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Ex B

Test

1)c 2)c 3)b 4)a 5)b 6)c 7)a 8)b 9)c 10)b

$1+1+2+1+2+1+1+2+1+2=14$

Res:

You are not very competitive. You believe it is more important to take part than to win. You enjoy working in a group rather than individually.

You try to avoid pressure as much as possible.

In my opinion, the statement "it is more important to take part than to win" is a wise philosophy to live by. Being competitive is not always necessary for success or happiness. Collaborating with others can lead to better results and a more enjoyable process. Avoiding pressure can also lead to a healthier and happier state of mind. So, being less competitive and valuing participation over winning can ultimately lead to a more fulfilling life.

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Ex A

1. a level playing field
2. in the driving seat
3. to be neck and neck
4. flogging a dead horse
5. move the goalposts
6. keep your eye on the ball
7. ahead of the game
8. a one horse race

## Ex B

- a) a level playing field
- b) ahead of the game
- c) to be neck and neck
- d) a one horse race
- e) flogging a dead horse
- f) keep your eye on the ball
- g) move the goalposts
- h) in the driving seat.

## Ex C

1. It's not a level playing field any more. As a small company it is difficult for us to compete with the big multinationals.
2. They are so far ahead of their competitors in terms of new products that it has become a one horse race. It will be years before they face any serious competition.
3. We have left all our competitors behind. We spend a lot of money on R & D so we can stay ahead of the game.
4. The government have changed all the rules for exporters. They have moved the goalposts. We will have to rethink our international operation.
5. It's a waste of time continuing with the project. It will never work. We are neck and neck with our competitors and we need to find a new strategy.
6. With our market dominance in the US, we are really in the driving seat.
7. We have exactly the same market share as our nearest rival. We are keeping our eye on the ball and trying to innovate to stay ahead.
8. We really need to concentrate on what our competitors are doing. In today's market you need to be neck and neck at all times.

## Ex D

1a) Yes, I have felt like I was flogging a dead horse at work before. It can be frustrating when it seems like you are putting in a lot of effort but not making any progress. It's important to take a step back and reassess the situation to figure out if there's a better way to approach the problem.

1b) In my private life, I have also felt like I was flogging a dead horse when it comes to certain hobbies or projects. It's easy to get discouraged when you don't see immediate results, but perseverance is key to achieving your goals.

2 In the tech industry, companies like Google, Amazon, and Apple are often seen as leaders in innovation and cutting-edge technology. However, there are also smaller startups that are pushing boundaries and disrupting traditional industries. It's important to stay informed about industry trends and keep an eye on emerging companies.

3a) When someone moves the goalposts, it can be frustrating and disorienting. It's important to communicate clearly and set expectations from the beginning to avoid misunderstandings. If the goalposts do shift, it's important to adapt and come up with a new plan of action.

3b) When I am in the driving seat, I feel a mix of excitement and responsibility. It's an opportunity to take charge and make decisions that will impact the outcome of a project or situation. However, it's also important to listen to feedback and collaborate with others to make informed decisions.

## Page 4

## Ex C

1. dominate, crush
2. match, rival
3. overtake
4. regain
5. exceed

## Ex D

1. Exceeded
2. Dominated

3. Rivals
4. Overtook
5. Regained
6. Match
7. Crush

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Ex A

- 2 possible
- 3 probable
- 4 certain
- 5 possible
- 6 certain
- 7 probable
- 8 possible
- 9 certain
- 10 possible

Ex B

- 1 The competition is increasing. We might have to lower our prices.
- 2 There are several flights each day to Paris. There shouldn't be a problem getting tickets.
- 3 Our plane's been delayed. There may not be anyone at the airport to meet us.
- 4 Their new product has had many technical problems. They must be very disappointed.
- 5 The weather conditions are good. We should arrive on time for our meeting.
- 6 That can't be Peter, he's in New York at the moment.
- 7 We ought not to launch the product in July because many sales reps are on holiday.

8 Next Friday is possible. It might be available early in the evening.

## Video 1

The marketing mix is a combination of the 4Ps: product, price, promotion, and place. Product refers to the quality, design, packaging, and brand of the product. Price is not just the retail price, but also includes any discounts, payment plans, or credit terms. Promotion includes advertising, personal selling, sales, public relations, and emails. Place refers to the retail location, delivery, and distribution methods. The target market affects the four Ps, and companies need to adapt the marketing mix accordingly.

The product I have chosen is the iPhone 12 from Apple Inc. The 4 Ps for this product are:

1. Product: The iPhone 12 is a high-end smartphone that comes with various features such as a 6.1-inch Super Retina XDR display, A14 Bionic chip, dual-camera system, 5G connectivity, and iOS 14. The product is designed to cater to customers who are looking for a premium smartphone with advanced features.
2. Price: The iPhone 12 is priced at \$799 in the US market, which is relatively higher than other smartphones in the market. The pricing strategy is aimed at positioning the product as a premium device and targeting customers who are willing to pay for quality and performance.
3. Place: The iPhone 12 is available for purchase through various channels such as retail stores, online stores, and authorized resellers. The product is sold globally and is easily accessible to customers in different parts of the world.
4. Promotion: Apple Inc. uses various marketing strategies to promote the iPhone 12, such as television commercials, social media marketing, and influencer marketing. The company also leverages its brand reputation and loyal customer base to create buzz around its new products.

## Video 2

The video discusses Porter's Generic Strategies for organizations to choose the best strategy for success. The three strategies are Cost Leadership, Differentiation, and Focus. Cost Leadership focuses on reducing operating costs and charging lower prices through investment in technology and efficient logistics. Differentiation requires offering unique and high-quality products or services, prioritizing sales and marketing, and staying ahead of industry trends. The Focus Strategy helps

businesses gain a competitive edge by understanding their target market's needs and providing unique value.

1. Cost Leadership Strategy:

- Walmart
- McDonald's
- Southwest Airlines
- IKEA
- Kia Motors

2. Differentiation Strategy:

- Apple
- Nike
- Tesla
- Starbucks
- Rolex

3. Focus Strategy:

- Warby Parker
- Dollar Shave Club
- Lululemon
- Bombas
- Blue Apron