## **Corporate Culture**

## **Learning Objectives**

### In this unit, you will learn

- to recognize signposts words;
- > to get to know the features of organizational culture;
- ➤ to discuss how to build a positive organizational culture;
- > to talk about the organizational culture of a company.

### Section A Lead-in



#### Look at the pictures below and answer the questions.



- ♦ What have you learned about insurance?
- What foreign-funded insurance companies in China do you know? Say something about one of them.



How much do you know about Baidu besides their search engine? Name at least ten facts about Baidu.

# Reading Aloud

Basically, organizational culture is the personality of the organization.

This Culture is **comprised** of the assumptions, values, norms and **tangible** signs of organization members and their behaviors. Members of an organization soon come to sense the particular culture of an organization. Culture is one of those terms that's difficult to express **distinctly**, but everyone knows it when they sense it. For example, the culture of a large corporation is quite different from that of a hospital or a university. You

comprise v. 组成,构成 tangible adj. 真实的

distinctly adv. 清楚地

can tell the culture of an organization by looking at the arrangement of furniture, what they talk about, what members wear, etc.—similar to what you can use to get a feeling about someone's personality.

Organizational culture can be looked at as a system. Inputs include feedback from, e.g., society, professions, laws, stories, values on competition or service, etc. The process is based on our assumptions, values and norms, e.g., our values on money, time, facilities, space and people. Outputs or effects of the culture are, e.g., organizational behaviors, technologies, strategies, image, logo, products, services, appearance, etc.

(178 words)

#### **Questions:**

- ♦ Why do we think of the organizational culture as the personality of a company?
- ♦ Why do the members of an organization soon come to sense their organizational culture?
- ♦ Why do we think it so hard to express organizational culture clearly?
- ♦ As a system, what respect does organizational culture embody in?

## Section B Listening Focus

### Listening for Signpost Words

In listening tasks, the speaker often uses some words or phrases which may help listeners follow the speaker so that he/she can understand and predict what the speaker is going to say next. These words are called signpost words. They are used to link or connect one idea with another, show what is happening or the direction in which a conversation, talk or discussion is leading. Recognising signpost words and using them to predict what a speaker will say is a very important skill you need to grasp.

