continue to produce competitive products, and the public demands will continue. So, the industry must face these challenges to survive.

The following four paragraphs from the speech give us an example of climax as described by Burke in his theory of identification:

" Perhaps there was a time when wealth of the petroleum industry provided a buffer of economic isolation -- a time when we could thrive independently from whatever else was going on around us.

That time has long since past.

Almost everything that happens in the world affects us in some way.

A problem in Cartagena can have an impact in Cleveland.

A decision in Berlin can create an effect in Baltimore.  
And the Stock Exchange in Tokyo is only a satellite away  
from Texas." (50)

Starting from a point where the petroleum industry was isolated from the rest of the economy in the world to a point where each economic decision affects the industry shows the climax or gradation. It does not matter the nature of the problem or the location. The world today is so connected that the petroleum industry is impacted by any situation from any part of the world. The gradation goes from the isolation of the oil industry because of the wealth of this industry to the connection of the oil industry with the rest of the world. So, we can see the gradation goes from isolation to connection.

The following four paragraphs have the potential to persuade the audience by addressing the audience's interests as described by Burke:

"A fact of life is that regulatory constraints placed on businesses by local, state and federal governments has resulted in the reduction of environmental abuse that occurs if maximizing your bottom line is the only thing that counts.

The free enterprise system we have in this country is, I believe, the greatest economic system in the world, and a source of our country's strength.

But the need for the environmentalist to sound the alarm; the need for government to set reasonable goals; and the need for industry to solve the problem in a cost effective manner is a system that has served us very, very well.

Our air is cleaner. Our water is purer. Our soil is less contaminated, and we still have an economy that's the envy of virtually every other country." (52)

These paragraphs have established the potential effectiveness of the speech. The speech addressed the audience's interests. In addition, the speaker uses language to unite the audience in a rhetorical way of persuasion through identification. As we know, the audience includes members of the petroleum industry, environmental regulators, government employees, and automobile industry representatives. So, there is the potential

that the audience could be persuaded because the issues addressed are related to their fields and interests. These issues are the regulatory constraints placed on businesses by local, state, and federal governments. The speaker calls for the need for environmentalists to sound the alarm, the government to set reasonable goals and the industry to solve the problems in a cost-effective manner. The speaker is really asking for a balance between environmental regulations and the economy of the industry.

The following four paragraphs suggest evidence of the ethical appeal as interpreted by Corbett and Connors:

"And if you argue that "yes that's all true, but I certainly can't afford this latest set of proposed regs," I would simply say that our track record with those remarks isn't very good.

Our best position is to make certain that we're being asked to solve real problems (not imaginary ones) and that we're being given the flexibility we need to do it cost effectively.

So if we think we're going to get regulatory sympathy from the public followed by a relaxation of government oversight...forget it. It's just not going to happen.

The successful companies in my business or any other must align themselves with change, not protect themselves from it. And the test of our leadership ability is not our capacity to resist change, but our ability to anticipate it and gain competitive advantage." (52)

This statement establishes the potential that the speaker has moral character when he admits that the oil industry does not have a good record on trying to get regulators to ease up on the environmental regulatory enforcement because it hurts the industry economic growth. In addition, the speaker admits that implementation of environmental regulations has given us a cleaner air, purer water and our soil is less contaminated. And still, this country has a healthy economy.



When the speaker says that companies must align with change, he is talking about not resisting the environmental regulations but to comply with them. To embrace this change, and by doing so, the result is a better place to live for all living beings and future generations. The audience has the potential to be persuaded by the speaker.

The speaker is Sunoco's CEO and under his direction, Sunoco joined the Coalition for Environmentally Responsible Economies (CERES) Principles. These principles are an environmental code of conduct, and companies, which endorse the CERES principles, commit to make continuous improvement in the environmental performance and be publicly accountable for it. And, based on the financial performance, the speaker has the potential in establishing credibility and in persuading the audience.

