

# LMS

Trend School  
Center for Business Communication  
**Law & Finance II**  
Sales and Marketing Strategies



**[LAW & FINANCE - SALES &  
MARKETING]**

## Sales and Marketing

Welcome to the Sales and Marketing Module. The objective of this module is to present dynamic topics for research and discussion through the development of management skills in English on the subject of Sales and Marketing.

The curriculum encompasses the following elements to ensure that all components of business communication are integrated:

1. Topic
2. Business Communication Concepts
3. Business Communication Skills
4. Communication Tools
5. Trend Life

Trend Life is a virtual Business Communication environment aimed at gathering people in an interactive space, where real life business applications are presented on a daily basis.

The concept is a unique and innovative way of bringing executives together in a learning atmosphere, and at the same time, connecting cultural and business experiences from around the world.

It is positioned as part of an integrated solution specially designed to give continuity and enhancement to the classroom program. This combination will empower participants to achieve outstanding results and motivate them in a daily learning process.

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## Warm up activity

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In a ground-breaking survey, CUSP Strategies revealed that many organizations are hurting their customers and prospects with poor sales/marketing execution. Here are some jaw-dropping findings:

- **Salespeople are spending almost 1/3 of their time creating customer-facing deliverables**
  - **Of the content produced by Marketing for Sales, only 43% actually gets used**
  - **More than 40% say Sales/Marketing is doing a "Poor" job in securing NEW customers**
1. Explain these findings. Do they surprise you? Why? Why not?
  2. What do you think is the meaning of customer-facing?
  3. Read the definition below.

Customer-facing is an adjective used to describe a hardware or software product, technology, or anything that the customer of a business deals with directly. This can include the user interface of a software application, the help desk that a customer can phone into, any mailing or other contact that a customer receives, or policies that describe how to interact with customers (since the customer will experience the effect of these policies).

Since both customers and companies perceive value in a company's keeping track of and anticipating customer needs, customer-facing software is now sold for the purpose of customer relationship management.

How does your company assure the effectiveness of sales strategies and plans?

## Business Communication Concept – Sales Tunnel

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A **Sales tunnel** (also called a **Sales pipeline**, or a **Sales funnel** to emphasize the volumetric changes in deals) is the way that both direct sales persons and SFA systems visualize the sales process of a company. In any step of the sales process prospects drop out of it, and from the large number of initially interested persons on the narrow end of orders only a fraction of the initially interested people remain and actually place an order. The structure may start at various process steps (e.g. a sales lead, or later, a sales offer) to a closed/finished contract or Deal Transaction.

The Sales Funnel metaphor has its roots in the real world use of funnels. A large amount of liquid, or *sales opportunities*, can fit into the top wide portion of the funnel. However, as you move down toward the funnel neck, less and less opportunities can fit.

A sales funnel is constructed by stacking several layers together. Typical layers include:



Sales funnel layers

1. New Opportunity
2. Initial Communication
3. Fact Finding
4. Develop Solution
5. Propose Solution
6. Solution Evaluation
7. Negotiation
8. Purchase Order
9. Account Maintenance

New opportunities are put in the top and worked through the funnel until they either issue a purchase order, or become a disqualified lead. The key to surviving in sales is to make sure that each layer never goes empty. You should always know how many companies are in each layer. The adage is "Fat pipeline equals skinny kids." One-call closers have fat kids with better toys.

Knowing that it can take weeks or months to walk prospects through the funnel process, you had better have multiple prospects at all the layers of the funnel.

So the bottom line is pretty straightforward. Make sure that you have action at all levels in the sales funnel and you'll never be desperate for a deal to close again.

**A. Explain a Sales Tunnel. Are you familiar with this concept? How does it work in practice? What is the percentage of effectiveness? Of every 100 prospects, how many reach level 8?**

## **Business Communication Concept II – Selling to Zebras**

**1. Have you ever heard of the sales strategy and book called, “selling to zebras?”**

**2. Read the definition of zebra below:**

A Zebra is a perfect sales prospect:

- ▶ A Zebra’s business needs match the promised benefits of your company’s solution
- ▶ A Zebra fits with your company philosophically, demographically, politically and culturally
- ▶ A Zebra likely buys the way *you* sell
- ▶ A Zebra allows you access to Power
- ▶ A Zebra is ready to buy if the return on investment is right
- ▶ A Zebra is the sum of the company, operational, technology, and service characteristics that define your best customers

## **Reading – Catching Zebras**



### **About the Author**

Jeffrey A Koser and Chad Koser are the USA Book News Award Winning authors of *Selling to Zebras: How to Close 90% of the Business You Pursue Faster, More Easily, and More Profitably*. Jeffrey is the former COO of Baan Supply Chain Solutions, and is the founder of Selling to Zebras, LLC. Chad Koser has eleven years of business and sales experience and more than fourteen years of experience working with Zebra and Zebra Buying Cycle philosophies.

There are several keys to business leadership that can be driven by sales. Good sales people know when they are going to win, but all too often they can't communicate why. A good sales person knows when they are working a real prospect, but most of them haven't found a way to translate that "gut-level" instinct into something the rest of the organization can learn and benefit from. For some reason sales leadership has not (a) *kept pace with* the other areas of the business world and, as a result, there is a large potential opportunity being (b) *left on the table*.

For years, businesses have implemented structured initiatives in other areas to eliminate waste and cost. For example, virtually every organization has long been aware of their (1) supply chain in terms of time, cost, waste and the potential (2) payoffs associated with (3) streamlining operations in this area.

Alternatively, sales is an area of the business that operates at 15% efficiency. Would executives take action to implement strategic business initiatives to address this inefficiency if they were aware of this issue? You bet they would!

Take a look at your sales (4) pipeline forecast at the beginning of your last (5) quarter. What is the total value of the "potential" business that could have been closed by the end of that quarter as presented by your sales leadership? How much of that total potential did you convert to revenue? Divide the actual amount converted to revenue by your beginning sales pipeline value to calculate your Sales efficiency. Classically, sales departments close less than 15 percent of their sales pipeline forecast, so don't be surprised if your calculation ends up somewhere near that mark. Though this result sounds low, it has long been the status quo for the vast majority of sales organizations. Now that we have identified the problem, definition of the specific details

becomes critical. In our consulting business, whenever we present these statistics to sales vice presidents, they challenge the numbers. The most common response is that they close more like 50 percent of what actually CLOSED in a given quarter. The operative word here is the word "closed," by which the VP of Sales means someone won the business, even if it was a competitor. In other words, they are not accounting for the deals that were "lost" to apathy. The best company in any industry closes about 15% (even Wal-Mart fits this description, with 14% of the (6) retail market). The combined rest of the competition closes about 15%, and 70% never buy that quarter. What happened to the remaining 70% in the forecast that didn't close?

