

Unit 10: Competition

Objectives

- Describe competitive market and workplace competition
- Use quantifiers
- How to defend an idea
- Make suggestions and recommendations



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1. Answer the questions.

1. Do you work in a competitive industry?
2. Is competition between companies always a good thing?
3. What happens when a company has no competition?

2. Match the companies with their competitors.



GUCCI



ebay



amazon



Johnson & Johnson



EMPORIO ARMANI

3. Read the text about the competition between McDonald's and Burger King, don't pay attention to the gaps. Then answer the questions.

1. What started the 'burger wars'?
2. What's Whopper?
3. What did McDonald's create after Burger King's criticism?
4. How did both companies use AI in advertising?

_____ McDonald's and Burger King _____ example of **competition** _____. When McDonald's introduced its 15-cent hamburger. Burger King responded with the 37-cent _____ McDonald's on taste and size. This started the 'burger wars'. _____ Burger King _____ criticized the size of McDonald's burgers. McDonald's, _____ created the Big Mac, _____. _____ companies constantly challenge each other _____. In the 1990s, _____ Burger King _____ fries were better _____. _____ aggressive advertising campaigns. By 2014, McDonald's _____ decline, _____. In 2023, _____ continues with _____ product comparisons. _____ AI in advertising _____ McDonald's _____ ad by asking ChatGPT, "_____?" _____ the response, _____ Big Mac, in a billboard. Burger King responded _____ billboard asking ChatGPT, "And which is the biggest?" _____ Whopper.



The **rivalry** between McDonald's and Burger King is a classic example of **fierce competition** in the fast-food industry. It began in the 1950s when McDonald's introduced its 15-cent hamburger. Burger King responded by launching the 37-cent Whopper, competing with McDonald's on taste and size. This started the 'burger wars'.

In the 1970s, Burger King openly criticized the size of McDonald's burgers. McDonald's, **striving to be ahead of the game**, created the Big Mac, **competing** directly with the Whopper. Both companies constantly **challenge** each other, **raising the bar** for fast-food innovation.

In the 1990s, the competition intensified. Burger King claimed their fries were better than McDonald's, leading to aggressive advertising campaigns. By 2014, McDonald's faced a decline, while Burger King's introduction of the Big King, similar to the Big Mac, showed their rivalry was still **neck and neck**. In 2023, the rivalry between McDonald's and Burger King continues with new marketing strategies and product comparisons. One notable event is the use of AI in advertising by both brands. McDonald's created an ad by asking ChatGPT, "Which is the most iconic burger?" and used the response, which favored the Big Mac, in a billboard. Burger King responded with an adjacent billboard asking ChatGPT, "And which is the biggest?" referring to their Whopper.

5. Find the words and expressions in the text that mean the same as:

1. to be more advanced or better than others _____
2. to invite someone to compete _____
3. to set a higher standard for others to follow _____
4. two or more competitors being at the same level _____
5. very intense rivalry between companies _____
6. to try to win _____
7. the ongoing competition between companies or individuals _____
8. to try very hard to achieve something _____



6. Use the expressions below (1-7) and the information in the table to summarize the text about McDonald’s and Burger King.

- 1. rivalry
- 2. fierce competition
- 3. strive to be ahead of the game
- 4. compete
- 5. challenge each other
- 6. raise the bar
- 7. neck and neck

Decade	Burger King	McDonald's
1950s the 'burger wars'	Launched the 37-cent Whopper	Introduced the 15-cent hamburger
1970s	Criticized McDonald's burger sizes	Created the Big Mac
1990s	Claimed better fries, aggressive ads	Faced with competitive claims
2014	Introduced Big King, similar to Big Mac	Decline in market
2023	Used AI to highlight the Whopper size	Used AI in advertising, Big Mac favored in a billboard