|    | Corporate cultur   | e can be negativ   | e, neutral,             | or positive,  | , it changes over ti   |
|----|--|--|-------------------------|---|--|
|    | (Leading towar   | ds a contrast or   | opposite)               |   |  |
| 2. | ,  | companies seen   | n to be re              | lying on the  | e CFO's more informal influer  |
|    | (contrast or opp   |  |                         |   |  |
| 3. |  | _, a notable diff  | erence betv             | veen Chinese  | e and Western business etiquett  |
|    | conflict handling  | g. (Introducing  | an exampl               | e)  |  |
| 4. | CFOs in manuf  | acturing,  |                         | , are sig   | nificantly more likely to be va  |
|    |  |  |                         |   | Introducing an example)  |
| 5. |  | , the financial  | department              | t must decide   | e how much of any surplus fund   |
|    |  |  | _                       |   | viding additional information  |
| 5. | _  |  | _                       | _   | e the outsourcing or offshoring  |
|    | finance activities   | -  |                         |   |  |
| 7. |  | _  |                         |   | gesting cause and effect or resu   |
|    | _  | _  |                         | _   | evant records they   |
|    |  |  |                         | -   | , not only the ba  |
|    |  |  | -                       |   |  |
|    | imormation add   | out an employe   | te necus i              | o de Kepi   | but also now they in into  |
|    |  |  |                         | _   | but also how they fit into result)   |
| ). | organizational sy  | ystem. ( <b>Suggesti</b>   | ng cause a              | nd effect or  | result)  |
| 9. | organizational sy  | ystem. ( <b>Suggesti</b><br>ould like to talk  | ng cause a              | nd effect or  |  |
|    | organizational sy<br>I we<br>the stages of a t   | ystem. (Suggestiould like to talk alk)   | ing cause a about the e | nd effect or<br>arly develop                              | result) ment of our company. (Setting  |
|    | organizational sy I we the stages of a t, Mr.  | ystem. (Suggestiould like to talk alk)   | ing cause a about the e | nd effect or<br>arly develop                              | result)  |
|    | organizational sy<br>I we<br>the stages of a t   | ystem. (Suggestiould like to talk alk)   | ing cause a about the e | nd effect or<br>arly develop                              | result) ment of our company. (Setting  |
| 10 | organizational sy I we the stages of a t , Mr. of a talk)  | ystem. ( <b>Suggesti</b><br>ould like to talk<br><b>alk</b> )<br>Smith gave an e         | about the e             | nd effect or<br>arly develop<br>mmary of th               | result) ment of our company. (Setting me meeting. (Setting out the sta                               |
| 10 | organizational sy I we the stages of a t, Mr. of a talk)   | ystem. (Suggestiould like to talk alk) Smith gave an eving sentences                     | about the eexcellent su | nd effect or<br>arly develop<br>mmary of th               | result) ment of our company. (Setting me meeting. (Setting out the sta                               |
| 10 | organizational sy I we the stages of a t  organizational sy The stages of a t | ystem. (Suggesticular like to talk alk) Smith gave an eximple sentences assignpost words | about the eexcellent su | arly develop mmary of the                                 | result) ment of our company. (Setting me meeting. (Setting out the sta with the signpost words. Iden |
| 10 | organizational sy the stages of a t  of a talk)  sten to the followat function the   | ystem. (Suggesticuld like to talk alk) Smith gave an eximum sentences assignpost words   | about the eexcellent su | nd effect or<br>arly develop<br>mmary of th<br>the blanks | result) ment of our company. (Setting me meeting. (Setting out the sta with the signpost words. Iden |
| i  | organizational sy the stages of a t  of a talk)  sten to the followat function the   | ystem. (Suggesticuld like to talk alk) Smith gave an eximum sentences assignpost words   | about the eexcellent su | nd effect or<br>arly develop<br>mmary of th<br>the blanks | result) ment of our company. (Setting me meeting. (Setting out the sta with the signpost words. Iden |

| 4. | all-out efforts we made, we managed to reach the target we set at the            |
|----|--|
|    | beginning of this year.  |
| 5. | Preparation was made for this forum,, notebooks and pencils                      |
| 6. | retailing business, internet is also playing an important role in wholesaling    |
|    | business.  |
| 7. | Travelling the world is always exciting nothing can beat the joy of coming home. |
| 8. | I could not enjoy the daythe awful weather.                                      |
| 9. | , if you really want to start an online store, you'll need a great product and a |
|    | user-friendly website,, you'll have to make a solid marketing plan.              |
| 1( | ). It is a useful book and, , not an expensive one.                              |

## Section C Work Step by Step

Task 1 Getting Started—Internet Giant



(Task1 is based on the interview between Baidu's CFO Li Xinzhe and CNN's News Reporter Eunice Yoon.)