The following part of the speech shows evidence of the appeal to reason mode of persuasion by appealing to reason as interpreted by Corbett and Connors:

"And although it's unlikely that oil company executives have been buried in an avalanche of fan mail, there are some very real accomplishments to point to:

- First and foremost, we are running our refineries more safely than ever before, reducing incidents, minimizing risks to our employees, neighbors and customers.
- We have dramatically reduced our oil spills through proactive efforts at both the industry and company levels.
- We conquered reformulated gasoline despite a surplus of regulatory starts and stops thrown in our way.
- And speaking of fuels, let's not forget that we took the lead out of gasoline. It took us 17 years, but we did it -- ahead of the rest of the world.
- We have significantly reduced toxic emissions and beat the goals of EPA's voluntary 33/50 program. We met the stretch standards and timetable for the lowering of gasoline vapor pressure.
- We created waste minimization programs that greatly reduced the amount of waste being generated.
- We implemented low sulfur diesel without a glitch.

- And we are interfacing with -- and communicating with -- our stakeholders on Environmental, Health and Safety issues better than ever before.

We did all this -- and more -- while still fulfilling our primary mission of producing essential products at a competitive price." (53)

This speech has the potential to persuade the audience that economic wealth of corporations and environmental compliance can go together by appealing to reason. The speaker stating facts suggests the appeal to reason. All the accomplishments mentioned in this example are activities performed by the oil industry in order to comply with environmental regulations such as the Clean Air Act (CAA) and Clean Water Act. These two regulations were implemented by the federal government with the intention of protecting our environment by controlling toxic air emissions and water discharges that will contaminate the air and waters of this country. One of the example given by the speaker is the reduction of toxic emissions when he mentions the Environmental Protection Agency (EPA) 33/50 program. This program is part of the Clean Air Act.

At the end the speaker mentions the ability of the industry to comply with all these regulations and still make profits. Figure 1 showing Sunoco's net profits in millions of dollars indicates that environmental compliance and profits can co-exist.

As we continue through the speech, a statement that suggests the speaker's high moral character is the following:

"But based on our record of opposing virtually every environmental regulation proposed by our government, our industry credibility in this area couldn't any lower. And as a result, the public doesn't believe a word we say."  
(54)

Here, the speaker says how the public does not believe the oil industry is willing to do business and be friendly towards the environment because of the industry's opposition to virtually every environmental regulation proposed by the government. The high moral character of the speaker is suggested when he admits that companies have opposed every environmental regulation and he also admits that the public does not believe a word the oil industry says. This is why the focus of the speech is the need for a balance between regulations and a sound economy. The industry must comply with environmental regulations to prevent damaging the environment and still survive economically.

The next paragraph in the speech is another statement that suggests that the speaker is a person of benevolence. It says,

"So, where I'm headed with my message this afternoon is that as an industry we need to develop a more positive public position on emerging environmental initiatives.

By now we should realize that whatever happens in this area, we can deal with it and deal with it constructively." (55)

The speech suggests that the speaker is a person of benevolence because he is asking the industry to develop a more positive public position in taking environmental initiatives. The speaker also reminds the audience that the industry has dealt with environmental issues in a constructive way.

As we can see, the speech itself suggests that the speaker is a person of sound sense, high moral character, and benevolence. The speech reflects the speaker's efforts to create a balance between environmental regulations and the petroleum refining industry's way of doing business.

And finally, the following paragraph is an example that suggests that the speaker can persuade the audience to change their attitudes towards environmental compliance and how it affects the economy as described by Burke in his theory of identification.

"What we have in front of us is not our last critical time -- only our latest. How we go about selecting our choices of behavior will determine how well we fare in this economic/environmental tournament." (57)

The use of the word "choices" gives a sense of freedom. The audience has the freedom to change their attitude in handling environmental regulations and the economic conditions. The speaker has the potential to persuade the audience to change their attitude in addressing environmental and economic issues to reach a balance between environmental compliance and the economy.

