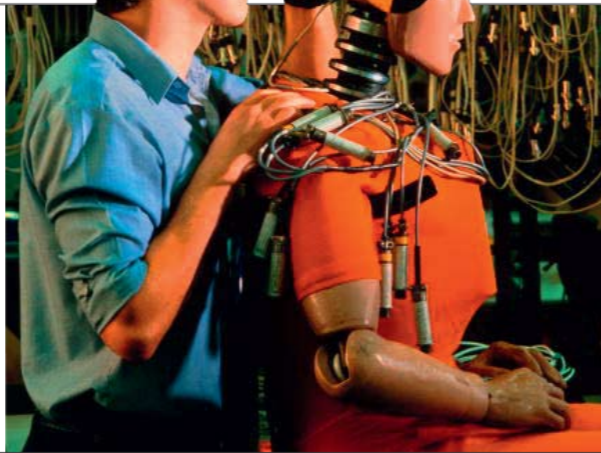


What's the big idea?



Present Perfect

Reading: Feature overload

- Think of some hi-tech products that you have bought. Was it easy to learn how to use them? Why?/Why not?
- Read the article. What did the writer buy and what problem did they have?

Hi-tech headaches

I've just bought a new digital video recorder. It can store 350 hours of programmes and record two programmes simultaneously. But the remote control has 70 buttons and I can't work out which ones to press to record anything.

I know I'm not alone. A study by Philips Electronics showed that more than half the products that people returned had nothing wrong with them. The problem was *consumers* couldn't work out how to use them. Now the company has begun a 'sense and simplicity' campaign to make its products less *complicated*.

Technology *upgrades* are cheap so *manufacturers* have loaded products with too many features. It's time to send a message to the designers: KISS (Keep it *simple, stupid*).



- Complete these sentences with the words in italics in the article.
 - Designers are the people who design products, _____ make them and _____ are the people who use them.
 - I like it when there are _____ for my computer. Everything works better and I can do more things.
 - It's difficult to follow instructions when they are _____. Manufacturers need to keep their instructions _____.

Grammar: Present perfect

- Read the examples and complete the rule.

Present perfect

We use the present perfect when past actions are important in the present.

Designers **have loaded** products with features. (The features are available now.)

The company **has begun** a campaign. (The campaign is running now.)

We often use the present perfect to give news. If something has happened a very short time ago, we can add *just*.

I've just bought a new digital video recorder.

Rule:

We form the present perfect with _____ or _____ + past participle.

Use a list of irregular verbs to find out which ones have different past participles.

>>For more information on the present perfect see page 141.

Listening: New products

- 0.00 Listen at these hi-tech products and listen to four different conversations. Match each conversation to the correct photo. What is good or bad about each product?



- Listen again and complete those sentences.
 - Oh, yes. _____ now. _____ you _____ inside?
 - I _____ it but I need to.
 - But _____ problems making calls.
 - This one's great. _____ it for about a month.
 - _____ reliable?
- Find examples of questions and negative forms in exercise 6. Then complete these rules.

Present perfect questions and negatives

Rules:

- We use *hasn't* and _____ in negative sentences.
- We change the word order to form _____.

- Complete these sentences. Use the verbs from the box in the present perfect.

install program break down show
buy (not) work out (not) use

- Tom's car _____. Its computer says there's something wrong with the steering lock and it won't start.
- _____ Peter _____ you how to use the television? I'm afraid it's a bit complicated.
- They _____ a new voicemail system at work. We have to press ten buttons before we can hear our messages.
- My car has a computerized electronic locking system. I _____ it yet because I'm worried that I'll lock myself in.
- My husband bought a new electric toothbrush with computer sensors a month ago. He still _____ how to use it.
- _____ you _____ a new stereo? I think you had a different one last time I was here.
- I _____ the coffee maker. Tomorrow morning it's going to wake us up, play us music and make us cappuccino.

Speaking: Updates and upgrades

- Look at this web page and say what changes Creative Gifts has made to their products. Use these verbs

reduce improve upgrade add introduce simplify

COOLPRESENTS.com

<p>Sun glasses with built in radio €29</p> <p>Improved design! Now features unbreakable lenses.</p> 	<p>Pen-type digital camera €39.95</p> <p>New colours! Now available in black, white, red or silver.</p> 
<p>Mouse pad with built in calculator</p> <p>More features! Now comes with digital thermometer and USB hub.</p> 	<p>Digital Photo wallet €69.</p> <p>New one-button controls. Easy to operate.</p> 

Price reduction. Now only €85!