1. Watch the first part of the interview and answer the three questions below.



CFO of Baidu: Li Xinzhe



CNN's News Reporter Eunice Yoon

|                      |          |                       | Word ba     | nk               |           |                   |
|----------------------|----------|-----------------------|-------------|------------------|-----------|-------------------|
| dynasty              | n.       | 朝代                    |             | search engine    |           | 搜索引擎              |
| dominate             | v.       | 占主导地位                 |             | NASDAQ           | n.        | 纳斯达克指数            |
| gain ground          | n.       | 占据优势; 赢得-             | 一席之地        | high-profile     | adj.      | 备受瞩目的             |
| retreat              | n.       | 退出                    |             | run into problem | IS        | 遇到问题              |
| alleged              |          | 有嫌疑的                  |             | cyber-attacks    | n.        | 网络攻击              |
| notorious            | adj.     | 声名狼藉的                 |             | censorship       | n.        | 网络审查              |
| pitagainst           |          | 使竞争;使与…               | …对抗         | replicate        | v.        | 复制                |
| a whole slew         | of       | 整个一系列的…               | •••         |                  |           |                   |
| 0                    |          |                       |             |                  |           |                   |
| Question             |          |                       |             |                  |           |                   |
| 1) What              | is the E | Baidu?                |             |                  |           |                   |
|                      |          |                       |             |                  |           |                   |
| 2) Who i             | s the B  | aidu's biggest rival  | .?          |                  |           |                   |
| O) 117               |          | CD :1.0               |             |                  |           |                   |
| 3) What              | is the c | ore of Baidu?         |             |                  |           |                   |
| <b>A 337</b> / 1 / 1 |          |                       |             |                  | 0.41 0    | n .               |
|                      |          | o clip again and cho  |             |                  | of the fo | ollowing question |
|                      |          | ord comes from the    |             | _                |           |                   |
| A. Sor               | ng Dyna  | asty B.               | Ming Dyr    | nasty            | C. Qing   | g Dynasty         |
| 2) The w             | ord Ba   | idu originates from   | ancient ti  | mes but now it's | the nan   | ne of             |
|                      |          | na's research leade   |             |                  |           |                   |
|                      |          | na's technology lea   |             |                  |           |                   |
|                      |          | na's art leaders      |             |                  |           |                   |
| e. one               |          | na s are readers      |             |                  |           |                   |
| 3) When              | did Ba   | idu go public?        |             |                  |           |                   |
| A. In 2              | 2003.    | В.                    | In 2004.    | (                | C. In 20  | 005.              |
| 4) Why a             | lid Raid | du win the Chinese    | market?     |                  |           |                   |
| -                    |          | Google retreated from |             |                  |           |                   |
|                      |          | aidu listed on the N  |             | racantly         |           |                   |
|                      |          |                       | _           | · ·              |           |                   |
| C. Bec               | ause B   | aidu cooperated wi    | ui Cilliest | aumornies.       |           |                   |
| 5) What'             | s the sl | nare of the existing  | market of   | Baidu?           |           |                   |
| A. 46                |          | _                     | 47%.        |                  | C. 48%    |                   |

## 3. Watch the second part of the interview and decide if the following statements are true (T) or false (F).

| Word bank |      |        |             |      |        |  |
|-----------|------|--------|-------------|------|--------|--|
| flow      | n.   | 流动,流通  | perspective | n.   | 远景; 前途 |  |
| niggling  | adj. | 为琐事操心的 | apparatus   | n.   | 机构     |  |
| elaborate | v.   | 详细说明   | nurture     | v.   | 培育     |  |
| dimension | n.   | 特点;方面  | vibrant     | adj. | 充满生气的  |  |

- ( ) 1) According to the news reporter, the powers of the Chinese government to regulate Chinese Internet are increasing.
- ( ) 2) As a search engine, Baidu can provide more information on the Internet without any restriction.
- ( ) 3) Li Xinzhe believes that the media space has developed largely in terms of the openness and freedom of flow of information in the past 30 years of the whole world.
- ( ) 4) According to the news report, the Chinese government actually believes that Baidu is too powerful.
- ( ) 5) The rapid developing of the internet can meet the different purposes of people, which produces a new kind of economy.
- 4. Watch the last part of the interview and answer the questions below.

| Word bank |    |     |              |    |    |  |
|-----------|----|-----|--------------|----|----|--|
| copycat   | n. | 抄袭者 | appreciation | n. | 欣赏 |  |

- 1) What did the reporter mean by "you can't be a leader if you are a follower"?
- 2) According to the interview, how many International companies have got a foot into the China's Internet space? What are they?
- 3) How does Baidu gain the market in China?

## B. Let's Talk

The excellent business philosophy can guide a company to success and establish a trustful

relationship with clients. Letting customers know the company's business philosophy can open a leaf of window for its unique organizational culture.

