

Deutsch 301 • Herbstsemester 2013
Sitzung Nr. 06 • 17.10. • Tagesordnung

Vorige Sitzung: Vokabeln

place (in sense of house) - use personal pronoun (NOT Platz / Haus): Komm zu uns! - Come to our place / house); bei mir - at my place / house		
win - gewinnen, siegen	beat (in sports, etc.) - schlagen, besiegen	lose - verlieren
Verkäufer(in) - sales person	verdienen - earn, deserve	drucken - print
selten - rare	Seltenheit - rarity	cutlery (knife, fork & spoon) - Besteck
in der nächsten Zukunft - in the near future	cary, stock (in a store) - führen	cutlery (knives only) - Schneidwaren

Unterlagen u. Grafiken [Zahlen in () beziehen sich auf meine Datenbanksammlung]

Kursbeschreibung

Fischer-Richardson, German Reference Grammar

Nees, Greg. "Germany: Unraveling and Enigma" (Amazon site and preview of chapter 1)

Schlüsselwort/begriff des Tages / der Woche

common office technology - things and actions

Computer, Rechner, Taschenrechner, Laptop - kinds of computers/ calculators	Handy - cell phone	Drucker - printer
Laufwerk - (disk) drive	Speicherung - storage, memory	(Bild)Schirm, Monitor - screen
Maus - mouse	_____ - trackpad	Tastbrett - keyboard
Taste - key		
drücken - press / drucken - print	wählen - select, dial	kopieren - copy
inserieren - insert	löschen - delete	speichern - save
scrollen (herunter, hinunter, herauf, hinauf) - scroll (up, down)	ziehen (herunter, etc.) - pull (down)	klicken - click on

Schwerpunkte (Zeichenerklärung)

- SmallTalk: wie halten wir lange Klassenstunden aus? Was machen wir in den Pausen?
- Weiter zur Schulung und Ausbildung: Geldsachen - wieviel kostet Ihr Studium? Von wo/wem kommt/kam die Unterstützung? Was für eine Rolle spielen Arbeit und Beruf in unseren Zukunftsplänen?
- Übung: Fortsetzung von Sitzung Nr. 5: a) unsere Stärken u. Schwächen, was Studium, Arbeit und Beruf betrifft
- Debriefing: a) targets of the Übung: bekfdjuft, npebmt, "xfoo"; b) the skill of circumlocution; Übung: Wir versuchen, auf deutsch (und ohne direkte Übersetzung, bitte!) folgende

Eigenschaften auszudrücken (erklären, beschreiben): stubborn, insanely enthusiastic, multitasking, patient, punctual, self-starter, go-getter, motivated, charismatic, people person, good at convincing, brownnoser)

- Wiederholung / Fortsetzung von Sitzung 3: Ihr Studium und Ihre Arbeitserfahrung(en). Können Sie die ganze Geschichte in einer einzigen Rede von etwa 5 aufeinanderfolgenden Sätzen zusammenfassen? Modell: Vorstellungsgespräch, wo Sie Ihren Lebenslauf mündlich sagen. Bitte versuchen Sie, Gebrauch von den verschiedenen deutschen Lebensläufen (s. oben) zu machen! Vokabeln: besuchen, Studium, Schuljahr, Abschluß / abschließen, Noten, Kenntnisse, Fächer
- Ihre Persönlichkeit: 1) Haupteigenschaften – die Gruppe schlägt Vokabeln vor ("Mein Freund / Meine Tante ist... [freundlich...]"; 2) Einzelheiten, subjektive Bewertungen – "Welcher Beruf passt zu Ihnen?" - Quelle Department Store document (0086)
- Hörverständnisübung: Reklame für eine deutsche Firma, die in USA gegründet wurde (00047 Tondatei; 00047 Abschrift)
- Übung (vielleicht): a) Wir untersuchen ein Tablet (Link • PDF) und sammeln Vokabeln; b) Technische Kenntnisse: Computerteile, Vorgänge am Computer (0025, Orientierung im Computerlabor). c) Wie bedient man - im Allgemeinen - den Computer / das Handy / die Tablette? *s. Sitzung Nr. 5*
- Debriefing after Tablet / Computer activity: So they all know English - how do they learn it? How long does it take them? How good is their English really?
- Explanation of scoring, revising, and grading system; proficiency standards: today the ACTFL Proficiency Guidelines for speaking and writing (short version), as a self-evaluation (turned in during class) and as part of grading standards for the course; self-evaluation: as of today, as of end of German study (academic), life-long learning goal
- Vielleicht: weiter über SpeakEasy (Firmenwebsite) - unser Geld; ein wenig Marktforschung – ob Sie Grußkarten kaufen, wieviel Sie ausgeben würden
- Übung: Wir beschreiben einige SpeakEasy-Grußkarten (Gruppen besprechen ihre Grußkarten, beschreiben sie dann)
- Wrap up: assignments for the week and preparation for next meeting - see below; the Reference Grammar

