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**Start
moving.**



UNIT **1**

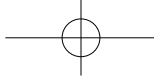
Advertising

Preview

1. Reading and Discussing

Discuss the questions below.

- 1) What do you know about the competition between Coca-Cola and Pepsi?
- 2) Which do you prefer, Coca-Cola or Pepsi? Why?
- 3) What is “Diet Coke”?
- 4) What does the marketing of “Diet Coke” remind consumers of?
- 5) What do you suggest the two soft-drink giants do to help consumers stay healthy?



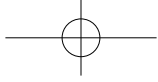
2. Vocabulary Workshop

The words in the box are taken from the text that you are going to read. Figure out their meaning and choose the appropriate word to complete each of the following sentences. Change the form when necessary.

variant	rivalry	sustainability	consumer	recap
skirmish	initiative	accuse	mantra	lobbyist

- 1) The debate over the reality of global climate change is over, but the debate over how to motivate the necessary changes in human behavior to ensure environmental _____ is just beginning.
- 2) The teacher asked his students to _____ what they have discussed.
- 3) After learning the truth, Smith _____ his assistant of telling lies.
- 4) There is friendly _____ between the two teams.
- 5) It would be surprising if the reform _____ lowered educator and student performance.
- 6) The Treasury Secretary has stuck to his _____ that "A strong dollar is in America's interest."
- 7) She had a ninety-billion-dollar company and could hire fleets of accountants, lawyers, and _____.
- 8) Many _____ of the virus do not respond to this medicine.
- 9) It will offer a wider choice of goods for the _____.
- 10) Border _____ between the two countries were common at that time.

Key:
 1) sustainability 2) recap 3) accused 4) rivalry 5) initiative
 6) mantra 7) lobbyists 8) variants 9) consumer(s) 10) skirmishes



Reading and Studying

Brands Battling over Sustainability Advertising Is Good News

Thomas Kolster¹

¹ As an experienced advertising and sustainability professional, Thomas Kolster is a vocal voice for advertising and brands as a force for good, and his book *Goodvertising* is considered the most comprehensive book to date exploring communication for good. The text is taken from *The Guardian* (March 6, 2013).

² The Super Bowl is the annual championship game of the National Football League (NFL) in the US. The game is the climax to a regular season that begins in the late summer of the previous calendar year. Super Bowl games have frequently been among the United States' most watched television broadcasts.

³ Britney Jean Spears (born December 2, 1981) is an American singer, dancer and actress. Spears is regarded as a pop icon and credited with influencing the revival of teen pop during the late 1990s.

⁴ A green flash is a momentary green appearance of the uppermost part of the sun's disk at sunrise or sunset that results from atmospheric refraction. In the text, a green flash means a decision disappearing quickly after its birth.

1 Ever since Coca-Cola launched its bold anti-obesity efforts, employees must have felt like bulls (or polar bears) in a china shop as critics pointed accusing fingers, but ultimately it was a vital decision. They gained the upper hand not only in the obesity debate, but also against their competition. I don't know if it's just me, but I have always loved the rivalry between Pepsi and Coca-Cola. Isn't that the true symbol of capitalism: companies doing their utmost to stay ahead of the competition, delivering exceptional services, products and now sustainability pledges to us, the consumers? Coca-Cola and Pepsi are like two brothers competing for attention, competing for love. But there is a lot to learn from their skirmishes: namely what direction sustainability communication is moving in.

2 Let's begin with a quick recap. You most likely remember Pepsi's shocking turn at **Super Bowl**² 2010, when it chose to pull back and donate money to community initiatives with the Refresh Project instead of putting celebrities like **Britney Spears**³ on center stage. Barely a year after, in late 2011, Coca-Cola followed suit and turned its cans white in support of polar bears and Arctic research with the Arctic Home campaign. Both examples are pure marketing savvy. Consumers want to be engaged in more than mere entertainment, they want brands to stand up and make a difference for people and the planet, and they want to feel that they are supporting something good with their hard-won cash. Coca-Cola didn't want Pepsi to own this space alone. Competition has moved on from the traditional battlefield to encompassing sustainability, almost following the mantra: Whatever you can do, I can do greener. While Coca-Cola is expanding its Arctic support in new markets, sadly Pepsi's Refresh Project has quietly fizzled away.

