Effective presentations

单词

词汇	发音	词性	翻译
update	[us]ˌʌpˈdeɪt [uk]ˌʌpˈdeɪt	noun	更新(某事物), 升级
merge	[us]mɜːrdʒ [uk]mɜːdʒ	verb	合并,使融合
hire	[us]'haɪər [uk]'haɪə(r)	noun	出租
market	[us]'ma:rkɪt [uk]'ma:kɪt	noun	市场, 集市
parent	[us]ˈperənt [uk]ˈpeərənt	noun	父母
controller	[us]kən'troʊlər [uk]kən 'trəʊlə(r)	noun	(尤指大型机构或部门的)控制者,管 理者,指挥者
candidate	[us]'kændɪdət [uk] 'kændɪdət	noun	候选人
increase	[us]ɪnˈkriːs [uk]ɪnˈkriːs	verb	增加, 增多
news	[us]nuːz [uk]njuːz	noun	新闻, 消息, 报导
hold	[us]hoʊld [uk]həʊld	verb	吸引(注意力)
free	[us]friː [uk]friː	adj.	自由的, 无拘束的
decrease	[us]dɪˈkriːs [uk]dɪˈkriːs	verb	减少, 下降
fall	[us]foːl [uk]foːl	verb	减少
remain	[us]rɪˈmeɪn [uk]rɪˈmeɪn	verb	剩下, 余留, 留下
step	[us]step [uk]step	noun	步
remind	[us]rɪˈmaɪnd [uk]rɪˈmaɪnd	verb	提醒
outline	[us]ˈaʊtlaɪn [uk]ˈaʊtlaɪn	noun	大纲, 轮廓
summary	[us]ˈsʌməri [uk]ˈsʌməri	noun	概括, 概要, 摘要
point	[us]pɔɪnt [uk]pɔɪnt	noun	细节
main	[us]meɪn [uk]meɪn	adj.	最重要的, 主要的
however	[us]haʊˈevər [uk]haʊˈevə(r)	adv.	无论怎样

particularly	[us]pərˈtɪkjələrli [uk]pə ˈtɪkjələli	adv.	特别地, 尤其
steady	[us]ˈstedi [uk]ˈstedi	adj.	稳固的, 稳定的, 平稳的, 持续的
acquisition	[us]ˌækwɪˈzɪʃn [uk]ˌækwɪ ˈzɪʃn	noun	(知识、技能的)习得
conclusion	[us]kənˈkluːʒn [uk]kən ˈkluːʒn	noun	结论
continent	[us]'ka:ntɪnənt [uk] 'kɒntɪnənt	noun	洲, 大陆
headquarters	[us]'hedkwɔːrtərz [uk]ˌhed 'kwɔːtəz	noun	司令部
subsidiary	[us]səbˈsɪdieri [uk]səb ˈsɪdiəri	adj.	辅助的,附属的
vision	[us]'vɪʒn [uk]'vɪʒn	noun	视力, 视觉

Planning a presentation

We're going to write an outline for a presentation.

更新你的同事们	
这是一些你可能需要对业务情况给出一个最新消息 时所用的语言。	
The company update was very interesting.	公司的最新消息是非常有趣的。
We are going to merge with Smoot Inc.	我们将要与斯穆特公司合并。
Our acquisition of Hawley and Smith is going well.	我们对霍利和史密斯的收购进展顺利。
We have three new hires. The most important is the new COO.	我们有三个新员工。 最重要的是新的首 席运营官。
Sales are poor in our African markets. We'll be closing one of our offices.	我们非洲市场的销售不好。 我们将会关闭我们的一个办公室。
TLG is a subsidiary of Mox Inc. Mox Inc. is the parent company.	TLG是Mox公司的子公司。 Mox公司是 母公司。

Select the correct words.

She gave us a company (update / acquisition / subsidiary) with the latest news.

IXW and Smoot are going to (merge / update / acquire) . They'll be one company.

The (acquisition / subsidiary / hire) of a German company will help our European sales.

There are three new (hires / updates / markets) in accounting. They're all very professional.

We're worried about sales in some of our Asian (markets / hires / updates).

We are a (subsidiary / update / hire) of a much larger company.

The (parent / subsidiary / merger) company acquired the smaller company.

