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1

Unit

Advertising

Reading: The harder hard sell

Grammar: Gerunds and infinitives

Listening: Good advertising; novel ways to reach consumers

Career skills: Storytelling

Culture at work: Ways of telling a story

Dilemma: *Danger Zone*

The power of persuasion



Warming up

1 How many advertisements do you see every day? Where are they placed? What kinds of media do you think are used the most for advertising?

2 Look at the examples of advertisements that have appeared in unusual places and discuss the following questions.

- 1 Who are the target audiences for each of the advertisements?
- 2 How successful do you think these advertisements are?
- 3 Can you think of other unusual places to advertise these products?

3 Discuss with your partner where would be the best place to advertise the following and give your reasons.

- | | |
|--------------------------------|-----------------------|
| 1 golf equipment | 4 hotel accommodation |
| 2 medical insurance | 5 a second-hand car |
| 3 discount travel for students | 6 a new movie |

4 Read the words and phrases and their explanations. Then complete the following paragraph with the words and phrases. Change the form when necessary.

- | | |
|---|---|
| 1 media: all the different ways of entertaining and giving information to the public and advertising goods | advertises something |
| 2 target audience: the kind of people that broadcasters are trying to reach with a particular program, advertisement, etc. | 6 publicize: to give information about something to the public, so that they know about it |
| 3 commercial: an advertisement on television or radio | 7 demonstration: an act of explaining and showing how to do something or how something works |
| 4 billboard: a large sign used for advertising | 8 advertising agency: a company that designs advertisements for other companies |
| 5 advertiser: a person or company that | |

Advertising is a means of communication between an organization and its _____ using space or time purchased in the _____ (TV, radio, magazines, newspapers, websites, _____, etc.). Businesses generally use the services of _____ to create advertising campaigns that use combinations of _____, posters, print advertisements or Internet pop-ups in order to _____ their products or services and persuade consumers to buy. Increasingly, _____ are using other forms of promotion such as in-store displays, product placements and product _____ to draw attention to what they want to sell.



Reading

Targeting the audience

The harder hard sell

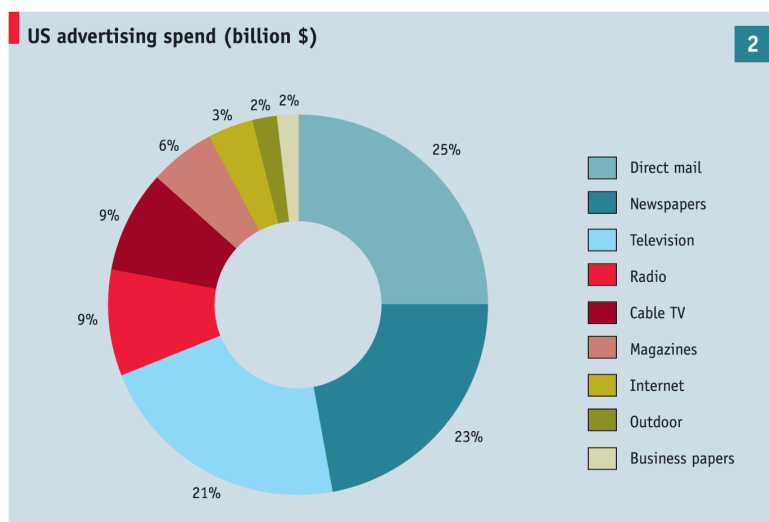
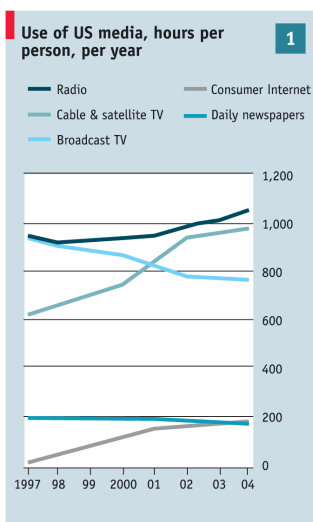
1 It was Lord Leverhulme¹, the British soap pioneer, who is said to have complained that he knew half of his advertising budget was wasted, but didn't know which half. The real effects of advertising have become more measurable, exposing another, potentially more horrible, truth for the industry: in some cases, it can be a lot more than half of the budget that is going down the drain.

