READING PASSAGE 1

*You should spend about 20 minutes on **Questions 1–13**, which are based on Reading Passage 1 below.*

Why good ideas fail

As part of a marketing course, two marketing experts comment on a hypothetical case study involving TF, a fictional retail giant specializing in home furnishing. The experts give concrete solutions and advice to assist students.

Hypothetical case study:

TF became a retail success in the 1970s when it succeeded in spotting homeware trends and meeting the needs of its then trendy young customers. However, by 2004, the TF stores were failing and a rethink was clearly necessary. Tibal Fisher, TF's founder and CEO, decided to change its focus under a new brand name, TF's Nextstage. His aim was to recapture the now ageing customers that had given him his early success and target consumers aged 60+ with devices and gadgets specifically designed to assist them with the problems associated with ageing: mobile phones with screens that were easy to read; kitchen gadgets with comfortable grips; electronic devices that were easy to set and adjust. TF's market research proved to be very positive, showing strong consumer support for the products.

In 2007, the stores were remodelled at a cost of US $40 million, and the new brand was launched. Each store was made more comfortable and featured a coffee shop to help increase traffic — Tibal had predicted that if they could get customers into the stores, then the products would sell themselves. However, by 2009 it was clear that the idea was a failure, and the stores consistently remained empty. Customers complained that the new stores felt like a senior center and reminded them that they were growing old.

Feedback from experts:

Expert 1: Donna Sturgess, global head of innovation, GlaxoSmithKline

The team's customer research efforts are a classic case of missing the subconscious associations at work in consumers' minds. Tibal and his executives looked only at surface attitudes. Since those attitudes make up a relatively small part of the total consumer response, the executives are clueless about the reason for the poor sales. It's critical for companies to understand that every customer relates to a brand emotionally, and it's those emotions that trigger — or block — purchases.

That's why we've focused on using emotional strategies behind branding for a number of years now. A great example is Alli (pronounced 'ally'), a drug to aid weight loss. The product deals with a highly emotional issue, so in marketing it, we faced the same challenge that the new TF stores are facing: the very thought of buying the product reminds

customers that they have problems they feel negatively about. In the case of TF's Nextstage, the problems are age and infirmity. In the case of Alli, the problems are excessive weight and its consequences. There's always a risk that consumers' negative feelings will discourage them from starting or staying on a diet. So, after extensive market research, we took a number of steps to inject emotions into the whole process of using the product.

First, we came up with a name that sounds like a helpful partner. We also aimed to make the container both beautiful and functional — something that didn't just hold pills but could later be used to store diet guides and recipes. Traditional market research is unlikely to uncover ideas like this, so we use a wide variety of techniques. Even simple techniques, such as one-on-one interviews, or ethnographic observation that involves going into people's houses to examine their behaviour, can provide valuable data.

Expert 2: Alex Lee, president of OXO International, maker of OXO Good Grips household products

This retailer can get back on track by remembering a principle that applies to consumers in general, and those aged 60+ in particular: they're attracted by brands they associate with the type of people they'd like to be — not the type they really are. That's why marketing campaigns for surf gear feature surfers, not the city dwellers who will wear the products while doing their shopping.

I was reminded of this principle a few years ago when we wanted to find out how far we could apply our design philosophy of making things easier to use in order to move from our core business, kitchen tools, into other products. We conducted what are known as focus groups, where participants were asked to look at photos of people and pick those they perceived to be users and non-users of our products. Consistently, they picked people who looked fit as the sort who would use our products, and people who looked old and boring as the sort who wouldn't. Yet the participants, all owners of our products, looked a lot more like the latter than the former.

Although the needs of elderly users and those with deteriorating vision or dexterity are very much taken into consideration when we develop new designs, we try to offer products that appeal to 20- and 30-year-olds. We believe that referring to these products as helping tools would serve only to harm the brand in our customers' eyes. That's why our philosophy of universal design, which involves creating products that are comfortably useable by the largest possible range of people, is never explicitly stated as part of our marketing position.

We've found that market research does not need to be very sophisticated. For instance, we have conducted simple surveys in the lobby of our building, offering free products in exchange for people's opinions. Some may call this unscientific, but we have uncovered great insights this way. Sometimes the most important signals come from an executive's own instincts. In Tibal Fisher's case, this could have told him what his surveys and focus groups didn't: 60-plus-year-olds won't support a business that expects them to act their age.

Questions 1–5

Do the following statements agree with the information given in Reading Passage 1?

In boxes 1–5 on your answer sheet, write

TRUE	*if the statement agrees with the information*
FALSE	*if the statement contradicts the information*
NOT GIVEN	*if there is no information on this*

1 The TF Nextstage stores planned to sell products to make life easier for older people.

2 TF's market research indicated that people liked the products.

3 It cost more than expected to remodel the TF stores.

4 The TF Nextstage coffee shops sold their own brand of food and drink.

5 TF Nextstage customers liked the atmosphere in the new stores.

Questions 6–13

Complete the notes below.