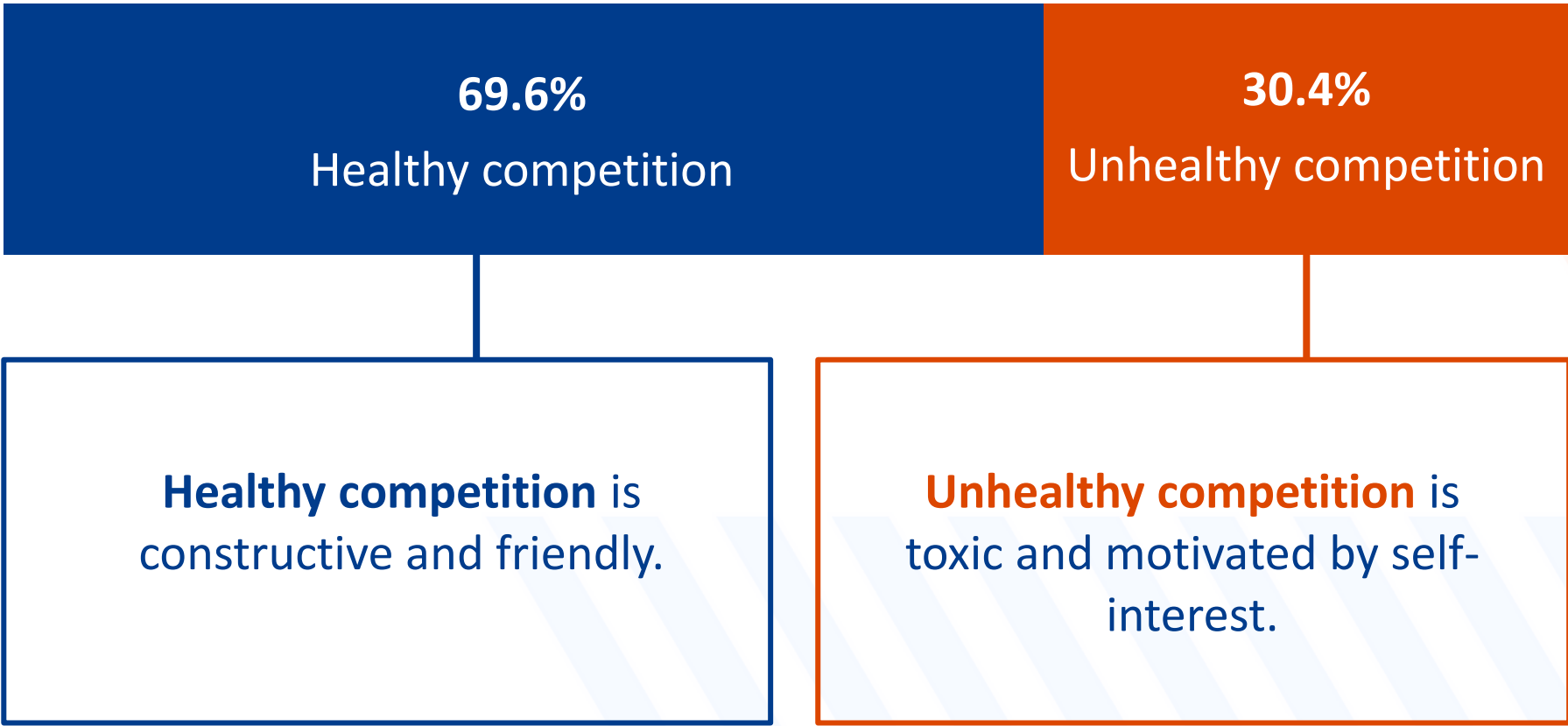
7. Who is your company’s main competitor? Use the phrases (1-7) from exercise 6 to tell your partner / teacher about the rivalry between your company and its main competitor.

1. Answer the questions.

- 1. Are you a competitive person?
- 2. Should a manager encourage competition between workers?
- 3. Are competitive people more successful?

