



Career Express

Business English B2

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Sample units
Try them out in class!

Table of Contents	Unit	Language Focus	Texts
	Unit 1 Applying for an internship	<ul style="list-style-type: none"> Talking about career skills and qualities Describing job responsibilities 	Reading: Recruiters' pet peeves Listening: Being innovative in your job search
Unit 2 Work and p(l)ay		<ul style="list-style-type: none"> Words to describe your job and working conditions Expressing agreement and disagreement 	Reading: Where work meets play Listening: Talking about professional life
	Unit 3 Customer service	<ul style="list-style-type: none"> Words to describe customer service Functions of politeness and diplomacy 	Reading: Customer complaints Reading: Victory for voices over keystrokes
Unit 4 Selling to the consumer		<ul style="list-style-type: none"> Words to describe types of retailers and their products Comparing and contrasting Making recommendations 	Reading: The Gemans are coming Listening: The daily edition of <i>Business World</i>
	Unit 5 Globalization and international trade	<ul style="list-style-type: none"> Language of trade and transport Complaining and apologizing Softening criticism 	Reading: Paul Krugman – Trouble with Trade Listening: The container revolution
Unit 6 Products and production		<ul style="list-style-type: none"> Talking about product specifications Describing manufacturing processes 	Reading: Birth of the cool – Stages in the process of manufacturing a fridge
	Unit 7 Marketing communications	<ul style="list-style-type: none"> Talking about marketing methods and communication tools signposting language in presentations 	Listening: Passing the buck Reading: Alternative methods of marketing
Unit 8 Debts, savings and investments		<ul style="list-style-type: none"> Language of banking and finance Words to describe methods of personal finance Types of investments Language of negotiating 	Reading: Studying in the UK Listening: What are banks for?
	Unit 9 Company structure	<ul style="list-style-type: none"> Words to describe how companies are organized Reported speech 	Reading: Organizations: Past, Present and Future Listening: Spider and starfish organizations
Unit 10 Cooking the books – Accounting		<ul style="list-style-type: none"> Words dealing with accounting and financial statements Softening criticism 	Reading: The Enron Story Listening: The world after Enron
	Unit 11 Rapidly developing economies	<ul style="list-style-type: none"> Talking about a country's economy using the terminology of economics Linking causes to effects 	Reading: The BRIC countries Listening: Tectonic shifts in the global economy
Unit 12 Starting a business		<ul style="list-style-type: none"> Words and expressions to describe a business Describing companies and their legal status 	Reading: The Corporate Fitness Business Plan Listening: What makes an entrepreneur?

	Role-play/ Discussion	Business Skills	Company Case
	Discussion: Making your resumé stand out	Applying for an internship <ul style="list-style-type: none"> Drafting your resumé Writing good cover letters Preparing for the interview Selling yourself 	A challenging internship <i>Dealing with culture shock during internships abroad</i>
	Role-play: How to keep good people?	Professional E-mailing <ul style="list-style-type: none"> Sending the right message Getting the answer right 	A clash of cultures <i>Understanding culturally determined differences in motivation</i>
	Discussion: Keeping the customer satisfied	Telephoning <ul style="list-style-type: none"> Business to customer (B2C) Improving your telephoning skills Evaluating telephone performance 	The personal touch <i>Deciding whether technology always improves customer service</i>
	Role-play: Choosing a retail distribution channel	Describing charts <ul style="list-style-type: none"> Analyzing bar and pie charts Describing and presenting charts 	The perfect part of town <i>Finding the right location for the right customers</i>
	Discussion: Thinking about globalization	Telephoning <ul style="list-style-type: none"> Business to business (B2B) Making small talk Saying the right thing Keeping the ball rolling 	Children at risk <i>Deciding how to best protect the consumer without sacrificing profits</i>
	Discussion: Rules for modern manufacturers	Presenting <ul style="list-style-type: none"> Describing a process Presenting a product 	Inshoring or offshoring? <i>Deciding on a new location for production</i>
	Role-play: Bringing your marketing knowledge into play	Presenting <ul style="list-style-type: none"> Opening and structuring presentations Preparing slides Icebreakers 	Ökobrause <i>Launching a product on a new market</i>
	Discussion: Savings behaviour across cultures	Negotiating <ul style="list-style-type: none"> Stages in a negotiation Room for bargaining Reaching a conclusion 	A green bank on the lookout for a like-minded partner <i>What is sustainable banking?</i>
	Role-play: Planning a university open house event	Meetings <ul style="list-style-type: none"> Getting ready Agendas Chairing a meeting Following it up 	A marriage of convenience <i>Making a cross-cultural merger work</i>
	Discussion: Can accounting fraud be prevented?	Talking about balance sheets Diplomacy <ul style="list-style-type: none"> Breaking the bad news Solving conflicts diplomatically 	Offices in India <i>Deciding whether to move accounting offshore</i>
	Role-play: Investor's choice	Describing graphs <ul style="list-style-type: none"> Describing and comparing economic growth Writing a graph description Presenting results 	A multinational's strategic approach to the Chinese market <i>Strategic management – taking the right decisions</i>
	Discussion: How important are entrepreneurs for an economy?	Writing the executive summary for a business plan	The African café <i>Analyzing the pitfalls of franchising</i>

	@ Self Study
	<ul style="list-style-type: none"> The role of tenses in career talk Grammar Using the right adjectives when marketing yourself Vocabulary Talking about your achievements Job skills <p>Video 1 Interview</p>
	<ul style="list-style-type: none"> Practising e-mail phrases Job skills Agreeing and disagreeing with a colleague Job skills Using the right tenses to talk about your job Grammar
	<ul style="list-style-type: none"> Practising telephone phrases Vocabulary Customer service: using the right verbs Grammar Leaving a voicemail message Job skills
	<ul style="list-style-type: none"> Using the right adjectives to talk about retailing Grammar Distinguishing between <i>account for</i> and <i>amount to</i> Vocabulary Analyzing pie and bar charts Job skills
	<ul style="list-style-type: none"> Complaining and apologizing in a business situation Job skills Using prepositions of time in business transactions Grammar The word family of economics Vocabulary <p>Video 2 Socializing and small talk</p>
	<ul style="list-style-type: none"> Quality management speak Vocabulary Using passives to describe processes Grammar What does it do? Describing purpose and function Job skills
	<ul style="list-style-type: none"> Quantifiers: a few, a lot or hardly any marketing? Grammar Collocations: running an advertising campaign Vocabulary Guiding the listener through a presentation Job skills <p>Video 3 Presentation</p>
	<ul style="list-style-type: none"> Negotiating a deal Job skills The metaphorical language of money Vocabulary The grammar of bargaining: Linking offers to conditions Grammar
	<ul style="list-style-type: none"> Describing hierarchies Vocabulary Reporting what was said in a meeting Grammar Taking the minutes Job skills Opening and closing a meeting Job skills <p>Video 4 Meeting</p>
	<ul style="list-style-type: none"> Practising the vocabulary of accounting Vocabulary Softening criticism Job skills Talking about hypothetical situations Grammar
	<ul style="list-style-type: none"> Adjectives/adverbs describing change Vocabulary The Crystal Ball: speculation and prediction Grammar Summarizing information from a graph Job skills
	<ul style="list-style-type: none"> Using assertive language in the executive summary Job skills Collocations: Starting a business Vocabulary Giving you a headache: relative clauses Grammar

5



Globalization and international trade

Learning Focus

- Analyzing globalization
- Using the vocabulary of trade and transport
- Telephoning: Business to business (B2B)
- Making small talk

Self Study



- Complaining and apologizing
- The word family of economics
- Using prepositions of time in business transactions

Warm-up

Create a definition of *globalization* using the following sentence parts.

an interconnected international market
globalization is
move across national borders
resulting in
the worldwide process
to other markets
in which goods, services and capital

.....

