

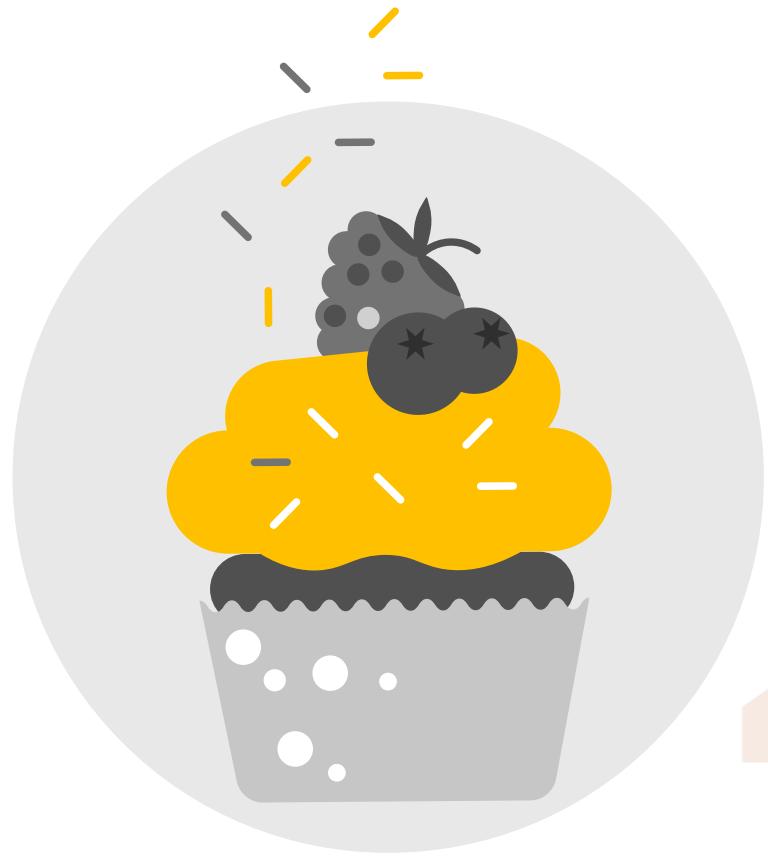
Unit | Brands

黄婕

2025-10-14



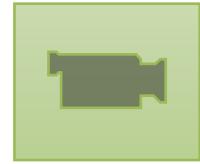
清华大学出版社



Warming up

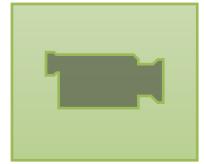
2

Watch the first part of a video clip on brands and complete the following paragraph with the expressions you hear.



Watch the first part of a video clip on brands and complete the following paragraph with the expressions you hear.

A brand is (1) what people feel about you, the service you provide, or (2) your organization. It is (3) part rational but (4) mostly emotional. What is the secret of a strong brand? The answer is (5) surprisingly simple: (6) focus. Great brands stand for something, not many things, one thing. Swedish carmaker Volvo (7) define their brand with a single word: safety. And it seems to work for them. Harley-Davison makes motorcycles. Guess what they stand for? (8) Freedom rather than a more powerful engine, a more reliable bike, or a smooth ride.



3

Watch the second part of the video clip and discuss the following questions.



61%

Watch the second part of the video clip and discuss the following questions.

1. Why does the speaker say brands are experiential?

The essence about providing products or service is about serving people.

2. What are the three things we can do to maintain and grow a brand?

Be different. Make yours stand out. Be vigilant. Don't allow your brand to do things it shouldn't. Be relevant. The marketplace changes constantly. Make sure your brand keeps up.

3. According to the speaker, who owns the brand? Do you agree with that? Why or why not?

Brands are owned by the people.

Language in use

be vigilant 保持警惕、警觉、谨慎

- - to be watchful and alert, especially for potential problems or dangers

- **近义词**

- be alert
- be watchful
- be attentive
- be cautious
- stay on guard
- keep one's eyes open

- **例句**

Companies must be vigilant about changes in consumer preferences.

公司必须对消费者偏好的变化保持警觉。

be relevant 相关的、切题的、有意义的

- - closely connected or appropriate to what is being done or considered; having significance

- **近义词**

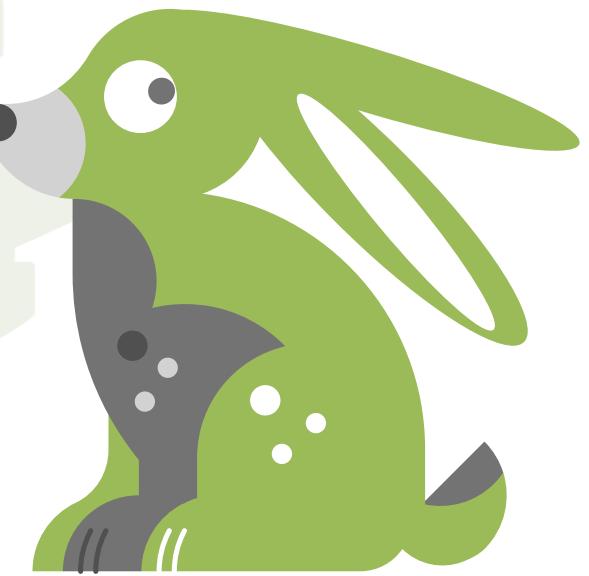
- be pertinent
- be applicable
- be related
- be connected
- be significant
- matter (动词形式)

- **例句**

To succeed, brands must remain relevant to their target audience.

要想成功，品牌必须与目标受众保持相关性。

Text 2 Brand image



品牌形象与品牌识别

Brand Image & Brand Identity

掌握核心概念 | Master Core Concepts

理解两者区别 | Understand Differences

学习管理策略 | Learn Management Strategies

Read the 1st paragraph and answer the questions:

- What is Kevin Keller's definition of **brand image**?



**STRATEGIC
BRAND
MANAGEMENT**
BY KEVIN LANE KELLER

BOOKS SUMMARY &
CRITICAL REVIEW



“Perceptions about a
brand reflected as
associations in the minds
of consumers.”

I. Brand image 品牌形象

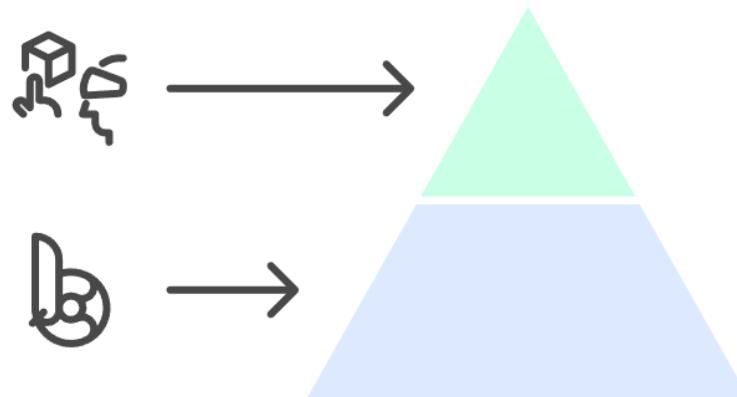
Consumer Brand Associations

Pre-existing Knowledge

Prior understanding of the brand

Brand Experiences

Direct interactions with the brand



Pre-existing brand knowledge

Open Question:

Which country do you think designs the most fashionable clothes?



Language in use

across the board 全面地、普遍地、一刀切地

- - applying to all categories, groups, or areas without exception
- 近义词
 - universally
 - comprehensively
 - generally
 - in all areas
 - without exception
 - for everyone/everything
- 例句

The company announced a 5% salary increase across the board.

公司宣布全员加薪5%。

2. Brand image vs. Brand identity

"品牌形象陷阱"

Brand Image Trap



混淆这两个概念的危险：企业过于关注品牌形象而忽视品牌识别的战略建设

Danger: Companies focus too much on image while neglecting strategic identity building



品牌形象

Brand Image

定义 Definition

消费者实际持有的认知

Consumer's actual perception

视角 Perspective

外部视角 (External)

来自消费者心智

特点 Characteristics

动态变化、难以完全控制

Dynamic, hard to control



品牌识别

Brand Identity

定义 Definition

公司试图传达的信息

Company's intended message

视角 Perspective

内部视角 (Internal)

来自企业战略

特点 Characteristics

战略制定、可主动管理

Strategic, manageable

2. Brand image vs. Brand identity



填空题 Fill in the Blanks

品牌形象反映了消费者心智中的品牌联想。

Brand image reflects brand associations in the consumer's mind.

品牌识别是公司希望传达的期望信息。

Brand identity is the desired message the company wants to convey.

3. Why is brand image so important?

Brand equity
品牌资产

Brand extension
品牌延伸

Investopedia Says:

The term's meaning depends very much on the context. In general, you can think of equity as ownership in any asset after all debts associated with that asset are paid off. For example, a car or house with no outstanding debt is considered the owner's equity because he or she can readily sell the item for cash. Stocks are equity because they represent ownership in a company.

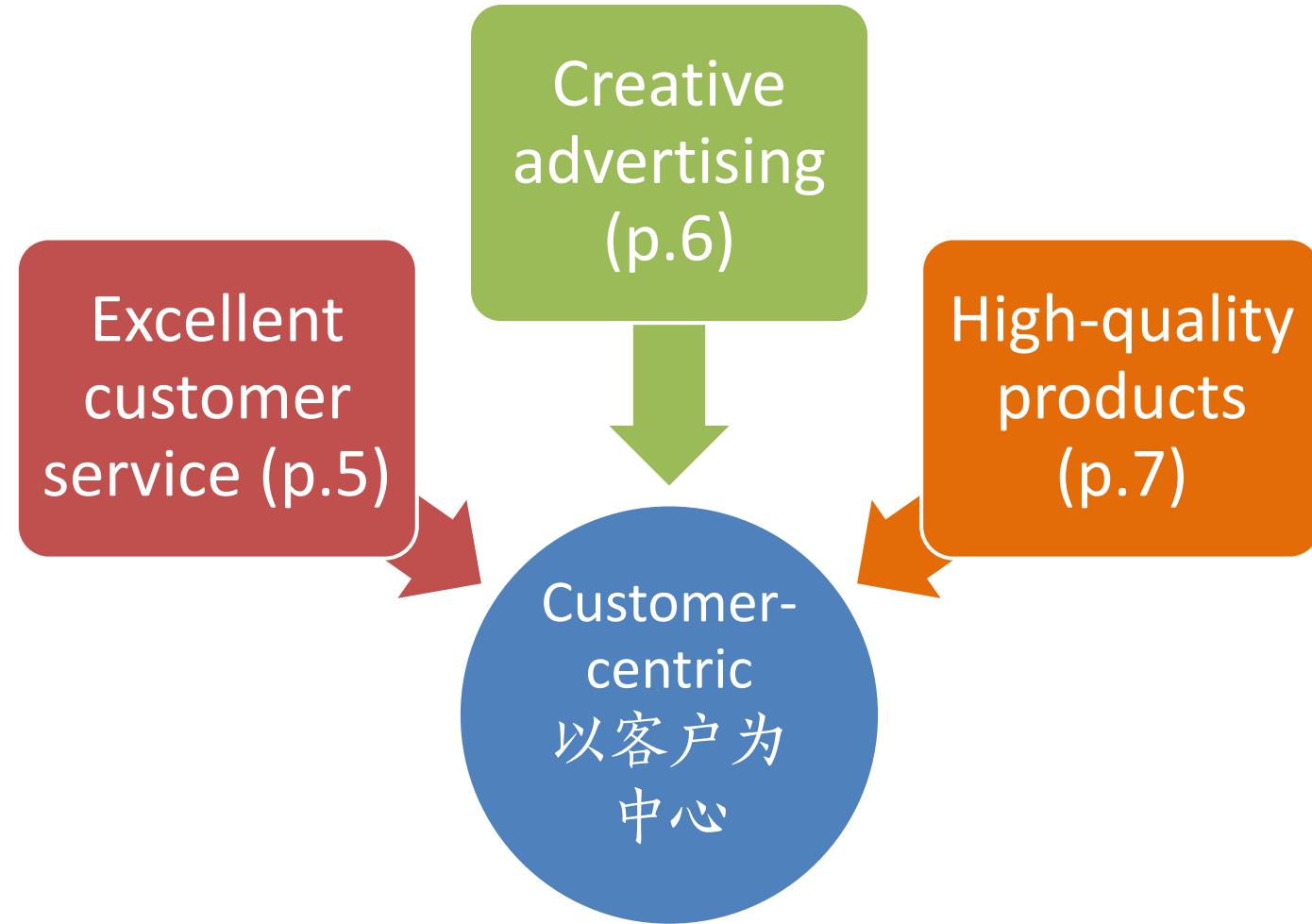
asset

value

dyson



4. How to build brand image?



1

Read the text and answer the following questions.

1 Why can people who do not need or use a particular product form the associations and create an image of the product?

Kevin Keller believes that associations are built up as consumers indirectly make inferences based on our pre-existing brand knowledge, for example, country of origin. (para.1)

1

Read the text and answer the following questions.

2 What are the key points of building a good brand image?

A company can manage its brand identity. It should understand what it want its brand to stand for. A company can make sure its employees well trained and enthusiastic and ensures that the store is clean and easy to navigate. It can also communicate its promises, value and attributes through creatively advertising and high-quality products to influence its brand image.

Work in groups and discuss the following questions.

1 What makes brand image different from brand identity? Complete the following graph using the terms provided in the box.

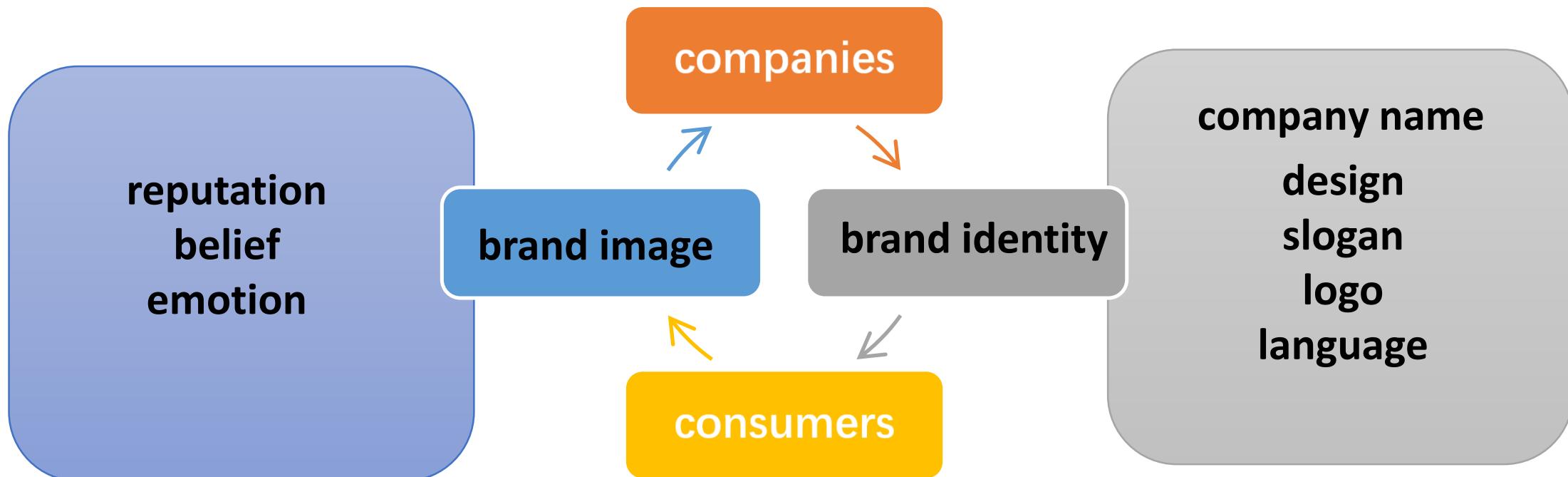
brand image
brand identity
design

reputation
slogan
logo

belief
language
emotion

Work in groups and discuss the following questions.

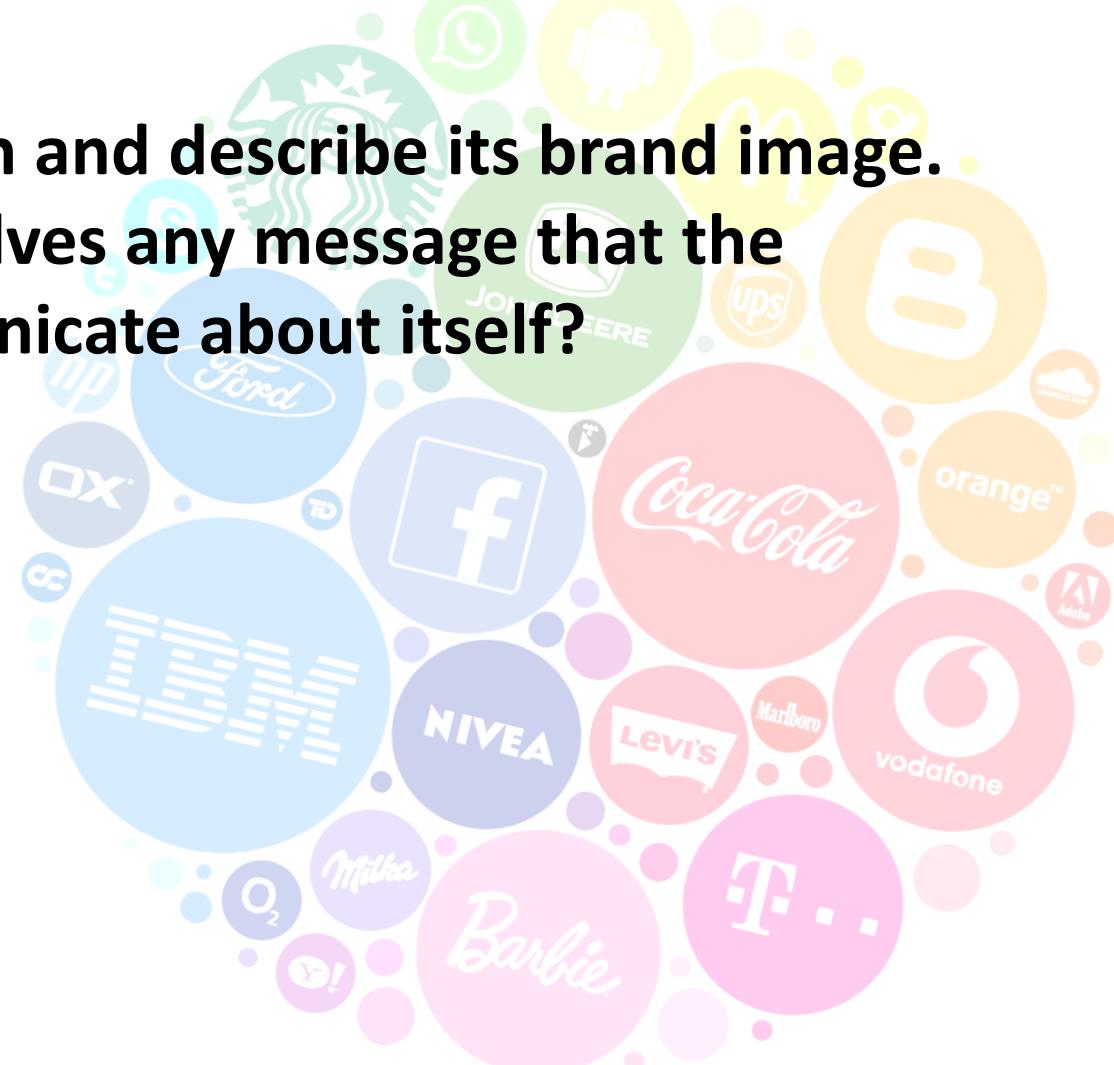
1 What makes brand image different from brand identity? Complete the following graph using the terms provided in the box.



2

Work in groups and discuss the following questions.

2 Name a brand you are familiar with and describe its brand image. Do you think the brand image involves any message that the company does not want to communicate about itself?





成功案例

Apple Inc.

品牌识别与形象高度一致

- ✓ 清晰的创新定位与消费者认知完全匹配
- ✓ 极简设计理念在所有接触点保持一致
- ✓ 高端品质形象通过产品体验得到验证

关键成功因素 Key Success Factors

一致性 Consistency

创新 Innovation

体验 Experience



失败教训

Nokia

品牌识别与形象脱节的后果

- ✗ 传统手机制造商定位与市场现实不符
- ✗ 创新形象与产品实际表现差距过大
- ✗ 消费者信任危机导致品牌价值崩塌

关键失败因素 Key Failure Factors

脱节 Disconnect

迟缓 Slowness

固执 Inflexibility



关键经验 Key Learnings



保持一致性

Maintain Consistency

识别与形象必须协调统一



持续监测

Continuous Monitoring

定期评估品牌形象变化



灵活调整

Flexible Adaptation

根据市场反馈及时调整策略

Key words and phrases





市场与竞争地位

Market Position & Competition

market share (n.) 市场占有率为

搭配: gain/lose/dominate market share

例句: *Apple has gained significant market share in the smartphone industry.*

oligopoly (n.) 寡头卖方垄断

词根: oligo-(少数) + -poly(卖方)

例句: *The smartphone market is an oligopoly dominated by Apple and Samsung.*

hub (n.) 枢纽; 中心

搭配: innovation hub, tech hub, transportation hub

例句: *Silicon Valley is the global hub of technological innovation.*



互动提问:

"如果一个行业只有3-4家大公司控制90%的市场, 这是什么? "



branding (n.) 品牌创建

动词形式: brand (v.) 打造品牌

例句: *Nike's branding strategy focuses on inspiring athletes.*

branded content (n.) 品牌化内容

区别: 强调storytelling, 不是直接广告

例句: *Red Bull's extreme sports videos are excellent branded content.*

brand equity (n.) 品牌资产/价值

同义: brand value

例句: *Apple's brand equity is estimated at over \$500 billion.*

creative (n.) 创意内容

词性转换: creative (adj. 有创意的) → creative (n. 创意素材)

例句: *Send me the creatives for the social media campaign.*



商务启示:

品牌不仅是logo, 更是消费者的情感连接。

A brand is not just a logo, but an emotional connection with consumers.

产品与服务

Product & Service



packaging (n.) 包装；外包装

动词: package (v.)

双重含义: ①物理包装 ②呈现方式

例句: *Eco-friendly packaging has become a key consumer concern.*

customer service (n.) 客户服务

相关词: customer support, after-sales service

例句: *Amazon's customer service is a key factor in its success.*

mediocrity (n.) 平庸

形容词: mediocre (平庸的)

例句: *In today's market, mediocrity is no longer acceptable.*



商务思维:

Packaging是第一印象； customer service是投资，不是成本。

Packaging is the first impression; customer service is an investment, not a cost.

发展与变化

Growth &
Transformation

leapfrog (v.) 跨越式发展；超越

原意: 跳背游戏 → 跳跃式发展

例句: *China leapfrogged traditional banking by adopting mobile payments.*

flourishing (adj.) 繁荣的

动词: flourish (繁荣)

例句: *E-commerce is a flourishing industry in China.*

burgeoning (adj.) 迅速发展的

同义词: booming, thriving

例句: *The burgeoning AI industry is attracting billions in investment.*

initiate (v.) 发起；使开始

名词: initiative (主动性)

例句: *The CEO initiated a digital transformation program.*

记忆技巧:

发展程度递进: initiate (开始) → burgeoning (快速增长) → flourishing (繁荣) → leapfrog (跨越)



连接与协作

Connection & Collaboration

bind (v.) 使结合；约束

名词: bond (纽带)

例句: *Shared values bind team members together.*

coordinate (v.) 协调

名词: coordination (协调)

例句: *Managers coordinate efforts between different departments.*

seamlessly (adv.) 无缝地

形容词: seamless (无缝的)

例句: *The software integrates seamlessly with existing systems.*

pitch in (短语) 参与；出力

同义: chip in, contribute

例句: *Everyone pitched in to meet the deadline.*



商务场景:

现代企业强调协作，主动pitch in是team player的重要特质。

Modern businesses emphasize collaboration; actively pitching in is a key trait of a team player.



传播与影响

Communication & Influence

herald (v.) 预告；宣告

同义词: announce, signal

例句: *The product launch was heralded as a game-changer.*

fame (n.) 名声；声誉

搭配: achieve/gain fame

例句: *Elon Musk's fame extends beyond the business world.*

touching (adj.) 感人的；动人的

动词: touch (触动)

例句: *The brand's touching advertisement went viral.*

intensity (n.) 强度；强烈

形容词: intense (强烈的)

例句: *The intensity of competition continues to increase.*

营销启示:

好的传播需要情感共鸣(touching)和强度(intensity)才能建立声誉(fame)。
Good communication requires emotional resonance (touching) and intensity to build reputation (fame).



策略与创新

Strategy & Innovation

tap into (短语) 挖掘；利用

搭配: tap into a market/resource/talent pool

例句: *Starbucks tapped into Chinese consumers' growing coffee culture.*

grease the wheels (短语) 使顺利进行

来源: 给车轮上油使其顺畅

例句: *Good supplier relationships grease the wheels of operations.*

call the shots (短语) 做主；掌控

来源: 射击运动

例句: *The CEO calls the shots on all major decisions.*

ideology (n.) 意识形态；理念

商务应用: 如Amazon的"customer obsession"理念

例句: *Corporate ideology shapes company culture.*



商务智慧:

成功企业懂得tap into需求, grease the wheels让运营顺畅, 最终call the shots。

Successful businesses know how to tap into demands, grease the wheels for smooth operations, and eventually call the shots.

对比与描述

Contrasts & Descriptions

mundane (adj.) 平凡的

反义词: extraordinary

例: *Entrepreneurs solve mundane problems creatively.*

preindustrial (adj.) 工业化前的

词根: pre-(之前) + industrial

例: *Preindustrial economies were agricultural.*

arena (n.) 竞技场; 领域

引申义: 竞争领域

例: *Tech giants compete in the AI arena.*

chaotic (adj.) 混乱的

名词: chaos (混乱)

例: *The startup's early days were chaotic.*

barely (adv.) 勉强; 几乎不

同义词: hardly, scarcely

例: *The company barely survived the crisis.*

critique (n./v.) 评论; 批评

用法: 既可作名词也可作动词

例: *The plan received harsh critique.*

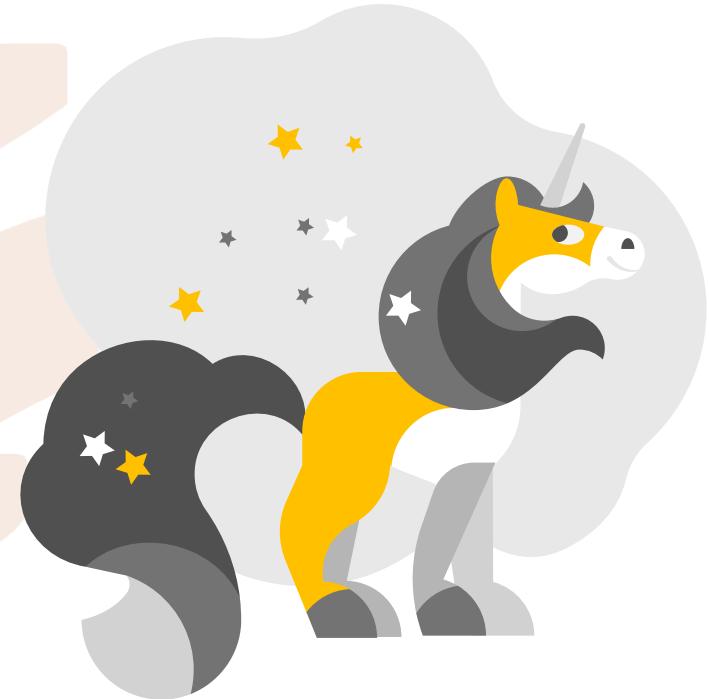
应用:

这些词描述商业环境的不同状态: 从mundane日常到chaotic创业期, 再到arena中的竞争。

These words describe different states of business environments: from mundane daily routines to chaotic startup phases, to competition in the arena.

Branding in a New Age

Text I



Are you familiar with the concepts?

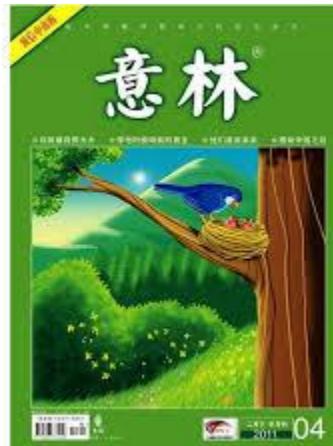
Mass media 大众传媒

- Television commercials
- Radio ads
- Newspapers
- Magazines
- Billboards



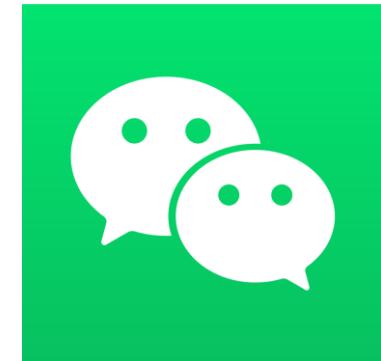
1039

北京交通广播



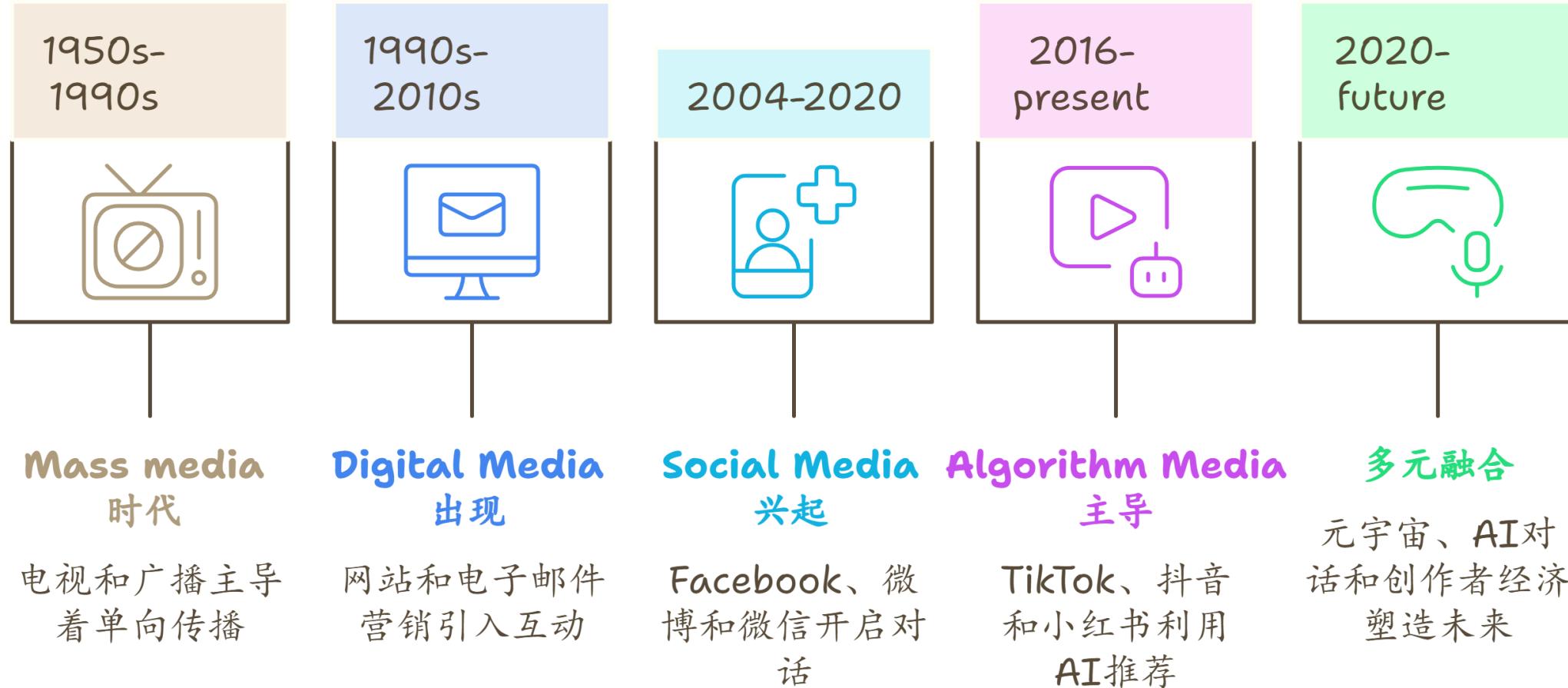
Social media 社交媒体

- Facebook
- Instagram
- TikTok
- Wechat moments
- Bilibili
- Youtube



The revolution of media

媒体的演变



The Broken Promise

破碎的承诺

"Social media was supposed to usher in a golden age of branding. But things didn't work out that way."

社交媒体本应开启品牌建设的黄金时代，但事与愿违。

Key Insights:

- 社交媒体营销的理想与现实差距
- 品牌内容面临关注度挑战
- 传统营销策略的失效



Failed Expectations
失败的期望

Para. I

The problem

What did companies invest billions in as part of their digital strategy?

- “As a central feature of their digital strategy, companies made huge bets on what is often called **branded content**.” (第4句)

What was the result of companies' huge investments in social media branding?

- “But despite all the hoopla, such efforts have had **very little payoff**.” (第3句)
- “Yet **few brands have generated meaningful consumer interest online**.”(最后一句)

Para. I

Words & phrases

Hoopla /'hu:pla:/ 大肆宣传；炒作（带贬义）

- all the hoopla 所有这些炒作
- media hoopla 媒体炒作
- Despite the hoopla, ... 尽管大肆宣传， ...

Payoff /'peɪɔ:f/ 回报；收益；成果

- big/huge payoff 巨大回报
- see the payoff 看到成果
- The investment paid off. 投资获得了回报。

Make huge bets on

在...上下大赌注；大举投资

- make a bet on 小规模尝试 
- make big bets on 大量投资 
- make huge bets on 巨额押注 

Para I.

Text

In the era of Facebook and YouTube, brand building has become a challenge. A decade ago, most companies were heralding the arrival of a new golden age of branding. They hired creative agencies and technologists to put brands throughout the digital universe. But despite all the hoopla, such efforts have had very little payoff. As a central feature of their digital strategy, companies made huge bets on what is often called branded content. The thinking went like this: Social media would allow your company to leapfrog traditional media and build relationships directly with customers. If you told them great stories and connected with them in real time, your brand would become a hub for a community of consumers. Businesses have invested billions following this vision. Yet few brands have generated meaningful consumer interest online. What has gone wrong?

Yet, few 表转折，
引出关键句

Why did branded content work well in the early mass media age?

- “This early form of branded content worked well because **the entertainment media were oligopolies, so cultural competition was limited.**”
(Para 2, 第2句)

Para 2.

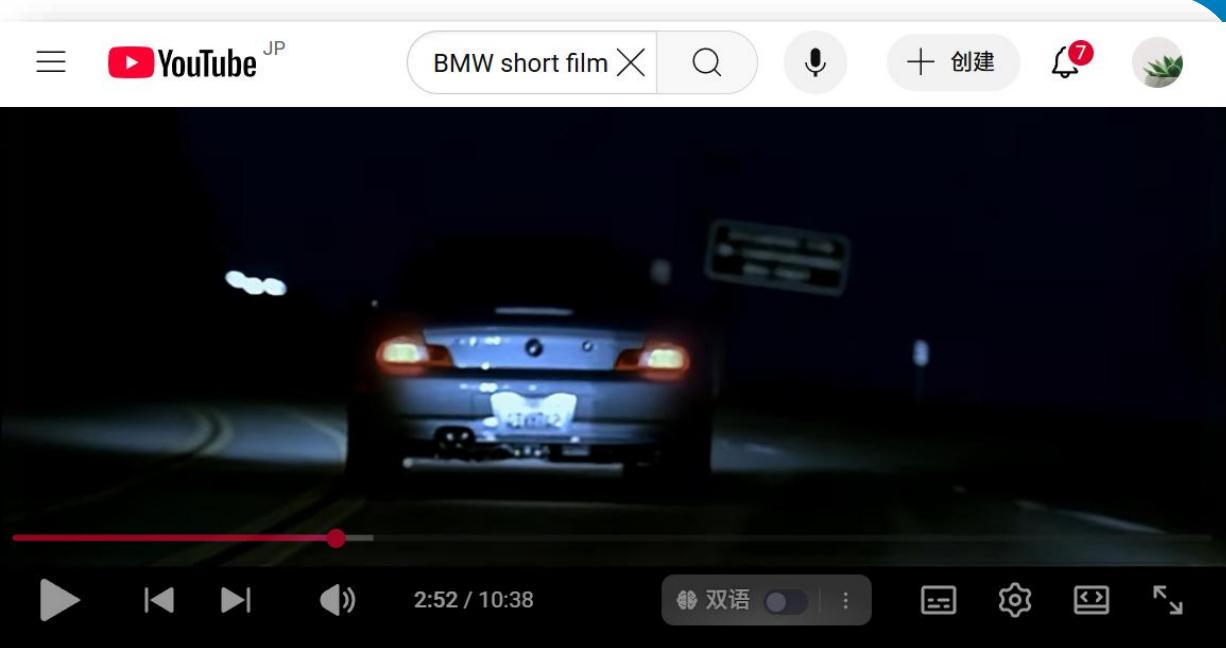
Text

解释在大众传媒时代，品牌化内容取得成功（竞争压力小）的原因

In the early days of the **mass media age**, companies borrowed approaches from popular entertainment to make their brands famous, using short-form storytelling, songs, and touching characters to win over audiences. This early form of branded content worked well because the entertainment media were oligopolies, so cultural competition was limited. Consumer marketing companies could buy their way to fame by paying to place their brands in this cultural arena. The rise of new technologies allowed audiences to opt out of ads — from cable networks to DVRs and then the Internet. Then companies learned to compete directly with real entertainment. BMW pioneered the practice of creating short films for the Internet. Soon corporations were hiring top film directors and pushing for ever-more-amazing special effects. These pre-social-media digital efforts led companies to believe that if they delivered Hollywood-level creative at Internet speed, they could gather huge audiences around their brands.

BMW's short films

The BMW film series, "The Hire" was a series of eight short films (each about eight minutes long, on average) produced for the Internet in 2001 and 2002. A form of **branded content**, all eight films featured popular directors from across the globe, starred Clive Owen as the "Driver", and highlighted the performance aspects of various BMW automobiles.



BMW short film

BMW FILMS - The Hire and The Escape Starring Clive Owens (All 9 Films i...)

Mike Rembis - 3 / 9

BMW Films "Ambush" (Remastered in 4K) S01E01
SecondWind

BMW Films "Chosen" (Remastered in 4K) S01E02
SecondWind

BMW Films "The Follow" (Remastered in 4K) S01E03
SecondWind

BMW Films "Star" (Remastered in 4K) S01E04
SecondWind

BMW Films Powder Keg Director Alejandro González Iñárritu
Test Drive

Para. 2

Words & phrases

Entertainment /ˌentər'teɪnmənt/

- popular entertainment 大众娱乐
- entertainment industry 娱乐产业

Win over 赢得；说服

- win over audiences/customers 赢得观众/客户
- win sb over with... 用...赢得某人

Oligopoly (n.) 寡头垄断

- monopoly 垄断（一家）/ oligopoly 寡头（少数几家）
- e.g. The smartphone market is an oligopoly dominated by Apple and Samsung.

