

S1: Give it a try.
S3: We think it's market climber.
Q: No, I'm sorry, the correct answer is market challenger.
S3: Oh, yeah!
3
Q: There are generally considered to be four ways in which a market can be divided into segments. One of those is product-related, that's to say based on product benefits like value for money, safety, comfort and so on. But can you name the other three?
S3: Yes, I remember this one! There's demographic, based on things like age, gender and education.
S2: OK, and then there's geographical.
S3: That's right, and the last one is based on opinions, lifestyle and attitudes, um ... what's it called?
S1: Is it psychographic?
Q: Yes, indeed!
4
Q: Here's another classic question. This time I want you to name the four stages in the product life cycle.
S1: Oh, that's easy! Introduction, growth, maturity and, um ...
Q: Yes?
S1: Um, introduction, growth, maturity and ... um ...
Q: I'm sorry, Cambridge, I'll have to hurry you!
S3: Death?
S2: No, decline!
S1: Ah, yes, decline!
Q: Just in time!
5
Q: Customers are considered to go through three stages of brand loyalty. The first is brand awareness, or recognition; what are the other two?
S3: Oh, I know there's brand preference, when they choose your brand rather than another if they're offered a choice; but I can't remember the third one!
S2: Isn't it when they refuse to buy any other brand?
S1: Yeah, that's it: brand, um ...
S2: Brand insistence!
Q: Yes, well done!
6
Q: Cambridge, you've scored 40 out of a possible 50 so far; here's your last question. There are four main types of promotional activity. Advertising is one, what are the other three?
S3: Oh, I was just going to say advertising!
S2: Yeah, you always know the easy answers!
S3: You cheeky ...!
S1: Stop arguing, you two! Advertising, sales promotions ...
S3: I knew that too!
S2: Yeah, right!
S1: ... and personal selling, you know, face to face or by telephone ... but what's the fourth one?
Q: Time's up, Cambridge, I need answers!
S1: Sales promotions, personal selling, and I think ... um ...
S2: PR. Public relations.
Q: Yes, that's another correct answer!

5.3 Grammar Prepositions

2:08

Right, if we could just focus a bit on our main strategy to grow our North America operation. On balance, what we need more than anything else is a joined-up strategy across our main western centres in California, Washington State and Arizona. In other words, we all need to be focusing on the same strategy, whatever part of the business we're working in. You know, all pulling in the same direction and making sure we all get the three 'Fs' sorted – Focus, Familiarity and Follow-up. Is that clear? So, focus on our core strategy – we've been through all that, build up close familiarity with the local markets, and follow up all leads and opportunities. We can then, as it were, capture the whole market at a stroke. At least that's the plan, if you know what I mean. By the end of this financial year we need to have cracked the West and have our numbers looking good to give us any hope of the Mid-west, and, well, more of that next year.

By the way, have you all managed to have a look through the strategy document, you know, the one I sent round the other day? Did any of you have any particular questions you want to ask about it? Good.

So, our next step is to, well, make the strategy work. I guess that's the hard part. The strategy is, by and large, pretty straightforward – on the one hand focus on the new customer, convince them that they need us, and all that stuff; on the other, well, I'll come on to that in a minute. I should emphasize that we need to be careful with customers at large. They can be a bit demanding so as a rule just fall back on the 'customer is king' thing – you know, just say yes to whatever they want. Within reason anyway – don't leave me with any massive clean-up bills. I don't really foresee anything in particular that can go wrong. In effect it's just like what we've been doing in eastern Europe, though on a bigger scale, of course. I expect it will go like a dream. Oh, one more thing. We must all avoid mentioning that glitch in the software, at all costs. By the same token, make sure you all keep quiet about the temperature thing as well – I still can't believe a bit of heat has such a terrible effect on ...

5.4 Management skills Active listening

2:09

Mr Garcia: ... and it's not far from the airport, which is handy, of course, but it's not ideal. Then there's the traffic, parking is a nightmare these days, and then the neighbours playing music late at night; they're very friendly, but the walls are really thin, you know!

Agent: I know what you mean! So, if I understand correctly, Mr Garcia, you're saying that basically you'd like to move somewhere quieter?

Mr G: Yes. 22 years I've lived here. I know everybody in the street, and all the shops and restaurants. But I really feel I need more space, and a bit of peace and quiet at night.

A: I see. My guess is that it'll be a wrench for you to leave, am I right?

Mr G: Oh, yes, I'm quite attached to the old place. It'll be tough, but I'll work up the courage to make a move sooner or later.

A: Erm, I'm sorry, Mr Garcia, I'm not too clear about this. What sort of time frame do you have in mind?

Mr G: Well, I don't know really. It depends if I find something I really like. It would be nice to move before the summer, but that's probably too soon.

A: Too soon?

Mr G: Well, there's the financial side to think of as well.

A: Uh-huh?

Mr G: Hm. I suppose I'll need to find out about getting a mortgage if I want something bigger than this place. I expect that'll take several months, you know what banks are like!

A: Yes, they do tend to drag their feet, don't they? But I have a very good friend who works in a bank as a Financial Adviser and sometimes helps me. I can introduce you, if you like? OK, do you mind if I recap? What we've established so far is that you'd like to move somewhere quieter if possible, next spring, if we can find you something really nice to make it worth moving? And you'd like something a bit bigger, but for not too much more than you'll get for the sale of your flat. Is that a fair summary?

Mr G: Yes, you understand my situation perfectly. I can see we're going to get on really well, Miss ...?

A: Irina. Yes, I'm sure we will, Mr Garcia! Now then, what I would suggest is that we start by doing a valuation of your flat. Then we'll have an idea of your budget for the new place, and, if necessary, we'll be able to start talking to the bank about how much you'd like to borrow. How does that sound?

5.6 Case study Presnya Taxi

2:10

Ally: Ah, there you are, Volodya. I wanted to ask you something ... what's the matter?

Volodya: Oh, it's nothing. How can I help you, Ally?

A: Now come on, I can see there's something wrong; it's written all over your face. Are those the latest accounts?

V: Yes. I just got them today.

A: The drivers are saying we're losing money. Is it true?

V: You know Moscow taxi drivers. Ally. If you believe what they say, the end of the world is only hours away! But things are not too good. Turnover is falling steadily. The taxi business isn't what it was. Too much competition. In the old days, it was a real profession. These days, anyone who can beg, borrow or steal a car is a taxi – and a much cheaper taxi than ours.

A: Hm. And the minivans are a lot cheaper too.

V: Yes. We've lost half of our airport business to minivans. People don't seem to mind sharing if they're all going to the airport.

A: And the buses are getting faster and more comfortable.

V: Not to mention trains, trams, the underground – I've heard they even want to start one of those bicycle services like