.....

.....

Would you say this is a good definition? Does it leave anything out?

Which of the following statements about globalization do you agree with? Discuss this in class.

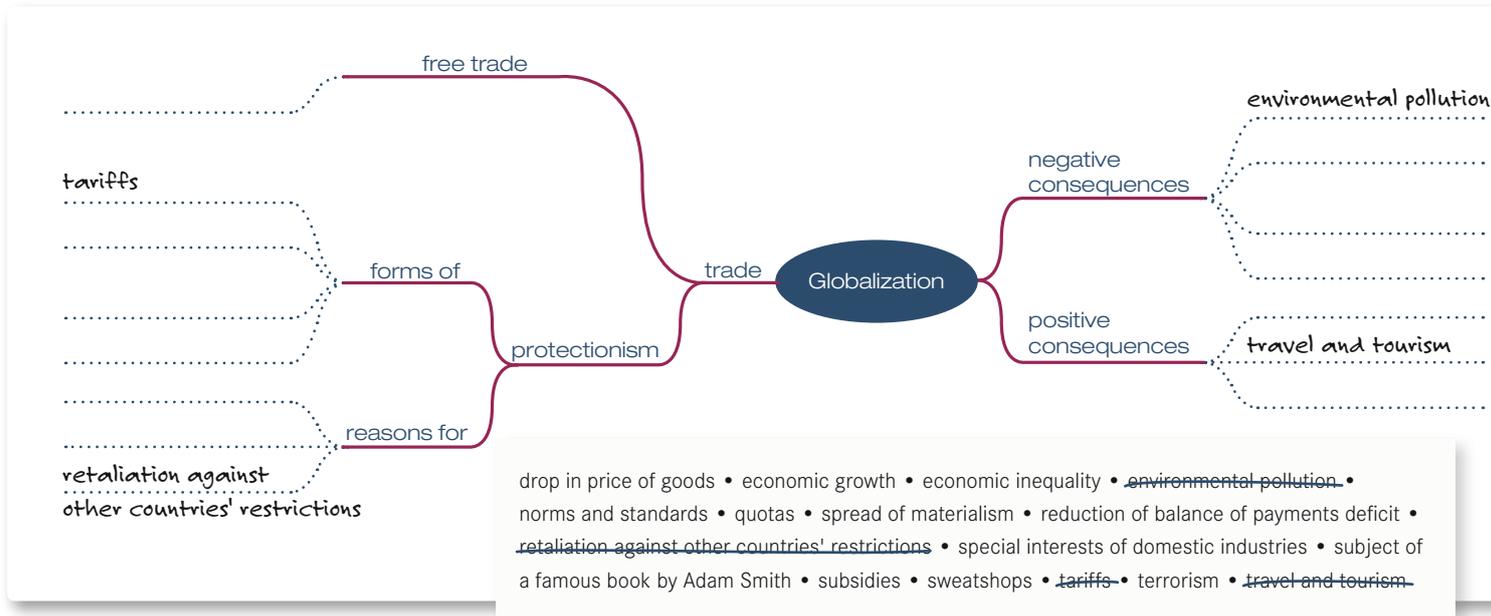


Reading: Trouble with trade

@ The word family of economics

Vocabulary

1 Enter the following terms in the mind map below. Work with a neighbour.



2 Match the following terms with the best definition:

ripple effect	materials before being processed or manufactured into a final form
watershed	government services such as health care, old age pensions and unemployment benefits
pact	a turning point
social safety net	a series of consequences resulting from a single event
raw materials	an agreement between two or more parties

3 What aspects of international trade could people find troubling?

4 In the following article the Nobel laureate in economics and Princeton professor Paul Krugman talks about his attitude towards global trade. Please read the article and complete the table on page 60.

Trouble with Trade

While the United States has long imported oil and other raw materials from the third world, we used to import manufactured goods mainly from other rich countries like Canada, European nations and Japan.

But recently we crossed an important watershed: we now import more manufactured goods from the third world than from other advanced economies. That is, a majority of our industrial trade is now with countries that are much poorer than

we are and that pay their workers much lower wages.

15 For the world economy as a whole – and especially for poorer nations – growing trade between high-wage and low-wage countries is a very good thing. Above all, it offers backward economies their best hope of moving up the income ladder.

20 But for American workers the story is much less positive. In fact, it's hard to avoid the conclusion that growing U.S.

25 trade with third world countries reduces the real wages of many and perhaps most workers in this country. And that reality makes the politics of trade very difficult.

30 Let's talk for a moment about the economics.

Trade between high-wage countries tends to be a modest win for all, or almost all, concerned. When a free-trade pact made it possible to integrate the U.S. and Canadian auto industries in the 1960s, each country's industry concentrated on producing a narrower range of products at larger scale. The result was



40 round, broadly shared rise in productivity and wages.

By contrast, trade between countries at very different levels of economic development tends to create large classes of losers as well as winners.

45 Although the outsourcing of some high-tech jobs to India has made headlines, on balance, highly educated workers in the United States benefit from higher wages and expanded job opportunities because of trade. [...] But workers with less formal education either see their jobs shipped overseas or find their wages driven down by the ripple effect as other workers with similar qualifications crowd into their

industries and look for employment to replace the jobs they lost to foreign competition. And lower prices at Wal-Mart aren't sufficient compensation.

60 All this is textbook international economics: contrary to what people sometimes assert, economic theory says that free trade normally makes a country richer, but it doesn't say that it's normally good for everyone. Still, when the effects of third-world exports on U.S. wages first became an issue in the 1990s, a number of economists – myself 65 included – looked at the data and concluded that any negative effects on U.S. wages were modest.

70 The trouble now is that these effects may no longer be as modest as they were, because imports of manufactured goods from the third world have grown dramatically – from just 2.5 percent of G.D.P. in 1990 to 6 percent in 2006.

75 And the biggest growth in imports has come from countries with very low wages. The original “newly industrializing economies” exporting manufactured goods – South Korea, Taiwan, Hong Kong and Singapore – paid wages 80 that were about 25 percent of U.S. levels in 1990. Since then, however, the sources of our imports have shifted to Mexico,

where wages are only 11 percent of the U.S. level, and China, where they're only about 3 percent or 4 percent. [...]

90 So am I arguing for protectionism? No. Those who think that globalization is always and everywhere a bad thing are wrong. On the contrary, keeping world markets relatively open is crucial to the hopes of billions of people. [...]

95 It's often claimed that limits on trade benefit only a small number of Americans, while hurting the vast majority. That's still true of things like the import quota on sugar.* When it comes to manufactured goods, it's at least arguable that the reverse is true. The highly educated workers who clearly benefit from growing trade with third-world economies are a minority, greatly outnumbered by those who probably lose.