Truth: update; merge; acquisition; hires; markets; subsidiary; parent

用于业务更新的动词和名词	
有些动词和名词同形。	
I will update you as soon as I know.	一旦我知道我就会给你最新消息。
Is the CEO going to give us an update?	首席执行官将会给我们一个更新吗?
The company is going to hire more employees.	公司将雇佣更多的员工。
Is he the new hire?	他是新员工吗?
We need to find a new way to market the product.	我们需要找到一个新的方法来推广产品。
Marketing the new product is a big challenge.	推广这个新产品是一个大的挑战。
其他的同形的动词和名词	
The two companies are going to merge.	这两家公司将要合并。
Will there be a merger between the two companies?	这两家公司会合并吗?
The parent company will acquire Smoot Inc.	母公司将收购斯穆特公司。
After the acquisition, Smoot Inc. will be a subsidiary.	收购完成后,斯穆特公司将成为一家子公 司。

number of' 的主谓一致

对不确定的数量,使用 a number of + plural noun + 复数动词。注意,由于数量不明,所以使用不定冠词(a)。	
A number of companies have merged lately.	最近许多公司合并 了。
A number of the projectors are broken.	许多投影仪坏了。
对于确切的数量,使用 the number of + plural noun + 单数动词。由于数量已知,故使用定冠词(the)。	
The number of people in that company is tremendous.	这家公司的员工人 数巨大。
The number of our subsidiaries has increased to 15.	我们子公司的数量 增加到 15 家。

以下是一些谈论事物数量的其他方法。注意这些表达均 后接单数动词。	
Each of my colleagues has a different opinion regarding the merger.	我的每一位同事对合并的看法都不同。
Every one of the board members was happy with the acquisition.	每一位董事会成员都对收购很满意。
One of my colleagues has quit, another is thinking about it.	我的一位同事辞职了,还有一位在 考虑辞职。

写演示提纲

写outline(大纲)的关键是保持简明扼要。一个简单的介绍之后,在主体写mainpoints(要点)。在结尾时,给你的信息做summary(总结),并列出任何next steps(下面的步骤)。

Jane wrote an outline for her update.

Read the text, and answer the questions.

Introduction: There have been a number of recent changes in the company. Here's an update. Main points: 1. Acquisition of Sistronicks Computers * will complete by Aug. 16 * will help in African markets 2. New hires * CFO Bob Barnett 3. Sales * big increase in China * stable in Russia Summary: Company is generally very healthy. Next step: Review the CEO's monthly email for details.

Move the text to the correct gaps.

Introduction: There have been (a number of) recent changes in the company. Here's an update. (Main points):

- Acquisition of Sistronicks Computers will complete by Aug. 16 will help in African markets
- (New hires)CFO Bob Barnett
- 3. (Sales)

big increase in China stable in Russia

(Summary): Company is generally very healthy.

Next step: (Each of) us should read the CEO's monthly email for details.

Opening a presentation

Now you're going to open a presentation. Read the business article. Answer the questions according to the information.

The Biz

Opening a Presentation

The opening, or introduction, of your presentation is the most important part. Use these pointers to help you deliver a successful opening. First, welcome your audience. Thank them for coming. Then get people's attention. Present an interesting fact or statistic, something that introduces your topic to the audience, and gets them thinking. Offer people a 'map' of your presentation. Your opening should summarize what you will talk about first, second, third, and so on. Give your audience the rules for questions. Tell them if they can ask questions at any time or whether they should wait until the end. It's your choice. Practice your opening until it's perfect.

Joan is giving IXW employees an update on the company. Watch the video and study the language. https://cns2.ef-cdn.com/Juno/19/27/43/v/192743/GE_10.4.2.2.1.mp4

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[JOAN] Um, good morning, everyone. Thanks for coming.

[JOAN] Things have been happening fast lately.

[JOAN] I know that you're all anxious to get more information about our acquisition of Sunset Computers.

[JOAN] I'll give you what I can today.

[JOAN] I'll start by giving a general update.

[JOAN] Then I'll talk about the new COO at Sunset.

[JOAN] And I'll finish by talking about some extremely interesting information about how our markets are changing.

[JOAN] However, I won't have any new financial information.

[JOAN] That won't come out until next month.
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 $[{\tt JOAN}]$ Uh, during my presentation, if you have questions, please just ask them.

[SALLY] Uh, Joan. You used the word 'acquisition.'

[SALLY] I thought that it was a merger.

[JOAN] That's a good point, Sally.

[JOAN] Yes, we are now thinking of Sunset as a subsidiary of IXW.

[JOAN] Um, I'll give you more information in my update.