## CHAPTER 4

### CONCLUSIONS

#### 4.1 Textual Analysis

Examining the textual elements of a speech enables us to judge its potential effectiveness. The textual analysis of the speech *Requirements for Economic and Environmental Competitiveness in the 21<sup>st</sup> Century* helped to conclude whether or not the speech had the potential to be effective. However, textual analysis is not enough. The researcher must know how the audience in a specific discourse community receives the speech. We can not fully conclude that the speech was effective unless we have input from the audience present at the conference.

#### 4.2 Context, Audience, and Speaker

Analyzing the context and audience and the speaker enabled us to judge the speech's potential effectiveness.

The factors that were chosen to examine the context and audience and speaker of the speech helped to conclude whether or not the speech had the potential to be effective. However, this is not enough. As in the textual analysis, we can not fully conclude that the speech was effective unless we get feedback from members of the audience.

**Summary of Conclusions: the rhetorical strategies used in the speech have the potential to effectively persuade the audience.**

**APPENDIX A**  
**WORLD FUELS CONFERENCE**  
**LIST OF ATTENDEES**

**Kevin Adler**, Associate Publisher, Fuels Newsletter Group, Hart Publications, Inc.

**Paul Argyropoulos**, Director of Environmental Affairs, Information Resources

**Brian R. Baker**, Executive Vice President, Mobil Oil Corporation

**Jack Belcher**, Washington Editor, Hart Publications, Inc.

**Linda Bluestein**, Program Manager, Clean Sites

**C. Boyden Gray** Partner, Wilmer, Cutler & Pickering

**Herbert W. Bruch**, President, B & B Associates

**Helen Burroughs**, Director, Energy Division, U.S. Commerce Department

**Robert H. Campbell**, Chairman and CEO, Sunoco, Inc.

**Paul Caplan**, Downstream Group Publisher, Hart Publications, Inc.

**William W. Carson**, Associate, Mayor, Day, Caldwell & Keeton LLP

**Naresh Chandra**, Ambassador, India

**Lark Chapin**, Senior Marketing Analyst, Stone & Webster Engineering Corporation

**Carol Cole**, Editor, Fuels Newsletter Group, Hart Publications, Inc.

**Joseph M. Colucci**, President, Automotive Fuels Consulting

**Tim Columbus**, Partner, Collier, Shannon, Rill & Scott

**Michael Connolly**, Senior Vice President, Edelman Public Relations

**Gregory Dana**, Vice President & Technical Director, Association of International Automobile Manufactures

**LIST OF ATTENDEES**  
**(Continued)**

**Tom Daschle**, Minority Leader, United States Senate

**K. G. Duleep**, Director of Engineering, Energy and Environmental Analysis, Inc.

**Douglas, A. Durante**, Executive Director, Clean Fuels Development Coalition

**Charlie Ebinger**, Executive Vice President, International Resources Group, Center for Strategic International Studies

**Energy Security Analysis, Inc. Representative**

**M. Todd Foley**, Esquire, Director, regulatory Affairs, BP America

**Mary Fran Kirchner**, Deputy Assistant Secretary of Export Promotion Services, International Trade Administration, U.S. Department of Commerce

**Chuck Freed**, Director Fuels & Energy Division, Office of Air & Radiation, U.S. Environmental Protection Agency

**Peter Fusaro**, President, Global Change Associates

**Mary Gade**, Director, Illinois EPA, Chairperson OTAG

**Luis E. Giusti Lopez**, President and CEO, Petroleos de Venezuela

**Global Climate Coalition Representative**

**Rene Gonzalez**, Editor, Hart's Fuels Technology & Management Magazine

**Jim Greenwood**, Director, Government Affairs, Valero Energy Corporation

**Nicholas Hanley**, Assistant to Director General, European Commission

**Calvin O. Hedge**, Manager, Market & Regulatory Analysis Planning and Business Development, Valero Refining & Marketing Company