Supposing you are a marketing manager of Baidu, how will you introduce the excellent business philosophy of your company?

#### 1. When you talk about the core concept of a company

#### Useful words and expressions

| business philosophy | 经营理念    | fundamental adj.           | 基础的,基本的 |
|---------------------|---------|----------------------------|---------|
| foundation n.       | 创立,建立   | ever since                 | 从开始     |
| include v.          | 包括      | interpersonal relations    | 人际关系    |
| utmost adj          | . 最大限度的 | Honesty is the best policy | . 诚实是上策 |

#### **Useful Sentences**

Now I would like to briefly introduce the fundamental business philosophy.

Ever since the foundation of our company in..., the business philosophy of our company includes ...

Having trust in each other is very important because doing business requires ...

- ... is the best policy of our company.
- ... is indeed one of the best strategies in order to win the trust from our customers.

#### 2. When you talk about the cooperation in business philosophy

#### Useful words and expressions

| essential adj.                    | 基本的,必需的 | in this respect      | 在这方面     |
|-----------------------------------|---------|----------------------|----------|
| in all respects /in every respect | 在各方面    | in some respects     | 在某些方面    |
| make an effort to do              | 努力做     | make a special effor | t 做特殊的努力 |
| make no effort                    | 不做任何努力  | maintain v.          | 保持       |
| be based on something             | 以为基础,基于 | contribute v.        | 贡献,提供    |

#### **Useful Sentences**

Cooperation is essential in business. In order to compete equally with other companies, cooperation in our company is very important.

In this respect, we make a special effort to establish good communication and cooperative relationships between management and labor.

We also try to let our workers compete with one another, while maintaining a cooperative relationship among them.

Honesty and hard work contribute to a success.

#### Task 2 Going Further—Baidu's Unique Culture



## A. Sharpen Your Ears

1. Watch the first part of the news and decide if the following statements are true (T) or false (F).

#### Word bank 踢沙包 摆脱…… hacky sack break free from 规则,规范 争论 dispute norm n. ν. 迎合国情 灵活的 embrace local practices freewheeling adj.

- ( ) 1) Hacky sack is a typical game for Chinese workers at their workplaces.
- ( ) 2) Baidu has not set its own strict office rules for workers.
- ( ) 3) According to Wang Yixuan's interview, the relations between his co-workers have become more harmonious.
- ( ) 4) Baidu dominates the internet in China after the Google quit the Chinese market.
- ( ) 5) Supplying both domestic and international needs is the key to Baidu's success.

#### 2. Watch the first part again and underline the correct words in bold.

A (1) game/gain of hacky sack is a typical part of Wang Yixuan's day at this not so typical Chinese (2) workplace/workpiece. Wang is an engineer at local search engine Baidu, a company that he says allows him and his co-workers to break free from China's (3) strick/strict office norms.

**Wang:** When we are at work(s), we are, we always, equal and we share each other's **(4) opinion/opinions.** It's just like play.

Baidu dominates the internet in China. The company's website is the go-to (5) destination/distention for Chinese to search online, more popular than Google even before the US web giant's (6) disbuilt/dispute with government authorities here. Baidu credits its success to knowing when to embrace local practices and when to borrow from the freewheeling customs of the West.

3. Watch the second part of the news and complete the spaces with the words in each box.

|                                     |                          | W                           | ord bank                      |                  |                        |
|-------------------------------------|--------------------------|-----------------------------|-------------------------------|------------------|------------------------|
| hierarchy<br>stiff<br>spawn<br>edgy | n.<br>adj.<br>v.<br>adj. | 等级制度<br>强烈的<br>使大量出现<br>前卫的 | innovative<br>woo<br>start-up | adj.<br>v.<br>n. | 富有创新精神的<br>追求<br>新办的企业 |