2 The advertising industry is passing through one of the most disorienting periods in its history. This is due to a combination of long-term changes, such as the growing diversity of media and the arrival of new technologies, notably the Internet. With better-informed consumers, the result is that some of the traditional methods of advertising and marketing simply no longer work.

The media are the message

3 But spending on advertising is up again and is expected to grow this year by 4.7 percent to \$343 billion. How will the money be spent? There are plenty of alternatives to straightforward advertising. They range from public relations to direct mail and include consumer promotions (such as special offers), in-store displays, business-to-business promotions (like paying a retailer for shelf space), telemarketing, exhibitions, sponsoring events, product placements and more. These have become such an inseparable part of the industry that big agencies are now willing to provide most of them.

4 As ever, the debate in the industry centres on the best way to achieve results. Is it more cost-effective, for instance, to use a public



relations agency to invite a journalist out to lunch and persuade him to write about a product than to pay for a display ad in that journalist's newspaper? Should you launch a new car with glossy magazine ads, or—as some car makers now do—simply park demonstration models in shopping malls and motorway service stations? And is it better to buy a series of ads on a specialist cable TV channel or splurge \$2.2m on a single 30-second commercial during this year's Super Bowl²?

Net sales

- 5 Such decisions are ever harder to make. For a start, people are spending less time reading newspapers and magazines, but are going to the cinema more, listening to more radio and turning in ever-increasing numbers to a new medium, the Internet (see Chart 1). No one knows just how important the Internet will eventually be as an advertising medium. Some advertisers think it will be a highly cost-effective way of reaching certain groups of consumers. But not everyone uses the Internet, and nor is it seen as being particularly good at building brands. So far, the Internet accounts for only a tiny slice of the overall advertising pie (see Chart 2), although its share has begun to grow rapidly.
- 6 Despite all of these new developments, many in the advertising business remain confident. Rupert Howell, chairman of the London arm of McCann Erickson, points out that TV never killed radio, which in turn never killed newspapers. They did pose huge creative challenges, but that's OK, he maintains: "The advertising industry is relentlessly inventive; that's what we do."

Notes

- 1 **Lord Leverhulme:** Born William Hesketh Lever, he was an English businessman who built the international firm of Lever Brothers, one of the predecessor companies of Unilever. He became rich by making soap, and often gave his money to benefit others. He was made a viscount in 1922.
- 2 **Super Bowl:** It is a football game played in the US each year, usually in late January on a Sunday, known as Super Bowl Sunday. The game decides which team is the winning team of the year in the National Football League (NFL).

Glossary

Words & phrases

- 1 **potentially** *adv.* with the capacity to develop or happen in future 可能地, 潜在地
- 2 **down the drain** if time, effort, or money goes down the drain, it is wasted or produces no results 白白浪费, 付诸东流
- 3 **disorienting** *adj.* making someone not know where they are or which direction they should go 使人迷失方向的
- 4 **notably** *adv.* used to say that a person or thing is a typical example or the most important example of something 尤其
- 5 **alternative** *n.* something you can choose to do or use instead of something else 可供选择的事物
- 6 **inseparable** *adj.* things that are inseparable cannot exist or be considered separately 不可分割的, 不可分离的
- 7 **launch** *v.* to make a new product, book, etc. available for sale for the first time (将新产品或新服务) 投放市场, 发行
- 8 **glossy** *adj.* printed on shiny paper with a lot of bright pictures 用有光纸印刷并附有很多鲜艳图片的
- 9 **motorway** *n.* a very wide road for traveling fast over long distances, especially between cities 高速公路
- 10 **splurge** *v.* to spend more money than you can usually afford 挥霍
- 11 **medium** *n.* a way of communicating information and news to people, such as newspapers, television, etc. 媒介
- 12 **relentlessly** *adv.* in a way that continues strongly, without stopping, giving up or getting less strong 不间断地
- 13 **inventive** *adj.* able to think of new, different, or interesting ideas 有创造力的, 别出心裁的

