

12 The right stuff

1 SNAPSHOT


Success Stories	Five of the world's most successful businesses	
	Main products	Fact
 Coca-Cola	soft drinks, juice, and bottled water	<i>Coca-Cola</i> is the best known English word in the world after <i>OK</i> .
 Sony	electronics equipment, movies, and TV	Some early products included radio adapters and rice cookers.
 Levi Strauss	jeans and casual clothing	The first jeans were made for men looking for gold in California.
 Nike	athletic shoes and sports clothing	Nike is named for the Greek goddess of victory.
 Nestlé	chocolate, instant coffee, and bottled water	Nestlé means <i>little nest</i> , which symbolizes security and family.

Source: Hoover's Handbook of American Business 2003; www.sony.net; www.nestle.dk

Which of these products exist in your country? Are they successful?

Can you think of three successful companies in your country? What do they produce?

2 PERSPECTIVES

A  A new shopping and entertainment complex is conducting a survey. Listen to the survey. Number the choices from 1 to 3.

What makes a business successful?

1. In order for a shopping mall to succeed, it has to have

<input type="checkbox"/> a variety of stores	<input type="checkbox"/> a convenient location	<input type="checkbox"/> sufficient parking
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2. To run a popular Internet café, it's a good idea to have

<input type="checkbox"/> plenty of computers	<input type="checkbox"/> good snacks and drinks	<input type="checkbox"/> late opening hours
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3. In order to operate a successful cinema, you need to make sure it has

<input type="checkbox"/> the latest movies	<input type="checkbox"/> good snacks and drinks	<input type="checkbox"/> big screens
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4. To establish a trendy restaurant, it's important to have

<input type="checkbox"/> fashionable servers	<input type="checkbox"/> delicious food	<input type="checkbox"/> good music
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5. For an athletic center to be profitable, it needs to have

<input type="checkbox"/> good trainers	<input type="checkbox"/> modern exercise equipment	<input type="checkbox"/> a variety of classes
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6. For a concert hall to be successful, it should have

<input type="checkbox"/> excellent acoustics	<input type="checkbox"/> comfortable seats	<input type="checkbox"/> affordable tickets
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1 Most important
 2 Somewhat important
 3 Least important

B Group work Compare your answers in groups. Do you agree on the most important success factors?

3 PRONUNCIATION *Reduced words*

A Listen and practice. Notice how certain words are reduced in conversation.

In order ~~for~~ a café ~~to~~ succeed, it needs ~~to~~ have good food **and** service.
~~For~~ an airline ~~to~~ be successful, it has ~~to~~ maintain a good safety record.

B Pair work Take turns reading the sentences in Exercise 2 aloud. Use your first choice to complete each sentence. Pay attention to reduced words.

4 GRAMMAR FOCUS

Describing purpose

Infinitive clauses

To run a popular Internet café, it's a good idea to have late opening hours.
(In order) to establish a trendy restaurant, it's important to have fashionable servers.

Infinitive clauses with for

For an athletic center to be profitable, it needs to have modern exercise equipment.
(In order) for a shopping mall to succeed, it has to have a convenient location.

A Match each goal with a suggestion. (More than one answer is possible.)
Then practice the sentences with a partner. Pay attention to the reduced words.

Goals

1. For a health club to attract new people,
2. In order to run a profitable restaurant,
3. To establish a successful new dance club,
4. For a coffee bar to succeed,
5. In order for a magazine to succeed,
6. To run a successful clothing boutique,

Suggestions

- a. you need to hire a talented chef.
- b. it's a good idea to offer desserts, too.
- c. you need to keep up with the latest styles.
- d. it needs to have great music and lighting.
- e. it has to offer the latest types of equipment.
- f. it has to provide useful information.

B Pair work Think of two more suggestions for each of the goals in part A.

C Group work Look at the picture of a coffee shop. For it to stay popular, what five things should be done?