Opt out of 选择退出；选择不参与

- 反义: opt in 选择加入
- opt out of ads 跳过广告
- opt out of emails 退订邮件

Para. 2

Words & phrases

Pioneer /,paɪə'nɪər/ (v.) 开创；率先实践

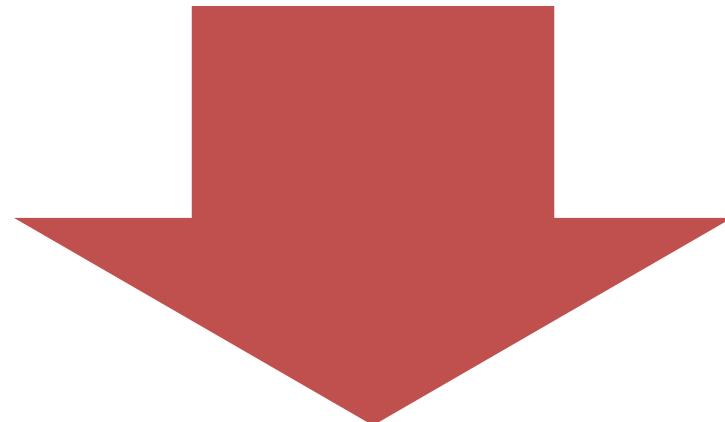
- pioneer the practice of... 开创...的做法
- pioneer a new approach 率先采用新方法
- be pioneered by... 由...首创
- pioneer 也可做名词，表示"先驱者"

Creative (n.) 创意作品；创意内容（可数名词）

- the creative (= creative work) 创意作品
- E.g. The agency produced award-winning creatives for the campaign. 该广告公司为活动制作了获奖创意作品。
- 同类用法: visuals (视觉作品), copy (文案)

Para 3.

Social media

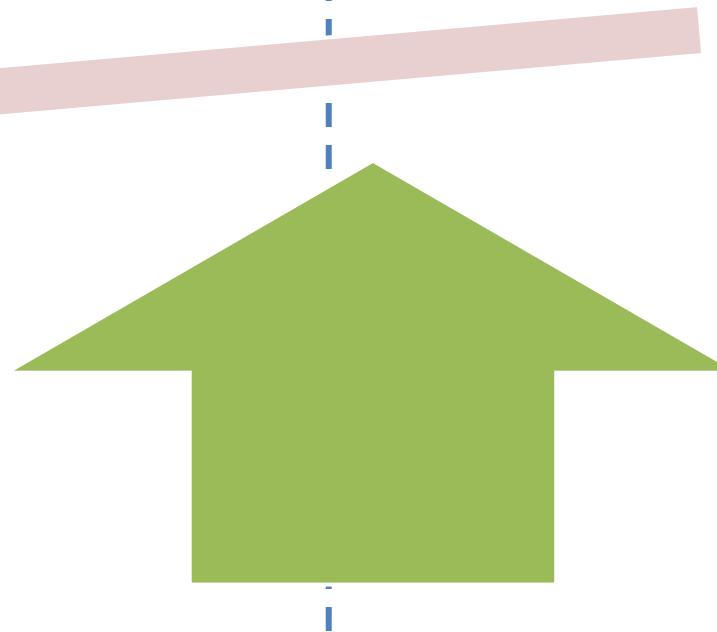


Corporate branding

- Mediocrity: opposite of art worlds
- Created by staff

Crowdculture

- Authentic content
- Created by people



Para. 3

Text

But social media has changed everything. Social media binds together communities that once were geographically separate, increasing the pace and intensity of collaboration. Today you will find a flourishing **crowdculture**—authentic content created by everyday people rather than by brands—around almost any topic: espresso, Victorian novels, libertarianism, new urbanism, homeschooling. With a few clicks, you can jump into the center of any these subcultures, and participants' interactions move seamlessly among the web, physical spaces, and traditional media. In YouTube rankings of channels by number of subscribers, **corporate brands barely appear**. The problem that companies face is structural, not creative. Big companies organize their branding efforts as the opposite of art worlds. They excel at coordinating and executing complex marketing programs around the world but it leads to mediocrity when it comes to cultural innovation.

- 转折句
- 核心观点词:
crowdculture
众创文化
- 对比企业品牌化
管理

Para. 3

Words & phrases

Bind (v.) 联结、绑定、使团结

- 搭配: bind together, bind people/communities
- 近义词: unite, connect, tie together, link

Flourishing (adj.) 繁荣的、兴旺的

- -> 强调蓬勃发展、充满活力的状态
- 近义词: thriving, prospering, booming, growing

Authentic (adj.) 真实的、可信的

- 搭配: ~ experience, ~ brand, ~ voice
- 近义词: genuine, real, credible, trustworthy
- 反义词: fake, artificial, phony

Seamlessly (adj.) 无缝地、流畅地

- 搭配: seamlessly integrate, seamlessly connect
- 近义词: smoothly, fluidly, effortlessly, continuously

Para. 3

Words & phrases

Excel at (v.) 擅长于

- 搭配: excel at doing sth., excel in a field
- 近义词: be good at, be skilled at, be proficient in, shine at

Coordinate (v.)

协调、配合

- 搭配: ~ efforts/actions/activities
- 近义词: organize, arrange, synchronize, harmonize

Execute (v.)

执行、实施

- 搭配: ~ a plan/strategy/campaign
相关词: executive 行政的(adj.)
管理者(n.)

Mediocrity (n.)

平庸、平凡

- -> 带贬义, 指缺乏卓越品质
- 近义词: ordinariness, averageness, commonness
- 反义词: excellence, superiority, distinction

Para. 4

Cultural branding: Chipotle's example

Grease the wheels
给车轮上油，比喻
让事情顺利进行

Greasy (adj.) 油腻的

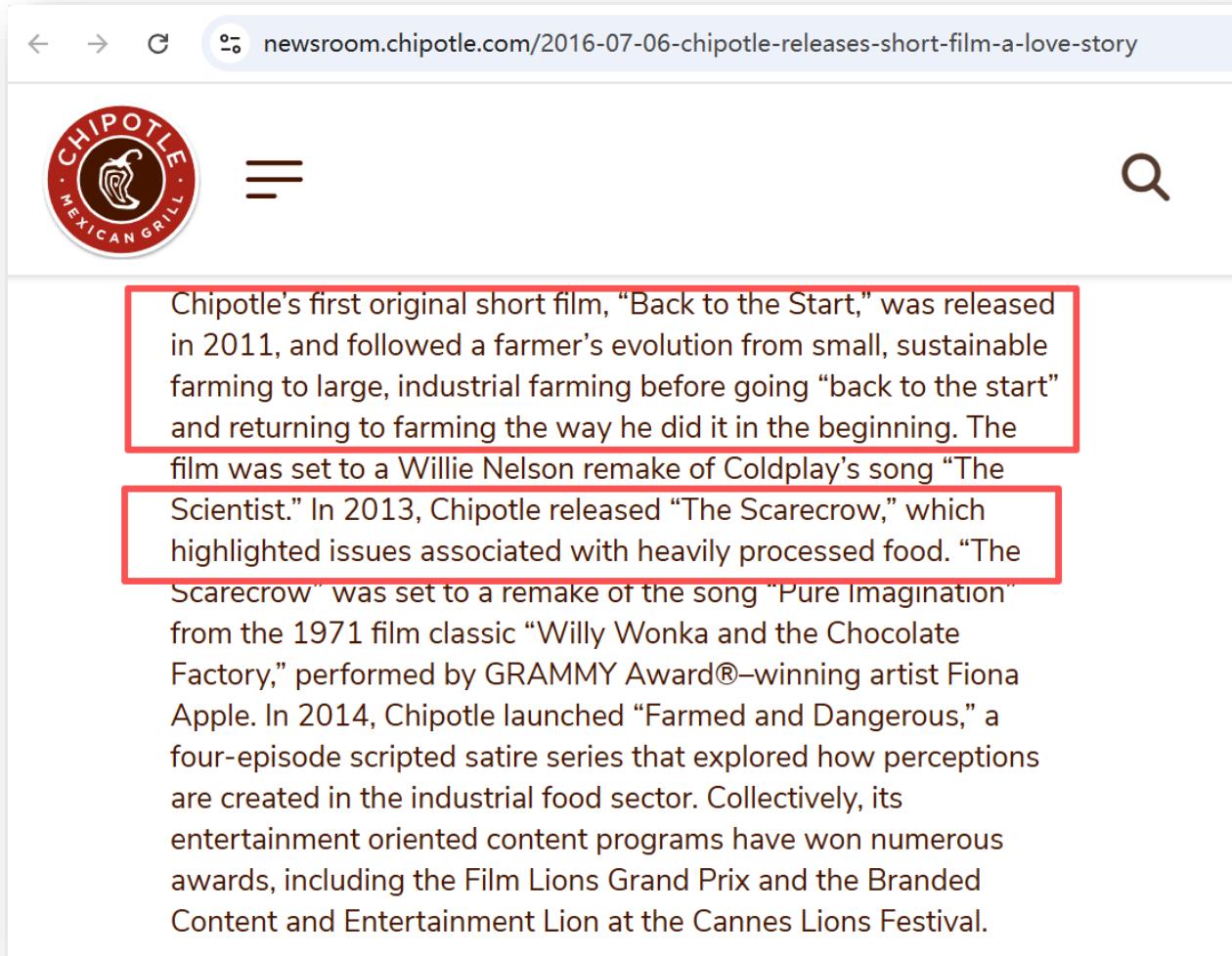


While the rise of crowdculture decreases the impact of branded content, it has greased the wheels for an alternative approach called **cultural branding**. Chipotle took advantage of a cultural opportunity when it promoted preindustrial food ideology with two short films that commented on industrial food, tapping into a movement that began in the organic-farming subculture. The films were not particularly original. But they exploded on social media because they were myths that captured the ideology of the burgeoning preindustrial food crowdculture.

- 核心观点：
cultural branding
- 紧跟案例：
Chipotle
- 回应
Crowdculture

Para. 4

Cultural branding: Chipotle's example



newsroom.chipotle.com/2016-07-06-chipotle-releases-short-film-a-love-story

CHIPOTLE MEXICAN GRILL

Chipotle's first original short film, "Back to the Start," was released in 2011, and followed a farmer's evolution from small, sustainable farming to large, industrial farming before going "back to the start" and returning to farming the way he did it in the beginning. The film was set to a Willie Nelson remake of Coldplay's song "The Scientist." In 2013, Chipotle released "The Scarecrow," which highlighted issues associated with heavily processed food. "The Scarecrow" was set to a remake of the song "Pure Imagination" from the 1971 film classic "Willy Wonka and the Chocolate Factory," performed by GRAMMY Award®-winning artist Fiona Apple. In 2014, Chipotle launched "Farmed and Dangerous," a four-episode scripted satire series that explored how perceptions are created in the industrial food sector. Collectively, its entertainment oriented content programs have won numerous awards, including the Film Lions Grand Prix and the Branded Content and Entertainment Lion at the Cannes Lions Festival.



Chipotle - Back to the Start



Chipotle "The Scarecrow" Animation

Para. 4

Words & phrases

Grease the wheels
使顺利进行

- -> 习语, 比喻消除障碍使事情顺畅进行
- 近义词: facilitate, smooth the way, make easier

Preindustrial (adj.)
前工业时代的

- 相关词: industrial (工业的), postindustrial (后工业时代的)
- 近义词: pre-modern, traditional, agrarian

Ideology (n.)
意识形态、思想体系

- 搭配: political ideology, cultural ideology, dominant ideology
- 近义词: belief system, philosophy, doctrine, worldview

Tap into
利用、开发、接入

- 搭配: tap into a market/trend/resource/culture
- 近义词: access, exploit, utilize, draw on, leverage

Burgeoning (adj.)
迅速发展的、新兴的

- -> 强调快速增长的势头
- 近义词: growing, expanding, flourishing, emerging

Para. 5

Cultural branding: Dove's example

Dove 2004:
Campaign for real
beauty



Para. 5

Text

Take the personal care category. Dove has generated tremendous consumer interest by championing distinctive gender ideologies. Dove was a mundane, old-fashioned brand that followed the beauty trends set by fashion houses and media. By the 2000s feminist critiques of the use of size 0 models began to appear in traditional and social media. Dove tapped into this emerging crowdculture and initiated "Campaign for Real Beauty" by celebrating real women's bodies in all their normal diversity—old, young, curvy, skinny, short, tall, wrinkled. Women all over the world pitched in to produce, share, and cheer for images of bodies that did not conform to the beauty myth.

- **案例: Dove 多芬**

- **Size 0 models**

Size 0 model “纸片人身材”

≈ 身高170cm，体重45kg左右的极瘦体型

US Size	US Size	EU Size	UK / AUS	BUST	WAIST	HIP
XS	0	32	4	32" to 34" 81.3 - 86.8 cm	25" to 27" 63.5 - 68.5 cm	35" to 37" 88.9 - 94 cm
	2	34	6			
S	4	36	8	34" to 36" 86.8 - 91.5 cm	27" to 29" 68.5 - 73.7 cm	37" to 39" 94 - 99.1 cm
	6	38	10			
M	8	40	12	36" to 38" 91.5 - 96.5 cm	29" to 31" 73.7 - 78.7 cm	39" to 41" 99.1 - 104.2 cm
	10	42	14			
L	12	44	16	38" to 41" 96.5 - 104 cm	31" to 34" 78.7 - 86.3 cm	41" to 44" 104.2 - 111.8 cm
	14	46	18			
XL	16	48	20	41" to 44" 104 - 111.7 cm	34" to 37" 86.3 - 94 cm	44" to 47" 111.8 - 119.4 cm
	18	50	22			
XXL	20	52	24	44" to 47" 111.7 - 119.4 cm	37" to 40" 94 - 101.6 cm	47 to 50" 119.4 - 127 cm
	22	54	26			

Para 5

Words and phrases

Champion (v.)

倡导、拥护

- 搭配: champion a cause/idea/movement
- 近义词: advocate, support, promote, defend

Mundane (adj.)

平凡的、世俗的

- -> 略带贬义, 指缺乏特别之处
- 近义词: ordinary, commonplace, routine, everyday
- 反义词: extraordinary, exceptional, remarkable

Critique (v. & n.)

批评、评论

- 搭配: critique something, offer a critique
- 近义词: criticize, analyze, evaluate, assess, review

Initiate (v.)

发起、开始

- 搭配: initiate a campaign/project/conversation/change
- 近义词: start, begin, launch, trigger, commence

Campaign (n.) 活动、运动

- 搭配: marketing campaign, advertising campaign, launch a campaign
- 近义词: initiative, drive, movement, effort

Pitch in (v.) 参与、做出贡献

- 搭配: pitch in with something, pitch in to help
- 近义词: contribute, participate

Curvy (adj.) 曲线美的、丰满的

- -> 在课文中与"真实之美"运动相关
- 近义词: shapely, full-figured

Conform to 遵从、符合

- 搭配: conform to standards/norms/expectations/rules
- 近义词: comply with, adhere to, follow, meet
- 反义词: deviate from, rebel against

Para. 6

Summary: shift to crowd

A decade in, companies are still struggling to come up with a branding model that works in the chaotic world of social media. The big platforms, like Facebooks and YouTubes, seem to call the shots, while the vast majority of brands are cultural mutes, despite investing billions. Companies may need to shift their focus toward the core of digital power and once again win the battle for cultural relevance with the power of the crowd.

- 注意用词：
 - Still
 - Seem to
 - Despite
 - May need to
- 模糊语言 **hedging language**
 - 避免过于武断，使交流更礼貌、灵活

Para 6

Words and phrases

Chaotic (adj.) 混乱的、无序的

- 搭配: chaotic situation/environment/market
- 近义词: disorderly, confused, disorganized, turbulent
- 反义词: orderly, organized, systematic

Call the shots 做主、发号施令

- -> 习语, 强调掌握决策权
- 近义词: be in charge, make decisions, be in control, run the show

Mute (v.) 静音、消除 (n.) 哑巴 (adj.) 哑的

- 搭配: mute the sound/message/impact
- 近义词: silence, quiet, suppress, dampen



Exploring the text

1

Scan the text and find the paragraph that gives information about each of the following statements.

(Para. 3) 1 Flourishing crowdcultures in social media.

(Para. 6) 2 A shift to the digital power of crowd.

(Para. 5) 3 Tapping into feminist critiques.

(Para. 2) 4 Why mass media digital efforts worked.

(Para. 4) 5 Preindustrial food crowdculture exploding on social media.

(Para. 1) 6 Branding beyond branded content.

2

Decide whether the following statements about the text are true (T) or false (F).

- (T) 1 Companies believed the approaches from popular entertainment could make their brands famous.
- (T) 2 You can have access to subcultures with a few clicks and participants' interactions move across online and offline media.
- (F) 3 Companies excel at not only coordinating and executing complex marketing programs around the world but cultural innovation.
- (T) 4 Dove tapped into an emerging crowdculture and celebrated real women's physiques.
- (F) 5 Companies have shifted their focus toward the real locus of digital power.

3

Read the text again and answer the following questions.

1 *Why was social media supposed to usher in a golden age of branding?*

Companies used to believe that social media would allow their companies to leapfrog traditional media and build relationships directly with customers. If they made great stories and connected with customers in real time, they would attract many people.

2 *How did social media contribute to the flourishing of subculture?*

Social media binds together communities that once were geographically separate, increasing the pace and intensity of collaboration. With a few clicks, people can jump into the center of any these subcultures.

3

Read the text again and answer the following questions.

3 Why did Dove succeed in rebranding?

Dove tapped into an emerging crowdculture, the 2000s feminist critiques of the use of size 0 models, and initiated “Campaign for Real Beauty” by celebrating real women’s bodies in all their normal diversity.

Homework

- 完成课后练习： Language Skills practices 1, 2, 3 (page 18-19)
- 预习 Case study: How to rebuild a brand brick by brick? (page 24-26)

Language skills



Read the sentences and find synonyms in the texts for the underlined words or expressions.

flourishing pioneered hoopla

1. The cover picture, the story, and all the bustling activities and publicity that surrounded it made him a celebrity. (para 1, Text 1)
2. He claimed he was one of the first that did the medical treatment which could kill cancer with light and ultrasound. (para 2, Text 1)
3. The company continues its moves toward fashion victory with the announcement that its Luxury Stores are adding more developing brands. (para 3, Text 1)

1

Read the sentences and find synonyms in the texts for the underlined words or expressions.

1. The cover picture, the story, and all the bustling activities and publicity that surrounded it made him a celebrity. (para 1, Text 1)
2. He claimed he was one of the first that did the medical treatment which could kill cancer with light and ultrasound. (para 2, Text 1)
3. The company continues its moves toward fashion victory with the announcement that its Luxury Stores are adding more developing brands. (para 3, Text 1)

hoopla

pioneered

flourishing

Read the sentences and find synonyms in the texts for the underlined words or expressions.

Endeavor navigate

4. If you agree to join the committee, we will try our best to provide you with all the support you need. (para 2, Text 2)

5. Birds find the right directions by the stars and undertake voyages as a yearly pilgrimage that would unnerve all but the stoutest of human hearts. (para 5, Text 2)

Read the sentences and find synonyms in the texts for the underlined words or expressions.

4. If you agree to join the committee, we will try our best to provide you with all the support you need. (para 2, Text 2)

5. Birds find the right directions by the stars and undertake voyages as a yearly pilgrimage that would unnerve all but the stoutest of human hearts. (para 5, Text 2)

endeavor

navigate

Choose one word that best completes each of the following sentences.

1. He studied both law and medicine, but found his real career in politics, and at once constituted himself a _____ of the most advanced opinions.

A. champion

B. campaign

C. compact

D. channel

Choose one word that best completes each of the following sentences.

2. The discussions reached a new level of _____ and by lunchtime the exchanges were becoming very heated.

- A. integrity
- B. intensity
- C. exclusivity
- D. extent

Choose one word that best completes each of the following sentences.

3. By comparison, if a country has 99 percent of the people working in agriculture—if it is _____ feeding itself, even with everyone working at that—then it is living at a subsistence level, the very definition of poverty.

- A. merely
- B. only
- C. barely
- D. mostly

Choose one word that best completes each of the following sentences.

4. The following list represents a few of the top businesses that can help you align your business plan ____ the local market.

- A. for
- B. to
- C. as
- D. with

Choose one word that best completes each of the following sentences.

5. The best works of art are the expression of man's ____ to free himself from a difficult condition.

- A. stranger
- B. struggle
- C. strangle
- D. sparkle

3 Complete the following sentences with the words.

1. Walking along the path, we appreciated the flourishing bamboo that surrounded deep green water pools stocked with small fish.
2. The government is launching a new initiative to bring jobs to poor areas.
3. Lateral communication improves coordination and problem solving and fosters employee satisfaction.

Brand

Flourish

Generate

Initiate

coordinate

3 Complete the following sentences with the words.

4. Older production technologies often continue to generate toxic wastes that were not regulated when the technology was first adopted.

5. This service will allow clients to include corporate and brand styles within their presentations.

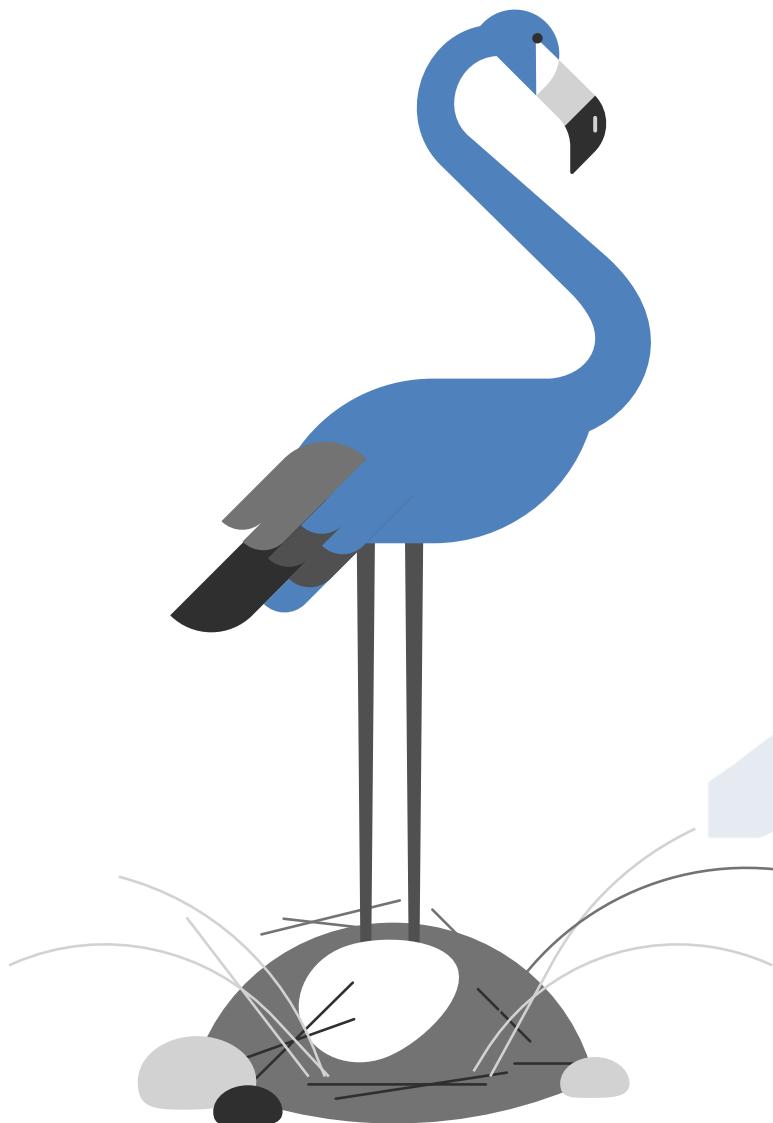
Brand

Flourish

Generate

Initiate

coordinate



单词学习小技巧

搜索新词的方法：权威英汉、英英词典

- 剑桥英汉词典：
<https://dictionary.cambridge.org/dictionary/english-chinese-simplified/>
- 柯林斯英汉词典：
<http://collinsdictionary.com/dictionary/english-chinese/>
- 牛津学习者词典（英英）：
<https://www.oxfordlearnersdictionaries.com/>
- 欧路词典（集成多个词典，可用app）

了解发音、搭配的方法

- **Youglish**: 英美国家普通人的地道发音：
<https://youghlish.com/>
- **SKELL, Linggle**: 查找词语的搭配、上下文语境
 - <https://skell.sketchengine.eu/#home?lang=en>
 - <https://search.linggle.com/>

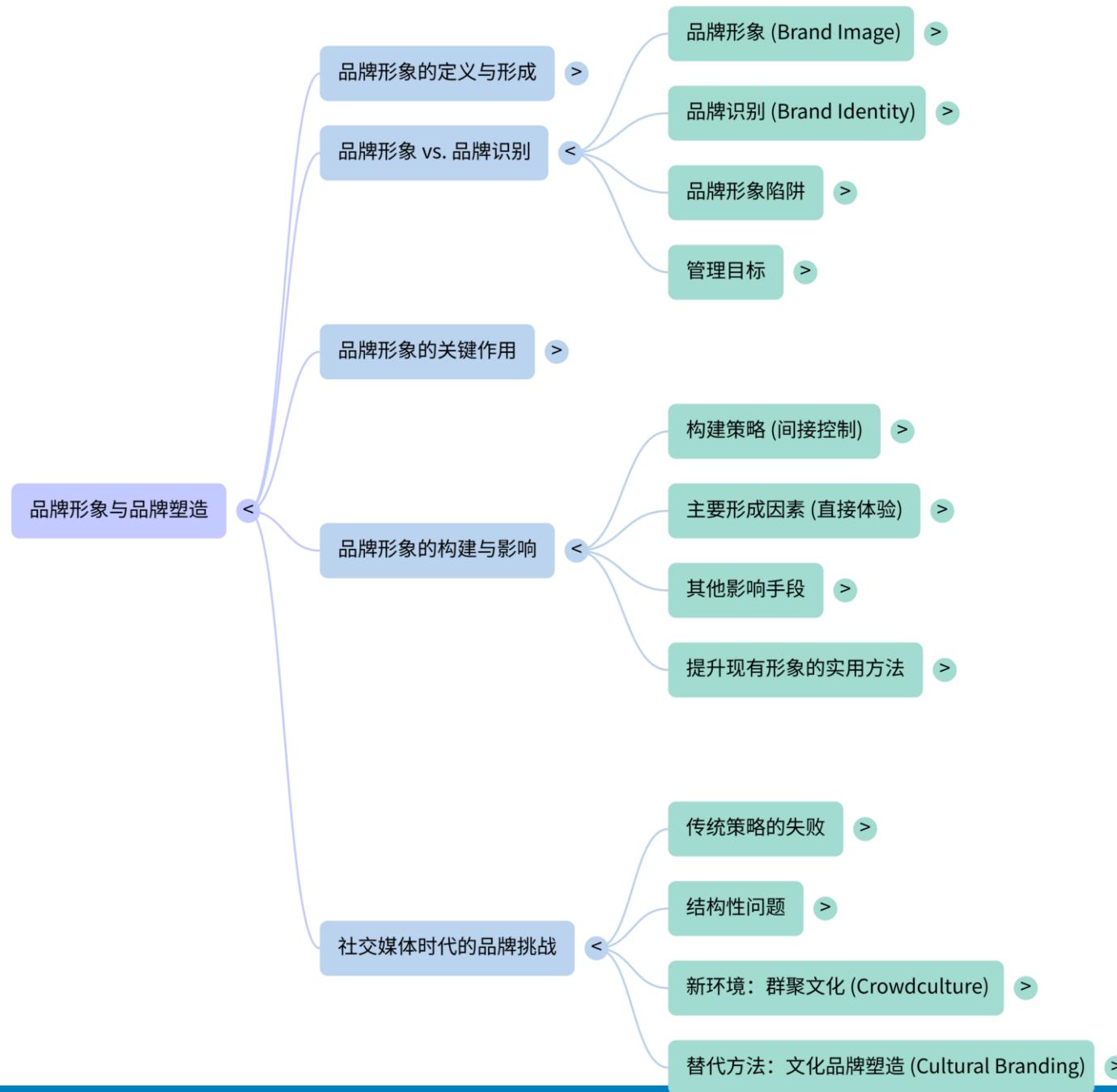
系统练习英文发音的视频

- B站：发音系统训练：

https://www.bilibili.com/video/BV1fV4y1p7Ex?spm_id_from=333.788.videopod.sections



Unit I Summary



Unit 2 Media

黄婕

2025-10-28





Warming up

1

Discuss the following questions in groups.

(1) What are the **functions** of the following social media platforms? How would you choose among these platforms?

(2) What other social media apps do you use? Are they **multi-functional** or not?



QQ



微信

Content creation

information

Communication

Content creation

小红书

- Lifestyle Sharing
- Shopping guide

Bilibili

- Long videos
- Educational content
- ACG community

Douyin

- Short videos
- Live streaming
- Viral trends

information

微博

- Microblogging
- News
- Hot topics
- Celebrity updates

Communication

Wechat

- Messaging
- Social networking
- Mobile payment

QQ

- Instant messaging
- File sharing

Other social media apps

DingTalk

- Workplace communication
- video conferencing

知乎

- Q&A platform
- Content community
- Professional networking

2

Watch a video clip on social media by WUHOO Digital, a marketing agency, about why businesses should utilize new forms of communication. Complete the **seven reasons** with the expressions you hear.

- (1) _____ : Social media offers another marketing channel for creating brand awareness, relationship building, or driving new sales.
- (2) _____ : People enjoy being part of a business that is proactively building a lively community.
- (3) _____ : Social media is a great feedback source enabling one's prospects to communicate with the company and each other.
- (4) _____ : Interacting in social networks can significantly increase the online presence.
- (5) _____ : Rating social media is a major lead generator as it constantly brings high-volume traffic to the website.
- (6) _____ : Listening to one's prospects on social networks can help achieve an increase in sales and also expand the customer base.
- (7) _____ : Compared with traditional channels like print advertising, social media marketing is affordable for any business.

Social Media



2

Watch a video clip on social media by WUHOO Digital, a marketing agency, about why businesses should utilize new forms of communication. Complete the seven reasons with the expressions you hear.

- (1) **showcase your brand** : Social media offers another marketing channel for creating brand awareness, relationship building, or driving new sales.
- (2) **develop a loyal community** : People enjoy being part of a business that is proactively building a lively community.
- (3) **improve customer service** : Social media is a great feedback source enabling one's prospects to communicate with the company and each other.
- (4) **increase digital exposure** : Interacting in social networks can significantly increase the online presence.
- (5) **boost traffic in search engine rating** : social media is a major lead generator as it constantly brings high-volume traffic to the website.
- (6) **expand sales and reach a new audience** : Listening to one's prospects on social networks can help achieve an increase in sales and also expand the customer base.
- (7) **cut marketing costs** : Compared with traditional channels like print advertising, social media marketing is affordable for any business.

(1) What is search engine optimization (SEO)?

SEO is the practice of improving your website's search engine ranking.

(2) What strategies can businesses employ to build a lively online community on social media?

(2) What strategies can businesses employ to build a lively online community on social media?

Be proactive.

**Share
valuable
content.**

**Listen to your
audience.**



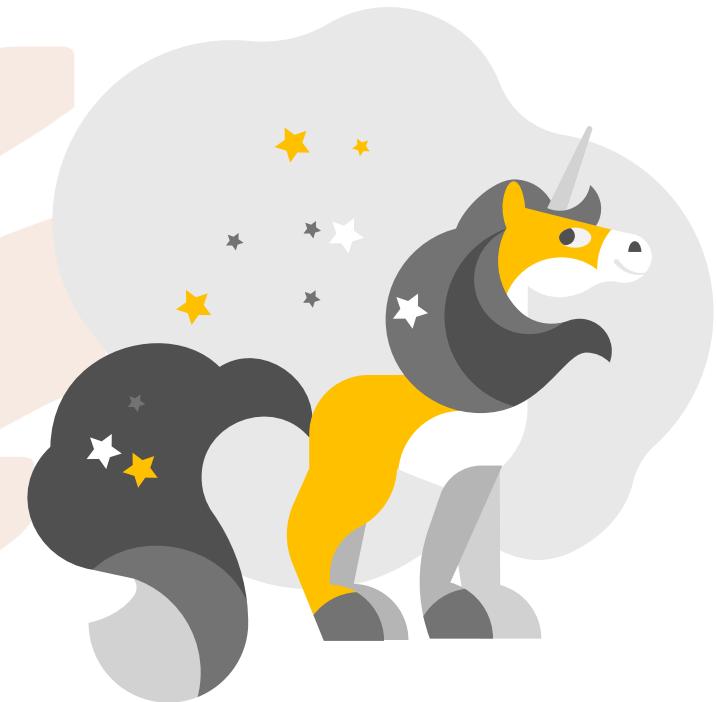
**Create
emotional
connections.**

**Encourage
interaction.**

**Provide great
customer
service.**

Business knowledge

The True So-what of Social Media
(Text 2)



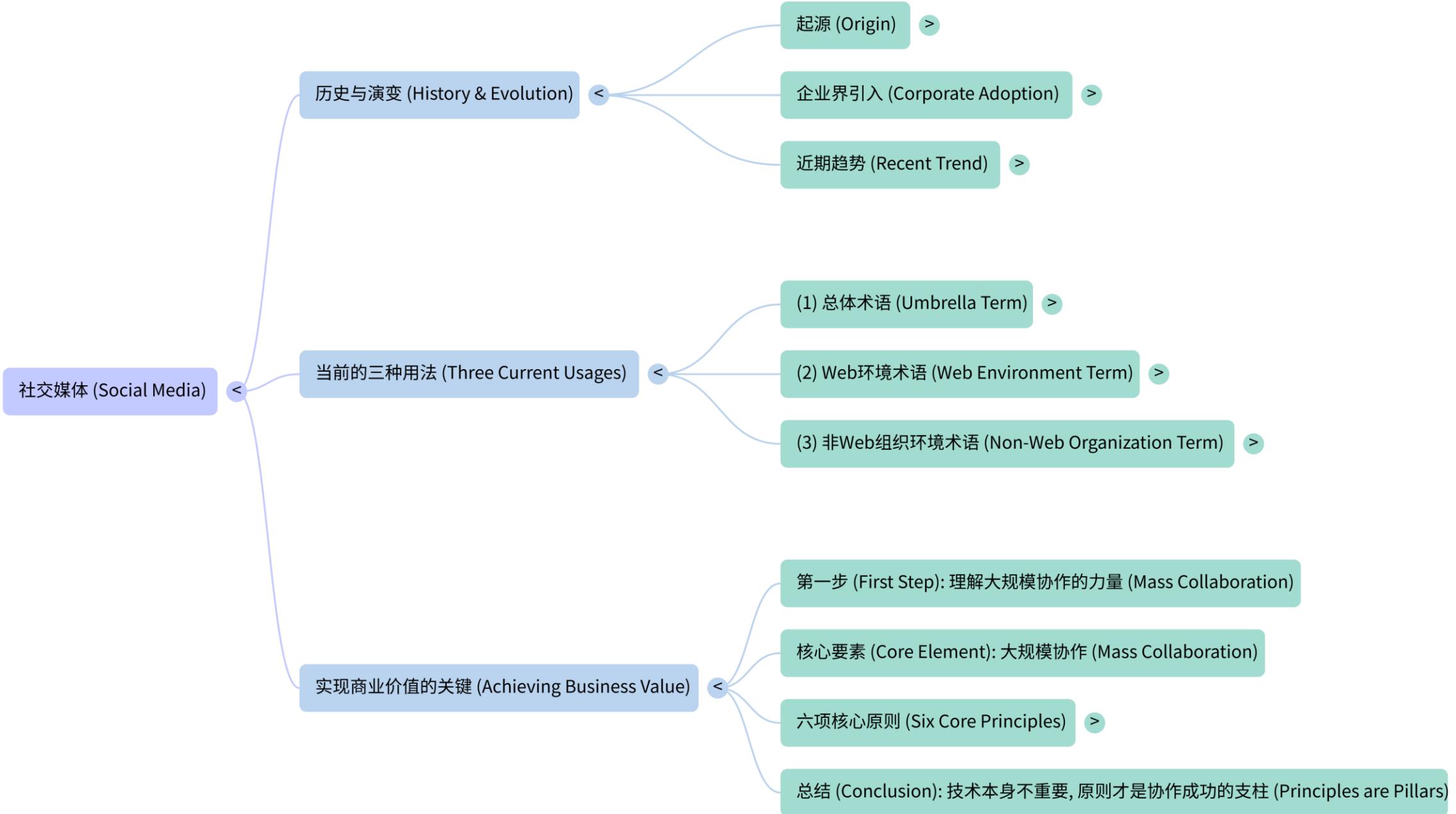


Pre-reading Discussion



- In what ways do you think social media influences how people **work together or collaborate** today?
- Do you think social media can be **useful for businesses or workplaces?** Why or why not?





Text 2

1 “Social media” is one of those terms that means different things to different people. Some history: It was originally associated with Web 2.0, the Web’s shift from publishing to a platform for the masses to share content and opinions. Then the corporate world caught on that social media wasn’t just for consumers; the term Enterprise 2.0 emerged to take Web 2.0 inside the enterprise, and the phrase social media expanded to include both.

“社交媒体”这个词对不同的人有不同的理解。回顾一下历史：这个概念最初与 Web 2.0 联系在一起，当时网络正从单向的信息发布平台转型为让普通大众分享内容和表达观点的平台。后来，企业界发现社交媒体不只是给普通消费者用的；于是“企业 2.0”的概念应运而生，把 Web 2.0 的理念带入了企业内部应用，“社交媒体”的含义也随之扩展，涵盖了消费者端和企业端两个方面。



Into the text

Find in this paragraph the synonyms for the underlined expressions.

- Electronic communication has become a platform for advertisements. **Social media**
- The professional landscape related to large companies is doing ever more to address the loss of female talent and the difficulty of combining work with child care.

Corporate world



Text 2



2 Now with the huge and growing popularity and influence of Facebook, Twitter and, more recently, Google+, **common use of social media is swinging back to the Web**, but with a more limited scope—synonymous with consumer-side **social networking**.

如今，随着 Facebook、Twitter 以及最近的 Google+ 的广泛且不断增长的普及度和影响力，社交媒体的常见用途正在回归到网络平台，但范围更加有限——等同于消费者端的社交网络。

Into the text

Find in this paragraph the synonyms for the underlined expressions.

Today, our number of weak-tie acquaintances has exploded due to the Internet—to the phenomenon of creating and maintaining personal or business relationships.

Social networking

Text 2

3 For some clarity, let's look at the three ways the phrase social media is used today:

(1) As an umbrella term that covers all uses of the new social technologies—aka social collaboration, community collaboration, and social computing. It connotes an online environment established for the purpose of **mass collaboration**. But it must have a purpose—e.g., Facebook is an online environment for the purpose of interacting with a large number of friends.

作为统称/umbrella term（概括性术语），涵盖所有新型社交技术的应用——包括社交协作、社区协作和社交计算。这个含义指的是为实现**大规模协作**而建立的在线环境。但这种环境必须有明确的目的——比如，Facebook就是一个专门用于与大量好友互动的在线环境。



Into the text

Find in this paragraph the synonyms for the underlined expressions.

The term “programmer” is also relatively vague but in the scope of this article I’m viewing its context as a broad or general term for front-end and back-end web developers.

Umbrella term



Text 2



3 ...

(2) As a term for environments on the Web—aka social Web, collaborative Web, ReadWrite Web and Web 2.0—referring to social sites open to the general public. This usage gets most of the press, with the 700 million or so users on Facebook, massive Twitter traffic and the huge Web **blogosphere**. It's becoming standard for large organizations to maintain a marketing communications presence on the major social sites on the Web.

(2) 指网络上的社交环境——也叫做社交网络、协作网络、读写网络和 Web 2.0——特指那些面向普通大众开放的社交网站。这是最受媒体关注的用法，比如 Facebook 拥有约 7 亿用户、Twitter 流量巨大、以及庞大的**网络博客圈**。如今，大型企业在主流社交网站上建立营销传播形象已经成为标准配置。

Into the text

What does the term “**blogosphere**” refer to in this context?