3 But what makes Coca-Cola's recent move into the anti-obesity debate even more interesting is that it shows how sustainability communication is also used as a strategic tool, dealing with top-management decisions rather than a **green flash**⁴ in the marketing pan. The anti-obesity campaign is not only consumer facing, it's telling Coca-Cola's many stakeholders that Coca-Cola has a strategy

to tackle obesity. This is a clever tactical move, especially following the recent challenges from lawmakers such as Michael Bloomberg, the mayor of New York who took matters into his own hands and banned large sodas and sugary drinks over 16 ounces—effective from next month. It’s also a proactive strategy against lobbyists such as the Center for Science in the Public Interest that recently launched **The Real Bears**⁵ that *USA Today* dubbed “the video Coca-Cola doesn’t want you to see,” which of course only made the video more popular. It attracted more than two million views.

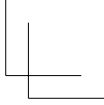
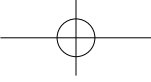
4 Moreover, it’s also good news for concerned investors. The sustainability rating agencies are gaining importance—and obesity has been rated as one of Coca-Cola’s two biggest financial risks (with water being the other). Sustainability communication is moving from green marketing varnish to the bank vault as investors value companies’ ability to deal with the biggest business challenge of the 21st century: sustainability. There’s big money at stake. Although criticised by some, Coca-Cola succeeded in creating an approach that engaged its many stakeholders—and showed the company has a strategy in place to make a difference. The following months and years will show if Coca-Cola maintains the upper hand in the debate. We can already see these two cola giants waging a new battle over products—with “mid-calorie” variants coming into the market—offering the same taste but lower calories. Either way, Coca-Cola has taken the first step and now there’s no turning back.

5 From a consumer’s point of view, the move is bold, but clever. Coca-Cola’s admitting its high-sugar drinks are part of the obesity problem is as radical as stating that the Emperor is not wearing any clothes! Coca-Cola was stating the obvious, but by finally facing its own demons, Coca-Cola can focus on building real trust with consumers. And if we take a look from Atlanta to Pepsi in Purchase, New York, its chief executive Indra Nooyi can’t be happy about Coca-Cola’s move, leaving them with all but a tough return. Coca-Cola has raised the bar for what’s expected from the soft drinks industry (maybe spilling over to other industries as well)—and consumers will increasingly demand answers. Are we on the verge of a soft drinks revolution, finally?

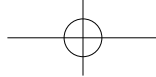
6 Coca-Cola is far from the only company faced with similar strategic challenges with the core of its business model at threat: selling mostly unhealthy, sugary drinks. McDonald’s and other fast food companies are also feeling the public scrutiny when it comes to their fatty, salty and sugary offerings...

7 And this is an important lesson. Communication can create the vision and essential shareholder dialogue and become a leading star, but action needs either to be in place or strategically lined-up, and it must be transparent. If handled

⁵ The Real Bears is an anti-soft-drink advertising campaign by the Center for Science in the Public Interest, which started in October 2012. It is a parody of Coca-Cola Company’s ad campaigns depicting polar bears.



right, what seemed to be a threat can be turned into an opportunity. It's always better to stand up to the challenge and face your real enemies (especially those within) instead of sticking your head in the sand like the proverbial ostrich. In the long run, people will respect you and ultimately support you for it. Engage your stakeholders and work together with them to solve the task ahead. Then your worst enemies could just end up being your best friend.



Reading Comprehension

1 Read the text and decide whether the following statements are true (T) or false (F).

- 1) Coca-Cola launched its bold anti-obesity campaign, but it was doomed to be fruitless.
- 2) According to the author, that companies are doing their utmost to stay ahead of the competition is the true symbol of capitalism.
- 3) Pepsi changed their advertising strategy during Super Bowl 2010.
- 4) Sustainability communication is used as a strategic tool when Coca-Cola moves into anti-obesity efforts.
- 5) Consumers buy certain products just because they like the celebrities in the advertisements.
- 6) Pepsi's new marketing strategy is more successful than Coca-Cola's.
- 7) Coca-Cola failed to create an approach that engaged its many stakeholders.
- 8) Coca-Cola's move is bold but clever, because Coca-Cola has avoided admitting that its high-sugar drinks are part of the obesity problem.
- 9) Selling mostly unhealthy and sugary drinks poses the major threat to many companies.
- 10) Coca-Cola's recent move shows that to turn a threat into an opportunity, both communication and action are needed.

