Script 1: We've Got to Outsmart the Other Guys!

Unit 1 Company Competition

W: Hi, John! What are you doing?

M: Hi, Alice. I am doing a brief _____.

W: Have you seen the _____ for last quarter? Who do you think is our biggest threat?

M: Domestically, from the numbers, it seems like Geely is our biggest _____ ... FAW Car and DFM Co. are also major competitors in our market.

W: Geely is the new kid on the block. It's amazing they've had such tremendous success so soon ... The competition is _____.

M: I don't know how they do it! Our competitors have _____ us by 8% on the price of the similar model.

W: These price wars are _____ for our bottom line. If they're charging 8% less than we are, we have to find a way to lower our price while keeping our _____.

M: Profits are almost _____ now ... it's almost impossible to beat their price.

W: We can try to lower our cost of _____ then. We need a price that we can compete with, something _____ with the competition.

M: You really think we can make it? I don't have much faith in our ability to lower the price again ... Er ... here's information about our competitor's recent market activities.

W: Thanks, this will be a big help in putting together next quarter's marketing _____. Competition is _____, and we'll have to step up production even more.

M: No room to breathe ...

W: Yeah, but we've got to find a way to _____ the other guys!

Script 2: Foes Turn into Friends

W: Did you hear the news? Two of our major _____, Dex Tools and Trusten Tools are _____!

M: Are you sure? Who told you that? I highly doubt that they would take the step to merge into one company ... It must be a _____.

W: I read it myself on the _____ page. I used to think they were bitter enemies, the strictest of _____. But they're really going to join together now. Dex was _____ by Trusten, they will _____ the company as of next month. One of the big questions is what to call the new _____ company.

M: Wow, with such a big change! Dex won't even have the same name?

W: It's not only the name of the company that will change.

M: The competition must have been too _____ for Dex. Otherwise why would they allow themselves to be taken over by their sworn enemy?

W: I guess they must have figured it would be easier to merge than to keep up the _____ competition.

M: Yep, if you can't beat them, join them.

W: I expect that after this _____, there'll be a ton of things up in the air. If they are conglomerated into one company, it would have some serious effects on our market strategy.

M: Well ... our _____ cost might increase. We'd better reach out to a few more big suppliers just in case.

W: Fortunately, we have enough time to readjust since we have the 5-year _____. Still we need to keep an eye on it. In business, you never know what will happen in the blink of an eye!

Script 3: A Down Period for the Web Industry

Cindy: Hi, Clarke, you look gray. What's happening to you?

Clarke: I'm worried about the business. I'm sure you've already known that it's an ugly scene in e-commerce land. Of course the entire economy is poor right now, but I believe that a down period was _____ for the web industry anyway.

Cindy: Yes, I've heard that even Amazon.com has not reached _____ yet. Priceline.com has _____ on all their new _____ like selling discounted food and gas. To survive and grow their business more wisely, they have returned to their original ideas of airline tickets and hotel rooms.

Clarke: Yes. Most businesses that were _____ supported by VC money are now history. Companies that went public with _____ results on paper are also shutting down. Many of the biggies have fallen! I've heard estimates that 55% of online businesses have now closed. And it's also very likely that you'll see more businesses leave the _____ before it's all over.

Cindy: Why is that so?

Clarke: You see, since so many e-businesses were exchanging money between one another, it has been a _____ that has affected virtually every aspect of the online world in one way or another.

Cindy: However, even though some businesses operated with no debt and were very close to profitability, they are still less likely to survive the _____.

Clarke: Yes, what we have learned from the past _____ of the "new economy," the "new" economy is nothing more than an extension of the real-world economy, any business must follow basic _____ to _____.

Cindy: I agree. To be successful online, just like offline, you need a _____ that will eventually lead to profitability!

Script 4: Advertising Terminology (I)

W: Good morning, Mr. Wilson!

M: Good Morning, Julian! Welcome to join us!

W: I am new to this job. Could you please explain some of the terminology?

M: That's why I am here.

W: What does the _____ AIDA mean?

M: AIDA is a simple _____ that was devised a long time ago as a reminder of four stages of the sales process. AIDA stands for _____, _____, _____, _____, the _____ of all advertisements.