100 As I said, I'm not a protectionist. For the sake of the world as a whole, I hope that we respond to the trouble with trade not by shutting trade down, but by doing things like strengthening the social safety net. But those who are worried about trade have a point, and deserve some respect.

115 adapted from *The New York Times*

Effects of global trade on the U.S. economy	
benefits
drawbacks

* Since 1982 the U.S. government has maintained restrictions on sugar imports to the U.S. in order to protect American sugar growers. This has disadvantaged American sugar-using industries and the consumer, who pay more than twice the world price. The sugar program has been sharply criticized as an example of U.S. protectionist trade policy.

- 5 Does Krugman think globalization is a good thing? Highlight the words or phrases which show the reader that he is vacillating between the two points of view.
- 6 Finish the sentence: *The trouble with trade is that*
- 7 How, according to Krugman, has international trade changed in recent years? How has his own attitude towards trade changed?
- 8 If Krugman had focussed on developing economies instead of the United States, what benefits and drawbacks of global trade might he have mentioned?

Discussion: Thinking about globalization

- 1  In today's world it is not only manufacturing jobs that are outsourced but any jobs that can be digitized. Can you think of some non-manufacturing jobs that have been moved to low-wage countries?
- 2 What kinds of jobs are not outsourceable?
- 3 It has been said that young people in the West who are entering today's job market are in direct competition with millions of young people in China and India. What skills and abilities do young people need to make sure they will be able to compete?

Listening: The Container revolution

1 Fill in the gaps in the following sentences using one of the words from the box below:

- 1 The warehouse has hired an additional security guard because of the problem of
- 2 Rail transport is often considerably faster than road
- 3 For many travelers, the is less important than the journey.
- 4 The aircraft is designed to carry as well as passengers.
- 5 The building is small and doesn't provide much space for
- 6 The officers are on strike and refusing to check cargo flights.
- 7 There is no on goods coming from other countries within the EU.
- 8 All items sent with express delivery will receive priority
- 9 The has a capacity of 1000 passengers and 306 cars.

customs • destination • duty •
freight • handling • haulage •
pilfering • storage • vessel

2 Please listen to the excerpt from the radio program *Business World* and mark the following statements true or false.

- 1 Malcolm McLean began his career with a small fleet of ships.
- 2 Today 19% of all goods are shipped in containers.
- 3 Michael Brown's father also worked in a container port.
- 4 The containers are brought directly to the ship by lorry.
- 5 The terminal manager decides in which order containers are loaded onto the vessels.
- 6 The fee for a container transport can change dramatically from one year to the next.



true	false
.....
.....
.....
.....
.....
.....

3 Listen to the first part of the recording again and describe how transport in the past differed from modern container transport. Use the construction *used to*.

• Goods used to be transported in wooden crates or on pallets, whereas today they are transported in containers.

.....

.....

.....

.....



4 What qualities of containers make them ideal for transport?

5 Containers are also used for purposes other than transport. In what other areas are they used?

Telephoning: Business to business (B2B)



1 Adam Grimm of Mapet Engineering in Braintree, U.K., wants to send a consignment of equipment to the U.S. Listen to the telephone conversation and note down the following information:

- Deadline for the arrival of the goods in the U.S.
- Sailing date of vessel that would reach Houston by that time
- Arrival date of same vessel
- Total time the goods will spend at sea
- Rate for 40 ft. container
- Customer's special requirements

2 Have a look at the following bill of lading, which Adam Grimm has received from the shipping company. Does it correspond to his instructions?



BILL OF LADING			
Date: xxxxxxxx		Number of originals B/L: 3	
SHIPPER		Bill of Lading Number: 27569	
Name:	TDM Engineering	CARRIER NAME: Thetis Shipping Ltd.	
Address:	7 Railway Street Braintree CH756 TH UK		
CONSIGNEE		Ocean Vessel: Victory	
Name:	Mapet Engineering	Flag: Malaysia	
Address:	306 Explorer Drive Dallas, TX 77062-4032 USA	Port of Loading: Southampton	
		Port of Discharge: Gavelston, TX	
		Final destination: Houston, TX	
		Freight Charge Terms:	
		Prepaid _____ Collect _____ 3 rd Party _____	
CUSTOMER ORDER INFORMATION			
PACKAGE	TYPE	WEIGHT	COMMODITY DESCRIPTION
QTY			<small>Commodities requiring special or additional care or attention in handling or stowing must be so marked and packaged as to ensure safe transportation with ordinary care.</small>
1	pallets	125 lbs	fluorescent lights
2	pallets	250 lbs	lighting
special instructions			
Fragile merchandise. Please handle with care.			



Using the language of trade and transport

Vocabulary



Complaining and apologizing in a business situation

Job skills



Softening

Even when you are annoyed, it is important to express yourself diplomatically. Here are some expressions that are used to *soften* criticism and complaints.

- I'm afraid ...
- I'm sorry, but ...
- Unfortunately ...
- I'm sure you realize that ...
- Would you mind ... ?

3 One of you is Adam Grimm, who calls Thetis to correct the mistakes in the bill of lading. The other is a Thetis employee. Role-play the telephone conversation.



Making a business call: checklist

- ... Can you state the purpose of your call?
- ... Is there a particular person you want to speak to?
- ... Do you know which questions you want to ask?
- ... Are there any documents you will need while making the call?
- ... What is your attitude? If it is annoyance, can you soften your language in order to achieve the desired result?
- ... And finally - do you have pen and paper handy?

Small talk: Saying the right thing

1 How do you feel about small talk?



- Do you find it easy to talk to people you have just met?
- What do you think are suitable topics for small talk in a business situation?
- Why do people make small talk?

2 Colin Finn, procurement manager for a major British retailer, is visiting Infosystems in Mumbai, India, to discuss outsourcing some of the company's back office operations.



How would you respond to the following questions/statements?



3 Now listen to the conversation and find out what the speakers actually say.



- 1 My name is Colin Finn.
- 2 Did you have a good flight?
- 3 Are you satisfied with your hotel?
- 4 Is this your first visit to India?
- 5 How long have you been at Infosystems?

4 Listen to the conversation between Colin and his host at dinner and answer the questions.



What does Colin say to praise the restaurant?

How does Colin say that he's not really interested in visiting temples?

.....

How does he praise the food?

5 Listen to Colin as he says good-bye to his host and fill in the gaps in the conversation:



● Sunil Kumarswami ■ Colin Finn

- Mr. Finn, it's having at Infosystems. I do hope we've to with all the information you need.
- Yes,, Mr. Kumarswami. It's fruitful And thank you so much
- It Give my to your wife.

Diversity



Small Talk, Big Effect

Some people dismiss small talk as being a waste of time. Far from it. Small talk, as every diplomat knows, has a crucial function in breaking the ice, establishing rapport and building long-term relationships. The topics may seem trivial, but their effect is not.

A favorite topic in Europe and the U. S. is, of course, the weather. In a business situation it is common to exchange personal information, comments on the trip just completed, and remarks about the food being shared. By engaging in small talk, you show an interest in your business partner and demonstrate respect for their culture. This serves to make you feel comfortable with each other and set the stage for future business relationships.

Student A

Role-play: Small talk or deep talk?

An American company has organized a reception to welcome a German business partner. Two high-ranking managers are about to meet. One of you is the visitor, the other an employee of the company receiving the visitor.