Business terms

- 1 **marketing** *n.* the activity of deciding how to advertise a product, what price to charge for it, etc. or the type of job in which you do this 市场营销
- 2 **public relations** the work of explaining to the public what an organization does, so that they will understand it and approve of it 公关工作
- 3 **promotion** *n.* an activity intended to help sell a product 促销
- 4 **telemarketing** *n.* a way of selling products to people in which you telephone people to see if they want to buy something 电话推销, 电话销售
- 5 **product placement** a form of advertising in which a company arranges for one or more of its products to appear in a television program or film 植入式广告
- 6 **cost-effective** *adj.* bringing the best possible profits or advantages for the lowest possible costs 有成本效益的, 合算的

Business knowledge



Types of advertising

There are several branches or types of advertising which can be used by companies.

Print advertising

The print media has long since been used for advertising. The newspapers and magazines are quite popular modes of advertising for different companies all over the world. The newspapers and magazines sell the advertising space and the cost depends on several factors: the quantity of space, the page of the publication, the type of paper, etc. So an ad on the front page would be more costly than on inside pages. Similarly an ad in a glossy supplement to a paper would be more expensive than in a mediocre quality paper. The print media also include brochures and fliers.

Broadcast advertising

This type of advertising consists of television, radio, and Internet advertising. The ads on the television have a large audience and are very popular. The cost depends on the length of the ad and the time at which the ad would be appearing. For example, the prime time ads would be more costly than the regular ones. Radio advertising is not what it used to be after the advent of television and Internet, but still there is specific audience for the radio ads too. The radio jingles are quite popular in sections of society and help to sell the products. Internet advertising uses the Internet to deliver promotional marketing messages to consumers. It includes email marketing, search engine marketing (SEM), social media marketing, display advertising

(including web banner advertising), and mobile advertising.

Outdoor advertising

Outdoor advertising makes use of different tools to gain customer's attention. Billboards, kiosks, and events are effective ways to convey the message of a company. Billboards are present all around the city, and the content should be such that it attracts the attention of the customers. Kiosks are easy outlets of the products and serve as information outlets for people too. Organizing events such as trade fairs and exhibitions also in a way advertises the product and the company.

Covert advertising

This is a unique way of advertising in which the product or the message is subtly included in a movie or TV serial. There is no actual ad, just the mention of the product. For example, Tom Cruise used the Nokia phone in the movie *Minority Report*.

Public service advertising

As evident from the title itself, such advertising is for the public causes. There are a host of important matters such as AIDS, political integrity, energy conservation, illiteracy, poverty and so on, all of which need more awareness as far as the general public is concerned. This type of advertising has gained much importance in recent times and is an effective tool to convey the message of the company.

Understanding the text

1 Read the text and choose the best subheading for the beginning of the text.

- 1 The advertising industry is going through a crisis period—sales are down and times are hard.
- 2 The traditional media are finally attracting a new younger audience and more advertisers as a result.
- 3 More people are rejecting traditional sales messages, presenting the ad industry with big challenges.

2 The following questions refer to information given in Paragraphs 1–6. Decide which paragraph is referred to in each and answer these questions.

- 1 Why have some forms of advertising become ineffective?
- 2 What are the two weaknesses of the Internet as an advertising medium?
- 3 What new services have advertising agencies started to offer?
- 4 What happened in the past when new advertising media appeared?
- 5 How much does it cost to advertise at peak viewing times in the US?
- 6 What proportion of the money spent on advertising may be wasted?

3 Look at Chart 1 and decide whether the following statements are true (T) or false (F).

- () 1 Americans are spending more time reading newspapers.
- () 2 Broadcast TV is more popular than cable and satellite TV.
- () 3 The number of radio listeners has increased significantly.
- () 4 Internet usage nearly doubled during the period from 1999 to 2003.

4 Look at Chart 2 and complete the following sentences.

- 1 _____ and _____ are the two media on which advertisers spend the most.
- 2 In the print media, _____ is the least popular medium with advertisers.
- 3 In broadcasting, _____ account for a little over double the amount spent on radio.