2. Discuss the information below with your teacher / partner. Do you think healthy competition exists?

Percentage of employees experiencing co-worker competition





Audio
10.1

3. Listen to the interview about competition in the workplace and complete the table.

Workplace competition			
	Advantages	Disadvantages	Advice
Professor Stephen Garcia			
Dr. Erica Hernandez			

extra vocabulary

never-ending - something that is never-ending never ends or seems as if it will never end.
E.g. Writing a dictionary is a never-ending task.

extra vocabulary

to challenge somebody to do something - to ask somebody to prove that they can achieve a particular goal.
E.g. Consumers are challenging manufacturers to adopt greener policies.

4. Choose the correct option.

- _____ is a person or group competing against another.
a) enemy b) opponent c) bargain
- _____ is a competition or challenge.
a) team-building b) rip-off c) contest
- _____ is a situation where companies or individuals compete to be the first or best.
a) race b) turnover c) loyalty
- _____ is to do or be better than others.
a) haggle b) pick out c) surpass

5. Match the expressions (a-d) with the sentences that best describe their meaning (1-4).

- a. competitive advantage**
- b. to play hardball**
- c. cut-throat competition**
- d. healthy competition**

- All the cafes on this street try to be the best, but they support each other too.
- One shop keeps lowering prices to sell more than the next shop.
- Our firm has better machines, so we spend less to make things.
- We are very firm in meetings to get what we want.

6. Complete the questions with some of the expressions from exercises 4 and 5. Then answer the questions.

- What is your company's _____ in the industry?
- How does _____ benefit a company?
- What's your opinion on very aggressive _____ competition between companies?
- When is it necessary to _____ in business negotiations?
- What should a company do to _____ a new market?
- In a business _____ do you think it's better to be the first or the best?



7. You and your coworker are both up for the same promotion. Discuss the following with your teacher / partner:

1. How do you stay professional while still competing for the position?
2. Would you play hardball?
3. What's your competitive advantage?

extra writing

Answer the question (50-80 words):

Would you agree that men are more competitive than women?

extra vocabulary

no pain no gain - used to say that it is necessary to suffer or work hard in order to succeed or make progress.

E.g. I've studied for hours for the entrance exam, but no pain no gain.

1. Do you prefer Cola or Pepsi? Complete the facts about these drinks with 'Cola' or 'Pepsi'.

- 1. _____ was created by a pharmacist.
- 2. _____ 's original formula contained cocaine from coca leaves.
- 3. _____ is available in every country in the world except Cuba and North Korea.
- 4. _____ was the first company to introduce two-liter bottles in 1970.
- 5. _____ is one of the ten most valuable brands in the world.
- 6. During the Live Aid concert in 1985, _____ cups were seen on Freddie Mercury's piano.



2. Read the text about the Cola Wars and answer the questions.

1. Which company conducted taste tests in ads?
2. Which company sent 400,000 apology letters?
3. Which company focuses on health-conscious products?
4. Which company offers a variety of flavors?

Have you ever seen **any** ads from the Cola Wars? The rivalry between Cola and Pepsi has lasted for **many** years. It became very famous in the 1980s during the "Cola Wars." At that time, Pepsi made **some** TV ads where they did taste tests. In these tests, **a lot of** people chose Pepsi over other sodas without labels. Cola tried to beat this by making a new drink called "New Coke." But, **many** customers did not like it at all. So, Cola had to go back to their old recipe and called it "Coca-Cola Classic." They even sent approximately 400,000 apology letters to their customers who complained about the new taste. In recent years, this competition has continued, but with **a few** changes in strategy. For example, Pepsi has focused more on health-conscious consumers by introducing drinks that have just a **little** sugar or don't contain **any** sugar at all. They know that **many** people are concerned about their health and are looking for healthier options. Cola, on the other hand, has tried to appeal to a wide range of customers by offering a variety of flavors. There hasn't been **much** direct confrontation like in the past, but the competition is still there.

