What should you have done?

Activity One:

Think of a regret that you have. (For example – I wish I had got up earlier this morning or I wish I hadn't had so much champagne last night.)

Now say what you regret.

Then say what you SHOULD HAVE DONE differently and what you WOULD HAVE DONE differently if you had known the consequences.

Activity Two:

The modal auxiliaries are as follows:

* Will and would
* Shall and should
* May and might
* Can and could
* Must and have to
* Ought to and had better

Past modals come in two forms. The first type is the easiest and usually requires only a simple word change:

I can drive.

I could drive when I was 16.

I have to go to Grenoble.

I had to go to Grenoble.

IKEA will pay tomorrow.

IKEA said they would pay tomorrow.
(Present ability)

Past modals with have

Some past modals can be formed by using have + the past participle of the main verb immediately after the modal. (Should have, could have, would have, etc.)

But their meaning can change

- I should go to work now. – It is my duty to go
- I should have gone to work earlier. I regret not going
- Jeanne might take the HR manager to the airport. – He is thinking about it
- Jeanne might have taken the HR manager to the airport. –Explains where she is
- Jeanne could have taken the HR manager to the airport.
- Jeanne would have taken the HR to the airport.

Activity Three:

Listen to the text and answer the comprehension questions.

Promotion gone wrong.

11 February 2005

The aim of promotion, according to the Chartered Institute of Marketing, is the means by which a business communicates its products to its customers. The main thing to remember, they continue, is that the customer is buying the benefits that the product or service gives not the features.

Promotion can take many different forms – brochures and leaflets, special offers, finance deals, competitions, presentation at the point of sale, buy one get one free (BOGOF) and so on. Promotion is important to businesses to make customers aware of their products and services to attract them to buy those products and services and thus, ultimately, increase sales.

There have been some examples of promotions going spectacularly wrong, **McDonalds Big Mac promotion**, for example, where customers were able to buy one get one free. It was such a success that the company totally misjudged the

extent of demand and ran out of burgers and buns, turning customers away. The publicity it received did not help the company!

It begs the question therefore why Ikea, one of the most successful retailers in the UK, felt it necessary to run a promotion along similar lines and with similar results? The furniture and home decoration retailer has been trying to open new stores in the UK for some time, when a new one does open it is invariably very busy and very successful. It needs little by way of advertising; the local papers will have done the job for them in printing news about the planning applications, the construction and the opening. It is also hard to miss the large blue building and the distinctive yellow letters leaving anyone who lives in the vicinity in no doubt as to what is housed within its walls.

However, the new Ikea store in **Edmonton, North London**, for some reason felt that it needed to herald its arrival by running a promotion which included the grand opening of its doors just after midnight on 10th February and the chance to buy various items at rock bottom prices – a leather sofa for £45 for example.

Queues began building at 6.00pm in preparation and eventually over 4,000 people, including children, were estimated to have been waiting for the doors to open. When they did, chaos ensued as queue jumpers rushed past those who had been waiting and people were getting crushed in the mayhem.

Within half an hour the store had to close the doors because of safety fears. The store is remaining closed for the time being while it assesses the situation. 20 people were alleged to have been suffering from a variety of complaints from chest pains to heat exhaustion and one man was stabbed near the store. Ikea commented that it had underestimated the interest in the store and the sheer volume of customers who turned up. The question is how far this underestimation was short sighted and bad planning on the part of management at Ikea? Some analysts have suggested that Ikea could quietly open at any time of the day and would have a shop full of customers and simply do not need to offer such promotions to get its customers.

In the meantime, this might prove an unwelcome piece of publicity for the Swedish firm but is unlikely to have any lasting effect – possibly contrary to the plans that other famous Swedish export has for the England football team!

QUESTIONS –

1. How does the chartered institute of marketing define promotion?
2. Give some examples of the different forms that promotion can take.
3. Explain why the Macdonald's promotion went wrong?
4. Does the writer think that IKEA needed to do extra promotion?
5. How do people usually get to know about a store opening?
6. What went wrong with the IKEA promotion?

What would you have done differently?

- For the Big Mac Promotion
- For the Edmonton North London IKEA Store opening say what you would have done differently. How you would have organised a successful promotion.
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USE I WOULD HAVE……

Activity Four:

Imagine that you are in a commercial review assessing areas of weakness for the previous financial year.

You will talk about what you SHOULD HAVE DONE differently and what you COULD HAVE DONE better.

Use some of these expressions to introduce and link your ideas:

- Realistically…
- In hindsight…
- Looking back it does seem…
- I feel now that…
- In retrospect it seems obvious that…
- We have learned from our mistakes in this area and...
- With the benefit of hindsight I can say that..
- It's clear that….
- Clearly…
- Obviously…
- In view of these results…
- Now that we have seen the results…