UNIT 5

Advertising

'Advertising isn't a science. It's persuasion, and persuasion is an art.'
William Bernbach (1911–1982), US advertising executive

OVERVIEW

VOCABULARY
Advertising media and methods

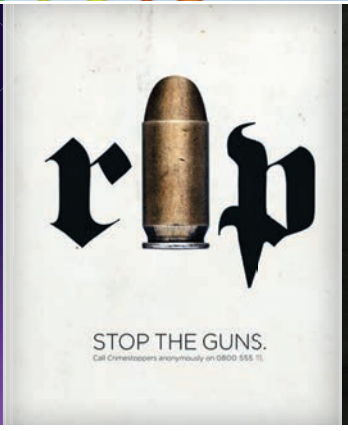
READING
A new kind of campaign

LISTENING
How advertising works

LANGUAGE REVIEW
Articles

SKILLS
Starting and structuring presentations

CASE STUDY
Alpha Advertising



Sample Units

STARTING UP

Discuss the advertisements above. Which do you like best? Why?

VOCABULARY

Advertising media and methods

A **Newspapers are one example of an advertising medium. Can you think of others?**

B **Look at these words. Label each word 1 for 'advertising media', 2 for 'methods of advertising' or 3 for 'verbs to do with advertising'.**

advertorials 2
banner ads
billboards (AmE)/ hoardings (BrE)
cinema
commercials
communicate
endorse
exhibitions
free samples
Internet
leaflets/flyers
outdoor advertising
place
point-of-sale
pop-ups
posters
press
product placement
radio
run
sponsor
sponsorship
target
television
viral advertising

C **Which of the methods do you connect to which media?**

EXAMPLE: television – commercials

D **Which of the verbs you identified in Exercise B combine with these nouns?**

1 a campaign
2 a product
3 an advertisement
4 an event
5 a consumer
6 a message

E **Choose the most suitable words to complete these sentences.**

1 A lot of cosmetics companies give away *leaflets* / *commercials* / *free samples* so that customers can try the product before they buy.
2 Advertising companies spend a lot of money on creating clever *slogans* / *posters* / *exhibitions* that are short and memorable, such as the message for Nike: 'Just do it'.
3 Celebrity *exhibition* / *research* / *endorsement* is a technique that is very popular in advertising at the moment.
4 If news about a product comes to you by *word of mouth* / *the press* / *the Internet*, someone tells you about it rather than you seeing an advert.
5 Many companies use post and electronic *slogans* / *mailshots* / *posters* because they can target a particular group of consumers all at the same time.

F **Give examples of:**

1 any viral campaigns you have read about
2 clever slogans that you remember from advertising campaigns
3 sponsorship of any sporting or cultural events.

G **What makes a good TV advertisement? Think about ones you have seen. Use some of these words.**

clever	interesting	funny	inspiring	eye-catching	original
powerful	strange	shocking	informative	sexy	controversial

H **Do you think that these advertising practices are acceptable? Are any other types of advertisement offensive?**

1 Using children in advertisements
2 Using actors who pretend to be 'experts'
3 Using nudity in advertisements
4 Using 'shock tactics' in advertisements
5 Promoting alcohol on TV
6 Comparing your products to your competitors' products
7 An image flashed onto a screen very quickly so that people are influenced without noticing it (subliminal advertising)
8 Exploiting people's fears and worries

I **Which of the following statements do you agree with?**

1 People remember advertisements, not products.
2 Advertising has a bad influence on children.
3 Advertising tells you a lot about the culture of a particular society.

*See the **DVD-ROM** for the i-Glossary.*

Sample Units

READING

A new kind of campaign

A **Read the article and choose the best headline.**

a) Honda predict record sales as advert breaks new ground

b) Honda skydivers push limits of TV adverts

c) Viewers tune out of normal TV advertising; Honda responds

FT

.....

.....

.....

.....

by Andrew Edgecliffe-Johnson

In a new definition of a publicity stunt, Channel 4 and Honda have turned to a team of skydivers to tackle the problem of viewers tuning out of traditional television advertising.

On Thursday night, the broadcaster was due to devote an entire 3 minute 20 second break in the middle of Come Dine With Me, its dinner party programme, to a live skydiving jump in which 19 stuntmen spelt out the carmaker's brand name. Described as the first live advertisement in modern times, the campaign is the latest attempt by advertisers and broadcasters to find alternatives to the 30-second spot.

The development of digital video recorders such as Sky+ and Tivo, which allow ads to be skipped, has forced advertising agencies and channels' sales teams to collaborate on more innovative attempts to keep the viewer's attention.

'We wanted to create something unmissable,' said Andy Barnes, the broadcaster's Sales Director. 'This concept breaks the boundaries of TV advertising,' he added, highlighting a Channel 4 campaign called 'innovating the break'.

The campaign follows initiatives such as LG's 'Scarlet' campaign, in which the television manufacturer ran advertisements appearing to trail a glamorous new television show, which turned out to be a promotion for the design features of its 'hot new series' of screens.

Thursday night's live advertisement, while designed to demonstrate the power of television advertising, was backed up by a complex multimedia and public-relations campaign.

The campaign's developers – including Channel 4's in-house creative team, Wieden + Kennedy, Starcom, Collective and Hicklin Slade & Partners – spent more than a month pushing the Honda slogan of 'difficult is worth doing' before Thursday night's slot.

A poster campaign, a series of television 'teaser' advertisements and a website have been backed up by digital advertising and press coverage. All are building up to a traditional 30-second advertising campaign, starting on June 1, said Ian Armstrong, Marketing Manager of Honda UK.

'The 30-second ad is alive and well,' Mr Barnes said, pointing to data released this week which showed that commercial television had enjoyed its best April in five years.

For Honda, however, the elements surrounding the core 30-second campaign are designed to generate the intangible buzz of word-of-mouth advertising, Mr Barnes added.

Thursday night's skydive would almost certainly go on YouTube, Mr Armstrong predicted. 'Commercially, that's a fantastic result, as it means our marketing investment becomes more efficient because consumers are doing our marketing for us.'