3. Answer the questions in the Language point and find examples in the text.

Language point

1. What is the difference between 'some' and 'any'? *E.g.* _____
2. What is the difference between 'many' and 'much'? *E.g.* _____
3. When do we use 'a lot of'? *E.g.* _____
4. What is the difference between 'a little' and 'a few'? *E.g.* _____



4. Choose the correct option.

1. In a competitive market, companies must invest ***much / few / any*** money into marketing to stand out.
2. There are only ***many / a little / a few*** companies that can compete with the leader.
3. We have ***any / some / much*** time to capture the market share before other competitors enter the field.
4. Our survey found that ***much / a lot of / a little*** consumers are willing to switch brands for a better price.
5. After the campaign, our product gained ***much / a few / any*** attention in the market.
6. The merger resulted in ***a little / a few / many*** significant changes.
7. In our niche market, we face ***many / much / any*** serious rivals.

5. Complete the sentences with 'much, many, some, any, a few, a little'. Multiple options are possible.

1. We have received _____ applications for the new marketing position.
2. There is still _____ interest in the traditional retail sector despite the rise of e-commerce.
3. The company has _____ branches across Europe, which helps to promote the brand.
4. Do you have _____ experience in digital advertising?
5. We can't proceed with the project; there isn't _____ money.
6. It's important to spend _____ time researching consumer behavior.
7. We've only got _____ minutes left in this meeting to finalize our decision.
8. Unfortunately, there aren't _____ candidates that meet our requirements for the job.

6. Fill in the blanks with 'much, many, some, any'. Then work with your teacher / partner and ask each other the questions.

1. How _____ famous brands can you name in 20 seconds?
2. Are there _____ products that you would never substitute for a cheaper alternative?
3. How _____ languages do you speak?
4. Is there _____ difference in quality among the top smartphone brands?
5. How _____ times have you been in Europe?
6. Are there _____ discounts that would convince you to switch brands?
7. How _____ time do you spend shopping each week?
8. How _____ stress do you have in your life?
9. What are _____ of your favourite brands?

extra grammar

We use **any** in affirmative sentences when we mean 'it doesn't matter which'.

*E.g. I'm free all day. Call **any** time you like.*

extra grammar

We can use **some** in a question if it is an offer or request.

*E.g. Would you like **some** information about our investment funds?*

1. Look at pictures (a-c). They all show ways to promote products or services. Answer the questions.

1. Which ways work for you?
2. Which does your company use?
3. Which would you recommend?

a) social media



b) influencers



c) webinars





Audio 10.2

2. Listen to Emma and Tom defending their ideas during a meeting and complete the table.

Ideas	Arguments for	Arguments against
Emma		
Tom		



Audio 10.2

3. Listen again and complete the extracts from the meeting.

- 1. _____, I don't think it would work at all! It seems too focused on a niche market.
- 2. Why not, Tom? I'm sure you _____ that this approach can significantly increase our brand visibility and market presence.
- 3. Yes, _____, increasing visibility is important.
- 4. I _____ believe that hosting interactive webinars is a more effective strategy.
- 5. I'm glad you've _____ the question of appeal, Emma. That's one of my main reasons for proposing webinars.
- 6. I'm _____ we can attract a broad audience, but I _____ think it's a more personal and engaging approach than just social media campaigns.
- 7. Yes, but _____, Tom, have you thought of the resources needed to set up these webinars?
- 8. _____ think of the stronger customer relationships.
- 9. I think _____ there, Tom.

4. Work with a partner. Use the phrases below to role-play a conversation.

- Frankly, ... (I don't think it would work at all!)
- I'm sure you must see that ...
- to be fair, ...
- Well, in my opinion ...
- I firmly believe that ...
- I'm glad you've brought up the question of ...
- I'm quite sure / certain we....,
- but I honestly think ...
- Realistically, have you thought of...
- But don't you see this would be ...
- Just think,
- Basically,
- Quite honestly,
- I really don't think...
- I can truthfully say ...
- I honestly believe...

Student A: Marketing manager

You work for a company that makes popular drinks. A big new competitor has come to town. You believe focusing on unique flavors and local ingredients will keep your customers loyal.

Student B Head of sales

You work for a company that makes popular drinks. A big new competitor has come to town. You think that lots of advertising and special offers will help you to stay ahead.