Thanks for coming. 感谢到来。

I know that you're all anxious to 我知道你们都对...感到焦虑

I'll give you what I can today. 今天我会给出我所能够给出的信息

I'll start by 我先说一下

Then I'll talk about 然后我会谈一谈

And I'll finish by talking about 最后我会讲一下

If you have questions, please just ask. 如果你有问题, 请尽管问

问候你的听众	
在最开始,问候你的听众并感谢他们的到来。	
Good morning. Thank you all for coming today.	早上好。感谢大家今天的到来。

预览你的演示文稿	
使用这些表达方式得到你的听众的注意,然后准确 地给出你要谈的详情。	
I know that you're all anxious to know about our acquisition of DPXG. I havesome news.	我知道你们都渴望了解我们收购DPXG的 情形。我有一些消息。
I'll start by giving an update. Then I'm going to introduce our new CEO.Finally, I'll be talking about our changing product line.	首先我给出一些最新消息。然后我将要介绍我们的新首席执行官。最后,我将要谈 一谈更改我们的生产线。

处理问题	
在开始提出你的要点之前,告诉你的听众你希望如何处理问题。	
Please hold all of your questions until the end of the presentation.	请各位在演示结束后再行提 问。
If you have any questions, feel free to ask them at any time.	如果你有问题,随时可以提问。

Select the correct words.

Hi, everyone. Thank you all for (coming / asking / saying) today.

I know that you're all (anxious / talking / introducing) for information.

I'll (start / finally / introduce) by giving an update.

Finally, I'll be talking (about / around / along) our product line.

Please (hold / ask / start) all of your questions until the end.

If you have questions, (feel / hold / start) free to ask them at any time.

Truth: coming; anxious; start; about; hold; feel

预览你的要点	
你可以使用各种未来形式来预览你的要点。	
I'll begin by giving a general update.	我开始先谈一下大体 的最新消息。
I'm going to finish by talking about new projects.	我结束时会谈一下新 项目。
带-ing的形式听起来不太确定并且更友好。例如,I'll be discussing听起来比I will discuss更放松。	
I'll be discussing our acquisition of Smoot Hawley.	我将讨论我们对斯姆 特霍利的收购。
要告诉你的听众哪些不会被覆盖在你的演示中,用won't 或者 not goingto。注意在否定式后,用any而不是some。	
However, I won't have any new financial information.	不过,我不会有任何 新的财务信息。