5 Discuss the following questions in groups.

- 1 What are your most/least favorite advertisements?
- 2 Which current advertisements do you think are the most creative in your country?
- 3 How is the advertising industry regulated in your country? What sorts of products or services cannot be advertised?
- 4 What examples of product placement in films, video games or on TV can you think of? Do you think this is an effective form of advertising?

Language work

1 Find the words and phrases in Paragraph 3 with the following meanings.

- 1 trade fairs and shows _____
- 2 promotional price reductions _____
- 3 featuring a product in a film or TV program _____
- 4 publicity material delivered to homes _____
- 5 communicating with the press _____
- 6 selling to customers over the phone _____

2 Look at the examples of verb–noun collocations from the text and then complete the collocations below with the following verbs and nouns.

e.g. to achieve results (Paragraph 4) to pose challenges (Paragraph 6)

- 1 to target a(n) _____
- 2 to _____ a new campaign
- 3 to _____ an advertisement in the press
- 4 to _____ a sports event
- 5 to project a(n) _____
- 6 to endorse a(n) _____
- 7 to _____ a commercial

Verbs	Nouns
run	brand
launch	audience
make	image
sponsor	

3 Complete the paragraph with the appropriate form of the collocations in Task 2.

Signing a celebrity and using their star status to 1 endorse a brand is one of the standard advertising techniques. Tag Heuer, the watchmaker which 2 _____ a number of _____, once had Tiger Woods under contract. Nicole Kidman has 3 _____ for Chanel No. 5, which has been shown around the world. But choosing the celebrity who will 4 _____ exactly the right _____ is not always so easy, as several companies have found out. What happens when a company is about to 5 _____ a new _____ featuring a celebrity and it suddenly finds out that he or she is accused of a criminal offence? While there is no doubt that most celebrity endorsements do increase sales, more and more advertisers are turning to other, less risky ways of 6 _____ the _____ that they want to reach.

4 Complete the table with the correct form of the words.

Verb	Noun
exhibit	exhibition
reduce	
promote	
	endorsement
publicize	
	persuasion
demonstrate	
	cancelation

5 Paraphrase the following sentences from the text.

- 1 The real effects of advertising have become more measurable, exposing another, potentially more horrible, truth for the industry: in some cases, it can be a lot more than half of the budget that is going down the drain.
- 2 With better-informed consumers, the result is that some of the traditional methods of advertising and marketing simply no longer work.
- 3 These have become such an inseparable part of the industry that big agencies are now willing to provide most of them.
- 4 So far, the Internet accounts for only a tiny slice of the overall advertising pie (...), although its share has begun to grow rapidly.
- 5 The advertising industry is relentlessly inventive; that's what we do.

6 Translate the following sentences from the text into Chinese.

- 1 It was Lord Leverhulme, the British soap pioneer, who is said to have complained that he knew half of his advertising budget was wasted, but didn't know which half.
- 2 The advertising industry is passing through one of the most disorienting periods in its history.
- 3 They range from public relations to direct mail and include consumer promotions (such as special offers), in-store displays, business-to-business promotions (like paying a retailer for shelf space), telemarketing, exhibitions, sponsoring events, product placements and more.
- 4 Is it more cost-effective, for instance, to use a public relations agency to invite a journalist out to lunch and persuade him to write about a product than to pay for a display ad in that journalist's newspaper?
- 5 Some advertisers think it will be a highly cost-effective way of reaching certain groups of consumers. But not everyone uses the Internet, and nor is it seen as being particularly good at building brands.

7 Translate the following passage into English. Some of the key words have been given in the brackets.

许多品牌面临的一个共同挑战是突破混乱的定位, 以有意义的方式与目标受众 (target audience) 建立联系。以下是一些小建议来帮助你的品牌发声。

首先, 发布吸引人的、可分享的内容, 这些内容需要与品牌密切相关且能够引起受众兴趣, 这是树立受众品牌意识 (brand awareness) 的极好方式。关键是内容要避免过于以销售为导向, 而应关注当下的热点话题并且能够让人们乐于分享给他人。另外, 社交媒体是很好的发布内容的平台, 因为它们具有即时性, 且可以在广大受众之间共享。但是要注意, 在使用社交媒体时不要推送“社群垃圾”给你的受众, 而是要真正地倾听受众的反馈并将其付诸实践。社交媒体只有在你的品牌和受众之间充当双向互动的通道时, 才能有效地运作。

8 The following passage contains TEN errors, one in each numbered line. Underline the errors and put the corrections in the blanks.