➔ *Student B, page 66*

Your profile: You are a German environmental engineer who works for a German company. You have been sent to your company's subsidiary in the U. S. to work on a joint energy-saving project. Your assignment is to generate American interest in new ways of eliminating environmentally unfriendly processes. You are keenly interested in this problem in general and are well qualified for this new project. You are looking forward to finding people who share your enthusiasm for environmental issues. You love to argue your ideas.

The situation: You have just arrived and your hosts have prepared a welcome party reception in your honor. You are going to be introduced to a member of staff who you know has quite a lot of influence in the area of sustainable business practices. You think this person will be interested in your ideas and you are looking forward to engaging him/her in deep conversation. You think it is great to find people who care as much as you do about the environment and want to lead this field in new directions. You are looking forward to real dialogue.

Your task: After you have met, try to engage your partner in a discussion about climate control and the necessity for a global initiative to curb global warming. What does he/she believe are the ways your company can become forerunners in this development? Probe deeply to find out what your partner thinks. This will express your admiration for your partner's work in this field.

What conclusions can you draw from this role-play about cultural differences between the U. S. and Germany?

Company Case

Children at Risk



Choose one of the options mentioned in the text and in groups discuss its advantages and disadvantages.

Returning production to the U.S.

advantages	
disadvantages	

Industry alliance

advantages	
disadvantages	

Pressure on suppliers

advantages	
disadvantages	

Before you start, think about the following question:

What might have caused the dangerous flaws in the toys?

Then, in class, decide which of the options or combination of options *PlayWorld* should pursue.

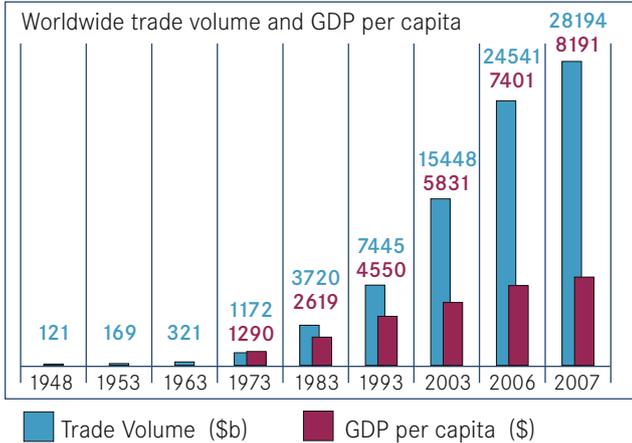
PlayWorld Inc. is a market leader in toys. For at least twenty years it has been outsourcing production to China, a strategy which brought the company enormous cost advantages. However, two years ago a scandal broke when toxic lead levels were detected in the paint on various playsets which had been manufactured by a Chinese supplier. *PlayWorld* was forced to recall more than ten million items. At the same time other toy companies, all of whom outsourced production to China, experienced similar problems and had to make similar recalls. *PlayWorld* was assured by its suppliers that this would not occur again and seemed satisfied that standards had been raised. Then only two months later a consumer protection organization reported 400 cases in which powerful magnets used in various toys had come loose. This was a cause for concern, as the magnets are very powerful and when swallowed can attract each other and cause intestinal perforation or blockage. In five cases children had in fact swallowed more than one magnet and required surgery. Parents have threatened the company with a **class action suit**. Opinion on the board is divided: There are people who feel that the *Made in China* label is now a liability and are pleading for a return of production to the U.S. Another faction thinks that there should be an industry-wide alliance which would increase pressure on the Chinese government. Others feel that the best policy is simply to put more pressure on the company's suppliers, possibly with a system of internal monitoring, and otherwise continue as before.

class action suit [kla:s ækʃ'n su:t]

A class action suit is a form of legal action in which a large group of people with similar interests sue a company or organization.

Writing: **Wealth through trade**

- 1** Please write a short paragraph describing the graph you see below.



Sources: WTO, UN

+ Describing graphs

In ... (year) X amounted to / stood at ...
 ... slightly more/less than ...
 ... approximately ...
 ... nearly ...
 ... just over ...
 ... grew/increased steeply ...
 ... doubled/tripled ...

- 2** In his article *Trouble with trade* Paul Krugman makes the following statement:

For the world economy as a whole – and especially for poorer nations – growing trade between high-wage and low-wage countries is a very good thing.

Do you agree or disagree with the statement? Write a short essay (200–250 words) expressing your reaction. Use various arguments and examples.

+ Responding to an argument

I agree / disagree with ...
 Firstly / secondly ...
 For example / for instance ...
 One important factor is ...
 Moreover ...
 In addition to the previous point, there is ...
 However ...
 Although ...
 On the whole ...
 All in all ...

Web activity: **Researching trade policies**

- 1** Use the internet to collect information about current trade policies of

the European Union • the United States • China • India

Do these countries implement any protectionist measures?

You will find useful information in English on the websites of the *World Trade Organization (WTO)*, the *International Monetary Fund (IMF)*, the *World Bank*, the *CIA World Factbook*, the *BBC*.

- 2** Use the internet to find out if there are any organizations which oppose globalization. What arguments do they use against it? What would they like to see changed?

Diversity



Role-play: **Small talk or deep talk?**

Student B

Your profile:

You are an American executive who works for the U.S. subsidiary of a well-known, state-of-the-art high-tech German company. You have a key role in the department responsible for environmental policy.

The situation:

One of the German company's best business managers with a background in environmental engineering has been sent to the States to be part of a new project team. Your department has organized a welcome party reception for today and you are about to meet him/her. A busy week has finally come to an end and you are looking forward to this party.

Your task:

As one of the hosts, you want to make your German colleague feel comfortable and welcome. You will start up the conversation with some nice, friendly comments. Of course you'll exchange names and you'll show interest by asking where he/she is from and other general questions about his/her background. You don't want to engage in *talking shop* just yet because you feel more comfortable getting to know someone a little bit first, and anyway, your first business meeting is planned for Monday morning, 9 a.m. You want to keep the conversation light to make your partner feel relaxed.

Listening: The Container revolution

15 **Page 61, Ex. 2 and 3** ■ Roger Bell ▶ Marc Brown

Anchor: Today on Business World, we're going to talk about a phenomenon which has truly changed the world. Probably nothing has contributed more to globalization than the revolution in transport 50 years ago. Before 1960 most goods were transported in wooden crates or on pallets. Loading and unloading these at ports was a time-consuming process and required huge amounts of manpower. As we can imagine, the danger of damage and pilfering was high. Then in the late 1950's an American entrepreneur named Malcom McLean came along. He had begun as a truck driver, started his own haulage company and then had the idea of creating standardized boxes which could be heaved onto a ship. Containerization was born. Today about 90% of all goods transported in the world reach their destination in containers. Our correspondent Roger Bell has been at the container port in Plymouth talking to a terminal manager. Let's hear what he has to say.