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[JOAN] Yes, we are now thinking of Sunset as a subsidiary of IXW.
```

Select the correct words.

(I'll / I'm / I've) give you what I can today.

I'll start by (giving / am giving / give) a general update.

Then I'll (talk / talking / to talk) about the new COO at Sunset.

However, I (won't / do / am not) have any new financial information.

Finally, I'll be talking (about / around / also) our product line.

Truth: I'll; giving; talk; won't; about

Presenting information

Now you're going to open a presentation.

Watch the video and study the language. https://cns2.ef-cdn.com/Juno/14/08/34/v/140834/GE
10.4.2 v2.mp4

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[JOAN] As you know, I've been spending a lot of time at Sunset's
headquarters.
[JOAN] And I've been very impressed.
[JOAN] It's true that we had doubts about some of the executive team, but
the rest of the staff are solid.
 [JOAN] Simon and I agree that their engineering team is particularly good.
[JOAN] However, we have had to make one or two changes, which brings us to
my next point.
[JOAN] Simon strongly recommended that I talk with Ed Fife, who was
Sunset's director of engineering.
[JOAN] After just one conversation with him, he became the strongest
candidate for COO.
[JOAN] He understands the company's problems, and he has ideas to solve
[JOAN] I'm very happy that he's accepted our offer.
[JOAN] I feel the same way about Carol Brandt. She was the controller, and
did an excellent job.
[JOAN] Best of all, Carol and Ed work well together and share a common
vision for Sunset's future.
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[HARRY] Joan, I have a question. Will we be keeping the name 'Sunset' for
our software?
[JOAN] That's an excellent question and, honestly, I don't know yet.
[JOAN] My guess is that we'll keep the name 'Sunset Computers' for a long
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[HARRY] That makes sense. Thank you.

[JOAN] Now, I'd like to move on to my final point.

time in Asia and Africa, where the brand is very strong.

 $\ensuremath{[\mathsf{JOAN}]}$ These pie charts show what the percentage of our sales is in each continent.

[JOAN] As you can clearly see, the acquisition of Sunset has helped us become much more global.

[JOAN] 31 percent of our sales are now in Asia.

[JOAN] I'd also like to draw your attention to the figures for Africa, [JOAN] where our sales focus has increased from only 3 percent to 11 percent.

[TODD] A dramatic difference.

headquarters 总部
particularly good 尤为不错
candidate 候选人
accepted 接受
controller 主管
a common vision 共同的愿景
continent 大洲

Select the correct words.

Our (candidate / headquarters / controller) is in Boston. It's a beautiful office.

We have sales offices in every major (continent / controller / candidate), except Africa.

We have clear goals and a common (controller / candidate / vision).

He did a (particularly / candidate / controller) good job on his last project.

He was the (candidate / controller / particular), in charge of more than 100 people.

She was the best (particular / continent / candidate), and we're glad she accepted.

Truth: headquarters; continent; vision; particularly; controller; candidate

Select a card and listen to the audio.



Watch the video and study the language. $https://cns2.ef-cdn.com/Juno/14/08/34/v/140834/GE_10.4.2_v2.mp4$

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[JOAN] My guess is that we'll keep the name 'Sunset Computers' for a long time in Asia and Africa, where the brand is very strong.

[HARRY] That makes sense. Thank you.

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[JOAN] where our sales focus has increased from only 3 percent to 11 percent.

[TODD] A dramatic difference.

As you know ... 如你所知.....

however 但是

... which brings us to my next point.这就把我们带到了我要说的第二点。 Best of all ... 首先.....

These pie charts show ... 这些饼分图显示......

As you can clearly see ... 你可以清楚看到.....

I'd like to draw your attention to ... 我想让大家注意......

过渡到下一事项	
在演示中,使用类似下面的表达完成不同事项的过渡。	
The headquarters building is fairly old. That brings me to my next point.We're moving in July.	总部大楼非常旧了。这就是我接下来 要说的事情,我们将在七月搬迁。
Let's move on to the organizational flowchart.	让我们现在来看看组织流程图。
I'd like to draw your attention to the third column in this table.	我想让大家一起看本表格第三栏。
I want to transition to the next topic – payroll.	我要转到下一个话题 - 工资表。

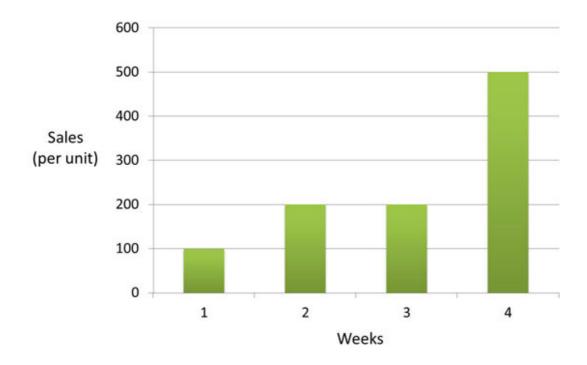
使用带有 as you 的表达,转到可能已经明显或清楚的事项。	
As you may know, Clark is leaving in November.	你们可能知道,Clark 十一月将离开。
As you can see on this bar graph, sales are up, particularly in South America.	你们在柱状图上可以看到,销售额上 升,尤其是南美地区。
使用以下类似表达过渡到与前一事项形成对比的事 项:	
We share a common vision. However, we have different strategies.	我们怀有共同的愿景。但是,我们有着 不同的策略。