While many companies are spending more money on sales promotion than on media advertising, it is difficult to say just what percentage of a firm's overall promotional budget should be allocated to advertise versus consumer- and trade-oriented promotions. This relocation depends on a number of factors, including the specific promotional objectives of the campaign, the market and competitive situation, and the brand's stage in its life cycle.

1 _____

2 _____

Consider, for example, what allocation of the promotional budget may vary according to a brand's stage in the product life cycle. In the introductory stage, a large amount of the budget may be allocated to sales promotion techniques such as sampling and couponing to induce trial. In the growth stage, moreover, promotional dollars may be used primarily for advertising to stress brand differences and keep the brand name in competitors' minds. When a brand moves to the maturity stage, advertising is primarily a reminder to keep consumers aware the brand. Consumer-oriented sales promotions such as coupons, price-offs, premiums and bonus packs may be needed periodically to maintain consumer loyalty, attract new users and protect against competition. Trade-oriented promotions needed to maintain shelf space and accommodate retailers' demands for better margins as long as encourage them to promote the brand. A study on the synergistic effects of advertising and promotion examined a brand in the mature phase of its life cycle and has found that 80 percent of its sales at this stage was due to sales promotions. When a brand enters the decline stage of the product life cycle, most of the promotional support will probably be removed and expenditures on sales promotion are unlikely.

3 _____

4 _____

5 _____

6 _____

7 _____

8 _____

9 _____

10 _____

9

Read the passage and decide which of the choices would best complete the passage if inserted in the corresponding blanks.



On my arrival in America, the one thing I noticed more than anything else was the 1 _____ amount of advertising that went on—on the radio, on television, on billboards and signposts, and in magazines. In the last three years, I have become accustomed to this fact in American life, for I believe that it is a creative and necessary part of an industrial 2 _____. I, too, want to improve my lifestyle and to buy better products, so I 3 _____ to advertising to show me how to do it.

Deciding what to believe in advertising, however, isn't easy. It seems to me that a person must 4 _____ things with a lot of care. As a consumer, I want to get the best for my money, so I really have to understand the techniques of advertising. Otherwise, manufacturers will be able to sell me anything, no matter what its quality may be.

More and more people are becoming 5 _____, like me, of the ways in which advertising can affect them. The creative aspects of commercials, for instance, often cover up defects or problems in products. I have learned this well, since I have made purchases and lost money because the 6 _____ were of poor quality.

The future of advertising will most likely involve a much greater 7 _____ of public participation. I intend to become involved in consumer groups that want to 8 _____ people from misleading advertising. But I also want to see Americans keep their high 9 _____ of living in the process. In the future, if consumers like me really care about the quality of something as well as the quantity, 10 _____ advertisers will begin to care more about what they are trying to sell.

- | | | | |
|-----------------|---------------|--------------|------------------|
| 1 A. giant | B. tremendous | C. great | D. powerful |
| 2 A. phenomenon | B. cause | C. society | D. purpose |
| 3 A. look | B. watch | C. know | D. understand |
| 4 A. ask for | B. pay | C. purchase | D. get |
| 5 A. notice | B. see | C. conscious | D. understanding |
| 6 A. projects | B. items | C. rates | D. points |
| 7 A. level | B. part | C. degree | D. amount |
| 8 A. protect | B. care | C. guard | D. save |
| 9 A. standards | B. criteria | C. manner | D. judgement |
| 10 A. may be | B. like | C. possibly | D. maybe |

Advertisers tend to think big and perhaps this is why they're always coming in for criticism. Their critics seem to resent them because they have a flair for self-promotion and because they have so much money to throw around. "It's iniquitous," they say, "that this entirely unproductive industry (if we can call it that) should absorb millions of pounds each year. It only goes to show how much profit the big companies are making. Why don't they stop advertising and reduce the price of their goods? After all it's the consumer who pays ..."

