

Name: _____

Vorname: _____

Kandidatennummer: _____

Datum der Prüfung: _____

Punkte (von max. 25): _____

Erlaubte Hilfsmittel

Wörterbuch, gedruckt oder elektronisch

Zeit

40 Minuten

Die Experten:

An Ugly Duckling Finds Its Wings

By Gene Smith
São José dos Campos, Brazil

Six beautiful jet airplanes fill an enormous hangar. One, with the JetBlue logo, now has 100 blue leather seats and TV displays. Along the sides of the hangar are airplanes for Delta Connection, Panama's Copa Airlines, United Express, and Republic Airways. This must be the Boeing or Airbus factory. But no – it is São José dos Campos, Brazil, the home of Embraer, the world's third- **(1)** airplane company.



Since 1969, Embraer has been the only company – and Brazil the only country – to make a successful breakthrough into the commercial jet airplane market. More than 1,000 of its airplanes are flying around the world, including a new generation of 118-seat airplanes that are taking away some of Boeing's and Airbus' market. Embraer made \$446 million in **(2)** last year, and 93% of their sales of \$3.83 billion were outside Brazil. How could Brazil succeed in such an expensive, high-tech business? Surprisingly, salaries, one-third lower than those at Boeing, are not the key factor. In the past six years, Embraer has put back 6% of revenues into research and development. The company trains its new engineers not only in aeronautics but also in market research and finance. Customers say the company's airplanes are well-designed, reliable, and cheaper to operate than airplanes made by Embraer's rivals.

Secondly, Brazilians working at Embraer know they are the lucky ones. "Customers see their pride," says Dave Barger, JetBlue's COO. "If you work at Embraer in Brazil, you're somebody," he says. "It's a very **(3)** culture. It's perfect for JetBlue's trendy image." JetBlue has ordered 101 Embraer planes, worth \$3 billion and whenever the airline receives a new airplane, it gives USD 10,000 to an Embraer training programme that sends poor but talented students to college.

Embraer has grown since the company was privatized in 1994 and its high-performance, 50-seat regional jets made a name for the company. And it is now successful **(4)** an investment of USD 1 billion in a new airplane for low-cost airlines. Embraer created a new design with lots of headroom and legroom as well as no centre seat. These innovations mean Embraer is now well in front of its rivals and it is the start of an ambitious move into business jet planes. "Years ago, our rivals said: "How can those ugly ducklings from South America sell jets in the Northern hemisphere?" says Satoshi Yokota, Embraer's vice-president for engineering and development. "Luckily, they **(5)** us."

Task A1 (10 points)

Choose the best word – A, B or C – from the list below for each gap in the text.
Write the letter in the box.

Put the letter here



1	A large	B larger	C largest	
2	A taxes	B profits	C salaries	
3	A cold	B icy	C cool	
4	A thanks to	B because	C since	
5	A overestimated	B underestimated	C estimated	

Task A2 (10 points)

Look at the article about Embraer again.
Answer the questions below.

Please use keywords.

1 How many airplane companies have successfully entered the commercial jet airplane market since 1969?	
2 Which big airline companies are now not selling as many airplanes as before as a result of Embraer's new jets?	
3 What makes Embraer's airplanes so interesting to the company's customers? Give two ideas (key words)!	a) b)
4 What does JetBlue do to help some Brazilians get a better education?	
5 Embraer's new aircraft has a number of features of interest to passengers. Name two features (key words)!	a) b)

Bitte wenden!

Task B (5 points)

Look at the job opportunities below.

They describe certain jobs that are available.

Decide which job opportunity (A–H) would be suitable for each person.

You may not use any letter more than once.

JOB OPPORTUNITIES	
A	Fast-food salesperson (evenings) From 6 till 12 midnight, minimum training required.
B	Helper in an old people's home Mornings or afternoons. Nothing tiring – come and help us look after people who need our help.
C	Travelling salesman We provide the car – you sell our products! Training provided.
D	Taxi driver Star Taxi Co. needs more drivers. No previous experience required – just an up-to-date driving licence (men preferred).
E	Garage workshop manager Previous experience managing a team of mechanics important. All kinds of vehicles.
F	Pilot Air cargo company seeks pilot with previous experience of flying to and from Africa. Age between 30 and 50.
G	Prison officer Applicants should be exceptionally fit and have had training in security work.
H	Bookkeeper Small office needs assistance urgently!

Put the letter here



- 1 Bert can sell anything, but he's had enough of working in the same shop.
He wants to see more of the country when he's selling the company's products. _____
- 2 After looking after her family for over 20 years, Maria would like a job where she can
use her experience of caring for others. She gets on well with other people and is a
good listener. _____
- 3 Billie is a student and really needs some extra cash to pay for her studies and her
living costs. With her friendly personality, she wants a simple job working with
young people (but not during daytime hours). _____
- 4 Helen's husband has lost his job, so she must find a job fast. Before she married,
she worked for an accountant and enjoyed the work. _____
- 5 In the army, Jason was responsible for 25 soldier mechanics repairing and servicing
a large fleet of vehicles and is now looking for a civilian job in the same line. _____