

Marketing Dialogue Lab

Realistic marketing-workplace dialogues, role-play cards, and debrief prompts for advanced ESL learners

Audience: instructors, marketing English coaches, marketing teams, agency teams, and peer practice cohorts

Focus: high-level professional English for marketing workplaces, including customer insight, positioning, campaign briefs, content, SEO, paid media, lifecycle marketing, analytics, attribution, compliance, brand risk, and realistic marketing dialogue.

Designed for advanced ESL learners who already work in marketing, product marketing, growth, content, brand, marketing operations, demand generation, social, agency, or marketing-adjacent roles.

Teaching stance: marketing English is persuasion under constraint. Learners need to be clear, creative, evidence-aware, compliance-aware, and commercially useful. This course teaches professional language and judgment, not a guarantee that a campaign, channel, claim, or tactic will work in every market.

How to Run the Dialogue Lab

1. Use groups of three: marketing speaker, stakeholder, observer.
2. Read the model dialogue once. Then replay it with a different audience, channel, metric, risk, or stakeholder pressure.
3. The observer listens for audience clarity, strategic questions, evidence, metric caveats, compliance awareness, and decision language.
4. After each role-play, replay the hardest 30 seconds with a more precise marketing sentence.

Facilitator guardrail

Do not let learners hide behind buzzwords. Ask them to define the audience, decision, metric source, proof, channel rationale, and compliance or brand risk.

1. Campaign Brief: 'We Need Awareness'

Setting

A VP asks for a campaign but cannot define the target audience or business outcome.

Speaker	Line
VP	We need a big awareness campaign next month.
Marketing lead	Awareness among whom, and what should they do after seeing it?
ESL learner	Before we brief creative, we need to define the audience, insight, message, channel, budget, and measurement. Awareness for executives is different from awareness for end users.
VP	Just make noise in the market.
ESL learner	We can create visibility, but to spend responsibly we need a specific audience and a signal of success, such as branded search lift, site visits from target accounts, or sales conversations.

Language notes

- Good marketers turn vague requests into strategic questions.
- Awareness should still have audience, channel, and measurement discipline.

Role-play variation

Observer checklist

- Did the learner clarify audience, goal, and decision before discussing tactics?
- Did the learner use marketing terms accurately and define metrics when needed?
- Did the learner connect creative, channel, or budget advice to evidence?
- Did the learner identify compliance, brand, data, or trust risk when relevant?

2. Positioning Debate: Product Feature vs Customer Problem

Setting

Product wants the homepage headline to lead with a technical feature.

Speaker	Line
Product manager	The headline should say 'AI-powered orchestration layer.' That is the feature.
Content lead	Customers may not know why that matters.
ESL learner	Can we lead with the customer problem and use the feature as proof? The buyer cares about reducing manual handoffs and missed approvals. 'AI-powered orchestration' supports the claim, but it should not be the whole message.
Product manager	But competitors say similar things.
ESL learner	Then the proof matters even more: workflow examples, time saved, integration depth, and customer evidence.

Language notes

- Positioning should connect product capability to customer value.
- A feature can be a proof point, not necessarily the main message.

Role-play variation

Observer checklist

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3. Paid Search: ROAS Looks Good, Sales Quality Is Weak

Setting

Marketing reports strong ad-platform ROAS, but sales says leads are poor.

Speaker	Line
Performance marketer	Google Ads shows a 5.2 ROAS. We should scale budget.
Sales director	The leads are not converting to qualified opportunities.
ESL learner	Platform ROAS is useful, but we need to reconcile it with CRM revenue, lead quality, and sales-cycle stage. Are these conversions high-intent demo requests or low-intent content downloads?
Performance marketer	Mostly webinar registrations.
ESL learner	Then I would not scale yet. Let's separate acquisition cost by conversion type and optimize toward qualified pipeline, not only form fills.

Language notes

- ROAS can be misleading if conversion quality is weak.
- Marketing and sales need shared definitions for conversion and quality.

Role-play variation

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4. Attribution Fight: Last Click vs Influenced Pipeline

Setting

The CFO questions whether marketing really created pipeline.

Speaker	Line
CFO	Sales says they sourced this opportunity. Marketing says it influenced it. Which is true?
Marketing ops	Both can be true under different attribution models.
ESL learner	Last-click attribution shows the final touch before conversion. Influenced pipeline shows that marketing touched the account during the buying journey. Neither model alone proves causality.
CFO	So what should I trust?
ESL learner	Trust the model for the question it can answer. For budget decisions, we should combine attribution, incrementality tests, sales feedback, and pipeline quality.

Language notes

- Attribution explains credit rules, not necessarily causal impact.
- Executive language should clarify what the model can and cannot prove.

Role-play variation

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5. Creative Review: Taste vs Brief

Setting

A senior stakeholder dislikes a social ad concept because it does not match their personal taste.

Speaker	Line
Stakeholder	I do not like this. It feels too informal.
Designer	The brief asked for approachable and direct.
ESL learner	Can we evaluate it against the brief? The target audience is first-time managers, the objective is webinar registration, and the tone is meant to reduce intimidation. The question is whether this creative makes the next step feel accessible.
Stakeholder	But our brand is premium.
ESL learner	Agreed. We can preserve premium through layout and proof, while keeping the language human enough for the audience.