Choose ***NO MORE THAN TWO WORDS*** *from the passage for each answer.*

Write your answers in boxes 6–13 on your answer sheet.

Feedback from experts

Donna Sturgess

Problems with customer research:

- The TF team limited their research to attitudes that occur at a **6** _____ level in customers' minds.
- TF did not consider customers' emotions.

How my company dealt with a similar problem:

- Product: Alli
- Use: help people achieve **7** _____
- Marketing aim: help customers see the product in a positive way by:
  - giving the product a **8** _____ that seems helpful and supportive
  - giving the product a reusable **9** _____

Market research:

- does not need to be complex
- good information can come from interviews or studying the **10** _____ of consumers in the home

Alex Lee

Problem*:*

- customers are attracted to the ideal, not the reality, e.g. ads for surf gear

How my company dealt with a similar problem:

- we organised **11** _____ to find out what images customers associate with our products
- we do not call our products helping tools in our marketing campaigns

Market research:

- can be basic, e.g. by doing **12** _____
- company executives should follow their **13** _____

判断题（1–5）

题号	答案	题干中文	精确定位句（英文）	定位句译文	解释（同义改写与排除）
1	**TRUE**	TF Nextstage 商店计划出售能让老年人生活更容易的产品。	"His aim was to recapture the now ageing customers … and **target consumers aged 60+ with devices and gadgets specifically designed to assist them with the problems associated with ageing**."	"他的目标是……**将目标瞄准 60 岁以上的消费者**，提供**专为解决衰老相关问题而设计**的设备与小工具。"	"make life easier" ≈ "assist them with the problems associated with ageing"，等义，故 TRUE。
2	**TRUE**	TF 的市场调研显示人们喜欢这些产品。	"**TF's market research proved to be very positive, showing strong consumer support for the products.**"	"**TF 的市场调研结果非常正面，显示消费者对这些产品有强烈支持。**"	"liked the products" ≈ "strong consumer support"，语义一致，TRUE。
3	**NOT GIVEN**	改造商店的费用超出预期。	"**In 2007, the stores were remodelled at a cost of US $40 million** …"	"**2007 年，以 4000 万美元的成本进行改造**……"	只给实际花费，未与"预期"比较，信息缺失，NOT GIVEN。
4	**NOT GIVEN**	咖啡店出售自有品牌的食物和饮料。	"Each store … **featured a coffee shop to help increase traffic** …"	"每家门店都**设有咖啡店以增加人流**……"	未提到"自有品牌（own brand）"，信息缺失，NOT GIVEN。
5	**FALSE**	顾客喜欢新店的氛围。	"**Customers complained that the new stores felt like a senior center** and reminded them that they were growing old."	"**顾客抱怨**新店像老年活动中心，让他们想起自己在变老。"	题干说"喜欢"，原文为"抱怨/不喜欢"，相反，FALSE。

笔记填空（6–13）

（要求 **NO MORE THAN TWO WORDS**）

题号	答案	题干中文要点	精确定位句（英文）	定位句译文	解释
6	**surface**	仅限于顾客心智的某一层级	"Tibal and his executives looked only at **surface attitudes**."	"Tibal 及其高管**只关注表层态度**。"	"occur at a ___ level"="surface level（表层）"。
7	**weight loss**	Alli 的用途：帮助实现——	"Alli … **a drug to aid weight loss**."	"Alli……**帮助减重**的药物。"	"help people achieve ___" →**weight loss**。
8	**name**	积极认知：给产品一个——	"**we came up with a name** that sounds like a helpful partner."	"我们**起了一个名字**，听起来像个有帮助的伙伴。"	"giving the product a ___" →**name**。
9	**container**	积极认知：给产品一个可再利用的——	"We also aimed to make the **container** both beautiful and functional … could later be used to store diet guides and recipes."	"我们还希望让**容器**既美观又实用……之后还能用于存放饮食指南和菜谱。"	"reusable" 通过 "later be used" 体现；词填 **container**。
10	**behaviour**	访谈或研究家庭中的——	"… going into people's houses to examine their **behaviour** …"	"……走进人们家中考察他们的**行为**……"	同词回填（英式拼写 **behaviour**）。
11	**focus groups**	组织何种活动了解顾客联想	"We conducted what are known as **focus groups** …"	"我们进行了所谓的**焦点小组**……"	名词复数，≤2 词。
12	**simple surveys**	市研可很基础：例如做——	"we have conducted **simple surveys** in the lobby of our building …"	"我们在大楼大厅做过**简单调查**……"	直接同词。
13	**instincts**	高管应遵循他们的——	"Sometimes the most important signals come from an executive's own **instincts**."	"有时最重要的信号来自高管自身的**直觉**。"	与题干 "should follow their ___" 完全对应。

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