- A: For this coffee shop to stay popular,
I think it needs a new manager.
B: And in order to keep customers,
it's important to . . .



5 WORD POWER *Qualities for success*

A Pair work What qualities are important for success? Add one more adjective to each list. Then rank them from 1 to 6.

A model

- fashionable
- gorgeous
- industrious
- muscular
- slender
-

A salesperson

- clever
- charming
- knowledgeable
- persuasive
- tough
-

A magazine

- affordable
- attractive
- entertaining
- informative
- well written
-



B Group work Describe the qualities you feel are most important.

“For a model to be successful, he or she needs to be . . .”

6 ROLE PLAY *You're hired!*

Student A: Interview two people for one of these jobs. What qualities do they need for success? Decide who is more qualified for the job.

Students B and C: You are applying for the same job. What are your best qualities? Convince the interviewer that you are more qualified for the job.

host for a political talk show server at a trendy café exercise equipment salesperson

A: To be a good host for a political talk show, you need to be knowledgeable.

B: Well, I follow politics closely, and I'm also tough. I'm not afraid to ask hard questions.

C: I'm fascinated by politics, and I'm industrious, so I would do thorough research.

7 CONVERSATION *It's the newest "in" place.*

A Listen and practice.

Mayumi: What's your favorite club, Ben?

Ben: The Soul Club. They have fabulous music, and it's never crowded, so it's easy to get in.

Mayumi: That's funny. There's always a long wait outside my favorite club. I like it because it's always packed.

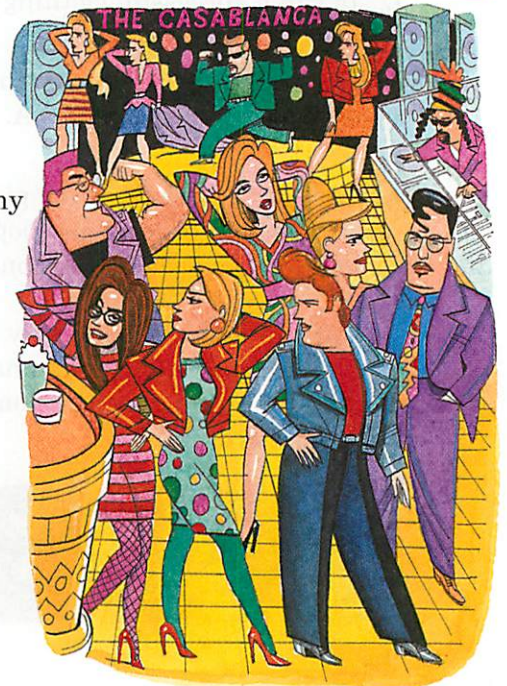
Ben: Why do you think it's so popular?

Mayumi: Well, it just opened a few months ago, everything is brand new and modern, and lots of fashionable people go there. It's called The Casablanca.

Ben: Oh, right! It's the newest "in" place. I hear the reason people go there is just to be seen.

Mayumi: Exactly! Do you want to go some night?

Ben: I thought you'd never ask!



B Class activity What are the "in" places in your city? Do you ever go to any of these places? Why or why not?

8 GRAMMAR FOCUS

Giving reasons

I like The Casablanca **because** it's always packed.
Since it's always so packed, there's a long wait outside the club.
It's popular **because of** the fashionable people.
The Soul Club is famous **for** its fabulous music.
Due to the crowds, The Casablanca is difficult to get in to.
The reason (that/why) people go there **is** just to be seen.

A Complete the paragraph with *because, since, because of, for, due to,* and *the reason*. Then compare with a partner.

MTV is one of the most popular television networks in the world. People love MTV not only its music videos, but also its clever and diverse programming. it keeps its shows up-to-the-minute, young people watch MTV for the latest fads in music and fashion. MTV is also well known its music awards show. so many people watch it is to see all the fashionable guests. MTV even has shows about politics. These shows are popular they are informative and appealing to young people. MTV's widespread popularity, many teenagers have become less industrious with their homework!