Sample Units

B **Read the article again and answer the questions.**

1 Why did Honda need a new publicity stunt with skydivers?

2 Why was the Honda advert unique?

3 Why are Sky+ and Tivo a problem for advertisers?

4 What happened in the Honda advert?

5 What happened in LG's 'Scarlet' campaign?

6 What did the Honda campaign's developers do?

7 What different types of advertising did Honda use?

C **Find all the word pairs in the text using the words *advertisement* or *advertising*.**

D **Match the words in bold in the word pairs (1–5) to their meaning (a–e).**

1	publicity **stunt**	a)	newspapers and magazines
2	design **features**	b)	a short phrase that is easy to remember
3	Honda **slogan**	c)	a series of actions intended to get a particular result
4	poster **campaign**	d)	an important, interesting or typical part of something
5	**press** coverage	e)	something done to get people's attention

E **Complete the text with some of the word pairs from Exercises C and D.**

PUBLICITY STUNT TIPS

Nothing will get your product noticed faster than a well-thought-out and well-performed ……[1]. First, you need to plan an ……[2]. You could start with some ……[3] on radio or TV and design some large adverts for a ……[4]. You need to highlight all the key ……[5]. Alert the local media and get good ……[6]. Tip off the local radio or TV station that something is going to happen. When it comes to the actual publicity stunt, ensure that all ……[7] or logos are visible. And if you have the money, why not try a ……[8] on TV? Finally, try to get some free ……[9] and hopefully end up on YouTube.

F **In groups, brainstorm some ideas for some live advertisements or publicity stunts.**

LISTENING
How advertising works

Marco Rimini

A CD1.31 **WPP is a world leader in marketing communications. MindShare is part of the group and Marco Rimini is its Head of Communications Planning. Listen to the first part of the interview and complete the gaps with a maximum of three words.**

I always go back to the beginning and ……[1], what is the person who's paying for the campaign ……[2]? What is that person's ……[3], what is it that that person ……[4] as a result of ……[5] on this advertising campaign?

B CD1.31 **Listen again. What reasons are there for advertising, apart from selling a product?**

C CD1.32 **Listen to the second part. What are the four stages of a typical advertising campaign?**

D CD1.33 **Listen to the final part and answer the questions.**

1 What are *viral* campaigns?

2 Regarding the Ronaldinho viral, what did people argue about?

*Watch the interview on the **DVD-ROM**.*

E **In groups, tell each other about a viral campaign or advertisement that you have discussed with your friends.**

Sample Units

LANGUAGE REVIEW
Articles

a/an

- We use *a* or *an* before singular countable nouns.
  ***a** publicity stunt*
- We use *a* or *an* to introduce new information.
  *They are building up to **a** traditional 30-second advertising campaign*
- We often use *a* or *an* to refer to people's jobs.
  *She's **an** accountant*
- We use *a* before consonants and *an* before vowel sounds
  ***a** commercial, **an** advert*

the

- We use *the* when we think our listener will know what we are talking about.
  ***the** Internet*
- We use *the* when it is clear from the context what particular person, thing or place is meant because it has been mentioned before.
  ***The** campaign is the latest attempt to ...*

'zero article' We do not use an article before:

- uncountable nouns used in general statements.
  Information is power.
- the names of most countries, companies and people.
  Poland, *Honda*, *Ian Armstrong*
- A few countries require *the*:
  ***the** Philippines*, ***the** United Kingdom*, ***the** United States*

→ *Grammar reference* page 148

A **Look back at the article on page 46. In paragraphs 1 and 2, why are *a* or *an* used instead of *the* before these words?**

1 publicity stunt
2 team of skydivers
3 entire 3 minute 20 second break
4 live skydiving jump

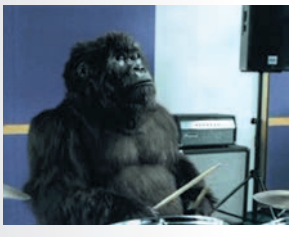
B **In the first two paragraphs of the article, which specific examples of the following are referred to?**

1 a problem
2 a broadcaster
3 a brand name
4 a live advertisement
5 a campaign

C **Tick the correct sentences. Add *the* where necessary in the other sentences. You may need to add *the* more than once.**

1 Knowledge of advertising code of practice is vital to those wishing to work in advertising industry.
2 We want to film a TV commercial in Russia.
3 The 'Think small' Volkswagen Beetle advert was one of most successful advertising campaigns of 20th century.
4 Four major brands – AOL, Yahoo!, Freeserve and BT – all achieve awareness of over 40% amongst UK adult population.
5 Next year, I am going to work for an advertising agency in USA.

D **This text is about a television advertisement. Some of the articles are missing. Write in the missing articles – *a*, *an* or *the* – where appropriate.**



Almost as soon as the 'gorilla' television commercial for Dairy Milk chocolate was first shown on 31 August, people started posting it on YouTube. People also started asking questions, like did it feature real gorilla playing drums?

So what role did the extraordinary take-up of gorilla ad on Internet play in Dairy Milk's success?

And was success of the advert a lucky break? For like Unilever and Diageo, Cadbury has benefited from the free 'viral' distribution of its advertising on Internet as consumers e-mail, post and create spoof versions of gorilla campaign.

Gorilla commercial is most viewed advertisement so far this year on YouTube, the content-sharing website.

Sample Units

SKILLS

Starting and structuring presentations

A What factors do you need to consider when preparing a business presentation?

B CD1.34 Listen to two different openings of a presentation. What is the same/different about them? Which do you prefer? Why?

C How many sections is the content of the presentation organised into? Look at the Useful language box below and divide the phrases into two groups, F (formal) or I (informal). Compare your answers.

D Choose one of these presentation situations. Write and practise the opening of the presentation.

1 Your company is launching a new product. (Audience: a group of potential customers)

2 You are presenting your place of work or study. (Audience: a group of potential customers or students)

3 Your company/organisation is introducing a new way of working. (Audience: a group of colleagues)

E CD1.35 An important part of structuring a presentation is letting the audience know what is going to happen next, or signalling. Listen to an extract from later in the presentation in Exercise B and fill in the gaps.

1 ... where this is very important. Just to give you a specific example: ..... the next slide, ... the chart that the key age group is 18 to 25, but that this will become less, not more, important as the product matures in the market.

2 As I say, this is reflected across all the markets. Right, ... the target markets. ..... the final part, and the media we plan to use. We'll start in ...

3 This will be linked to a coordinated press campaign starting in June. ....., before we go to the storyboard: ..... are that firstly ...

F What is the purpose of the missing expressions in each of the three extracts in Exercise E?

a) to introduce a conclusion b) to change section/topic c) to refer to visuals

G *Firstly* is an example of a sequencer. What other examples did you hear in the presentation?