The answer is that the business left in the pipeline at the end of the quarter actually "fell" to the largest competitor of all—apathy! Apathy is the (7) culprit of all the non-decision deals that didn't buy from anyone. What can sales do to promote growth and life within the organization, rather than continuing to compound the impending struggle?

The answer is to treat the disease of apathy at its source, which stems from the (c) *old-school belief* that all sales activity is good activity. The belief that a given level of activity will lead to a given level of success has been and will be forever flawed. Further, conventional, activity-driven sales wisdom dictates that sales departments need four, five, or even six times the (8) targeted revenue number in the pipeline to ensure the (9) forecast is met.

The new (10) metric we propose is a Zebra sales score, and it needs to be applied to every deal in your pipeline forecast. A Zebra is the profile of the perfect (11) prospect for your business. The Zebra score tells you how close every deal in your pipeline is to perfection. By investing just 5 minutes using



the Zebra score to qualify each prospect opportunity that enters your pipeline, it is possible to close 90 percent of the business you pursue. Here's how it works. The process must begin with a paradigm shift in thinking, and that shift comes with the understanding that not all prospects are your prospects. This is a simple (12) premise, but less than

one percent of sales organizations have, and actually follow, a process to eliminate unwanted prospects and customers. This is a recipe for disaster now more than ever!

Avoid the disaster by developing and answering the seven questions about each prospect that can change your business.

### **To develop your Zebra:**

1. Define the types of companies that are your best customers.
2. What do they look like operationally?
3. Who is the person in a position of power that made the promises that got your project approved?
4. What funding was required?
5. What level and type of return-on-investment did you prove?
6. What role did technology play?
7. What were the service requirements where you won in the past?

Don't try to define all customers. Instead, define your best customers. The best customers are the ones where you win the 9 out of 10, who matched the attributes defined by the previous seven questions. To help with this process, now think about the most recent business you lost, or the business you won that you actually should have walked away from because you failed to create the promised value. This is your anti-zebra.

How do you ensure you are defining the right descriptions of these attributes in developing

your profile of potential clients? You test it. As you now know there are seven questions that you answer about each prospect. The questions are scored from 0-4, 0 being the extremely unfavorable "antizebra" response, and 4 being an extremely favorable response. A perfect Zebra score is 28 (7×4).

For most of our customers, a Zebra score of 23 means that prospect will buy 90% of the time.

(Adapted for academic purposes from: <http://www.sellingtozebras.com/>)

### **A. Do you agree with this strategy? Would you consider implementing it?**

**B. Match the following words (underlined in the text) with the corresponding definition or antonym. Once you have finished, fill in the two missing antonyms or definitions.**

1	supply chain	a	a proposition upon which an argument is based or from which a conclusion is drawn.
2	payoff	b	<i>funnel / tunnel (provided by student)</i>
3	streamline	c	<i>wholesale (provided by student)</i>
4	pipeline	d	desired, aimed
5	quarter	e	1. benefit / 2. complete repayment of a loan (principal plus interest), full discharge of an obligation, or the return from a deal, decision or investment.
6	retail	f	prognostic, calculation, estimate
7	culprit	g	standard of measurement by which efficiency, performance, progress, or quality of a plan, process, or product can be assessed,
8	targeted	h	potential customer or client qualified on the basis of his or her buying authority, financial capacity, and willingness to buy. Also called sales lead.
9	forecast	i	to improve the efficiency of a process, business or organization by simplifying or eliminating unnecessary steps, using modernizing techniques, or taking other approaches.
10	metric	j	a fourth part of the year; three months.
11	prospect	k	the network of retailers, distributors, transporters, storage facilities and suppliers that participate in the sale, delivery and production of a particular product.
12	premise	l	culpable, guilty party

**C. Choose the best option.**

1. According to the author, sales people often follow their instinct regarding prospects.
  - a. true
  - b. false
2. "Gut-level" (instinct) means:
  - a. a feeling that is painful
  - b. a feeling you are afraid to reveal
  - c. a feeling that you are right about something, although you cannot give a reason for it.

3. The idiom, (a) *to keep pace with*, means:
  - a. to maintain the same speed
  - b. to keep up with
  - c. both a and b
4. The idiom, (b) *“to leave something on the table”* means:
  - a. not perceived
  - b. not discussed, not considered
  - c. not pursued
5. 15% of competition:
  - a. closes deals in any given quarter
  - b. does not close deals in any given quarter
  - c. none of the above
6. Executives are generally...
  - a. aware of the 15% efficiency of sales initiatives
  - b. unaware of the 15% efficiency of sales initiatives
  - c. worried about the 15% efficiency of sales initiatives
7. Vice presidents usually...
  - a. acknowledge this percentage
  - b. disagree with this percentage
  - c. dispute this percentage
8. The operative term, “closed” is usually used to define:
  - a. all deals closed by the company
  - b. all deals closed by any company
  - c. all deals closed by the competition alone
9. Apathy is considered...
  - a. the reason why companies do not decide on any deal
  - b. the reason why companies decide on a deal
  - c. culpable for *most* non-decisions
10. The term, (c) old-school, means:
  - a. old-fashioned
  - b. traditional
  - c. outdated
11. The author believes that...
  - a. activity always leads to success
  - b. activity does not necessary lead to success
  - c. activity never leads to success
12. The Zebra score tells you:
  - a. how perfect each deal is
  - b. the score of perfection
  - c. who your prospects are
13. A recipe for disaster is:
  - a. to think all prospects are *your* prospects
  - b. to overlook the potential of *all* prospects
  - c. to not consider all prospects
14. The Zebra strategy is based on:
  - a. best customers *only*
  - b. potential customers *only*
  - c. none of the above

**D. Define the term, “Anti-zebra”.**

**E. Now read the final part of the text.**

How do you sell anything in an environment where a capital project to automate a warehouse is in competition with a new computer software application, or a punch press, or “doing nothing” because your prospect is worried more about survival than growth or improvement?

Economic Value Added—“EVA” is the way! But you’re going to have to learn some new financial terms to be successful at this. Are you game? Will you work for it? Are you, or do you desire to become an elite sales person?

EVA is the value over and above all of the costs of implementing your solution, including the cost of the capital (money) used to purchase your solution. Peter Drucker once said: “Until a business covers the cost of capital, it doesn’t create value, it

destroys it.” Money has a cost. Recognizing this can help you sell even when times are as tough as they are now.