2 Read the text again and answer the following questions.

- 1) Why are Coca-Cola's anti-obesity efforts so vital?
- 2) What does the author say is the true symbol of capitalism?
- 3) What are the marketing campaigns launched by Coca-Cola and Pepsi respectively? What is the message conveyed?
- 4) What is the new information passed on by Coca-Cola's recent move toward anti-obesity?
- 5) Why is the move good news for concerned investors?
- 6) Why is Coca-Cola's anti-obesity move bold and clever?
- 7) How do you understand that "your worst enemies could just end up being your best friend" (para. 7)?

3 *Exploring beyond the text*

As mentioned in the text, “Competition [between the two soft-drink giants] has moved on from the traditional battlefield to encompassing sustainability, almost following the mantra: Whatever you can do, I can do greener.” (para. 2)

Work in a group and discuss the following questions. Then share your ideas with your classmates.

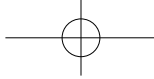
- 1) What is sustainability advertising?
- 2) Can you find evidence (cases of advertisements) to show that there’s similar advertising in China?
- 3) What are the effects of sustainability advertising on the lives of consumers in China?

Language Focus

1 *Complete the sentences with the appropriate words in the box. Change the form when necessary.*

launch	obesity	pledge	tackle
savvy	encompass	stakeholder	tactical
proactive	scrutiny		

- 1) The company is under intense _____ because of its environmental record.
- 2) There is more than one way to _____ this problem.
- 3) The Kenyan athlete made a(n) _____ error in starting too fast.
- 4) The team will conduct surveys to gather _____ feedback and will analyze the resulting data regarding communication.
- 5) The young man, who inherited his grandfather’s chin and business _____, helps his mom run the foundation.
- 6) The president fulfilled his election _____ to end the war.
- 7) The government should have been _____ in identifying and preventing potential financial problems.
- 8) Those areas are found to have increased rates of preventable risk factors, such as _____, smoking, poor diet and inactivity.
- 9) Wesley _____ a campaign to raise 7,000 dollars to restore the monument.
- 10) The student debates will _____ a range of subjects.



2 Complete the following sentences with the appropriate phrases in the box. Change the form when necessary.

engage in	ahead of	pull back	come to
fizzle away	at stake	be faced with	end up
stand up to	in support of		

- The reason we're advancing our program here for homeland security is to stay _____ the threat.
- The president and his advisers made a mistake by urging the country to _____ from Iraq.
- Mr Williams should not _____ this affair against your friend and patron.
- Unions also mobilize people to vote _____ government measures that serve to redistribute wealth.
- With not enough financial support, his hope of completing his search had _____ completely.
- The judge's reputation for integrity and competence is _____ in this complicated case.
- At that time, the country _____ the prospect of war.
- I was already on my way when it suddenly _____ me that I hadn't hung out my washing.
- Is this wooden building going to _____ the strongest gales?
- Some people just do their job and are themselves and they _____ being leaders.

3 Word power building

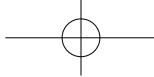
A. The eight words in the following diagrams are taken from the text you've read. Look them up in a dictionary and copy down the words that are often used together with them. Some examples are offered for your reference.





B. Complete the following sentences.

- 1) Liszt's piano music presents an enormous _____ (技巧挑战).
- 2) There was _____ (缺乏沟通) between Pamela and her parents.
- 3) The party is attempting to _____ (让……参与政治) young people.
- 4) We're going to _____ (举办一场比赛) to see who can swim the farthest.
- 5) The company has done some _____ (有效的营销活动) of the new model.

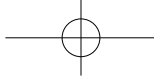


- 6) They have worked hard in order to win the contract amongst _____ (激烈竞争).
- 7) Their _____ (总体策略) is good, but one or two of the details should be improved.
- 8) Prior to joining Aunt Fannie's, Hastie worked as a(n) _____ (营销总监) at Salt & Straw Ice Cream.
- 9) The company was put up for sale yesterday in a(n) _____ (惊人之举) by the management.
- 10) He is currently _____ (忙着) a dispute with his former business partner.
- 11) Mass culture turns people into _____ (消极消费者), and their participation is limited to the choice between buying and not buying.
- 12) The demonstration represents a(n) _____ (直接挑战) to the university's new law.
- 13) We are in _____ (经常联系) with the customers.
- 14) What can be done to protect _____ (普通消费者) from unscrupulous service operators?
- 15) She wondered whether she had _____ (做得对) in telling the truth.
- 16) Scientists are looking for _____ (更廉价的办法) to reduce carbon dioxide.