B What reason explains the success of each situation? (More than one answer is possible.) Compare ideas with a partner.

Situation

1. Family-owned shops are closing
2. People love Levi's jeans
3. The BBC is well known
4. Huge supermarket chains are popular
5. People everywhere drink Coca-Cola
6. Teenagers watch MTV
7. Nike is a popular brand of clothing
8. Many people like megastores

Reason

- a. since prices are generally more affordable.
- b. due to an excess of shopping malls.
- c. because they have always been fashionable.
- d. for its attractive and charming hosts.
- e. because of its informative programming.
- f. for their big choice of products.
- g. since it advertises worldwide.
- h. because the advertising is clever and entertaining.

C Pair work Suggest two more reasons for each success in part B.

"I think family-owned shops are closing because megastores have cheaper prices."

9 INTERCHANGE 12 Entrepreneurs

How effective is advertising? Go to Interchange 12.

10 LISTENING *Radio commercials*

Listen to three radio commercials advertising businesses. What are two special features of each place? What slogan does each place use?

	Features	Slogan
1. Maggie's

2. Sports Pro

3. Mexi-Grill

11 SPEAKING *Catchy slogans*

A Pair work Look at these slogans. What products do you think they are advertising? Match each slogan with a product in the box.



coffee
a daily newspaper
potato chips
a soft drink
an amusement park
sports clothing

- A: "It's the real thing" might be used to advertise . . .
 B: But it also could be from an ad for . . .
 C: I think it's used in . . . ads.

B Class activity What other famous slogans can you think of?

12 WRITING *A TV commercial*

A Choose one of your favorite products. Read the questions and make notes about the best way to sell it. Then write a one-minute TV commercial.

What's good or unique about the product?
 Why would someone want to buy or use it?
 Can you think of a clever name or slogan?

B Group work Take turns presenting your commercials. What is good about each one? Can you give any suggestions to improve them?

Are you looking for a high-quality TV that is also attractively designed? Buy a Star TV. Star is the most popular name in electronics because of its commitment to excellence and . . .

The Wrong Stuff

Look at the picture and the first sentence of the article. Why is market research important to companies that want to sell their products internationally?

If a business wants to sell its products internationally, it had better do some market research first. This is a lesson that some large American corporations have learned the hard way.

What's in a name?

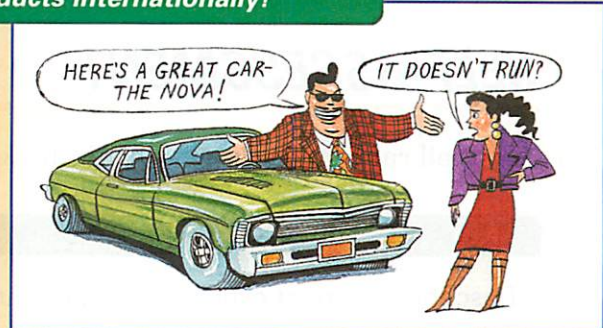
Sometimes the problem is the name. When General Motors introduced its Chevy Nova into Latin America, it overlooked the fact that *No va* in Spanish means "It doesn't go." Sure enough, the Chevy Nova never went anywhere in Latin America.

Translation problems

Sometimes it's the slogan that doesn't work. No company knows this better than Pepsi-Cola, with its "Come alive with Pepsi!" campaign. The campaign was so successful in the United States, Pepsi translated its slogan literally for its international campaign. As it turned out, the translations weren't quite right. Pepsi was pleading with Germans to "Come out of the grave" and telling the Chinese that "Pepsi brings your ancestors back from the grave."

A picture's worth a thousand words

Other times, the problem involves packaging. A picture of a smiling, round-cheeked baby has helped sell countless jars of Gerber baby



food. So when Gerber marketed its products in Africa, it kept the picture on the jar. What Gerber didn't realize was that in many African countries, the picture on the jar shows what the jar has in it.