Aufgabe(n)

- NEU!! First formal writing activity: "Meine Zukunft", due Tuesday, 22 October.

Vorbereitung auf die nächste(n) Stunde(n)

- Folgende Artikel "Maus oder Trackpad?"; Map_Laptop_Vergleich; MacAir "Maus oder Trackpad?" bis übermorgen lesen, und dann bereit sein, die Bedienung Ihres Laptops eingehender zu besprechen.
- Read Nees "Germany: Unraveling an Enigma" Chapter 2 "Who Are the Germans?" (including "The Essentials of Modern German History"). Study helps: 1) try to think up American equivalents of major features / facts of German identity and history; 2) ponder the psychological differences that might reflect the differences in large contours between German and American history and political organization. A big help here are the sections "Germany: A Patchwork Country" and "North-South Axis". Expect to read a chapter of Nees every week for the rest of the quarter.

Vorschau auf die nächste(n) Aufgabe(n) und Sitzung(en)

- First listening assignment, with transcription, translation, and German paraphrase; specifications to come Tuesday, 22 October
- Short listening activity: When is a laptop not a laptop?
- Upcoming: a listening assignment involving a relatively detailed biographical statement (Vico Torriani)

- Our current large topic is "General and Career Skills and Educational Background / Work Experience": Think systematically about the workplace / professional skills you have or want to have, both for your intended occupation, and what might be of use to the "SpeakEasy" part of our course. Start gathering the vocabulary to name and describe them; best way is to find real web pages about real people (try combining the skill with "über mich" or "Lebenslauf" or "Ausbildung")

46 Europe

The Economist August 10th 2013

Alpine dress

The Lederhosen boom

MUNICH

Once strictly for conservatives, traditional dress is becoming cool

SANKT EMMERAMSMÜHLE, a restaurant and beer garden tucked into the lush greenery of Munich, features a braying donkey within earshot and swanky sports cars parading by. It goes without saying that its staff wear traditional Bavarian garb, called *Tracht*. For the men that means lavishly embroidered Lederhosen, short or knee-length breeches made of leather, and for the women a brightly coloured *Dirndl* consisting of a tight bodice, a blouse with puffy sleeves, a full skirt and an apron. Perhaps more surprisingly, most patrons wear it, too.

The many other beer gardens in the area present much the same sight. So do wedding parties, dinners, concerts and galas. Teenage boys have been spotted sporting their *Lederhosen* at the disco.

It was not always so and reflects a revival that has now been going on for about half a decade, says Hans Köhl of the *Salzburger Heimatwerk*, an Austrian organisation that supports local customs. *Tracht* is now worn by the rich, the famous, and *hoi polloi* alike. Cognoscenti delight in the allegedly vast stylistic differences between, say, a *Lederhose* from Altaussee and one from Grundlsee, two Styrian lakes less than 10km (6.2 miles) apart (something to do with the embroidery, apparently). Meanwhile, less discriminating tourists are dropped by the busload into outlets to get kitted out for the Oktoberfest, a beer festival. *Tracht* has never been so common and cosmopolitan—even cool. Increasingly, it is the Alpine answer to American cowboy hats or Chinese *qipao* (their sheath-like, high-necked dress).