W: Since we mainly advertise online, what do you do to accomplish these objectives?

M: Well, you see, the first phase is attention. You need to grab the attention of the visitors _____ through your site. The first thing that people see will be the _____, so make it strong and follow it up with a short but effective product description.
W: Sounds interesting.
M: Don't forget that people browsing the Internet are likely to be doing other things at the same time engaging in everything from listening to music, talking on the phone or even watching a movie.
W: That's true. I myself enjoy background music while surfing the net.
M: Therefore, having unique and creative _____ is critical when it comes to grabbing attention.
W: Okay, now that we have got the consumer's attention, what next?
M: Well, you have to keep them _____. You'll need to provide further information about your products or services such as _____ and _____.
W: Oh, I see.

Script 5: Foes Turn into Friends

W: Did you hear the news? Two of our major _____, Dex Tools and Trusten Tools are _____!
M: Are you sure? Who told you that? I highly doubt that they would take the step to merge into one company ... It must be a _____.
W: I read it myself on the _____ page. I used to think they were bitter enemies, the strictest of _____. But they're really going to join together now. Dex was _____ by Trusten, they will take over the company as of next month. One of the big questions is what to call the new _____ company.
M: Wow, with such a big change! Dex won't even have the same name?
W: It's not only the name of the company that will change. The competition must have been too _____ for Dex. Otherwise why would they allow themselves to be taken over by their sworn enemy?
M: I guess they must have figured it would be easier to merge than to keep up the _____ competition.
M: Yep, if you can't beat them, join them.
W: I expect that after this _____, there'll be a ton of things up in the air. If they are conglomerated into one company, it would have some serious effects on our market strategy.
M: Well ... our _____ cost might increase. We'd better reach out to a few more big suppliers just in case.
W: Fortunately, we have enough time to _____ since we have the 5-year _____. Still we need to keep an eye on it. In business, you never know what will happen in the blink of an eye!

Script 6: A Discussion on Store _____

Emily: Store traffic seems to be a big concern for many _____.
Andrew: Yeah. Most retailers would agree that if they could find a way to _____ sell to three to four more of each 100 people that come to their stores, there would be a 15% increase in sales or more.
Emily: More traffic increases sales?
Andrew: Yeah. Retailers have been making great effort to design their stores to _____ and bring traffic into the stores. Usually there are two ways: increase the amount of traffic; or do more with the traffic you _____ get.
Emily: But in many cases, sales don't seem to go up even though there's more traffic. Why?
Andrew: The problem is marketing people feel they did increase traffic with the _____, but had no way to back up the _____ or to count traffic _____.
Emily: I see. How can we solve the problem, then?
Andrew: Traffic Analysis, a retail technology provides a solution to this problem. Retailers who use the system will spend less time finding excuses, but more time taking _____ actions to improve their _____.
Emily: Any successful stories?
Andrew: Many retailers like Gap, Nike rely on Traffic Analysis to give them the specific _____ on store performance that keeps them ahead of the _____. Traffic Analysis is providing means for retailers to employ staff more _____, advertise more effectively, etc. all leading to improved sales.
Emily: By using Traffic Analysis the days of the excuses may finally be gone.

Script 7: Why _____?

Harris: Hi, Emily. I'm considering being my own boss. You know, there is no long-range security in working for someone else, and I feel that my _____ income will be limited as an _____. Can you give me some suggestions?
Emily: Then I think franchising offers you an _____ to break free and own your own business.
Harris: Franchising? Do you mean fast food restaurants such as Burger King, McDonald's or Wimpy?
Emily: Franchising is much wider than that. There are franchises available in almost every business area that you can think of in all price ranges. Compared to starting your business from _____, franchising can provide a relatively safer route into _____.
Harris: Why is it so?
Emily: Because the _____ has done it all many times before and can therefore help you to _____ all the mistakes you most probably would make if you tried to do it all by yourself.
Harris: Then I think the franchise system is a guarantee for my success.
Emily: By no means! Franchisee _____ is never reported in the media!
Harris: Then what are the characteristics of failure?
Emily: They generally include _____, not following the system, _____ by family and friends, loss of nerve and expecting too much from the franchisor.
Harris: Oh ...