**Rony Jamar**, Manager petroleum Refining Services, Price Waterhouse

**Masami Kojima**, Oil & Gas Division, The World Bank

**LIST OF ATTENDEES**  
**(Continued)**

**Chuck Krambuhl**, Director, Manufacturing, Distribution and Marketing, American Petroleum Institute

**E. Lee Granniss**, Manager of Technology Development & Licensing, Criterion Catalyst Company

**Jerrold D. Levine**, Director of Corporate Studies, Amoco Oil Corporation

**Mike McAdams**, Director, Government Affairs, BP America, Inc.

**Ken McCarren**, Senior Partner in Charge, Account Services, Bozell Worldwide, Inc.

**George Morris**, Managing Director, Simmons & Company

**Edward Morrison**, Vice President, Marketing & Technical Services, HRI/IFP

**Patrick Murphy**, Assistant to Head Unit, Directorate - Genera XI - Environmental, Nuclear Safety, Civil Protection

**John Northington**, U.S. Department of Energy

**Margo Oge**, Director, Office of Mobile Sources, U.S. Environmental Protection Agency

**Katrin Olson**, Reporter, Hart Publications, Inc.

**William O'Keefe**, Executive Vice President, American Petroleum Institute

**Jack Peckham**, Executive Editor, hart Publications, Inc.

**PEMEX Representative**

**Federico Pena**, Secretary of Energy, U.S. Department of Energy

**Helen Petrauskas**, Vice President, Environmental and Safety Engineering, Ford Motor Company

**Mark Pilling**, Process Engineering Supervisor, Nutter Engineering



**LIST OF ATTENDEES  
(Continued)**

**Frederick L. Potter**, Executive Director, Hart/IRI Fuels Information Services

**Roliff Purrington**, Partner, Mayor, Day, Caldwell & Keeton LLP

**Victor L. Rice**, Ph.D., PE, Chief Technology Officer, Simulation Sciences, Inc.

**Mark Riedy**, Senior Partner, Reid & Priest LLP

**Paul Risley**, Communications Director, White House Task Force on Climate Change

**Henry A. Rosenberg, Jr.**, Chairman and CEO, Crown Central Petroleum Corporation

**Lee Rybeck Lynd**, Associate Professor of Engineering, Dartmouth College

**Shannon Schaffer**, Executive Editor, hart Publications, Inc.

**Arthur J. Suchanek**, Vice President, Hydrocarbon Processing Technology, Criterion Catalyst Company Ltd.

**Ronald G. Sykes**, Senior Washington Representative, General Motors Corporation

**Roberto Trotta**, Process Manager, Snamprogetti

**Cornelius Van Der Sterren**, Gas Specialist, The World Bank

**Richard Wilson**, Deputy Administrator for Air and Radiation, U.S. EPA

## APPENDIX B

### SPEECH

Robert H. Campbell  
Chairman and Chief Executive Officer  
Sun Company, Inc.

*Address to the World Fuels Conference  
Washington, D.C. -- October 23, 1997*

Good afternoon ladies and gentlemen.

Let me begin by expressing my appreciation to Fred Potter and the others at Hart/IRI for the opportunity to be here this afternoon.

When you're invited to speak in our Nation's capital at any time for any reason, you can't help but feel that at least for the moment you are playing in the major leagues -- because, as we all know, Washington has been called, among other things, the "talk capital" of the world.

This town has more speeches per square mile than any other city on this planet.

And most of them are about one crisis or another. This city has an almost unlimited supply of anxiety on whatever issue you wish to surface.

If you listen closely, you can hear -- over and over -- that these are "critical times" for business, for labor, for government, for education, for the environment, for animals, for transportation, for health, the economy, for left-handed hockey players and any other category of crisis you want to identify -- and make a speech about.

But what I'd like to know is: When haven't we had "critical times?"

When haven't we faced "a vital time" in the evolution of our business, our country, or for that matter our world?

**SPEECH**  
**(Continued)**

The reality is that the agenda of planet earth with nearly six billion citizens seeking to get their point of view across is an agenda of almost unimaginable dimensions. The truth of the matter is that we're always in a "critical time." Some segment of our civilization, and this planet, is seemingly always at risk.

When things are going well in one part of our society, we will have something of significance to worry about in another. And you can count on our communications structure to make sure you never feel completely at ease.