Leather shorts with a front flap and embroidery, descendants of the breeches once worn all over Europe, became common in Alpine lands during the 18th century. Ever since, they have ridden the roller-coaster of the Zeitgeist. During the

19th century they rose with the Romantic movement, then sank to the status of low-class work clothes. In the 20th century the Nazis co-opted them. After the war they survived in conservative circles but fell out of favour in the wider population, enamoured by then of blue jeans, the dress of the Allied victors.

During the 1990s, however, *Lederhosen* and *Dirndl* surged back as part of a new trend that combined hearty local patriotism with cutting-edge modernity. Roman Herzog, a former president of Germany, captured the synthesis in the phrase “laptops and *Lederhosen*”. The financial and euro crises, says Mr Köhl, helped *Tracht* yet more, because uncertainty always makes people yearn for tradition. And although patriotism remains psychologically complex in Germany, regional pride as expressed in *Tracht* is free of suspicion. Like Scots with their kilts, Germans can don their *Lederhosen* and still be good Europeans.



Kindle Fire HD: Das kann das neue Amazon-Tablet

Von Konrad Lischka

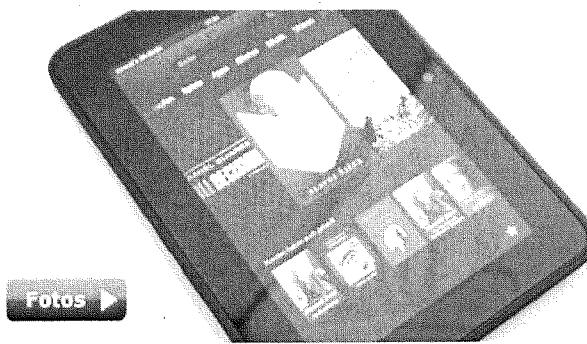
Strahlendes Display mit hoher Auflösung: Amazon verkauft sein Tablet Fire HD zum Schnäppchenpreis. 199 Euro kostet die günstigste Version, Amazon-Dienste sind prominent vorinstalliert. Der Test verrät, ob die Hardware die enge Bindung an Amazon rechtfertigt.

Freitag, 26.10.2012 – 15:39 Uhr

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Twittern

Empfehlen 33



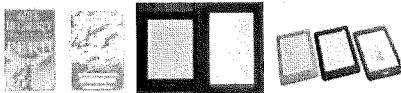
SPIEGEL ONLINE

Tablet-PC

[Google](#)[Samsung](#)[Alle Themenseiten](#)

Amazon macht mit seinem neuen Tablet Fire HD den Großen Konkurrenz: Der Bildschirm hat eine höhere Auflösung als der des neuen iPad Mini, doch das Amazon-Tablet kostet viel weniger. Amazons Fire HD hat 16 Gigabyte Speicherplatz, doppelt so viel wie das ebenfalls 199 Euro teure Google-Tablet Nexus 7. Es wirkt so, als habe Amazon bei den technischen Details genau darauf geachtet, jedes Konkurrenzprodukt mit einem technischen Detail zu übertrumpfen.

Fotostrecke



E-Reader: Kindle Paperwhite lässt E-Books leuchten

ANZEIGE

Aber wie gut funktioniert diese Technik im Alltag, wie sehr hat Amazon sein Tablet auf die eigenen Angebote zugeschnitten? Der Test beantwortet die wichtigsten Fragen zum Kindle-Tablet.