Emily: Don't be frustrated. The failure rate for new business within a five-year period is _____ 90 percent, while franchise is less than 10 percent. This demonstrates that franchising is indeed safer than starting your own business. However, it is still important to assess your _____ to become a franchisee prior to making any decision regarding purchasing a franchise.

Harris: I see. Thank you so much for your advice.

Script 8: Information _____

Megan: Hi, Walker, come and have a cup of coffee. Don't _____ yourself in your work. Business is in a stream to follow.

Walker: Ok, Megan. I find no improvement in my work the whole morning. _____ is too low! By the way, have you heard about information logistics? Maybe we should be engaged in some new technology.

Megan: Oh, I have learned something about that. The information flow between _____ areas within an organization used to be paper-based in many instances. These paper-based transactions and communications were slow, unreliable, and having error tendency.

Walker: Yes, information was often _____ as a critical competitive resource because its value to logistics was not clearly understood. But now we are in the computer times.

Megan: So after 1980s, the information _____ was in full swing in the world's advanced economies.

Walker: Then what is information logistics about?

Megan: It is concerned with the information supply chain and aims to _____ it by _____ delivery in accordance with requirements.

Walker: How does information work?

Megan: The information should be _____ in line with users' needs, depending on the communication media and users' _____, in order to aid _____ processing of it.

Walker: It seems there is a wide range of information.

Megan: Yes. It is created throughout the entire product creation process. The goal of information logistics is to optimize the content and format of the information, reduce throughout time, and achieve a high degree of _____ processing.

Walker: It really plays a very important role in the whole process.

Megan: Yes, the logistics information enhances the efficiency of logistics activities and potentially reduces the demand for the transport _____ itself.

Walker: Oh, I see. The increased efficiencies to be gained in improving logistics have pushed managers to explore a number of new ideas, technologies, and methods of information management and computerization.

Megan: You have got it. That is why logistics information system comes out and develops rapidly.

Walker: So management systems of the new integrated supply chain can lead to higher quality products, enhanced productivity, efficient machine utilization, reduced space, and ultimately increase logistics efficiency and flexibility.

Megan: Wish our company will enter the times of logistics information.

Script 9: Advertising Terminology (II)

M: The third _____ "_____" is closely related to _____. As you have increased a customer's interest, you also need to build on their desire for that product.

W: What do you usually do in this phase?

M: We have listed the _____ of the product in the "Interest" phase, now we need to provide the _____ of those features.

W: By the way, what do you mean by "benefit" here?

M: For example, take this _____: "This jacket is _____."

W: It is quite easy to understand.

M: It is, but our customer is probably asking, "So what? How does that help me?" We can avoid our customer taking this train of thought by saying "Change styles in a matter of seconds with this reversible jacket."

W: I think I get what you mean.

M: That's good. Finally, you need a strong call to _____.

W: Yes?

M: After we have made it this far, you have to tell your _____ what to do, whether it is to buy, download or learn more. Overlooking this step is a big no-no.

W: The final step brings about the final success.

M: Use powerful and confident words like "Buy Now", "Add to Cart" etc. Try to convey a sense of _____. For example, having "Buy Now" instead of "Buy" can _____ _____ the consumer not to wait any longer to take action.

W: That sounds interesting! No wonder we can always find such button as "Buy Now!" on those e-business websites.

M: These four phases form a basic _____ in writing effective copy. Using these simple rules should set you on the right track and once you become comfortable with this model, you can always try variations and create your own style.

W: I think I'm beginning to understand now. Thank you very much.

Script 10: Characteristics of E-_____

E-commerce or electronic commerce, a _____ of e-business, is the purchasing, selling, and _____ of goods and services over computer networks (such as the Internet) through which transactions or terms of sale are performed _____. E-commerce can be broken into four main _____: B2B, B2G, C2B, and C2C.

B2B (Business-to-Business)

Companies doing business with each other such as _____ selling to _____ and _____ selling to retailers. Pricing is based on _____ of order and is often _____.

B2C (Business-to-Consumer)

Businesses selling to the general public typically through _____ utilizing shopping cart software. By dollar volume, B2B takes the prize, however B2C is really what the average Joe has in mind with regards to e-commerce as a whole.