H Prepare and deliver a three-minute presentation on your chosen topic from Exercise D. Try and use some signalling language.

Sample Units

USEFUL LANGUAGE

INTRODUCING YOURSELF

On behalf of Alpha Advertising, I'd like to welcome you. My name's Marc Hayward.

Hi, everyone, I'm Marc Hayward. Good to see you all.

INTRODUCING THE TOPIC

I'm going to tell you about the ideas we've come up with for the ad campaign.

This morning, I'd like to outline the campaign concept we've developed for you.

GIVING A PLAN OF YOUR TALK

I've divided my presentation into three parts. Firstly, I'll give you the background. Secondly, I'll discuss the media we plan to use. Finally, I'll talk you through the storyboard.

My talk is in three parts. I'll start with the background to the campaign, move on to the media we plan to use, and finish with the storyboard for the commercial.

INVITING QUESTIONS

If there's anything you're not clear about, feel free to stop me and ask any questions.

I'd be grateful if you could leave any questions to the end.

5

Case study

Alpha Advertising

A large advertising agency with a reputation for creating imaginative and effective campaigns is competing for new business.

Background

Alpha Advertising is based in Turin. It is competing for several new contracts. It has been asked to present ideas for exciting new campaigns to the management of the companies concerned. Concepts are required for the following new goods and services.

Panther Air

- An 'on-demand' jet charter service, based in Hamburg, Germany
- High standards of safety, quality and service
- Expert advice on choice of plane; competitive prices
- Target consumers: top business executives and VIPs

Aim: **To target the world's top business people**

E-Book

- An electronic book recently launched – slim; it can fit into a pocket or handbag
- It has a 200-novel memory and sells at 250 euros.
- When turned on, it takes readers straight to the last page they were reading.
- A 'next read' feature: the E-Book consults a database of related titles which may be of interest to the reader. It then makes recommendations for downloading or purchase.
- The E-Book is pre-loaded with 150 books.

Aim**: An international press and TV campaign**

Safe Haven: a new group of hotels in your country

- Rooms at competitive prices.
- Excellent facilities: a mini-spa on every floor; free aerobic classes three times a week; musical entertainment in the lounge every evening
- Hotels all in downtown areas
- Hotel restaurants offer a wide range of local dishes, prepared by well-known chefs
- A comprehensive advice service for all guests

Aim**: A creative campaign to attract more customers**

Sample Units

Task

You are members of the creative team at Alpha.

1. **Prepare an advertising campaign for one of the products or services. Use the Key questions on the right to help you.**
2. **Present your campaign to the management of the company concerned. When you are not presenting your campaign, play the role of the company's management. Listen and ask questions.**
3. **Use the Assessment sheet below to choose:**
   a) the best campaign concept
   b) the most effective presentation.

Key questions (advertising team)

- What is the campaign's key message?
- What special features does the product or service have?
- What are its USPs (Unique Selling Points)?
- Who is your target audience?
- What media will you use? Several, or just one or two? If you use:
  - an advertisement, write the text and do rough artwork.
  - a TV commercial, use a storyboard to illustrate your idea.
  - a radio spot, write the script, including sound effects and music.
  - other media, indicate what pictures, text, slogans, etc. will be used.
- What special promotions will you use at the start of the campaign?

Assessment sheet (managers)

Give a score of 1–5 for each category: 5 = outstanding, 1 = needs improvement.

	Campaign concept		Presentation	
1	Will it get the target audience's attention?	☐	Was it interesting?	☐
2	Will it capture their imagination?	☐	Was it clear?	☐
3	Does it have a clear, effective message?	☐	Was it loud and clear enough? Was it varied in pitch or monotonous?	☐
4	Will it differentiate the product or service?	☐	Was the pace too quick, too slow or just right?	☐
5	Will it persuade the target audience to buy the product or service?	☐	Was the language fluent, accurate and appropriate?	☐
6	Will the target audience remember the campaign?	☐	Did it impress you? Was there enough eye contact?	☐
	TOTAL: ___ / 30		**TOTAL: ___ / 30**	

Writing

As the leader of one of Alpha's advertising teams, prepare a summary of your concept for your Managing Director. The summary will be discussed at the next board meeting.

Writing file page 131

Watch the Case study commentary on the ***DVD-ROM.***

Sample Units

UNIT 6

Money

'Borrow money from pessimists – they don't expect it back.'
Steven Wright, American actor, writer and comedian

OVERVIEW

VOCABULARY
Financial terms

LISTENING
Managing investments

READING
An inspirational story

LANGUAGE REVIEW
Describing trends

SKILLS
Dealing with figures

CASE STUDY
Make your pitch

Sample Units

STARTING UP

A **Answer these questions individually. Then compare your answers with a partner.**

Money Quiz

1 **How much cash do you have with you at the moment? Do you:**
   a) know exactly?
   b) know approximately?
   c) not know at all?

2 **Do you normally check:**
   a) your change?
   b) your bank statements and credit-card bills?
   c) restaurant bills?
   d) your receipts when shopping?
   e) prices in several shops or online before you buy something?

3 **Do you:**
   a) give money to beggars?
   b) give money to charities?
   c) give away used items such as clothes?
   d) sell things you don't want (for example, on eBay)?

4 **How do you feel about borrowing money? Do you tend to:**
   a) always manage to stay in credit and save regularly?
   b) sometimes go into the red and use an overdraft facility?
   c) usually pay interest on your credit card at the end of the month?

5 **Some people try not to pay the correct amount of tax. Is this:**
   a) a serious crime?
   b) morally wrong, but not a crime?
   c) excellent business practice?

6 **If you lend a colleague a small amount of money and they forget to pay it back, do you:**
   a) say nothing?
   b) remind them that they owe you money?
   c) arrange to go for a drink with them and say you've forgotten your wallet or purse?