#### The unique culture of Baidu:

| 1) There is no                      | _, no  | · |                        |
|-------------------------------------|--------|---|------------------------|
| 2) The workers feel that they are _ |        |   |                        |
| company that they can               | ·      |   |                        |
| 3) If your idea is                  | , it's |   | no matter what kind of |
| you are.                            |        |   |                        |

#### **Something about Wang Yixuan and his co-workers:**

| 1) He joined Baidu right after one        | e of China | 's to | p univer | rsities | over |
|---|------------|-------|----------|---------|------|
| years ago.                                |            |       |          |         |      |
| 2) When he is years old, he manages a t   | eam of     |       | mem      | bers w  | hose |
| main job is to make sure if               |            | on    | Baidu,   | you     | find |
| ·   |            |       |          |         |      |
| 3) His dream is to be a                   | _•         |       |          |         |      |
| 4) The average age of his co-workers at   | is only _  |       |          |         | , as |
| China's young people look to be a part of |            |       | ·        |         |      |
|   |            |       |          |         |      |

## B. Let's Talk

The good organizational culture is always stressing the spirit of team. With team spirit, a company is an efficient and systematic organization. Cultivating workers' team spirit and sense of collective honor can be the one of main base works for a company.

Supposing you are an employee of Baidu, what is your view about the team spirit?

#### Useful words and expressions

| team work      | 团队精神          | union n. 团结; 联合           |
|----------------|---------------|---------------------------|
| lazy           | adj. 懒惰的      | gossip v. 聊·····的闲话       |
| conflict       | n. 冲突         | maintain v. 保持            |
| deadline       | n. 最后期限, 截止日期 | strengthen v. 加强          |
| time-consuming | adj. 耗时的      | Union is strength. 团结就是力量 |

#### **Useful Expressions**

#### What type of people do you prefer to work with?

I don't like lazy people or people who gossip.

I like working with all types of people.

I like working with people who work well under pressure.

I don't like people who are always cracking under pressure.

I can work with anyone as long as they are honest.

Are there any types you don't like working with?

#### How do you get along with your co-workers?

Occasionally I might run into a conflict with someone.

When this happens, I usually focus on what the conflict is about rather than on personalities.

I find that approach helps me to maintain a successful relationship with anyone and often leads to resolution and strengthened relationships.

If the solution is an easy one and not time-consuming, I will help my teammate. Otherwise I will tell him to wait till I finish my project and then I will help him.

## Task 3 Playing Your Role—Changes in Yahoo!



## A. Sharpen Your Ears



Marissa Mayer and Her New Yahoo!

1. Watch the news about Yahoo's new CEO and Complete the Sentences in each box with the words you hear in the news. Then watch the video again to check your answers.

|  | Word bank              |                                  |                                  |              |                       |  |  |  |  |
|--|------------------------|----------------------------------|----------------------------------|--------------|-----------------------|--|--|--|--|
| quote<br>Walmart<br>interim<br>blemish | v.<br>n.<br>adj.<br>n. | 引述;评述<br>沃尔玛连锁超市<br>临时的<br>瑕疵,污点 | terrific<br>excessive<br>scandal | adj.<br>adj. | 极好的<br>过度的<br>丑闻;舞弊案件 |  |  |  |  |

| Yahoo!                    | Marissa Mayer           | Challenges For Yahoo!      |  |
|---------------------------|-------------------------|----------------------------|--|
| Giant                     | years old               | First, she is the          |  |
| years old company with    | of female CEOs          | CEO in years;              |  |
| employees.                | of Fortune 500 company. | Second, she must           |  |
| A company with an amazing | Start her career at     | , and                      |  |
| followingand              | The board of            | what its                   |  |
| huge                      | Talented but sometimes  | For herself, Mayer and her |  |
| The company has been      | excessive attention to  | husband are                |  |
| struggling with           |                         |                            |  |
| for years now.            | Happy in her            |                            |  |