It refers to the large community or network of web blogs, which is part of the social Web.



Text 2

4 How to achieve real business value from social media? One of the first steps on this path is understanding how to tap into the power of what we call mass collaboration. We believe that achieving this distinctive kind of collaboration is the true so-what of social media. Success involves adhering to six core principles:

- **Participation.** Mobilize the masses to contribute. The value comes not from the technology itself but from user participation and the user-generated content this facilitates.
- **Collective.** People must **swarm** to the effort. This act of going to the content to contribute is a fundamental shift in behavior that enables the scale of mass collaboration.



Into the text

What is the significance of “**swarming**” in the Collective principle?

Swarming, which means people actively gathering to contribute, is a fundamental change in behavior that makes large-scale mass collaboration possible.

Swarm (n. & vi.) 群, 成群结对地移动

a **swarm** of bees

一群蜜蜂

The crowd **swarmed** out of
the stands onto the field.

群众从观众席上蜂拥而出,涌
入赛球场





Text 2

4 How to achieve real business value from social media? One of the first steps on this path is understanding how to tap into the power of what we call mass collaboration. We believe that achieving this distinctive kind of collaboration is the true so-what of social media. Success involves adhering to six core principles:

- **Participation.** Mobilize the masses to contribute. The value comes not from the technology itself but from user participation and the user-generated content this facilitates.
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如何从社交媒体中获得真正的商业价值？第一步是要理解如何挖掘“大规模协作”的力量。我们认为，实现这种独特的协作模式才是社交媒体的真正价值所在。要取得成功，需要遵循六项核心原则：

- **参与原则 (Participation)**

动员大众积极贡献。价值的来源不是技术本身，而是用户的参与以及由此产生的用户生成内容 (UGC)。

- **集体原则 (Collective)**

人们必须**群聚**参与。用户主动去寻找内容并做出贡献，这种行为方式的根本性转变，才能实现大规模协作。



Text 2

4 ...

- **Transparency.** Allow the community to validate and organize content. Through this transparency, the community improves content, unifies information, self-governs, self-corrects, evolves, creates emergence, and propels its own advancement.
- **Independence.** Participants can contribute independent of any other—no matter where they are or whoever else may be posting content at that time; **no coordination of collaboration** or pre-existing relationship is required.
- **Persistence.** Contributions must endure for scaled value, captured in a persistent state for others to view, share, and augment.



Into the text

Why is “**no coordination of collaboration**” important in the Independence principle?

It allows participants to contribute freely and flexibly, without relying on others to organize or approve their input, which scales collaboration.



Text 2

4 ...

- **Transparency.** Allow the community to validate and organize content. Through this transparency, the community improves content, unifies information, self-governs, self-corrects, evolves, creates **emergence**, and propels its own advancement.
- **Independence.** Participants can contribute independent of any other—no matter where they are or whoever else may be posting content at that time; **no coordination of collaboration or pre-existing relationship is required.**
- **Persistence.** Contributions must endure for scaled value, captured in a persistent state for others to view, share, and augment.

- **透明原则 (Transparency)**

让社区来验证和组织内容。通过这种透明机制，社区能够自主改进内容、整合信息、自我管理、自我修正、不断演化、产生**涌现效应**，并推动自身发展。

- **独立原则 (Independence)**

参与者可以独立自主地贡献，不受他人影响——无论身处何地，也无论同时还有谁在发布内容；**不需要事先协调或已有关系。**

- **持久原则 (Persistence)**

贡献内容必须长期保存才能实现规模化价值，以持久的形式留存下来，让其他人可以查看、分享和完善。



Text 2



4 ...

- **Emergence.** Communities self-direct for greater **productivity**. Emergence is what allows these communities to come up with new ways of working or new solutions to seemingly **intractable** problems.

Intractable (adj.) 难驾驭的, 顽固的, 倔强的

- Intractable materials 不易加工的材料
- Intractable pain 难消除的疼痛
- Intractable problems 难题

• 涌现原则 (Emergence)

社区通过自我引导实现更高生产力。正是涌现机制让社区能够创造出新的工作方法, 或找到解决看似无解难题的新方案。



Text 2

5 These are the pillars of collaborative success. **The technology itself is not what matters; no social technology is great enough to save efforts that ignore the fundamental principles of mass collaboration.**

这些就是协作成功的支柱。真正重要的不是技术本身；如果违背了大规模协作的基本原则，再先进的社交技术也救不了你。



Into the text

Paraphrase the highlighted sentence.

The significance lies not in the technology itself but rather in the recognition that no social technology can succeed if it disregards the fundamental principles of **collective collaboration**.



Text 2 Exploring the text

1

Read the text and answer the following questions.

1 How has the meaning of social media evolved over time, and how is the phrase currently understood?

The meaning of “social media” has evolved from the Web’s shift from publishing to a platform for the masses to share content and opinions, to including consumer-side social networking. Currently, it encompasses three main usages related to social technologies, environments on the web, and environments created by non-web organizations.

2 In what way does the text imply that mass collaboration is essential for the true success of social media in the business context?

The text implies that “mass collaboration” is essential for social media success in business by emphasizing active user engagement, which generates valuable content. Collective action enhances productivity, while transparency fosters trust and improvement. Participants’ independence allows for diverse contributions, and the persistence of content ensures ongoing access to valuable information. Finally, self-directed communities can innovate, driving transformational value. Together, these principles show that “mass collaboration” is foundational for effective social media use in business.



Text 2 Exploring the text

2

Work in pairs. Discuss the six core principles that contribute to the success of mass collaboration according to the following directions.

Student A

Identify one core principle that resonates most with you and explain why.

Student B

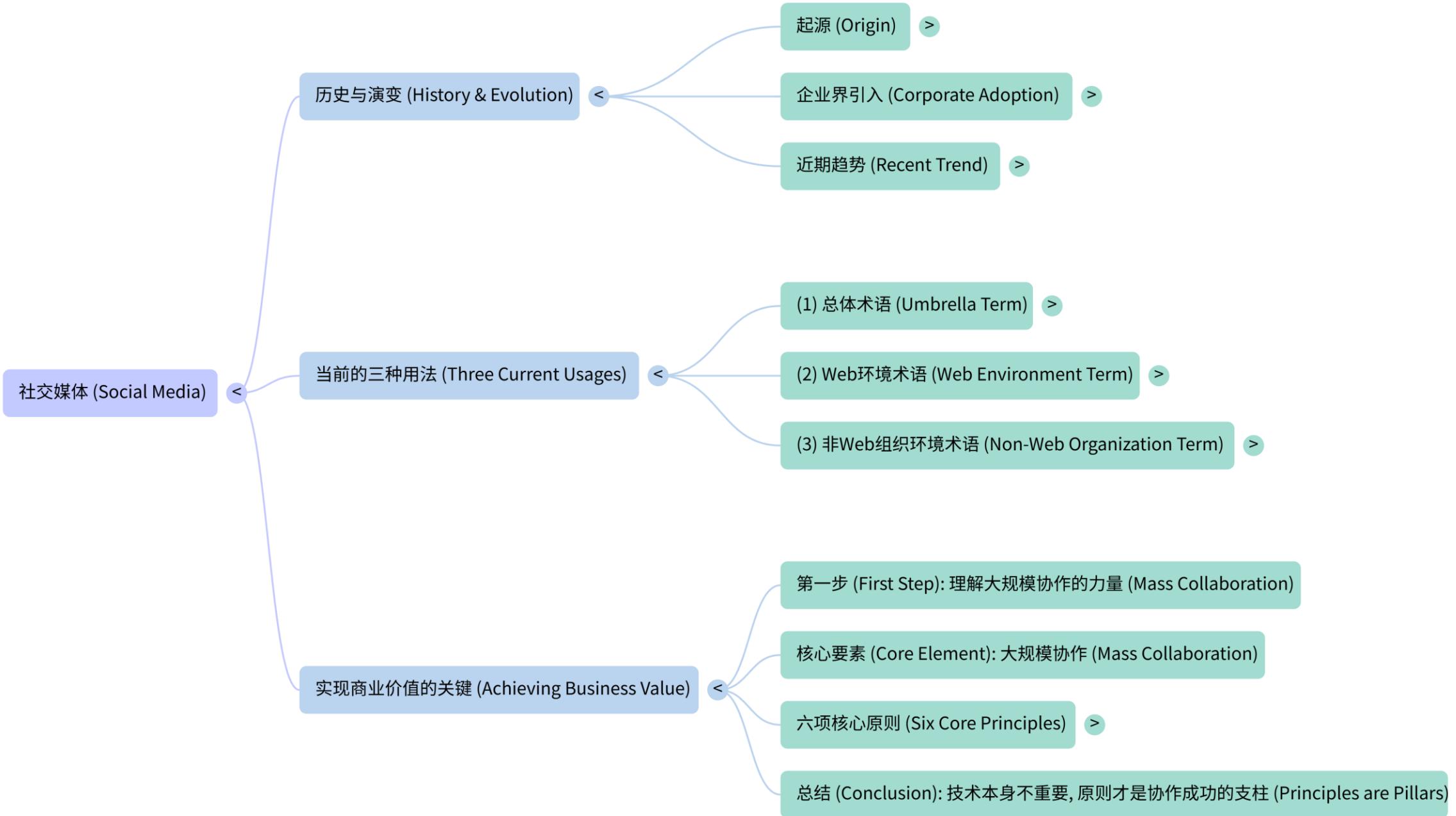
Name a social media platform you are familiar with and describe how to apply the core principles based on the specific features of each platform.

Compare notes

Engage in a discussion that compares and contrasts the selected principles, highlighting key aspects and potential impacts outlined in the text.

Discussion

Reflect on how these principles can be applied in real-world scenarios to enhance mass collaboration and achieve business value.





Text 1

*How TikTok broke
social media?*



Background: TikTok

<https://www.economist.com/business/2023/03/21/how-tiktok-broke-social-media>

TikTok, known in mainland China and Hong Kong as Douyin, is a social media and short-form online video platform owned by Chinese Internet company ByteDance. It hosts user-submitted videos, which may range in duration from three seconds to 60 minutes. It can be accessed through a mobile app or through its website.

Find the paragraphs of each section.

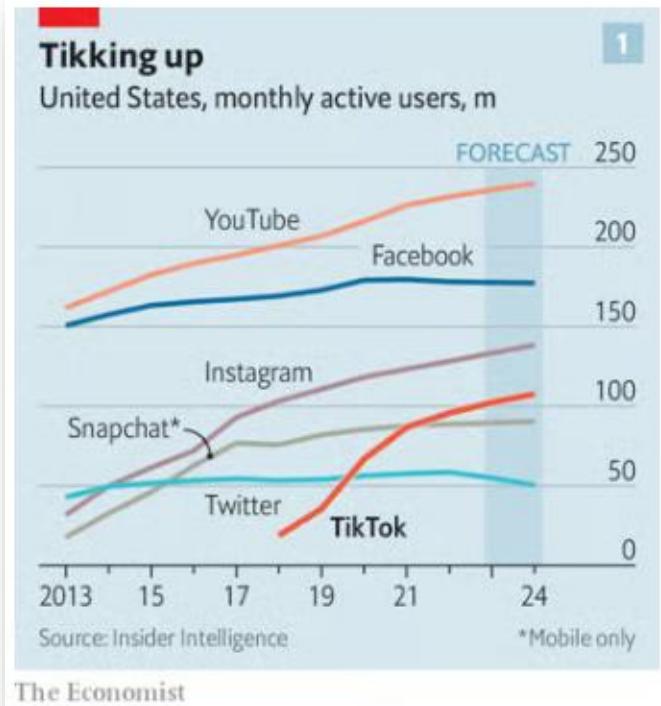


What do you see from the two charts on Page 35?

X-axis
横轴

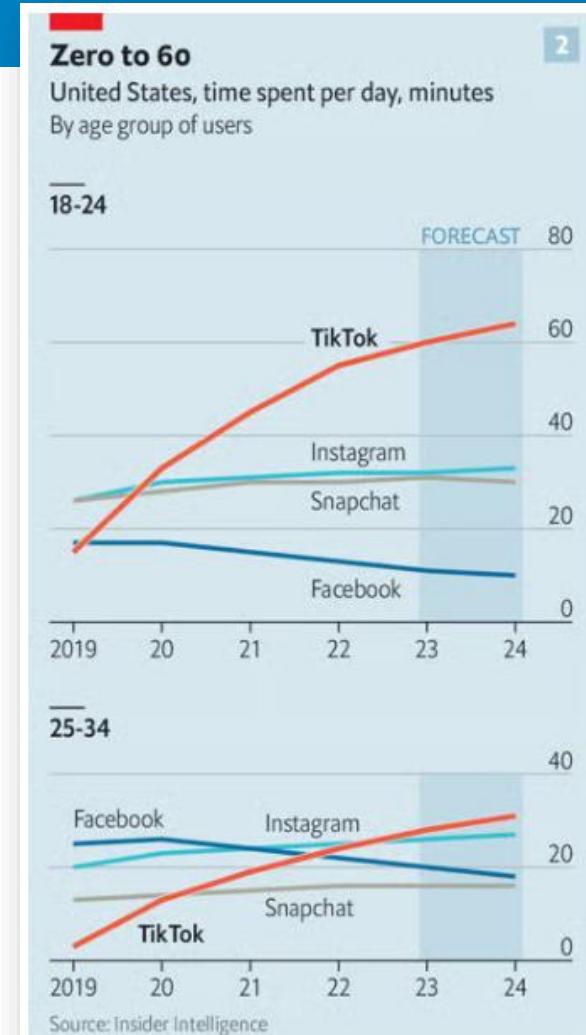
Y-axis
纵轴

Lines
折线



year

Users
(monthly
Active)



year

Time
spent
Per
day

Paragraph 1: Game time!

- ✓ Find out meanings of all the **VERBS**.
- ✓ Now. Paragraph 1.
- ✓ Start!



Text (Para. 1)

TikTok's fate **hangs in the balance**. But what is already clear is that the app has changed social media for good—and in a way that will make life harder for **incumbent** social apps. In less than six years, TikTok has **weaned** the world **off** the old-fashioned social **networking** and got it **hooked on** algorithmically selected short videos. Users love it. The trouble for the platforms is that the new model makes less money than the old one, and may always do so.

Translation

TikTok的命运**悬而未决**。但已经显而易见的是，这款应用彻底改变了社交媒体，并且这种改变将使**现有（老牌）**社交应用的日子更加艰难。
在不到六年的时间里，TikTok让世界**摆脱了传统社交网络**，转而**迷上了由算法筛选的短视频**。用户喜爱这种模式。然而，对于这些平台来说，麻烦在于新模式的盈利能力不如旧模式，而且这种差距可能永远存在。

Words and phrases

Hang (v.) 悬挂；悬而未决

- To remain in a suspended, contingent, or uncertain state
- 用于表达不确定性或风险，如：“The merger deal **hangs** in the balance.”（并购交易悬而未决。）

Wean off (v.) 戒掉，使脱离

- To cause someone or something to detach from a dependence on an old habit or product.
- 用于描述消费者习惯或系统迁移：“It is difficult to **wean** established users off the legacy platform.”（很难让老用户摆脱对遗留平台的依赖。）

Words and phrases

Hook on 使...上瘾；迷上

- To become highly captivated by or dependent on a product or service.
- **用户粘性。**描述产品如何成功地吸引用户，使其持续使用并形成习惯。
- e.g. Our goal is to redesign the platform to **get** users **hooked on** the personalized content feed immediately.

Incumbent (adj.) 现存的；在位的；占据原有市场的

- An established company, system, or technology currently dominating a market.
- **老牌企业。**特指在市场中占据主导地位，通常面临来自新兴竞争对手颠覆性挑战的公司。
- The startup's low-cost subscription model is designed to disrupt the pricing power of the **incumbent** industry leaders.

Paragraph 2: Game time!

- ✓ Find out how **FIGURES (数字)** are described in Para 2.
- ✓ For example, “more than”, “twice as”....
- ✓ Now. Start!



Descriptions of figures in Paragraph 2

all but a handful of

- 几乎所有（除了极少数）：表示该数字在同类群体中处于极高地位，仅次于少数例外。

more than twice as long

- 两倍多长：用于比较时间或持续长度，强调差异显著（大于 200%）。

twice as long as

- 两倍于...时长：精确的倍数比较，强调差异是 2:1。

more than five times as long as

- 五倍多于...时长：显著的倍数差异，强调差距巨大（大于 5:1）。

量化和比较

Quantification and comparison

绝对比较 (Absolute Superiority/Exclusion)

- 强调主体在群体中的优势地位

倍数差异 (Multiples)

- 强调差异的幅度

Text (Para.2)

The speed of the change is **astonishing**. Since entering America in 2017, TikTok has picked up more users than all but a **handful** of social media apps, which have been around more than twice as long (see Chart 1 on the next page). Among young audiences, it **crushes** the competition.

Key Expressions

变革的速度令人震惊。
自 2017 年进入美国市场以来，TikTok 所获得的用户数量，已经超越了几乎所有其他社交媒体应用——而那些应用出现的时间是 TikTok 的两倍多。

在年轻受众群体中，它更是碾压了竞争对手。

Text (Para.2)

Americans aged 18–24 spend an hour a day on TikTok, twice as long as they spend on Instagram and Snapchat, and more than five times as long as they spend on Facebook, which these days is mainly a **medium** for communicating with the grandparents (see Chart 2 on the next page).

Translation

18 至 24 岁的美国人平均每天在 TikTok 上花费一小时，这是他们在 Instagram 和 Snapchat 上花费时长的两倍，更是他们在 Facebook 上花费时长的五倍多；如今，Facebook 主要已沦为与祖父母辈进行交流的**媒介**（参见下一页图表 2）。”

Paragraph 3 & 4: Writing techniques

- ✓ Find out the **MAIN STRUCTURE** of long sentences in Paragraph 3 and 4.
- ✓ What **writing techniques** have been used to expand the sentences?
- ✓ **Now. Start!**



Para 3: Main structure of long sentences

Meta has turned...and launched...

插入语 Appositives

同位语 Parentheticals (名词短语)

- 1. 插入语/定语从句: which owns Facebook and Instagram (修饰 Meta)。
- 2. 并列谓语: has turned (改变了主页) and launched (推出了 Reels)。
- 3. 补充说明 (同位语/后置定语) : a TikTok clone bolted onto Facebook and Instagram (进一步解释 Reels 的性质)。

Douyin is having a similar effect...

状语从句 Adverbial Clauses
定语从句 Adjective Clauses

- 1. 插入语: TikTok's Chinese sister app, Douyin (使用同位语对主语进行命名和解释)。
- 2. 状语从句/地点定语从句: where digital giants like Tencent⁷ are increasingly putting short videos at the center of their offerings (解释产生影响的具体背景和环境)。

Para 4: Main structure of long sentences

40 minutes are spent watching video clips.

分词短语 **participle phrase**

- 1. 介词短语引导的限定: Of the 64 minutes that... (限定了分析数据的总量范围)。
- 2. 定语从句: that the average American spends viewing such services each day (修饰 64 分钟的性质)。
- 3. 分词短语 (补充信息) : up from 28 minutes just three years ago (提供了时间上的增长比较)。
- 4. 句末插入语/独立结构: estimates Bernstein, a broker (提供了数据来源和其身份)。

the format is proving less profitable...

- 1. 让步状语从句: Although users have a seemingly endless appetite for short video (提出了一个有利的事实, 与主句形成对比)。
- 2. 比较级结构: less profitable than the old news feed (进行直接的盈利能力比较)。

Interesting words!

Wean off 使戒除

- 字面意思： 断奶



词源：

O.E. **wenian** "to accustom,"

from *P.Gmc. *wanjanan* (cf. O.N. **venja**, Du. **wennen**, O.H.G. **giwennan**, Ger. **gewöhnen** "to accustom"), from ***wanaz** "accustomed" (related to *wont*). The sense of **weaning a child from the breast** in O.E. was generally expressed by **gewenian** or **awenian**, which has a sense of "**unaccustom**" (cf. Ger. **abgewöhnen**, **entwöhnen** "to wean," *lit.* "to unaccustom"). The prefix subsequently wore off. Figurative extension to any pursuit or habit is from 1526.

Interesting words!

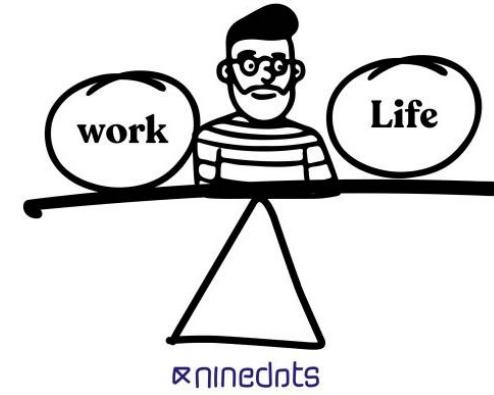
Hang in the balance 悬而未决

- 字面意思：在天平上荡来荡去

词源：

late 13c., "**apparatus for weighing**," from *O.Fr. balance* (12c.) "balance, scales for weighing," also in the figurative sense; from *M.L. bilancia*, from *L.L. bilanx* (acc. *bilancem*), from *L. (libra) bilanx* "(scale) having two pans," possibly from *L. bis* "twice" + *lanx* "dish, plate, scale of a balance." The accounting sense is from 1580s; the meaning "general harmony between parts" is from 1732; sense of "physical equipoise" is from 1660s. The verb is attested from 1570s. **Balance of power** in the geopolitical sense is from 1701; **balanced** meal, diet, etc. is from 1908.

Work / Life
HANGING IN THE BALANCE



Text (Para. 3)

TikTok's success has **prompted** its rivals to reinvent themselves.

Meta, which owns Facebook and Instagram, has turned both apps' main **feeds** into algorithmically sorted "discovery engines" and launched Reels, a TikTok clone **bolted** onto Facebook and Instagram.

TikTok's Chinese sister app, Douyin, is having a similar effect in its home market, where **digital giants** like Tencent are increasingly putting short videos at the center of their offerings.

Translation

TikTok 的成功促使它的竞争对手们彻底重塑自我。

拥有 Facebook 和 Instagram 的 Meta 公司，已经将这两款应用的主页 **信息流** 转变为 由算法分类的 "发现引擎"，并推出了 Reels，这是一个快速 **附加到** Facebook 和 Instagram 上的 TikTok 克隆产品。

TikTok 的中国姐妹应用 "抖音"，在本土市场也正产生着类似的影响，在中国，像腾讯这样的 **数字巨头**们正越来越多地将短视频置于其产品服务的核心位置。

Text (Para. 4)

The result is that short-form video has **taken over** social media.

Of the 64 minutes that the average American spends viewing such services each day, 40 minutes are spent watching video clips, up from 28 minutes just three years ago, estimates Bernstein, a **broker**. However, this transformation comes with a **snag**.

Although users have a seemingly endless appetite for short video, the format is proving less **profitable** than the old news feed.

Translation

结果就是，短视频已经**占据了**社交媒体的主导地位。

据**券商**伯恩斯坦 (Bernstein) 估计，美国人平均每天花费 64 分钟观看此类服务，其中有 40 分钟用于观看视频剪辑，而就在三年前，这一时长仅为 28 分钟。

然而，这场变革也伴随着一个**障碍**。尽管用户对短视频的需求似乎无穷无尽，但事实证明，这种格式的**盈利能力**不如旧式的新闻信息流。

Words and phrases



Prompt (v.) 促使；推动

- **prompt** a review/a crisis/a decision/rivals to act



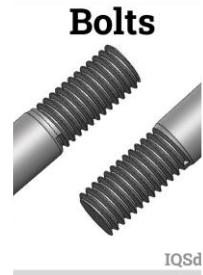
Feeds (n.) 信息流，推送内容

- news **feed** / social **feeds**



Reinvent (v.) 重塑、革新

- **reinvent** the business model/oneself/the product



Bolt (v.) 快速连接、集成

- **bolt** onto a platform/a structure/an existing system



Offering 产品；服务

- product **offering** / service **offering** / core **offering**

Words and phrases

take over 接管； 收购

- Take over the job 接管工作
- take over the factories 接管工厂

Broker 经纪人、 中介人、 金融机构

- **Securities Broker** (证券经纪人)
- **To broker a deal/agreement**
(撮合交易/协议)

snag (n.) 障碍、 难题

- **Hit a snag** (遇到障碍)
- **To smooth out snags**
(解决难题/消除障碍)

profitable (adj.) 可盈利的， 有利润的

- **Sustainably Profitable** (可持续盈利的)
- **To make something profitable**
(使某事盈利)

Game time! *Monetization problems (P5-P9)*

For each individual paragraph (P5, P6, P7, P8, P9), identify the following:

- ✓ The **Key Sentence** that best summarizes the paragraph's main idea
- ✓ **3–5 Core Vocabulary or Terms** essential for understanding that paragraph's content



Key sentences

Para 5:

Problem: Tiktok **monetizes** at a **lower rate** than Facebook and Instagram.

Para 6:

Opinion: the **gap** might **not be closed**.

Para 7:

Reason 1: Video's **ad load** is **lower** than text and images.

Para 8:

Reason 2: **Weaker targeting** also **hampers** monetization.

Para 9:

Conclusion: Both social apps and **advertisers** are **losers**.

Text (Para 5)

TikTok **monetizes** its American audience at a rate of just \$0.31 for every hour the typical user spends on the app, **a third** the rate of Facebook and **a fifth** the rate of Instagram (see Chart 3 on the next page). The most comforting explanation for the **earnings gap** is that TikTok is **immature**. “TikTok is still a **toddler** in the social media ad landscape,” says Jasmine Enberg of Insider Intelligence, who points out that the app introduced ads only in 2019. Platforms tend to keep their **ad load** low while getting new users **on board**, and **advertisers** take time to **warm to** new products.

Monetize (v.) 变现；货币化

monetize content/traffic (内容/流量变现)

- (n.) monetization 货币化

immature (adj.)不成熟的；早期的

immature market/product (不成熟的市场/产品)

- 反义词: mature, developed

Text (Para 5)

TikTok **monetizes** its American audience at a rate of just \$0.31 for every hour the typical user spends on the app, **a third** the rate of Facebook and **a fifth** the rate of Instagram (see Chart 3 on the next page). The most comforting explanation for the **earnings gap** is that TikTok is **immature**. “TikTok is still a **toddler** in the social media ad landscape,” says Jasmine Enberg of Insider Intelligence, who points out that the app introduced ads only in 2019. Platforms tend to keep their **ad load** low while getting new users **on board**, and **advertisers** take time to **warm to** new products.

Toddler (n.) 学步儿童；（比喻）初期事物
e.g., still in the toddler stage (仍处于初期阶段)

Ad load (n.) 广告负载量；广告密度
- high/low ad load (高/低广告密度)

Get on board 加入；接受（并支持）
- get investors on board (让投资者加入)

Warm to (v.) 渐渐产生兴趣；开始喜欢
- warm to the idea/suggestion (开始喜欢某个想法)

Text (Para 5)

TikTok **monetizes** its American audience at a rate of just \$0.31 for every hour the typical user spends on the app, **a third** the rate of Facebook and **a fifth** the rate of Instagram (see Chart 3 on the next page). The most comforting explanation for the **earnings gap** is that TikTok is **immature**. “TikTok is still a **toddler** in the social media ad landscape,” says Jasmine Enberg of Insider Intelligence, who points out that the app introduced ads only in 2019. Platforms tend to keep their **ad load** low while getting new users **on board**, and **advertisers** take time to **warm to** new products.

TikTok在美国用户身上的**变现效率**仅为每小时0.31美元——相当于Facebook的**三分之一**、Instagram的**五分之一**（见下页图表3）。关于这一**盈利差距**，最主流的解释是TikTok尚不成熟。行业分析师Jasmine Enberg指出：“在社交广告领域，TikTok仍处于‘**幼儿**’阶段”，她强调该平台直到2019年才引入广告系统。新兴平台为**吸引**用户，通常刻意控制**广告负载量**，且广告商也需要时间**适应**新产品。

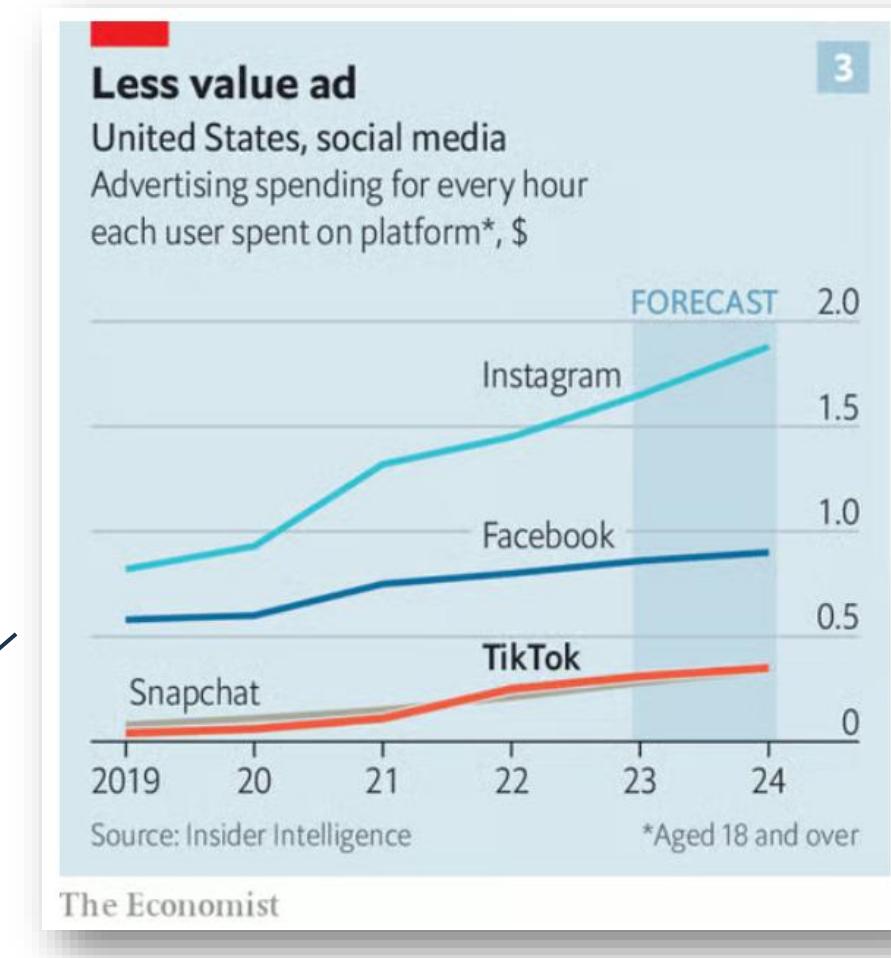
Game time! Paragraph 6:

- ✓ Find out all the **descriptions of figures** in *Paragraph 6*.
- ✓ Let's try to make sentences out of them!

Comparisons and percentages

- Make less than half as much **money** per user-hour as Facebook or Instagram...
- Monetize at only about 15% the **rate of ads**...

What else can you read from the figure (图表)?

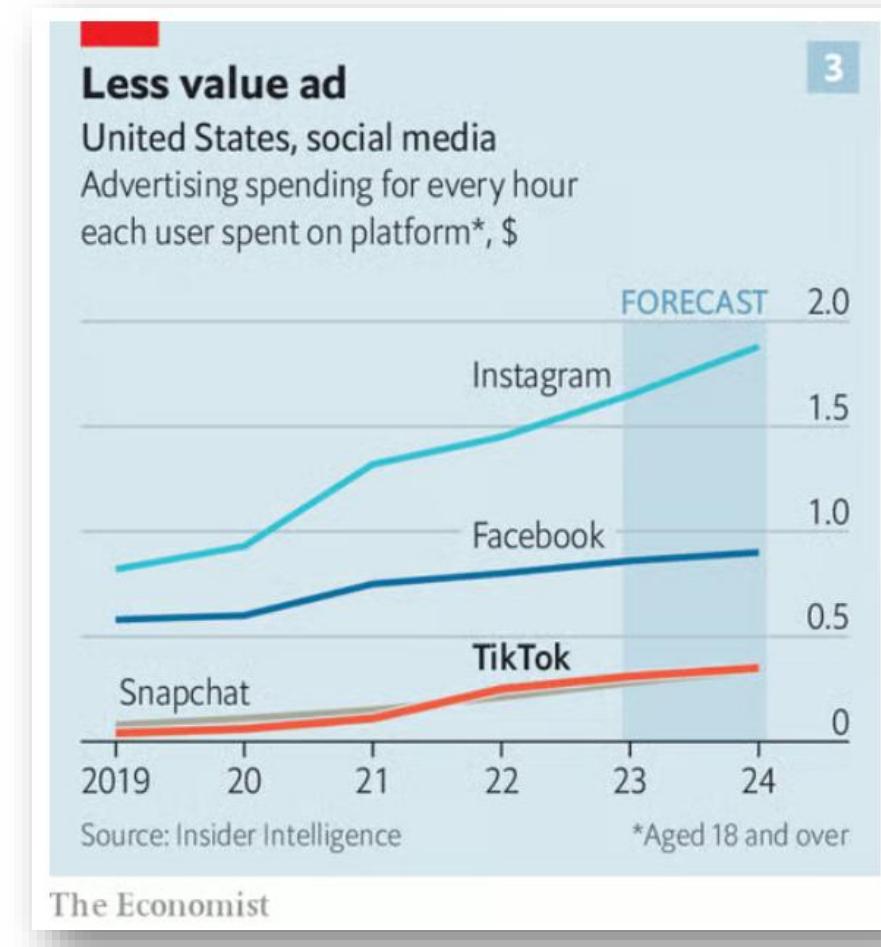


Write a sentence of a new finding from the figure.

提示：描述22-24年间，四家公司的广告收入的排名对比情况。

Key words:

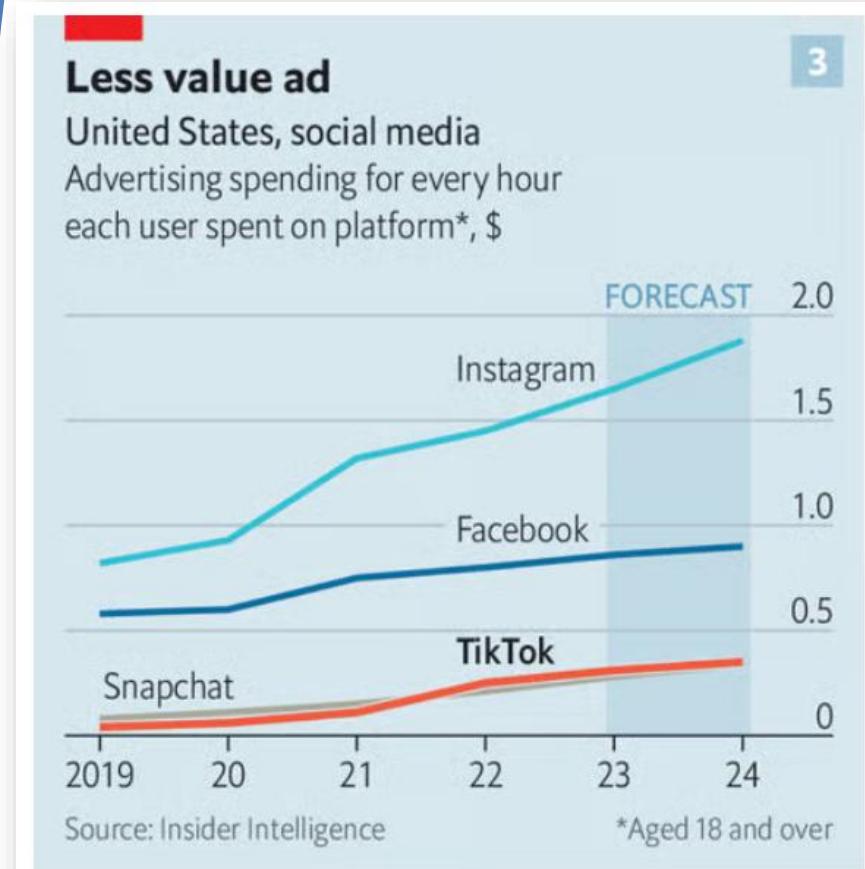
- maintained its dominant position
- ranked second/occupied third position
- far below/significantly higher than



Write a sentence of a new finding from the figure.

参考写作：

Instagram maintained its dominant position, reaching nearly 2.00 per user-hour in 2024. **Facebook** ranked second at 0.80, while **Tiktok** occupied third position at \$0.30—far below the top two platforms. **Snapchat** remained close to zero, with **Instagram**’s revenue significantly higher than all competitors.



Text (Para. 6)

Some wonder if the **gap** will in fact ever be **closed**. Even mature video-apps cannot **keep up with** the old social networks when it comes to monetizing their users' time. YouTube, which has been around for 18 years, makes less than half as much money per user-hour as Facebook or Instagram, estimates Bernstein. In China, where short-form video **took off** a few years before it did in the West, short-video ads in 2022 monetized at only about 15% the rate of ads on local **e-commerce** apps.

- **gap ... be closed** 弥合差距
 - 类似: bridge the gap
- **keep up with** 跟上, 赶上
 - ~ the tide 顺应时事
 - ~ the news 关心新闻
- **take off** 起飞、突然流行
 - e.g. His career took off after meeting his partner.
- **e-commerce** 电子商务

Text (Para. 6)

Some wonder if the **gap** will in fact ever be **closed**. Even mature video-apps cannot **keep up with** the old social networks when it comes to monetizing their users' time. YouTube, which has been around for 18 years, makes less than half as much money per user-hour as Facebook or Instagram, estimates Bernstein. In China, where short-form video **took off** a few years before it did in the West, short-video ads in 2022 monetized at only about 15% the rate of ads on local **e-commerce** apps.

但质疑在于：这一**差距**是否真能**弥合**？即便是成熟的视频平台，在用户时间变现效率上也**难以匹敌**传统社交网络。伯恩斯坦公司估计，成立 18 年的 YouTube，其单用户每小时收益仍不足 Facebook 或 Instagram 的一半。而在短视频更早**兴起**的中国市场，2022 年短视频广告的变现效率仅相当于本地**电商**类应用的 15%。

Question for Paragraph 7

- Why is the ad load lower in short-form videos than in the news feed of text and images? 为什么说短视频中的广告投放量(ad load)不可避免地低于图文新闻推送?
 1. **The format** of the text and image news feed allows for a far greater volume of advertising than video content.
 2. Watching video seems to put consumers in a more **passive mood** than scrolling a feed of friends' update. This passive state makes users less likely to click through to buy.

Text (Para. 7)

For one thing, the ad load in video is **inescapably** lower than on a news feed of text and images. Watch a five-minute YouTube clip and you might see three ads; **scroll** Instagram for five minutes and you could see dozens. Watching video also seems to put consumers in a more passive mood than scrolling a feed of friends' updates, making them less likely to click through to buy.

- **Inescapably (adv.)** 不可避免地
in- (not) + escape (逃脱) + -ably
(副词后缀)
-同义词: **inevitably, unavoidably**
- **scroll (v.)** 滚动浏览、刷 (手机/网页)
scroll through (浏览)
scroll down/up (向下/上滚动)
e.g. Stop scrolling and go to sleep!
别刷手机了，赶紧睡觉!

Text (Para. 7)

For one thing, the ad load in video is **inescapably** lower than on a news feed of text and images. Watch a five-minute YouTube clip and you might see three ads; **scroll** Instagram for five minutes and you could see dozens. Watching video also seems to put consumers in a more passive mood than scrolling a feed of friends' updates, making them less likely to click through to buy.

首先，视频中的广告加载量不可避免地低于文字和图片信息流。观看一个五分钟的YouTube视频片段，你可能只会看到三个广告；而刷五分钟Instagram，你可能会看到几十个广告。此外，观看视频似乎也会让消费者比浏览朋友动态时更处于一种被动状态，使他们不太可能点击广告进行购买。

Question for Paragraph 8

Match the features with corresponding social apps.