B **What do your answers to the questions in Exercise A say about your attitude to money? Are your attitudes typical? What do they say about your culture?**

VOCABULARY

Financial terms

A **Match the words in the box to the definitions 1 to 6 below.**

equity stake	recession	shares	debt	stock market	forecast

1 equal parts into which the capital or ownership of a company is divided
2 a period of time when business activity decreases because the economy is doing badly
3 money risked when a business owns part of another company
4 a place where company shares are bought and sold
5 a description of what is likely to happen in the future
6 money owed by one person or organisation to another person or organisation

B **Match the sentence halves.**

1	**Profit margin** is	a)	a part of a company's profits paid to the owners of shares.
2	**Investment** is	b)	the difference between the price of a product or service and the cost of producing it.
3	**Bankruptcy** is	c)	money which people or organisations put into a business to make a profit.
4	**A dividend** is	d)	the amount of money which a business obtains (in a year) from customers by selling goods or services.
5	**Pre-tax profits** are	e)	when a person or organisation is unable to pay their debts.
6	**Annual turnover** is	f)	the money a business makes before payment to the government.

C **Complete this news report with the terms from Exercises A and B.**

And now the business news ...

There was a further downturn in the economy this month as the ……[1] in the United States and Asia-Pacific region continues. Yesterday was another day of heavy trading on the ……[2], with big losses in share values. The ……[3] for the near future is not good, as market confidence remains low.

Paradise Lane, the struggling luxury hotel group, is seeking new ……[4] to try and avoid ……[5], following the announcement of disastrous interim results. It currently has a ……[6] of nearly $5 billion. There are rumours of rivals GHN taking a large ……[7] in the troubled hotel group.

Phoenix Media announced a 15% increase in ……[8] on an ……[9] of $4.5 million. Added to the strong performance in the last quarter, this is likely to result in an increased ……[10] of over 14 cents per share, well up on last year, which will certainly please shareholders*. Following a rise in sales in the emerging markets of ...

* the people who own shares in a business

D CD1.36 **Listen and check your answers.**

E **What word partnerships can you identify from the text in Exercise C?**

EXAMPLE: *heavy trading*

F **Discuss with your colleagues.**

- What is the economic situation in your country at the moment?
- Which parts of the economy are doing well or badly?
- What is your forecast?
- Which types of business are making profits or losses?
- What sort of businesses are a good investment?
- Can you think of any businesses which have gone bankrupt recently?
- Which company shares are going up or down at the moment?

*See the **DVD-ROM** for the i-Glossary.*

Sample Units

LISTENING

Managing investments

Darrell Mercer

A CD1.37 **Darrell Mercer is Investment Director at PSigma Investment Management. Listen to the first part of the interview and complete the gaps.**

The aim of the business is to provide …….. ……..[1] for private individuals who have ……..[2] that they wish to employ to achieve a certain …….. …….. ……..[3]. My role as the Investment Director is to both …….. …….. ……..[4] for the client with the intention of meeting that aim, that return, and also then manage that strategy on an ongoing basis.

B CD1.38 **Listen twice to the second part and complete the chart. Then go to the audio script on page 157 and check your answers.**

Asset	Example
1 cash	
2 fixed-interest securities	lending to a ……[1] or a ……[2]
3 index-linked securities	linked to the …… …… ……[3]
4 equities	a ……[4] or a ……[5]
5 investments not linked to equity returns	……[6] property ……[7] (e.g. precious metals) ……[8] (an interesting area of development over last 20 years)
6 alternative investments	……[9] funds ……[10] funds

*Watch the interview on the **DVD-ROM**.*

C CD1.39 **Listen to the final part. Which of the following does Darrell not mention?**

1 gold 2 fixed-income securities 3 hedge funds 4 early cycle equities

READING

An inspirational story

A **Find idiomatic expressions in the article heading (page 55) which mean:**

1 someone who does a lot of complicated business transactions

2 a young person who is very skilled or successful at something.

B **Read the article and complete the profile.**

Name	Kieran Prior
Age	
Job	
Duties	
Company	
Work location	
IQ	
Personality/Strengths	
Current area of specialisation	

C **What is your reaction to Kieran's story?**

Sample Units

Kieran Prior: Goldman Sachs's whizz-kid wheeler dealer

Working on the noisy, frenetic **trading** desk at Goldman Sachs's London offices on Fleet Street earlier this decade, Kieran Prior and John Yeatts, two bright and ambitious twentysomethings from very different worlds, became close friends.

Although Prior, then 23, was just a year older than Yeatts when they met, he enjoyed giving practical advice, teasing the American about his Saturday-night dates. Yeatts returned the favour. When **traders** ordered lunch delivered to their desks, Yeatts cut up Prior's food and fed him one small bite at a time. Prior was born with a rare condition that affects his movement and impairs his speech. He cannot get out of his wheelchair unaided, and has never been able to walk.

Yet despite these physical limitations, Prior is thriving on Goldman's trading desk – possibly the most demanding and competitive testing ground in finance – winning the admiration of colleagues while gaining experience, confidence and responsibility.

It's not easy managing investments of any size for the high-powered trading machine that supplies much of the **earnings** of Wall Street's most profitable firm. It is extraordinary that Prior is able to do so with such physical limitations.

Gary Williams, the former head of European equity trading, who hired Prior nearly eight years ago, has enormous respect for his determination.'He is an exceptionally smart, perceptive guy who has purposefully risen to – and overcome – so many challenges,' said Williams. 'The noise and hurly-burly of the trading floor make trading more difficult for someone in Kieran's position, but the challenge actually appeals to him.'

Intellectually, Prior, now 29, has few limits. Since joining Goldman as a **financial analyst** in the equity division in 2000, Prior – whose IQ score of 238 puts him in the top 1% of the world's population – has risen from performing basic **research analysis** and trading Euro Stoxx futures to running a $50m (£25m) group of European **equities** and **derivatives**.

Prior joined Goldman just four days after he graduated from university. Early on, he caught the attention of John Thornton, Goldman's then-president, as Thornton was walking across the trading floor. Thornton stopped for a brief chat – and was amazed.

'I couldn't help but be impressed,' said Thornton. 'First of all, Kieran's sheer, raw talent is impressive, and when you add to that the determination he shows getting through the day in a place like Goldman Sachs, which is so demanding, it is just breathtaking.'