4 *Translate the following sentences taken from the text into Chinese.*

- 1) Ever since Coca-Cola launched its bold anti-obesity efforts, employees must have felt like bulls (or polar bears) in a china shop as critics pointed accusing fingers, but ultimately it was a vital decision. (para. 1)

- 2) Consumers want to be engaged in more than mere entertainment, they want brands to stand up and make a difference for people and the planet, and they want to feel that they are supporting something good with their hard-won cash. (para. 2)



3) Competition has moved on from the traditional battlefield to encompassing sustainability, almost following the mantra: Whatever you can do, I can do greener. (para. 2)

4) The anti-obesity campaign is not only consumer facing, it's telling Coca-Cola's many stakeholders that Coca-Cola has a strategy to tackle obesity. (para. 3)

5) Coca-Cola is far from the only company faced with similar strategic challenges with the core of its business model at threat: selling mostly unhealthy, sugary drinks. (para. 6)

5 *Translate the following sentences into English, using the expressions in brackets.*

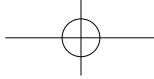
1) 英国政府威胁要将其担忧公之于众，但后来却没有这么做。(pull back)

2) 行业领袖希望科学家从事应用性研究，而非理论性研究。(engage in)

3) 我们的热情很快就消失了，而我们的计划也完全没有实现。(fizzle away)

4) 英国航天部门的两万多人面临失业的危险。(at stake)

5) 她的声音听起来有些颤抖，好像是不得不强迫自己勇敢地面对她的哥哥。
(stand up to)



6 Writing

Children's exposure to TV advertisements for unhealthy food products (i.e. high-calorie and low-nutrient snacks, fast foods and sweetened drinks) is a significant obesity risk factor. Research has found that for every one-hour increase in TV viewing per day, there are higher intakes of sugar-sweetened beverages, fast foods, red and processed meat and overall calories. Other research has found that children who watch more than three hours of television a day are 50% more likely to be obese than children who watch fewer than two hours. How much advertising-triggered obesity is evident in your neighborhood?

Browse the Internet for opinions and evidence concerning the following questions and write a brief report.

- 1) Should junk food advertisements be banned in China? Why or why not?
- 2) What should the food industry do to regulate its advertisements for the sake of children's health?

Reading Skills and Strategies

Evaluating the Validity of Inference



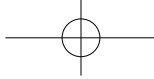
Instruction

In Book 2 Unit 6, we learned some guidelines on how to make inferences. And in this section we will deal with how to evaluate the validity of inference. A valid and logical inference will help readers grasp the ideas that the author wants to convey, and is key to understanding the main idea of a text. Moreover, evaluating the validity of an inference is crucial in developing our critical and solid understanding.

Read the following paragraph, study the two main ideas that follow it, and decide which makes more sense.

Coach Lerner, my basketball coach, is six feet ten inches tall with a voice that booms like a foghorn and the haircut of a drill sergeant. Every morning, he marches onto the basketball court at precisely 8:00 and dominates the gymnasium for the next three hours. He barks orders at us the entire time and expects that we will respond like troops on a battlefield. And if we fail to obey his commands, he makes us spend another 45 minutes under his rule.

- A. Playing on Coach Lerner's team is like being under the command of an army general.
- B. Playing on Coach Lerner's team is difficult.



If you choose main idea A, you have probably grasped the difference between valid and invalid inferences. This main idea is solidly supported by many clues, such as “booms like a foghorn,” “the haircut of a drill sergeant,” “marches onto the basketball court,” and “barks orders.” Thus, though choice B may be true—it might be difficult to play on Coach Lerner’s team, choice A is the only idea that all of the sentences in the paragraph support.

To reach a valid inference, the following clues can be helpful.

- Sufficient evidence is the essential basis for a valid inference.
- The author’s tone of voice is the key to a reliable inference.
- Other clues such as cohesive devices (however, furthermore, therefore, etc.) and some rhetorical questions can also help you reach a proper inference.

Now read the passage below and answer the following questions.