Selling value is not new, but selling the EVA that your solution can generate is new! Here is how it works. Ask your prospect how they measure the financial success of projects. They will essentially explain how they evaluate capital projects. This evaluation might include return on investment (ROI), payback period, net present value (NPV), internal rate of return (IRR) or economic value added (EVA). Once you know how your prospect evaluates capital projects, ask “what is your top capital project projected to return?” You’ll get an answer like, “we are expecting this new punch press to deliver an 18% annual return on investment and pay for itself in six months.” NOW you know the rate of return you’ll have to beat in order to compete for the available funds.

**F. Explain the underlined terms to your class.**



## Review

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### A. Choose the best option

1. I think he's \_\_\_\_\_ a customer in Chicago.
  - a. visiting
  - b. success
  - c. visit to
  - d. successful
  
2. \_\_\_\_\_ I send a fax directly from the hotel?
  - a. Ought
  - b. Is better
  - c. Have
  - d. Can
  
3. Before you send out the report, Ms. Collins \_\_\_\_\_ to see it.
  - a. would like
  - b. waiting
  - c. may
  - d. quickly
  
4. We have \_\_\_\_\_ decided to offer the job to Mr. Alexander.
  - a. yet
  - b. unless
  - c. to
  - d. already
  
5. \_\_\_\_\_ they lower their prices, we will have to change suppliers.
  - a. Unless
  - b. However
  - c. Instead
  - d. Therefore
  
6. Ms. Dexter will \_\_\_\_\_ about the budget.
  - a. repeat
  - b. talk
  - c. say
  - d. extend
  
7. He doesn't have the experience to \_\_\_\_\_ such a large department.
  - a. conduct
  - b. conclude
  - c. surprise
  - d. supervise

8. The number of complaints has \_\_\_\_\_ in the last two months.
- deducted
  - allowed
  - decreased
  - called
9. The \_\_\_\_\_ of the tests will be available in two weeks.
- opinions
  - results
  - requests
  - offers
10. Only a small \_\_\_\_\_ of the components were faulty.
- fraction
  - measurement
  - rate
  - decimal

## Vocabulary

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### A. Choose the best response for each sentence.

1. We are looking to \_\_\_\_\_ with other players in the industry.
- partnership
  - partner
  - partake
2. This decision will not affect our \_\_\_\_\_. (= profits)
- bottom lane
  - line
  - bottom line
3. When potential is "realized" it is:
- understood
  - achieved
  - believed
4. We've got to do an analysis on the length and cost of our sales \_\_\_\_\_. (= complete sales process from beginning to end)
- cycle (*also, pipeline*)
  - circle
  - plan
5. In sales, "customers retained" refers to the customers that a company \_\_\_\_\_.
- has kept
  - has lost
  - has found

6. Mr. Lin has a lot of experience, but he still doesn't meet the \_\_\_\_\_ requirements for this position.
  - a. competition
  - b. competence
  - c. competency
7. These \_\_\_\_\_ programs are designed to improve sales performance.
  - a. training
  - b. trainment (*does not exist*)
  - c. trained
8. Sales managers are paid to \_\_\_\_\_ results.
  - a. produce
  - b. make
  - c. do
9. How effective are these programs over the \_\_\_\_\_? (= over a long period of time)
  - a. future
  - b. long term
  - c. long time
10. Many sales managers use \_\_\_\_\_ software to improve sales performance.
  - a. plan
  - b. forecast
  - c. forecasting

**B. Choose the best option**

1. List price is the price established by a product's \_\_\_\_\_.
  - a. factory
  - b. manufacturing
  - c. manufacturer
2. A \_\_\_\_\_ outlet is a store that sells merchandise directly from the maker to the consumer.
  - a. factor
  - b. factory
  - c. price
3. Outlet stores have cheaper prices because they have eliminated "the \_\_\_\_\_".
  - a. middle-guy
  - b. middleman
  - c. in-between man
4. A \_\_\_\_\_ sale is generally held by a store going out of business
  - a. liquidation
  - b. liquid
  - c. liquidity



5. Irregulars or imperfects are goods (often clothes) that don't \_\_\_\_\_ the manufacturer's standards for quality.
  - a. match
  - b. mark
  - c. meet
6. I always speak the truth when talking to customers. I never make any \_\_\_\_\_ promises.
  - a. false
  - b. faulty
  - c. uncommon
7. One of the tricks in sales is to be persuasive without being \_\_\_\_\_.
  - a. pushy
  - b. pushed
  - c. pushing
8. Sales people are most effective when the client sees them as \_\_\_\_\_.
  - a. original
  - b. automatic
  - c. authentic
9. Contrary to \_\_\_\_\_ (= what most people believe), body language doesn't matter in sales.
  - a. populist belief
  - b. popular belief
  - c. poplar belief
10. A good sales person is good at \_\_\_\_\_ (= determining) the prospect's needs.
  - a. figuring out
  - b. figuring
  - c. seeing out

## Time Clauses

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### A. Match at least one of these time clauses with each of the sentences below.

when I joined this company  
in the 1990s  
the other day  
during a meeting  
recently  
since January  
hardly ever  
by Tuesday  
never  
for a year  
in a fortnight's time  
this week

a) I didn't have a lot of experience  
b) My boss uses a laptop  
c) I was looking for a different job  
d) I worked for my present company's major competitor  
e) I have been working on this project  
f) I last made a conference call in English  
g) I'm flying to Munich  
h) I'll finish this report  
i) I was caught making personal phone calls  
j) I've had a lot in my in-tray

### B. Make true sentences about yourself using each of the time clauses.

## Number Idioms and Proverbs

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### A. Try to guess the missing numbers from the following proverbs and idioms.

1. On the \_\_\_\_\_ hand I don't want to give a speech at the conference, but on the other hand it will look good on my CV.
2. Luckily, the piano arrived at its destination all in \_\_\_\_\_ piece.
3. \_\_\_\_\_ heads are better than one when you are brainstorming original solutions to a problem.
4. When we fly to our LA branch we can kill \_\_\_\_\_ birds with one stone and visit some of our local dealers.
5. I really tried to take part in the dance routine at the company's end of year cabaret show, but I have \_\_\_\_\_ left feet.
6. When they heard that he had made the biggest trade of the year, the other traders gathered round his desk to give him high \_\_\_\_\_ s and congratulate him.
7. \_\_\_\_\_ times out of ten, if you have a problem on the computer it is something small that can be easily fixed.

