

<p style="text-align: center;">Cambridge Assessment English, Business Higher Sample Test 2</p>

TAPESCRIPT**R= RUBRIC**

R: Cambridge Assessment English, Business Higher, Test of Listening Sample Test 2.

You will hear an introduction to each part of the test and you'll have time to look at the questions before you listen.

You'll hear each piece twice.

While you're listening, you should write your answers on the question paper.

You'll have time at the end of the test to copy your answers onto the separate answer sheet.

There will now be a pause. Please ask any questions now, because you must not speak during the test.

PAUSE: 00' 10"

Now open your question paper and look at Part One.

R: Part One. Questions 1 to 12.

R: You will hear a business lecturer talking to a group of students about a marketing technique called 'closed-loop marketing'.

R: For questions 1 to 12, complete the notes, using up to three words or a number.

R: You will hear the recording twice.

R: You now have forty-five seconds to read through the notes.

PAUSE: 00'45''

R: Now listen and complete the notes.

PAUSE 00'05''

OK. Now last time we looked at the ways in which companies are making improvements in their supply chain, to reduce the cost of raw materials, and to get them to the factory as cheaply and efficiently as possible. Ironically, though, there can be a downside to this. All too often, better supply chains simply transform raw materials faster into goods that people don't want to buy. In fact, there is now a massive problem of almost all products being in oversupply, and the headache for manufacturers is that technologically there's little to choose between the offerings. Often the only point of differentiation between competing manufacturers lies in their advertising spend, and that may be the only means of persuading consumers to buy your products rather than a rival's.

The result is marketing overkill. In order to make sales in an overcrowded market, companies bombard consumers with a multiplicity of messages, with ever smaller effect on consumers. And paradoxically, perhaps, amidst all this choice there are clear indications that, by and large, satisfaction is plunging among consumers. Cynicism rules, customers are overstimulated by the incessant advertising, and they are increasingly unpredictable in their reactions to advertising and in what they choose to purchase.

As a result, companies remain as ignorant as ever about customers. Many businesses are serious about customer relationship marketing, investing heavily in databases to keep track of their customers. Yet even though this means they're drowning in data, little of it can be put to good effect, both because of the volatility among consumers, and because the software doesn't track customer response in real time.

By using traditional one-way media such as posters or the press, firms don't know if a marketing campaign has been successful until long after the event. But with 'closed-loop marketing', the response of targeted consumers can be continuously monitored, and the campaign adjusted at any time.

Closed-loop marketing employs electronic media, such as the internet, call centres, mobile phones and at point of sale, allowing companies to engage in a dialogue with consumers, using bite-sized chunks of information that can be tested one by one.

Let me give you an example. Global Beach, a company which specialises in closed-loop marketing, designed a campaign for a luxury car manufacturer, to persuade potential buyers to take a test drive. Using a database of people who had registered an interest on a website, Global Beach tested and refined a range of incentives. It found, for example, that people were most responsive if they were e-mailed mid-morning proposing a lunchtime test-drive with a complimentary meal at a nearby café. The result for the client, Jaguar, was a 16 per cent conversion rate from registering an interest to taking a test drive, compared with 1 per cent or less for traditional methods.

For companies, closed-loop marketing gives the opportunity to minimise the waste that was previously built into marketing budgets. As well as the benefits I've briefly suggested, it can inform strategic decisions, by providing information about how to segment markets, identify market opportunities, plan campaigns, and evaluate results.

Once closed-loop marketing becomes the norm, consumers will have far fewer junk e-mails to contend with, and may even be able to choose which companies they'll allow to target them.

PAUSE: 00'05''

R: Now you will hear the recording again.

[repeat]

PAUSE: 00'05''

R: That is the end of Part One. You now have twenty seconds to check your answers.

PAUSE: 00'20''

R: Part Two. Questions 13 to 22.

R: You will hear five people talking about change and growth in the companies where they work.

R: For each extract there are two tasks. Look at Task One. For questions 13 to 17, choose from the list **A** to **H** the change that each person mentions is currently under consideration. Now look at Task Two. For questions 18 to 22, choose from the list **A** to **H** the obstacle to future growth each person identifies.

R: While you listen, you must complete both tasks.

R: You will hear the recording twice.

R: You now have thirty seconds to read the two lists.

PAUSE: 00'30"

R: Now listen and do the two tasks.

PAUSE: 00'05"

R: **Speaker One**

It's a mixed picture, I think. There's plenty of new blood, with all the new people we've taken on, many of them fresh out of business school, but nobody's potential is really being fully exploited in any of the various departments. Part of the problem is that our computer network is being built up piecemeal, in a series of knee-jerk responses to demands from individuals. We need a proper far-sighted strategy to sort it out and provide a decent level of efficiency. But yes, there are some grounds for optimism elsewhere, with what seems to be a new approach to the management of information. Standardising the procedures for keeping records to be passed up to line managers for approval will help in co-ordinating activity and budgets.

R: **Speaker Two**

Yes, we have to make money work for us, although I don't think we're going far enough, even with the proposed change. It's true that with so many managers going to more and more destinations, spending has escalated and needs to be checked carefully: cost should be

related to result, and waste and extravagance should be eliminated. So, yes, it's high time new limits were set like this. However, there are other areas we'll need to trim before we can realise our potential, and people is the biggest. But we're blocked by the MD's overly strong sense of loyalty to the managers, when it may be time to lose some of them and give the newer recruits a chance, especially those with diplomas in computing. If we stay this top-heavy, we'll never grow.