Memory upgrade! Now holds 500 photos.

- Work in pairs. Take it in turns to be a Creative Gifts salesperson and a customer calling to place an order. The Salesperson's information is below. Customer 1's information is on page 151. Customer 2's information is on page 152.

Salesperson

Your partner will call you to place an order. Tell them about the improvements you've made to your products and try to persuade them to buy as many things as possible.

Use the information on the web page and make up any other information you like. Take a few minutes to prepare what to say before they call.

Answer the phone with: 'Creative Gifts. How can I help you today?'

- TALKING POINT** Who is to blame for products that are difficult to use:
- designers who make them too complicated?
 - manufacturers who add cheap features?
 - consumers who want products with more features (until they get them home and try to use them)?

Reading: Creativity

- Are these statements true or partly true? How? Or are they myths (stories that are false, although many people believe they are true)?
 - People are more creative when you offer them money for their work.
 - People are more creative when they work under time pressure.
 - Most people aren't very creative. Creative people are special.
- Read the article below and find out if you are right.
- Find words and expressions in italics in the article with these meanings.
 - something you receive for doing something good
 - worried
 - arrangements of shapes and colours
 - think of (an idea or answer)

- According to the article, can these things improve creativity? Write *yes*, *no* or *doesn't say*.
 - caring about your work _____
 - sharing ideas with others _____
 - getting a reward like money _____
 - having the right opportunity _____
 - feeling worried _____
 - being alone for long periods _____
 - having more time _____
- What things could make you more creative in your work? And what about in your life outside work? _____

Grammar: yet and already

- Look at the examples and complete the rules with *yet* and *already*.

yet and already

We often use *yet* and *already* with the present perfect tense.

We've already had time to think.

We've had time to think already.

Have you finished yet?

Perhaps you haven't given them the opportunity yet.

Rules:

- We use _____ when something has happened before now – earlier than someone expected.
- We use _____ in question and negative forms. It means that something hasn't happened up to now.
- We can put _____ before the main verb or at the end of the sentence.
- We can only put _____ at the end of the sentence.

- Write some sentences with *yet* and *already*. Use the verbs in the box.

see eat write give think ring

- Work with a partner. Choose two or three of these situations and roleplay the conversations.

- You gave your colleague a book to pass on to your friend. You don't know if he has. What do you ask?
Have you given that book to Peter yet?
- You asked your assistant to phone your advertising agency. You don't know if she has. What do you ask?
- You finished writing a report for your boss yesterday. Today he asks, 'How are you getting on with that report?' What do you say?
- Your boss wants to know what your colleague thinks about the new product design. You haven't shown it to him. What do you say?
- Your colleague asks if you want to go to the restaurant for lunch. You had your sandwiches half an hour ago. What do you say?
- Your boss told you to think of a name for a new product. You're trying but it's difficult and it could take another week. Your boss asks, 'What are we going to call this product? What do you say?'

Speaking: Explaining decisions



- Work in pairs. Decide what to do in these situations. Choose *a* or *b* or think of an idea of your own.

- You want someone to write a radio ad for your product. Will you ...
 - contact an advertising agency?
 - have a competition to see which employee can write the best one?
- You need to cut costs. Will you ...
 - send an email to all employees asking for cost saving ideas?
 - put some suggestion boxes around the office?
- Your marketing team haven't been very creative recently. Will you ...
 - offer a bonus for the best creative idea?
 - fire the marketing manager?
- You need to think of a name for your new product. Will you ...
 - organize a meeting to brainstorm ideas?
 - look at the names of other products and choose something similar?
- You want to organize a staff training day on creativity. Will you ...
 - contact a staff training organisation?
 - ask HR to think of some ideas?
- It is now a week later. Join with another pair and discuss what you have done.

A: What have you done about the radio ad? Have you contacted an agency yet?

B: No we think that'll be too expensive, but we've organized a competition to see who can write the best one.

Creativity myths

SUCCESSFUL COMPANIES are creative companies where everyone has useful ideas. Employers need to encourage creativity in the workplace, but there are lots of myths about it. Here are some myths that research has shown are wrong.