5. Read the situation and role-play a conversation. Defend your ideas.

Situation

You work for a tech firm that has always been a leader in innovation. Recently, a global tech giant has entered your space.

Student A: Head of Research

You are convinced that developing cutting-edge technology will keep your company ahead.

Student B: Business Development Manager

You propose collaborating with similar companies to share resources and strengthen your market position.

1. Look at the infographic on the right and discuss it with your teacher / partner. What video streaming service is popular in your country?





Audio
10.3

2. Read the Context. Then listen to the audio and note down the suggestions.

Context

Hulu, a popular streaming company, is working hard to be better than Sling TV, their competitor. Alex and Jordan, two managers at Hulu, are holding a meeting to discuss new ideas with Sam, a PR expert whom they have asked for help.

Suggestions:

- _____
- _____
- _____
- _____
- _____
- _____
- _____

3. Choose the correct option.

1. What **about / for** creating a fun online quiz that can suggest shows from our catalog?
2. **Shouldn't / Couldn't** we host a viewing party in a big city and invite some of our subscribers?
3. We might be better **of / off** doing something online that everyone can join.
4. It's probably **worth / worse** considering a small giveaway contest.
5. I have a few **confidence / reservations** about a giveaway.
6. I'd **rather / better** not start with something that could be complicated to manage.

5. Read the Key Expressions and check the meanings you do not understand with your teacher.

Suggesting

- *What / How about (+ verb + -ing)?*
- *Why don't we (+ verb)?*
- *Maybe we should (+ verb)*
- *Perhaps we could (+ verb)*
- *Couldn't we (+ verb)?*
- *Have you thought about (+ verb + -ing)?*
- *We could always (+ verb)*

Responding

- *I really like it.*
- *It's / That's a good idea.*
- *Sorry, but I don't think that would work.*
- *I'm not sure.*
- *Great. Exactly.*

Recommending / Expressing doubt

- *I think we should consider (+ noun / + verb + -ing)*
- *We might be better off (+ verb + -ing)*
- *It's probably worth (+ verb + -ing)*
- *I'd recommend (+ that / + -ing)*
- *It would be better to (+ verb)*
- *It might prove (+ adjective)*
- *I have a few reservations about (noun / + verb + -ing)*
- *I'd rather not (+ verb)*

5. Work with a partner and develop short dialogues. Take turns to explain the situations below and make suggestions.

Example: I haven't taken any time off work in the last six months.

A: Why don't you take this Friday off?

B: I'm not sure. A lot of people are on sick leave these days.

1. My boss asked me to work overtime today to finish the job, but I do not want to.
2. It's difficult for me to manage stress because my work is very busy and I can't sleep well.
3. Sarah asked me to help her with the presentation today, but I might fall behind schedule with my project if I do.
4. I want to stand out at the job interview, but I'm shy.
5. Our team's presentation was a real flop, we lost the client, and now the boss is not happy.
6. With so many bills to pay, it's hard to keep my head above water. Everything is so expensive!
7. My boss keeps loading me with work, I'm juggling too many balls and I missed an important meeting.

Suggesting

- *What / How about (+ verb + -ing)?*
- *Why don't we (+ verb)?*
- *Maybe we should (+ verb)*
- *Perhaps we could (+ verb)*
- *Couldn't we (+ verb)?*
- *Have you thought about (+ verb + -ing)?*
- *We could always (+ verb)*

Responding

- *I really like it.*
- *It's / That's a good idea.*
- *Sorry, but I don't think that would work.*
- *I'm not sure.*
- *Great. Exactly.*

Recommending / Expressing doubt

- *I think we should consider (+ noun / + verb + -ing)*
- *We might be better off (+ verb + -ing)*
- *It's probably worth (+ verb + -ing)*
- *I'd recommend (+ that / + -ing)*
- *It would be better to (+ verb)*
- *It might prove (+ adjective)*
- *I have a few reservations about (noun / + verb + -ing)*
- *I'd rather not (+ verb)*