Having a hard time finding a book? Need to purchase a custom, high-end computer system? How about a first class, all-inclusive trip to a tropical island? With the advent of e-commerce, all three things can be purchased literally in minutes without human interaction.

Oh, how far we've come!

C2B (Consumer-to-Business)

A consumer posts his project with a set budget online and within hours companies review the consumer's requirements and _____ on the project. The consumer reviews the bids and selects the company that will complete the project. Elance empowers consumers around the world by providing the meeting ground and platform for such transactions.

C2C (Consumer-to-Consumer)

There are many sites offering free classifieds, auctions, and _____ where individuals can buy and sell thanks to online payment systems like PayPal where people can send and receive money online with ease. eBay's auction service is a great example of where person-to-person transactions take place everyday since 1995.

Script 11: A Story of Alibaba

Alibaba.com is one of the _____ B2B (e-commerce) companies in China. It provides a _____ connecting small- and medium-sized buyers and suppliers from China and around the world. Alibaba focuses on global importers and exporters and trades domestically in China. From a launch in 1999 the marketplace has a _____ of more than 24 million _____ users and over 255,000 paying members, making it the largest Internet IPO in Asia and the second largest globally.

Jack Ma, the _____ of Alibaba, first saw the Internet in 1995 when he went to Seattle as an _____ for a trade _____ and a friend showed it to him. They searched for the word "beer" on Yahoo and discovered that there was no data about China. They decided to launch a website and registered the name China Pages.

He borrowed $2,000 to set up his first company and at the time knew nothing about personal computers or e-mails or had never touched a _____ before. He described the experience as "blind man riding on the back of a blind tiger." Initially, the business did not fare well. He _____.

However, in 1999, he _____ 18 people in his apartment and spoke to them for two hours about his _____. Everyone put their money on the table, and he got $60,000 to start Alibaba. He chose Alibaba as the name since the name was easy to spell and associated with "Open, Sesame," the command that Ali Baba used to open doors to hidden treasures in One Thousand and One Nights.

During the dot-com bubble, there were _____, so that by 2002 there was only enough cash to survive for 18 months. But they then developed a product for China exporters to meet U.S. buyers online which Ma said saved the company. By the end of 2002, they made $1 in profits!

Today, Jack Ma's vision is to build an e-commerce _____ that allows consumers and businesses to do all aspects of business online. They are partnering with Yahoo and have launched online auction and payment businesses. Jack Ma wants to make it the largest Internet market in the world.

Script 12: Important Factors Concerning Retail Store _____

Where you choose to locate your retail business will have a major impact on everything your shop does. The difference between selecting the wrong location and the right site could be the difference between business _____ and success. There are many tips for choosing a right location such as _____, _____ and costs.

If you are choosing a city or state to locate your retail store, research the area _____ before making a final decision. Read local papers and speak to other small businesses in the area. Obtain location _____ from the local library, chamber of commerce or the Census Bureau. Any of these sources should have information on the area's population, income and age. You know who your customers are, so make sure you find a location where your customers live, work and shop.

Other area businesses in your _____ location can actually help or hurt your retail shop. Determine if the types of businesses nearby are _____ with your store. For example, a high-end fashion _____ may not be successful next door to a discount variety store. Place it next to a nail or hair salon and it may do much more business.

Besides the _____ _____, consider all costs involved when choosing a retail store location. The location you can afford now and what you can afford in the future should vary. It is difficult to create sales _____ on a new business, but one way to get help in determining how much rent you can pay is to find out what sales similar retail businesses are making and how much rent they're paying.

Don't feel rushed into making a decision on where to put your retail store. Take your time, research the area and have patience. If you have to change your schedule and push back the date of the store's opening, please do so. Waiting to find the perfect store location is better than just settling for the first place that comes along. The wrong location choice could be _____ to your retail business.

Script 13: Haagen-Dazs

Haagen-Dazs was the _____ in ice cream market. It creates _____ and _____ taste experiences by marketing to an _____ segment — the adult ice cream lovers. The Haagen-Dazs brand quickly developed a _____ following. Its early success was created by word of mouth and praise. Without the benefit of _____, the story of an incredibly rich and creamy _____ spread rapidly. At first, it was only available at _____ shops but soon distribution expanded.