The opportunities are right there in front of us to learn valuable life lessons by watching athletic events from the sofas, stands, and sidelines. Games, cups, playoffs, tournaments, bowls, matches, and other events are available every single day of the year. Parents, educators, coaches, mentors, and empirical evidence encourage participation in youth sports or other extracurricular activities so children can develop their talents, experience team dynamics, make memories, and have fun. Most activities, especially sports, require actual hands-on participation to enjoy to the fullest. However, what about the non-competitive kids who are passionate about their game?

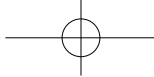
Players learn life skills firsthand through participation, but fans can also acquire lessons from pure observation. If you truly listen, sports broadcasting provides significantly more substance than just the play-by-play of the game. In spite of being a secondary experience, these life skills can actually be learned without wearing the uniform:

1. Agree to Disagree

Accepting individual differences and opposing perspectives is a survival skill of adulthood. We disagree about our political candidates or Coke vs. Pepsi, so having a favorite sports team is no exception. Since we are encouraged to practice acceptance toward individual differences, getting downright angry during a “my team is better” debate appears foolish. Thus, sports teams can be a great place to learn that it is okay to have different favorites.

2. Respect Cultural Norms

Whether it is painting their bodies green, wearing a cheese wedge hat, or chanting the fight song, every team’s fan base has something they do to support their team. These common fan-based behaviors create the energy that bonds them together, like a secret handshake. Off the field or court, understanding different cultural norms in any situation is the core of social intelligence.



3. Loyalty

When our team wins, we feel pride and joy; when they lose, we ache. Similar to when a friend or family member is going through a rough patch, we support them, even if they disappoint us. Most importantly, we stick by our team through all seasons, regardless of their performance, and do not just follow the hot champion.

4. Geography

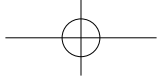
Games, tournaments, cups, matches, playoffs, and bowls are broadcasted from all around the world. Some events are held in places that might not be on our radar. Thanks to these global events, children are introduced to foreign lands, hear random location facts, and can find them on a map or Google Earth. Would you have ever heard of some of those places without sporting events?

...

The good news is that there are sports on television every single day of the year, as well as easily accessible online. Our culture would not have it any other way. Unconventional, yes; but the lessons are there in front of us.

Questions:

- 1) “Most activities, especially sports, require actual hands-on participation to enjoy to the fullest. However, what about the non-competitive kids who are passionate about their game?” (para. 1)
What can you infer from the author’s using “however” and his following question? Why is the cohesive device “however” the key to your inference of the author’s opinion?
- 2) “If you truly listen, sports broadcasting provides significantly more substance than just the play-by-play of the game.” (para. 2)
Which are the key adverbs in the sentence that can enhance your inference? And why?
- 3) There are four paragraphs in the passage that discuss life skills learned from sports. In which paragraph is the skill not emphasized with a conclusion? Why doesn’t the author stress it at the end of the paragraph with a conclusion?
- 4) “Would you have ever heard of some of those places without sporting events?” (para. 6)
It is a rhetorical question, one that is self-evident or one to which an answer is not expected. How does a rhetorical question help readers come to their inference and get the idea the author intends to convey?



Further Reading

Rise of Social Media Takes Toll on Traditional Advertising

*Ross Gerber*¹

¹ Ross Gerber is the president and CEO of Gerber Kawasaki, Inc., in Santa Monica, California. He is a frequent guest on CNN and CNBC, as well as a contributing writer for forbes.com. The text is taken from forbes.com (May 4, 2016).

² The Coachella Valley Music and Arts Festival (commonly referred to as Coachella or the Coachella Festival) is an annual music and arts festival held at the Empire Polo Club in Indio, California. The event features musical artists from many genres of music, including rock, indie, hip hop, and electronic dance music, as well as art installations and sculptures.

³ Instagram is a photo and video-sharing social networking service owned by Facebook, Inc.

⁴ Snapchat is a multimedia messaging app popular in North America and Europe.

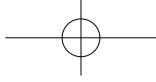
⁵ Millennials (also known as Generation Y) are the demographic cohort following Generation X. There are no precise dates for when this cohort starts or ends. Demographers and researchers typically use the early 1980s as starting birth years and the mid-1990s to early 2000s as ending birth years.