- Here I am in Plymouth. Well, this terminal is amazing – it's the size of several football stadiums. Everywhere there are huge cranes and I'm surrounded by thousands of containers. I've just been talking to Marc Brown, who is in charge of the terminal. Marc, how long have you been working here?
- ▶ I've been here for almost 20 years now. And my father worked here in the days before we were a container port.
- So how would you say that containerization has changed transport?
- ▶ Well, obviously, it's increased the ease of handling. The docks used to be swarming with longshoremen and about the only people you see now are myself and a couple of crane and carrier operators. So freight charges have dropped dramatically.
- Right. So tell me what happens exactly when an exporter sends a container to the port.
- ▶ An export box is dropped off by the lorry, then picked up and delivered to the stack area by a straddle carrier. After that it's loaded onto the vessel by a crane but in a particular order we call the load sequence.
- And when the container reaches its destination?
- ▶ Then it gets loaded onto a truck and taken to what we call bonded storage. It stays there for two weeks until it goes through customs inspection and then duty will be paid on it.
- So can you tell me approximately what it would cost to ship goods to Hong Kong in one of these 40 ft boxes?
- ▶ Well, the basic rate at the moment is about \$1500, but that can rise and fall sharply according to supply and demand ...

Telephoning: Business to business

16 **Page 62, Ex. 1** ● Thetis Shipping ▶ Mapet Engineering

- Good morning. This is Thetis Shipping. How can I help you?
- ▶ Good morning. Mapet Engineering. I have a consignment of sensitive engineering equipment that has to be sent to Houston by the fastest route. It needs to be in the States by 16 May at the latest.
- Where are you shipping from, sir?
- ▶ Our company is in Braintree.
- O.K. Then your port of origin would be Felixstowe. You say your destination is Houston? Well, the time of transit from Felixstowe to Houston is 18 days. The Victory is leaving Felixstowe on May 3. That should reach Houston on May 21.
- ▶ I'm afraid that's too late for us.
- We have another vessel – let's see, that's the Endeavor – leaving on 21 April. If your consignment is on that ship, it'll reach Houston on May 9.
- ▶ That would work. O.K. Could you quote me a rate please?
- That's £540 for a 20 ft. standard container and £980 for a 40 ft. all

purpose container.

- ▶ Oh, yes, and one last question. What kind of documentation am I going to need?
- You'll require a *Bill of Lading*, the *Certificate of Origin*, a *Packing List*, the *Commercial Invoice*, and your insurance policy. You can find complete information about all of these on our website.
- ▶ And how do I book?
- You do that on our website www.thetis-shipping.com. Once you've created an account, you'll also be able to track your shipment.
- ▶ Thanks very much for the information. I'll have a look at your website and get back to you. [...]

Small Talk: Saying the right thing

17 **Page 63, Ex. 3** ■ Colin Finn ▶ Ashok Ghosh

- Hello, my name is Colin Finn. I have an appointment with Mr. Kumarswami at 11:00.
- ▶ I'm Ashok Ghosh, Assistant Manager of the BPO unit. I'm very pleased to meet you. I'm afraid Mr. Kumarswami is still in a meeting and has asked me to show you around while you're waiting.
- Oh, no problem. Nice to meet you Mr. Gosh.
- ▶ Nice to meet you too. Did you have a good flight, Mr. Finn?
- Well, the service was very good, but I must say, there seems to be less and less legroom in economy class.
- ▶ And are you satisfied with your hotel?
- Oh, it's fantastic. This is quite a place you have here.
- ▶ Yes, we're very proud of our campus. As you can see, there are lots of amenities for the employees – restaurants, a health club and even a golf course. Is this your first visit to India?
- Well, actually, I backpacked through India 25 years ago, when I was a student. But everything has changed so much since then that I feel I'm in a different country. It is my first trip to Mumbai.
- ▶ Yes, Mumbai is really booming at the moment. May I ask where you're from in Britain, Mr. Finn?
- Actually, I'm originally from Northern Ireland but I've been in London for the last several years. And yourself? Are you from Mumbai?
- ▶ Oh, no, not by a long shot. I'm a Bengali, actually, from Calcutta.
- Right. And how long have you been at Infosystems?
- ▶ I've been here for about five years now – shall we go into the cafeteria? I don't think Mr. Kumarswami will be long now.

18 **Page 63, Ex. 4** ■ Colin Finn ● Sunil Kumarswami

- Well, Mr. Kumarswami, this is certainly a fantastic restaurant.
- I think you're familiar with Indian food, Mr. Finn, but please do ask if you need help with the menu.
- Well, I was thinking I might try a dosa.
- They're very good here, but I have to warn you – the sambhar is hot.
- The sambhar?
- That's the sauce. Tell me, Mr. Finn, are you interested in temples?
- Well, actually, I'm not really into history. I did want to do some shopping as long as I'm here.
- I'll have Mr. Ghosh show you some good shops. He could take you to the market tomorrow after our meeting.
- Oh, that would be nice. [...]

19 **Page 63, Ex. 5**

- Mr. Finn, it's been a pleasure having you at Infosystems. I do hope we've been able to provide you with all the information you need.
- Yes, you certainly have, Mr. Kumarswami. It's been a very fruitful visit. And thank you so much for your hospitality.
- It was our pleasure. Give my best regards to your wife.

7



Marketing communications

Learning Focus

- talking about marketing communication strategies, using the professional vocabulary
- giving clear and well-structured presentations
- designing visuals

Self Study

- Marketing metaphors
- Quantifiers: a few, a lot or hardly any marketing?

Video 3 Presentation

Rebecca helps Harold prepare a presentation on the *International Ice Climbing Festival* for the potential sponsors. However, the night before the presentation a freak accident occurs. Will the presentation be able to go ahead at all and if so, will the sponsors be persuaded to commit to the event?

How to interpret your score:

6–7 answers correct:

Congratulations! You are already a marketing expert. You probably got top marks on your last marketing exam.

4–5 answers correct: You have a good foundation but there's room for improvement!

1–3 answers correct: Maybe it's time to take a Marketing 101 course!

Key: 1a, 2e, 3c, 4b, 5b, 6a, 7d

Warm-up

How much do you know about marketing?

Tick the best answer to each of the following questions.

- Which of the following is not an element of the classic *marketing mix*?
 - Packaging
 - Place
 - Price
 - Product
 - Promotion
- Which of the following is not a form of *marketing communications*?
 - Advertising
 - Packaging
 - Personal selling
 - Public relations
 - The internet
- What would you say is the best definition of *advertising*?
 - A notice or message in a public place offering a product or service
 - The actions of increasing the demand for a company's products
 - The activity of attracting the public's attention to a product
 - The commercial functions involved in bringing products or services to the consumer
- When market researchers speak of *primary data*, they mean
 - articles from a newspaper
 - first hand information taken from respondents
 - information taken from professional journals
 - information taken from the internet
- Quantitative data* is a term used to describe
 - data that analyzes opinions of and attitudes to a product
 - data for statistical analysis
 - data that looks at consumer habits
 - data used for questionnaire design
- Qualitative data* is information about
 - opinions and attitudes on a product or service
 - the quality of the information market researchers have collected
 - the features of a competitor's product
 - new product developments
- If a company engages in *niche marketing*, it
 - concentrates its marketing effort on the mass market
 - concentrates its marketing effort on particular countries
 - concentrates its marketing effort on several segments of a market
 - concentrates its marketing effort on one particular segment of the market

In what ways would you say you are influenced by marketing strategies?

Listening: **Passing the buck**

1 You will hear an excerpt from a meeting at *CoolFit* about the company's marketing campaign and their sales figures. Listen and answer these questions:

- What happened to the company's sales figures?
- What seems to be the reason for the company's problems?
- What is the outcome of the meeting?