Short-video apps

only watch and swipe

Persuade users to fill in a lengthy profile

Old-school social networks

Loosely targeted brand advertising

Hyper-personalized direct response ads

Question for Paragraph 8

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Short-video apps

only watch and swipe

Loosely targeted brand advertising

Old-school social networks

Persuade users to fill in a lengthy profile

Hyper-personalized direct response ads

Text (Para. 8)

Short-video apps are also **hampered** by weaker targeting. For audiences, part of the appeal of TikTok is that users need do no more than watch, and **swipe** when they get bored. The **algorithm** uses this to learn what kinds of videos—and therefore ads—they like. But this guesswork is no **substitute** for the hard personal data **harvested** by the previous generation of social networks, which persuaded users to fill in a **lengthy** profile including everything from their education to their **marital** status.

- **Hamper (v.) 阻碍、妨碍**
同义词: hinder, obstruct, impede
反义词: help, facilitate
e.g. Bad weather hampered rescue efforts. 恶劣天气阻碍了营救任务。
- **Swipe (v.) 划、滑动 (屏幕)**
 - swipe left/right/up/down (向左/右/上/下滑)
 - swipe through (滑动浏览)
- **Substitute (n.) 替代品**
 - no substitute for... (无法替代...)
 - a poor substitute (差劲的替代品)
 - substitute A for B / substitute A with B (用B替代A)

Text (Para. 8)

Short-video apps are also **hampered** by weaker targeting. For audiences, part of the appeal of TikTok is that users need do no more than watch, and **swipe** when they get bored. The **algorithm** uses this to learn what kinds of videos—and therefore ads—they like. But this guesswork is no **substitute** for the hard personal data **harvested** by the previous generation of social networks, which persuaded users to fill in a **lengthy** profile including everything from their education to their **marital** status.

• **Harvest (v. & n.)** 收割；收集（数据）

- Farmers harvest wheat in autumn. (原意)
- Facebook harvests personal data from users. (引申义)

• **Lengthy (adj.)** 冗长的；详细的

同义词：long, detailed, extensive

反义词：brief, short, concise

• **Marital (adj.)** 婚姻的；婚姻状况的
/ˈmærɪtl/

- marital status (婚姻状况) ✓ ✓ ✓
- marital problems/issues (婚姻问题)
- marital relationship (婚姻关系)

Text (Para. 8)

Short-video apps are also **hampered** by weaker targeting. For audiences, part of the appeal of TikTok is that users need do no more than watch, and **swipe** when they get bored. The **algorithm** uses this to learn what kinds of videos—and therefore ads—they like. But this guesswork is no **substitute** for the hard personal data **harvested** by the previous generation of social networks, which persuaded users to fill in a **lengthy** profile including everything from their education to their **marital** status.

短视频应用还面临一个劣势：广告定向不够精准。TikTok吸引用户的一个原因恰恰是操作简单——只需要看视频，看腻了就滑走。算法会根据这些行为推测用户的喜好，并据此推荐视频和广告。然而，这种推测远不如传统社交网络掌握的真实用户数据可靠。Facebook等平台曾说服用户填写非常详细的个人档案，涵盖教育程度、婚姻状况等方方面面的信息。

Text (Para. 8)

The **upshot** is that many advertisers still treat short-form video as a place for loosely targeted so-called brand advertising, to raise general awareness of their product, rather than the **hyper-personalized** (and more valuable) direct response ads that **old-school** social networks **specialize** in.

- **Upshot (n.)** 结果、结局、要点
 - What's the upshot? (结论是什么?)
 - The upshot of... is... (...的结果是...)同义词: outcome, result, consequence, conclusion
- **hyper-personalized (adj.)** 高度个性化的
 - e.g. Hyper-personalized recommendations increase sales.
 - 其他 hyper- 词汇: hyper-competitive (竞争极其激烈的) hyper-focused (高度专注的)
- **Old-school (adj.)** 老派的、旧式的、传统的
- **Specialize in (v.)** 专门从事; 专攻; 擅长
 - 同义词: focus on, concentrate on, excel in

Text (Para. 8)

The **upshot** is that many advertisers still treat short-form video as a place for loosely targeted so-called brand advertising, to raise general awareness of their product, rather than the **hyper-personalized** (and more valuable) direct response ads that **old-school** social networks **specialize** in.

因此，许多广告商仍然只是把短视频平台当作投放品牌广告的渠道，目的是提升产品的整体知名度，而不是投放**传统**社交网络**所擅长的**那种**高度个性化**（且更有价值）的直接响应广告。

Text (Para. 9)

Social apps will not be the only losers in this new, **trickier** ad environment. If social-media advertising becomes less effective across the board, it will be bad news not just for the **platforms** that sell those ads, but for the advertisers that buy them.

- **Tricky (adj.)** 棘手的；复杂的；
trick (诡计；技巧)- 名词
tricky (棘手的) - 形容词
同义词: difficult, complicated, challenging, problematic
使用场景：
a tricky situation/question (棘手的局面、难题)
tricky to navigate (难以驾驭)

Platform (n.) 平台

技术/商业语境：

social media platforms (社交媒体平台)
e-commerce platforms (电商平台)
digital platforms (数字平台)

物理语境：

train platform (火车站台)
stage platform (舞台)

政治语境：

political platform (政治纲领)

Text (Para. 9)

Social apps will not be the only losers in this new, **trickier** ad environment. If social-media advertising becomes less effective across the board, it will be bad news not just for the **platforms** that sell those ads, but for the advertisers that buy them.

社交应用不会是这个新的、更加棘手的广告环境中唯一的输家。如果社交媒体广告整体上变得效果更差，这不仅对销售这些广告的平台来说是坏消息，对购买这些广告的广告商来说也是坏消息。

Summary: How Tiktok Broke Social Media TikTok 如何改变社交媒体

模式转变 (Format Shift)

- TikTok 驱动了社交媒体的巨大转型，用户从传统的社交媒体网络转向了算法推荐的短视频模式。对手如 Meta 也被迫模仿 (Reels)，将主页转为“发现引擎”。

用户喜爱度高 (High User Engagement)

- 转变速度惊人。年轻受众尤其青睐 TikTok，美国 18-24 岁用户每天花在 TikTok 上的时间是 Instagram 和 Snapchat 的两倍。

盈利能力挑战 (Profitability Challenge)

- 新模式的盈利效率不如旧模式，且这种差距可能长期存在。

Summary (continued)



盈利低下的结构性原因 (Structural Reasons for Low Profitability)

- 1. 货币化效率低 (Low Monetization Rate)
- 2. 广告负载限制 (Ad Load Restriction)
- 3. 用户被动性高 (High User Passivity)
- 4. 定位能力弱 (Weaker Targeting)
- 总结: 更棘手的广告环境 (A Trickier Ad Environment)



Text 1 Exploring the text

1

Decide whether the following statements about the text are true (T) or false (F).

- (F) 1 TikTok monetizes its American audience at a higher rate than Facebook and Instagram.
- (T) 2 TikTok has gained more users than most social media apps despite being around for a shorter time.
- (F) 3 Consumers are more likely to click through and make a purchase while watching videos than when scrolling through a feed.
- (F) 4 Short-form video apps have access to more personal data than previous social networks.
- (F) 5 Short-form video is primarily used for hyper-personalized direct response advertising.



Text 1 Exploring the text

2

Based on the three charts in the text, describe the data of TikTok, Facebook, and Instagram in terms of active users, age groups, and monetization rate. Then complete the table below.

	TikTok	Facebook	Instagram
Active users	Rapid growth to over 100 million.	The number of users has held steady at around 180 million.	Rapid growth to 140 million.
Age groups	Users aged 18 to 34 all <u>saw a significant increase</u> in the time spent, with the 18-24-year-old user group spending far more time than the 25–34-year-old user group.	<u>The time spent by users aged 18 to 34 has declined</u> , with the 18-24-year-old user group spending less time than the 25-34-year-old user group.	Users aged 18 to 34 experienced a slight <u>increase</u> in hours of use, which was roughly equivalent in duration.
Monetization rate	It grew slowly from 0 to 0.3	It grew slowly from 0.5 to 0.9	It grew rapidly from 0.8 to 1.8



Text 1 Exploring the text

3

Read the text again and answer the following questions.

- 1. How has TikTok affected other social media apps?**
- 2. Why are short-form video apps like TikTok facing challenges in monetization compared with traditional social networking platforms?**
- 3. What broader impact could the challenges in social media advertising have on both the platforms and the advertisers?**



Text 1 Exploring the text

3

Read the text again and answer the following questions.

1. How has TikTok affected other social media apps?

TikTok has **shifted the focus** of social media from old-fashioned social networking to algorithmically selected short videos, making it harder for incumbent social apps to adapt to this new model.



Text 1 Exploring the text

3

Read the text again and answer the following questions.

2. Why are short-form video apps like TikTok facing challenges in monetization compared with traditional social networking platforms?

Short-form video apps, such as TikTok, face challenges in monetization ***due to*** lower ad load, weaker targeting, and a more passive viewer mindset compared to traditional social networks.



Text 1 Exploring the text

3

Read the text again and answer the following questions.

3. What broader impact could the challenges in social media advertising have on both the platforms and the advertisers?

The challenges in social media advertising could lead to a less effective advertising environment across the board. This would negatively impact:

- **Platforms:** Social media platforms may struggle to generate revenue due to lower ad effectiveness, making it harder for them to monetize their user base.
- **Advertisers:** Companies that rely on these platforms for advertising may find it more difficult to reach targeted audiences effectively, leading to reduced return on investment and potentially affecting their overall marketing strategies.
- **Overall,** both platforms and advertisers could face financial repercussions as the effectiveness of social media advertising diminishes.



Text 1 Exploring the text

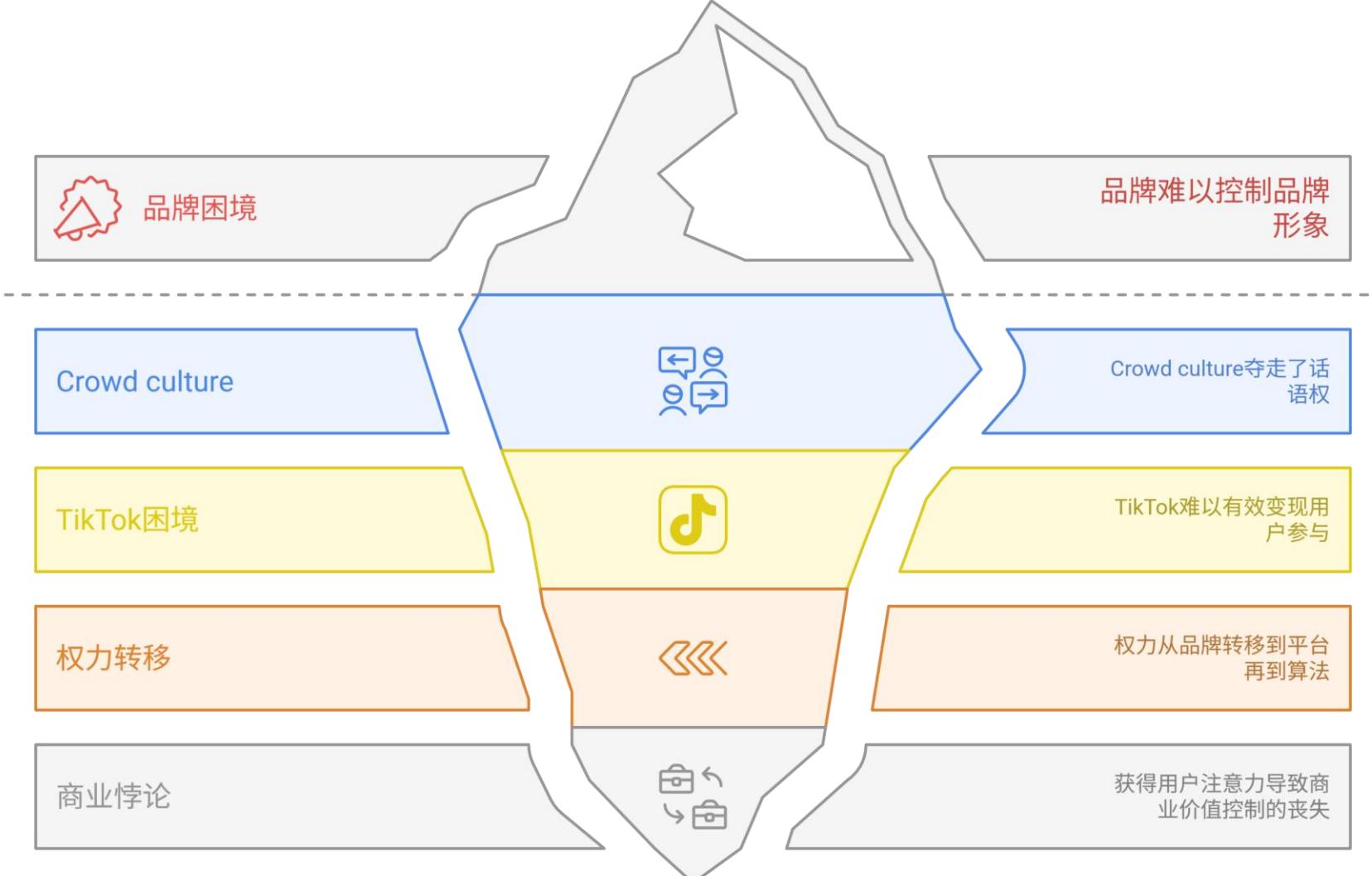
4

Discuss the following questions in groups.

- 1. How has the rise of short-form video content impacted the way people consume social media? What are the advantages and disadvantages of this format compared with the traditional news feed?**
- 2. Why do you think TikTok (or Douyin) has become so popular among young audiences?**
- 3. How do you think the shift towards short-form video content has affected the overall quality of social media content?**

Summary of Unit 1 Brands & Unit 2 Media

社交媒体的权力游戏：品牌困境到平台困境



Language Skills



1

Read the sentences and find synonyms in below for the underlined expressions.

1. **Electronic communication** has become a platform for advertisements. (Paragraph 1)

Social media
(社交媒体)

2. The term "programmer" is also relatively vague but in the scope of this article I'm viewing its context as a **broad or general term** for front-end and back-end web developers. (Paragraph 3)

Umbrella term
(概括性术语)

3. **The professional landscape related to large companies** is doing ever more to address the loss of female talent and the difficulty of combining work with child care. (Paragraph 1)

Corporate world
(企业界)

1

Read the sentences and find synonyms in below for the underlined expressions.

4. Today, our number of weak-tie acquaintances has exploded due to the Internet—to the phenomenon of creating and maintaining personal or business relationship. (Paragraph 2)

Social networking
(社交网络)

5. The expensive human resources should only be used where they add the worth or significance of a business in terms of generating benefits or returns. (Paragraph 3)

Business values
(商业价值)

2

Choose one word that best completes each of the following sentences.

1. The shift from silent to sound film at the end of the 1920s marks, so far, the most important B in motion picture history.

A. transmission **n. 传输、传播**

B. transformation **n. 转化、改造**

C. transport **v. & n. 运送、运输方式**

D. transcript **n. 转录、文字记录**
Transcribe v. 转录

Choose one word that best completes each of the following sentences.

2. Since 2011, passengers have been able to A their ID cards at self-service machines to take the Beijing-Tianjin high-speed railway and Beijing-Shanghai high-speed railway.

A. swipe

Swipe card 刷卡

B. scroll

n. 卷轴 v. 卷起来

C. sweep

v. 打扫 **sweep the floor** 扫地

D. wipe

v. 擦拭 **wipe off the dust** 擦掉灰尘

Choose one word that best completes each of the following sentences.

3. It's time to D the formula for how work is conducted since we are still relying on a very 20th-century notion of work.

- A. recreate v. 娱乐、消遣
- B. relocate v. 迁移、重新安置
- C. review
- D. reinvent v. 重新创造、重塑

Choose one word that best completes each of the following sentences.

4. They argue that their fate, and the future of humanity, is
C tied to the survival of the planet.

- A. undeniably **Adv.** 不可否认地, 无疑地
- B. irrevocably **Adv.** 不能取消地, 不能撤回地
- C. inescapably** **Adv.** 逃不掉地
- D. consistently **Adv.** 一贯地

Choose one word that best completes each of the following sentences.

5. In 2013, Audi opened a research and development center in Beijing to develop technology that it will aim to D from in China first, and then export globally.

A. benefit *v. 受益 n. 利益*

B. profit *v. 盈利 n. 利润*

C. exploit *v. 开发、剥削*

D. monetize *v. 赚钱、变现*

3

Complete the following text with the words.

In today's digital age, social media has undergone a significant transformation from a mere communication tool to a powerful platform that influences how we connect with others. With just a simple scroll, geographical boundaries are crushed and people from diverse backgrounds are brought closer together. However, navigating this virtual landscape can be tricky, as the platforms specialize in captivating our attention and personalizing our experiences. While social media prompt us to seek validation and compare ourselves to others, it can also hamper real-life interactions and relationships if not used mindfully.

4

Paraphrase the following sentences from the texts.

1. In less than six years, TikTok has **weaned** the world **off** old-fashioned social networking and **got it hooked on** **algorithmically selected** short videos.

TikTok has successfully **shifted** the world's **preference** **from** traditional social networking **to** algorithmically **curated** short videos in less than six years.

4

Paraphrase the following sentences from the texts.

2. Watching video also seems to **put consumers in a more passive mood** than **scrolling a feed** of friends' updates, **making them less likely** to click through to buy.

Compared to **scrolling through updates** from friends, watching videos tends to **make consumers more passive**, **reducing** their likelihood of clicking to make a purchase.

4

Paraphrase the following sentences from the texts.

3. Although users have a **seemingly endless appetite** for short video, the format is proving less profitable than the old news feed.

People **love watching** short videos, but companies make less money from them than from traditional news feeds.

4

Paraphrase the following sentences from the texts.

4. The upshot is that many advertisers still b short-form video as a place for **loosely targeted** so-called brand advertising, to raise general awareness of their product, rather than the hyper-personalized direct response ads that old-school social networks specialize in.

As a result, most advertisers use short videos for **general brand advertising** to **make people aware of** their products, **instead of** using the **highly** personalized ads that traditional social media platforms are good at.

4

Paraphrase the following sentences from the texts.

4. The technology itself is not what matters; no social technology is great enough to save efforts that ignore the fundamental principles of mass collaboration.

Technology itself **is not the key**; even the best social technology cannot help if you ignore the basic principles of mass collaboration.



Career skills: *Small talk* 闲聊?

Small talk? Coffee chat?

This is all about **NETWORKING!**

Harvard Business Review: How to Get Good at Small Talk, and Even Enjoy It





1 Think of examples of small talk questions in various topics. (Page. 49)

Name	Examples of Questions
Work or study	<ul style="list-style-type: none">• What did you do in your previous job?• Tell me about your current role.• How did you start working in your occupation?• What would you be doing if you didn't have to work?• What's some great career advice you've received?• Tell me about your best day as an executive (or current role)?• What's your leadership style like?
Food & restaurant	<ul style="list-style-type: none">• What's your favorite type of food?• If you could eat only one food for the rest of your life, which food would you choose and why?• What is the weirdest food you have eaten?• What's your favorite restaurant and why?• Tell me about your go-to comfort food.
Lifestyle & hobbies	<ul style="list-style-type: none">• When you were growing up, what kind of work did you think you would be doing?• What's something you have experienced that's unique?• Who's your role model? Why?• Tell me about your hidden talent.• Do you have any fun hobbies?• Where do you like to go around here to have a good time?



1 Think of examples of small talk questions in various topics.

Name	Examples of Questions
Entertainment	<ul style="list-style-type: none">• Do you have recommendations for books?• What's your favorite band/song? Why?• What are your favorite movies?• What's a movie that recently made you laugh?• Name a movie that recently made you cry.• If you could only choose one streaming series to watch forever, which would it be?• What are your must-have phone apps?
Travel & vacation	<ul style="list-style-type: none">• Do you know any places locally that might be considered “hidden gems”?• If you could vacation anywhere, where would you go and why?• Where was your last vacation to?• Describe your dream vacation.



2 Work in pairs. Take turns playing the roles of Speaker A and Speaker B in small talk according to the following scenario.



1

Speaker A: Begin the conversation with a warm greeting and ask questions based on the topics above.

2

Speaker B: Answer Speaker A's questions.

3

Speaker A: Based on Speaker B's answer, ask relevant questions and remember details. It's also a good response to give small recaps of what Speaker B just told you.

More about small talk?

Talk to her!

https://studio.d-id.com/agents/share?id=agt_AARr0Q-v&utm_source=copy&key=WVhWMGFEQjhOamd4WVRBeFltRXlaR05oTVRjMU5EZGtabVI4TkRjMU9saHZhV0ZZYm1acGRrdDVORFJLUkZaU1JVUmpZdz09



Unit 3 Innovation

黄婕

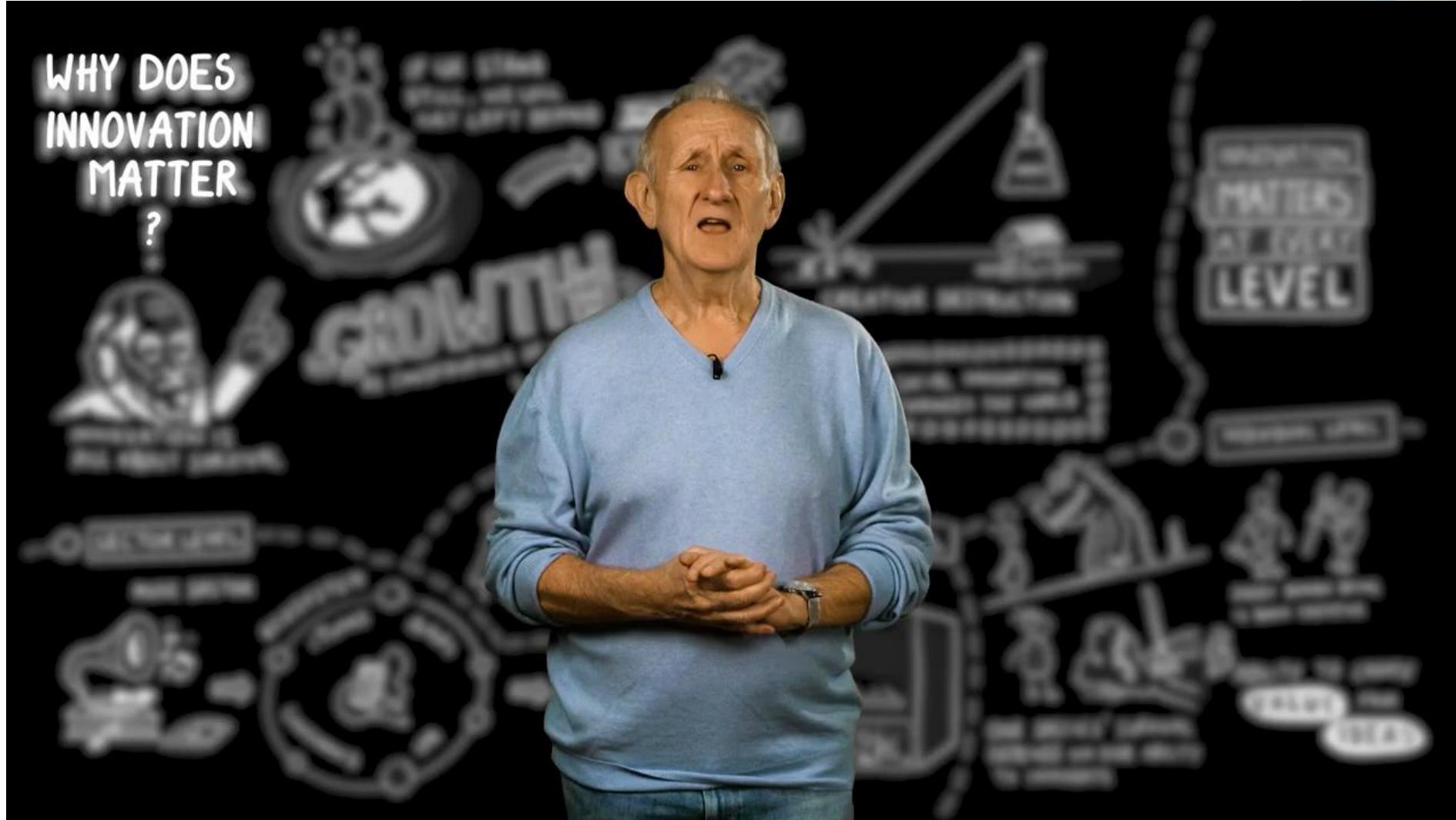
2025-11-11





Warming up

1 Watch a video clip on innovation and discuss the following questions.



1

Watch a video clip on innovation and discuss the following questions.

1. According to Charles Darwin, what is crucial for survival in changing environments?

Charles Darwin emphasizes adaptability to change as crucial for survival.

2. Why is innovation considered essential for businesses to keep up with global changes?

Innovation is essential for businesses to adapt and survive amidst global changes, ensuring they do not fall behind as the world evolves at an increasing pace.

1

Watch a video clip on innovation and discuss the following questions.

3. What innovation made Kodak successful and what challenges did it face with the appearance of digital photography?

Kodak's initial success was built on making photography accessible to everyone with simple-to-use cameras. However, it struggled to adapt to the digital photography revolution, despite inventing the digital camera, because it did not align with the new consumer behaviors and preferences.

4. Can you think of other companies that have failed or succeeded due to their ability to adapt to technological changes? Discuss their strategies



2

Discuss the following questions in groups.

(1) Review the provided list of smartphone apps below. What is the primary function of each app, and how could each one improve your daily life or professional tasks?



ChatGPT



Copilot



高德地图



deepseek



duolingo



Functions of smartphone apps

AI assistant apps

- AI-powered conversational assistant that generates text, answers questions, and assists with various tasks
- Get instant answers to questions without searching multiple websites
- Help with writing emails, essays, or social media posts

Navigation and location-based services apps

- Find optimal routes for commuting
- Real-time traffic updates help avoid congestion
- Discover nearby restaurants, gas stations, and facilities
- Track delivery routes for logistics work

Functions of smartphone apps

language learning platform

- Learn new languages through bite-sized daily lessons
- Build vocabulary in a fun, low-pressure environment
- Practice speaking, listening, reading, and writing skills

Photo and video editing app

- Enhance personal photos before sharing on social media
- Remove unwanted objects from photos
- Create professional-looking portraits without expensive equipment

2

Discuss the following questions in groups.

Volunteers get rewards!

(2) Innovative technologies like **AI and algorithms** have enhanced the functionality of **smartphone apps**. Can you discuss specific features, such as personalized recommendations and content customization, and explain how they enhance the user experience?

(3) If you were planning an **international trip**, which apps from the list would you choose to assist you, and why? How could their innovative features, like itinerary organization, budget tracking, or photo editing, make your planning process more efficient and enjoyable?

3

Read the words and phrases and their explanations. Then complete the following paragraph with the proper forms of the words and phrases.

blockchain: a secure and transparent way to record transactions across multiple computers, ensuring that once a transaction is recorded, it cannot be changed or deleted. This technology is often used for digital currencies

data analysis: the process of examining data to uncover hidden patterns, correlations, and insights, enabling better decision-making and strategic business moves

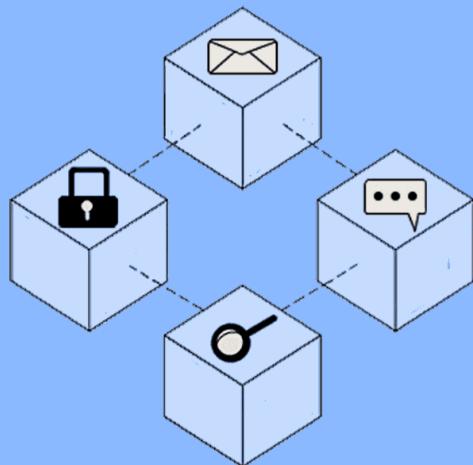
cybersecurity: the practice of protecting systems, networks, and programs from digital attacks aimed at accessing, changing, or destroying sensitive information, stealing money from users, or interrupting normal business processes

algorithmic recommendation: the use of algorithms to suggest content, products, or services based on user preferences and behavior, often used in digital platforms to enhance user experience and engagement

fintech: financial technology, referring to software, mobile applications, and other technologies designed to improve and automate traditional forms of finance for businesses and consumers



Blockchain 区块链



Blockchain

[ˈbläk-,chān]

A digital database or ledger that is distributed among the nodes of a peer-to-peer network.

 Investopedia

什么是区块链？

- 区块链本质上是一个数字账本（类似记录交易的笔记本），但它不是存储在一个中心位置，而是分布式存储在许多台计算机上。

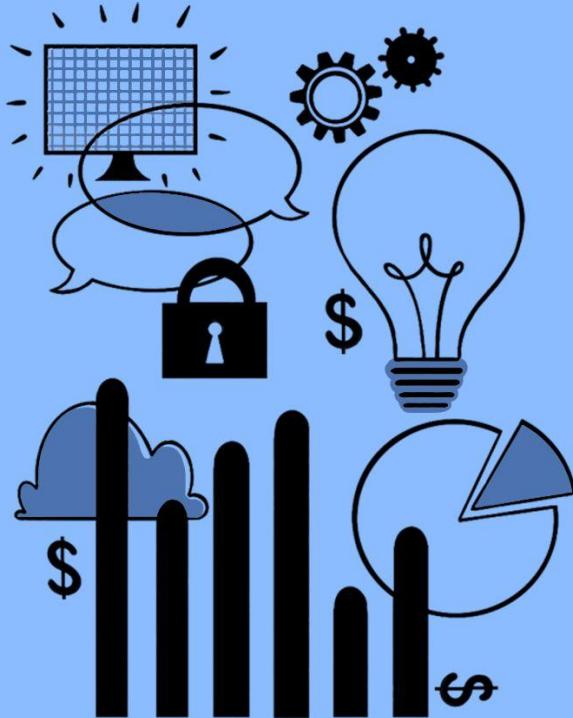
核心特征：

- **去中心化** - 没有单一的个人或组织控制它；网络由多个参与者共同管理
- **透明性** - 所有参与者都能看到交易历史，创造信任
- **不可篡改** - 一旦信息被记录在"区块"中，就无法在不被所有人发现的情况下被更改或删除
- **安全性** - 使用密码学（复杂的数学代码）来保护数据

实际应用：

- 加密货币（比特币、以太坊）- 数字货币
- 供应链追踪 - 追踪产品从工厂到商店的全过程
- 智能合约 - 满足条件时自动执行的协议
- 医疗记录 - 医院之间安全地共享患者数据

Fintech 金融科技



Financial Technology (Fintech)

[fə-'nan(t)-shəl \ tek-'nä-lə-jē]

New tech that seeks to improve and automate the delivery and use of financial services.

 Investopedia

什么是金融科技？

- Fintech 是 "Financial Technology" (金融科技) 的缩写 - 它指的是将技术整合到金融服务中，使其更高效、更易获取、更用户友好。

常见的金融科技应用：

- 移动支付应用 - 支付宝、微信支付、PayPal、Venmo
 - 功能：转账、支付账单、与朋友分摊费用
- 数字银行 - 没有实体网点的纯线上银行
 - 例子：Revolut、Chime、微众银行
- 投资平台 - 让初学者也能轻松投资的应用
 - 例子：Robinhood、eToro、蚂蚁财富
- 点对点借贷 - 直接连接借款人和贷款人的平台
 - 好处：双方都能获得更好的利率
- 保险科技 - 简化的、基于应用的保险
 - 例子：Lemonade、众安保险
- 加密货币交易所 - 买卖数字货币的平台
 - 例子：Coinbase、币安

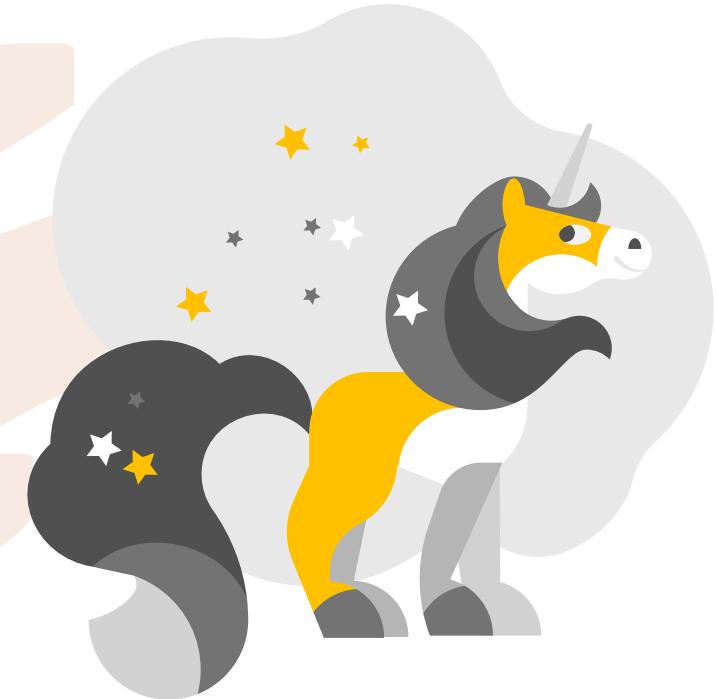
3

Read the words and phrases and their explanations. Then complete the following paragraph with the proper forms of the words and phrases.

In the fast-evolving financial sector, (1) fintech is at the forefront, offering innovative solutions that make banking and financial services more accessible and user-friendly than ever before. Based on this, (2) blockchain technology

introduces unmatched security and transparency by creating tamper-proof records of transactions, revolutionizing trust in digital dealings. As businesses increasingly rely on data to drive decisions, (3) data analysis becomes crucial, turning vast volumes of information into insights and competitive advantages. However, with the digitization of assets and operations, the risk of cyber threats grows, highlighting the critical role of (4) cybersecurity in protecting information and systems. Lastly, (5) algorithmic recommendation is redefining both entertainment and learning, providing personalized experiences that enhance engagement and understanding in ways previously unimaginable.

Identifying the Unmet Needs in a Digital Age (Text 2)



Text 2 (Para 1)



n. 原则

1 It's a basic **tenet** of entrepreneurship: Innovation is all about identifying and filling people's **unmet needs**. Searching for unmet needs involves two main approaches: improving your vision of mainstream users and challenging your vision by looking at unconventional users. A four-part framework can help.

Unmet needs 未解决的需求

Meet one's needs 解决某人的需求

- *What are the two main approaches mentioned for identifying **unmet needs**?*

1. 提升你对主流用户的认知
2. 观察非常规的用户来挑战你的认知

What does each strategy focus on?



Text 2 (Para 2-3)



The Microscope Strategy 显微镜策略

2 Zooming in on the lived experiences of mainstream users can help you discern needs not surfaced by focus groups, interviews, or questionnaires. This is a natural starting point for many innovators.

3 **What digital can add.** The common usage of smartphones, IoT sensors, wearable technologies, and smart home devices lets organizations capture data and in real time to a much greater degree than ever before. Unlike surveys and other traditional assessment tools, digital technologies can track actual behavioral changes in real time, thus avoiding self-reporting and retrospective biases.

Strategy:

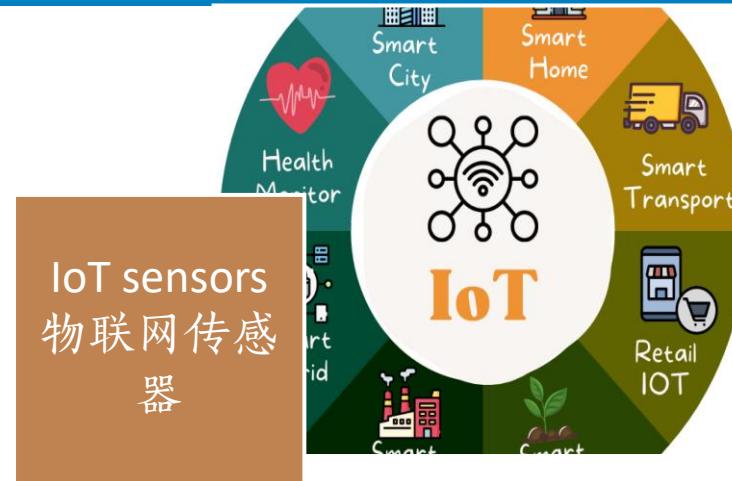
Zoom in on mainstream users

- **Zoom in** 放大到、拉进镜头、集中
- **Discern (v.)** 辨别
 - 近义: observe, recognize, spot
- **In real time** 实时地
- *What can digital technology add to this strategy?*

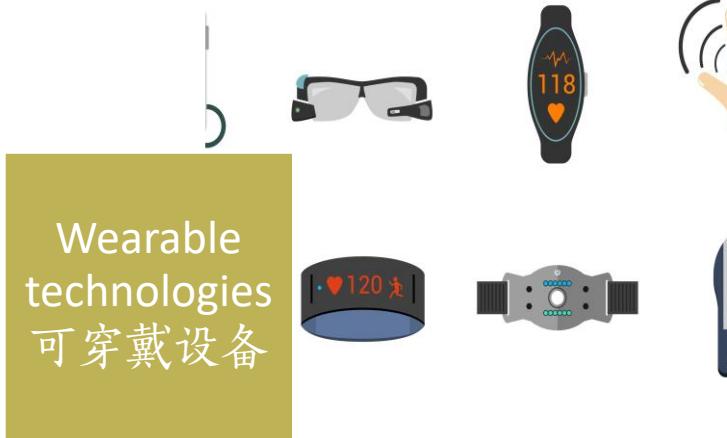
Digital technology 数字技术



Smartphones 智能手机



IoT sensors 物联网传感 器



Wearable technologies 可穿戴设备



Smart home devices 智能家居设备

Text 2 (Para 4-5)



The Panorama /pænə'ra:mə/ Strategy 全景策略

4 In addition to zooming in on individual mainstream users, you can infer their unmet needs from looking at **aggregated data**, such as errors, complaints, and accidents.

5 **What digital can add.** Digital tools make it much easier to observe the behavior of large numbers of individuals. Data can be collected from multiple sources and analyzed for trends. For example, smartphones can deliver digital health programs to people with chronic conditions such as diabetes and heart disease, and their sensors can feed databases that reveal overall adherence rates.

Strategy:
Looking at aggregated data

• **Aggregated data** 聚合数据

- Aggregate (v. n. adj.) 总计的
- In the aggregate 全部, 总计

- *How can digital health programs collect user trends?*

Applications of digital health programs

How can digital health programs collect user trends?

- **MySugr** 血糖追踪和胰岛素计算器
- **Apple Heart Study** - 利用 Apple Watch 监测心律不齐
- **Noom** - 针对体重管理和慢性病预防的行为改变项目

Digital health programs
健康应用

Chronic conditions
慢性病

- Diabetes 糖尿病
- Heart disease 心脏病
- Obesity 肥胖症
- High Cholesterol 高血脂
- High Blood Pressure/Hypertension 高血压

- Adherence rates 依从率
(患者按照医嘱或治疗方案执行的程度 **How well patients stick to what their doctors tell them to do.**)

Sensors and databases
传感器和数据库

Text 2 (Para 6)



The Telescope Strategy 望远镜策略

6 If you keep looking at and interacting with the same people, in the same context, with the same tools, you risk missing **outside-the-box opportunities**. To challenge your habitual perspective, you may need to study fringe users, extreme users, or nonusers. Demands from **outliers** are often dismissed as noise. But by zooming in on common users, you might uncover pain points that are relevant to the masses, too.