For example, in the New York Times of September 7th of this year, there was a headline that said: "Energy stocks rise to the top -- but the future looks murky."

The headline writer giveth, and the headline writer taketh away.

"Murky," by the way, for those of you who don't use that word frequently, usually means "dark and gloomy."

Well, as you know, I'm in the petroleum refining business and probably have as much justification as any of you present here today to stand before you and claim that at best our future is "murky." My remarks today could consequently turn into a serious "gloom and doom" speech.

Well, I hate to deprive you of a golden opportunity to be pessimistic, but my sense of tomorrow for my company and our industry is not one of gloom and doom, or even murky for that matter -- but instead a very bright future based on our constructively responding to the forces that are out there.

And please understand my positive outlook for the future is not based on a lack of understanding of our present or past. Having worked for the Sun Oil Company for more than 37 years, I really do have a perspective on what the "good old days" were like, and how they contrast with today. But given the option, I would much prefer to live and work in the present.

I realize that the requirements of today to successfully run our companies, produce our products, and create shareholder wealth -- while simultaneously responding to the increasing demands from the public for improvement in the environment of the planet on which we live -- is quite a challenge. And yet I still say: give me the present instead of the past.

**SPEECH**  
**(Continued)**

What we have facing us today is simply a new definition of being competitive. And that's my topic for these next few minutes: How in the hydrocarbon fuels business do we keep our economic and environmental houses in balance as we compete for what I believe is a fascinating package of business opportunities?

Now, the people who specialize in worry tell me that rosy statements about the future of fuels won't mean a thing if technology finds an alternative way to power vehicles. To me, that sounds like an open invitation to panic about the future instead of preparing for it. At the very least it's an excuse for us in this business to close our minds and fight for the status quo.

I believe that the positive response is that the future success of our business will take a combination of something old and something new.

The "something old" is a refresher course in old-fashioned entrepreneurship – that instinctive ability to recognize opportunity, combined with the courage to "go for it."

And we don't have to look very far for a clear example of what I mean. We can take some lessons from this very hotel we're in today.

Seventy years ago, in 1927, a young couple named Allie and Willie opened a root beer stand right here in this city, and they named it after themselves. They called it "A&W."

The root beer business was so good they started opening some more stands, and "A&W's" began springing up around the country. Soon friends suggested that what was missing was something to eat. Why not add some food? Allie and Willie looked into that, liked the idea, added the food, and opened a restaurant.

They called it "The Hot Shoppe." That, too, caught on, and soon they opened a string of them. By now it was the late '30s and they noticed that airline travel was becoming popular.

Obviously passengers needed food, so catering flights presented another opportunity. Allie and Willie said, "we can do that." And they did.

## SPEECH (Continued)

Soon after, World War II arrived with factories running three shifts, and the clear need for employee cafeterias. Allie and Willie were right there with an answer.

Knowing how to serve food and beverages; experienced in providing customer service; and convinced that postwar prosperity was going to enhance the travel business, the next logical step was to get into the hotel business.

As I'm sure you know by now, the "Willie" in that "Allie and Willie" root beer venture 70 years ago was Williard Marriott, who saw the 20th century for what it was -- an historical time where technology, population, opportunity and entrepreneurship were all meeting at the same crossroads.

In the fuels business as we enter the final years of this century, the welcome mat is still out for the entrepreneur -- for the people who know how to adjust quickly to new opportunities; who know how to use capital creatively; and who know that "change" is not something to mourn, but something to enthusiastically embrace.

Contrast that positive approach to the alternative -- to an attitude that sees only the problems and not the possibilities.

Become a victim of that kind of surrender and it's a short step to industry impotence. Then in the face of regulatory overkill we become wary of the world, uncertain about our future and begin to lower our expectations.

We begin to develop a longing for dramatic solutions or a return to the comfort of yesterday. This mentality based on hope is one of the most dangerous potholes I believe we'll find on the road to competitive excellence. In our frantic search for the "big solution" we often overlook dozens of small ones. We get used to living with our problems instead of solving them.

The key to competitiveness is not retreat.

