

VIDEO SCRIPT:

OK, everybody, last week we looked at how successful companies get ideas for their products . . . the need to innovate and think outside the box. Well, today I want to focus on what happens when companies do *not* innovate or think outside the box. Simply put, they fail.

We're going to discuss the Polaroid Corporation, which invented instant cameras. In fact, people used the name Polaroid to mean self-developing film and, for much of the 20th century, Polaroid dominated the global market. Sounds good so far, right? What went wrong, you may ask. The answer is a number of things, which I'm going to talk about next.

First, Polaroid completely underestimated the popular move to digital photography. Second, they showed a lack of innovation by relying on their main product only, never moving with the times or noticing new trends such as one-hour photo development. Third, they ignored the exciting new products that their competitors, like Kodak, were creating. Finally, their inability to think outside the box meant poor marketing strategies.

Not surprisingly, they filed for bankruptcy in 2008.

PART 1: Video**A. Watch the professor's lecture and answer questions 1–8.**Questions 1–5

Read the statements and choose TRUE or FALSE. (1 point each)

- | | | |
|---|------|-------|
| 1. The Polaroid Corporation invented instant cameras. | TRUE | FALSE |
| 2. The current world market leader in cameras is Polaroid. | TRUE | FALSE |
| 3. Polaroid was the first company to develop digital photography. | TRUE | FALSE |
| 4. Clever marketing campaigns saved the company's image. | TRUE | FALSE |
| 5. The company eventually went bankrupt. | TRUE | FALSE |

Questions 6–8

Choose the best words to complete the summary. (1 point each)

Companies are likely to (6) (fail / grow) when they neither (7) (play / think) outside the box nor (8) (innovate / interrupt).

B. Read the questions first. Then watch the lecture again. Answer questions 9–12.

Questions 9–11

Choose the best answer. (1 point each)

9. According to the lecture, which of these was the Polaroid brand most associated with?

- A. one-hour photo development
- B. digital photography
- C. the worldwide camera market
- D. self-developing film**

10. How many reasons does the lecturer supply for the failure of Polaroid?

- A. 2
- B. 4**
- C. 8
- D. 20

11. Which of these expressions does NOT signal what the lecture will be about?

- A. "Last week we looked at . . ."**
- B. "Today I want to focus on . . ."
- C. "We're going to discuss . . ."
- D. ". . . which I'm going to talk about . . ."

PART 2

Questions 12–17

Read the sentences from lectures. Then put the sentences into the correct column. (1 point each)

Language to signal that you're taking a poll	Language to signal a transition in the presentation
12	13
14	16
15	17

12. How many of you have ever experienced poor customer service?

13. Now that I've told you about the brand, I'm going to describe the product.

14. Raise your hand if you've ever heard of this brand name.

15. How many of you have ever participated in a focus group?

16. I'd like to move on to talk about successful business innovation experts.

17. Let me turn now to the importance of combining research with design.

Questions 18–21

Mark the FOUR expressions used to contribute ideas to a discussion or to enter a discussion. (8 points)

- ☒ I'd like to say something here regarding the statistics.
- ☐ Would anyone like some water?
- ☒ I noticed that no one has mentioned the main competitors.
- ☐ It's a good angle, but it's not the most important thing.
- ☐ I think that concludes today's meeting; thanks, everyone.
- ☒ Can I add something to that point about the business plan?
- ☐ We have a lot of ground to cover, so let's stay focused.
- ☒ I think it was interesting that you chose this example.