Strategy:
Study **non-mainstream**
users

Text 2 (Para 6)

The Telescope Strategy 望远镜策略

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- **Outside-the-box** 超越常规
- **Fringe** 边缘、非主流的、流苏
 - **fringe user** 非主流用户
- **Outlier (n.)** 异类、异常值
- **Zoom in** 放大, 画面拉近
- **Pain points** 痛点
- **The masses** 大众, 人们



The Telescope Strategy 望远镜策略

6 ...You can even learn from misusers of your offerings. **Haier** discovered that rural Chinese customers were using their washing machines to clean root vegetables, leading to clogged drainage hoses. In response, Haier developed a machine for washing both clothes and vegetables, quickly selling the first 10,000 units.

- Misuse 不当使用
 - Misuser 误用者

Haier's washing machine





The Telescope Strategy 望远镜策略

7 What digital can add. Outliers, extreme users, challenged users, misusers: Almost by definition, such populations have traditionally been hard to reach. Today, however, **niche groups** often gather on community sites such as Reddit and Facebook, making observing, engaging with, and learning from them much easier.

- *What can digital technology add to this strategy?*
- **Niche** /ni:ʃ/ (n. & adj.) 专营市场的
 - **Niche group** 小众群体 (相对于 **mass market** 大众市场)
 - **A niche in the market** 专营市场

Niche market 小众市场



Text 2 (Para 8)



The Kaleidoscope Strategy 万花筒策略

8 To challenge your current perspective, you can also view distant players as a whole, looking for **similarities** that point to unmet needs. Think of this as similar to seeing patterns in a kaleidoscope. The difficulty, especially for entrepreneurs working within an established company, is to think beyond the usual players, such as suppliers, distributors, and competitors. For instance, **Volvo**, known for its focus on car safety, shifted attention to cyclists a decade ago after data revealed their **high casualty rates** in Sweden. This insight led to a range of innovations aimed at protecting all road users.

Strategy:
Find **similarities** from
unusual groups

- **Kaleidoscope** /kə'laɪdəskəʊp/ 万花筒、千变万化
- **Casualty (n.)** 伤亡
 - High casualty rates 高伤亡率

Kaleidoscope 万花筒

KALEIDOSCOPIC (adj)

(kuh-lie-duh-SKOP-ik)

Definition: *Having complex patterns of colors; constantly changing.*

Examples of Kaleidoscopic in a Sentence :

*The **kaleidoscopic** nature of the markets makes them hard to predict.*



Text 2 (Para 9)

The Kaleidoscope Strategy 万花筒策略

9 What digital can add. Social-listening tools, data-scraping algorithms, and AI make it possible to quickly shift through masses of data and identify patterns therein. User-generated content often captures insights at the “moment of experience” that shed light on users’ emotional states along with specific malfunctions, difficulties, or missing features in the product or service at hand.

- *What can digital technology add to this strategy?*

User-generated content provides significant insights on customer behavior patterns.

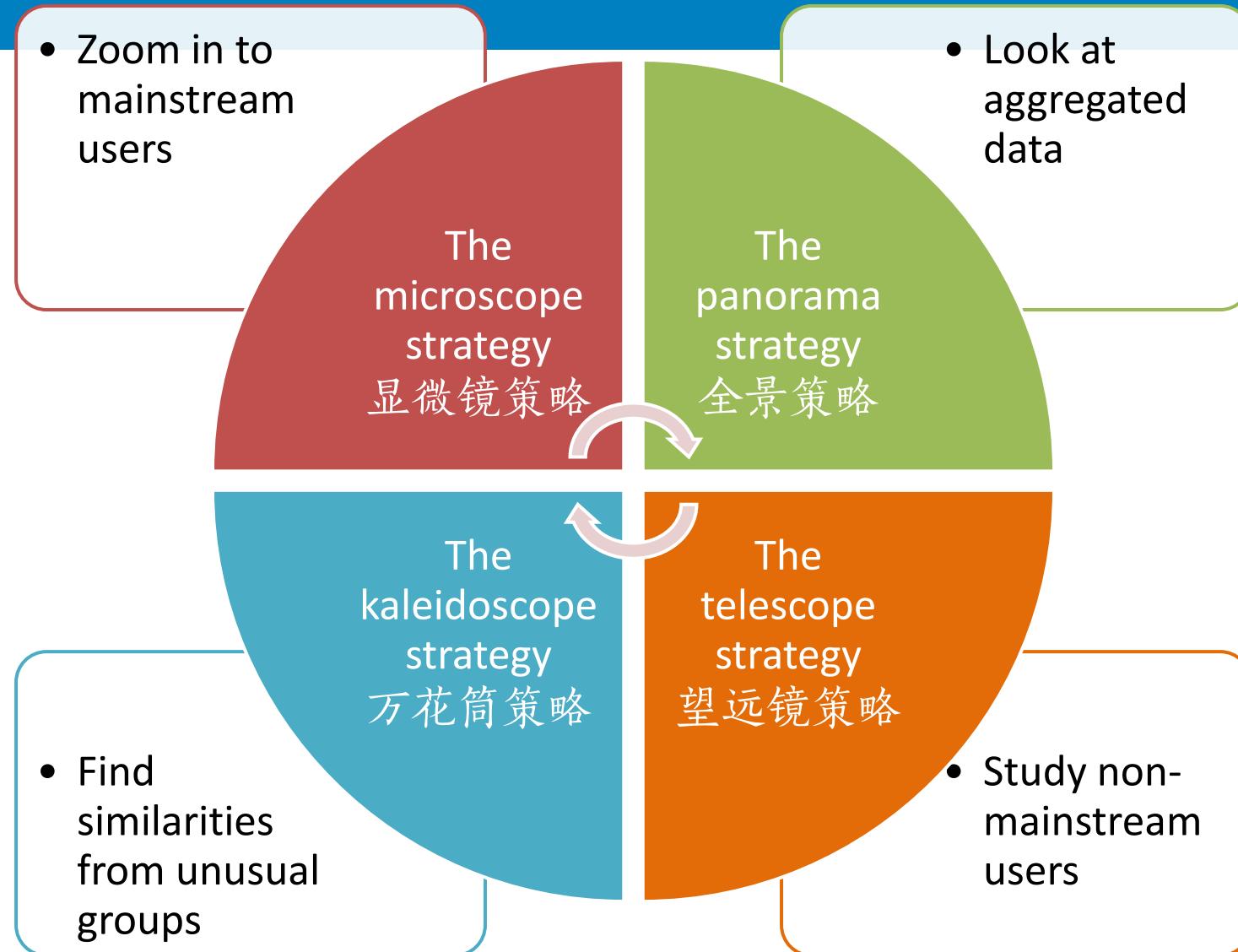
Text 2 (Para 9)

The Kaleidoscope Strategy 万花筒策略

9 What digital can add. Social-listening tools, data-scraping algorithms, and AI make it possible to quickly sift through masses of data and identify patterns therein. User-generated content often captures insights at the “moment of experience” that shed light on users’ emotional states along with specific malfunctions, difficulties, or missing features in the product or service at hand.

- **Therein (adv.)** 在那里
 - ≈ **in there**
 - 同类: **thereof, thereby**
- **Insights (n.)** 见解、洞察
- **Shed light on** 启发、阐明
- **Malfunction (v. & n.)** 故障

Summary





Text 1

*We Must Shape
the AI That Will in
Turn Shape Us*

Source: Financial times, 2023

FINANCIAL TIMES

LD US COMPANIES TECH MARKETS CLIMATE OPINION LEX WORK & CAREERS LIFE & ARTS HTSI

Opinion Artificial intelligence

We must shape the AI tools that will in turn shape us

The answer to fears about this technology is not to slow down its progress but accelerate it

REID HOFFMAN + Add to myFT



Filippo Brunelleschi had to collaborate with a range of professionals to create the tools that would allow him to construct his innovative and beautiful dome, which crowns the Santa Maria del Fiore cathedral in Florence, Italy © Clarissa Cavalheiro/Reuters

Reid Hoffman

Published SEP 8 2023

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The Washington Post | LIVE

the path forward

ARTIFICIAL INTELLIGENCE

Reid Hoffman

Co-Founder, LinkedIn
Inflection AI & Partner, Greylock

Tuesday, May 9
4:00 p.m. ET / 9:00 p.m. BST



The writer is co-founder of LinkedIn, co-founder at Inflection AI and a partner at Greylock. This article is inspired by a commencement speech given at the Bologna Business School on September 8.

Reid Hoffman



Reid Hoffman

@reidhoffman · 6.2万位订阅者 · 528 个视频

Hi—I'm Reid Hoffman, co-founder of LinkedIn, partner at Greylock, co-host of the Possible ...[更多](#)

[superagency.ai](#) 和另外 6 个链接

订阅

What is his standpoint on AI's role?

热门视频

热门视频

- Bill Gates on possibility, AI, and humanity
- Reid Hoffman meets his AI twin - Full
- Trevor Noah on the Future of Entertainment and AI
- Giving Humans Superpowers with AI and AR | Meta CTO...
- Dr. Jane Goodall on Hope, AI, and the Natural World
- Marques Brownlee on the future of creators

My Thoughts On AI ► 全部播放

My Thoughts On AI ► 全部播放

- I asked my AI twin to review my book
- 50+ Panels in 10 Minutes: Reid AI's Top AI Summit...
- Reid Hoffman has more advice for his younger self
- Reid Hoffman pitches LinkedIn to himself
- My AI twin has been busy
- Reid Hoffman and a team of AIs chat with Allie K. Miller

Scanning questions:

1. **In paragraphs 1-2, what is the author's main opinion about AI and who should control it?**

AI will reshape all our lives and become the primary technology we use.

We have this technology in our hands—not the other way around. / Humans should control AI.

Text 1 (Foreword)

*The answer to fears about this technology is not to **slow down** its progress but to **accelerate** it.*

- **Accelerate (v.) 加速、促进**
 - accelerate the process/reform/development 加速进程/改革/发展
 - accelerate economic growth 加速经济增长
 - e.g., The government wanted to accelerate the reform of the institutions.

Text 1 (Para 1)

Artificial intelligence will reshape all our lives. It will become the primary technology that we use to make decisions and **navigate** the world—a steam engine of the mind; a **cognitive** GPS; a tool for **orientation**, discovery, and navigation. But we have this technology in our hands—not the other way around. And with it, we have the opportunity to **amplify** and define the future of **humanity**.

- **Navigate (v.)** 导航；驾驶；应对（困难局面）
 - e.g., He has learned to navigate in rough waters.
- **Cognitive (adj.)** 认知的；认识的
 - cognitive skills 认知技能
 - e.g., As children grow older, their cognitive processes become sharper.
- **Orientation (n.)** 方向；定位；取向
 - have an orientation (towards/to) 有...倾向
 - career orientation 职业定位
 - e.g., The company has an eco-friendly orientation

Text 1 (Para 1)

Artificial intelligence will reshape all our lives. It will become the primary technology that we use to make decisions and **navigate** the world—a steam engine of the mind; a **cognitive** GPS; a tool for **orientation**, discovery, and navigation. But we have this technology in our hands—not the other way around. And with it, we have the opportunity to **amplify** and define the future of **humanity**.

- **Amplify (v.) 放大；增强**
 - amplify sound/voice 放大声音
 - amplify the effect/impact 扩大效果/影响
 - e.g., The music was amplified with microphones
- **Humanity (n. 不可数) 人类；人性**
 - all of humanity 全人类
 - for the benefit of humanity 为了人类的利益
 - e.g., The environmental impact of these policies affects all of humanity.

Text 1 (Para 2)

Only a few innovations have had the potential to shape us in this way. The last two were the Internet and mobile phones. AI not only belongs on that list, but should sit at the top of it, because of its **potential** to amplify how we use the Internet, mobile phones, and many other technologies.

• **potential** (n. & adj.) 潜力、可能的

- have/achieve/realize one's potential 拥有/发挥/实现潜力
- potential risk/benefit/problem 潜在风险/好处/问题
- e.g., I don't feel I'm achieving my full potential in my present job.

Scanning questions:

2. **In paragraphs 3-4, what example from the 1950s does the author use? What did people imagine vs. what actually happened?**

People imagined flying cars but didn't get them.

They didn't imagine the Internet, but they got it—and it revolutionized human lives.

Text 1 (Para 3)

What will the world shaped by AI look like? To answer that question let's go back to a future we once imagined. In the 1950s, we thought flying cars were just **on the horizon**. We didn't get them then, nor have we got them yet. But in that same decade, U.S. President Dwight Eisenhower established the Advanced Research Projects Agency, which generated the technology that created the Internet.

- **on the horizon** 即将发生
的；在酝酿中的
 - no... on the horizon 没有...迹象
 - appear/loom on the horizon 出现在地平线上
(即将来临)
 - e.g., There is no new drug on the horizon that will make this disease easier to treat.

Text 1 (Para 4)

We didn't imagine we'd get something like the Internet or mobile phones—but we did. And those tools have **revolutionized** the lives of the majority of humans on Earth. Now, humanity is imagining a new future with AI.

- **Revolutionize (v.)** 彻底改变；使发生革命性变革
 - revolutionize an industry/field 使行业/领域发生革命性变化
 - e.g., Electronic cash systems have revolutionized the way that people around the world pay for goods and services.

Scanning questions:

3. **In paragraphs 5-6, does the author think we should speed up or slow down AI development? What is his reason?**

Speed up / accelerate it.

The faster we have technology in our hands, the better we can solve problems. / Technology is a tool we should shape.

Text 1 (Para 5)

Given the speed and spread of AI, some people fear it could **usher in** a potential catastrophe, while others argue that it will bring the new **utopia**. But we should avoid setting up camp around either extreme, particularly at this stage of the technology's development.

- **usher in** 开创；引入

- usher in a new era/age 开创新时代
- usher in change/reform 引入变革/改革
- e.g., Every time you try to usher in change, some people will resist.

- **Utopia (n.)** 乌托邦、理想国、完美社会

- a utopia (通常单数)
- technological utopia 技术乌托邦
- e.g., The fall of one regime does not bring in a utopia.

Text 1 (Para 6)

The answer to our challenges is not to slow down technology, but to accelerate it. Technology is a tool. And the faster we have it in our hands, the better we can solve the problems we have—and the problems it might create. Let's shape the tool that will in turn shape us—and consider three questions. How can I make it better? How can I increase beauty in the world? How can I make better tools and increase beauty **to the benefit of** my fellow humans?

• **to the benefit of** 为了...
的利益； 有益于

- 同义表达: for the benefit of / in the interest of
- e.g., The new policy was implemented to the benefit of all employees.

Scanning questions:

4. In paragraphs 7-10, the author uses a historical example. Who is the person and what did he build?

Filippo Brunelleschi.

He built the dome of Santa Maria del Fiore cathedral in Florence. / He also invented mobile scaffolding and linear perspective.

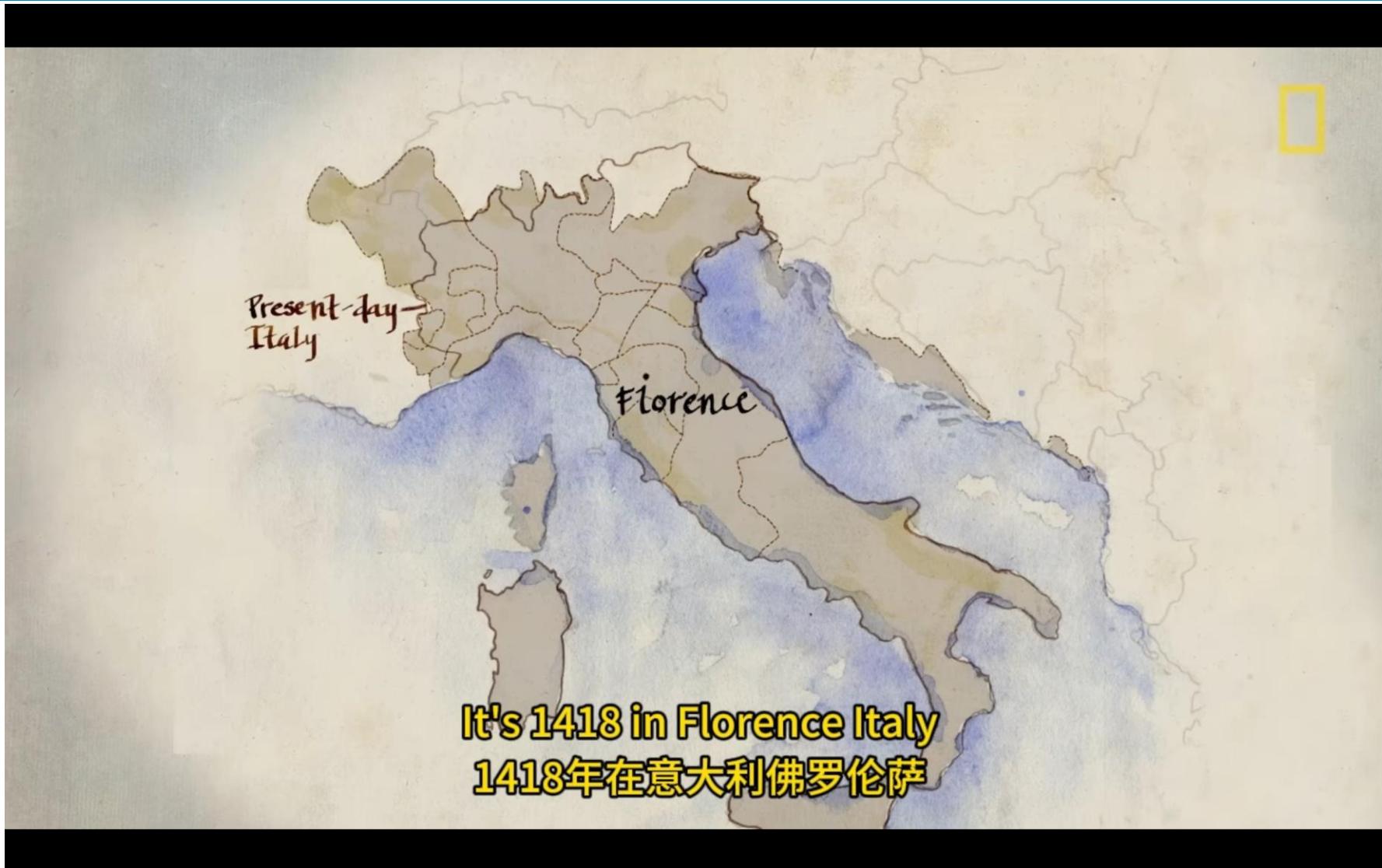
Text 1 (Para 8)

Brunelleschi took 16 years to build the dome, construction of which began in 1420. He had an ambition to build it without wood **reinforcements**. He had to innovate. So Brunelleschi invented mobile scaffolding.

- **Reinforcement (n.)** 加强；强化；增援

- reinforce (v. 加强)
- positive/negative reinforcement 正面/负面强化
- **without reinforcement** 没有加固/支撑
- e.g., The new logo serves as a visual reinforcement of the company's values.

Brunelleschi: The Remarkable Architect



Text 1 (Para 9)

Then there's Brunelleschi's collaboration with a range of professionals to **assemble** these tools and the dome. He worked with a famous mathematician to make calculations. He teamed up with blacksmiths and carpenters to create cranes, mobile platforms, and scaffolding. Hundreds of workers joined him.

- **assemble (v.)** 集合；聚集；
组装
 - 名词形式: assembly 集会、
集配
 - assemble in/at (a place)
在 (某地) 集合
 - assemble people/a team
召集人员/团队
 - assemble tools/parts
组装工具/零件
 - e.g., All the students were asked to assemble in the hall.

Architecture terms 建筑术语

Blacksmith
(n.) 铁匠



Carpenter
(n.) 木匠



Crane (n.)
吊车、起重
机



Scaffolding
(n.) 脚手
架



Text 1 (Para 10)

Brunelleschi answered those three questions. But there is a fourth one: How can my work **transcend** me and benefit humankind, now and into the future? In creating his dome, Brunelleschi grew the toolbox for generations of artists and architects, having been **credited** with the invention of linear perspective and mobile scaffolding. His tools and techniques were not only used in art and architecture, but also in many other fields and **applications**.

- **Transcend (v.) 超越、胜过**
 - 近义词: surpass, stand out
 - Transcend description 没法形容
- **credit (v.) 把...归功于 (n.) 信用; 功劳; 学分**
 - 动词: be credited with (doing) sth. 被认为做了某事; 因...而受到赞扬
 - 名词: give credit to 归功于
 - take credit for 因...获得荣誉
 - e.g., She's credited with making the business a success.

Text 1 (Para 10)

Brunelleschi answered those three questions. But there is a fourth one: How can my work **transcend** me and benefit humankind, now and into the future? In creating his dome, Brunelleschi grew the toolbox for generations of artists and architects, having been **credited** with the invention of linear perspective and mobile scaffolding. His tools and techniques were not only used in art and architecture, but also in many other fields and **applications**.

- **application** (n.) 应用、申请、应用程序
 - job application 求职申请
 - software application (app) 应用软件
 - e.g., The invention would have wide application/a wide range of applications in industry.

If Brunelleschi reshaped the **physical realm**,
*what realm has AI been changing
in today's world?*

The mental realm

Text 1 (Para 11)

Where Renaissance masters mostly reshaped the physical **realm**, AI now gives us the opportunity to do the same with the mental realm. We are already seeing how the technology can significantly enhance how we share ideas or express ourselves, whether that's through writing essays or books, creating art and poetry, or helping us communicate with each other in ways we might otherwise not have attempted.

- **realm (n.)** 领域；范围；王国
 - in/within the realm of 在...领域/范围内
 - the realm of science/art/politics 科学/艺术/政治领域
 - move/enter into the realm of 进入...领域
 - e.g., At the end of the speech he seemed to be moving into the realm of fantasy.

Text 1 (Para 12)

Brunelleschi diligently shaped his tools and his tools shaped him—and all of us. As we **contemplate** a future shaped by AI, we should remember the famous saying of media theorists John Culkin and Marshall McLuhan: “We become what we behold. We shape our tools and then our tools shape us.” AI is our cognitive “mobile scaffolding”. And it will help us build all kinds of cathedrals of the mind—many of which we could not have built before.

- **Contemplate (v.)** 思考；考慮

- contemplate (doing) sth. 考慮（做）某事
- contemplate the possibility/future 思考可能性/未来
- e.g., She contemplated the possibility of changing jobs.

Exploring the text

Text 1



1

Find words or phrases in the text that match the definitions below.

- 1 To make something more powerful or effective. (Para. 1) **amplify**
- 2 A term used to describe a future where everything is perfect. (Para. 5) **utopia**
- 3 A significant period of artistic and cultural rebirth originating in Italy in the 14th century and extending into the 17th century, marked by a renewed interest in classical art and literature. (Para. 7) **Renaissance**
- 4 Materials or methods used to increase the strength or durability of a structure. (Para. 8) **reinforcement**
- 5 Working together with others towards a common goal. (Para. 9) **collaboration**

Scan the text and find the paragraph that gives information about each of the following statements.

(Para. 2) 1 The potential of AI to amplify human capabilities.

(Para. 2) 2 Historical innovations that have shaped humanity.

(Para. 5) 3 Different views towards the role of AI in shaping the future.

(Para. 8) 4 Brunelleschi's innovative construction techniques without wood reinforcements.

(Para. 11) 5 Comparisons between the Renaissance and the AI era.

(Para. 12) 6 The notion of technology being a tool that shapes us.

3

Decide whether the following statements about the text are true (T) or false (F).

- (F) 1 The author believes we should resist the advancement of AI technology.
- (T) 2 AI is viewed as a potential threat that could lead to negative outcomes if not managed properly.
- (T) 3 Brunelleschi's dome is used as an example to illustrate the long-term impact of innovative tools.
- (T) 4 Brunelleschi is credited with inventing both mobile scaffolding and linear perspective.
- (T) 5 The text suggests that AI has the potential to reshape both the physical and mental aspects of our lives.

Language skills



1

Read the sentences and find synonyms in the texts for the underlined words or expressions.

1. Only a few innovations have had the capacity to shape us. **(Paragraph 2, Text 1)**

potential

2. The invention of the smartphone has completely transformed our communication methods. **(Paragraph 4, Text 1)**

revolutionised

3. We must speed up the research process to keep up with the fast-paced changes in the industry. **(Paragraph 6, Text 1)**

accelerate

1

Read the sentences and find synonyms in the texts for the underlined words or expressions.

4. The film's production was a result of the cooperation between various artists and technicians. (Paragraph 9, Text 1)

collaboration

5. The scientist is acknowledged for her contributions to the groundbreaking discovery in genetics. (Paragraph 10, Text 1)

credited

6. As we consider the environmental impact of our actions, sustainability becomes a primary concern. (Paragraph 12, Text 1)

contemplate

1

Read the sentences and find synonyms in the texts for the underlined words or expressions.

7. Innovation focuses on discovering and addressing people's <u>unsatisfied requirements</u> . (Paragraph 1, Text 2)	unmet needs
8. Closely observing the daily experiences of typical users can help you <u>detect</u> needs that haven't been revealed. (Paragraph 2, Text 2)	discern
9. Brands must <u>interact with</u> their audience on social media to foster loyalty. (Paragraph 7, Text 2)	engage with
10. User-contributed content frequently highlights immediate experiences that illuminate users' feelings and particular <u>operational failures</u> . (Paragraph 9, Text 2)	malfunctions

Complete the following sentences with the words.

1. To better meet consumer demands, the tech startup decided to amplify their product features for the next release.
2. The children were excited to assemble their new toys right after unwrapping their holiday gifts.
3. The success of the project was attributed to the tireless efforts of the entire team.
4. The athlete will attempt to break the world record at the upcoming championship meet.
5. The public park was designed for the benefit of local residents, offering more recreational space and community gardens.

Complete the following sentences with the words.

6. The accountant needed to calculate the final figures for the quarterly financial report.
7. With the new app, tourists could easily navigate the winding streets of the ancient city.
8. The engineers reinforced the structure to ensure it would withstand severe weather conditions.
9. The company had to shift its business model to stay competitive in the evolving marketplace.
10. Parents can track their children's school bus using the newly implemented GPS service.



Telling the story of China

**Chinese EV companies –
innovation and challenges**

Background



The electric vehicle (EV) market has seen rapid transformation, particularly with the rise of Chinese EV companies. China, which surpassed the United States as the world's largest car market in 2009, has leveraged its substantial domestic demand to foster significant growth in the EV sector. Companies like BYD, Nio, and Xpeng are not only leading in domestic sales but are also pioneering in technological innovations, such as in-car entertainment and advanced driver-assistance systems (ADAS).



Task 1

Work in groups and discuss Chinese EV companies' competitive advantages. What strategies should these companies adopt to maintain their market position?





Task 2

Work in groups and conduct a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to assess the internal and external factors influencing Chinese EV companies.





Task 2

Work in groups and conduct a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to assess the internal and external factors influencing Chinese EV companies.

Internal Factors

Strengths	Weaknesses
Government support: to provide strong policy backing	Dependence on subsidies: Reliance on government subsidies could also be problematic if policy supports shifts.

External Factors

Opportunities	Threats
Expanding international markets: Emerging markets with growing demand for EVs present significant opportunities.	Market saturation: Global car sales growth is slowing down.



Task 3 Writing

As the CEO of a leading EV car manufacturer, you need to communicate to your employees the current situation facing the company and the further strategic moves you plan to address the challenges.

Write a formal email to your employees outlining the company's next moves. You can use for reference the information about the challenges facing Chinese EV companies provided in the material above, as well as the SWOT analysis your team has conducted.

Reference writing

Subject: Our Strategic Plan for Future Success

Dear Team,

As we face increasing market competition and global expansion challenges, I want to share our company's strategic direction.

Currently, **our main challenges include intense domestic competition and rising production costs**. However, **our advanced battery technology and strong brand recognition remain our core strengths**.

To address these issues, **we will take three key actions: First, accelerate innovation in autonomous driving technology. Second, expand into European and Southeast Asian markets to diversify our revenue sources. Third, optimize our supply chain to reduce costs by 15%**.

I am confident that with our talented team and clear strategy, we will overcome these difficulties and maintain our industry leadership.

Thank you for your dedication and hard work.

Best regards,
[CEO Name]

Unit 6 Digital economy

黄婕

2025-11-25





Warming up



1

There are a few headlines or news snippets about recent developments in the digital economy. Discuss in pairs the implications of these trends for businesses.

China, Singapore to let each other's tourists pay with digital yuan

EU launches Digital Economy Package for Kenya to boost connectivity, skills, and inclusive governance

Cybersecurity threats on the rise: Protecting Businesses in the digital age

AI breakthrough creates images from nothing

Big data analytics transforming business strategies in retail

Challenges in meeting citizen appetite for digital government

2

Watch a video clip on the digitalization of agriculture by the Technical Center for Agricultural and Rural Cooperation (CTA), the Food and Agriculture Organization of the United Nations, and discuss the following questions.

1. Who is Sonia?
2. What role do weather reports play in Sonia's decision-making process?
3. How do e-payments help Sonia in her farming activities?
4. What are the innovative technologies mentioned in the video clip?

2

Watch a video clip on the digitalization of agriculture by the Technical Center for Agricultural and Rural Cooperation (CTA), the Food and Agriculture Organization of the United Nations, and discuss the following questions.



2

Watch a video clip on the digitalization of agriculture by the Technical Center for Agricultural and Rural Cooperation (CTA), the Food and Agriculture Organization of the United Nations, and discuss the following questions.



1. Who is Sonia?

Sonia is a new generation digital farmer who uses technology to enhance her agricultural practices and decision-making. She represents a shift toward digital farming.

2

Watch a video clip on the digitalization of agriculture by the Technical Center for Agricultural and Rural Cooperation (CTA), the Food and Agriculture Organization of the United Nations, and discuss the following questions.



2. What role do weather reports play in Sonia's decision-making process?

Weather reports help Sonia make better decisions. This enables her to adjust farming practices.

2

Watch a video clip on the digitalization of agriculture by the Technical Center for Agricultural and Rural Cooperation (CTA), the Food and Agriculture Organization of the United Nations, and discuss the following questions.



payments enable her to easily send and receive money
付款使她能够轻松地汇款和收款

3. How do E-payments help Sonia in her farming activities?

E-payments enable her to easily send and receive money.

2

Watch a video clip on the digitalization of agriculture by the Technical Center for Agricultural and Rural Cooperation (CTA), the Food and Agriculture Organization of the United Nations, and discuss the following questions.



4. What are the innovative technologies mentioned in the video clip?

- **Drones (for monitoring crop/land health and profiling cooperatives).**
- **Real-time data analytics (to inform fertilizer use and reduce environmental impact).**
- **Big data (enabling bank lending, insurance, and government policy decisions).**
- **Artificial Intelligence (AI), Blockchain, and Internet of Things (IoT).**

3

Watch the video clip again and complete the following paragraph with the expressions you hear.

The increase in data from thousands of smallholder farmers gives banks the information they need to lend money, and offer (1) _____ against extreme weather. Big data can help governments make better (2) _____, and progressive digital policies can enable (3) _____ like artificial intelligence, (4) _____, and (5) _____ to make entire supply chains more efficient and transparent. But it's not just about technology. It's about (6) _____ the lives of smallholder farmers like Sonia to increase (7) _____ and improve livelihoods. This is next-generation agriculture, bringing scalable solutions that will help meet the UN (8) _____ a reality.

Watch the video clip again and complete the following paragraph with the expressions you hear.

The increase in data from thousands of smallholder farmers gives banks the information they need to lend money, and offer (1) insurance against extreme weather. Big data can help governments make better (2) informed decisions, and progressive digital policies can enable (3) innovative technologies like artificial intelligence, (4) blockchain, and (5) the Internet of Things to make entire supply chains more efficient and transparent. But it's not just about technology. It's about (6) transforming the lives of smallholder farmers like Sonia to increase (7) production and improve livelihoods. This is next-generation agriculture, bringing scalable solutions that will help meet the UN (8) sustainable development goals a reality.



Text 2

A Fourth Industrial Revolution?

Pre-reading Discussion



- What do you know about the **Industrial Revolution**? Can you name one invention or change it brought?
- In the past, people learned **skills for factory work** (e.g., operating machines). What **skills do people need now** for the Digital Revolution?



Structure of Text 2

- Para 1: **Introduction** to digital technologies
- Para 2: **Review** of 3 industrial revolutions
- Para 3-5: **different opinions** on whether digitalization is the 4th revolution
- Para 6: **Conclusion**

Text 2 (Para. 1)



Digital technologies are transforming how we live, work, consume, and produce goods and services. Examples include **cloud computing**, the Internet of Things, advanced **analytics** (including big data, artificial intelligence, and machine learning), biotechnology, social media, three-dimensional printing, virtual reality, broadband Internet, and wireless mobility. During the **information and communications technology (ICT)** revolution, firms used electronics to automate a limited number of routine steps in production. Moving forward, firms will use digital technologies to automate many more routine steps in production.

信息通信技术革命

- **cloud computing** 云计算
 - a model of computer use in which services stored on the Internet are provided to users on a temporary basis 把储存在网络上的运行系统暂时提供给用户的电脑模式
- **Analytics** 分析学
 - the systematic computational analysis of data or statistics
- **Routine steps** 常规步骤

Speak out their Chinese terms quickly!

Cloud computing

云计算

Internet of Things

物联网

Big data

大数据

Artificial intelligence

人工智能

Machine learning

机器学习

biotechnology

生物技术

Social media

社交媒体

Three-dimensional printing

3D打印

Virtual reality

虚拟现实

Broadband internet

宽带互联网

Wireless mobility

移动无线技术

Text 2 (Para. 1)

Digital technologies are transforming how we live, work, consume, and produce goods and services. Examples include **cloud computing**, the Internet of Things, advanced **analytics** (including big data, artificial intelligence, and machine learning), biotechnology, social media, three-dimensional printing, virtual reality, broadband Internet, and wireless mobility. During the information and communications technology (ICT) revolution, firms used electronics to automate a limited number of routine steps in production. **Moving forward, firms will use digital technologies to automate many more routine steps in production.**

- Paraphrase this sentence in your own words.

In the future, Companies will use digital tools to do more basic work automatically.

Text (Para. 2)



There have been three industrial revolutions in history, and the emergence of the digital economy is considered by some to represent a fourth. **The first Industrial Revolution**, between roughly 1760 and 1850, marked a significant change from rural-agrarian to urban-mechanized systems of production. Key technological advances included steam power, railways, and the transition from wood to metal. **The second Industrial Revolution** spanned roughly the century after 1870, centering on the shift to mass production, distribution, and communication. Key innovations included electricity, the telephone, air transport, highways, radio, television, high-rise buildings, and antibiotics.

- **What were the three Industrial Revolutions in history? Describe them in your own words.**

First Industrial Revolution (1760-1850):

- Machines and steam power replaced manual farm work.
- People moved from farms to factories.

Text (Para. 2)

There have been three industrial revolutions in history, and the emergence of the digital economy is considered by some to represent a fourth. **The first Industrial Revolution**, between roughly 1760 and 1850, marked a significant change from **rural-agrarian** to **urban-mechanized** systems of production. Key technological advances included **steam power**, railways, and the transition from wood to metal. **The second Industrial Revolution** spanned roughly the century after 1870, centering on the shift to mass production, distribution, and communication. Key innovations included electricity, the telephone, air transport, highways, radio, television, high-rise buildings, and antibiotics.

- **Rural-agrarian** /ə'grɛriən/ 农村-农业型（社会），指人们住在乡下，以种地为生
- **Urban-mechanized** 城市-机械化型（社会），指人们住在城市，用机器生产
- **Steam power** 蒸汽动力

Text (Para. 2)

There have been three industrial revolutions in history, and the emergence of the digital economy is considered by some to represent a fourth. **The first Industrial Revolution**, between roughly 1760 and 1850, marked a significant change from rural-agrarian to urban-mechanized systems of production. Key technological advances included steam power, railways, and the transition from wood to metal. **The second Industrial Revolution** spanned roughly the century after 1870, centering on the shift to mass production, distribution, and communication. Key innovations included electricity, the telephone, air transport, highways, radio, television, high-rise buildings, and antibiotics.

- **What were the three Industrial Revolutions in history? Describe them in your own words.**

Second (after 1870):

- Electricity and mass production.
- People could make products faster and communicate over long distances.

Text (Para. 2)

There have been three industrial revolutions in history, and the emergence of the digital economy is considered by some to represent a fourth. **The first Industrial Revolution**, between roughly 1760 and 1850, marked a significant change from rural-agrarian to urban-mechanized systems of production. Key technological advances included steam power, railways, and the transition from wood to metal. **The second Industrial Revolution** **spanned** roughly the century after 1870, **centering on** the shift to mass production, distribution, and communication. Key innovations included electricity, the telephone, air transport, highways, radio, television, high-rise buildings, and **antibiotics**.

- **Span (v.)**

跨越, 持续 (一段时间)

e.g. The meeting spanned two hours.

- **Center on**

集中于, 以...为中心

- **Antibiotics (n.)**

抗生素

Text (Para. 2)

The third Industrial Revolution, the ICT revolution, began roughly in the 1960s. Significant advances in networked computing and telecommunication capabilities were accompanied by steep price declines and rapid quality improvements in ICT hardware and software. Notable innovations included advances in semiconductor manufacturing, personal computers, email, faxes, the Internet, bar-code scanning, and mobile telecommunications.



- What were the three Industrial Revolutions in history? Describe them in your own words.

Third (1960s onwards):

- Computers and the Internet.
- Information became digital and could spread instantly around the world.

Text (Para. 2)

The third Industrial Revolution, the ICT revolution, began roughly in the 1960s. Significant advances in **networked computing** and **telecommunication capabilities** were accompanied by **steep price declines** and rapid quality improvements in ICT hardware and software. Notable innovations included advances in **semiconductor manufacturing**, personal computers, email, faxes, the Internet, bar-code scanning, and mobile telecommunications.

- **Networked computing**
联网计算
- **Telecommunication capabilities**
远程通信能力
- **Steep price declines**
 - 价格急剧下降
 - Steep (adj.) 陡峭的
- **Semiconductor manufacturing**
半导体制造

Text 2 (Para. 3)



There is no consensus in literature as to whether digitalization should be seen as an evolution of the third revolution or as a distinct, fourth revolution. Robert J. Gordon, a professor at Northwestern University, sees digital technologies as evolved ICTs that are less transformative to generate large increases in productivity compared with innovations in earlier eras. In contrast, Klaus Schwab, Founder and Executive Chairman of the World Economic Forum, argues that a fourth Industrial Revolution is underway that will fundamentally transform economies and societies by combining the physical, digital, and biological worlds through highly interconnected production chains and semi-automated decision-making processes.

观点逻辑：

- No consensus
没有定论
- In contrast
表示不同观点
- A sees that...
- B argues that...

Text (Para. 4)

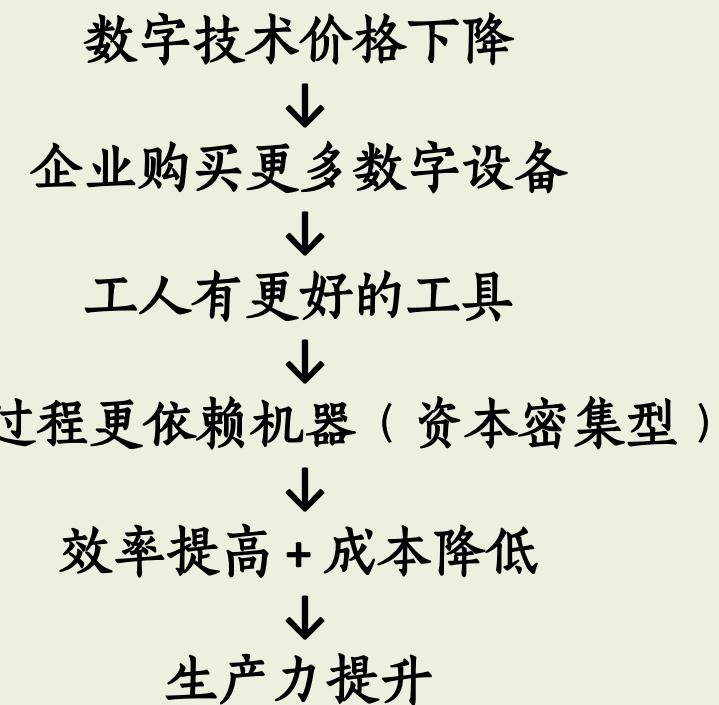


Productivity is the efficiency with which an economy transforms input into output.