23



Marketing metaphors

Vocabulary

Steve: PR and Advertising Manager

Christine: Market Research Manager



Richard: Vice President in charge of Marketing

You can find all the transcripts of this unit at:

www.cornelsen.de/careerexpress

2 In this meeting Steve, Christine and Richard use a number of marketing terms. Listen to the recording a second time and fill in the missing words in the conversation.

23



Wait a minute, we got the right.

We ran a fantastic on television coast to coast.

CoolFit is the first brand of jeans to use

You're paid to know that this age group doesn't watch anymore. In fact, they reject

We used and until we were sure we had an unbeatable - guaranteed fit.

We backed this up with and



Reading: **Alternative methods of marketing****1 Which of these marketing methods have you heard of? What do you know about them?**

viral marketing • guerrilla marketing • word-of-mouth • ambush marketing • advergaming

2 Match each definition of a marketing method with an example.**1****Viral marketing**

Viral marketing is a marketing technique that uses the network effects on the internet by offering a selected target audience an incentive to voluntarily pass on an electronic message to peers with similar interests. This creates growing exposure to the message.

This kind of marketing is often referred to as *word of mouse*.

a

Before the launch of its new Wii video game console, Nintendo of America Inc. designed a strategy in order to put its TV-remote-style controller in the hands of non-gamers and broaden its appeal beyond the usual group of young men. The company recruited technology-savvy moms – whom it called **alpha moms** – to share the console with their friends. These moms invited a group of friends to try out the new electronic product. Many of the mothers had had little previous experience with electronic games and were reluctant to accept the invitation but became hooked after the party. Sales boomed.

2**Ambush marketing**

In ambush marketing, companies find ways of promoting their products at sporting events that allow them to avoid paying sponsorship fees. This usually involves giving out freebies such as clothing, food or beverages and may give the ‘ambushing’ company an advantage over the official sponsor.

b

On its website, Oreo Cookies used a game designed for children in which chocolate cookies fell from the sky. The players were supposed to catch them in a glass of milk. This was known as the ‘dunking game’ and was promoted on the back of cereal boxes and food packages. It was widely criticized by nutrition-conscious parents.

3**Guerrilla marketing**

Guerrilla marketing is a promotional strategy which involves carrying out unconventional activities on a very low budget. The target audience is often unaware that they have been marketed to. The ethics of guerrilla marketing are controversial, as some critics say that the campaigns are deceptive or misleading.

c

Hotmail, an internet service provider, offered a free e-mail account to anyone who registered. Each e-mail sent by a Hotmail subscriber included the simple tag at the bottom of each message: “Get your free private e-mail at <http://www.hotmail.com>” Hotmail spent less than \$500,000 on marketing and within 18 months attracted 12 million subscribers.

4**Advergaming**

Advergaming is the use of interactive gaming technology to deliver embedded advertising messages to consumers. Advergaming goes much further than sites which use games to attract visitors because it includes branding in the gaming environment, i.e. the advertising message is central to the game itself.

e

Sony Ericsson hired 60 actors to stop strangers on the street in 10 major American cities. They then asked them, “Would you mind taking my picture?” If a stranger was in agreement, the actor then handed him a brand new picture phone and told him how cool the new device was. The stranger was of course usually impressed and wanted to know more about the product.

5**Word-of-mouth (WOM)**

Word-of-mouth promotion is the passing on of recommendations by verbal means. It is considered the most effective of all advertising strategies because of its credibility. Research shows that individuals are more likely to believe WOM than more formal promotion methods, as the receiver of word-of-mouth promotion tends to think that the communicator is speaking honestly and is not receiving an incentive for his/her recommendation.

f

Before the 2006 World Cup, the Dutch brewery Bavaria gave Dutch fans orange plastic *Lederhosen*. The fans were asked by event officials to remove the pants, as Budweiser was officially sponsoring the games. As a result, many of the Dutch fans had to watch the match in their underwear. This provided welcome publicity for Bavaria.

3 Have a look at the following products. Which of the marketing methods from above could be used? Give reasons for your suggestions.



- solar heating systems
- a unisex perfume from a leading producer of handbags
- a new action movie
- a new energy drink
- a new medicine for malaria
- a state-of-the-art laptop from a leading producer of PCs
- a shower gel for sensitive skin



Quantifiers: a few, a lot or hardly any marketing?

Grammar

Role-play: Bringing your marketing knowledge into play

1 In pairs develop ideas for a new promotion campaign for *CoolFit* jeans using alternative and conventional marketing methods.



2 Then find a different partner and role-play the following situation:

One of you is the creative director of an advertising company. Try to sell your ideas to the marketing director of *CoolFit* jeans. The other is the *CoolFit* marketing director. Ask questions about the ideas suggested to you.



Developing ideas

What do you think about trying out ...?

I think the best idea would be to ...

It seems that ...

We want to appeal to ...

How interested would our target group be in ...?

Diversity



Ethnic marketing

- 1** Which ethnic group is being targeted in each of the ads above? Which needs and values of the particular group are being addressed?
- 2** What are the largest ethnic groups in your country, region or community? Do companies in Germany do special marketing or promotion campaigns in order to reach these groups? If so, give examples.
- 3** If you are a member of an ethnic minority, how do you feel about special advertising for your community?
- 4** If you ran a company, how would you try to reach ethnic minorities with your advertising?

Presentations: Reaching your audience

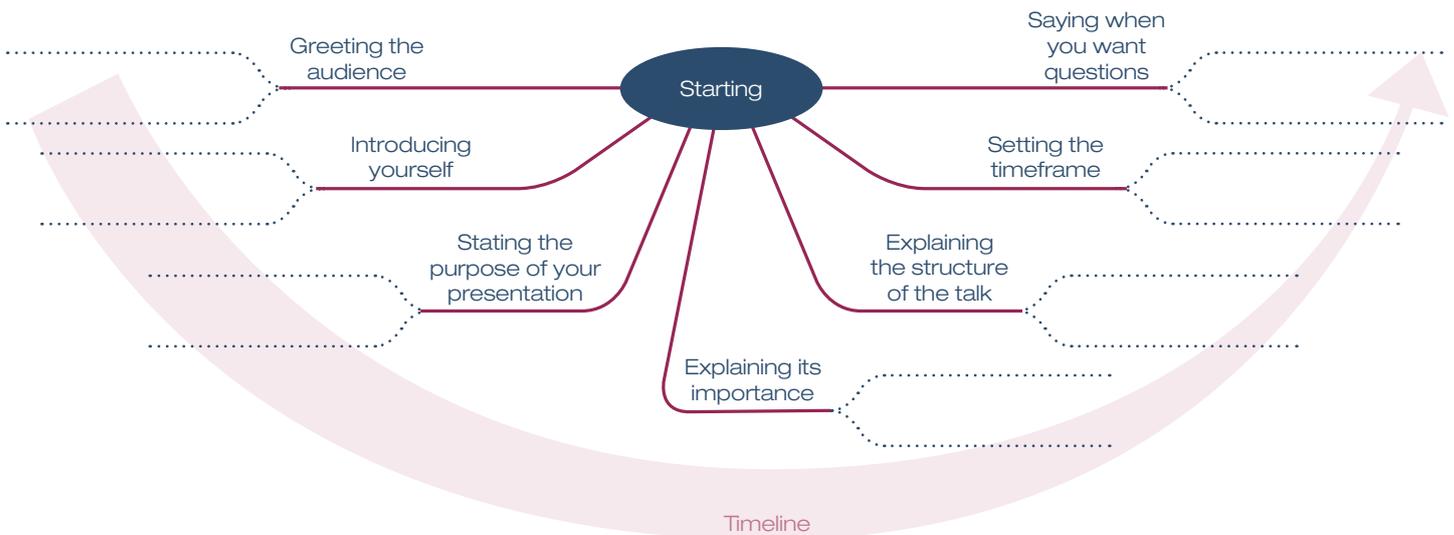
@ Presenting a marketing campaign

Video

- 1** Think of a terrible presentation you have heard. What went wrong? How should a presentation begin?