6. Read the situation and discuss with your partner / teacher how you would promote the company. Make suggestions.

Situation

GreenFood is a chain of stores selling farm products and vegetables. To stand out in the cut-throat competition, they have decided to offer cooking classes. Suggest ways to promote the cooking classes.



extra writing

You work in the sales department of a chain of barber's shops. How can you promote your barber's shops to young people? (80-100 words).

extra vocabulary

Verbs that can be used with 'a suggestion':

- have
 - come up with
 - make
 - offer
 - put forward
 - receive
 - accept
 - deny
 - reject
 - welcome
 - be open to
 - appreciate
 - consider
 - discuss
- E.g. We always welcome suggestions from our customers to help us improve.

1. What is your favourite social media site? Why do you like it? Discuss the statistics below with your teacher / partner.

YouTube Statistics

India has a YouTube audience size of 467 million subscribers

YouTube mobile app had 868.02 million monthly active users

Brand awareness of YouTube is estimated at 94% in the US

YouTube earned worldwide advertising revenues of \$7.963 million

YouTube Gaming Live generated a total of 1.17 billion hours of content watched

Instagram Statistics

Over 1.2 billion monthly active users

Instagram's potential ad reach is 1.63 billion

Average time that users spend on Instagram is 12 hours per month

TikTok Statistics

TikTok achieved 1 billion monthly active users

The platform generated \$4 billion in ad revenue

The US has the biggest TikTok audience with about 117 million users

21% of TikTok's global audience are women

2. Read the text. What do these social media sites do to stay ahead?

In the world of social media, TikTok, YouTube, and Instagram are major players. They are all different but compete for users' attention.

TikTok, known for its short, fun videos, became very popular, especially with young people. Users love its easy-to-use features and creative options.

YouTube, a giant in video sharing, has been around longer. It's known for a wide range of videos, from music to educational content. To gain a competitive advantage and keep up with TikTok, YouTube introduced "Shorts," which are also short videos.

Instagram, which is part of Meta (they also own Facebook), has been working hard to stay ahead. They faced challenges first from Snapchat and now from TikTok. To keep up with the trend, Instagram introduced "Reels." This feature is similar to TikTok's style. It lets users make creative short videos with music.



3. Discuss the information about a SWOT analysis with your teacher / partner. Then read the SWOT analysis of TikTok.
What can you add?

SWOT analysis is a method used to understand a business or project better. It looks at four main areas: Strengths, Weaknesses, Opportunities, and Threats. Strengths are the good points of a business or project, like what it does well. Weaknesses are the parts that need improvement. Opportunities are chances in the market that the business or project can use to grow or succeed. Threats are risks or problems that might cause trouble. By looking at these four areas, a business or project can make better plans and decisions.

S STRENGTHS	W WEAKNESSES	O OPPORTUNITIES	T THREATS
• What does the company do well? • What do our customers like about us? • What's unique about our products / services?	• What can we improve? • What things do our competitors do better than us? • What are our customers dissatisfied with?	• What opportunities are there? • Are there geographic locations with less competition?	• What could harm our business? • How could our weaknesses leave us vulnerable?
Popular TikTok is very popular, especially with young people. It's user-friendly and fun.	TikTok Privacy Concerns Some people are worried about how TikTok uses their personal information.	More Users TikTok can attract older people too, not just the young.	Competition Other apps like Instagram and YouTube are also popular and have similar features.

4. Use the SWOT analysis to speak about your company. Think about its main strengths, weaknesses, opportunities and threats. Discuss your ideas with your teacher / partner.

S STRENGTHS	W WEAKNESSES	O OPPORTUNITIES	T THREATS
• What does the company do well? • What do our customers like about us? • What's unique about our products / services?	• What can we improve? • What things do our competitors do better than us? • What are our customers dissatisfied with?	• What opportunities are there? • Are there geographic locations with less competition?	• What could harm our business? • How could our weaknesses leave us vulnerable?