The pie chart shows spending is down. On the other hand, you can see thatsales have also decreased.	从饼形图上可以看出,支出在下降。另 一方面,你也可以看到销售也同时在下 降。
使用以下类似表达强调你要讲的下一事项的重要性:	
Best of all, the program allows us to reward our best salespeople.	最棒的是,该项目让我们可以奖励我们 最好的销售人员。
Worse yet, sales are down for the third straight month.	最糟糕的是,销售额连续三个月在下 降。

表示趋势的介词

使用 increase 或 decrease + by + number 谈论程度或数量变化。你也可以讲 rise by 或fall by。	
Sales rose by 13 percent last year.	销售额去年上升了13%。
Spending will decrease by \$1.2 million over the next five years.	未来五年内,支出将减少 120 万美元。
使用 to + 数字,谈论变化至某具体数字。	
Inventory increased to \$200,000.	库存金额增加到 20 万美 元。
Unemployment fell to 7.3 percent.	失业率下降至 7.3%。

使用 from + 数字,确定改变之前的数字。	
Inventory rose to \$200,000 from \$187,000.	库存金额从 18.7 万美元增加到 20 万美元。
Unemployment decreased to 7.3 percent from 7.5 percent.	失业率从 7.5% 降至 7.3%。
使用 remain steady + at 或 hold steady + at 谈论没有 变化的具体数字。	
Costs remain steady at \$6.8 million.	成本稳定在 680 万美元。
Sales held steady at 370,000 units.	销售额稳定在 37 万件。

Look at the sales graph.



Move the text to the correct gaps.

Sales look good. In general, we saw sales increase (by) 7 percent last month, from \$5.6 billion to almost \$6 billion. In the Americas, we saw \$2.2 billion in sales. That's right – sales (rose to) \$2.2 billion (from) \$1.97 billion. That's nearly a 12 percent increase. But I'd also like to draw your attention to Europe, where sales (held) fairly steady (at) \$1.1 billion.

Closing a presentation

We're now going to work on the main ideas of your presentation.

利用小标题理解文本 文本通常有一个title(标题),但作者常常会添加subheadings(小标题)来组织文本,帮助读者了解大意。阅读介绍演示技巧的文本的标题和小标题。

Giving presentations

Opening a presentation

Presenting the main body of information

Concluding a presentation

现在阅读从文本中摘取的片段。为该部分想一个合适的小标题。

Don't just stare at your notebook – look around at the people in the audience. Emphasize your key points by saying them slowly and clearly. Emphasize keywords by saying them more strongly than other words.

Read the text and answer the questions.

Communication KeysVolume IV, Issue 3 April **Presentation pointers: conclusions** The conclusion of your presentation is critical. It's your final chance to impress your audience and make sure they understand your key points, your most important ideas. Here are some

pointers for a successful conclusion:



1. In the body of

your presentation, you discussed your most important points indetail. In the conclusion, you should guickly summarize the main ideas. In afew sentences, remind your audience about the critical ideas, before you offer your final thoughts – your 'big finish.'2. Perhaps you work for a market leader with a long history, and the company continues to increase its market share. You make a presentation to try to motivate your sales team. How can you summarize your critical points? Here'san example:3. 'To summarize, our long history means that our customers trust us. As far as company growth, we have become the market leader in just three years. We can easily increase market share by 15 percent next year, but that's not good enough.'4. After you summarize your key points, offer your audience something memorable that will motivate them. It should be something they will remember after your presentation. One good method is to give your audience a 'next step' or 'anaction item'; that is, something that you want them to do. For example, if you want your sales team to start thinking about how to increase sales, you cans ay something like:5. 'As next steps, I want you all to think of ways to increase sales. We will offer a \$1,000 award for the most innovative idea.'6. After that, ask your audience if they have any more questions. Finally, thank them for coming.7. During your presentation, don't just stare at your notebook – look around at the people in the audience. Emphasize your key points by saying them slowly and clearly. Emphasize key words by saying them more strongly than other words, particularly during your big finish.8. Finally, as with the other parts of your presentation, practice the conclusion several times until you can say it smoothly. Then give your presentation with confidence.

总结和结论

使用这些表达方式来总结你的要点并总结演示。	
To summarize, we have a new CFO, sales are rising steadily and our merger withSmoot happens next month.	总而言之,我们有一位新的首席财务 官,销量稳步上升而且我们与斯穆特的 合并下个月开始。
In conclusion, because of rapidly increasing sales, we're opening 10 newoffices.	总之,由于销售的迅速增长,我们将开 设10个新的办公室。

结束一个演示	
用下面的表达方式来传达 next steps ,回答问题和感谢大家的出席。	
Next steps for us all are to come up with ideas for improving morale. Emailthem to me.	我们所有人下面要做的是想出提高士气的主意。把它们用邮件发送给我。
I'll take questions now.	我现在回答问题。
Thank you all for coming today.	谢谢大家今天的到来。

Joan closes her company update. Watch the video, and answer the questions. https://cns2.ef-cd n.com/Juno/18/36/55/v/183655/140835 GE 10.4.3 v2.mp4