A big game hunter in the middle of the jungle unexpectedly encountered an enraged lion. The lion charged the hunter and leaped. The hunter had time to fire only one shot at point blank range. And he missed.

But the lion also missed. It had miscalculated the trajectory, flew over the hunter's head, and was so surprised that it ran off into the jungle.

**SPEECH**  
**(Continued)**

The next morning the hunter, obviously shaken, went into the jungle to practice his short shots. As he set-up to begin the practice, he heard a noise in the underbrush and went over to take a look. And sure enough, there was the lion -- practicing his short leaps.

That's called competition. And that's good.

Perhaps there was a time when the wealth of the petroleum industry provided a buffer of economic isolation -- a time when we could thrive independently from whatever else was going on around us.

That time has long since past.

Almost everything that happens in the world affects us in some way.

A problem in Cartagena can have an impact in Cleveland.

A decision in Berlin can create an effect in Baltimore.

And the Stock Exchange in Tokyo is only a satellite away from Texas.

The entrepreneurs of our time need a wide-angle lens. They need to sense the accelerated pace of financial and technological change. This race is both a sprint and a marathon. A sprint for quarterly results, and a marathon for strategic gain.

Those who will thrive in the fuels industry of the future will be those who take that "something old" -- our industry's century of experience in adjusting to change -- and draw on it to conquer that "something new" -- the challenges of a business that is getting more exciting every day, whether we intended it to be or not.

Alliances, joint ventures, mergers, and strategic partnerships -- the vocabulary of the '90s reminds us that the purpose of the game has not changed, but the conditions we play under certainly have.

I liken it to the National Football League.

Some things are still the same as they were when I first became a fan, back in the 50s. The field is still 100 yards long. Each team still has 11 players on the field. There's still a premium on blocking, tackling, running and passing.

**SPEECH**  
**(Continued)**

What's different today is many of the rules have changed. And so have the players. They've gotten smarter, faster, and stronger.

Most who made the team in the '50s wouldn't make the cut today.

The fuels business has a parallel evolution. The goals are still the same -- to supply essential products and to make money doing it -- but there are a lot more rules today and there is no doubt about the players needing to be smarter, faster, and stronger.

So, if the "something old" we need in today's climate is the spirit of entrepreneurship in our heritage, then I submit the "something new" we need is an open mind.

We need to make room in our minds for the understanding that our economic interest now has a constant companion, and that companion is our environmental responsibility. A companion that is not going to lessen or go away.

But periodically, we seem to demonstrate a "self-destruct" mentality and proceed to paint ourselves into a corner.

And I believe that is happening to us on the environmental issue.

The reason we get ourselves into this kind of trap is that we permit myths to survive.

Myth No. 1 is that the government will surely ease up on environmental regulations on industry in general, and ours in particular.

The truth is that's just not going to happen. Government takes its cue from the public, and the public wants cleaner air, cleaner water, better soil and a longer healthier life style. And so do you and I.

And if you argue that more people die each year from being overweight, cigarette smoking and alcohol related traffic accidents than from all the SOX, NOX, and VOC emissions combined, I would simply remind you that people get a lot more upset over things done to them by others, versus things they do to themselves.

**SPEECH**  
**(Continued)**

A fact of life is that regulatory constraints placed on businesses by local, state and federal governments has resulted in the reduction of environmental abuse that occurs if maximizing your bottom line is the only thing that counts.

The free enterprise system we have in this country is, I believe, the greatest economic system in the world, and a source of our country's strength.

But the need for the environmentalist to sound the alarm; the need for government to set reasonable goals; and the need for industry to solve the problem in a cost effective manner is a system that has served us very, very well.

Our air is cleaner. Our water is purer. Our soil is less contaminated, and we still have an economy that's the envy of virtually every other country.

And if you argue that "yes that's all true, but I certainly can't afford this latest set of proposed regs," I would simply say that our track record with those remarks isn't very good.

Our best position is to make certain that we're being asked to solve real problems (not imaginary ones) and that we're being given the flexibility we need to do it cost effectively.