8. The round of golf was quicker than we expected, so we moved onto the \_\_\_\_\_ th  
hole for a quick drink before we went home.
9. We had both done an equal amount of work, so it seemed fair to divide the money  
\_\_\_\_\_ - \_\_\_\_\_.
10. The inventor of the Walkman was one in \_\_\_\_\_ and Sony have  
never really managed to replace him.
11. I've been feeling like a \_\_\_\_\_ dollars since our company took us away to that spa  
resort.

*Hint: All the sentences above are in number order*

**B. Which of the underlined phrases on Section A have the following meanings?**

- Something that is extremely rare or unique, like finding a diamond in your garden
- A bar on a golf course. That is, the place after the 18<sup>th</sup> hole.
- Slap somebody else's hand above your heads. The number comes from the number of fingers you use.
- Half each.
- You can do two things with one action.
- I can't dance and/ or I am clumsy in other ways, as if my there is something wrong with my body
- Feeling great, like someone who has just won the top prize in a television quiz show
- Usually or almost always, expressed as a fraction
- This phrase is used for weighing up two options, as if you were weighing two bars of gold on your hands.

**Review**

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1. I did it \_\_\_\_\_ my own
  - by
  - on
2. I went there \_\_\_\_\_ a holiday.
  - for
  - on

3. I \_\_\_\_ my homework last night.
  - made
  - did
4. I met her for \_\_\_\_ first time last week.
  - a
  - the
5. He was \_\_\_\_ a hurry.
  - in
  - on
  - to
6. She played with the \_\_\_\_ children.
  - other
  - others
7. Some were unhappy \_\_\_\_\_ I wasn't.
  - and
  - but
8. She broke \_\_\_\_ leg.
  - the
  - her
9. \_\_\_\_ bride wore a beautiful white dress.
  - A
  - The
10. I walked \_\_\_\_\_ the street.
  - long
  - along
11. My flat's \_\_\_\_ the third floor.
  - in
  - on
  - at
12. I fetched the children \_\_\_\_\_ school.
  - to
  - at
  - from

## Business Expressions with the verb, “sign”

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A. Use the following words to fill in the blanks: *up, over, off, in, on*. You should use each word only once.

1. I forgot to sign ..... on this week's time sheets; no one's going to get paid.
2. Here are the papers for your new contract; just sign..... the dotted line.
3. I signed my staff ..... for a seminar on teambuilding.
4. After Paul wrote the book, he signed the rights ..... to the publisher.

5. When you arrive at the conference, you have to sign .....

**B. Match each definition on the right with the verb on the left. Think about the sentences from Part A to help you understand the meanings.**

- a) to sign a paper giving rights or ownership of something to someone else
- b) to enroll someone in a course, workshop, or seminar
- c) to sign a contract
- d) to sign a paper showing you agree and you've finished with it.
- e) to sign a paper showing that you have arrived somewhere

- a) to sign someone up for something
- b) to sign on the dotted line
- c) to sign in
- d) to sign off on something
- e) to sign something over to someone



## Video – Greed is Good (Wall Street)

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**A. Watch the video once.**

**B. Fill in the blanks with one of the words from the box**

<i>pretax</i>	<i>malfunctioning</i>	<i>second-rate</i>	<i>corporate</i>	<i>stockholders</i>
	<i>indulge</i>	<i>accountability</i>	<i>appreciate</i>	<i>bureaucrats</i>

Gekko: Well, I ..... the opportunity you're giving me, Mr. Cromwell, as the single largest shareholder in Teldar Paper, to speak.

Well, ladies and gentlemen, we're not here to .....in fantasy, but in political and economic reality. America, America has become a ..... power. Its trade deficit and its fiscal deficit are at nightmare proportions. Now, in the days of the free market, when our country was a top industrial power, there was ..... to the stockholder. The Carnegies, the Mellons, the men that built this great industrial empire, made sure of it because it was their money at stake. Today, management has no stake in the company!

All together, these men sitting up here [Teldar management] own less than 3 percent of the company. And where does Mr. Cromwell put his million-dollar salary? Not in Teldar stock; he owns less than 1 percent. You own the company. That's right -- you, the stockholder.

And you are all being royally screwed over by these, these ....., with their steak lunches, their hunting and fishing trips, their corporate jets and golden parachutes.

Cromwell: This is an outrage! You're out of line, Gekko!

Gekko: Teldar Paper, Mr. Cromwell, Teldar Paper has 33 different vice presidents, each earning over 200 thousand dollars a year. Now, I have spent the last two months analyzing what all these guys do, and I still can't figure it out. One thing I do know is that our paper company lost 110 million dollars last year, and I'll bet that half of that was spent in all the paperwork going back and forth between all these vice presidents.

The new law of evolution in .....America seems to be survival of the unfittest. Well, in my book you either do it right or you get eliminated.

In the last seven deals that I've been involved with, there were 2.5 million ..... who have made a ..... profit of 12 billion dollars. Thank you.

I am not a destroyer of companies. I am a liberator of them!



The point is, ladies and gentleman, that greed -- for lack of a better word -- is good.

Greed is right.

Greed works.

Greed clarifies, cuts through, and captures the essence of the evolutionary spirit.

Greed, in all of its forms -- greed for life, for money, for love, knowledge -- has marked the upward surge of mankind.

And greed -- you mark my words -- will not only save Teldar Paper, but that other ..... corporation called the USA.

1. Retell the scene using all the new words. Use your dictionary for help.
2. The expression, "Greed is Good" became a mantra in the American business world, why do you think this happened?
3. What is your personal opinion regarding the expression? Do you think the financial crisis is related to this way of thinking?
4. Do you think it is good or important from companies to be Greedy? Explain.

## Past Tense Form Review

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1. They \_\_\_\_\_ while I was preparing the presentation.
  - a. were rehearsing
  - b. had rehearsed
2. There was no paper left when I returned. They \_\_\_\_\_ everything!
  - a. had used
  - b. used
  - c. were using
3. If she had visited us last summer, she \_\_\_\_\_ carnival in Rio.
  - a. would have enjoyed
  - b. had enjoyed
  - c. would enjoy
4. I \_\_\_\_\_ the slides before we started the meeting.
  - a. checked
  - b. was checking
  - c. had been checking
5. She told me she was flying to Chicago last week. She \_\_\_\_\_ in her hotel room last night.
  - a. must have been
  - b. must be
  - c. had to be
6. If he \_\_\_\_\_ the window, he would repair it.
  - a. broke
  - b. were broken
  - c. breaking
7. By the time the presentation began, they \_\_\_\_\_ their discussion.
  - a. completed
  - b. had completed
  - c. were completing
8. She is very intelligent. She \_\_\_\_\_ that!
  - a. can't have thought
  - b. couldn't have thought
  - c. mustn't have thought
9. Jack \_\_\_\_\_ the report by the time it was due.
  - a. hadn't finished
  - b. had been finishing
  - c. was finishing
10. I'm not sure where Jack was yesterday. He \_\_\_\_\_ visiting Tom.
  - a. might be
  - b. might have been
  - c. couldn't have been





## Warm up activity

1. Which are the best marketing strategies?
2. Name two marketing strategies adopted by your company.
3. Tell your teacher what you know about the following marketing strategies. Can you think of any others?