Language notes

- Creative feedback should reference audience, brief, objective, and brand system.
- Taste language is weaker than criteria-based feedback.

Role-play variation

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6. MQL Definition: Marketing and Sales Disagree

Setting

Sales rejects many leads that marketing counts as MQLs.

Speaker	Line
Sales manager	These MQLs are not ready. They downloaded one guide and never replied.
Demand gen	They meet the scoring threshold.
ESL learner	Then the score may be overweighting engagement and underweighting fit or buying intent. We should define MQL as fit plus behavior, and create a recycle path for leads that are interested but not sales-ready.
Sales manager	What changes?
ESL learner	Add firmographic fit, require stronger intent for handoff, and create feedback reasons when sales rejects a lead.

Language notes

- Lifecycle definitions need shared ownership.
- A rejected lead should produce feedback, not only blame.

Role-play variation

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7. SEO and Legal Review: Claim Too Strong

Setting

A content article uses a bold claim that legal says is unsupported.

Speaker	Line
SEO manager	This headline will rank and convert.
Legal	The claim 'cuts costs in half' needs substantiation.
ESL learner	Can we keep the search intent but adjust the claim? For example, 'ways to reduce support costs' is safer than promising a specific result unless we have evidence that result is typical.
SEO manager	Will that weaken the headline?
ESL learner	Maybe, but an unsupported claim creates regulatory and trust risk. We can strengthen the article with a case study, methodology, and clearer qualifiers.

Language notes

- SEO pressure does not remove claim-substantiation requirements.
- Good revision protects usefulness and compliance.

Role-play variation

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8. Email Readout: Open Rate Is Up, Revenue Is Flat

Setting

Lifecycle marketing reviews an email campaign with a high open rate but low revenue impact.

Speaker	Line
Lifecycle marketer	Open rate increased by 12 percent after the new subject line.
VP Marketing	Did it produce more revenue?
ESL learner	Open rate is a weak success metric by itself, especially with privacy-related measurement noise. Click rate, conversion, unsubscribe rate, and downstream revenue tell us more about intent.
Lifecycle marketer	So was the test a failure?
ESL learner	Not necessarily. The subject line improved attention, but the offer or landing page may not have moved people to action.

Language notes

- Email metrics require caveats.
- Open rate can be useful, but it should not be the only decision metric.

Role-play variation

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9. Influencer Campaign: Disclosure and Authenticity

Setting

A brand manager wants an influencer to make the post feel organic.

Speaker	Line
Brand manager	Can the creator avoid saying it is sponsored? It performs better if it feels natural.
Social lead	That creates disclosure risk.
ESL learner	If there is payment, free product, or another material connection, the audience needs a clear disclosure. We can still make the content authentic, but not hidden.
Brand manager	Will that hurt engagement?
ESL learner	Possibly, but undisclosed sponsorship creates legal and trust risk. Let's optimize the creative, not hide the relationship.

Language notes

- Influencer language should separate authenticity from undisclosed advertising.
- Material connection disclosure is a key compliance concept.

Role-play variation

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10. Agency Budget: More Spend or Better Brief?

Setting

An agency asks for more paid budget after campaign performance stalls.

Speaker	Line
Agency	We are seeing diminishing returns. Additional budget will help us find new audiences.
Client	Why should we spend more if performance is worse?
ESL learner	Before increasing spend, let's diagnose the constraint: audience saturation, creative fatigue, landing page conversion, offer relevance, or targeting. More budget may amplify the same problem.
Agency	We can test new creative.
ESL learner	Good. Please bring a test plan with hypothesis, audience, budget, decision rule, and what we will pause if the test underperforms.

Language notes

- Budget requests need diagnosis and decision criteria.
- A test plan should include what will change after the result.

Role-play variation

Observer checklist

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11. A/B Test: Inconclusive Result

Setting

A landing-page test shows a small lift but insufficient sample size.

Speaker	Line
Growth marketer	Variant B is up 6 percent. Let's ship it.
Analyst	The sample is too small to call a winner.
ESL learner	The direction is promising, but the result is inconclusive. We can extend the test, combine it with qualitative review, or ship only if the implementation cost is low and downside risk is minimal.
Growth marketer	I need a decision today.
ESL learner	Then frame it as a business decision under uncertainty, not a proven test result.

Language notes

- A test readout should protect the difference between signal and proof.
- Sometimes the decision is practical, but the evidence label must stay honest.

Role-play variation

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12. Social Backlash: Holding Statement

Setting

A campaign receives criticism for appearing insensitive.

Speaker	Line
Community manager	Negative comments are accelerating. Do we delete them?
Comms lead	Not unless they violate policy. We need a response path.
ESL learner	First, pause scheduled promotion, capture examples, confirm facts, and align with legal and customer support. The public holding statement should acknowledge concern without speculating or blaming.
VP	What can we say now?
ESL learner	We are listening to the feedback, reviewing the campaign, and will share an update when we have confirmed next steps. Internally, we need an owner for response timing and approval.

Language notes

- Crisis language should be calm, factual, and coordinated.
- Do not delete or respond impulsively without policy and escalation guidance.

Role-play variation

Observer checklist

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