So if we think we're going to get regulatory sympathy from the public followed by a relaxation of governmental oversight...forget it. It's just not going to happen.

The successful companies in my business or any other must align themselves with change, not protect themselves from it. And the test of our leadership ability is not our capacity to resist change, but our ability to anticipate it and gain competitive advantage.

Myth No. 2: (which is a subset of myth #1) is you can't have both good economics and a good environment.

That's not true. Green does go very well with green -- environmental health and economic wealth can and do co-exist.

For example, I believe the petroleum refining industry has created a proud record when one considers our industry impact in the areas of Safety, Health and Environment.



**SPEECH**  
**(Continued)**

And although it's unlikely that oil company executives have been buried in an avalanche of fan mail, there are some very real accomplishments to point to:

--First and foremost, we are running our refineries more safely than ever before, reducing incidents, and minimizing risks to our employees, neighbors and customers.

-- We have dramatically reduced our oil spills through proactive efforts at both the industry and company levels.

-- We conquered reformulated gasoline despite a surplus of regulatory starts and stops thrown in our way.

-- And speaking of fuels, let's not forget that we took the lead out of gasoline. It took us 17 years, but we did it -- ahead of the rest of the world.

-- We have significantly reduced toxic emissions and beat the goals of EPA's voluntary 33/50 program.

-- We met the stretch standards and timetable for the lowering of gasoline vapor pressure.

-- We created waste minimization programs that greatly reduced the amount of waste being generated.

-- We implemented low sulfur diesel fuel without a glitch.

-- And we are interfacing with -- and communicating with -- our stakeholders on Environmental, Health and Safety issues better than ever before.

We did all of this -- and more -- while still fulfilling our primary mission of producing essential products at a competitive price.

What I guess it gets down to is that we didn't know how good we really are!

**SPEECH**  
**(Continued)**

But you also need to remember that when virtually every one of these changes was first proposed, we resisted them. And in some cases that's putting it mildly.

We worried about the price tag -- and yes, it was a big one. And it continues to be. But in the final analysis, we found a way to afford it.

Yes, we worried about the measurements. They were strict. And still are. But we found a way to meet them.

Yes, we worried about the timetables. They were tight. And they still are. But, once again, we made it happen.

And what's the result?

Our refineries have less odor, less noise, fewer accidents, and fewer emissions; and the products we produce are more friendly to the environment.

And more importantly, the air is cleaner, the water is better and the soil is less contaminated.

And through all of that, we provided quality products, at competitive prices, and still created wealth for our shareholders.

What we're finding out is not so much that we overestimated the problem, but that we underestimated the innovation of our people.

Given a reasonable goal and the freedom to find a sensible solution, we have consistently proven we can meet or exceed the target; do it at affordable cost, improve our environment; and still stay in business.

None of us is happy with wave after wave of new environmental initiatives -- closely followed by out-of-proportion capital investment requirements.

None of us was comfortable with some public officials and environmental extremists who so easily found a receptive media eager to publicize their bold statements -- some of which had little or no foundation in scientific or financial reality.

But based on our record of opposing virtually every environmental regulation proposed by our government, our industry credibility in this area couldn't be any lower. And as a result, the public doesn't believe a word we say.

**SPEECH**  
**(Continued)**

So, where I'm headed with my message this afternoon is that as an industry we need to develop a more positive public position on emerging environmental initiatives.

By now we should realize that whatever happens in this arena, we can deal with it and deal with it constructively.

Why? Because this industry has a "new breed of managers." Toughened by our times, they've learned their own language of the '90s: "consolidation of assets, outsourcing of services, cost reductions, streamlining, rightsizing, restructuring, 'value-added' opportunities, niche markets," to name just a few.

And as we've thickened our skins, we've also opened up and expanded our minds. So that today, most petroleum refiners in the U.S. are not only conscious of the environment -- we're absolutely obsessive about it.

Why not renounce our historic pattern of saying "hell no" to every new environmental amendment or regulation that's proposed by our local, state or federal governments.

