

Marketing at 39,000 Metres: How Red Bull Turned Extreme Risk into Competitive Advantage — Answer Key

C1 Business English | Fluency Space | Answers for Exercises C, D & E

Exercise C — Key Words from Context

Answers to the matching and example-sentence gap in the vocabulary exercise. Some forms change slightly to fit the example sentence (e.g. tense, plural).

No.	Answer
1	plummeting
2	synonymous
3	carved out a niche
4	sowed the seeds
5	first port of call
6	set its sights on
7	embedded
8	feeds into
9	gain a foothold
10	consolidating
11	the icing on the cake
12	dipped its toes into

Exercise D — Comprehension Questions

Model answers only — learners' own wording will vary. Look for the key facts below rather than exact phrasing.

1. What strategy did Red Bull use before 1987 to build its brand, and how was this different from what other drinks companies were doing at the time?

Model answer: Before 1987, no 'energy drink' category existed in Western markets, so rather than compete with established soft drinks like Coca-Cola, Red Bull invented an entirely new category for itself — targeting night-shift workers and extreme athletes with free samples at universities and nightclubs instead of traditional advertising.

2. According to the article, why did Red Bull decide to buy sports teams rather than simply sponsor them?

Model answer: Owning teams, facilities and branding environments outright (such as Red Bull Racing, AlphaTauri, and football clubs like RB Leipzig) let Red Bull embed its branding permanently into each club's core identity, turning competitive sport into a sustained brand platform rather than a temporary advertising slot.

3. True or False: Red Bull Media House was set up primarily to run advertisements for Red Bull products. Explain

your answer.

Model answer: False. Red Bull Media House, founded in 2007, produces content — action sports, music, adventure — that audiences actively seek out and share, rather than interrupting them with ads. This turns marketing into a long-term content asset rather than a recurring advertising expense.

4. What made Red Bull Stratos significant from both a sporting and a business perspective?

Model answer: From a sporting perspective, a skydiver jumped from 39 kilometres above Earth — a genuinely record-breaking feat. From a business perspective, the event was live-streamed globally and functioned as calculated, strategic brand storytelling at scale, not merely a stunt.

5. Based on the whole article, how does Red Bull's approach to marketing create a 'self-reinforcing' cycle? Use examples from the article to support your answer.

Model answer: Each stage funds the next: inventing the category built a loyal audience; owning sports teams and Red Bull Media House gave the brand a permanent platform and content engine; and that content then draws attention, attention drives sales, and sales finance the next headline event such as Red Bull Stratos — an engine that keeps feeding itself.

Exercise E — Key Words in a New Context

“Brand Strategy” — correct form of each key word/phrase, in order.

No.	Answer
1	plummeting
2	sow the seeds
3	carve out a niche
4	gain a foothold
5	consolidating
6	embedded
7	first port of call
8	synonymous
9	the icing on the cake

Role-Play (Page 6)

This section is open-ended and has no fixed answers. Encourage learners to use today's target vocabulary naturally in their responses during the role-play discussion.