Das gefällt: Guter Bildschirm, schnelles System

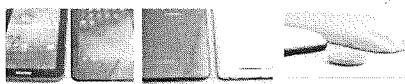
ANZEIGE

Display: Der Bildschirm des Kindle Fire HD sieht beeindruckend gut aus - satte Farben, auch bei reiner Textdarstellung - etwa in der Lese-App - sind keine pixeligen Kanten zu erkennen. Bei unserem Testgerät wirkten die Farben sehr warm, weiße Flächen haben einen leichten Stich ins Orange. Im Vergleich zu Samsungs 7-Zoll-Tablet Galaxy Tab 2 7.0 ist der Unterschied deutlich sichtbar, die 1,02 Megapixel des Fire HD sehen besser aus als die 0,6 des Samsung-Tablets. Allerdings spiegelt das Fire-Display stark; richtig gut sieht das nur in geschlossenen Räumen aus.

Fotostrecke



Geschwindigkeit: Eigentlich ist das Fire HD ein Android-Tablet, doch Amazon hat das Google-Betriebssystem stark überarbeitet, das Aussehen verändert, viel Software ergänzt. Das hat gute und schlechte



Tablets: Google Nexus 7 und Samsung Galaxy 7 2.0 im Vergleich

Alles zum neuen iPad



Matthias Kremp

Apple-Tablet im Test: So gut ist das neue iPad wirklich

Ansturm auf Apple: Neues iPad zerlegt und verkauft

iPad und LTE-Datenfunk: Ultraschnell - nur nicht in Deutschland

Reaktionen auf das neue iPad: "Wo ist der Fusionsreaktor?"

Tablet-PC: Apple dementiert Fehler beim iPad 3

Rekordbilanz: Apple verkauft drei Millionen iPads

Fotostrecke: Dieses Technik steckt im neuen iPad

ANZEIGE

Verbrauch (kWh/Jahr) 4000

Postleitzahl



Fotostrecke



Tablets: Google Nexus 7 und Samsung Galaxy 7 2.0 im Vergleich

Mehr auf SPIEGEL ONLINE

Fotostrecke: So sieht das Amazon-Tablet aus

Kindle Paperwhite: Dieser E-Book-Reader leuchtet (11.10.2012)

Nexus 7 und Samsung Galaxy Tab 2 7.0 im Test: Ganz schön billig (12.07.2012)

Kindle Fire: So gut ist das Amazon-Tablet wirklich (19.11.2011)

Samsung Galaxy Tab: Es muss nicht immer Apple sein (02.09.2010)

Folgen. Gut ist die Reaktionsgeschwindigkeit, Tastatureingaben erscheinen sofort, Apps starten ohne spürbare Verzögerung. Und der von Amazon entwickelte Silk-Browser des Tablets zeigt Websites etwas schneller an als beispielsweise Chrome auf dem Samsung Galaxy Tab. Wir haben im selben W-Lan dieselben Seiten auf SPIEGEL ONLINE aufgerufen, jedes Mal hatte das Fire HD die Darstellung etwas schneller komplett aufgebaut. Es geht dabei nur um Augenblicke, das Galaxy Tab für sich fühlt sich gar nicht langsam an - doch im direkten Vergleich ist das Fire HD schneller.

Software: Die Benutzerführung des Fire HD ist darauf ausgelegt, möglichst einfach und schnell an Musik, Filme und E-Books aus dem Amazon-Angebot zu kommen. Worum es Amazon geht, zeigt schon die Abfolge der Menüpunkte der auf dem Startbildschirm oben eingebundenen Leiste: Einkaufen / Spiele / Apps / Bücher / Musik. Irgendwo weiter hinten kommen noch der Menüpunkt "Web" und die selbst erstellten oder hochgeladenen Dokumente des Nutzers. Das Kindle soll das Kaufen und Konsumieren anfangen. Unter dieser Maßgabe ist die Software gut gelungen. Ein E-Mail-Programm gibt es auch, es funktioniert gut, auch mit Exchange-Konten. Eine gute Idee zur Nutzerführung ist das Karussell der zuletzt aufgerufenen Dokumente, Anwendungen und Medien.