- 24** **2** *Buzz World* is an innovative advertising agency. Its founder, Bob Spencer, has been invited to give a presentation at *CoolFit*. Listen to the first part of his presentation. Did he follow all the steps outlined in the mind map below?



Starting from the above left-hand corner you find typical steps at the beginning of a presentation. Listen again and fill in the phrases Bob Spencer uses to structure the beginning of his presentation.

- 25** **3** After Bob Spencer from *Buzz World* outlined what went wrong with the former advertising campaign, he explains what his agency would do differently this time. Listen and answer the following questions.

- 1 What is the purpose of the campaign?
- 2 What are the four steps *Buzz World* is going to use to achieve its goal?

- 3 Do you think this is likely to work?



- 4 Listen to the final part of Bob Spencer's presentation. What does Buzz World expect to achieve with the campaign proposal?

Consider the following factors:

- Effectiveness
- Risks
- Costs
- Success

What is the purpose of this final part of the presentation?

Presentations: Preparing slides

- 1 You will hear part of a lecture Prof. Steven Lawson is giving on *Forms of Advertising* for students in his course *Marketing 101*. The following nouns occur in his presentation. Use one of them to complete each of the following sentences.

approach • clutter • drawback • hostility • slot

- 1 Their relationship used to be friendly, but now there is a lot of between the CEO and the CFO.
- 2 TV advertising rates are generally quoted per 30-second time
- 3 A of television advertising is that viewers tend to switch channels during a commercial.
- 4 Some people think that on a desk is a sign of genius.
- 5 Our own sales methods haven't worked. We need a completely new

- 2 Look at the three slides. Which of them do you think would support the presentation best?

Discuss this with the other students.

Now listen to the presentation and consider the above questions again.

What are the drawbacks of TV advertising?

- A TV commercial can be expensive to make and position
- TV commercial has to be updated
- Advertising clutter can annoy consumers.
- Some members of the audience may not be reached
- Part of the expenditure may be wasted.

The solution to the problem is to engage the audience with entertaining messages.

Disadvantages of TV advertising

- High costs
 - Expensive updates: new production costs
 - Clutter: too much advertising
- Low audience selectivity: many consumers not reached
- Waste of advertising expenditure

Madison and Vine: advertising approach which informs and entertains

Disadvantages of TV advertising

- High costs
- Expensive updates
- Clutter
- Low audience selectivity
- Waste

Solution: Madison and Vine approach

26



Running an advertising campaign

Vocabulary



Guiding the listener through a presentation

Job skills

27

**Tips for designing and using
presentation slides****Do's**

- reduce message to key words
- use the *Rule of Six* (maximum 6 lines of 6 words each)
- structure your presentations with phrases such as:
 - *My next slide shows ...*
 - *As you can see ...*

Don't's

- use full sentences on the slide
- distract the audience with too many special effects
- read out what is on the slide

**Writing: Presentation slides**

Look at the text about online advertising. Prepare a slide and group the important information under 4 or 5 bullet points.

TV advertising has the huge drawback that this form of communication works in only one direction. Even if it succeeds in reaching the target group, it is a passive experience for consumers, who cannot react to messages immediately and may soon forget about them.

Internet advertising, on the other hand, has the benefit of being interactive. When the message reaches the targeted group of consumers, they are motivated to request additional information and can do this by sending an e-mail. They can even make an immediate online purchase. They do this voluntarily and are no longer bombarded with advertising against their will. A benefit to advertisers is that these actions are all measurable. The effectiveness of a campaign can easily be evaluated. If the campaign is performing badly, it can be modified or discontinued. And of course the cost of such advertising is minimal. So in many respects, online tools are an advertiser's dream.

Presentations: Icebreakers

1 Presenters can use different techniques to get their audience's attention. Look at the two examples below. Which techniques do the presenters use?

- 1 First slide at the start of a presentation about the company Microsoft®.



The Microsoft team in 1976. Would you have invested?

- 2 This is an example of what Bob Spencer, creative director of *Buzz World*, could have said at the beginning of his presentation.

Hello everybody.
Do you know that the average city dweller in an average rich nation is bombarded by about 3,000 ads and marketing messages every single day? And that young people because of their lifestyle are likely to encounter up to 5,000 marketing messages a day?

2 Can you think of other ways of attracting the audience's attention?



Company Case

Ökobrause



In groups of three, work out a strategy for introducing *Ökobrause* to the American consumer.

Consider the following questions:

- What is *Ökobrause*'s USP?
- What are *Ökobrause*'s target groups in Germany?
- What distribution channels does it use?
- What problems might arise in the U. S.?
- Should *Ökobrause* use test markets in the U. S.? If so, which ones?
- What kind of advertising would reach Americans?
- Which distribution channels should be used?

Present your ideas to the class using appropriate slides.

The German organic soft drink *Ökobrause*, a tasty low-sugar soda made of natural ingredients, was created 20 years ago to save a family business. Back then it was considered a bohemian drink and was advertised largely by word-of-mouth. It has since become a success story on the domestic market with record sales among health-conscious consumers. Its range of flavours – including ginger, litchi, and elderberry – and hip bottle design also appeal to mainstream consumers who like to keep up with trends. The product is now sold in conventional supermarkets as well as in health food stores and recently the company has even begun advertising.

In the last two years the company has been struggling to keep up with demand on the domestic market. However, the new CEO, Ute Schmidt, is anticipating a time when the home market will have reached saturation; to continue growth, she thinks the company needs to expand internationally. It is already present in more than 13 European countries and Schmidt has now decided to launch *Ökobrause* on the US market. This will not be an easy undertaking because the US market is a very difficult one due to the country's size and diversity. On the other hand, *Ökobrause* has strong selling points: quality combined with organic ingredients in a product which so far doesn't exist on the American market.

Presentations: **Creating slides**

Go over the tapescript of the *Buzz World* presentation and create slides.

24 Hi, everybody.
For those of you who don't know me: my name is Bob Spencer and I'm the creative director of *Buzz World*.
Buzz World is one of the smaller promotion agencies but we have become very successful in the area of unconventional marketing support.

I'm very happy to be here with you to present our proposal for a new *CoolFit* advertising campaign because I think you have developed a superb product. In fact, the whole agency is really enthusiastic about the prospect of working on this campaign.
OK.

Let me give you an idea of what I'm going to talk about.
First I'll sum up what has been done so far at your end and the results. I'll also outline the reasons why your advertising campaign flopped.

Then I'll come to the main point of this presentation, which is our advertising concept.

And finally I'll point out the advantages of our concept.
This will take about 10 minutes. Then there will be time for questions. And afterwards I'll explain the concept in detail, which, as you can imagine, will take a little longer.

Right. Let's start.

Your jeans are state of the art ...