1 Money encourages creativity.

As part of his research into animal behaviour, the zoologist* Desmond Morris worked with chimpanzees who enjoyed playing with paint and making coloured *patterns*. When he offered them a *reward* for their work, they lost interest. People (and chimps!) are most creative when they care about their task and not about the money.

2 Most people can't be creative.

Researchers have found that anyone of normal intelligence can be creative in the right environment. Perhaps their bosses haven't given them the opportunity yet, but everyone can have great ideas. Offer people the chance to try new things, and watch them change the world.

3 People are more creative under time pressure.

Researchers have discovered that people *come up with* their best ideas when they have time to focus. Sometimes it's not easy to pick up a pen and begin a job, and in that situation a deadline can help. But it only works when we've already had time to think. The *anxious* feeling that we have when our boss asks 'Have you finished yet?' doesn't help at all.

zoologist: a scientist who studies animals and their behaviour

TALKING POINT Are there any parts of a company or organization that shouldn't be too creative?

Reading: Good design

1 Think of something you use that is well designed, for example, something you use in your kitchen, in your workplace, or in your bedroom. Why do you like the design?

2 Read about some good design ideas in a hospital. What problem did they solve?

3 Answer these questions.

1 How did the designers find out about the patients' experience?

2 Why were the videos boring?

3 What did the nurses suggest and propose, and why?

4 What did the consultants recommend, and why?

! *suggest, propose, recommend*
1 Use an *-ing* form (*doing*) after these verbs.
They suggested/proposed/recommended attaching mirrors.
 NOT *They suggested to attach mirrors.*
2 These verbs are all formal. We use them to report what people said when we are writing. We generally use different expressions when we are speaking.

Why don't we attach mirrors?

Let's attach mirrors.

They recommended attaching mirrors.

How about attaching mirrors?

4 Work in pairs. Look at the article again. What do you think the nurses and design consultants actually said?

**Seeing things through the users' eyes**

A large healthcare organization in Minnesota employed some design consultants to help improve its patients' experiences. The designers looked at its hospitals through the eyes of its patients and made videos of the things they saw. The results were a surprise. Patients spend most of their time in bed, so they look at the ceiling or walls for hours and hours. The videos were very boring.

One nurse suggested sticking pictures on the ceilings. Another proposed putting whiteboards on walls in patients' rooms. Visitors could write on them with coloured pens and when they left, the patients could see their messages and pictures. The consultants recommended attaching mirrors to the ends of the gurneys* the hospital used to move patients from one place to another. The patients could look in the mirror, see their nurse and have a conversation.

All these ideas worked and the patients liked them. Good design is about understanding human beings and seeing things from the user's point of view.

a *gurney* (AmE): a table with wheels, used for moving sick people in a hospital

**Listening:** Sharing ideas

5 **0.00** Listen to the managers of a retail store discussing a problem. Which photo shows what they are talking about? What is the problem?

6 Listen again and complete these sentences.

Making suggestions	Responding
1 _____ ask them to leave?	→ I _____ that's a good idea. They look a bit _____.
2 _____ calling the police?	→ _____, _____ they're not doing anything wrong.
3 _____ speak to our neighbours about it?	→ There aren't _____ places for young people to go in this town.
4 _____ install a device that makes a high-frequency noise?	→ How _____ it _____?
5 _____ look into it.	→ OK, _____ find out more about it.
6 Or _____ install speakers in the doorway and play classical music.	→ That's a _____ idea. Most young people _____ Mozart.

7 Look at the expressions in exercise 6 and answer these questions.

1 What phrase for making suggestions is followed by an *-ing* form?

2 Which response ...

- a** is most positive?
- b** asks a question?
- c** offers to do something
- d** says 'no' to the suggestion?
- e** says 'yes', then 'no'?
- f** changes the subject?

3 English speakers sometimes change the subject to be polite. So when someone suggests something they don't like, they talk about something else. That way they don't have to disagree. Do people do anything similar in your language?

Speaking: Suggesting improvements

8 Match these problems to the other photos in exercise 5.

1 Employees complain that the lifts in your building take a long time to travel from floor to floor. You can't afford to install more lifts and your engineers can't speed them up. How can you improve the users' experience of waiting for, and riding in, the lifts?