Nicht so gut: Bedienung, App-Angebot

Gehäuse: Das Fire HD hat einen dicken, schwarzen Rand, er ist mehr als 2,2 Zentimeter breit, dadurch wirkt das Fire HD weit ausladender als viele Sieben-Zoll-Tablets. Menschen mit dicken Fingern werden das schätzen, schon ist dieses Gehäuse jedoch nicht. Neben solchen Geschmacksfragen gibt es auch Gestaltungsfehler. Der Einschalter und die Lautstärke-Wippe beispielsweise sind minimal versenkte Schalter am Gehäuserand. Sie sind mattschwarz wie der Rest des Rahmens und fühlen sich fast genauso an. Das hat zur Folge, dass man selbst bei guter Beleuchtung den Einschalter nicht sofort findet. Im Halbdunkeln fährt man mit dem Finger vorsichtig tastend am Rand entlang. Da sind die deutlich hervortretenden Schalter der Tablets von Apple und Samsung klar überlegen.

Bedienung: Amazons Betriebssystem hat einige verwirrende Besonderheiten. In jeder Anwendung springt man über ein kleines Häuschen-Symbol zurück zum Startschirm oder über einen nach links weisenden Pfeil zum zuletzt angezeigten Schirm. Die beiden Symbole hat Amazon allerdings gewöhnungsbedürftig platziert: Der nach links weisende Pfeil ist in der Mitte, der Home-Schalter ganz links positioniert.

App-Auswahl: Amazon erlaubt nur den Zugang zu Android-Programmen aus dem eigenen Download-Angebot. Das Angebot hat Lücken, es fehlen zum Beispiel viele Apps, mit denen man Zugriff auf digitale Mediangebote von Amazons Konkurrenten hätte: Die Android-Apps von Kobo und Txtr (E-Books), Skoobe und der Onleihe (E-Book-Leihe) und Zinio (Digital-Zeitschriften) gibt es derzeit nicht, aber

immerhin schon Apps der Musikdienste Rdio und Spotify. Man kann mit etwas Mühe solche Programme auch auf dem Kindle Fire HD installieren. Voraussetzung: Man hat sie gekauft, auf einem Android-Gerät installiert, mit dem Android-SDK auf einen Rechner kopiert und dann auf den Fire übertragen ([hier eine ausführliche Anleitung](#)).

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Fazit: Gute Hardware, Amazon-Monokultur

Amazon versucht, das Geschäftsmodell seiner Kindle-Lesegeräte auf Tablets zu übertragen. Gute Hardware gibt es vergleichsweise günstig, dafür ist man an Amazons Einkaufswelt gebunden. Bei Lesegeräten wie dem Kindle Paperwhite ist die Hardware tatsächlich der Konkurrenz so



Corporate strategy

Crossing the divide

Why culture should be cool

IN THE 1990s Walmart decided to advance into German territory. It was the biggest retailer in the world, with 3,800 stores in America alone and a huge pile of cash to spend. And Germany's retail sector was in a lamentable state. The Arkansas giant bought two German chains—Wertkauf (with 21 stores) and Interspar (with 74)—and immediately began Americanising them. There were greeters at the door to wish shoppers a good day and strict instructions to smile at customers.

The result was a disaster. The have-a-nice-day stuff went down like a lead Zeppelin with employees and shoppers alike. And Walmart compounded its mistakes by putting an American expat in charge of the German operations (he insisted on everybody speaking English). The company lost \$150m a year and soon decided to sell out to a German rival, Metro.

Coping with cultural differences is becoming a valued skill. The advance of globalisation, particularly the rise of powerful emerging countries such as Brazil and China, means that companies have to deal with business and consumers from a wider range of backgrounds. And the shift from a manufacturing to a service-based economy means that companies have to manage complicated ideas rather than relatively simple production processes.

Fish Can't See Water: How National Cultures Can Make or Break Your Corporate Strategy. By Kai Hammerich and Richard Lewis. Wiley; 297 pages; \$40 and £19.99

Western managers must understand consumers in São Paulo and Beijing. They also need to know how to tap into knowledge centres halfway across the world.