4. Put the correct heading (above) to the list of criteria in the table below.

Cost leadership	Intensification	Close followers	Challenger	Guerilla
Market segmentation	Diversification	Late followers	Leader	Defensive and offensive
Product differentiation	Vertical and horizontal integration	Pioneers	Follower	Flanking

5. Can you think of any other strategies?
6. Now fill in the blank with the correct strategy (headings above)
  - a) ..... are meant to trigger the rate of product development and model innovation.
  - b) ..... strategies are used to dominate the market.
  - c) ..... facilitate the growth of the organization.
  - d) ..... are conjunction of marketing strategies and military strategies.
  - e) ..... are built on strategic strength or competing abilities and strategic scope or market penetration.

7. Choose one of the strategies and define using your own words. Give an example.
8. Which tactic is best in the following situations?
  - a. Increase sales
  - b. Increase awareness
9. Look at the warfare strategies in the box:

*guerilla*      *defensive*      *offensive*      *flanking*

10. Now, match the above strategies to their corresponding definitions.

When a company in a second or third position will attack a competitive leader in the marketplace.	When a firm adjusts its marketing expenditure and its prices to defend its position in an existing market from attack by a competitive new product
When a company seeks to gain market share. It involves the identification and occupation of new market segments and is related to the element of surprise.	An unconventional system of promotions that relies on time, energy and imagination rather than a big marketing budget.

How does the defensive warfare strategy differ from the offensive warfare strategy?

## Business Communication Concept – the Guerilla Warfare Strategy

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A. Look at the examples of the guerilla warfare strategy.



1. Dental implant insurance – bowling alley



2. Virgin (branding)



3. Denver Water



3. National Geographic ad for the program, “Built for the Kill” (vehicle wrap)



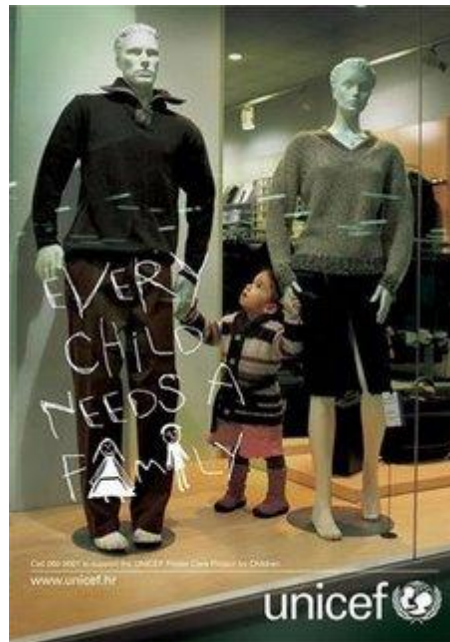
5. Ikea



6. Amnesty International (human trafficking awareness campaign)



7. Help a Child with Autism Campaign



8. Unicef – Every Child Needs a Family campaign

**Business Communication Tools – Forming and using adjectives**

Look at the list of nouns below. Write the corresponding adjective in the box on the right. Add three more of your own that you could use to describe the images above.

Innovation	
Creation	
Beauty	
Amusement	
Interest	
Effect	
Ingenuity	
Shock	
Expense	

Now, use the adjectives above, including their comparative and superlative forms, to ask and answer questions about the images above.

- 1. ....
- 2. ....
- 3. ....
- 4. ....
- 5. ....
- 6. ....

## Reading – Building an effective Guerilla Marketing Strategy

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Guerrillas create a strategy in seven simple sentences. No more need for a comprehensive marketing plan that lists projected goals in great detail for the next five years and other nonsense. Today, the guerrillas and bootstrappers out there know what it takes to win with their marketing and win in a very high margin. These seven sentences can make or break your marketing strategy, so never leave home without them.

1. **The purpose of the marketing** - The physical action you want your prospect to take.
2. **How you'll achieve this purpose** - your competitive advantage and benefits.
3. **Your target market** - who are you aiming to benefit?
4. **The marketing weapon you'll use** - online, offline, magazine print, etc.
5. **The niche and your position and what you stand for.**
6. **The identity of your business** - Not who owns it, but what you stand for.
7. **Your budget** - This should be expressed as a percentage of your projected revenue.

Now, let us break down the steps using an example of a personal blog design company marketing plan for each step. At the end of the text, you can see the full text and how it all comes together in practice.

### 1. The purpose of your marketing

This is the introduction sentence to your paragraph and should outline what you're looking to gain from the marketing you're putting into action. Is your sole purpose to create awareness of global warming or is your purpose to generate traffic to your business website in order to gain visitors and potential sales?

*The purpose of Blog Theme Machine's marketing is to generate sales for my blog design services.*

### 2. How you'll achieve this purpose

This is going to give a quick outline of the way you intend to achieve this purpose. How will you accomplish your targeted goals? What makes your product or service needed compared to others? This sentence should explain what your product or service does that sets it apart from the others and makes it a benefit to your client/customer.

*In order to achieve the purpose of my marketing I will position my blog designs as being a benefit to their branding as well as potential profit increases.*



### 3. Your target market

This should be self explanatory but some people forget to think about this part of their marketing plan. A generalization isn't going to get you the benefits that the pinpoint accuracy of your target market. Throwing a fishing rod into an ocean without any research on the area could get you a few bites, but knowing a specific area with fish that love the bait you're using could get you hundreds of bites.

*The target market that I am after is bloggers from around the world.*

### 4. The marketing weapon you'll use

This will be whatever marketing tools you'll use. General ideas are good, but again, targeted ideas are great. If you're an author of a book or blog on a specific subject, why not put a fish bowl at the library and give the winner a free copy of your book, or a free downloadable copy of your e-book? Remember that you're always thinking about what can and will work the best for your business.