2 Employees are not allowed to smoke in your building so they go outside. They leave cigarette ends on the ground, which looks messy. How can you solve this problem?

3 You use electric fork-lift trucks to lift and carry goods in your warehouse. People sometimes don't hear them coming and truck drivers don't always notice people either. There have been some near accidents. How can you improve safety?

4 Patients at your surgery sometimes have to wait a long time to see a doctor. The waiting room is uncomfortable and they get bored and complain. How can you improve your waiting room?

9 Work in pairs or small groups. Choose some, or all, of the problems in exercise 8 and suggest different ways to solve them. When you have finished, tell the class what you have decided to do.

Reminder

Grammar reference page 141

We use the present perfect when past actions are important in the present.

We've changed the design of this product. (It's different now.)

We often use the present perfect to give news.

We've decided to hire an advertising agency. We haven't chosen which one yet.

Word focus: Collocations with *idea*

1 Use the words and phrases in the box to make expressions with similar meanings.

think about brilliant come up with original
ridiculous dismiss

Collocations with <i>idea</i>			
verbs		adjectives	
think of 1 _____	an idea	a great a 4 _____	idea
consider 2 _____		a new an 5 _____	
reject 3 _____		a crazy a 6 _____	

2 Complete these sentences with verbs and adjectives from exercise 1. Write the correct form of the verbs.

- 1 What a/an _____ idea. Now why didn't I _____ that?
- 2 I know this sounds like a/an _____ idea, but I don't think we should _____ it completely.
- 3 That's a/an _____ idea. I don't think anyone has _____ that one before.
- 4 I'll _____ your idea but I'm not sure it will work.