Prior is free to invest in almost any **business sector**, but recently narrowed his focus to just 20 companies because of the extreme volatility in the markets. 'I joined Goldman in a **bear market**,' he said, 'but these markets are the most difficult I've ever seen, so I'm just using this period of **volatility** to learn as much as I can.'

from the *Sunday Times*

D **Find words in bold in the text that mean the following.**

1 a financial market in which prices are falling
2 people who deal in shares and bonds
3 someone who carefully examines the financial state of a company
4 sudden and quick change
5 the area of a financial market where a particular company does business
6 the capital that a company has from shares rather than from loans
7 the careful examination of the performance of companies and stocks
8 the part of the economy made up by companies
9 the profit that a company makes in a particular period of time
10 things such as options or futures based on underlying assets such as shares, bonds and currencies

E **In groups, discuss which of the following sectors you think are likely to be volatile in an economic recession.**

- telecommunications
- advertising
- healthcare
- food
- biotechnology
- cars
- budget supermarkets
- steel
- travel
- construction

Sample Units

LANGUAGE REVIEW
Describing trends

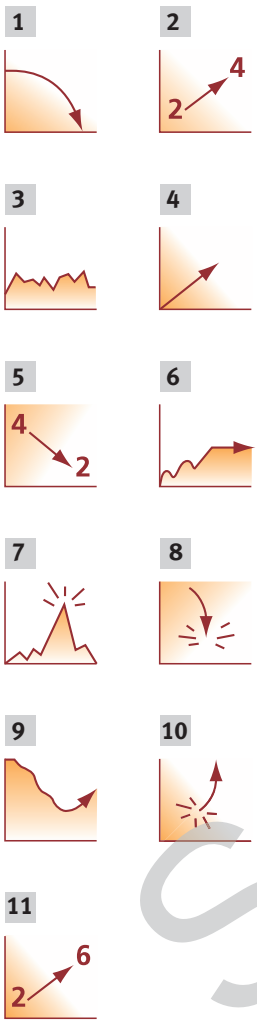
We can describe trends in English in different ways.

1 **Verbs of change**
*Demand for BlackBerries has **soared** in recent years.*
*Sales are **falling**.*
*Profits **improved** in July.*

2 **Prepositions**
*Profits rose 5% **to** $1.4 billion.*
*The sales of Dupont have gone up **from** $19.6 billion **to** $27.4 billion.*
*Sales rose **by** 20% over the holiday period.*
*This represents a decrease **of** 16.4% from the first quarter.*
*The average retail gasoline price stood **at** $4.11 a gallon yesterday.*

3 **Different verb forms**
*The figures **paint** a gloomy picture for Japanese growth. (present simple)*
*The unemployment rate **is rising**. (present continuous)*
*Last summer, our market share **fell**. (past simple)*
*This year, orders from Brazil **have levelled off**. (present perfect)*
*If the price of petrol **rises** further, we'**ll make** a loss. (first conditional)*

→ *Grammar reference* page 148



A **What kind of movement do these verbs describe? Match them to the symbols (1–11) on the left. Then compare your answers with your partner. (You will need to use some symbols more than once.)**

decline	increase	double	level off	decrease	peak
gain	rocket	fall	triple	fluctuate	rise
drop	plummet	halve	recover	improve	jump

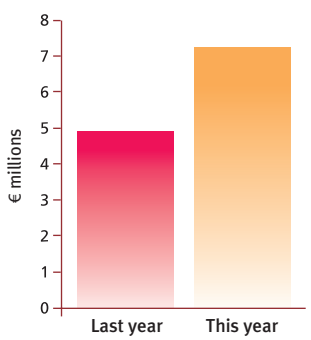
B **Which of the verbs in Exercise A also have noun forms? What are they?**

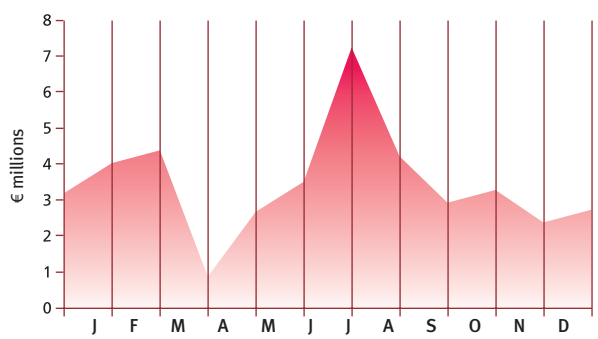
EXAMPLE: *to increase – an increase*

C **Look at the graphs below. Complete the sentences about them with appropriate prepositions.**

1 Sales have increased ..... €5m ..... €7m.
2 Sales have increased ..... €2m.
3 There has been an increase ..... €2m in our sales.
4 Sales now stand ..... €7m.
5 Sales reached a peak ..... €7m in July.
6 Sales reached a low point ..... €1m in April.

D **Write two more sentences about each of these graphs.**





Sample Units

SKILLS

Dealing with figures

USEFUL LANGUAGE

YEARS

1984 *nineteen eighty-four*
2012 *two thousand and twelve* or *twenty twelve*

DECIMALS

16.5 *sixteen point five*
17.38% *seventeen point three eight per cent*
0.185 *(nought /zero) point one eight five*

CURRENCIES

£3.15 *three pounds fifteen*
$7.80 *seven dollars eighty*
€250 *two hundred and fifty euros*
¥125 *one hundred and twenty-five yen*

FRACTIONS

$\frac{1}{4}$ *a quarter*
$\frac{1}{2}$ *a half*
$\frac{2}{3}$ *two thirds*
$\frac{3}{4}$ *three quarters*

BIGGER NUMBERS

3,560 *three thousand five hundred **and** sixty* (BrE)
three thousand five hundred sixty (AmE)

598, 347 *five hundred **and** ninety-eight thousand, three hundred **and** forty-seven* (BrE)
five hundred ninety-eight thousand, three hundred forty-seven (AmE)

1,300,402 *one million three hundred thousand, four hundred **and** two* (BrE)
one million three hundred thousand, four hundred two (AmE)

1m *one /a million (1,000,000)*
3bn *three billion (3,000,000,000)*
$7.5bn *seven point five billion dollars*
€478m *four hundred **and** seventy-eight million euros* (BrE)
four hundred seventy-eight million euros (AmE)

If you don't specify an exact amount, a plural is used.
*It cost **thousands** of dollars. They spent **millions** of euros.*

A **Work in pairs. Student A, turn to page 136 and read the text aloud to Student B. Student B, listen to Student A while reading this article. Correct any incorrect information.**

FT

Business in brief

It was a bad day for the London market. Following disappointing results from FedEx in the US and fears of a credit crunch, the FTSE 100 fell 105 points or 1.8 per cent to 5,756.9, while the FTSE 250 fell 189.1 points or 1.9 per cent to 9,534.8.