Investments in digital technologies contribute to higher productivity by providing workers with more tools to do their work. The production process becomes more capital-intensive. Falling prices for digital technologies encourage firms to modernize their equipment so they can achieve cost efficiencies and enhanced capabilities.

翻译：

生产力是指经济体将投入转化为产出的效率。



Capital-intensive 资本密集型

Capital Intensive Vs Labour Intensive



Labour-intensive
production

Capital-intensive
production

What will determine whether a firm uses labour or capital intensive production?

Labor-intensive 劳动密集型

what are other
words for
labour-intensive?



labor-intensive, laborious,
operose, labour-consuming,
labor-consuming,
labor intensive, effortful



X-intensive?

类型	主要依赖	成本重点	典型行业
Labor-intensive	 人工	工资	服装、餐饮
Capital-intensive	 设备	机器、厂房	汽车、钢铁
Technology-intensive	 技术	研发	芯片、航天
Knowledge-intensive	 专业知识	人才培养	咨询、法律
Energy-intensive	 能源	电力、燃料	炼铝、水泥

Text (Para. 5)

Digitalization could have **wide-ranging effects** across the economy. Across industries, digital technologies have the potential to drive efficiencies, provide opportunities for firms to increase earnings and market share, and facilitate ongoing innovation. More and more business tasks that are currently done by humans will be **executed** electronically...

翻译：

在各行业中，数字技术有望提高效率，可使企业增加收入和扩大市场份额，并持续推动创新。

- **Wide-ranging effects**
广泛的影响 ≈ extensive, broad, far-reaching
- **Drive (v.)** 驱动、推动**efficiencies**
≈ push forward, propel, promote
- **Execute (v.)** 执行、完成
CEO = Chief Executive Officer

Text (Para. 5)

...Many of these processes will occur in digital form “speaking to’ other processes in the digital economy, in a constant conversation among multiple servers and multiple semi-intelligent nodes that are updating things, querying things, checking off things, readjusting things, and eventually connecting back with processes and humans in the physical economy,” said Chris D’Souza and David Williams.

- Server 服务器
- Node 节点

- What does **physical economy** mean in the text?

The physical economy refers to the real-world, tangible economy involving actual people, physical goods, and traditional business processes, as opposed to the digital/virtual economy.

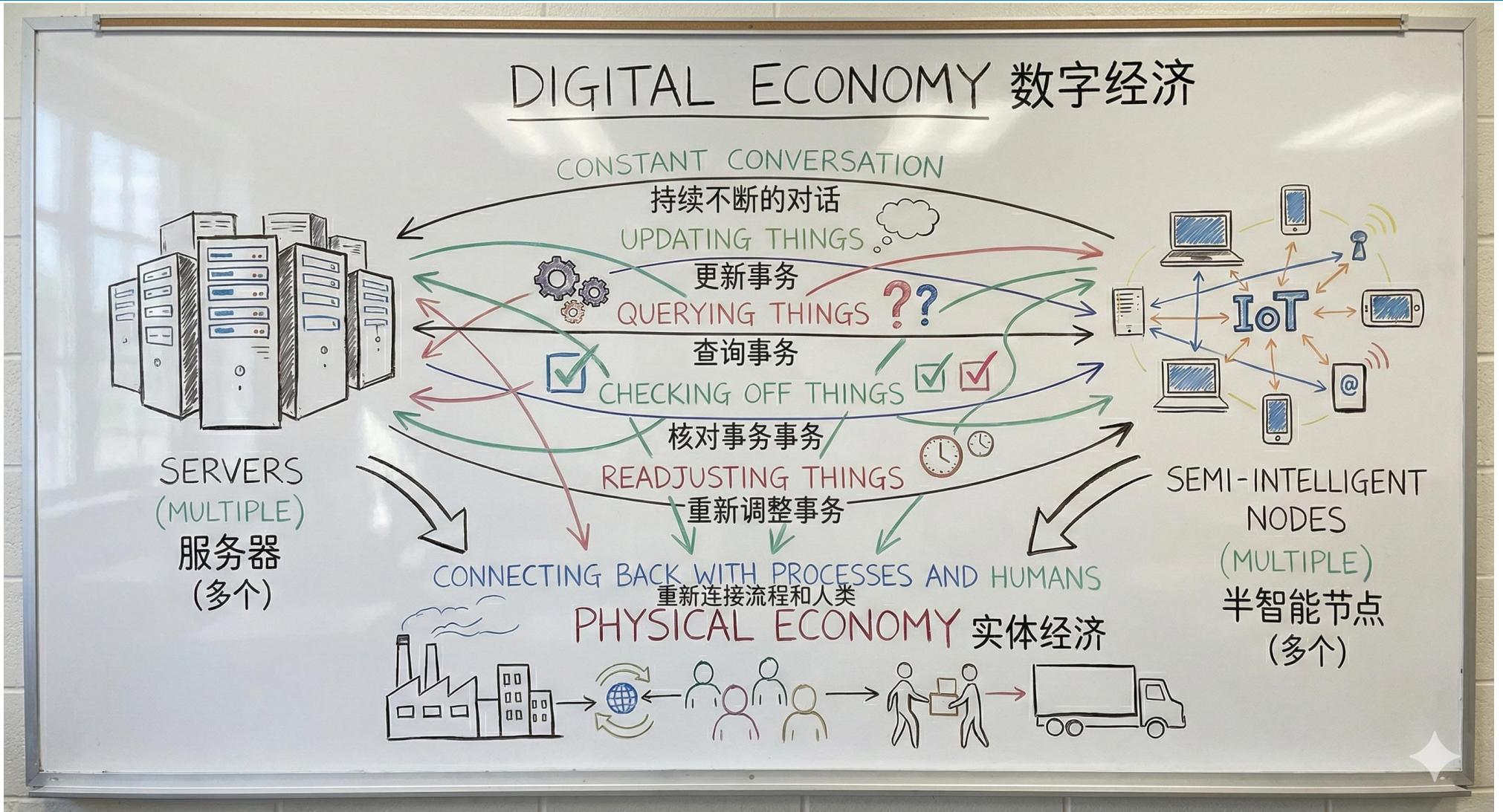
物理经济/实体经济指的是现实世界中涉及实际人员、有形商品和传统业务流程的经济活动，与数字经济/虚拟经济相对。

How to understand the “conversation” in digital economy?

- **Updating** (更新) : 循环箭头表示数据不断更新
- **Querying** (查询) : 放大镜表示搜索和询问信息
- **Checking off** (核对确认) : 对勾表示验证和确认
- **Readjusting** (重新调整) : 滑块/齿轮表示参数调整

How to understand the “conversation” in digital economy?

Nano Banana Pro



Text (Para. 6)

We are only beginning to understand how the digital economy will function. To successfully manage the transition to digitalization, policymakers will need to ensure **that** the economy is adaptable, **that** firms are encouraged by market forces to be agile, **that** economic gains are widely distributed, and **that** the tools and associated institutions to manage the economy are up-to-date and fit-for-purpose.

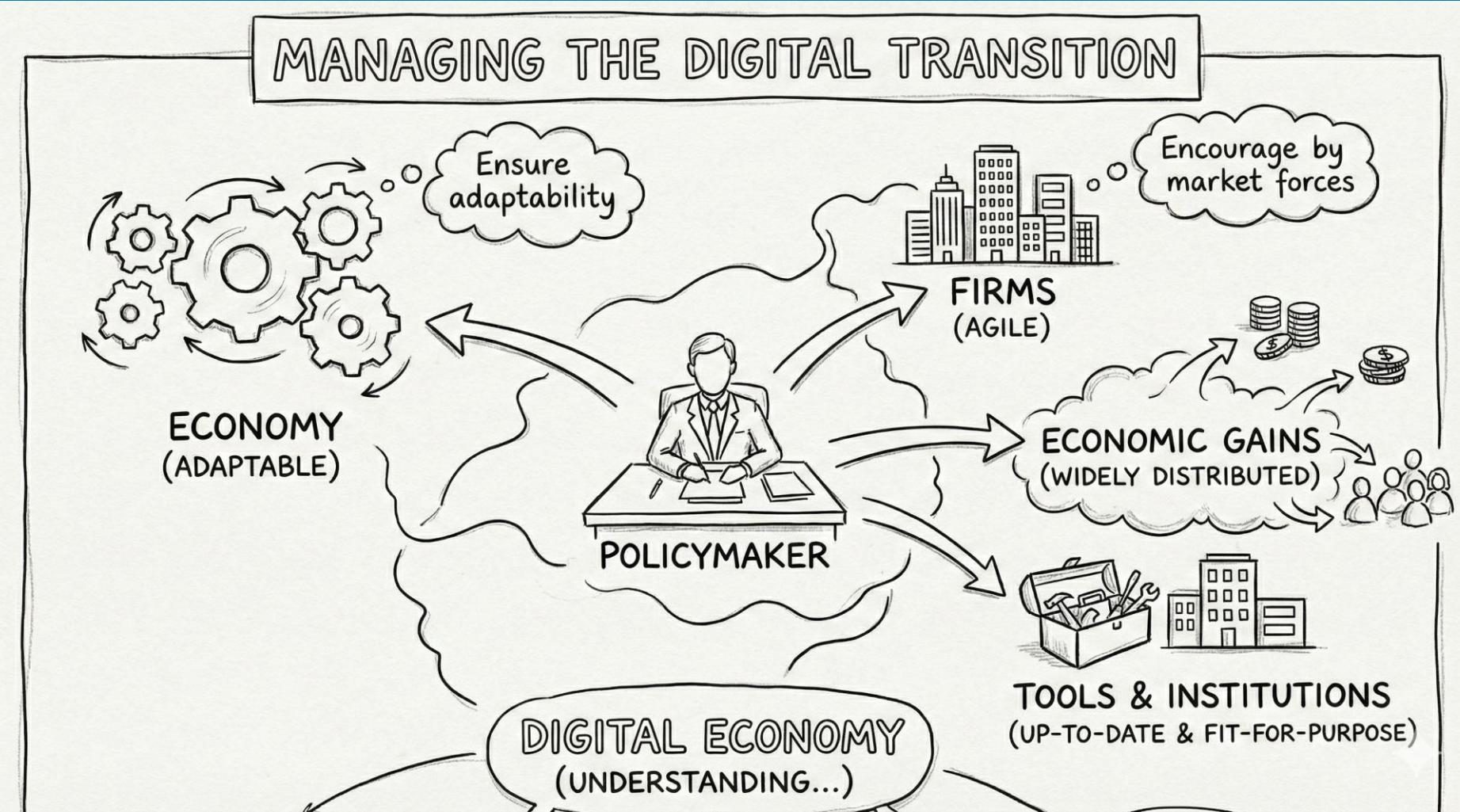
What is your imagination of digital economy?



让AI 画出来!

以 policymaker 为核心角色, 画出一个手绘风格的线稿图, 用来解释 policymaker 和 economy, firms, economic gains, tools 之间的关系。参照的上下文是: We are only beginning to understand how the digital economy will function. To successfully manage the transition to...

How will digital economy function?



Agile 敏捷、灵活的

Up-to-date 最新的

Fit-for-purpose

量身订做的



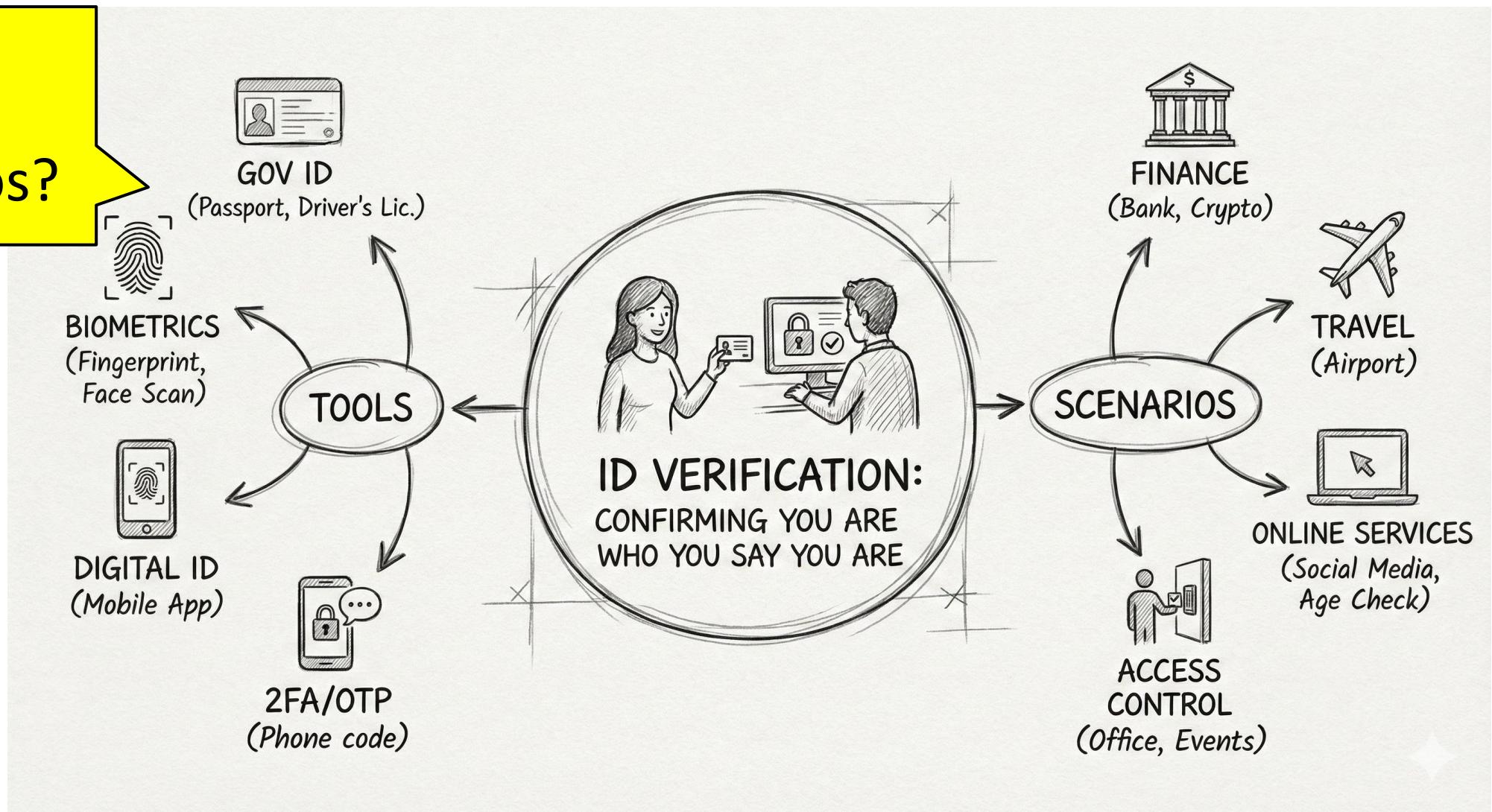
Text 1

*The crucial role of
ID verification in the
digital economy*

What do you know about ID verification?

Tools?

Scenarios?



The article's argument structure

Introduction

- Paragraph 1-3

What is ID verification?

- Paragraph 4-5

A Path toward digital inclusion

- Paragraph 6-8

A look to the future

- Paragraph 9

Part 1: Introduction (Paragraph 1 – 3)

Text 1 (Paragraph 1)

As small businesses opened new online storefronts, a set of technologies **toiled behind the scenes** to make all those websites and sales and deliveries possible. One of the most significant of these technologies is **identity verification (ID)**. It's software that's been around for decades that proves you are who you say you are. Every time you make a purchase online—and this happens billions of times a day, all over the world—an ID verification system **authenticates** you.

- **toil behind the scenes**
在幕后辛苦工作
- to work hard without being seen or getting credited for it
- **Identity verification (ID)**
 - 身份验证
- **Authenticate (v.)** 认证、证实
 - To prove that sth. is genuine, real or true

Paragraph 1 function

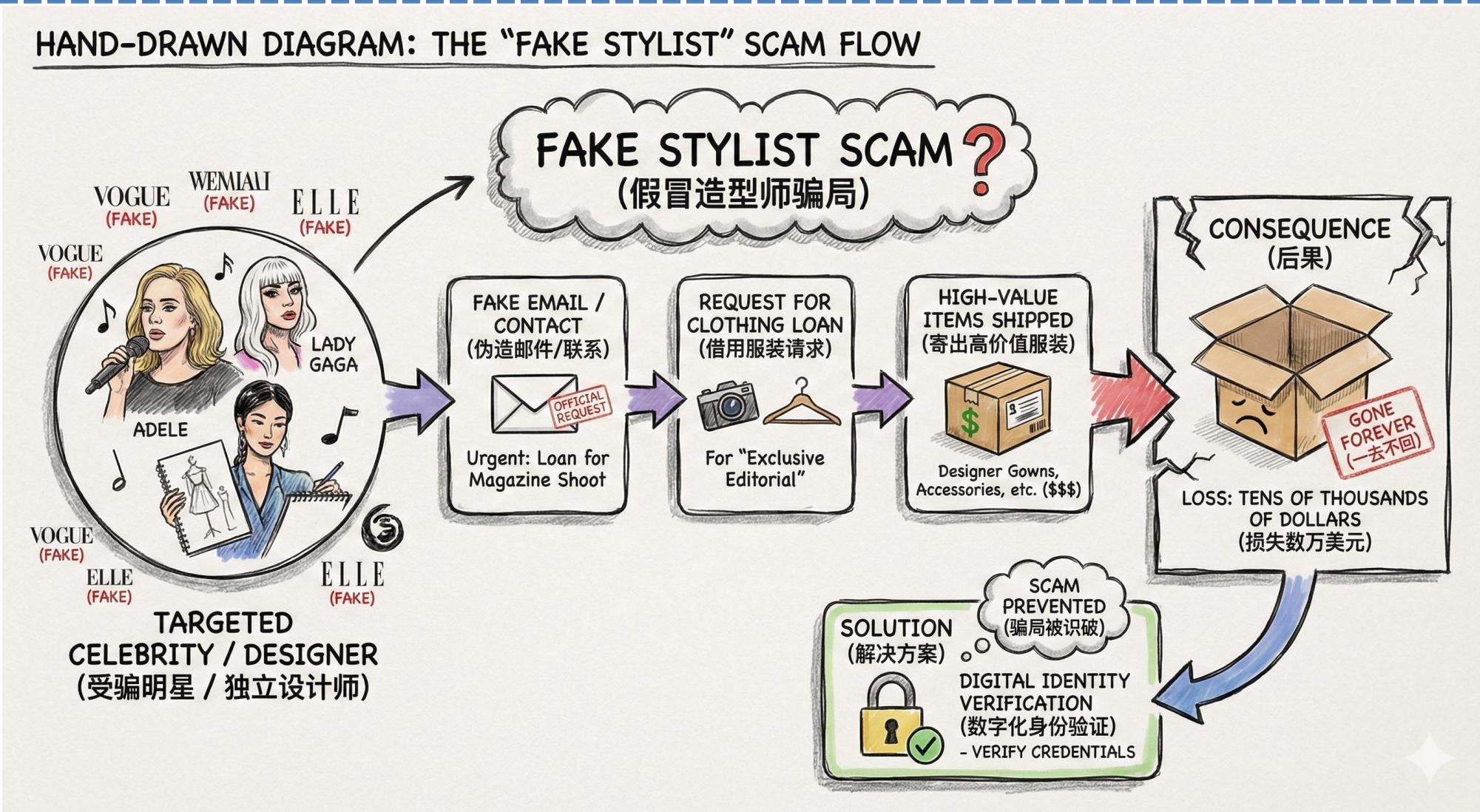
*To **introduce** **Identity Verification** (**ID**) as a fundamental, yet often unnoticed, technology powering the global digital economy.*

Text 1 (Paragraph 2)

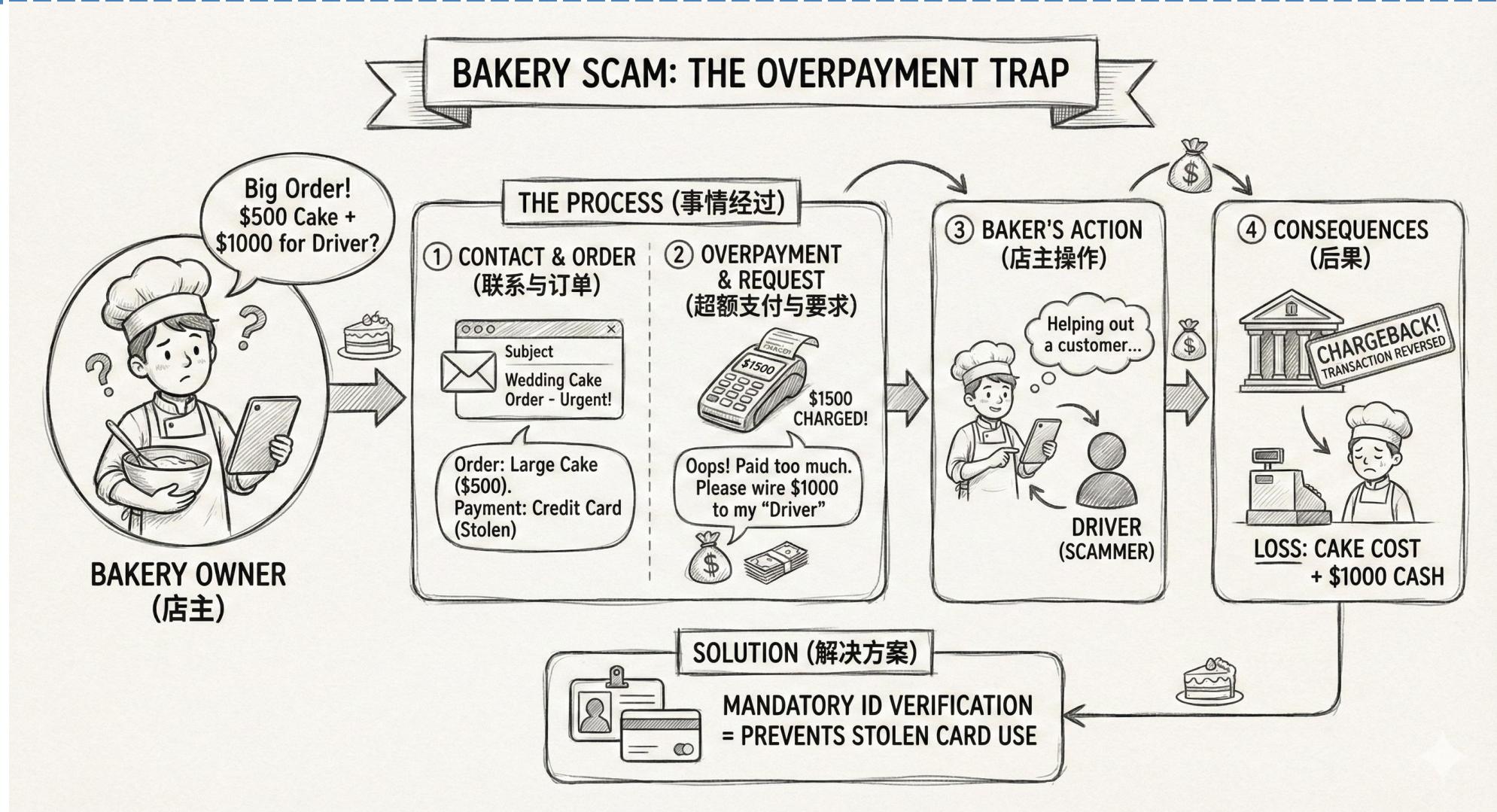
Without this simple concept, the digital economy **can't operate**. All those newly digital businesses, from fashion designers to bakeries, couldn't have **told the difference between** their customers and **scammers**. There are, of course, many kinds of ID verification systems, and these technologies will become even more important as the digital economy grows. ID tools make it faster and easier for people to access the things they need online: Buying on e-commerce sites, accessing government services, managing your money—in many countries, ID verification is already needed for all these activities.

- **Can't operate**
无法运转
- **Tell the difference between A and B** 区分, 分辨
 - to be able to distinguish one thing from another
- **Scammers (n.)** 诈骗者
 - Always be careful not to click links sent by unknown **scammers**. (务必小心, 不要点击未知诈骗者发送的链接。)

Case: Fake stylist scam 假冒造型师骗局



Bakery: the overpayment scam 大额跑腿费骗局



Paragraph 2 function

*To emphasize the indispensable role of ID verification for the **functioning and security** of the digital economy.*

Text 1 (Paragraph 3)

But as ID tools become more critical, it will become just as critical to make them available to whoever needs them. Millions of people lack access to digital tools. If they can't verify their IDs online, they'll **be left out**. Finding more ways to **empower** small businesses **with** ID verification and providing consumers with digital IDs will expand opportunities for millions of people and make the digital economy more dynamic, more **inclusive**, and more secure.

- **Be left out** 被排除在外/
被遗漏

- feel left out (感觉被冷落)
- be left out of the system (被系统排除在外)

- **Inclusive (adj.)** 包容的/
兼容的

- an inclusive environment (一个包容的环境)
- be more inclusive (更具包容性)

Text 1 (Paragraph 3)

But as ID tools become more critical, it will become just as critical to make them available to whoever needs them. Millions of people lack access to digital tools. If they can't verify their IDs online, they'll **be left out**. Finding more ways to **empower** small businesses **with** ID verification and providing consumers with digital IDs will expand opportunities for millions of people and make the digital economy more dynamic, more **inclusive**, and more secure.

- **Empower (v.) 使能够 / 赋能**

- Empower sb. with sth.
- Empower sb. to do
- 政府计划通过提供免费培训课程来赋予年轻求职者新的技能。

The government plans to **empower** young job seekers with new skills by offering free training courses.

Text 1 (Paragraph 3)

But as ID tools become more critical, it will become just as critical to make them available to whoever needs them. Millions of people lack access to digital tools. If they can't verify their IDs online, they'll **be left out**. Finding more ways to **empower** small businesses **with** ID verification and providing consumers with digital IDs will expand opportunities for millions of people and make the digital economy more dynamic, more **inclusive**, and more secure.

• 逻辑链：

我们通过 **Providing** (提供) 工具, 让 ID 验证变得 **Available** (可获得), 从而让人们拥有 **Access** (使用权), 进而 **Empower** (赋能) 小企业, 避免人们被 **Left out** (遗弃), 最终建立一个 **Inclusive** (包容普惠) 的数字经济。

Paragraph 3 function

*To introduce the central problem
the article will address:*

----- *the need for **equitable access** to ID
verification tools to **prevent digital
exclusion.*** ----->

Part 2: What? (Paragraph 4 – 5)

Text 1 (Paragraph 5)

Many national governments have **leaned heavily into** this technology to modernize and digitize their services. One of the most advanced is Estonia, providing every citizen with a **state-issued e-identity** they can access using a physical smart card, mobile app or website. These e-IDs can be used to shop, sign contracts, and even vote online. Singapore's Singpass national ID app lets people connect to government services and many businesses. It uses a **biometric** thumbprint or face verification, enabling people to verify their identities across all kinds of digital activities, including banking, food delivery, and insurance...

- **Lean heavily into** **大力依赖/积极采用**

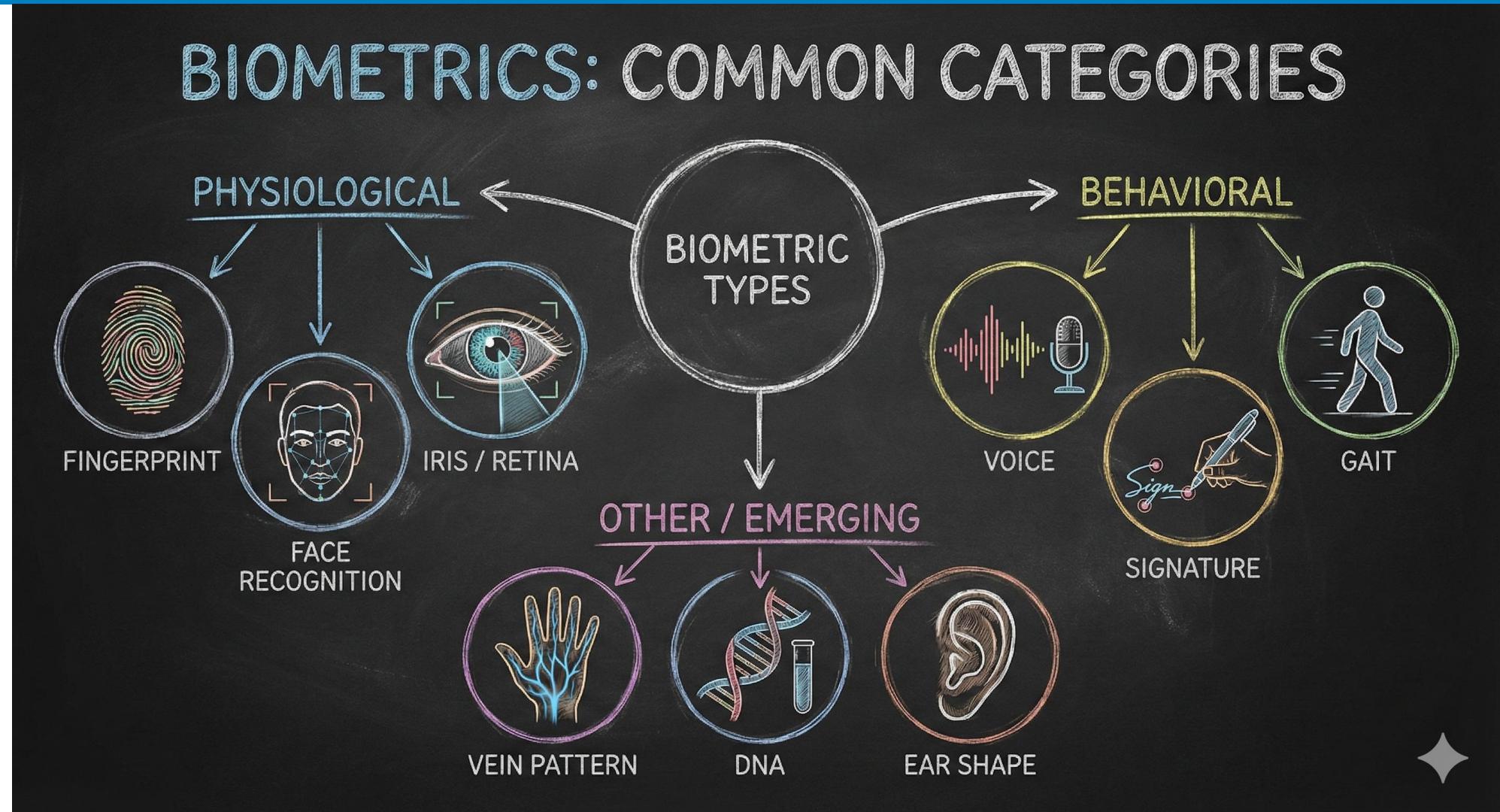
- 这家公司今年大力采用了社交媒体营销。
- The company has leaned heavily into social media marketing this year.
- 同义：relied heavily on / fully embraced.

- **State-issued e-identity**

- 国家颁发的电子身份

- **Biometric** **生物识别的**

Biometrics 生物识别技术



Text 1 (Paragraph 5)

...Another example is India, which runs the world's largest digital ID platform, called Aadhaar. People can share their ID information using a **QR code**, which is kept in a mobile app or on the back of a physical card. They have used Aadhaar to open new accounts with banks, accessing digital services that **were out of reach** for them before.

- **QR code 二维码**
 - Quick response
快速响应
- **Be out of reach** 够不着、
达不到、负担不起
 - 她成为歌手的梦想似乎无法实现。
 - Her dream of becoming a singer seems **out of reach**.
 - 反义词：**Within reach**
 - *Success is within reach.* (成功近在咫尺。)

ID Verification on a Global Scale: National Examples

Case Studies (案例分析)



Estonia (爱沙尼亚)

State-issued e-identity via smart card or mobile app for shopping, contracts, and even online voting.



India (印度)

Aadhaar, the world's largest digital ID platform, uses a QR code to help citizens open bank accounts and access digital services.



Singapore (新加坡)

Singpass app uses biometrics (thumbprint/face) for government services, banking, and food delivery.

Part 3: Why? (Paragraph 6 – 8)

Text 1 (Paragraph 6)

A Path Toward Digital Inclusion

As we're seeing in India, ID verification has become a powerful tool to spread **digital and financial inclusion**. Once someone can share their secure and **authenticated identity** in a digital space, many more opportunities can open for them. There is still a huge need to do more, with 850 million people globally without any formal IDs—digital or otherwise.

- **Digital inclusion** 数字包容

- Promote/achieve digital inclusion 推广、实现~
- 我们必须确保互联网的平等接入，以实现真正的数字包容。
- We must ensure equal access to the internet to achieve true **digital inclusion**.

Text 1 (Paragraph 6)

A Path Toward Digital Inclusion

As we're seeing in India, ID verification has become a powerful tool to spread **digital and financial inclusion**. Once someone can share their secure and **authenticated identity** in a digital space, many more opportunities can open for them. There is still a huge need to do more, with 850 million people globally without any formal IDs—digital or otherwise.

- **Authenticated identity**

经认证的身份

- 银行在发布敏感信息之前，需要一个经过认证的身份。
- The bank requires an **authenticated identity** before releasing sensitive information.

Text 1 (Paragraph 7)

One small but **promising effort** to **increase access to** ID tools is happening in Austin, Texas. There, researchers at the Dell Medical School are developing a new platform to help homeless people get their identities back. In many cases, these people have their physical IDs stolen, making it difficult for them to access basic services, like government aid and medication.

- **Promising effort**
有希望的尝试
- **Access (v. & n.)** 获得
注意: 1. Access 作动词时后面不需要加 to (access the internet)
2. 作名词时一定要加 to (have access to the internet).....的途径/权利

Text 1 (Paragraph 8)

The Dell Medical team created a way for people to verify their IDs using their phones' biometrics—like a thumbprint as researchers have noted that most homeless people have smartphones, using them as critical tools to stay connected to friends and family. Their IDs can be accessed online or on their phones, with the data stored using **blockchain techniques** so it can't be lost or **hacked**.

- **Hack (v.)** 破砍、侵入计算机系统
 - Hacker 黑客
 - Hackathon 编程马拉松
 - Life hack 生活小窍门

Part 4: A look into the future (Paragraph 9)

Text 1 (Paragraph 9)

A Look to the Future

We've all seen the benefits of ID software enabling commerce to continue even when merchants couldn't see their customers face-to-face. Continuing to sharpen this technology will help businesses grow, and ultimately **build resilience** for people and communities. The work to build this technology continues because so many of us see that promise. Much more is possible, and much more is already happening.

• **Build resilience** 建立起迅速恢复的能力

- (n.) 韧性；恢复力；抗风险能力
- 类似词汇：
 - Grit 坚毅
 - Tenacity 顽强（黏性）
 - Adaptability 适应性
 - Flexibility 灵活性

Exploring the text



1

Decide whether the following statements about the text are true (T) or false (F).

T F

1 One of the most important technologies in the digital age is identity verification.

2 All newly digital businesses, from fashion designers to bakeries, cannot tell the difference between their customers and scammers.

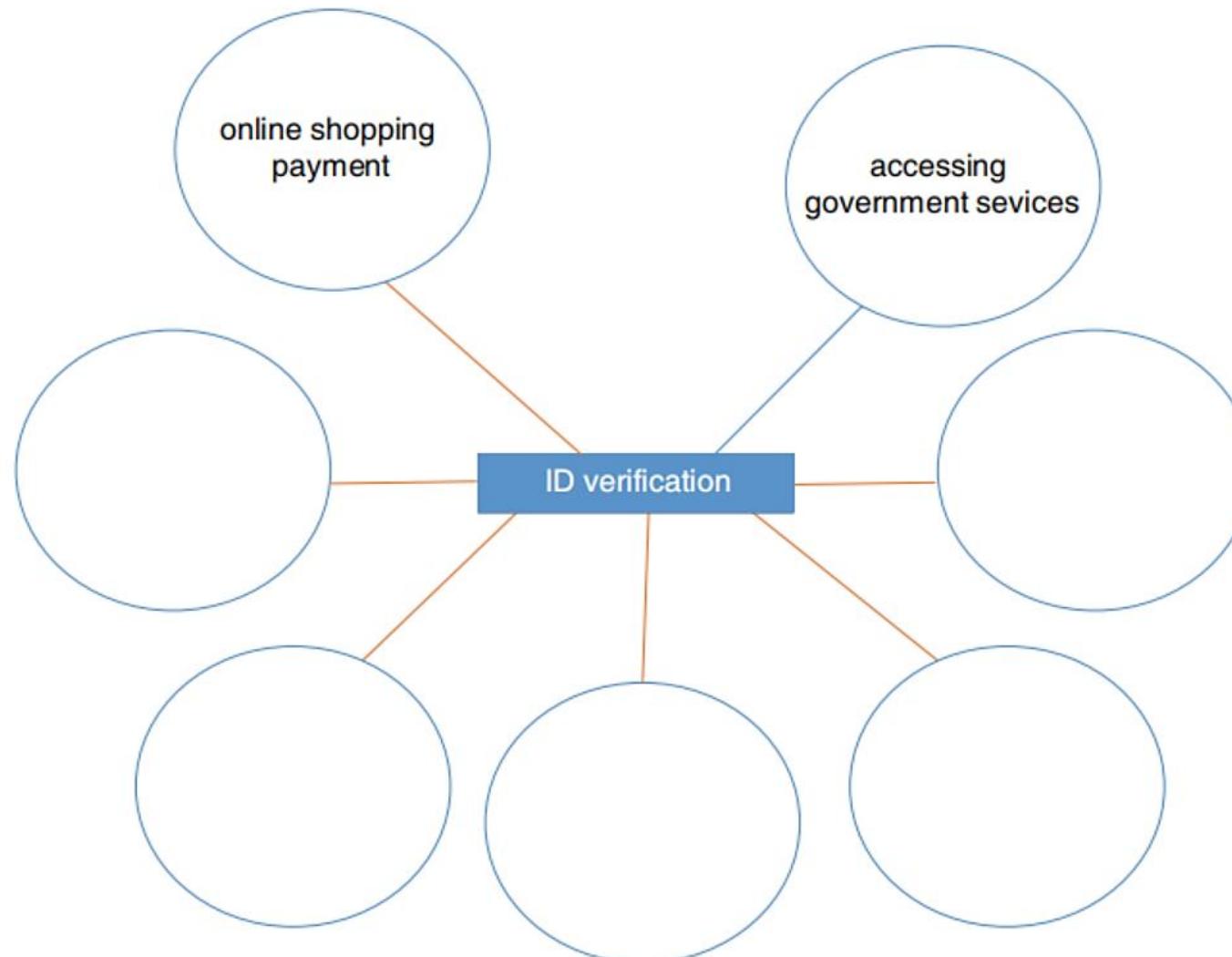
3 Providing small businesses and consumers with digital IDs will expand opportunities for millions of people.

4 Many national governments have heavily invested in and utilized ID verification to modernize their services to digital platforms.