25 So, here we are - what can *Buzz World* offer to you?
We'd suggest a mixture of viral marketing measures with a little dose of conventional advertising.

We've opted for a four-step campaign:

First step: We'll produce a trio of ultra low-budget video clips; these films won't show your product and won't indicate that this is advertising. The videos will show three different young men and women who are having a good time. The key is that the videos will look very amateurish.

Second: We'll zap these videos to about 200,000 influential young adults from a list of web surfers which we'll provide.

Third: We'll wait roughly one month for the build-up of the buzz. How is this done? Very simple: the recipients of the video clips will send them to their friends and they will send them to their friends, etc. So they get the ball rolling.

Then - and this is the exciting step - after a month or so we'll do a TV and radio advertising blitz, a) revealing that the three video characters were fictional characters and that they were developed as part of an online computer game, and b) announcing that the game can only be played if the participants get the product identification number from a pair of *CoolFit* jeans, which means that they have to visit a shop. We'll run the TV commercial and the radio spot only for about five days because the rest is done by the consumers through communication in the net, but to speed the process up a little, we're thinking of employing so-called buzz agents as well.

So at the end of this campaign everybody in our target group will talk about the clever advertising and consequently about *CoolFit* jeans.

26 Let me now point out the selling points of this concept. In other words: Why are we so sure that a campaign using viral marketing will work this time?

Well, first of all, we'll be able to target about 90% of the trendsetters in the jeans segment.

Ah, yes - risks! Let me assure you there are hardly any risks involved because the costs will be very low. And most important: if it turns out that the campaign isn't as successful as expected, we can call it off and nobody will have ever noticed that it was us who produced those videos.

And, finally, costs will be absolutely minimal.

So, to put it in a nut shell: we are expecting a huge response to this campaign, with the result that your jeans will live up to their name.

Thank you.

Now, fire away.

Web research: **Ökobrause**

Find out if the American market is ready for a German organic soft drink.

You could google *U.S.* combined with the following terms:

- size of market for organic food and beverages
- average spending on food as percentage of total income
- expenditure for organic food by region
- retail market for organic food and beverages
- major importers of organic food

Share your findings in class in the next session.

Reading: **The City That Said No To Advertising**

Read the following article and answer the questions below.



A city stripped of advertising. No Posters. No flyers. No ads on buses. No ads on trains. No Adshels, no 48-sheets, no nothing.

It sounds like an Adbusters editorial: an activist's dream. But in São Paulo, Brazil, the dream has become a reality.

In September last year, the city's populist right-wing mayor, Gilberto Kassab, passed the so-called Clean City laws. Fed up with the "visual pollution" caused by the city's 8,000 billboard sites, many of them erected illegally, Kassab proposed a law banning all outdoor advertising. The skyscraper-sized hoardings

that lined the city's streets would be wiped away at a stroke. And it was not just billboards that attracted his wrath: all forms of outdoor advertising were to be prohibited, including ads on taxis, on buses – even shopfronts were to be restricted, their signs limited to 1.5 metres for every 10 metres of frontage. "It is hard in a city of 11 million people to find enough equipment and personnel to determine what is and isn't legal," reasoned Kassab, "so we have decided to go all the way." [...]

Border, the Brazilian Association of Advertisers, was up in arms over the move. In a statement released on 2 October, the date on which law PL 379/06 was formally approved by the city council, Border called the new laws "unreal, ineffective and fascist". It pointed to the tens of thousands of small businesses that would have to bear the burden of altering their shopfronts under regulations "unknown in their virulence in any other city in the world". A prediction of US\$ 133 million in lost advertising revenue for the city surfaced in the press, while the São Paulo outdoor media owners' association, Sepex, warned that 20,000 people would lose their jobs.

Others predicted that the city would look even worse with the ads removed, a bland concrete jungle replacing the chaos of the present. North Korea and communist Eastern Europe were cited as indicative of what was to come. [...] There was also much questioning of whether there weren't, in fact, far greater eyesores in the city—such as the thousands of homeless people, the poor condition of the roads and the notorious favelas ... Nevertheless, the council pressed ahead. "What we are aiming for is a complete change of culture," its president Roberto Tripoli said. [...]

In theory, 1 April 2007 was the first day of São Paulo's re-birth as a Clean City. [...]



- 1 Who banned advertising in São Paulo?
- 2 Why was advertising banned?
- 3 What were the arguments against the ban?
- 4 What would you say was the result of the advertising ban?

"I can't tell you what it's like to live in a city without ads yet," says Gustavo Piqueira, who runs the studio Rex Design in São Paulo, "because in a lot of places they still haven't been removed. In Brazil, every time that some new law comes in, everybody waits a little to see if it will really be applied and seriously controlled, or if it's just something to fill the newspapers for a week or two."

In a lot of places, Piqueira says, this has led to the removal of posters but not the structures on which they were displayed. "It's a kind of 'billboard cemetery'. I guess they're waiting to see if the law will really last. If the mayor keeps the law for a year or so, people will start to remove them and the city will, finally, start to look better."

Already the law has led to some strange discoveries. Because the siting of billboards was unregulated, many poor people readily accepted cash to have a poster site in their gardens or even in front of their homes. With their removal, a new city is emerging: "Last week, on my way to work, I 'discovered' a house," says Piqueira. "It had been covered by a big billboard for years so I never even knew what it looked like." [...]

But there are downsides – Piqueira worries that much of the "vernacular" lettering and signage from small businesses – "an important part of the city's history and culture" – will be lost. The organisers of the São Paulo carnival have also expressed concerns about the long-term future of their event now that sponsors will not be allowed to advertise along the route. The city authorities for their part have made it clear that certain public information and cultural works will be exempted from the rules.

After a period of zero tolerance, Piqueira believes that advertising, albeit in a far more regulated form, will start to creep back into the city, either as a result of legal challenges, a change in administration, or compromises between media owners and the city. Already, the council has stated that it would like to see the introduction of approved street furniture such as bus stops, which may well carry ads. As these will no doubt be for the major brands that can afford such lucrative positions, a more sterile, bland visual environment may replace the vibrant, if chaotic streets of the past. Flyposters, hand-lettered signs and club flyers will remain banned while international ad campaigns for global brands on city-approved poster sites will return. [...]

Meanwhile, according to Augusto Moya, creative director of ad agency DDB Brasil, the ban is forcing agencies to be more inventive. "As a creative, I think that there is one good thing the ban has brought: we must now use more traditional outdoor media (like bus stops and all kinds of urban fittings) in a more creative way," he says. "People at all the agencies are thinking about how to develop outdoor media that do not interfere so much in the physical structure of the city."

Moya takes an enlightened view of the law. "As a citizen, I think that future generations will thank the current city administration for this ban," he says. "There's still a lot to be done in terms of pollution – air pollution, river pollution, street pollution and so on. São Paulo is still one of the most polluted cities in the world. But I believe this law is the first step towards a better future." [...]

adapted from *Creative Review*, www.creativereview.co.uk

- 1 Had the ban improved São Paulo's appearance a few months later?
- 2 What effects on local culture do people fear will result from the ban?
- 3 What do people expect the future of advertising to be like?
- 4 What advantages does Augusto Moya see in the ban?

Writing: Banning advertising

Would a ban on outdoor advertising improve the quality of life in your city? Write a short essay of 200–250 words.