**Corporate Culture** 

2. Watch the news about Marissa Mayer's decision to ban Yahoo's employees from working at home and Complete the Sentences in each box with the words you hear in the news. Then watch the video again to check your answers.

|  |          | Word               | bank                           |                     |
|--|----------|--------------------|--------------------------------|---------------------|
| put a mark on<br>leak<br>collaboration | v.<br>n. | 给打上了烙印<br>透露<br>合作 | morale <i>n</i> . All Things D | 斗志,勇气<br>美国著名新闻博客网站 |

| Changes in Yahoo!       | Marissa Mayer              | <b>New Policy</b>           |
|-------------------------|----------------------------|-----------------------------|
| Employees have          | Take over the CEO of       | Purpose                     |
| food and                | Yahoo for months.          | To become the absolute best |
|                         |                            | place to,                   |
| The whole company and   | She has on                 | andwill be                  |
| employees have a lot of | the company.               | important, so we need to be |
| now.                    |                            | working                     |
|                         | She has                    | Content.                    |
|                         | , from to                  | This new policy will begin  |
|                         | ·                          | in, all Yahoo               |
|                         |                            | working will be             |
|                         | Her latest move is to give | required to work in the     |
|                         | Yahoo                      | or                          |

#### **B. Role-Play**

Marissa Mayer finally spoke out about the most controversial decision: her ban on working from home. Inside Yahoo, some employees reacted to the ban negatively, but most agreed with it, recognizing that Yahoo's culture needs a change.

Supposing you were Marissa Mayer, how will you begin to convince your employees in Yahoo?

#### **Useful Expressions**

#### **Key sentences:**

I fundamentally agree to work in the company's office.

I argue that work should be separated from personal life.

I prefer to stay in the office where the atmosphere of a great passion for work will motivate me for a better job.

I don't think working at home is somehow more convenient as someone defenses that it can save us a lot of time on the bus.

#### **Supporting ideas:**

Work is actually a formal and serious task for individual so that one has to be responsible for the job.

If working at home, it is inevitably possible that I would be disturbed by some trivial things.

So I doubt the advantage that working at home may lead to the irregular life pattern.

Office is, in my view, an ideal place for work. We can operate and communicate face to face without phone or Internet that sometimes set a barrier between us.

#### **Useful phrase:**

First of all...

In addition...

On the other hand...

## Section D After-class Activities

#### Be an Active Listener

Lexus with Your Latte



#### 1. Before Watching

Brief introduction to the news:

INTERSECT BY LEXUS is a unique space in select global cities where people can experience Lexus without getting behind the steering wheel of one of their cars. Guests will be able to engage with Lexus through events, activities, food and culture. Tokyo is the first city to have INTERSECT BY LEXUS. The city draws in visitors from all over and is constantly changing yet retains a traditional and distinctive personality. So, this Tokyo shop and cafe are part of a new concept launched by Toyota's luxury brand to redefine its unique culture and capture new customers.

#### 2. While Watching

#### Video episode 1:

| Word bank                          |            |                          |  |          |                          |
|------------------------------------|------------|--------------------------|--|----------|--------------------------|
| Intersect                          | n.         | 雷克萨斯东京<br>概念店的名称         | cappuccino                                 | n.       | 卡布奇诺咖啡                   |
| luxury<br>departure<br>hold events | adj.<br>n. | 奢侈的;奢华的<br>背离;不同<br>举办活动 | capture<br>high-end products<br>jump-start | v.<br>v. | 夺得; 赢得<br>高端产品<br>推动, 提升 |
| bumpy                              | adj.       | (旅途)颠簸,不顺利               |  |          |                          |

#### A. Watch the first episode and answer the following questions.

- 1) What is the purpose of the Lexus's new showroom in Tokyo?
- 2) What is the big difference between Intersect and the traditional showroom?
- B. Watch again and take notes. As you watch, for questions 1-4, complete the notes, using up to three words and/or a number.