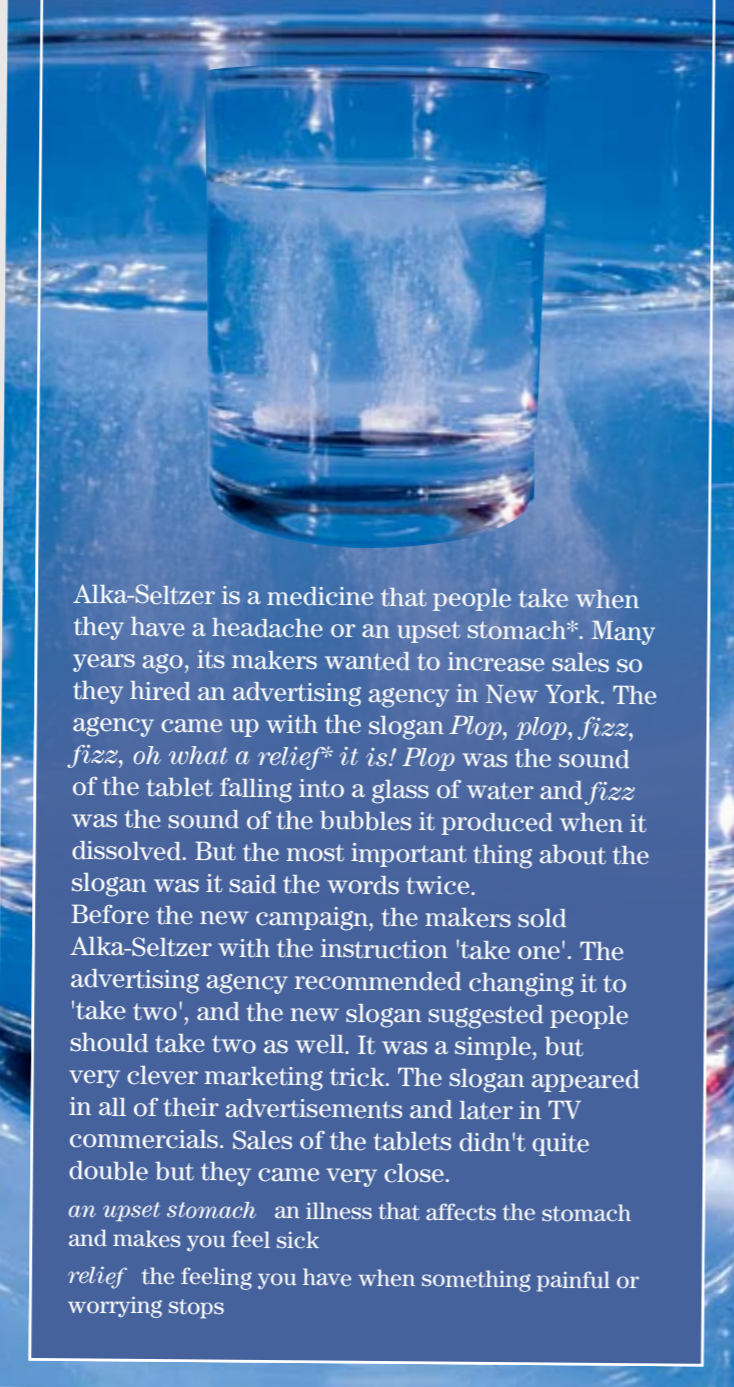
Reading: Marketing methods

3 Look at the picture. What is the product, and what is it for? Then read the article and find out if you are right.

4 Choose the best answers.

- 1 When you put Alka-Seltzer into water it ...
 - a floats.
 - b dissolves – mixes with the water and becomes part of it.
- 2 The advertising agency suggested the makers told customers ...
 - a to buy more Alka-Seltzer.
 - b to use more Alka-Seltzer.
- 3 Sales increased because they persuaded ...
 - a new customers to buy the product.
 - b their existing customers to use more.

Plop plop, fizz fizz



Alka-Seltzer is a medicine that people take when they have a headache or an upset stomach*. Many years ago, its makers wanted to increase sales so they hired an advertising agency in New York. The agency came up with the slogan *Plop, plop, fizz, fizz, oh what a relief* it is!* Plop was the sound of the tablet falling into a glass of water and fizz was the sound of the bubbles it produced when it dissolved. But the most important thing about the slogan was it said the words twice.

Before the new campaign, the makers sold Alka-Seltzer with the instruction 'take one'. The advertising agency recommended changing it to 'take two', and the new slogan suggested people should take two as well. It was a simple, but very clever marketing trick. The slogan appeared in all of their advertisements and later in TV commercials. Sales of the tablets didn't quite double but they came very close.

an upset stomach an illness that affects the stomach and makes you feel sick

relief the feeling you have when something painful or worrying stops

5 Unscramble the letters in italics to make words to do with marketing. The words are all in the article.

- 1 A *ongals* is a short phrase which a company uses to advertise something.
- 2 A business which organizes your advertising for you is called an advertising *ecanyg*.
- 3 If you plan special advertising activity for a particular period, this is called an advertising *gimanacp*.
- 4 An advertisement on TV is called a TV *lemocimrac*.
- 6 A slogan usually says something about a product's unique selling point – the thing that makes it different from the competition. Match these slogans for cleaning products with their unique selling points.

- | | |
|--------------------------------------|---|
| 1 Clean floors cost less | a It's environmentally friendly. |
| 2 Just one wipe | b The price is lower than the competition's. |
| 3 The greener clean | c It contains an air freshener. |
| 4 Fresh as a sea breeze | d You don't need different versions for different jobs. |
| 5 One house, one bottle, one cleaner | e You don't have to work very hard. |

Speaking: Changes to the brief

7 Find some other students to work with and form a team. Decide on a name for your team.

8 0.00 Management wants you to come up with a marketing campaign. Listen to your manager and complete the missing information in the brief.

The brief

The product:

1 _____

Target market:

2 _____

Points to be decided:

- A name for the product
- The price
- The packaging
- A slogan
- A unique selling point

9 You have five minutes to come up with some ideas. When you have finished, tell the class what you have decided.

10 0.00 There is a change to the brief. Listen to your manager. What is the change?

11 You have five minutes to change your plan. When you have finished, tell the class what you have changed.

12 0.00 Listen to your manager one last time. What is the news?

13 You have five minutes to change your plan. When you have finished, tell the class what you have changed.

14 Discuss the task you have just done.

- 1 How did you feel about the way the brief kept changing?
- 2 How did you manage the changes? Did you ...
 - a change your original plans?
 - b throw out your original plans and start again?
 - c do a mixture of a and b?

Why?

3 Do projects you work on ever change in similar ways? How?

4 What advice and suggestions do you have for people who work in situations where things change fast?

Writing: An update

15 Your boss wants to know your marketing plans for the new aftershave. Write an email telling them what you have decided to do.

Dear

Re our meeting on the marketing campaign:
After some discussion, we've decided.....