*This will be accomplished by emailing 100 bloggers from 5 different niches along with purchasing advertisement space on high traffic blogs.*

### 5. Your niche, your position and what you stand for

The niche is pretty close to your target market but slightly different. If you're a plumber, your target market maybe the elderly who are too weak to fix the problems themselves while your niche is the plumbing industry. The position you talk about is geared towards explaining why your product or service is needed and what your company stands for.

*The niche that my blog design company inhabits is the blogging industry. My position is that of a high quality blog design that increases the clients profits and adds to their branding across the internet.*

### 6. The identity of your business

What your company stands for could be many things, but remember that an identity and your image are two completely different things. The image of your company is a false impression that you give your clients; one of exceedingly high worth and expectations you normally cannot live up to. Your identity is what you're known for and what you want people to remember about you.



*Our identity will be that of quality, great customer service reliability and friendly conversations geared towards creating a high comfort level & one-on-one business arrangement.*

## **7. Your budget**

Your goal is to budget only a specific amount of money in the initial stages and then fund your marketing efforts off the profits that it brings in. Generally, most small businesses will allocate a specific percentage to their budget and will hold true to it. Your budget can be anywhere from 5% to 50% depending on how much money you want to put into it and how great your ROI (return of investment) is.

*25% of sales will be allotted to my guerrilla marketing campaign.*

## **Overview**

So now you've seen what each sentence is used for and why they are important to your guerrilla marketing strategy, but what does it look like all put together? Below is the final 7 sentence guerrilla marketing strategy put together for the purpose of this article, and for future marketing.

*The purpose of Blog Theme Machine's marketing is to generate sales for my blog design services. In order to achieve the purpose of my marketing I will position my blog designs as being a benefit to their branding as well as potential profit increases. The target market that I am after is bloggers from around the world. This will be accomplished by emailing 100 bloggers from 5 different niches along with purchasing advertisement space on high traffic blogs. The niche that my blog design company inhabits is the blogging industry. My position is that of a high quality blog design that increases the clients profits and adds to their branding across the internet. Our identity will be that of quality, great customer service reliability and friendly conversations geared towards creating a high comfort level & one-on-one business arrangement. 25% of sales will be allotted to my guerrilla marketing campaign.*





## Business Communication Tools – Marketing Vocabulary

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### A. Choose the best option

1. When marketing specialists speak about a \_\_\_\_\_, they are referring to a decline in an economic cycle.
  - a. downsize
  - b. downturn
  - c. downtime
2. Horizontal marketing refers to when two companies market their products \_\_\_\_\_ (= together)
  - a. joined
  - b. jauntily
  - c. jointly
3. When marketers speak about "engaging" an industry, they are referring to creating an interest or \_\_\_\_\_ within the industry about a product, service, etc.
  - a. clientele
  - b. buzz
  - c. stupor
4. We've been trying to create a new metric (= method/system) of ad \_\_\_\_\_.
  - a. effectiveness
  - b. affectation
  - c. affliction
5. On the internet, consumers can take part in a kind of \_\_\_\_\_ marketing, which means that not only does a company market to the consumers, the consumers themselves can create content (through an application on a website, etc.)
  - a. two-way
  - b. two-approach
  - c. two-direction
6. The phenomenon in the previous question is commonly referred to as "consumer-\_\_\_\_\_ media."
  - a. general
  - b. given
  - c. generated
7. To put something "\_\_\_\_\_ " = To focus on the importance of something, to devote most of one's attention to something
  - a. front and center
  - b. outright
  - c. in the front

8. Unfortunately, this analysis doesn't really show the \_\_\_\_\_. (= all the facts, what's really going on)
- whole picture
  - whole environment
  - picture
9. If something is an industry-\_\_\_\_\_ standard, it means that it is used/adhered to by most people in the industry.
- wise
  - wide
  - wire
10. The \_\_\_\_\_ new iPhone was launched last year.
- people waiting on
  - awaited much
  - much awaited
11. To \_\_\_\_\_ sales = To increase Sales
- boast
  - best
  - boost
12. We're trying to \_\_\_\_\_ (= attract) new clients from Asia.
- pull out
  - pull in
  - pull on
13. The written part of an advertisement is what's known as "marketing \_\_\_\_\_".
- structure
  - copy
  - letters
14. We had to cut our marketing budget in \_\_\_\_\_ to recessionary concerns. (= because of recessionary concerns)
- response
  - review
  - retraction
15. How's the new campaign going? Well, the \_\_\_\_\_ is pretty encouraging. Sales have increased by 5% in the first month.
- sight
  - viewpoint
  - outlook
16. His top-notch marketing skills helped \_\_\_\_\_ the way to (= lead to/ ensure) this brand's success.
- pave
  - pay
  - pale
17. We have to be a little more aggressive in our marketing \_\_\_\_\_. (= We have to spend more money on marketing)
- spend
  - costs
  - price breakdown

18. I'd think \_\_\_\_\_ (= think about it carefully) before entering that market.
- well
  - so
  - twice
19. A \_\_\_\_\_ refers to the elimination of competing businesses or products in a particular field.
- shake-up
  - shakeout
  - shackle
20. We have to engage in marketing activities that are closer to the \_\_\_\_\_. (= where people buy the product/s)
- point of transaction
  - point of transfer
  - transaction zone



## Video – Marketing Lessons from Obama’s Campaign (3.08)

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### About the speaker

Dr. Philip Kotler is the S.C. Johnson & Son Distinguished Professor of International Marketing at the Northwestern University Kellogg Graduate School of Management in Chicago. He is hailed by Management Centre Europe as "the world's foremost expert on the strategic practice of marketing."



### A. Watch the video and answer the questions.

1. What are the two strategies adopted by Obama during his campaign?
2. How do they work and why were they so successful?
3. What is the main mistake companies make with regard to these techniques?
4. What strategies did Lula use during his campaign? Why was/is he so successful?



## Warm up activity

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1. What is the difference between marketing and sales?
2. What is the main problem that sales and marketing face when they work together?

**A. Look at the words in the box. Use these words to fill in the blanks of the text below.**

*viral marketing    cold calls    public relations    direct mail    sales  
networking    brand marketing    advertising    interpersonal*

Marketing consists of the measures the department uses to reach and persuade prospects that their company is right for them. It's the message that prepares the prospect for the sales. It consists of ....., ....., ....., ....., and .....

The sales process consists of ..... interaction. It is often done by a one-on-one meeting, ....., and ..... It's anything that engages the marketer with the prospect or customer on a personal level rather than at a distance.

**B. Study the graph below. Write a short paragraph about the graph and read it to your teacher.**



.....

.....

.....

.....