| 1) At Intersect by Lexus you can bu    | ıy a, a<br>. What you can't buy—     | , and even enjoy |
|--|--------------------------------------|------------------|
| 2) This Tokyoluxury brand to           | are part of a new<br>and             | launched by      |
| 3) We are not selling here the Lexus b | •                                    | to get the       |
| 4) Lexus wants visitors here to by     | how a Lexus car will<br>y Japanese . | , so             |

#### Video episode 2:

| Word bank              |            |  |                              |                    |                           |  |
|------------------------|------------|--|------------------------------|--------------------|---------------------------|--|
| crown<br>stodgy<br>Ise | n.<br>adj. | 冠军宝座,桂冠<br>古板的<br>伊势(日本人名)<br>CEO of Lexus | perception<br>unhip<br>sleek | n.<br>adj.<br>adj. | 观念,觉察力<br>过时的,不时髦的<br>时髦的 |  |

| hybrid      | n.   | 混合物,合成物  | reveal   | v.   | 发现,发觉   |
|-------------|------|----------|----------|------|---------|
| ceiling     | n.   | 屋顶;天花板   | dotted   | adj. | 星罗棋布的   |
| miniature   | adj. | 小型的, 微型的 | holistic | adj. | 全盘的,整体的 |
| superficial | adj. | 不深入的     | Dubai    |      | 迪拜      |

#### A. Watch the second episode and try to grasp the main idea of the news.

- 1) Why did Lexus lose the crown in 2011?
- 2) Compared to Lexus's European rivals, what are the disadvantages for this carmaker?

#### B. Watch again, take notes and order these sentences, please mark 1-7 for each one.

- ( ) 1) Lexus hopes visitors at INTERSECT can have a more holistic and emotional experience.
- ( ) 2) Lexus is already planning to open two more INTERSECTs in both New York and Dubai.
- ( ) 3) The visitors at bathroom of INTERSECT may reveal a ceiling dotted with miniature cars.
- ( ) 4) It will be very superficial if you only change company's marketing strategies but not your products.
- ( ) 5) Compared to its European rivals, Lexus's perception in both Japan and the US is stodgy and even unhip.
- ( ) 6) Lexus topped luxury sales in the US for 11 years but lost the crown in 2011.
- ( ) 7) Lexus needs to back up their brand with technological innovation and quality cars.

#### 3. After Watching



#### **Further discussion:**

- A. Why is the garage at INTERSECT an exhibition space as well as an art gallery at the same time?
- B. At INTERSECT, there will be a variety of events including talks and workshops are held regularly. What do you think of the purpose of these events?



C. Born from a collaboration between LEXUS and Norway's coffee bar FUGLEN, the coffee bar at INTERSECT stands concept embodies the idea of "best in the area". What do you consider about this concept "best in the area"?



#### **Presentation**

Suppose you are the marketing manager of LEXUS who is invited by University of Tokyo to make a presentation about the INTERSECT. You are expected to present the basic concept of INTERSECT and why does LEXUS open their shops in Tokyo, New York and Dubai. Please make PPTs when necessary.

You are expected to state:

- ♦ Tokyo is the first city to have INTERSECT BY LEXUS.
- ♦ The city draws in visitors from all over and is constantly changing yet retains a traditional and distinctive personality.
- ♦ Tokyo takes the best of the past and is constantly looking to create a better future.
- ♦ The second INTERSECT BY LEXUS is to open in New York, a city that has a rich culture informed by the world.
- ♦ New York is, in many ways, the typical global city which is drawing people from around the world.
- ♦ People who are often pursuing a dream of their own in New York.
- ♦ The third INTERSECT BY LEXUS will be in Dubai, a unique city that represents innovation and progress in a captivating manner.
- Dubai is unlike anywhere else. The city's international and diverse society is fascinated by the innovative.

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Movie Episode: American Dreams in China



The movie *American Dreams in China* showed the different business leaders and organizational cultures of New Dream, please compare the similarities and differences between *American Dreams in China* and *The Social Network*.