The poor old consumer! He'd have to pay a great deal more if advertising didn't create mass markets for products. It is precisely because of the heavy advertising that consumer goods are so cheap. But we get the wrong idea if we think the only purpose of advertising is to sell goods. Another equally important function is to inform. A great deal of the knowledge we have about household goods derives largely from the advertisements we read. Advertisements introduce us to new products or remind us of the existence of the ones we already know about. Supposing you wanted to buy a washing machine, it is more than likely you would obtain details regarding performance, price, etc. from an advertisement.

Lots of people pretend that they never read advertisements, but this claim may be seriously doubted. It is hardly possible not to read advertisements these days. And what fun they often are too! Just think what a railway station or a newspaper would be like without advertisements. Would you enjoy gazing at a blank wall or reading railway byelaws while waiting for a train? Would you like to read only closely printed columns of news in your daily paper? A cheerful witty advertisement makes such a difference to a drab wall or a newspaper full of the daily ration of calamities.

We must not forget either that advertising makes a positive contribution to our pockets. Newspapers, commercial radio and television companies could not subsist without this source of revenue. The fact that we pay so little for our daily paper or can enjoy so many broadcast programs is due entirely to the money spent by advertisers. Just think what a newspaper would cost if we had to pay its full price!

Another thing we mustn't forget is the "small ads," which are in virtually every newspaper and magazine. What a tremendously useful service they perform for the community! Just about anything can be accomplished through these columns. For instance, you can find a job, buy or sell a house, announce a birth, marriage or death in what used to be called the "hatch, match and dispatch" column. And by far the most fascinating section is the personal or "agony" column. No other item in a newspaper provides such entertaining reading or offers such a deep insight into human nature. It's the best advertisement for advertising there is!

- 1 What is the main idea of this passage?
 - A. Advertisements.
 - B. The benefits of advertisements.
 - C. Advertisers perform a useful service for communities.
 - D. The costs of advertisements.
- 2 What is the author's attitude toward advertisers?
 - A. Appreciative.
 - B. Trusting.
 - C. Critical.
 - D. Dissatisfactory.
- 3 Why do the critics criticize advertisers?
 - A. Because advertisers often brag and spend too much money on advertising.
 - B. Because the critics think advertising is a total waste of money.
 - C. Because customers are encouraged to buy more than necessary.
 - D. Because customers don't like advertisements.
- 4 Which of the following is NOT true according to the passage?
 - A. Advertising makes contribution to our pockets and we may know everything.
 - B. We can buy the item that best suits our need through reading the details offered in an advertisement.
 - C. Good quality products don't need to be advertised.
 - D. Advertisements make our life colorful.
- 5 The passage is _____.
 - A. narration
 - B. description
 - C. criticism
 - D. argumentation

Grammar in use

1 Study the examples taken from the text and decide which of the examples contain a gerund and which contain an infinitive.

- A But spending on advertising is up again ... (Paragraph 3)
- B ... and is expected to grow this year by 4.7 percent ... (Paragraph 3)
- C ... big agencies are now willing to provide most of them. (Paragraph 3)
- D ... it will be a highly cost-effective way of reaching ... (Paragraph 5)
- E ... although its share has begun to grow rapidly. (Paragraph 5)

2 Complete the sentences using the appropriate form (gerund or infinitive) of the words in the brackets.

- 1 Achieving (achieve) results is all my boss cares about.
- 2 It's important (present) _____ a professional image of the company and its brands.
- 3 I look forward to (work) _____ with you on the new campaign.
- 4 My agent made me (publicize) _____ the new HollyBank soap range, although I can't stand it!
- 5 I've persuaded two local celebrities (attend) _____ the launch.
- 6 Can you ask Sam about (set) _____ up the stand?
- 7 I'm slowly realizing that (target) _____ the right people isn't going to be easy.
- 8 You'll need (liaise) _____ with the manager over the in-store displays.
- 9 Unfortunately, (cancel) _____ the launch has cost us far more than we'd anticipated.