In 1983 Haagen-Dazs was sold to the Pillsbury Company. Haagen-Dazs remained committed to the tradition of _____ quality and _____ on which Haagen-Dazs was founded. Since then, it has become a global phenomenon. Ice cream lovers over the world now recognize the unique Haagen-Dazs as a super-_____ ice cream. However, for the company to reach where it is today, a sincere marketing effort was undertaken to understand customers and their needs.

Since the beginning, Haagen-Dazs has kept a keen focus on developing an internal and external marketing _____. It obtained its current competitive strengths to establish premium pricing from:

1. Haagen-Dazs is always developing the brand of perfection and luxury;
2. Haagen-Dazs is always using the finest ingredients to deliver excellent products;
3. Haagen-Dazs has invested in consumer research to understand tastes and preferences of customers;
4. Haagen-Dazs has used _____ distribution at the beginning and then turned to mass market after the minimum critical mass of opinion leaders were established;

5. Haagen-Dazs did not change their objectives in between;

6. Haagen-Dazs has used creativity and innovativeness to support brand identity.

Script 14: Story of McDonald's

McDonald's was started by two brothers, Dick and Mac McDonald, as a small _____ bar in California, in 1940. In order to make the restaurant different from the typical American fast-food drive-ins at that time, they _____ a system where each meal would be put together in an _____ line, and would take less than one minute before the customer had their order in their hands. It was called the "Speedee Service System." The introduction of the system established the principles of modern fast-food restaurants.

A milkshake machine salesman, called Ray Kroc, was curious when the brothers bought 18 machines instead of the usual 1 or 2. He immediately saw the _____ of this system. He bought the rights to _____ the model across the USA. For the restaurants to have a _____ level of quality, Kroc devised "the McDonald's Method." It's a 75-page _____ that explained how the restaurant should be run — from how much meat to include in a hamburger, to how to cut the French fries, to how often to clean the restaurant.

Kroc's first McDonald's was opened in Chicago in 1955. He ensured that the restaurant was _____ clean, and used it as a show model to sell his franchises. Kroc's model meant he collected 2.5% of sales, and after his first year in operation, he sold 18 McDonald's franchises.

In 1961, with _____ growing rapidly, Kroc wanted to be the boss of the whole operation. In order to achieve this he had to pay $2.7 million in cash to the McDonald brothers for _____ of the brand.

Kroc then set a goal to establish 1,000 restaurants in the USA. By 1965, he had over 700 restaurants and McDonald's was the first company in the fast-food industry to go public on the _____ market. The share price quickly rose, making Kroc a _____.

Part of Kroc's genius was his ability not to invent something new, but to take an existing product and refine the business model to the point where it could be _____ profitable.

Script 15: Kraft — Compete for Survival!

Kraft is an American food _____. Its more than five dozen brands are _____ names like Velveeta, Oscar Meyer, Triscuit, Planters, Lifesavers, and Maxwell House. As the Largest food corporation in the United States, Kraft is a _____, with sales over $30 billion last year. Kraft also runs overseas. But less than 30 percent of Kraft's sales come from foreign markets. By comparison, Heinz earns 44 percent of its sales abroad, McDonald's comes in at over 50 percent, and Coca-Cola exceeds 80 percent. Walk through supermarkets in Australia, for instance, and you'll be hard pressed to find Kraft products. Referring to Kraft, one Australian supermarket owner noted, "They would be classified as a slow-moving line." And in Great Britain, one of Kraft's strongest foreign markets, the company only _____ eighth in size among food companies. Kraft wants to grow, but the United States, its dominant market, is _____. Indeed, the food business in the United States is _____. Brand _____ is _____ by supermarket brands and _____ price competition. Take salad dressing. Many shoppers just buy what's on sale — whether it's Kraft, Wish-Bone, or Hellmann's. So Kraft is looking to overseas market for growth. The global competition is _____ and includes the likes of Anglo-Dutch Unilever, Switzerland's Nestle, and France's Group Danone. They all moved rapidly into fast-growth _____ markets in Latin America, eastern Europe and Asia. Nestle and Unilever both realize over 30 percent of their sales from developing countries alone. Kraft has a tough time in foreign markets where basic products are what people can afford. For instance, while Kraft's visibility in India is low, competitor Unilever has done well by pushing _____ like rice and salt. But Kraft has a plan in boosting revenues in emerging markets. First it wants to expand the range of the products and brands it sells in countries where it already operates. Second, the company also wants to _____ local competitors, particularly in beverage and snacks, as a way to quickly enter new emerging markets.