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1. Which is the most crucial stage of the entire process?
2. Explain the concepts cold lead, warm lead and hot lead.
3. How does the Marketing department collaborate with the Sales department to close a sale?

**Business Communication Concept – Cold Lead and Warm Lead Strategy**

Most companies have an Inside sales department whose job is to call up prospective customers and pitch them the product. Now when a sales rep calls a customer if the customer has never heard of the company or the product then it is a cold lead. Such calls are really difficult. They are no different from the calls you get from a credit card company offering you credit cards. Remember how you slam the telephone on those? Sales reps need to do these calls day in day out. What they are really looking for is a customer who has heard or recollects something about you company. This is a warm lead. Warm leads are much easier to convert to the next stage or at least willing to have a conversation about the product. Now it is the job of marketing to ensure that calls results in warm leads. So if you are investigating poor sales one of the important statistics is the warm call to cold call ratio. If this ratio is really low then the problem might be with marketing not with sales.

**A. Give an example of a cold lead strategy and an example of a warm lead strategy.**

**Reading - Leveraging the Sales and Marketing Matrix**

Many companies have salespeople running all over the country while the right hand (sales) does not know what the left hand (marketing) is doing. Marketing usually operates in one area, sales in another, and the two seldom talk to each other. They are not in sync. They are not aligned. When that occurs in a crowded marketplace, your sales will flounder. The sales staff has to carry the marketing banner. There has to be consistency. When the two are aligned, the resulting consistency always produces improved sales. As a survey conducted by Learning International revealed, alignment is a real challenge for sales managers to address.



Any sales or marketing strategy can be either focused or diffused. The key to alignment is for sales and marketing to both work from the same focused strategy. Success cannot be expected if a misalignment occurs between two departments with ineffective, diffused strategies. Here are the distinctions between focused and diffused strategies:

### **FOCUSED STRATEGY**

- Clearly defined
- Well-known
- Accepted

### **DIFFUSED STRATEGY**

- Unclear
- Unknown
- Not accepted

Of course, any strategy has to be customer-focused to succeed, but it also must be plainly identifiable and be complete with training mechanisms for your staff.

Identifying a successful, clearly-defined sales strategy will naturally be of no use if it is not known, or accepted by your sales force. Once you train your entire sales force, then your strategy will have the second element of being **well-known**.

An important third element is that your sales staff also **accepts** the plan you use. That means you need to be able to demonstrate the successes of your system so your salespeople will be convinced of its value. Once your staff accepts the system, you will have all three elements of a focused sales strategy.

### **The Strategy Alignment Matrix**

The possible strategies a company's marketing and sales departments may employ can be depicted in four ways. First, both the marketing and sales strategies can be focused. Clearly, this is the most effective combination. It is also possible for either one to be focused while the other one diffused. Finally, the worst case scenario, both strategies can be diffused.

Here is a matrix that graphically illustrates the four possible combinations of marketing and sales strategies:

# MARKETING STRATEGY

		Marketing Strategy	
		Focused	Focused
SALES STRATEGY	Diffused	<b>Failure</b>	<b>Marginal Success</b>
	Diffused	<b>Conflict/ Low Sales</b>	<b>Long-term Success</b>

On the left side of the Strategy Matrix chart you see the two possible sales strategies. Then, across the top of the chart, we have placed the two possible marketing strategies. The intersections of each heading in the matrix correspond to the predicted outcome of using one of the four possible combinations. We will now individually examine each of these four possibilities, providing anecdotes to illustrate each situation.

**A. Describe the possible outcomes of the following combinations. Then explain why you have stated your result:**

**1. Diffused Marketing and Diffused Sales Strategy**

*Result:* .....

*Why:* .....  
 .....  
 .....

**2. Focused Marketing Strategy and Diffused Sales Strategy**

*Result:* .....

*Why:* .....  
 .....  
 .....

**3. Diffused Marketing Strategy and Focused Sales Strategy**

*Result:* .....

*Why:* .....  
 .....  
 .....

#### 4. Focused Marketing Strategy and Focused Sales Strategy

**Result:** Result: .....

**Why:** .....  
.....  
.....

- What is the current situation at your company? Which strategies are the Sales and Marketing departments using?
- How can companies solve misalignment between these two departments? Explain.

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### Reading - 7 Strategies to Building Sales- Marketing Alignment

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by: [Jon Miller](#)

In most companies, Sales and Marketing view things differently. Sales thinks only they are worried about making the quarter; Marketing thinks they are the only ones who think strategically. Sales wonder why they have to generate all their own leads; Marketing complains that sales ignores or criticizes everything they generate. Sales thinks Marketing is lightweight and easy; Marketing wonders why Sales can't make their numbers.

In the article, "Overcoming Office Politics - 7 Strategies to Generate & Close More Leads", based on an interview with Marketo's CEO Phil Fernandez and Barry Trailer of CSO Insights, Phil takes the perspective of the Marketing executive, Barry takes the Sales perspective, and together they discuss concrete actions to break down these barriers, align both teams, and build a single, integrated revenue pipeline.

Here is a summary of MarketingSherpa's 7 Strategies to Generate & Close More Leads:

1. **Get commitment from the top.** The marketing and sales teams need to communicate, and it needs to start from the CMO and CSO. Says Fernandez. "The VP of Sales and VP of Marketing should go get a beer together."
2. **Model the marketing/sales funnel.** An integrated revenue funnel helps each team understand what the other team is doing, and how their actions impact revenue.
3. **Develop a common vocabulary.** A common marketing/sales funnel also provides common language and metrics, which is especially important for defining when a lead is qualified and/or ready to be handed over to sales.
4. **Look for operational disconnects.** Make sure that goals, initiatives, and promotions

are aligned by developing plans jointly and meeting monthly or at least quarterly.



5. **Test key metrics to track.** Trying to tackle all sales-marketing alignment issues at once is too daunting, so start by tracking two important metrics, such as lead volume and lead quality. This is a great way to start the dialog.

6. **Create a closed-loop reporting process.** Make sure marketing has a way to follow-up with sales to see how well leads are performing. This can help tune lead gen efforts, and is an important way to take qualified prospects that are not yet sales ready and recycle them back into marketing.

7. **Share accountability between the teams.** Marketing is a very measurable process, but the results are hard to measure; it's easy to measure Sales outcomes but Sales activity is hard to measure. As a result, compensation and rewards tend to be very different, which creates further problems. The better your marketing accountability and ability to measure marketing's impact on the bottom line, the easier it is to bridge this gap.