3 Complete the passage with the gerund or infinitive form of the verbs in the brackets.

(1 advertise) Advertising dates back to early history and initially consisted simply of people (2 communicate) _____ messages orally about where certain items could be found. It was the invention of (3 print) _____ that really launched written messages as a vehicle for (4 promote) _____ the sale of products. In London, the first print ads (5 appear) _____ were posted on the doors of churches, announcing that prayer books were available from a local printer.

Newspapers accelerated the growth of advertising, and with more and more people able (6 read) _____, businesses began (7 take out) _____ advertisements to sell imported goods like tea and coffee. However, it was in the US that advertising really became an industry in itself.

Some of the key moments in this process were:

1882 Procter and Gamble launches their Ivory Soap ad, spending a record sum of \$11,000 on the campaign.

1922 AT&T's New York radio station introduces broadcast advertising by (8 invite) _____ listeners (9 buy) _____ 10 minutes of radio time for \$100.

1957 The first broadcast television commercials are made, opening up a new medium for advertisers.

1995 MTV's new style of video images starts (10 revolutionize) _____ the way that TV commercials are made.

1995 The amount of money spent on Internet advertising continues (11 rise) _____ and reaches \$2 billion for the first time.

2004 Procter and Gamble manages (12 attract) _____ more than four million consumers to its website for the launch of its new toothpaste.

4 Prepare brief notes applying gerunds and infinitives about your plans (professional or personal) for the coming year, and then compare notes with your partner. Consider the following questions while writing and discussing the notes.

Consider while writing

- What do you hope to achieve?
- What are you looking forward to doing?
- What decisions do you think you will have to make?

Consider while discussing

- How are your plans different?
- Do you share the same goals?

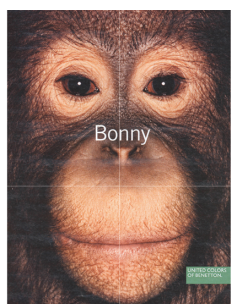
Listening

Words & phrases

photography *n.* 摄影
intrepid *adj.* 勇敢的, 刚毅的

Listening 1 Good advertising

1 Listen to Naomi Johnson of the Institute of Advertising and Design talking about the following two advertisements. Complete the table.



	1	2
Advertiser		
Product		
Key words used to describe the advertisement		

2 Listen again and decide whether the following statements are true (T) or false (F).

- () 1 Benetton did a series of shock campaigns in the year of 1919.
- () 2 In the first advertisement, there's a direct connection between the animal in the picture and the clothes that Benetton sells.
- () 3 Benetton adopts a different way of advertising in the new campaign.
- () 4 Naomi Johnson thinks that profitability is at the heart of advertising.
- () 5 The second advertisement tries to impress the target audience through conveying a sense of adventure.

Words & phrases

novel *adj.* 新颖的
trendsetter *n.* 引领时尚的人(或事物)
proactive *adj.* 积极主动的
consumerism *n.* 消费主义

Listening 2 Novel ways to reach consumers

1 Listen to a news report on Procter and Gamble. Make notes on:

- 1 What is Tremor?
- 2 What are early adopters?
- 3 What are prosumers?

2 Listen again and answer the following questions.

- 1 What can the teenagers recruited by Tremor get in return for their work?
- 2 What is the main purpose to get trendsetters to buy (or be given) new products?
- 3 What type of companies tend to find early adopters to give their new products a good start?
- 4 Which group is the most powerful in helping companies influence a broader market, according to some people in the industry?
- 5 What should companies do to influence prosumers?

Career skills

Storytelling

When we communicate with other people at work, we spend much of our time telling stories about things that have happened. Telling a good story can leave a strong impression and can help your listener to visualize a situation. Look at the following expressions which can be used when telling a story.