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[JOAN] OK. To summarize, we've had some difficult times because of this
acquisition,
[JOAN] but things are much better now.
[JOAN] We have a new executive team in place, and it's doing an excellent
job.
[JOAN] That means I'll be spending more time here at IXW and less time over
at Sunset.
[JOAN] As far as sales, Sunset has already helped us with Asian and African
markets.
[JOAN] We expect that trend to continue.
[JOAN] As next steps for you, I just want you to start thinking about our
customers differently.
[JOAN] More are now in Asia and Africa.
[JOAN] Fewer are in Europe and South America.
[JOAN] We have to start figuring out what products will sell well in those
markets.
[JOAN] Are there any questions?
[TODD] Joan, we had talked about team building with Sunset employees, and I
was wondering if ...
[JOAN] I can't believe I didn't mention that.
[JOAN] Thanks for reminding me.
[JOAN] Um, Ed and Carol are flying out here next week.
[JOAN] They'll be here all week, and we'll be talking about integrating
teams.
[TODD] That's great.
[JOAN] Any more questions? Um-hmm, Harry?
[HARRY] I've been following stock prices, and we're not doing so well.
[JOAN] Yes. You're right.
[JOAN] Stock prices went down quickly.
[JOAN] But now we've built a solid management team at Sunset, we're
convinced that stock prices will improve.
[JOAN] Any other questions? No?
[JOAN] OK. Thanks for coming.
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[JOAN] As you know, I've been spending a lot of time at Sunset's
headquarters.
[JOAN] And I've been very impressed.
[JOAN] It's true that we had doubts about some of the executive team, but
the rest of the staff are solid.
[JOAN] Simon and I agree that their engineering team is particularly good.
[JOAN] However, we have had to make one or two changes, which brings us to
my next point.
[JOAN] Simon strongly recommended that I talk with Ed Fife, who was
Sunset's director of engineering.
[JOAN] After just one conversation with him, he became the strongest
candidate for COO.
[JOAN] He understands the company's problems, and he has ideas to solve
them.
[JOAN] I'm very happy that he's accepted our offer.
[JOAN] I feel the same way about Carol Brandt. She was the controller, and
did an excellent job.
[JOAN] Best of all, Carol and Ed work well together and share a common
vision for Sunset's future.
[HARRY] Joan, I have a question. Will we be keeping the name 'Sunset' for
our software?
[JOAN] That's an excellent question and, honestly, I don't know yet.
[JOAN] My guess is that we'll keep the name 'Sunset Computers' for a long
time in Asia and Africa, where the brand is very strong.
[HARRY] That makes sense. Thank you.
[JOAN] Now, I'd like to move on to my final point.
[JOAN] These pie charts show what the percentage of our sales is in each
[JOAN] As you can clearly see, the acquisition of Sunset has helped us
become much more global.
[JOAN] 31 percent of our sales are now in Asia.
[JOAN] I'd also like to draw your attention to the figures for Africa,
[JOAN] where our sales focus has increased from only 3 percent to 11
percent.
[TODD] A dramatic difference.
As you know ... 如你所知......
however 但是
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As you know ... 如你所知……
however 但是
... which brings us to my next point. ……这就把我们带到了我要说的第二点。
Best of all ... 首先……
Now, I'd like to move on to ... 现在,我想转到……
These pie charts show ... 这些饼分图显示……
As you can clearly see ... 你可以清楚看到……
I'd like to draw your attention to ... 我想让大家注意……
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邀请问题	
使用这些表达方式来鼓励在演式结束时提问。	
Are there any questions?	有问题吗?
Does anyone have any other questions?	有人有任何其他的问题吗?
回答问题	
认可某人的提问,你可以说他们的名字。	
A. Yes, Harry?	什么,哈利?
B. Are we going to have any team-building activities?	我们是否有任何团队建设活动?

演示后的问题	
用这句话来鼓励在你的演示后提出跟进问题。	
If you think of other questions, just send me an email.	如果你想到其他的问题,尽可以给我发电子邮件。

Now read the discussion you just heard.

Move the text to the correct gaps.

MAN 1: So, are there (any questions)? Yes, Marta?

WOMAN: Will the people from Sunset Computers be visiting us?

MAN 1: (Great question). Yes, two of their executive team will be here next week. Are there (any other questions)?

MAN 2: Uh, I have a question. Will we have any team-building activities while they're here?

MAN 1: Thanks (for reminding me) . Yes, we're going to have a company picnic next Friday. OK, so if you have (any questions later) , send me an email. (Thanks for coming) today. Joan answers questions about her presentation. Watch the video, and answer the questions. https://cns2.ef-cdn.com/Juno/18/36/55/v/183655/140835 GE 10.4.3 v2.mp4

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