Twist of fate

Even cultural and religious factors – and pure coincidence – can be involved. Thom McAn shoes have a Thom McAn "signature" inside. To people in Bangladesh, this signature looked like Arabic script for the word Allah. In that country, feet are considered unclean, and Muslims felt the company was insulting God's name by having people walk on it.

A Read the article. Then for each statement, check (✓) True, False, or Not given.

	True	False	Not given
1. General Motors did extensive research before introducing the Chevy Nova.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The "Come alive with Pepsi!" campaign worked well in the United States.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Pepsi still sold well in Germany and China.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Gerber changed its packaging after the problem in Africa.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Thom McAn used the Arabic script for the word Allah in their shoes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The problem for Thom McAn was the company's name.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B Look at the marketing problems below. In each situation, was the problem the result of name (N) or translation (T)?

- 1. The Ford Fiera didn't sell well in Spain, where *fiera* means "ugly old woman."
- 2. Braniff Airline's "Fly in leather" slogan was meant to promote its comfortable new seats. In Spanish, the company was telling passengers to "Fly with no clothes on."

C Group work Think of two products from your country: one that would sell well around the world, and one that might not sell as well. Why would one sell well, but not the other? What changes could help the second product sell better?

Units 11–12 Progress check

SELF-ASSESSMENT

How well can you do these things? Check (✓) the boxes.

I can	Very well	OK	A little
Describe important events with time clauses (Ex. 1)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Talk about behavior and personality (Ex. 2)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Express regrets about the past using past modals (Ex. 2)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Describe hypothetical situations using <i>if</i> clauses (Ex. 2)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Listen to, understand, and give reasons for success (Ex. 3, 4)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Describe purpose with infinitive clauses and clauses with <i>for</i> (Ex. 4)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1

SPEAKING Lessons to live by

A What are two important events for each of these age groups? Complete the chart.

Children	Teenagers	People in their 20s	People in their 40s
.....
.....

B Group work Talk about the events. Why is each event important? What do people learn from each event?

A: Starting school is an important event for children.

B: What do children learn from starting school?

A: Once they start school, . . .

useful expressions

after	once
as soon as	before
the moment	until
by the time	

2

GAME A chain of events

A Write three regrets you have about the past.

B Group work What if the situations were different? Take turns. One student expresses a regret. The next student adds a hypothetical result, and so on, for as long as you can.

A: I should have been more ambitious during college.

B: If I'd been more ambitious, I would have gone abroad.

C: If I'd gone abroad, I could have . . .

我的名字是Lauren。



3 LISTENING *Success story*

A Listen to a business consultant discuss the factors necessary for a restaurant to be successful. Check (✓) the ones she says are important.

- advertising
 concept
 decor
 food
 name
 location

B Listen again. In your own words, write the reason why each factor is important.

Factor	Why is it important?
1.
2.
3.

4 DISCUSSION *The secrets of success*

A Pair work Choose two businesses and discuss what they need to be successful. Then write three sentences describing the most important factors.

- a high-rise hotel
 a language school
 a music store
 an Internet bookstore
 a gourmet supermarket
 an online banking service

In order for a hotel to be successful, it has to be affordable.

B Group work Join another pair. Share your ideas. Do they agree?

A: We think in order for a hotel to be successful, it has to be affordable.

B: Really? We think some of the most successful hotels are very expensive.

C Group work Now choose a popular business that you know about. What are the reasons for its success?



the Waldorf-Astoria

“I think the Waldorf-Astoria hotel is successful because the decor is so beautiful.”

useful expressions

- It's successful because (of) . . . It's become popular since . . .
 It's popular due to . . . It's famous for . . .
 The reason it's successful is . . .

WHAT'S NEXT?

Look at your Self-assessment again. Do you need to review anything?