1 Sometimes it takes a while for entrenched and fundamentally unproductive business practices to die, but it's safe to say that traditional advertising, with its focus on "one way" communications to the consumer, emphasis on TV and radio, and reliance on fuzzy consumer data, is closer to death's door than ever. In its place, we're seeing a revolution in how the savviest brands are engaging and shaping consumer behaviors with a combination of community-driven live events that carry a strong prestige factor, social media-driven online communities and key individual "influencers" who straddle both worlds and whose support for any brand can mark the difference between success and failure.

2 All of this intensifying change in how products and services are sold in terms of consumer engagement and motivation was vividly on display when I attended the most recent **Coachella Valley Music and Arts Festival**². As a lifelong music fan and musician, I attend the event every year, and started doing so well before it evolved into a trendy, spring break destination for young people across the country. In the beginning, it was mostly about the bands. Some were prominent, many were not, but for music lovers, it was paradise. Now, of course, Coachella has taken on a life of its own. The acts have almost become secondary, a backdrop to the larger social gathering taking place, one in which being there isn't nearly enough. Even more important, it seems, is telling the world about it. All of this is both fed by and supports a gigantic online narrative, as the thousands of **Instagram**³, **Snapchat**⁴, Facebook and Twitter messages ricocheting through the social media universe over the last few weeks can attest.

3 The smart folks in corporate America have taken notice, prompting Coachella to take a decidedly more commercial turn in recent years. While some bemoan the uptick in commercialism, in a vacuum it's neither good nor bad, it's merely a sign of the times, and there's no question this advertising disruption and transformation is being driven principally by demographics, with the **millennials**⁵ driving the bus.

- 4 Consider the following:
- Millennials invariably want to be a part of a community, to participate, to see what everyone is wearing and even what they are drinking.
 - What's more, they don't care about TV in the traditional sense, almost at



all. Most of the shows they watch can be viewed either online or don't have commercials, like *Silicon Valley* or *Game of Thrones*.

- Traditional TV and radio ad campaigns that gobble up millions and run for 15 or 30 seconds during highly rated programming are largely useless in reaching this key demographic.

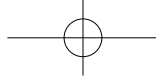
5 All of which means large events like Coachella and organic social media communities comprised of people with similar interests and tastes are becoming more important than ever before, and companies interested in brand building need to adjust their marketing and advertising strategies accordingly.

6 One company that appears to have done just that is Victoria's Secret, a subsidiary of L Brands, which recently said it will no longer mail out its once-celebrated catalog. Not only was it wildly expensive to produce, but for a variety of reasons it was becoming less relevant every day, having gone the way of the compact disc. (Also, it was probably more popular among men than women—and that's a problem.) So rather than spend millions to make and distribute a catalog, the company demonstrated its new approach by instead sending a group of its models to Coachella. Believe me, they were hard to miss. People, of course, took pictures, which then went viral, blanketing social media platforms and winning exposure from a host of other lifestyle-focused online sites that was comparatively dirt cheap to generate and more targeted to its audience.

7 Companies that sponsor professional athletes are using similar tactics. While network and cable television represents diminishing value to advertisers, live sports continue to have tremendous pull because most people watch them in real time, making them one of the few "DVR resistant" pieces of entertainment content remaining. That means when prominent athletes such as Cam Newton or Stephen Curry arrive at the stadium or arena wearing a pair of Beats headphones or an Under Armour hoodie, those images, which get displayed on TV and splashed across social media, are as good as any 15-second television commercial. To some extent this has always happened. Michael Jordan was a walking Nike ad for years. They were synonymous. Even today, for many, it's hard to think of one without the other, but now, with social media, this phenomenon has been taken to another level.

8 The big losers in this equation are the companies that are either in traditional TV or radio and have not adapted to the app world like Viacom or Ford and GM, which spend tens of millions on TV ads with less and less effect. Obviously, the winners are the social media platforms themselves, especially the ones that enable photo sharing, which is hugely powerful among young people, like Snapchat, Instagram, Facebook, Twitter, as well as Google.

9 Aside from that, the future will belong to the companies that are smart enough to create or infiltrate events where young people with discretionary income and a set of shared tastes want to be. To put it another way, companies need to go where the consumers of today are, not where they expect them to be, in front of their television.