(Adapted for academic purposes from: <http://www.marketingsherpa.com/>)

**A. Fill in the gaps with one of the underlined words or phrases in the text.**

1. Corporate ..... can be defined as the ability of those affected by a corporation to control that corporation's operations.
2. To ....., means to adjust, modify or alter to produce harmony, balance or alignment.
3. GNOME Foundation executive director Stormy Peters discussed ways to ..... between companies and open source software communities.
4. A ..... uses some or all of its output as its input.
5. Lead generation (commonly abbreviated as ..... ) is a marketing term that refers to the creation or *generation* of prospective consumer interest or inquiry into a business' products or services.
6. In the end, the true ..... is determined by the metrics and performance of the salesperson.

7. .... is the number of people filling out your enquiry form, but Opportunity Volume is the *number of viable sales opportunities* available to your sales team.

**B. Now find three synonyms or antonyms for the words in sentences 1, 2 and 3.**

- .....
- .....
- .....

## **Business Communication Tools – English for Sales and Marketing**

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**A. Choose the right synonym so that both sentences have the same meaning.**

1. He was \_\_\_\_\_ a product we were not interested in. = He was trying to sell us a product we were not interested in.
  - a. pitching
  - b. evaluating
  - c. examining
  
2. There are more effective ways to \_\_\_\_\_ prospective customers to buy our products. = There are more effective ways to convince prospective customers to buy our products.
  - a. persuade
  - b. persist
  - c. pursue
  
3. The results of the research \_\_\_\_\_ me to take a different approach. = After seeing the results of the research, I decided to (I had to) take a different approach.
  - a. promoted
  - b. promised
  - c. prompted
  
4. To \_\_\_\_\_ an idea = To make an idea fail/ To reject an idea.
  - a. sell
  - b. sink
  - c. stress

5. Our customers don't like it when we \_\_\_\_\_ things down for them. = Our customers don't like it when we oversimplify things for them in order to make them easier to understand.
- a. dome
  - b. do
  - c. dumb
6. Why can't he ever answer a question directly? = Why does he always talk \_\_\_\_\_ a question?
- a. around
  - b. about
  - c. over
7. How do you plan to \_\_\_\_\_ this campaign? = What changes do you plan to make to this campaign?
- a. restructure
  - b. resolve
  - c. reorder
8. To take a \_\_\_\_\_ view = To not be overly optimistic.
- a. captured
  - b. callous
  - c. cautious
9. What kind of \_\_\_\_\_ will this have on sales? = How will this affect sales?
- a. income
  - b. impact
  - c. interest
10. National advertising will be negatively \_\_\_\_\_. = This will have a negative effect on national advertising.
- a. effective
  - b. affected
  - c. efficient

## Business Communication Tools – Verb Tense Review

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### A. Fill in each blank with the best response

1. She was in charge of \_\_\_\_\_ all the web graphics.
  - a. create
  - b. creating
  - c. to create
  
2. Barbara \_\_\_\_\_ that she will be stepping down.
  - a. has informed me
  - b. informed me
  - c. A or B
  
3. I \_\_\_\_\_ worry about that if I were you.
  - a. didn't
  - b. wouldn't
  - c. will not
  
4. I'm not sure if they will be able \_\_\_\_\_ from these losses.
  - a. to rebound
  - b. rebound
  - c. rebounding
  
5. I'm not sure if they can \_\_\_\_\_ you that information.
  - a. give
  - b. to give
  - c. giving
  
6. They announced last month that they \_\_\_\_\_ their relationship with Microsoft.
  - a. scale back
  - b. would have been scaling back
  - c. would scale back
  
7. The meeting \_\_\_\_\_ if John hadn't arrived at the last moment.
  - a. would have been called off
  - b. will have been called of
  - c. called off

8. The company was charged with \_\_\_\_\_ deceptive claims in its advertising campaign.
- a. making
  - b. to make
  - c. make
9. I have \_\_\_\_\_ to talk to you about the marketing survey you're working on.
- a. mean
  - b. been meaning
  - c. been mean
10. The bank is \_\_\_\_\_ one-third of its branches.
- a. trying to sell
  - b. selling
  - c. A or B

## **Writing – Summarizing Information**

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A. Write an e-mail to a co-worker telling him/her about the 7 strategies to building Sales – Marketing alignment. The e-mail should include the following:

1. Mention of a specific sales – marketing alignment problem you have encountered. Use the information studied in this unit as much as possible.
2. A summary of the 7 strategies (in one short paragraph).
3. How one or more of these strategies could be implemented.
4. A short description of the possible outcome/result.

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*Transcript*

*Interviewer: Philip, Barak Obama did a pretty good job on his internet marketing and his overall marketing for his campaign, so as marketers is there anything we can do to learn from his overwhelming success.?*

*Philip Kotler: Well, um, you know it's so interesting. Our former president Bush came out of the Harvard Business School and was the MBA, the first type of MBA president, and if that's what Harvard teaches, there are some questions we can raise. Here Barak Obama comes along and he is the perfect MBA, does it beautifully. I mean the preparation, the discipline and the choice of bright people, he's not afraid of bright people, he's terribly bright and everyone around him is too. We're actually going to see whether bright people make a difference in government. But it turns out that his victory was based on so many things, among which is he mastered two things: High-touch and high-tech.*

*High-touch means there's an emotional component. He's selling hope. He's got a beautiful wife, very accomplished; two beautiful girls and we just love to see him in the White House.*

*High-tech is he absolutely is using the internet so successfully. You know they're building a database, and this is what we ask every company to do with its customers, to learn a lot about each customer so that you can send messages to the right people, relevant message at the right time, and he's done that. In fact every time one of this people called someone about how they're going to vote, if the person said they were going to vote Republican, they were thanked and they didn't do much more. If they said they were going to vote for Obama, they thanked the person, they said, "How intense is your interest in Obama?", and some people would say, "I love the man," and they said, well, "Could you be a volunteer?" And remember what they did is they had different statutes for different members of the public and they built such a volunteer group and kept them close by e-mail. And in fact, when the campaign was over and he won the election, e-mails went out from his office to everyone who played such a vital role in electing him.*

*Interviewer: Interesting. Can you just elaborate on the high-hope aspect of that for us?*

*Well, it is a learning from that campaign and for businesses that basically people are going to keep going on and it's going to make a difference whether they go on with passion and purpose, whether they go on with dread and fear, fear and dread, so basically, um, the CEO of a company and his people, his top management team have to be positive, not unrealistic, but positive, believable. I mean if it's unbelievable and they say the world is really better and so on, that 's not the way to put it. So I think that the climate you establish makes a big difference.*