Only eight blue-chip stocks managed to make gains. The best was Smith & Nephew. Shares in the medical devices group rose 2.9 per cent to 595½p after UBS upgraded the stock to a 'buy' recommendation. S&N was also supported by rumours of a bid approach from a Japanese company.

On the other hand, British Airways, down 5.2 per cent to 225¾p, fell even further after Morgan Stanley cut its target to 149p. This was because of worries about increasing fuel prices.

Tate and Lyle, the sugar and sweeteners group, lost 5.2 per cent to 402¼p after CityGroup lowered its forecasts because of rising corn prices. Following recent floods in the US, the cost of corn has risen 25 per cent.

B CD1.40 **Listen and check the pronunciation of the figures.**

C **Write all the numbers from the correct version of the article in Exercise A in full, according to the way they are pronounced.**

EXAMPLE: 105 points *a hundred and five points*

Sample Units

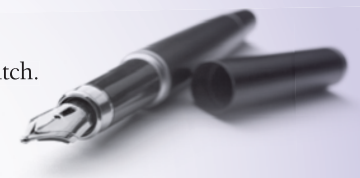
MAKE YOUR PITCH

Entrepreneurs with new business ideas take part in a TV programme to persuade wealthy people to invest in their project.

Background

BNT is an American TV channel specialising in business news. Currently, it has a weekly programme called *Make your pitch*. In the programme, entrepreneurs of any age can make a pitch (a persuasive sales presentation) to two wealthy business people (tycoons) asking for money to help them develop a business idea, product or service. If the tycoons think the idea will be profitable, they invest some of their own money in the project. However, they usually ask for a large stake in the entrepreneurs' business in return for their investment.

Rules of the competition



Read the rules that the entrepreneurs are given before they make their pitch.

1 Introduce yourself and state the name of your business.
2 Tell the tycoons how much you want them to invest and on what terms.
3 Make a short presentation (2–3 minutes) describing your idea/product/service.
4 Say who the product is aimed at: for example, the type of person and age range.
5 Mention any research you have done or actions you have taken to sell the product/service or develop your idea.
6 Try to convince the tycoons that your idea/product or service will be profitable and make money for them.

Sample Units

CD1.41 **Listen to an entrepreneur ending a presentation of the product, a storage device, that he and his partner want the tycoons to invest in. Tick the correct statements.**

1 The product can be adapted to any space.
2 It can be used to store different kinds of household objects.
3 It looks impressive.
4 It can only be used once.
5 The entrepreneurs want the tycoons to invest €200,000 in their business.
6 If the tycoons accept the entrepreneurs' offer, they will end up owning 20% of the business.

CD1.42 **Listen to the questions and answers following the entrepreneurs' pitch. In groups, discuss these questions.**

1 If you were one of the tycoons, what other questions would you ask the entrepreneurs before negotiating a stake in their company?
2 Do you think you would invest in this product? Why? / Why not?
3 If you decided to invest, what stake in the business would you ask for?
4 Apart from investing money, how else could you add value to their business? For example, personal qualities? business experience?

In tonight's programme, there will be four pitches to the tycoons by entrepreneurs.

1 100 sculptures of famous people
2 New Formula XF anti-wrinkle cream
3 Alfresh lunch box with cooler
4 On-the-Spot car cleaning

Task

The tycoons listen to a short pitch (1–2 minutes) from each of the entrepreneurs. Then they ask questions to get additional information. Finally, they decide whether or not they will invest in the project, and on what terms.

1 Work in groups of four. Take turns playing the roles of tycoons and entrepreneurs.

Tycoons: Turn to page 145.

Entrepreneurs: Choose one of the following products and turn to the relevant page.

- Sculptures of famous people (page 136)
- New Formula XF anti-wrinkle cream (page 141)
- Alfresh lunch box with cooler (page 136)
- On-the-Spot car cleaning (page 144)

2 Work as one group. Discuss all four projects. Rank them according to how good an investment they are for the tycoons (1 = excellent investment, 4 = poor investment). If you can't agree, take a vote.

Writing

Write an e-mail to the most successful entrepreneur confirming the investment which the tycoons will make in their project. Give reasons for the tycoons' decision.

Writing file page 127

Watch the Case study commentary on the ***DVD-ROM.***

Sample Units

UNIT 10 Ethics

'Morality is largely a matter of geography.'
Elbert Hubbard (1856–1915), American writer

OVERVIEW

VOCABULARY
Right or wrong?

READING
The ethics of résumé writing

LISTENING
Helping environmental research

LANGUAGE REVIEW
Narrative tenses

SKILLS
Considering options

CASE STUDY
Principles or profit?

Sample Unit

STARTING UP

A **Discuss this list of unethical activities. In your opinion, which are the worst? Are any common in your country?**

1 Finding ways of paying as little tax as possible
2 Using your work computer or phone for private purposes (e.g. online shopping)
3 Accepting praise for someone else's ideas or work
4 Selling something as genuine when you know it is not
5 Using your influence to get jobs for friends or relatives (nepotism)
6 Phoning in sick at work when you are not ill
7 Not telling the truth about your age or experience on an application form
8 Not saying anything when you are charged too little for something by mistake
9 Paying people in cash for jobs done around the home in order to reduce the cost
10 Claiming extra expenses (e.g. getting a taxi receipt for more than the actual fare)

B **Are some jobs/professions more ethical than others? How ethical do you think these professions are? Which are seen as more/less ethical in your country?**

accountant civil servant lawyer police officer politician banker estate agent
nurse university lecturer soldier car sales executive journalist doctor taxi driver

C **Discuss the questions.**

1 What is the purpose of a business, in your opinion? Is it just to make money?
2 What do you understand by the term 'an ethical business'?

VOCABULARY

Right or wrong

A **Look at the situations. Which do you think are the most serious?**

1 A new contact suggests that a payment into his private bank account will enable a company to win a valuable supply contract.

2 An employee informs some friends about a company takeover before it is generally known so they can buy shares and make a profit.

3 A company is making copies of luxury branded products and selling them in street markets.

4 An upmarket private airline only employs attractive women under 25 years old as cabin crew and ground staff.

5 An industrial company is disposing of waste chemicals in the sea.

6 A car manufacturer is secretly taking photos of a rival's new model at a test track.

7 A cosmetics and pharmaceutical company tries out all its products on rats and mice.

8 Some criminals buy property and expensive cars with money they got from illegal activities. The goods are then sold and the now 'clean' money is used in other businesses and new bank accounts.