Yet many companies are bad at understanding culture. No serious business would dream of spending hundreds of millions buying a subsidiary without doing a thorough audit of its books. But Walmart advanced into the German market without bothering to make even the most rudimentary inquiries about German culture.

In "Fish Can't See Water" Kai Hammerich, a Danish headhunter, and Richard Lewis, a British linguist, try to teach company directors to see the water that they are swimming in. They not only argue that "the biggest obstacle to successful globalisation is the inability of most companies to understand the world view and aspirations of partners and competitors."

But they also try to bring casual cultural observation into the world of management theory. They argue that world civilisa-

Also in this section

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- 101 The business solution to poverty

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Economist.com/culture

sation can be divided into three global archetypes: linear-active, multi-active and reactive. Linear-active culture stresses timekeeping and getting-to-the-point and dominates in North America and northern Europe. Multi-active stresses emotion and sociability and dominates in southern Europe and Latin America. Reactive stresses "face" and harmony and dominates in Asia. But different countries stand in different positions on these various continuums: India is halfway between reactive and multi-active and Canada halfway between linear-active and reactive.

It is easy to poke fun at trying to capture human civilisation in a three-pointed diagram and producing a guide to business strategy from it. Cultures are hard to pin down: China is very different from what it was a decade ago. And businesses frequently defy national stereotypes: Brazil's Inbev proved to be sufficiently action-oriented and analytical to take over America's Budweiser. Messrs Hammerich and Lewis try to have it both ways by arguing, for example, that one reason for Steve Jobs's success was his "un-American" obsession with design. They also overestimate the originality of their insight. The East India Company was able to dominate an entire continent with a few hundred company men because it adapted to local customs, even to the point of co-opting local words such as "nabob" and "loot".

But in focusing on culture they are clearly onto something important. You only have to watch Brazilians and Germans playing football to realise that there are profound cultural differences between different groups. "Fish Can't See Water" is full of interesting insights into modern business. The authors examine the life cycle of ▶▶

Business fiction

Everything everywhere

The Circle. By Dave Eggers. Knopf; 491 pages; \$27.95. Hamish Hamilton; £18.99

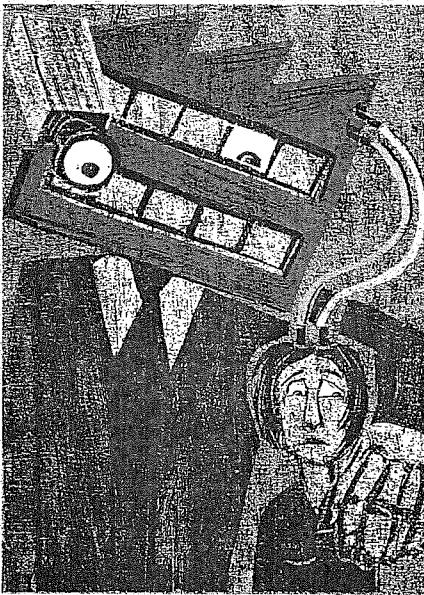
WHAT if there existed a company so big it did everything that Google, Facebook and PayPal do but also took over the realms of eBay, Amazon, Microsoft, Apple and the rest of the consumer internet? What if those combined riches allowed it to become more powerful than states, bigger even, as John Lennon put it than Jesus? In Dave Eggers's marvellous new book of the same name, that company is the Circle. It knows everything and can do anything.

Mr Eggers tells his topsy-turvy tale through Mae Holland, a new employee at the Circle. She joins the firm, is inducted into its way of doing things and quickly becomes indoctrinated as well. Mr Eggers makes little of Mae's personal journey; he is more interested in exploring the seductive appeal of technology and what people give up in exchange for its wonders. Too much, he concludes.