Answer Key

Script 1

(1) market review
(2) sales report
(3) competitor
(4) cutthroat
(5) undercut
(6) disastrous
(7) profit
(8) nonexistent
(9) production
(10) comparable
(11) strategies
(12) intense
(13) outsmart

Script 2

(14) suppliers
(15) merging
(16) rumor
(17) financial
(18) competitors
(19) bought out
(20) take over
(21) conglomerate
(22) stiff
(23) cutthroat
(24) acquisition
(25) purchasing
(26) contract

Script 3

(27) destined
(28) profitability
(29) ventures
(30) cut back
(31) solely
(32) fantastic
(33) arena
(34) chain reaction
(35) fallout
(36) boom
(37) fundamentals
(38) thrive
(39) business plan

Script 4

(40) abbreviation
(41) acronym
(42) Attention
(43) Interest
(44) Desire
(45) Action
(46) objectives
(47) heading
(48) browsing
(49) content
(50) specifications
(51) features
(52) interested

Script 5

(53) suppliers
(54) merging
(55) rumor
(56) financial
(57) competitors
(58) bought out
(59) conglomerate

(60) stiff
(61) cutthroat
(62) acquisition
(63) purchasing
(64) readjust
(65) contract

Script 6

(66) retailers
(67) consistently
(68) Traffic
(69) attract
(70) currently
(71) promotion
(72) assumption
(73) accurately
(74) specific
(75) performance
(76) measurements
(77) efficiently
(78) competition

Script 7

(79) Franchising
(80) potential
(81) employee
(82) opportunity
(83) scratch
(84) self-employment
(85) franchisor
(86) eliminate
(87) complacency
(88) interference
(89) failure
(90) approximately
(91) suitability

Script 8

(92) Logistics
(93) indulge
(94) Efficiency
(95) functional
(96) overlooked
(97) revolution
(98) optimize
(99) targeted
(100) transformed
(101) preferences
(102) custom
(103) parallel
(104) infrastructure

Script 9

(105) Desire
(106) phase
(107) interest
(108) features
(109) benefits
(110) statement
(111) reversible
(112) consumer
(113) action
(114) urgency
(115) subtly
(116) convince
(117) guideline

Script 10

(118) Commerce
(119) subset

(120) exchanging
(121) electronically
(122) categories
(123) manufacturers
(124) distributors
(125) wholesalers
(126) negotiable
(127) catalogs
(128) quantity
(129) bid
(130) forums

Script 11

(131) leading
(132) marketplace
(133) community
(134) registered
(135) founder
(136) interpreter
(137) delegation
(138) keyboard
(139) resigned
(140) gathered
(141) vision
(142) layoffs
(143) ecosystem

Script 12

(144) Location
(145) failure
(146) population
(147) competition
(148) thoroughly
(149) demographics
(150) prospective
(151) compatible
(152) boutique
(153) base
(154) rent
(155) projects
(156) devastating

Script 13

(157) pioneer
(158) distinctive
(159) indulgent
(160) untapped
(161) loyal
(162) advertising
(163) confection
(164) gourmet
(165) superior
(166) innovation
(167) orientation
(168) premium
(169) selective

Script 14

(170) hamburger
(171) perfected
(172) assembly
(173) potential
(174) franchise
(175) consistent
(176) manual
(177) spotlessly
(178) expansion
(179) ownership
(180) stock

(181) millionaire
(182) immensely

Script 15

(183) icon
(184) household
(185) giant
(186) ranks
(187) saturated
(188) cutthroat
(189) undercut
(190) intense
(191) loyalty
(192) formidable
(193) emerging
(194) staples
(195) acquire