Why not instead let our first reaction be to find something to agree upon? Just perhaps we can begin by identifying with their long-term goals -- which are almost certain to be compatible with our interests as citizens -- and then move on from there to offering alternative schedules or techniques that are more cost effective in our opinion.

What I'm advocating here is a policy based more on cooperation and less on conflict.

Please understand, I'm not talking about a love-in here. And I'm certainly not advocating that we simply sit around waiting for the next "off oil" extremist to think up some non-sensible proposal to punish the industry they love to hate.

What I am suggesting, however, is that faced with an environmental initiative we seek first the points that are in the public interest and then work to maintain the high ground from day one on issues that may take years to resolve - - issues incidentally, that are supported by our employees, our customers, and our shareholders.

**SPEECH**  
**(Continued)**

In fact I would even go so far as to suggest that we actually assume a proactive stance -- that we initiate meetings with environmental leaders and discuss with them issues of concern. If we do that, I'll bet we eventually generate more constructive, cost-effective solutions to environmental problems.

And incidentally I believe we will also strengthen the position of the more reasonable leaders in the environmental movement. I know that's a radically different approach to what we have done in the past, but I believe it is the right approach for "our" times.

Circumstances have given most of us in business a 90-day calendar -- a quarter-to-quarter mentality with which to run our enterprise. If you can see beyond the next quarter to the next opportunity -- if you can, like a good chess player, look beyond the present and see how your next move will position you to succeed, then the refining business will indeed be promising.

What are the requirements for economic and environmental competitiveness in the 21st century?

Simply, a corporate surface that is a combination of teflon and adhesive.

Teflon, so the doubts, suspicions and fears don't stick to you -- and adhesive, so the options and opportunities do.

To do that we will need people of talent -- people who are decisive, risk-taking, and imaginative.

And yes we'll need capital -- invested with more care than usual and always at the ready for opportunities that will often be more brief in duration.

We will also need a little more backbone, and a lot less wishbone.

Ours has been a proud industry, with a great history. Let's not become an industry with a diminished capacity to dream.

It's often been an indoor sport to criticize the short-sightedness of other generations.

We ridicule the leaders of over a hundred years ago because of their fears that there wouldn't be enough whales to supply oil for lamps.

**SPEECH**  
**(Continued)**

We laugh at projections from the past that New York City with its expanding population would one day be overcrowded with horses and overcome with their droppings.

But as beneficiaries of all that mankind has accumulated thus far, it would probably serve us well to ponder soberly what historians of the future will look back at when they review our report card.

Will they be puzzled that we were too short-sighted to see that energy and the environment were interlinked problems for the whole planet?

Will they wonder why we couldn't find common sense grounds between our environmental needs and our economic growth?

Will they pity our lack of statesmanship that, at a critical point in the evolution of civilization, we did not have the skill or willingness to draw the world community together?

I don't think so. Because those short-sighted traits will not prevail. None of us enlisted in this proud petroleum profession so we could audition for and star in the role of manufacturing bad guys.

We really do understand that our focus and efforts need to be on aligning ourselves with change, not on protecting ourselves from it.

I have often been accused of being an optimist -- and I confess it's true. Ray Charles, the wonderful musician, was once asked, "Have you been blind all your life?" He replied -- "Not yet!" You see, there's always hope for a better, brighter day ahead.

What we have in front of us is not our last critical time -- only our latest. How we go about selecting our choices of behavior will determine how well we fare in this economic/environmental tournament.

I challenge anyone to tell me that being a good businessperson and a sensible environmentalist can't be a combination that works.

I challenge anyone to tell me that our industry, with a century of experience in leading change, can't now adjust to the regulatory speed bumps we encounter -- and through innovation and the hard work of our employees turn them into a positive outcome.

**SPEECH**  
**(Continued)**

And I challenge anyone to tell me that our industry -- which has changed its structure, its technology, its marketing, and its products -- cannot now change, and vastly improve, the way it deals with public policy issues of national and international significance.

What we face today is a challenge that we must resolve to not only meet, but lead. The citizens of this country, and indeed the world will accept nothing less.

Thank you.

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