Drawing on existing technologies and ideas, which lend "The Circle" an air of chilling plausibility, the author demolishes the remorseless logic by which techno-Utopians would reshape the world. In this universe all human ills are banished, a reassuring thought until it becomes clear that this is possible only through constant and self-inflicted surveillance. The Utopia he portrays, in which crime is impossible, prevention

has overtaken cure and technology is cheap and plentiful, is more believable than the visions peddled by Silicon Valley futurists. Yet the dystopia he imagines is scarier than the warnings published by the likes of Evgeny Morozov, a prominent techno-critic.

It is an absurd world: one in which "secrets are lies" and "privacy is theft". Every human interaction is quantified, every thought shared. It is a world not entirely unlike our own.



companies to demonstrate that cultures have a variety of comparative advantages at different stages of development. The individualistic English are good at starting companies but bad at keeping them going. Austin Motors could not compete with the more methodical Americans and Japanese. The collectivist Japanese are good at running mature companies when they have hit on a successful formula but bad at dealing with disruptive innovation. Sony was a master-innovator in the analogue age but failed to adjust to the digital age. American culture is peculiar in being so well adapted to creating start-ups but also to running mature companies.

The authors go on to argue that companies can sometimes turn more ethnocentric as they become more successful. They might send their managers to spend time abroad. They might appoint a few foreigners to the board. But they become more proudly nationalistic as they put on a multicultural veneer. And they turn into

stereotypes if they hit a rough patch. Look at the way that Toyota responded to safety problems with its car brakes by going into a collective huddle or how Lehman Brothers tried to cope with its meltdown by expressing loud-mouthed defiance.

There are signs that Western firms are taking cultural sensitivity more seriously. For example, country managers are making a comeback after a long period of centralisation. Walmart now has a policy of emphasising local cultures. Stores in China sell fish in tanks rather than on slabs, and stores in Latino-dominated bits of the United States are called Supermercados de Walmart. However, emerging-market multinationals still lag behind, particularly in China, where they tend to be run by local managers who have little if any experience of working abroad and think that if they keep costs low culture will take care of itself. Messrs Hammerich and Lewis need to take their message about fish and water East as well as West. ■

Economic inequality

In sickness and in health

The Great Escape: Health, Wealth, and the Origins of Inequality. By Angus Deaton. Princeton University Press; 360 pages; \$29.95 and £19.95

IS THE world becoming a fairer as well as a richer place? Few economists are better equipped to answer this question than Angus Deaton of Princeton University, who has thought hard about measuring international well-being and is not afraid to roam through history. Refreshingly, Mr Deaton also reaches beyond a purely economic narrative to encompass often neglected dimensions of progress such as better health. "The Great Escape" he has in mind is the one from early death as well as deprivation that had begun with Britain's industrial revolution. Mr Deaton's account is broadly optimistic though he is careful to portray the casualties as well as the victors.

Pessimistic commentators will point out that income gaps between countries have failed to narrow over the past 50 years. This overall lack of convergence is surprising since in principle the more backward an economy the greater its scope for rapid catch-up growth. Some countries, such as Malaysia and Thailand, have realised that potential. But others, especially African states like Congo and Niger, have actually become poorer.

But focusing on gaps between states, many of which are small, neglects the fact that the two countries with the biggest populations, China and India, have been growing rapidly for decades. China's economic miracle has been pivotal in bringing down global poverty from around 1.5 billion in the early 1980s to 800m. Even though China itself is becoming more unequal (as are advanced countries like America), the fast growth of such a big, poor country should be enough to bring down global inequality.

That appraisal rests on what has been happening to incomes or GDP per person, assuming that actual growth in China and India has been as fast as officially stated. One particular strength of Mr Deaton's approach is that he does not confine his investigation to material living standards. Not only are people becoming more prosperous but also they are living longer and are taller and stronger. When improvements in health are taken into account, even more inroads are being made into global inequality. The gap between life expectancy in advanced countries and the developing world has shrunk since the second world war.

If the overall trend is encouraging, ▶

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