1. Complete the table.

Noun	Verb	Adjective
1. competition		
2.	oppose	
3.	contest	contested
4.	dominate	
5. challenge		
6. strategy		
7.	rival	

2. Use appropriate words from the table to complete the sentences.

- 1. Our company needs to _____ better to win in the market.
- 2. The new product quickly became _____ in its category.
- 3. Many local businesses _____ the construction of a large mall near the park.
- 4. The new plan is very _____, aiming to increase sales.
- 5. The CEO suggested a great _____ for the company's future development.
- 6. They face a strong _____ from a newly established company.
- 7. The new marketing campaign presented a significant _____, but the team was determined to make it successful.

3. Find the antonyms of the words below in the table.

- 1. _____ (noun) - cooperation
- 2. _____ (verb) - collaborate
- 3. _____ (noun) - partner
- 4. _____ (verb) - support
- 5. _____ (noun) - agreement
- 6. _____ (adjective) - easy, simple
- 7. _____ (adjective) - unplanned

4. Match expressions (1-5) with their definitions (a-e).

- | | |
|---------------------------|--|
| 1. be ahead of the game | a. very harsh and aggressive rivalry. |
| 2. neck and neck | b. to be firm and determined in order to get what you want. |
| 3. raise the bar | c. two or more competitors being at the same level or very close in a competition. |
| 4. cut-throat competition | d. to be more advanced or better than others. |
| 5. play hardball | e. to set a higher standard for others to follow, often increasing the level of competition. |

5. Complete the sentences with the expressions (1-5) from exercise 4.

1. Our sales figures and our competitor's are _____ this quarter.
2. The tech industry is known for its _____.
3. In the negotiation, we have to _____ to secure the best deal.
4. The new manager _____ for our team's performance.
5. To succeed, we must innovate and always _____.

6. Choose the correct option.

- 1. There isn't **much / many** space left in the office. Should we rent another room?
- 2. Do we have **any / some** applications for the new marketing position?
- 3. I didn't spend **much / many** time on the report because I had other tasks to handle.
- 4. There are **a few / a little** candidates suitable for the internship program.
- 5. She has **a lot of / many** experience in the field; that's why she's our top consultant.
- 6. We need to hurry; there isn't **much / many** time to prepare for the presentation.
- 7. I've got **a lot of / a little** emails to respond to by the end of the day.
- 8. There's **a little / a few** coffee left; should I order more for the office?
- 9. We made **a few / a little** changes to the contract; please review them.

7. In some of the sentences 'much, many, some, any, a few, a little' are used incorrectly. Correct the mistakes.
Write 'OK' if there are no mistakes.

- 1. We have received any positive feedback from customers on our new product.
- 2. The company has made a little profit this quarter, but it's less than expected.
- 3. Our team has a little ideas on how to improve the sales process.
- 4. There is any uncertainty in the market, so we should be cautious with investments.
- 5. Only a few employees have access to the confidential financial reports.
- 6. We've saved many money by cutting unnecessary expenses.
- 7. During the meeting, only a little people expressed their concerns about the project.

- 1. some positive feedback
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____
- 7. _____

8. Put the conversation in order. The first sentence is done for you.

- a. _____
- b. 1 _____
- c. _____
- d. _____
- e. _____
- f. _____

Sam: Well, in my opinion, it might attract more customers.
Alex: Frankly, I don't think adding more products is a good move right now.
Sam: I'm glad you've brought up the question of product quality. It's important for our reputation.
Alex: I firmly believe that we should improve our current products instead.
Sam: Yes, that makes sense. Improving what we already have could be the key to our success.
Alex: Realistically, have you thought of just updating our existing bestsellers?

9. Put the words in the correct order to make sentences.

- 1. think / Sorry, / but / would / that / don't / I / work.
- 2. could / a / Perhaps / different / we / approach / try.
- 3. about / thought / expanding / Have / you / our / hours?
- 4. should / consider / we / I / hiring / think / an / assistant.
- 5. a / few / I / the / have / reservations / about / marketing / new / campaign.