9 A group of rival mobile phone companies get together and agree to charge approximately the same amount for a range of services and packages.

10 A company tells the authorities that it is making a lot less profit than it actually is.

B **Match words from Box A and Box B to make word partnerships which describe the activities in Exercise A.**

EXAMPLE: 1 bribery and corruption

A

~~bribery~~	price	environmental	sex	insider
tax	counterfeit	money	animal	industrial

B

~~and corruption~~	testing	discrimination	fraud	trading
fixing	laundering	goods	pollution	espionage

C CD2.25 **Mark the stress in each word partnership from Exercise B. Then listen to the correct answers.**

D **Discuss the questions.**

1 Which of the activities described in Exercise A are illegal in your country?

2 Are there any which you think should not be illegal because this damages business?

3 In your opinion, which are the easiest or most difficult to control?

E **Work in groups. What should you do in each of these situations?**

1 Your boss has asked you to make one member of your department redundant. The choice is between the most popular team member, who is the worst at his job, or the best worker, who is the least popular with the other team members. Who do you choose?

2 The best-qualified person for the post of Sales Manager is female. However, you know most of your customers would prefer a man. If you appoint a woman, you will probably lose some sales.

3 You work for a travel company which is in serious financial difficulties and will go bankrupt in the near future. Your boss has ordered you to continue to accept deposits and payments from customers until the company officially stops trading. You fear that these people may lose their money or may be left abroad when the company collapses.

4 Your company has a new advertising campaign which stresses its honesty, fairness and ethical business behaviour. It has factories in several countries where wages are very low. At present, it is paying workers the local market rate.

*See the **DVD-ROM** for the i-Glossary.*

Sample Units

READING

The ethics of résumé writing

A **In groups, discuss the question.**

Is there ever a time when it is OK to lie on a résumé?

B **Read the headline and subheading of the article. In pairs, predict five words that will appear in the article. Include some words connected to dishonesty. Check the article to see if you were correct. Underline all the words in the article connected with dishonesty.**

The ethics of résumé writing

It's never OK to lie on a résumé. But what about stretching the truth?

by Clinton D. Korver

How much can you "dress up" your résumé to make yourself as strong a candidate as possible without crossing the ethical line of deception? Consider a few conflicting thoughts:

- Over 50% of people lie on their résumé.
- A Monster.com blog about the dangers of lying on your résumé elicited 60 comments from job seekers recommending lying and only 46 discouraging it. Recommenders justified lying by claiming: everyone else is doing it, companies lie about job requirements, and it's hard to get a good job.
- Executives caught lying on their résumés often lose their jobs.

If you are reading this blog, you probably are not tempted by dishonesty. But what about the following:

- Claiming a degree that was not earned because you did most of the work and were only a few credits short.
- Creating a more impressive job title because you were already doing all of the work of that position.
- Claiming a team's contributions as your own, because other members did not carry their weight.
- Inflating the number of people or range of functions for which you had direct responsibility because you really did have a great deal of influence over them.

These are called rationalizations—constructing a justification for a decision you suspect is really wrong. You create a story that sounds believable but doesn't pass close examination. You begin to fool yourself. You develop habits of distorted thinking.

So where is the line? You need to decide that for yourself. Here are some tests to keep your thinking clear:

- Other-shoe test: How would you feel if the shoe were on the other foot and you were the hiring manager looking at this résumé? What assumptions would you draw and would they be accurate?
- Front-page test: Would you think the same way if the accomplishment in question were reported on the front page of the Wall Street Journal? Or your prior employer's internal newsletter?

But wait, you say. My résumé doesn't quite pass these tests, but there is something real underneath my claims, and I do not want to sell myself short.

When in doubt, ask an old boss. While asking an old boss may be difficult, it has many benefits. Precisely because it is difficult, it forces you to think clearly and sometimes creatively. Asking also checks the accuracy of your claims, trains your old boss in how to represent you during reference checks, and sometimes your old boss may give you better ways to represent yourself.

from *Business Week*

Sample Units

C **Read the article again and answer the questions.**

1 What reasons are given for not being totally honest on your CV?

2 What can happen to senior managers who lie on their CVs?

3 Which of the four rationalisations do you think is the most serious? Why?

4 What happens to you when you start using rationalisations?

5 What are the advantages of asking an old boss?

D **Discuss the two situations and decide what you would do in each case.**

1 You discover that one of your top employees, who has done an excellent job for the last 15 years, lied about their qualifications when she joined the company.

2 One of your employees, who is not a good worker, has asked you to give him a good reference. You would be happy if this employee left the company.

LISTENING
Helping environmental research

A CD2.26 **David Hillyard, Director of Programmes at EarthWatch, is describing his organisation. Listen to the first part of the interview and complete the gaps.**

EarthWatch is an ……[1] research and ……[2] and ……[3] organisation, and we have over ……[4] field research projects around the ……[5]. That involves, er, ……[6] looking at how animals and ……[7] are coping in their natural ……[8].

David Hillyard

B CD2.26 **Listen again and answer the questions.**

1 Where does EarthWatch have offices?

2 How are EarthWatch's field research projects designed?

C CD2.27 **Listen to the second part of the interview and answer the questions.**

1 Why do businesses need to change the way they operate?

2 What opportunity do companies have with respect to the environment?

D CD2.28 **Listen to the final part and write three sentences about the collaboration with HSBC. Compare your sentences with a partner's.**

Watch the interview on the ***DVD-ROM.***

E **In what other ways could businesses involve their employees in environmental issues?**

LANGUAGE REVIEW
Narrative tenses

A CD2.29 **Listen to a conversation about a woman who was fired from her job and put these events in the order that they happened.**

a) She lost her job.

b) She felt desperate.

c) She lied on her CV.

d) There was an HR initiative.

e) The company found out she did not have a Master's degree.

f) She got a really good job.

g) She got strong performance reviews.

Sample Units

We can use different tenses to narrate a story.

Past simple	*The company **fired** her.*
Past continuous	*Everything **was going** really well.*
Past perfect	*She **had lied** on her CV.*
Present perfect	*Since then, **I've advised** everyone to be honest.*

Which tense is normally used for:

1 setting the scene and providing background information?
2 events which happen before the story begins?
3 events in the story?
4 saying what the present results of the story are?