5 The Dell Medical team created a way for people to verify their IDs using their phones' biometrics.

2

Scan the text and summarize the role of ID verification.



Scan the text and summarize the role of ID verification.

- verifying customers identities;
- achieving inclusive digital economy;
- increasing convenience: a log-in credential across many websites;
- digitizing government services
- signing contracts;
- voting online;
- banking;
- food delivery;
- insurance
- promoting financial inclusion and digital inclusion;
- providing government aid and medication



Language skills

1 Match the terms on the left with their definitions on the right.

1 e-commerce

2 digital transformation

3 artificial intelligence

4 identity verification

5 cloud computing

6 financial inclusion

7 Internet of Things

b. online buying and selling of goods and services, typically conducted through websites or mobile applications

1 Match the terms on the left with their definitions on the right.

1 e-commerce

2 digital transformation

3 artificial intelligence

4 identity verification

5 cloud computing

6 financial inclusion

7 Internet of Things

C. the process of utilizing digital technologies to fundamentally change and enhance various aspects of an organization's operations strategies and customer experiences

1 Match the terms on the left with their definitions on the right.

1 e-commerce

2 digital transformation

3 artificial intelligence

4 identity verification

5 cloud computing

6 financial inclusion

7 Internet of Things

F. the simulation of human intelligence processes by computer systems, including learning, reasoning, and problem-solving

1 Match the terms on the left with their definitions on the right.

1 e-commerce

2 digital transformation

3 artificial intelligence

4 identity verification

5 cloud computing

6 financial inclusion

7 Internet of Things

e. the process of verifying the authenticity and accuracy of an individual's claimed identity

1 Match the terms on the left with their definitions on the right.

1 e-commerce

2 digital transformation

3 artificial intelligence

4 identity verification

5 cloud computing

6 financial inclusion

7 Internet of Things

g. the use of remote servers hosted on the Internet to store, manage, and process data, rather than using local servers or personal computers

1 Match the terms on the left with their definitions on the right.

1 e-commerce

2 digital transformation

3 artificial intelligence

4 identity verification

5 cloud computing

6 financial inclusion

7 Internet of Things

d. the accessibility and availability of financial services and products to individuals and communities, particularly those who have been traditionally underserved or excluded from the formal financial system

1 Match the terms on the left with their definitions on the right.

1 e-commerce

2 digital transformation

3 artificial intelligence

4 identity verification

5 cloud computing

6 financial inclusion

7 Internet of Things

a. the interconnection of everyday objects, devices and appliances via the Internet, enabling them to send and receive data and perform automated tasks

Choose one word that best completes each of the following sentences.

1. The company's financial situation became A due to a decline in sales and increased expenses.

- A. Critical
- B. Logical
- C. Typical
- D. analytical

Choose one word that best completes each of the following sentences.

2. Recognizing the changing market dynamics, the company chose to lean D innovation and invest in new technologies.

- A. on
- B. against
- C. over
- D. into

Choose one word that best completes each of the following sentences.

3. The government launched an initiative to A small businesses by providing them with financial support and training.

- A. empower
- B. encourage
- C. embody
- D. enable

Choose one word that best completes each of the following sentences.

4. The cognitive C in psychology, starting in the 1950s, focused on understanding mental processes and the role of cognition in human behavior, leading to advancements in cognitive science and neuroscience.

- A. devolution
- B. evolution
- C. revolution
- D. solution

Choose one word that best completes each of the following sentences.

5. The transportation system includes various modes such as buses, trains, and taxis to B easy movement within the city.

- A. elaborate
- B. facilitate
- C. generate
- D. participate

3

Complete the following sentences with the words.

authenticate

enable

promise

advance

valid

1. Access to quality education is a crucial enabler for social mobility and economic growth.
2. The organization provides training programs to help employees acquire new skills and promote career advancement .
3. Shocked by the results of the elections, they now want to challenge the validity of the vote.

3

Complete the following sentences with the words.

authenticate

enable

promise

advance

valid

4. The fingerprint scanner provides an additional layer of authentication for secure access to the smartphone.

5. The startup company secured a(n) promising partnership with a well-established industry leader.

Unit 7 Job Hunting

黄婕

2025-12-9





Warming up

1

Look at the pictures below. Work in groups and discuss how to look for a job.



A composite image for a Starbucks job opening. On the left is a photograph of a Starbucks barista wearing a green apron, focused on preparing a drink. On the right is a large green graphic with the text "Hiring Now" in white. Below it is a box containing "Starbucks Careers in Dubai | Latest Job Opening" and "Free visa | Air ticket | Good benefits". At the bottom is a red button with the text "Apply Now" and a double arrow icon.

A screenshot of the Zhipin (智联招聘) website. The top navigation bar includes "智联招聘" and a search bar. Below the navigation are links for "首页", "北京站 NEW", "政府之窗", "校园招聘", "高端职位", "海外招聘", and "智联". A sidebar on the left lists categories like "互联网IT", "金融", "房地产/建筑", "贸易/零售/物流", "教育/传媒/广告", "服务业", "市场/销售", "人事/财务/行政", and "全部职类". The main content area features a large banner for Xinhua News Agency (新华社) with the text "高端揽才 全球开启" and "面向社会引进新媒体技术研发、创意策划、产品运营、视觉设计、博士后、外籍专家等高层次人才".



Read the words and phrases and their explanations. Then complete the following paragraph with the proper forms of the words and phrases.

job hunting: the activity of trying to find a job

craft: to make something using special skills

discern: to know, recognize or understand something, especially something that is not obvious

vacancy: a job that is available for someone to do

job board: a website where employers can place job postings

career trajectory: the path an individual takes throughout his or her career

playing field: a situation where there is competition

seasoned: having a lot of experience of a particular activity

career page: sections of a company's website dedicated to showcasing its employer brand and presenting job openings

JOB HUNTING

求职

The activity of trying to find a job.



Business Context

主动出击的战略行为，而非被动等待。
“狩猎”而非“寻找”。

Language Point

搭配: Go job hunting.
别说 “finding a job” (结果) , 要说
“job hunting” (过程) 。

CRAFT (Verb)

制作

To make something using special skills.



Business Context

精心雕琢和定制化。针对JD量身定做简历，而非批量发送。

Language Point

动词用法。“Craft a resume” 比 “write a resume” 更高级，强调技能和用心。

DISCERN

辨别

To know, recognize or understand something, especially something that is not obvious.



Business Context

高级软技能。甄别有潜力的机会，读懂JD背后的真实需求。

Language Point

正式用语。发音 /dɪ'sɜːrn/。
搭配：Discern the truth.

VACANCY

空缺职位

A job that is available for someone to do.



Business Context

公司的“痛点”。求职者是去解决问题，填补这个空缺，而不只是找份工作。

Language Point

词根 vac- (empty)。

同义词：Opening, Position.

搭配：Fill a vacancy.

JOB BOARD

招聘网站

A website where employers can place job postings.



Business Context

信息聚合器 (LinkedIn, Indeed)。
效率高但竞争最激烈的"红海"。

Language Point

复合名词。
现代平台常集成AI匹配功能。

CAREER TRAJECTORY 职业轨迹

The path an individual takes throughout his or her career.



Business Context

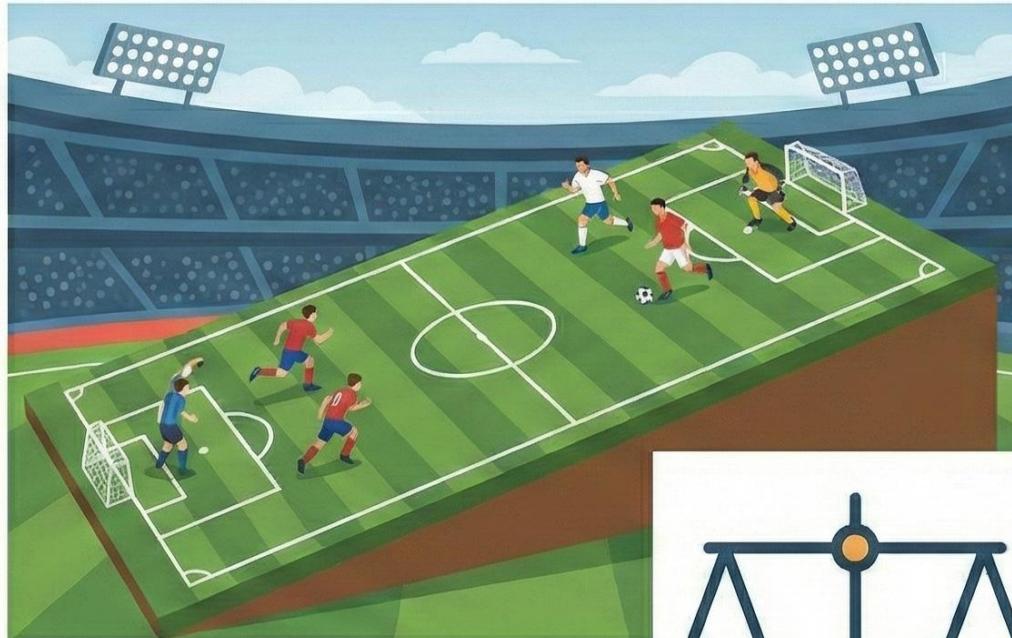
发展的势头和方向。雇主看重清晰、向上的流动性 (Upward mobility) 。

Language Point

物理学隐喻(弹道)。
比 “Career path” 更具动态感。
搭配: Upward trajectory。

PLAYING FIELD 竞争环境

A situation where there is competition.



Business Context

竞争环境。核心是“*A level playing field*”（公平竞争）。内推可能会改变它。

Language Point

习语：
Level the playing field.
可用于讨论内卷或不公平竞争。

SEASONED

经验丰富的

Having a lot of experience of a particular activity.



Business Context

对“资深”的赞美。强调历练和成熟，而非年龄。能应对复杂危机。

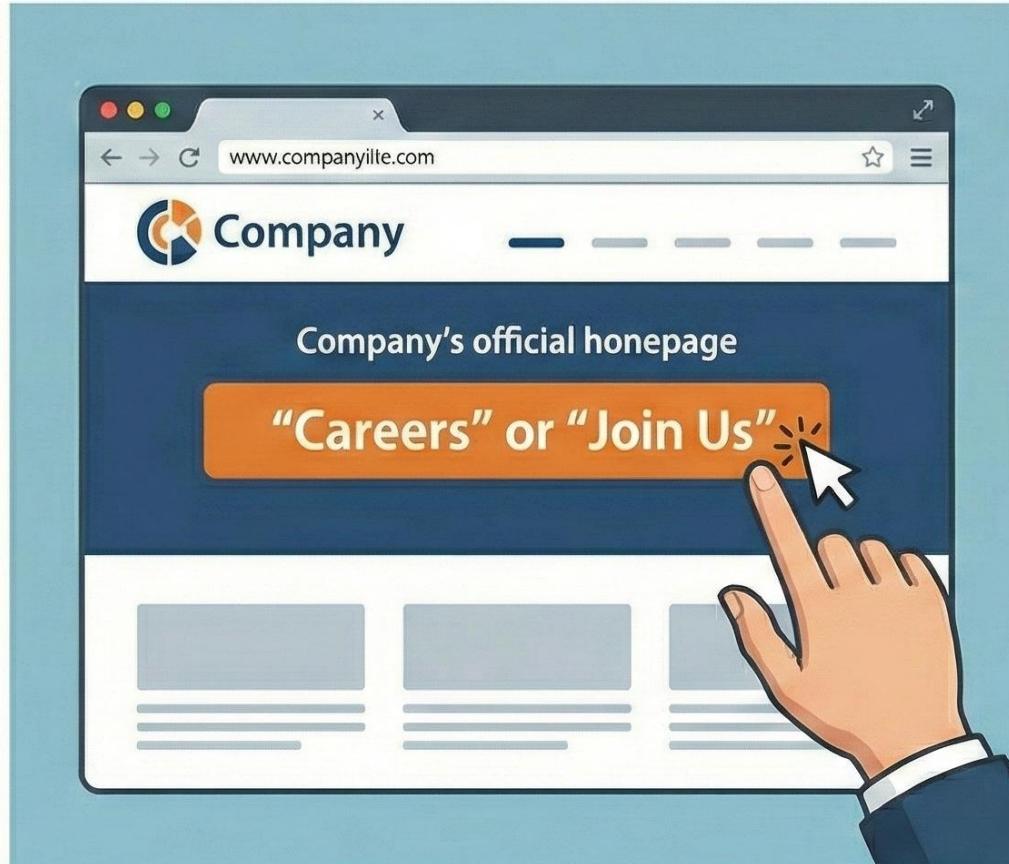
Language Point

隐喻(调味/风干)。
“A seasoned professional”
是比 “senior” 更优的表达。

CAREER PAGE

招聘页面

Sections of a company's website dedicated to showcasing its employer brand and presenting job openings.



Business Context

雇主品牌的核心阵地。直接在此投递显示了专门的兴趣，竞争较小。

Language Point

区别于第三方的Job Board。
常命名为 "Careers" 或 "Join Us"。

Read the words and phrases and their explanations. Then complete the following paragraph with the proper forms of the words and phrases.

Applying for a job is a nerve-racking experience, even for
(1) seasoned professionals with work experience.

Job hunting for new graduates is an even trickier (2)
playing field, with most students having little
experience (3) crafting résumés. One of the best
tips is (4) discerning a career. By having a destination
in mind, you gain the opportunity to give your career a
direction. In setting a (5) career trajectory for yourself, you
can identify the field that you see yourself thriving in and the
jobs that you are interested in pursuing.

Read the words and phrases and their explanations. Then complete the following paragraph with the proper forms of the words and phrases.

Whilst (6) job boards can be helpful, not all companies advertise (7) vacancies on such platforms. Before beginning your search, compile a list of companies that you would like to work for and check out their (8) career pages. This is a great way to see a company's available positions. Also, you may think social media platforms are best kept for personal use; however, they also act as great search tools for (9) job hunting.

3

Watch a video clip on job interview tips provided by Indeed, a worldwide employment website, and discuss the following questions.

1. When exactly does the interview start?
2. What are the common interview questions mentioned in the video clip?
3. What are the non-verbal communication techniques you need to be aware of during the interview?

3

Watch a video clip on job interview tips provided by Indeed, a worldwide employment website, and discuss the following questions.



3

Watch a video clip on job interview tips provided by Indeed, a worldwide employment website, and discuss the following questions.

1. When exactly does the interview start?

The interview begins the moment you enter the building, not just when you meet the hiring manager. Your behavior and interactions with everyone you encounter contribute to the impression you make.

Anya maintained respectful eye contact and good posture throughout her time in the office.



3

Watch a video clip on job interview tips provided by Indeed, a worldwide employment website, and discuss the following questions.

2. What are the common interview questions mentioned in the video clip?

Two primary common questions:
“Why do you want to work here?”
“What makes you unique?”



3

Watch a video clip on job interview tips provided by Indeed, a worldwide employment website, and discuss the following questions.

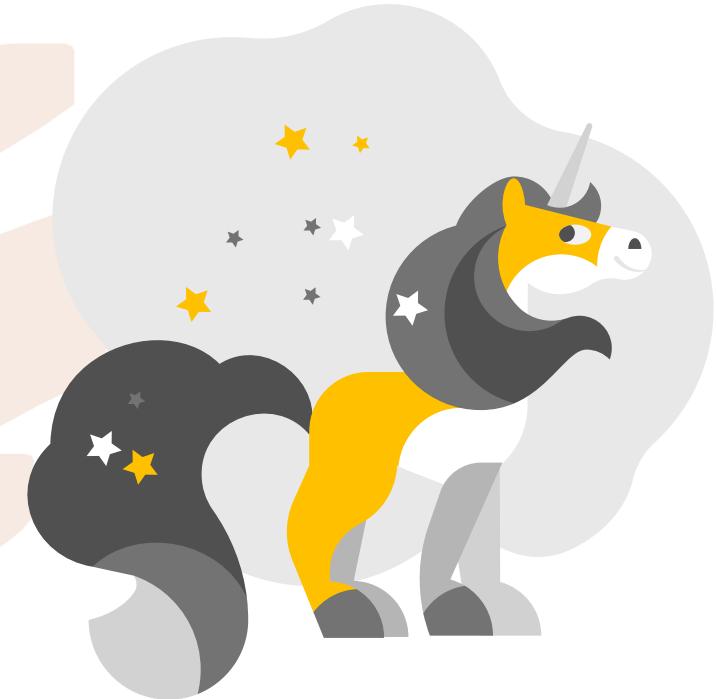
3. What are the non-verbal communication techniques you need to be aware of during the interview?

Practice polite, confident body language. Subtly miming your interviewers posture can actually create a sense of connection. Avoid unnecessary movements (e.g., tapping your fingers or bouncing your leg) aware and stay present. Maintain consistent eye contact during greetings and conversations.



Text 2

Job search in the age of AI



Brainstorming questions

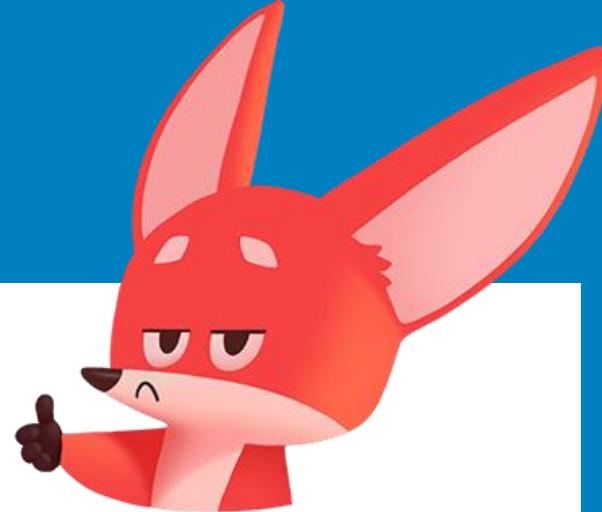
- Have you ever used ChatGPT to write a resume?
- Do you know how HR filters 1000 resumes in 1 minute?

Paragraph 1. Challenges!

- 请找到第一段中，和 change 含义类似的动词。
- 通过上下文，猜测以下几个词的含义：
 - Gatekeeper
 - Screening
- ROI (投资回报率) 中的 R 是那个词？ (在本段出现)



Paragraph 1. Challenges!



- 请找到第一段中， 和 change 含义类似的动词。
Alter (v.) 改变
- 通过上下文， 猜测以下几个词的含义：
 - Gatekeeper —— (n.) 守门员、看门人
 - Screening —— (n.) 筛查
- ROI (投资回报率) 中的 R 是那个词?
(在本段出现)
Return (n.) 汇报

Text 2 (Paragraph 1)



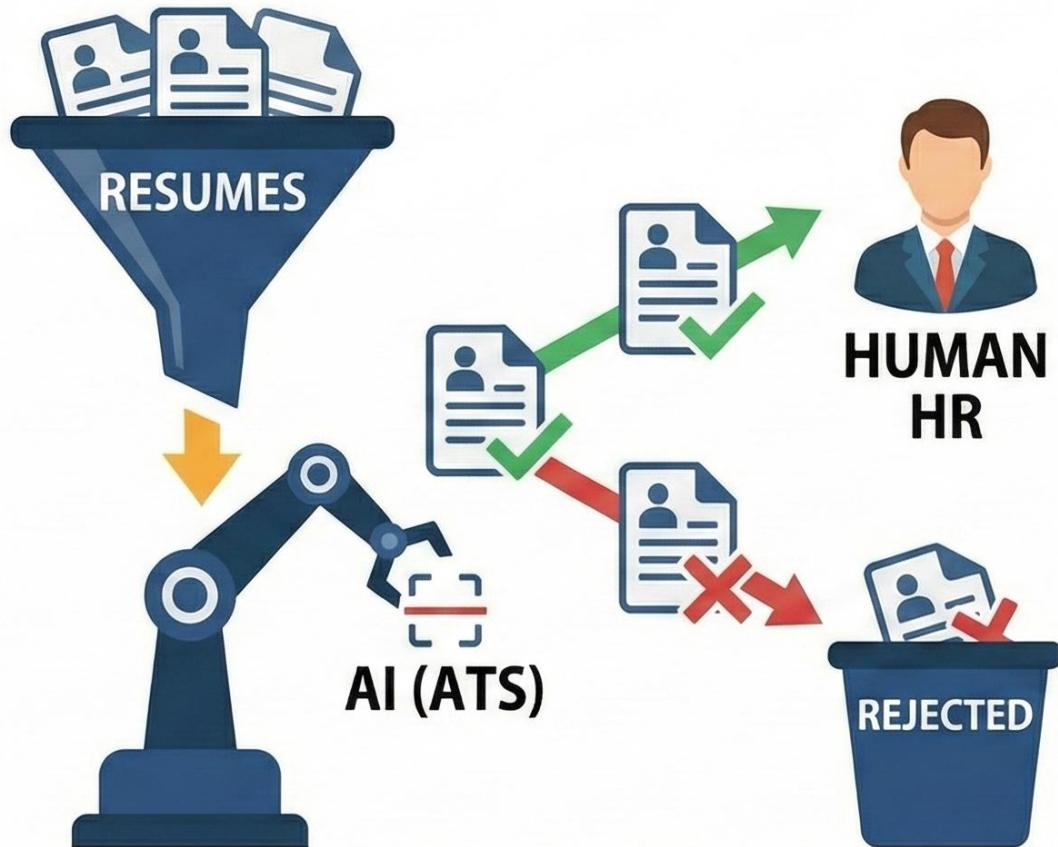
Recruit 和 hire 有什么区别?

If you haven't searched for a job in recent years, things have changed significantly and will continue to evolve thanks to artificial intelligence (AI). According to a Korn Ferry Global survey, 63% of **respondents** said AI had altered the way **recruiting** happens in their organization. Not only do **candidates** have to get past human gatekeepers when they are searching for a new job, but they also have to pass the screening of artificial intelligence that continues to become more sophisticated. Recruiting and hiring new employees is an expensive endeavor for organizations, so they want to do all that's possible to find candidates who will make valuable long-term employees for a good return on their recruitment investment.

- **Respondent** (n.) 调查对象
- **Recruiting** (n.) 招聘
 - **Recruit** (v.) 招聘/招募。
侧重过程和寻找
 - **Hire** (v.) 录用/雇用。
侧重结果和决策
- **Candidates** (n.) 候选人
- **Get past** 绕过 (障碍物)
- **Pass** 通过 (审查)
 - **Pass an exam**

ATS & AI GATEKEEPERS (智能把关人)

System that filters resumes before human review.



Business Context

海投简历的“隐形杀手”。必须针对关键词优化简历，才能通过机器筛选。

Language Point

ATS = Applicant Tracking System.
搭配: Beat the ATS, Keyword optimization.

Text 2 (Paragraph 1)

If you haven't searched for a job in recent years, things have changed significantly and will continue to evolve thanks to artificial intelligence (AI). According to a Korn Ferry Global survey, 63% of **respondents** said AI had altered the way **recruiting** happens in their organization. Not only do **candidates** have to get past human gatekeepers when they are searching for a new job, but they also have to pass the screening of artificial intelligence that continues to become more sophisticated. Recruiting and hiring new employees is an expensive endeavor for organizations, so they want to do all that's possible to find candidates who will make valuable long-term employees for a good return on their recruitment investment.

如果你这几年没有找过工作，那么现在的求职环境已经发生了显著变化，而且还会在人工智能（AI）的推动下不断演变。

根据光辉国际（Korn Ferry）的一项全球调查，63%的受访者表示，AI 已经改变了他们所在组织的招聘方式。

如今，求职者在寻找新工作时，不仅要通过人力招聘人员的筛选，还必须通过日益复杂的人工智能筛选。

招聘和雇用新员工对组织而言是一项成本高昂的工作，因此，他们希望尽一切可能找到能够长期创造价值的员工，以确保在招聘投入上获得良好的回报。

RECRUITMENT ROI (招聘投资回报率)

Measure of the value a new hire brings vs. the cost of hiring.



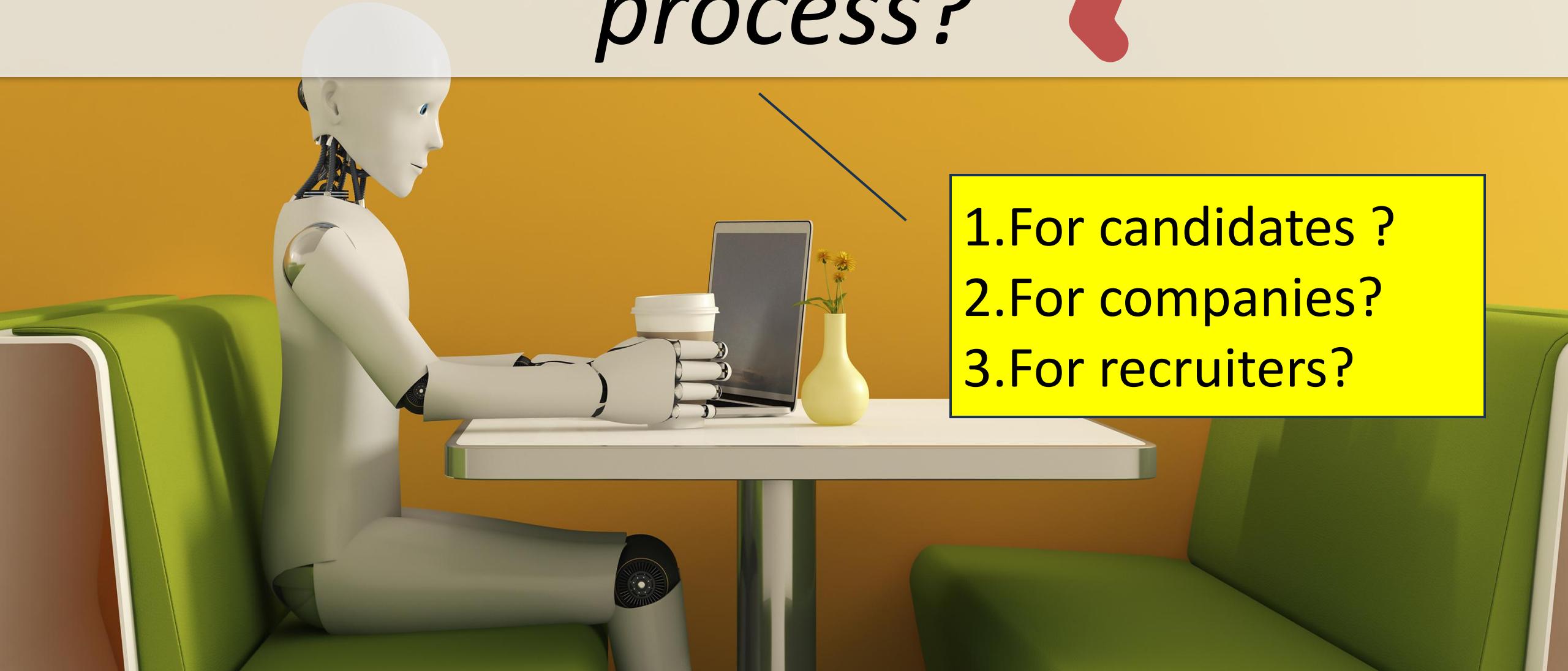
Business Context

企业引入AI的核心动力：降低昂贵的“错聘成本”，提高“优聘回报率”。

Language Point

ROI = Return on Investment.
搭配：Maximize ROI, Cost per hire.

How AI helps in the recruiting process?



- 1. For candidates?
- 2. For companies?
- 3. For recruiters?

Text 2 (Paragraph 2)

Just like in other industries, artificial intelligence has the potential to **streamline** the job search process and **take over time-consuming** tasks for humans. There are several ways artificial intelligence helps candidates and companies during a job search and throughout the recruiting and hiring process.

- **Streamline (v.) 简化、精简**
 - Streamline the workflow
 - 优化工作流
 - **Streamline the organization**
 - 精简机构/裁员
- **Take over (v. phr) 接管/取代**
 - Robots will eventually **take over** many dangerous jobs.
(机器人最终将接手许多危险的工作。)
- **Time-consuming (adj.) 耗时的**
 - Editing the video was a **time-consuming** process, but the result was worth it.
(剪辑视频是个耗时的过程，但结果是值得的。)

Text 2 (Paragraph 2)

Just like in other industries, artificial intelligence has the potential to **streamline** the job search process and **take over time-consuming** tasks for humans. There are several ways artificial intelligence helps candidates and companies during a job search and throughout the recruiting and hiring process.

- 与其他行业类似，人工智能有潜力简化求职流程，并**替代**人类处理耗时的任务。
- 在求职以及整个招聘与录用过程中，人工智能可以通过多种方式为求职者和企业提供帮助。

Text 2 (Paragraph 3)

Candidates can use artificial intelligence job-seeking tools to find open positions that match their particular **skill-set** and discover organizations with the culture they want. This alone can save candidates an incredible amount of effort in an already time-consuming activity. Similarly, AI can conduct **candidate outreach** much more efficiently for companies so they can find candidates actually suited for the role. When the **CV screening** process is automated, it is much more efficient—appreciated by candidates and human resources departments alike. Since recruiters won't **get bogged down** in the CV review process, they have more time to **nurture** relationships with candidates.

- **Skill-set** 技能组、特定技能
- **Outreach (n.)** 延伸、拓展
- **CV (n.)** 简历 curriculum vitae
(一般比Resume更详细)
- **Be bogged down**
陷入沼泽/泥淖，进展困难
- **Nurture (v.)** 培育、养育

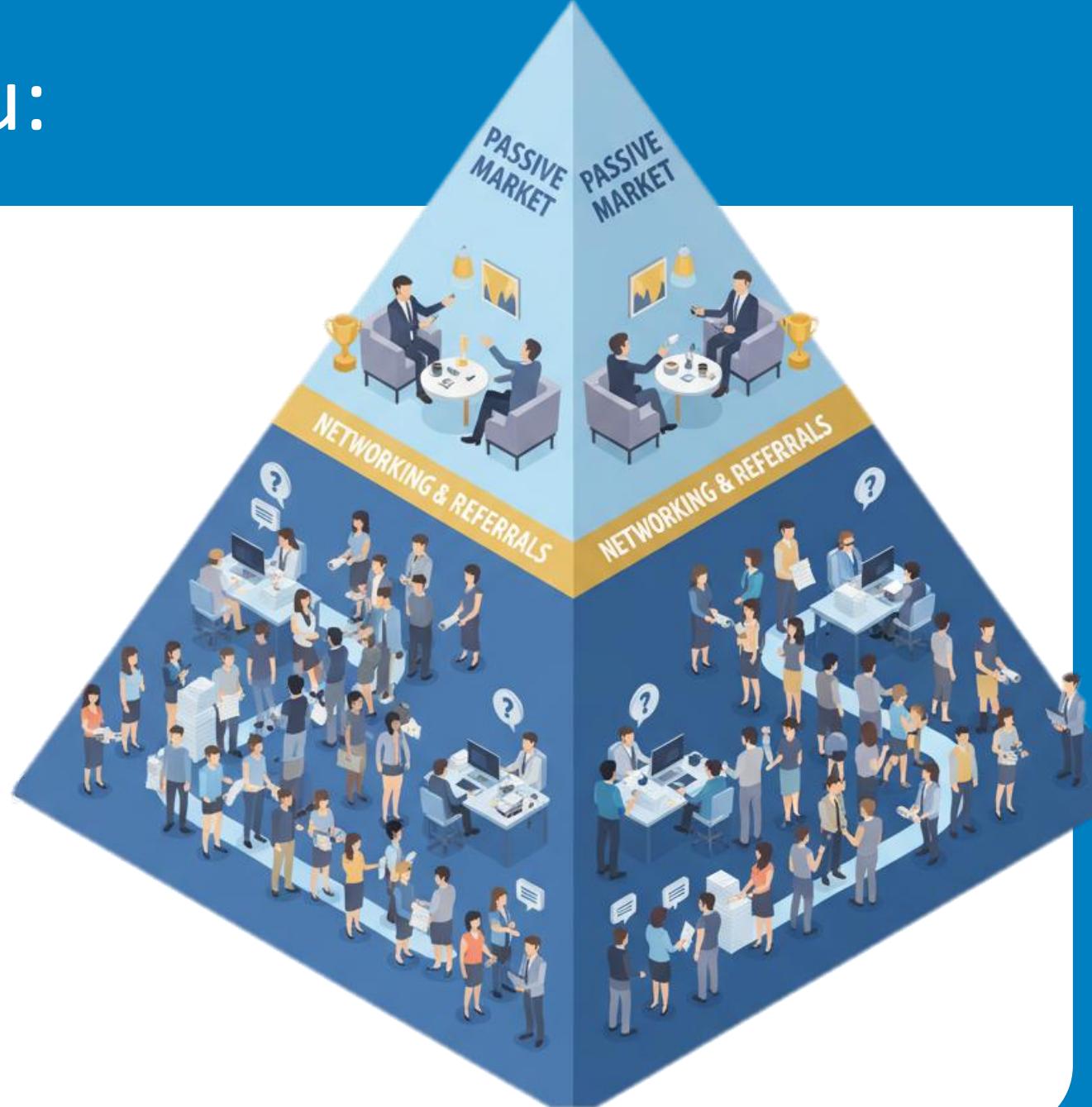
Text 2 (Paragraph 3)

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- 求职者可以使用人工智能求职工具，寻找与自身**特定技能**匹配的空缺职位，并发现具有其理想企业文化的用人单位。
- 仅此一项，就能在本已耗时的求职过程中为求职者节省大量精力。同样地，企业也可以利用人工智能更高效地开展**候选人联络工作**，从而找到真正适合该岗位的人选。
- 当**简历筛选**流程实现自动化后，其效率将大幅提高——这一点同样受到求职者和人力资源部门的欢迎。由于招聘人员不再被繁琐的简历审核工作**拖累**，他们就有更多时间来**维护**与候选人的关系。

Quick question for you:

- Guess: Why should recruiters nurture relationships with candidates?



WORLD 2:
SELLER'S MARKET
(高端人才, 稀缺职位)

NURTURE
RELATIONSHIPS
(维护关系)

TALENT MARKET STRATIFICATION

WORLD 1:
BUYER'S MARKET
(初级职员, 通用岗位)

HR SCREENING

IRREPLACEABLE
CANDIDATE

RARE FIND,
HIGH VALUE

HEADHUNTER

EXECUTIVE
RECRUITER

LONG-TERM
TRUST

EXECUTIVE
RECRUITER

INFO
EXCHANGE
(情报交换)



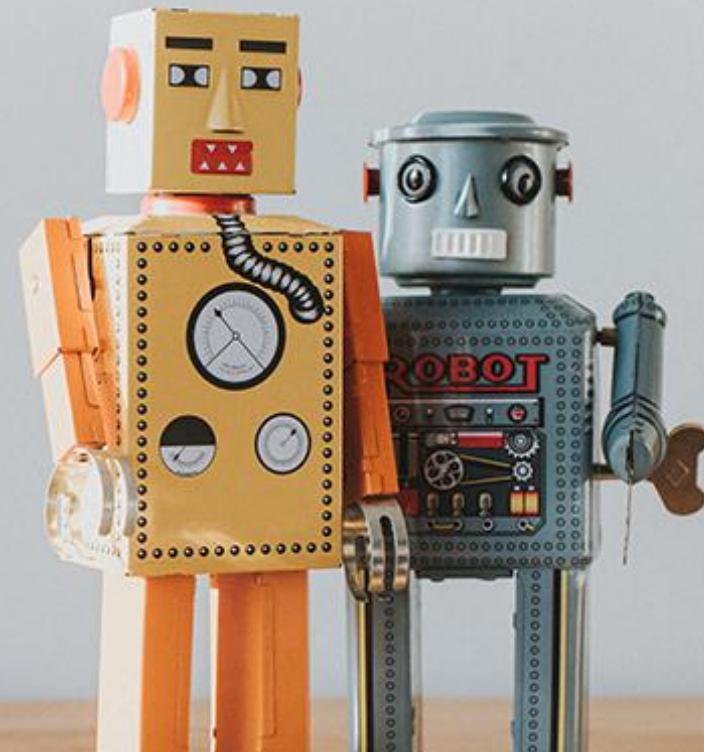
Text 2 (Paragraph 4)

AI-powered chatbots are responsive and quick to support a candidate during the application process. Having a chatbot handle **inquiries** from candidates is another way artificial intelligence **frees up** the time for human **personnel** to handle tasks only they can tackle.

AI驱动的聊天机器人响应及时，能够在申请过程中迅速为候选人提供支持。

让人工智能聊天机器人处理候选人的**咨询**，是人工智能**释放**人力资源时间的另一种方式，从而使**人员**能够专注于只有人类才能处理的任务。

Challenges Presented by AI Tools in the Recruitment Process



Question for Paragraph 5



To get through “AI gatekeepers”, what does the text specifically say candidates need to do?

- A. Hide their social media accounts
- B. Adjust their résumés and CVs
- C. Avoid automated interviews
- D. Pay for expensive recruitment services

Text 2 (Paragraph 5)

Candidates need to learn how to adjust their résumés and CVs to **get through** the artificial intelligence gatekeepers. If they don't modify their approach, they won't **be matched with** jobs and organizations that might be **a good fit**. They also need to be prepared to succeed if they are asked to an automated interview—where a candidate interacts with AI instead of a human. There are even businesses **popping up** that will help candidates “**beat AI**” in order to get a job.

- **Get through** 通过（困难/测试）
- **Be matched with** 匹配
 - **Job match** 工作匹配
- **A good fit** 契合（文化、价值观、性格等）
- **Pop up** 突然冒出来
 - **Appear suddenly**
 - **Pop-up ads** 弹窗广告
- **Beat AI** 战胜/赢过AI
 - **Defeat/outsmart**

Text 2 (Paragraph 5)

Candidates need to learn how to adjust their résumés and CVs to **get through** the artificial intelligence gatekeepers. If they don't modify their approach, they won't **be matched with** jobs and organizations that might be **a good fit**. They also need to be prepared to succeed if they are asked to an automated interview—where a candidate interacts with AI instead of a human. There are even businesses **popping up** that will help candidates “**beat AI**” in order to get a job.

候选人需要学会如何调整简历（Résumé 和 CV），以便通过人工智能“守门人”的筛选。

如果他们不改变求职策略，就无法匹配到适合自己的工作和机构。

此外，如果被邀请参加自动化面试——即候选人与人工智能而非真人进行互动——他们也必须做好充分准备以取得成功。

甚至涌现出了一些专门帮助候选人“战胜人工智能”以获得工作的业务。

Question for Paragraph 6



According to the text, what kind of questions does scanning a candidate's "digital footprint" bring up?

- A. Salary questions
- B. Privacy questions
- C. Technical questions
- D. Time questions

Text 2 (Paragraph 6)

Artificial intelligence allows organizations to scan multiple data points about each candidate. **Not only** are social media accounts reviewed, **but** it's possible to **critique** multiple factors that make up the **digital footprint** of a candidate—something that would be impossible if only humans were assigned the task. This brings up interesting privacy questions regarding what information can be used to **qualify** candidates.

- **Not only... but (also)**
 - 句首强调, 使用倒装语序
- **Critique (v.)** **评判、分析**
 - (中性 evaluate or analyze critically)
 - 区分于 criticize 批评、指责
- **Digital footprint** **数字足迹**
 - Fingerprint 指纹
 - Thumbprint 拇指印
 - Voiceprint 声纹
- **Qualify (v.)** **认定...有资格**
 - Qualifications (n.) 资格证

Text 2 (Paragraph 6)

Artificial intelligence allows organizations to scan multiple data points about each candidate. **Not only** are social media accounts reviewed, **but** it's possible to **critique** multiple factors that make up the **digital footprint** of a candidate—something that would be impossible if only humans were assigned the task. This brings up interesting privacy questions regarding what information can be used to **qualify** candidates.