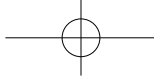
Reading Comprehension

1 *Read the text and decide whether the following statements are true (T) or false (F).*

- 1) Traditional advertising is likely to die out soon.
- 2) The savviest brands don't see any necessity to engage their consumers' attention.
- 3) Traditional advertising seldom relies on consumer engagement.
- 4) Millennials want to be a part of a community.
- 5) Millennials enjoy watching ad-free shows online.
- 6) Traditional TV and radio ad campaigns are effective in reaching their target consumers.
- 7) Victoria's Secret has changed its advertising strategy and attracted the attention of more consumers.
- 8) The future will belong to the companies that are smart enough to focus on well-to-do young people.
- 9) Consumers prefer watching television all day.

2 *Read the text again and answer the following questions.*

- 1) Why is traditional advertising "closer to death's door than ever"?
- 2) What is the tactic the savviest brands employ to revolutionize advertising?
- 3) What change did the author witness when he attended the most recent Coachella Valley Music and Arts Festival?
- 4) What are the distinctive characters of the millennials?
- 5) Why did Victoria's Secret send a group of its models to Coachella? And what does it imply?
- 6) How can live sports be the most effective way of advertising?
- 7) Why is TV and radio advertising less and less effective nowadays?
- 8) How can companies market their products successfully in the age of social media?



Paraphrase

Explain the following sentences in your own words, bringing out any implied meaning.

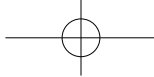
- 1) Sometimes it takes a while for entrenched and fundamentally unproductive business practices to die... (para. 1)

- 2) While some bemoan the uptick in commercialism, in a vacuum it's neither good nor bad, it's merely a sign of the times... (para. 3)

- 3) Millennials invariably want to be a part of a community, to participate, to see what everyone is wearing and even what they are drinking. (para. 4)

- 4) Aside from that, the future will belong to the companies that are smart enough to create or infiltrate events where young people with discretionary income and a set of shared tastes want to be. (para. 9)

- 5) To put it another way, companies need to go where the consumers of today are, not where they expect them to be, in front of their television. (para. 9)



Translation and Appreciation

Translate the following sentences into English. Then compare your translations with the original sentences in the text and appreciate the language and style.

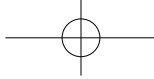
- 1) 毫无疑问，这种广告业的混乱与转型主要是人口结构改变的结果，千禧一代则是领头的推动者。

- 2) 在电视台、电台的黄金档节目中插播 15 秒或 30 秒广告，耗资可达数百万。然而，在很大程度上，这些传统广告却无法抵达这一重要的人群。

- 3) 维密宣布它将不再寄送曾得到广泛认可的产品宣传册。这不仅因为制作成本极为昂贵，而且由于种种原因，这种做法正日渐与生活脱钩，就像光盘一样过时了。

- 4) 人们当然会照相，然后便疯狂传播，地毯式地覆盖了社交网络平台，进而被众多以生活方式为主题的网站报道。相比之下，这样的营销与广告极其廉价，而且触及了更大的目标群体。

- 5) 尽管网络与有线电视对广告商的价值日渐减小，现场体育直播仍然有巨大的吸引力，因为大多数人都会看直播，继而使体育实况成为为数不多的不受数码录像影响的娱乐内容。



Follow-up Project

A marketing plan for a product or service through social media

Social media advertising is the use of social media platforms and websites to promote a product or service. It has become an increasingly vital means for companies to market their products and services, especially with the millennials.

Work in groups of 5-6 students and work out a marketing plan using social media. Follow the suggested steps for the project.

1
STEP

Decide on a product or service that you think will be popular among college students. The following items are for your reference.
a snack, a piece of sports equipment, a piece of clothing, a service

2
STEP

Browse the Internet and search for strategies and tips about social media marketing.

3
STEP

Discuss in the group the strategies you want to adopt for the product or service. Pay attention to the characteristics of your product or service, the likely preferences of the target market and the appropriate marketing methods.

4
STEP

Work out a marketing plan and present it in class.



Unit Reflection

1. List five words or expressions that can best reflect your understanding of the power of advertisements in the modern world.

2. Find three impressive words or expressions about the competition between Coca-Cola and Pepsi.

3. Name one of your favorite advertisements, and justify your choice.

4. Are you influenced by social media advertisements? If yes, to what extent and why? If not, why not?

5. How can you make appropriate inferences while reading? How will this process facilitate your reading?