→ *Grammar reference* page 150

B CD2.29 **Listen to the conversation again. Follow the audio script on page 163 and note down examples of each of these tenses.**

a) past simple
b) past continuous
c) past perfect
d) present perfect

C **Complete this text about a pharmaceutical company with the correct tenses of the verbs in brackets.**

We like to think we are an ethical company, but we ……[1] (have) a problem last year when we ……[2] (launch) our new product.

Let me give you the background to the problem. The new product ……[3] (sell) very well, we ……[4] (get) good feedback, and sales ……[5] (increase) month by month. Everyone was happy.

Then it all ……[6] (go) wrong. In August, we ……[7] (start) to get complaints from some doctors about one of our salesmen. They ……[8] (complain) about the methods that the salesman ……[9] (use) to persuade them to endorse the product. He ……[10] (offer) them expensive gifts and ……[11] (take) them to expensive restaurants. The doctors ……[12] (feel) under pressure to promote the product.

By the end of the year, we ……[13] (receive) over 30 complaints about that particular salesman. In December, articles ……[14] (start) to appear in the press about our unethical sales methods. In the end, we ……[15] (fire) the salesman. As a result of this, we ……[16] (recently issue) guidelines to all sales staff about appropriate gifts.

D **Tell a story about any of these ideas.**

1 A significant news event you remember well
2 An ethical problem you know about
3 A memorable event in your life (good or bad)
4 An unusual or memorable experience while you were travelling abroad
5 Your first or last day in a job or organisation

Sample Units

SKILLS

Considering options

A CD2.30 **Listen to two directors talking about a top salesman, Tom Pattison, who is not doing his job properly. Then answer the questions.**

1 In what ways is Tom behaving unprofessionally?

2 What two options does one of the directors mention?

3 What do the directors finally decide to do?

B **Which of the headings (a–g) in the Useful language box should these comments go under? Some may go under the same heading.**

1 I'd say there are two ways we could deal with this.

2 We could have a chat with him about his sales reports.

3 If we take a firm approach, there's a risk he may get upset and look for another job.

4 OK, let's look at it from another angle ...

5 It might be the best way to deal with the problem.

6 Yeah, the problem is, he's a really good salesman, but I agree he needs tighter control.

7 If we just have a friendly chat with him, he may not take it seriously.

C CD2.30 **Listen again. Tick the expressions from the Useful language box that you hear.**

USEFUL LANGUAGE

a) STATING THE PROBLEM

The problem is, he's a really good salesman.

The way I see it is he doesn't like rules.

b) LOOKING AT OPTIONS

So, what are our options?

There are (two/several) ways we could deal with this.

c) DISCUSSING POSSIBLE EFFECTS

If we do that, he may come to his senses.

One consequence could be that he gives in his resignation.

d) CHANGING YOUR APPROACH

Let's look at it from another angle.

Let's consider another approach.

Why don't we deal with it in a different way?

e) EXPRESSING QUALIFIED AGREEMENT

I'm with you up to a point, but it may not work.

You could be right, but it's a risky strategy.

f) MAKING A DECISION

The best way to deal with the problem is to talk to him.

Let's see if we can sort this out.

g) STATING FUTURE ACTION

I'll arrange for Tom to meet us.

The next thing to do is fix up a meeting.

D **Role-play this situation.**

You are senior managers of a department store. Your business is losing market share. You strongly suspect your main rival is using unfair methods to compete against you. For example, you are almost sure that your rival has been:

a) trying to obtain information about your marketing strategy from an employee who has just left your company;

b) offering members of your award-winning window-display team exceptionally high salaries and bonuses to leave your organisation.

Hold a meeting to consider how to solve the problems.

Sample Units

10

Case study

Principles *or* profit?

Sample Units

An international drugs company is struggling with a number of ethical dilemmas. Its future success depends on making the right choices now.

Background

Universal Pharmaceuticals (UP) is based in Atlanta, Georgia. During the 1990s, it was highly successful thanks to the effective treatments it developed for people suffering from diabetes and Parkinson's Disease. However, the company has been less successful in recent years because its drug for the treatment of asthma turned out to have harmful side effects and was withdrawn from the market. The company's image was also damaged when a newspaper ran a series of articles criticising some unfair methods used by UP's sales representatives to sell the company's products. The writer of the articles questioned whether UP was living up to its mission statement that it was an 'ethical company which will always put principle before profit'.

Ethical dilemmas

At present, the management of UP are faced with three ethical dilemmas which they must discuss and resolve in the best interests of the company. The first concerns a new drug which could benefit poor people in Africa.

CD2.31 Two directors of the company, Ernesto and Ingrid, are talking about the problem. **Listen and make notes on the problem. Then, working with a partner, summarise the ethical dilemma which the company must deal with.**

Discussion topics for the management meeting

The first item on the agenda is the new drug to treat river blindness. Then there are two other problems relating to drugs that the company is developing. They are summarised below in a discussion document which has been circulated to all participants attending the meeting.

Read about the problems relating to two other drugs and note the key points.

Test results on PX200, our new drug for treating heart disease

There is great interest in PX200, which is in the final stages of development. Up until now, the test results have been impressive. However, the recent series of tests has produced disappointing results. It seems that some patients have experienced severe breathing difficulties and other unpleasant side effects after taking the drug, while most patients have received significant benefits from it in terms of lower blood pressure and less pain.

Should we make public the results of this test, as we have done with previous test results, or should we withhold the information at this stage?

New dieting product

Our R&D department has been developing a new diet drink which will help people lose weight. The drink has been tested on animals, but some became sick in the early trials. Up until now, we have been reluctant to test new products on animals since we claim to be an ethical company. However, the new drink could be extremely profitable when it is launched. Should we continue to test this product on animals or try to develop it without using them for our research?

Sample Units

Task

You are members of UP's board of directors. Hold a meeting to discuss the three ethical dilemmas. One of you should lead the discussion.

1. **Use the agenda on the right to guide your discussion. The chairperson starts by briefly summarising each problem.**
2. **In each case, start by discussing the options which are available to UP to deal with the problem. Then decide how to deal with the situation. If you can't agree, take a vote.**

Agenda

1. The new drug for River Blindness
2. Test results for the PX200 (heart problems)
3. Animal testing for a dieting product

Watch the Case study commentary on the ***DVD-ROM.***

Writing

Write a short report from the chairperson, summarising the decisions reached at the UP board meeting and giving reasons for them.

Writing file page 130