- | | |
|--|------------------------------------|
| A <i>It turned out ...</i> | E <i>In the end ...</i> |
| B <i>You'll never believe this ...</i> | F <i>At that very moment ...</i> |
| C <i>To cut a long story short ...</i> | G <i>To get to the point ...</i> |
| D <i>Just then ...</i> | H <i>Guess what happened next?</i> |

1 Which of the expressions A–H would you use if you want to do the following?

- 1 give a shortened version
- 2 talk about the outcome
- 3 get your audience to anticipate
- 4 focus on a critical moment

When you tell a story, remember to do the following.

- Set the scene: describe where and when the story took place.
- Describe the people who were involved.
- Describe the sequence of events.
- Explain how the story ended.
- Don't speak too fast, and pause at critical moments in your story.

2 Listen to a person telling a story. Does he follow the advice above?

3 Now listen to another version of the same story. How is it different?

4 Listen to another speaker telling a different story and answer the questions.

- 1 Who is the main character in the story?
- 2 Where/When did the story take place?
- 3 What is the sequence of events?
- 4 What happened at the end?
- 5 Which of the expressions A–H above does the speaker use?

5 Work in groups. Think of something unusual that happened to you or to someone you know, or think of a film or book. Prepare a two-minute story about it. Join a student from another group and tell each other your stories.

Culture at work

Ways of telling a story

Some cultures tell stories in a linear way, and focus on a single topic or a few closely related topics. Other cultures use a more circular style of storytelling where a number of different topics are developed at the same time.

Topic-centered	Topic-associating
Focus is on a single topic or a small number of topics that are closely linked.	Includes a number of loosely related topics. The link between topics may not seem immediately obvious.
Events are generally described in the order in which they happened.	Events are not necessarily described in the order in which they happened.
The speaker provides background information to help the listener understand the story.	The speaker assumes shared knowledge so does not provide background information.

When you tell a story, are you more topic-centered or topic-associating?



Dilemma & Decision

Dilemma: *Danger Zone*

Brief

The marketing team of Wonder Image Inc. are about to launch their latest action video game, *Danger Zone*, using a series of striking TV commercials with real actors.

The first commercial takes place in an underground car park, where we can see the silhouettes of three people moving in semi-darkness. Then there is a sudden blinding flash as a gun goes off and a young man is heard saying, “This is where I met the two strangers—and I didn’t want to meet them again.” The storyboard for this commercial has been shown to two sample groups—a group of target consumers (12–25-year-old males) and a representative group of older viewers. The reactions of the first group have been extremely positive, but in the second group several people have expressed concerns that the commercial will be too extreme. The marketing team are worried: if viewers complain to the government’s Advertising Standards Committee (ASC), there is a chance that the commercial could be banned and the launch would be endangered.

Task 1

Work in groups. You are members of the marketing team and you now have to decide what to do about the launch of *Danger Zone*. Among the options that you can consider are the following:

- cancel the first commercial and delay the launch until a new storyline can be developed (you can suggest ideas for this)
- contact the ASC to see if the commercials can be shown after 10:00 pm
- go ahead with the launch of the campaign without changing anything
- radically alter the campaign and/or choose an alternative method of advertising the game

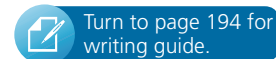
Task 2

Meet with another group and present your decision about the launch.

Task 3

As a class, review the solutions proposed by each group and agree on the one that the class thinks would work best.

Write it up



Write a fax to send to the advertising agency informing them of your decision.

Decision:

Here is what really happened with the launch of *Danger Zone*.

Following the release of its new adventure game *Danger Zone*, the video manufacturer Wonder Image Inc. has been asked by the ASC to withdraw its first TV commercial in support of the launch. The advertisement, which was first shown last week on national television, sparked a storm of protests from viewers and parents’ associations. Bill Bradley, the director of the ASC, explained that the decision to ask the company to withdraw the commercial was taken because of its “offensive nature”: “The ASC guidelines specify that all advertisements should be in good taste and should on no account promote violent behavior—which unfortunately was not the case with the *Danger Zone* commercial.” A spokesperson for Wonder Image Inc. said that the decision by the ASC to ban the commercial was “an exaggerated response to an original and creative television campaign.” The launch of *Danger Zone* will proceed as planned but without the support of the television campaign, the spokesperson added.