R: Speaker Three

Little by little, I suppose we're getting there. I'm certainly pleased to see they're looking at enabling the employees to retrieve relevant data from the web themselves, so everyone in marketing will be able to research other companies' sites directly – and it's something most people already have the training to do, so it's just a question of some basic networking, which shouldn't cost the earth. Having said that, there's still a long way to go to solve all our system issues and get the company really growing. It seems a shame that we produce such excellent goods, but then have clients frustrated by frequent delays or breakages in transit. I'd've thought there must be other firms we could think of using who could handle despatches properly.

R: Speaker Four

If we are to increase our competitiveness and grow our market share, there'll have to be more radical changes than are being looked at now. We need to take a good hard look at how staff are deployed. There seems to be a deep resistance to facing the problems caused by a lack of integration, the way IT's so isolated from production, for example: I'm surprised there aren't serious issues of quality control as a result. But yes, I accept that the proposed system of responsibilities will help to some degree. Distributing responsibilities among existing deputy department heads and new people appointed to the post of senior supervisor will increase effectiveness, although we'll have to see whether this will operate within the current reporting set-up or not.

R: Speaker Five

I think the need for change here is at a very fundamental level, and that all that's being considered at present is really only at surface level. Being in the IT sector, we do tend to think in terms of systems and connections, but ultimately it's the people factor that will guarantee us increased success. It's the people with responsibility at departmental level that concern me – they see highly-qualified newcomers entering and settling in, but they don't see adequate support for themselves. It's creating resentment, and damaging morale with long-term consequences. For the short-term, I think leaving the training as it is makes sense, and I do

endorse the changes they want to make to staff evaluation, making it far more comprehensive by building in more relevant factors. A good move.

PAUSE: 00'05''

R: Now you will hear the recording again.

[repeat]

PAUSE: 00'05''

R: That is the end of Part Two.

PAUSE: 00'05''

R: Part Three. Questions 23 to 30.

R: You will hear part of a conversation between two colleagues, Kelly and Daniel, who work in the marketing department of a company. They are talking about product packaging.

R: For each question 23 to 30, choose the answer **A**, **B** or **C** which best fits according to what you hear.

R: You will hear the recording twice.

R: You now have forty-five seconds to read through the questions.

PAUSE: 00'45''

R: Now listen and choose **A**, **B** or **C**.

PAUSE: 00'05''

M: Hi Kelly.

F: Oh, hi Daniel. I've been thinking about the viability of various types of packaging for our new line of products.

M: Any definite ideas yet?

- F:** Well, I've been reading about consumer attitudes to packaging. A lot of companies think people's chief preferences nowadays are how easy-to-use containers are ...easy-pour necks, re-sealable caps and so on. It's also considered that environmental issues shape the way consumers perceive products, depending on the materials used. To me, the crucial point about packaging is that consumers think manufacturers are using it merely to convey product information. They don't feel manufacturers are attempting to influence them to buy the product through the package. And therein lies the real advantage for us. If we get it right, it'll help us turn over huge sales of the new range.
- M:** Interesting. It sounds a pretty daunting challenge to come up with a pack type that'll do that. We really need an imaginative solution, don't we? And we don't want to overstretch the budget either... I do think, whatever we go for, the test will be to persuade our target market that there's a credible justification for choosing that particular packaging type. I'm not sure how we incorporate that into market trials though.
- F:** Hm... needs thought. I've been pondering how we could use the information we include on packages to greater advantage.
- M:** Yes...
- F:** Well, we spell out the product benefits on the front of the package and list the main ingredients that people want to know. But there's 90-100 words on the back that are important advertising space, a vehicle for talking to the customer. We should be using that to establish a real dialogue and collect useful feedback. Customers don't want to read about their statutory rights and what to do if they're not satisfied.
- M:** There'd be no harm in drafting some text. I see packaging as the most important marketing tool at our disposal. It may be that, for consumers, it's the only means of differentiation in a market where, let's face it, so many contenders are alike. Whereas the truth is – for people in our line of work – packaging is an incredibly potent force. It can bring whole sectors into existence allowing products and brands to evolve.
- F:** Exactly. Of course you know the Australian drinks company, *Smile*.
- M:** Oh yeah....

F: Well, they've undergone a complete rebranding exercise and switched to using foil pouches for their range of children's drinks... at a time when their main rivals were selling their brands in plastic bottles. *Smile* were very clever: by opting for a pack type that's largely unfamiliar for their category of product, it actually led consumers to reappraise the brand. By adopting the meaning of other product categories, they were able to underline important qualities, like freshness. Traditional packaging is taken for granted by consumers, so it wouldn't have been an effective way for *Smile* to advertise that they'd switched to using organic produce and added vitamins to their drinks.

M: A real marketing coup. They're seeing exponential growth since their new packages hit supermarket shelves. I've a feeling that what's really sparked this success is that they've capitalised on consumers' concerns for healthier products. I have to say what I like is the humorous character their design team came up with for the packaging, and the light-hearted approach they put across.

F: I saw a lot of *Smile* products when I was in Australia. It's awe-inspiring how they offer a rare glimpse into the philosophy of the people who make the product. There's a real social dimension that comes across. Prior to that, *Smile* had expanded into all kinds of drinks, including the children's market, which left the brand in danger of getting overstretched.

M: Well, I have one reservation about their new packs. I know doing away with the transparent windows on their cartons gave them space to incorporate more text. But they've used too many different styles in the graphics that don't look compatible with each other. But at least redesigning the packaging gave them the chance to sort out the weakness with the caps and incorporate an easy-pour spout.

F: Mm. Anyway, let's talk about what we...

PAUSE: 00'05''

R: Now you will hear the recording again.

[repeat]

PAUSE: 00'05''

R: That is the end of Part Three. You now have ten minutes to transfer your answers to your answer sheet.

PAUSE: 9'00''

R: You have one more minute.

PAUSE: 1'00''

R: That is the end of the test.