- 人工智能使组织机构能够扫描关于每位求职者的多个数据点。
- 除了审查社交媒体账户外，人工智能还可以评估构成求职者数字足迹的多种因素——如果仅由人类执行这项任务，这几乎是不可能完成的。
- 关于哪些信息可用于评估求职者资格，这引发了耐人寻味的隐私问题。

Text 2 (Paragraph 7)



这两个 bias 的含义是否一样?

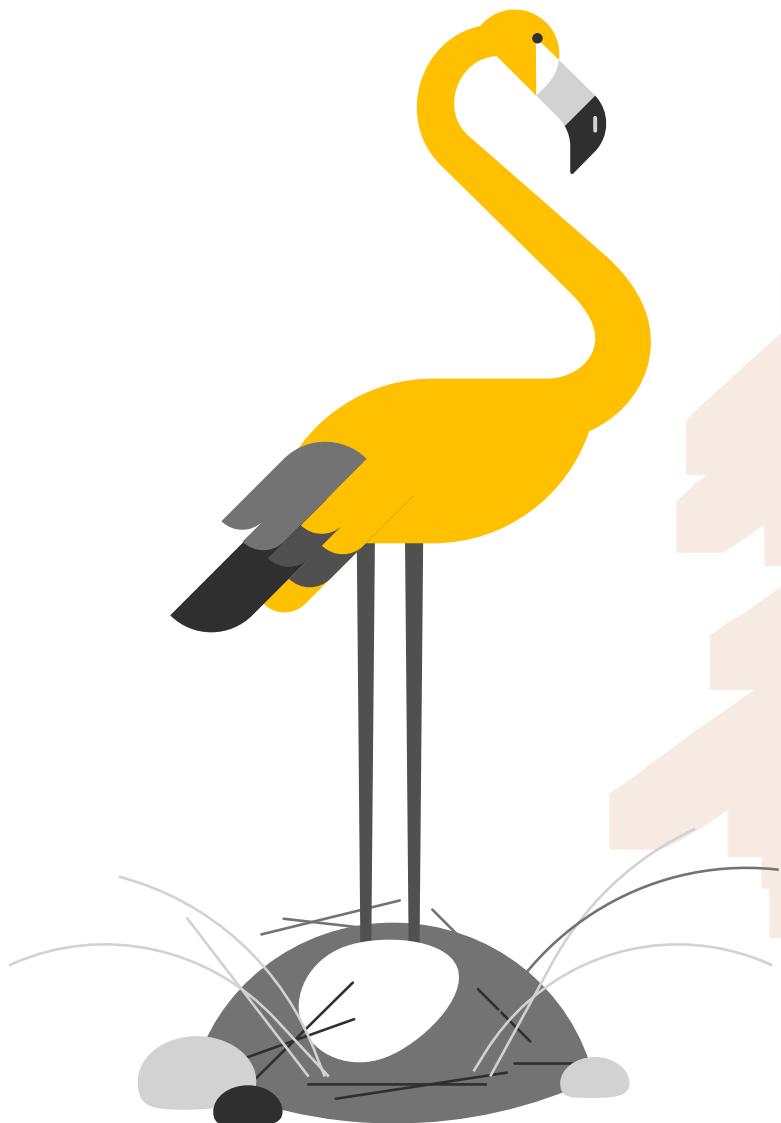
In addition to requiring a lot of data to work effectively, artificial intelligence can also learn human **bias** if the data set and algorithms they operate from have **bias**. Also, attitude, **work ethic**, and other **attributes** are difficult for a robot to critique, but they have also been a part of the hiring process.

- **Bias /'baɪəs/ (n.) 偏见、偏差**
 - *Unconscious bias* (潜意识偏见)
 - *Gender/Racial bias* (性别/种族偏见)
 - 数学/统计学意义：偏差
(期望值减去真实值)
 - 有偏差 *biased*
 - 无偏差 *unbiased*
- **Work ethic 职业道德/敬业精神**
 - *She has a strong work ethic.* (她非常有敬业精神。)
- **Attributes (n.) 人/物的特质**

Text 2 (Paragraph 7)

In addition to requiring a lot of data to work effectively, artificial intelligence can also learn human **bias** if the data set and algorithms they operate from have bias. Also, attitude, **work ethic**, and other **attributes** are difficult for a robot to critique, but they have also been a part of the hiring process.

- 除了需要大量数据才能有效运作之外，如果人工智能所依赖的数据集和算法本身带有偏差，它还可能习得人类的偏见。
- 此外，态度、职业道德及其他特质虽然难以通过机器人进行评判，但它们一直是招聘过程中不可或缺的一部分。



Text 1
*Is Employee Loyalty
Silly?*

单词速通

跳槽

Job-hopping

相互的

reciprocal

不动

stay put

忠诚度

allegiance

揭发

whistleblowing

精简机构

streamline

不忠诚的

unfaithful

背叛

treachery

还价/反要约

counter-offer

丢下

dump

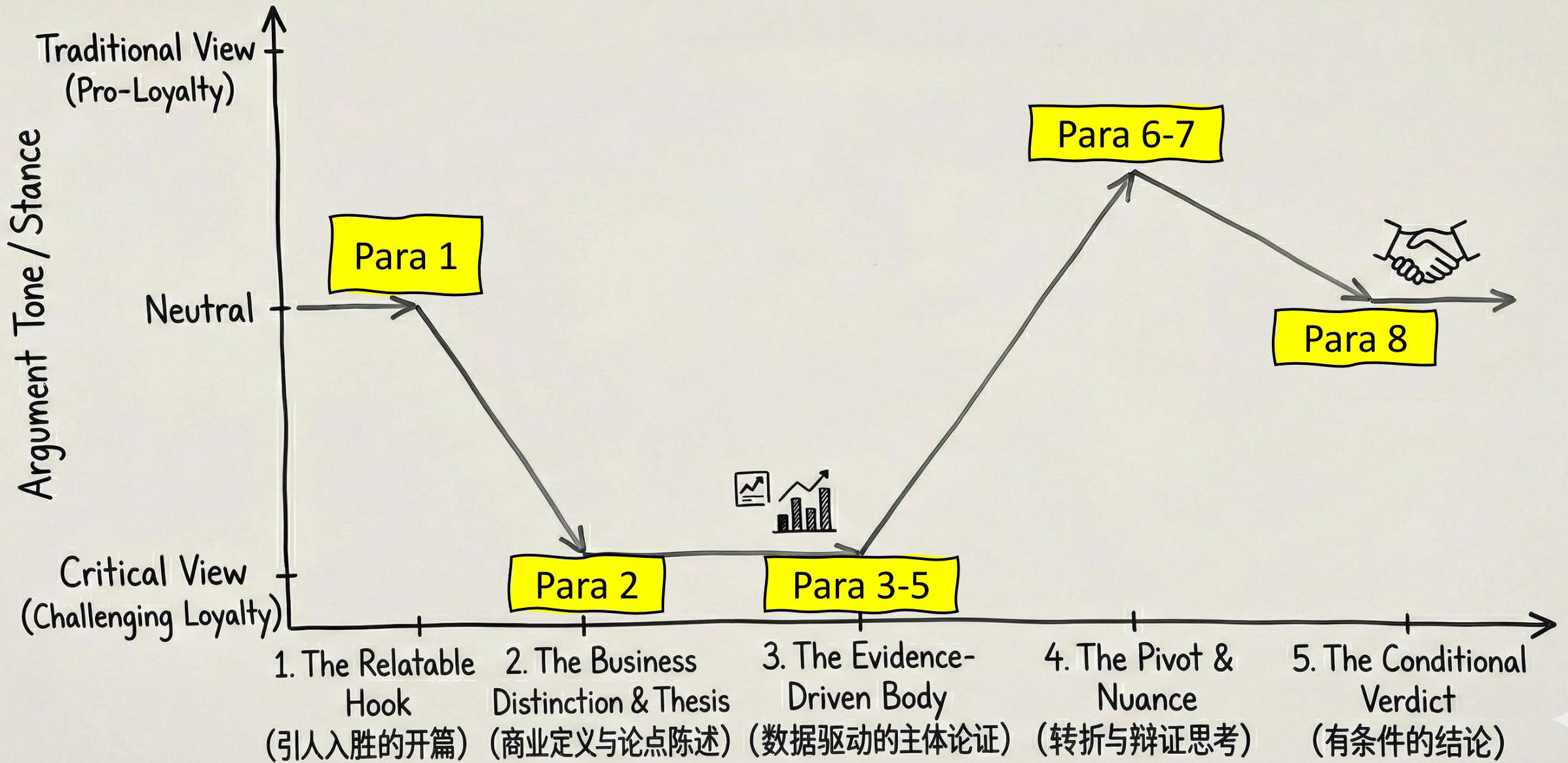
增长

bump

努力缔造

forge

Logical Flow of Argumentative Essay

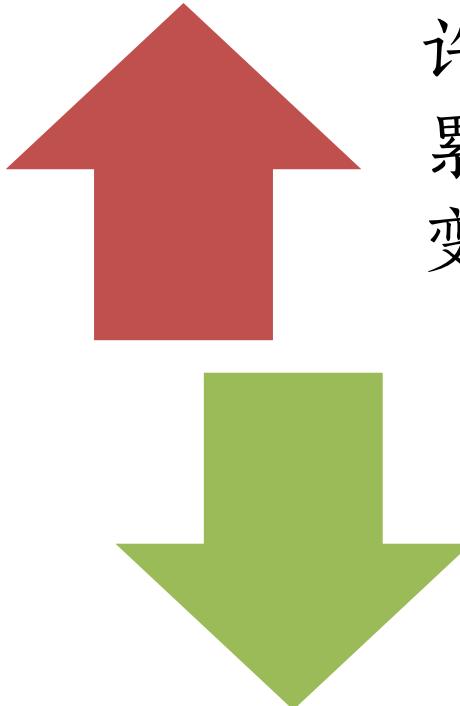


Many a fickle makes a muckle.

- Original Proverb: “**Many a mickle makes a muckle.**”

(苏格兰方言)

- Mickle: 少量，小东西
- Muckle: 大量，大东西

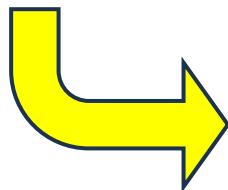


许多微小的东西
累积起来，就会
变成巨大的数量。

中文语境：积少
成多；集腋成裘；
聚沙成塔。

Many a fickle makes a muckle.

- **Fickle:** (adj. -> n.) 善变的人，形容人忠诚度低
- *Example: The weather here is notoriously fickle.*
- 原文解读：无数次的跳槽，汇聚成巨大的经济收益。



跳槽不见得是件坏事？

The Hook: The Psychology of “We” *(Paragraph 1)*

Text 1 (Paragraph 1)

主谓一致 subject-verb agreement

Job **interviews** are an opportunity to see **allegiances** shift in real time. A candidate will usually refer to a **prospective** employer as "you" at the start of an interview ("What do you want to see from someone in this position?"). But occasionally the pronoun changes ("We should be thinking more about our approach to below-the-line marketing. Sorry, I mean 'you' should be"). That "we" is a tiny, **time-traveling** **glimpse** of someone imagining himself or herself as the employee of a new company, of a fresh identity being **forged** and of loyalties being transferred.

- **Allegiance (n.)** 忠诚
 - *switch allegiance* 倒戈/改换门庭; *pledge allegiance* 宣誓效忠
 - E.g. Employees often feel a stronger **allegiance** to their direct manager than to the CEO.
- **Prospective (adj.)** 预期的/潜在的
 - *prospective client* (潜在客户)
 - *prospective earnings* (预期收益)
 - E.g. You should research your **prospective** clients before the meeting.
- **Time-traveling (adj.)** 穿越时空的
- **Glimpse (n.)** 一瞥
 - *Catch a glimpse of* 领见
- **Forge (v.)** 锻造(字面义)、努力缔造
 - *forge a relationship* (建立关系); *forge a partnership* (建立合作关系); *forge a signature* (伪造签名 - 贬义)

below-the-line marketing (BTL/线下营销/针对性营销)

- **Definition:** Marketing strategies that direct advertising towards a specific group of consumers (e.g., direct mail, email campaigns, trade shows, coupons). It is distinct from "**Above-the-line**" (ATL) which targets a mass audience (TV, radio, billboards).
- **中文解释:** 相比于针对大众媒体的“线上营销” (Above-the-line) , BTL更侧重于非大众媒体的、针对特定群体的营销活动，如直邮、促销活动、展会等。

原文场景中：体现
求职者的专业度

Text 1 (Paragraph 1)

Job **interviews** are an opportunity to see **allegiances** shift in real time. A candidate will usually refer to a **prospective** employer as "you" at the start of an interview ("What do you want to see from someone in this position?"). But occasionally the pronoun changes ("We should be thinking more about our approach to below-the-line marketing. Sorry, I mean 'you' should be"). That "we" is a tiny, **time-traveling glimpse** of someone imagining himself or herself as the employee of a new company, of a fresh identity being **forged** and of loyalties being transferred.

- 求职面试是一种能让人看到立场/忠诚度在实时转换的场合。
- 应聘者在面试一开始通常会把潜在雇主称作“你”（“你希望这个职位的人具备什么？”）。
- 但有时人称代词会发生变化（“我们应该更多考虑一下我们在网络营销方面的策略。抱歉，我是说，‘你们’应该……”）。
- 那个“我们”是一个微小、仿佛穿越时间的瞬间一瞥：某人正在想象自己成为新公司的员工，新的身份正在被锻造，忠诚也在转移。

The Distinction: Social vs. Employee loyalty *(Paragraph 2)*

Text 1 (Paragraph 2)

Loyalty is seen as a **virtue** in most situations: among friends, family, and football fans. Employee loyalty, however, is more complex. It is more **transactional**. Friends don't give each other **performance reviews** or fire each other for cost reasons. It is less **reciprocal**. A worker can feel attachment to a company and a company can feel precisely nothing. (This is why people often feel more loyal to team members and individual bosses than to their organizations.) And too much of it can impose high costs.

- **Virtue (n.) 美德**
 - *Patience is a virtue.* 耐心是一种美德
- **Transactional (adj.) 交易性的**
 - 与基于情感的 relational 相对
 - *E.g. Business relationships are often transactional, focusing on the exchange of goods for money.* 商业关系通常是交易性的，侧重于货物与金钱的交换。
- **Performance review 绩效评估**
- **Reciprocal (adj.) 互惠的/相互的**
 - *less reciprocal* “单相思” —— 员工爱公司，公司却不爱员工
 - *reciprocal arrangement* 互惠安排
reciprocal feeling 相互的感觉

Social vs. Employee Loyalty

SOCIAL LOYALTY

(Friends/Family)



Virtue, Reciprocal, Emotional Bond
Based on trust & feelings
No performance reviews
Two-way street.



EMPLOYEE LOYALTY

(Business)



Transactional, Complex, Asymmetric
Based on exchange (work for pay)
“Company feels precisely nothing”
Can be fired for costs
One-way attachment?



Text 1 (Paragraph 2)

Loyalty is seen as a **virtue** in most situations: among friends, family, and football fans. Employee loyalty, however, is more complex. It is more **transactional**. Friends don't give each other **performance reviews** or fire each other for cost reasons. It is less **reciprocal**. A worker can feel attachment to a company and a company can feel precisely nothing. (This is why people often feel more loyal to team members and individual bosses than to their organizations.) And too much of it can impose high costs.

在大多数情境下，忠诚被视为一种美德：在朋友之间、家庭之中，以及在球迷群体里。

然而，员工忠诚则更为复杂，它更具交易性。朋友不会互相做绩效评估，也不会因为成本原因把对方“解雇”。

它的互惠性更弱。

员工可以对公司产生依附感，而公司却可能毫无感觉。（这也是为什么人们往往对团队成员和直属上司比对组织本身更忠诚。）而过度的忠诚可能带来高昂的代价。

The Arguments Against Blind Loyalty

(Paragraph 3-5)

Text 1 (Paragraph 3)

Wage bumps and careers are built on people changing jobs. According to the Federal Reserve Bank of Atlanta, in April 2023, **job switchers** were being paid 7.6% more than a year earlier; **job stickers** were being paid only 5.6% more. A little **job-hopping** of other people can help those who choose to stay where they are. A paper by Nathan Deutscher, a Treasury official in Australia, found that higher **rates** of job-hopping in local Australian labor markets were associated with faster wage growth both for workers who switched jobs and for those who did not. **Loyalty is nice; so is bargaining power.**

观点1：忠诚不会带来加薪。

加薪和职业发展往往建立在人们跳槽之上。根据亚特兰大联邦储备银行的数据，2023年4月，跳槽者的薪资比一年前高出7.6%；而留在原岗位的人仅高出5.6%。

别人的适度跳槽，也能让选择留在原处的人受益。澳大利亚财政部官员内森·多伊彻的一篇论文发现，在澳大利亚当地劳动力市场中，跳槽率越高，无论是换工作的人还是不换工作的人，工资增长都越快。

忠诚固然可贵，议价能力亦然。

Text 1 (Paragraph 4)

观点2：忠诚还会带来加班。

Too much loyalty can harm workers in other ways. A piece of research published earlier this year by Matthew Stanley of Duke University and his co-authors tested how bosses felt about loyal workers. The researchers asked managers how willing they were to ask a **fictional** employee named John to **work overtime for no pay**. If John was described as loyal, then bosses were happier to **dump** more work on him.

过度忠诚还可能通过其他方式损害员工的利益。

今年早些时候，杜克大学（Duke University）的马修·斯坦利（Matthew Stanley）及其合著者发表了一项研究，旨在测试老板对忠诚员工的看法。

研究人员询问管理者，如果有无偿加班的需求，他们有多大的意愿要求一位名为“约翰”的虚构员工去承担。结果显示，如果约翰被描述为“忠诚”，老板们则更乐意将更多的工作强加给他。

Text 1 (Paragraph 5)

Employers tend to be **clear-eyed** about what generates loyalty. **Retention bonuses** are an admission that the best employees might need a little **nudge** to stay. Actual loyalty tends to get worthless rewards: a week's extra holiday for 25 years of service? Netflix encourages its employees to speak to recruiters so that they know their worth in the open market and so that it can respond with **counter-offers** (an approach that makes more sense when you are prepared to pay **top dollar** and less so if you are in the non-profit sector).

- **Clear-eyed (adj.)** 敏锐/务实的
 - 反义: starry-eyed 不切实际的
 - E.g. Generation Zs are said to be **clear-eyed**, economic pragmatists. Z 世代被认为是目光清醒的经济实用主义者。
- **Retention bonus** 留任奖金
- **Nudge (n.)** 轻推
- **Counter-offer (n.)** 反向报价
- **Top dollar (n.)** 最高价/高薪
 - Pay/charge top dollar 出/要高价
 - E.g. If you want the best talent, you have to be prepared to pay **top dollar**. 若想延揽顶尖人才, 必须做好支付高昂薪酬的准备。

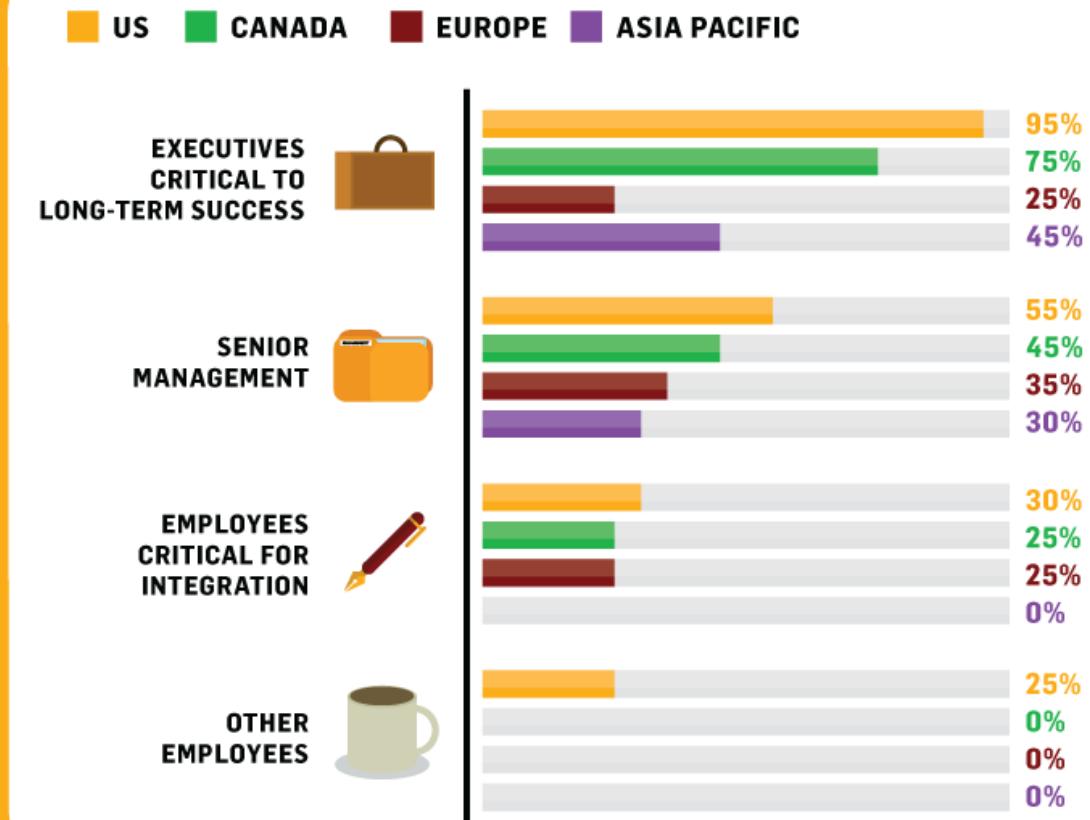
Retention bonus 全球留任奖金情况



RETENTION INCENTIVES VARY BY REGION

Retention incentives vary from country to country. According to the Mercer Survey of M&A Retention and Transaction Programs, US and Canadian organizations provide larger incentives than firms in Europe and Asia Pacific, when viewed as a percentage of base pay.

RETENTION INCENTIVE AS PERCENTAGE OF BASE SALARY, BY REGION



SOURCE: Mercer Survey of M&A Retention and Transaction Programs, 2012

Text 1 (Paragraph 5)

观点3：老板清楚给钱才能留住人。

Employers tend to be **clear-eyed** about what generates loyalty. **Retention bonuses** are an admission that the best employees might need a little **nudge** to stay. Actual loyalty tends to get worthless rewards: a week's extra holiday for 25 years of service? Netflix encourages its employees to speak to recruiters so that they know their worth in the open market and so that it can respond with **counter-offers** (an approach that makes more sense when you are prepared to pay **top dollar** and less so if you are in the non-profit sector).

- 雇主通常很清楚什么能带来忠诚度。留住奖金等于承认：最优秀的员工可能需要一点推动才会留下。
- 而真正的忠诚往往只换来毫无价值的回报：服务25年才多一周假期？
- Netflix鼓励员工与招聘人员沟通，这样他们就能了解自己便可以在市场上~~的价值~~出~~回报价~~作~~应~~（~~反向~~（~~意~~支付~~最高价~~时，~~这种~~做法~~更有意义~~；而在~~非~~营利部门，~~如~~果你做不~~到~~到~~这~~一点，就不那么~~适~~用了）。

Counter-Argument & Nuance

(Paragraph 6-7)

Text 1 (Paragraph 6)

反向观点1：公司对忠诚仍有执念。

Companies can **nonetheless** be **wedded** to the idea of loyalty. The group of employees who left Shockley Semiconductor Lab in the 1950s to found Fairchild Semiconductor was famously described as **unfaithful**. Some of that attitude still **prevails**. But joining a competitor company is not **treachery**. Indeed, **boomerang hires**—people who leave an employer and then come back—can offer a valuable blend of known quantity and new skills.

- **Nonetheless (adv.)** 然而(转折)
- **Wedded to** 执着于；固守
 - Wed (v.) 与...结婚
 - Wedding (n.) 婚礼
 - Many managers are **wedded to** traditional working hours and dislike remote work. 许多管理者固守传统工作时间，不喜欢远程办公。
- **Unfaithful (adj.)** 不忠的
- **Prevail (v.)** 盛行、获胜
 - *Truth will prevail.* (真理必胜)
- **Treachery (n.)** 背叛
 - 近义：Betrayal/ disloyalty/

Boomerang hires 回旋镖员工

Boomerang 回旋镖



Text 1 (Paragraph 6)

Companies can **nonetheless** be **wedded** to the idea of loyalty. The group of employees who left Shockley Semiconductor Lab in the 1950s to found Fairchild Semiconductor was famously described as **unfaithful**. Some of that attitude still **prevails**. But joining a competitor company is not **treachery**. Indeed, **boomerang** hires—people who leave an employer and then come back—can offer a valuable blend of known quantity and new skills.

尽管如此，企业仍可能对忠诚度这一观念执念颇深。

20世纪50年代，那一群离开肖克利半导体实验室（Shockley Semiconductor Lab）去创办仙童半导体（Fairchild Semiconductor）的员工，曾被著名地斥为“不忠”。

这种态度至今仍有部分残留。然而，加入竞争对手的公司并非背叛行为。事实上，“回旋镖式员工”——即那些离开雇主后又重新回归的人——能够将知根知底的可靠性与新习得的技能巧妙融合，从而带来极高的价值。

Text 1 (Paragraph 7)

Society can suffer if there is an **excess** of employee loyalty. A paper on **whistleblowing**, published in 2019 by James Dungan of the University of Chicago and his co-authors, found that employees were more likely to report **wrongdoing** if their concern was fair treatment of people outside the organization and less likely to do so if they were more motivated by loyalty.

平行结构的宾语从句, do so -> report wrongdoing

• **Excess (n.)** 过量、过度

- carry something to excess
把事情做得过火
- an income in excess of \$500, 000
超过五十万美元的收入

• **Whistleblowing (n.)** 揭发检举

- *Whistleblower* (吹哨人/揭发者)
- The company established an anonymous hotline to encourage **whistleblowing** on fraud. 该公司设立了匿名举报热线, 鼓励对欺诈行为进行举报。

• **Wrongdoing (n.)** 坏事; 不法行为

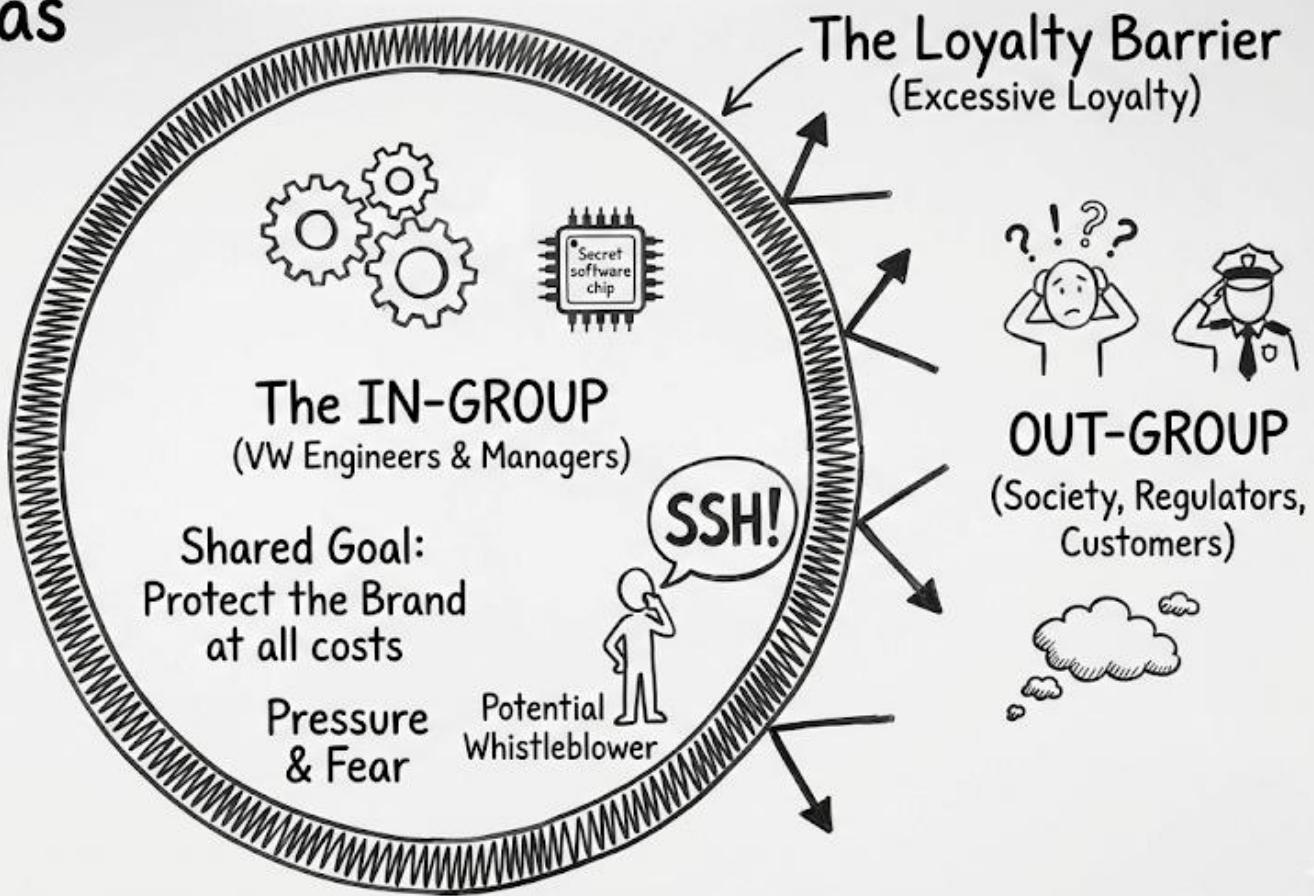
- 涵盖了违法 (Illegal) 和不道德 (Unethical) 的行为
- He was accused of financial **wrongdoing**. 他被指控存在财务不当行为。

Whistleblowing and In-group Bias (群体内偏见)

大众汽车排放门，
2015

当忠诚度极高时，
员工会把“保护公
司（我们）”看得
比“遵守法律/道
德（对他们负责）”
更重要。

In-Group Bias & The Loyalty Barrier



Text 1 (Paragraph 7)

反向观点2：忠诚度过高还会有坏处。

Society can suffer if there is an **excess** of employee loyalty. A paper on **whistleblowing**, published in 2019 by James Dungan of the University of Chicago and his co-authors, found that employees were more likely to report **wrongdoing** if their concern was fair treatment of people outside the organization and less likely to do so if they were more motivated by loyalty.

如果员工忠诚度过高，可能对社会造成负面影响。芝加哥大学(University of Chicago)的詹姆斯·邓根(James Dungan)及其合著者于2019年发表的一篇关于揭发检举的论文发现，如果员工更关注组织外人员是否受到公正对待，他们就更有可能报告不当行为；反之，如果他们主要受忠诚度的驱使，则报告的可能性较小。

Conclusion: The “Self-Interested” Verdict *(Paragraph 8)*

Text 1 (Paragraph 8)

Employee loyalty can be great. Companies want workers who feel **committed** to them, who are prepared to go the extra mile and not join a rival **at a moment's notice**. Workers want to believe in and belong at a firm, confident that it **warrants chunks** of their **finite** time on Earth. It is better all around, for job satisfaction and for performance, if employees **stay put** because they feel invested in their organization than because they haven't got a better offer. But loyalty in the workplace is a **self-interested** decision, not a **moral** one. It should be **contingent** on being treated well, not a habit that becomes harder to break. Stay where you are because you like it, not because to leave would be **immoral**.

- **Committed (adj.)** 尽心尽力的, 忠诚的
- **At a moment's notice** 立刻/马上
 - Give notice 提出辞职通知
- **Warrant (v.)** 使.....正当、值得
 - 同义词: justify, deserve.
- **Chunk (n.)** 大块
 - a substantial chunk of money/time (一大笔钱/一大块时间)

Text 1 (Paragraph 8)

Employee loyalty can be great. Companies want workers who feel **committed** to them, who are prepared to go the extra mile and not join a rival at a moment's **notice**. Workers want to believe in and belong at a firm, confident that it **warrants chunks** of their **finite** time on Earth. It is better all around, for job satisfaction and for performance, if employees **stay put** because they feel invested in their organization than because they haven't got a better offer. But loyalty in the workplace is a **self-interested** decision, not a **moral** one. It should be **contingent** on being treated well, not a habit that becomes harder to break. Stay where you are because you like it, not because to leave would be **immoral**.

- **Finite** /'faɪnəɪt/ (adj.) **有限的**

- 近义: limited, 反义: infinite
- Every computer has a finite amount of memory. 任何电脑的内存都是有限的。

- **Stay put** **留在原地** -> job stickers

- **Self-interested** (adj.) **出于自身利益考虑的**

- **selfish** 自私的, 损人利己
- **self-interested** (自利的, 理性追求利益最大化) -> 商业中的专业精神

- **Moral** **道德的** **Immoral** **不道德的**

- **Ethical / unethical**

- **Be contingent on** **取决于**

- Contingent Worker (临时工/外包工)
- Contingency Plan (应急预案/B计划)

ARTICLE STRUCTURE: IS EMPLOYEE LOYALTY SILLY?

THE CORE QUESTION:

Is loyalty a moral virtue or a business transaction?

THE TRADITIONAL MYTH (Old View)

Loyalty as Moral Obligation (Like family/friends)

✗ UNREALISTIC
IN BUSINESS

THE ANALYTICAL REALITY (Thesis)

Loyalty is Transactional & Asymmetric

EVIDENCE: Financial Cost (Lower wages for stayers vs. switchers)

EVIDENCE: Exploitation Risk (More unpaid overtime for loyal staff)

EVIDENCE: Corporate Paradox (Cash for flight risks vs. Cheap rewards for loyalists)

BROADER IMPACT: Social Harm (Hinders whistleblowing & hides wrongdoing)

PIVOT: Redefining Value (Accepting "Boomerang Hires" for skills)

THE RATIONAL CONCLUSION (Synthesis)

Loyalty is a **conditional, SELF-INTERESTED DECISION** based on **fair treatment**.

It must be **earned**, not owed.

(Be professional, know your worth)



Exploring the text



1

Decide whether the following statements about the text are true (T) or false (F).

- (F) 1 Loyalty among employees is typically more reciprocal than loyalty among friends.
- (T) 2 Bosses were likely to ask a loyal employee to work overtime for no pay.
- (T) 3 Employers tend to be clear about what generates loyalty.
- (F) 4 Joining a competitor company is generally viewed as treachery.
- (F) 5 Employees motivated by loyalty are more likely to report wrongdoing within their organization.

Read the text again and answer the following questions.

1. What does the sentence "Many a fickle makes a muckle." mean in the context?

In the context of the passage, it suggests that the small shifts in loyalty and job changes by individuals can cumulatively have a substantial effect on the job market and wage growth.

Read the text again and answer the following questions.

2. What change in pronoun usage might occur during a job interview?

A candidate might start by referring to a prospective employer as "you" and then occasionally switch to "we," indicating an imagined allegiance to the new company.

Read the text again and answer the following questions.

3. How is employee loyalty described as being different from other types of loyalty?

Employee loyalty is more transactional and less reciprocal compared to loyalty among friends or family.

2

Read the text again and answer the following questions.

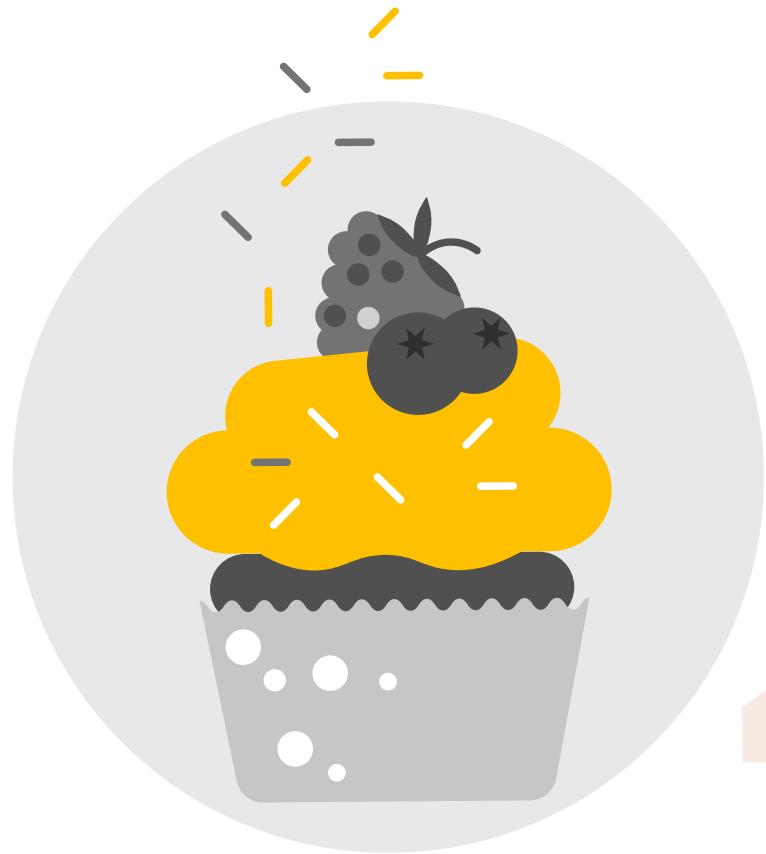
4. According to the Federal Reserve Bank of Atlanta, how much more were job switchers being paid in April, 2023 compared with job stickers?

Job switchers were being paid 7.6% more, whereas job stickers were being paid only 5.6% more.

Read the text again and answer the following questions.

5. What do retention bonuses signify about an employer's view on loyalty?

Retention bonuses are an admission that the best employees might need a little nudge to stay, indicating that loyalty might need to be incentivized.



Language Skills

1

Read the sentences and find synonyms in the texts for the underlined words or expressions.

1. Not only do our future new energy workers have to be trained, they have to be trained in the right sequence. (Paragraph 1, Text 1)

prospective

2. While we all have this need for the feeling of fondness and love, the way we show it differs. (Paragraph 2, Text 1)

attachment

3. Nevertheless, its topic and placement in an otherwise work existing only in the imagination make the chapter as remarkable as it is strange. (Paragraph 4, Text 1)

fictional

1

Read the sentences and find synonyms in the texts for the underlined words or expressions.

4. Divers can also get trapped in the plastic, and it can get caught up in boating equipment. (Paragraph 3, Text 2)

Get bogged down

5. Winning such a permit would help the fintech giant bridge a gap, adding one of the last missing pieces to its financial marked effect or impact. (Paragraph 6, Text 2)

footprint

2

Complete the following sentences with the words.

1. After much deliberation, the student finally submitted their admission application to their dream graduate program.
2. The coach's committed approach to player development led the team to a championship victory.
3. The human resources team developed a strategic recruitment plan to target potential candidates with the right skills and experience.
4. The imposing castle on the hilltop stood as a symbol of power and wealth in the medieval era.
5. Occasional breaks are necessary to recharge and boost productivity during long work sessions.

3

Translate the following paragraph into English using the words in the brackets.

在这个充斥着各种干扰的世界里，坚守自己的目标和价值观是一种美德。虽然偶尔的怀疑会给我们的道路蒙上阴影，但相信自己是至关重要的。有时，仅仅是对自己真正潜能的一瞥，就能激发我们的才能，提醒我们要坚持自己的目标。我们可以克服障碍，超越平庸，追求卓越。(occasional, glimpse, virtue, prevail, committed)

In a world where distractions **prevail**, it is a **virtue** to be **committed** to one's goals and values. While **occasional** doubts may cast shadows on our path, it is essential to believe in ourselves. Sometimes, a mere **glimpse** of our true potential can inspire our talents, reminding us of the purpose we are **committed** to. We can overcome obstacles, rise above mediocrity, and strive for excellence.

END