

## ChatGPT im Vertrieb: Effiziente Unterstützung, aber kein Ersatz

ChatGPT und ähnliche KI-Programme haben im Marketing und Vertrieb an Bedeutung gewonnen, doch ihre Grenzen sind klar. Sie können Inhalte generieren und Informationen strukturieren, aber eigenständiges Denken und individuelle Problemlösungen bleiben menschliche Aufgaben. Unternehmen sollten KI-Tools gezielt einsetzen, ohne dabei die intellektuelle Unabhängigkeit ihrer Mitarbeiter zu gefährden.



Das Chatprogramm ChatGPT ist sehr leistungsfähig, doch nur bedingt „intelligent“. Wie man ChatGPT im Betrieb einsetzt erklärt Peter Schreiber, Inhaber der B2B-Vertriebs- und Managementberatung PETER SCHREIBER & PARTNER. (©Pixarbay)

8Ug'7\UhdFc[ fUa a '7\Uh DH']gh'gY\ f''Y]ghi b[ gZÀ\][ ž'XcW\ 'bi f  
VYX]b[ h' ]bhY''[ Ybh "'9b hgd fYWX YbX' fYZY\_h]Yfh'i bX'[ Yn]Y'h'gc''hY  
a Ub'Yg']a 'A Uf\_Yh]b[ !'i bX']bgVYgcbXYfY'J Yfhf]YVgVYfY]WX  
Y]bgYhnYb"

; DH`]a `A Uf\_Yh]b[ . `I bhYfghØhni b[ ž`\_Y]b  
9fgUhn

9bXY`&\$&&`gW`U`hYhY`XUg`I bhYfbY\`a Yb`C dYb5=gY]b`Dfc[ fUa a  
7\Uh; DH`ZØf`X]Y`U``[ Ya Y]bY`\_cghYb`cgy`Bi hni b[ `ZfY]"`GY]hXYa `]gh  
fi bX`i a `XUg`H\Ya U`\_Øbgh]W`Y`b`hY``[ Ybn`f?`±`Y]b`fY[ Y`fYW`hYf  
<mdY`Yb`hghUbXYb` ``]bgVYgc bXYfY`]b`XYb`j Yfhf]YVgbU\Yb  
6YfY]W`Yb`XYf`I bhYfbY\`a Yb`gck ]Y`VY]`XYb`8]Ybgh`Y]ghYfbž`X]Y`ZØf  
g]Y`h`Åh][ `g]bX"

I bX`b]W`h`k Yb][ Y`j cb`j`\bYb`k ]Y`ni a `6Y]gd]Y``j ]Y`Y`K YfVYhYI hYf  
VY`ZØfW`hYbž`XUgg`]bYb`VY]`Y]bYf`]bhYbg]j Yb`Bi hni b[ `gc`W`Yf  
Dfc[ fUa a Y`k ]Y`7\Uh; DHž; cc[ `Y`6UfX/`7c`Xi fW`X]Y  
I bhYfbY\`a Yb`5i ZhfÅ[ Y`j Yf`cfYb`[ Y\Yb`"Ni`F`YW`hž`XYbb`a`j h  
]\bYb`UggYb`g]W`gY\`f`gW`bY``i bX`Y]bZUW`ni a`]bXYgh`YfghY  
9b`hk ØfZY`gc`W`Yf`K YfVYhYI hY`k ]Y`Dcghg`]b`XYb`GcW]U`A YX]U`ni f  
@YUX!; YbYf]Yfi b[ ž`fGhUbXUfX!`ÅU]`g`i bX`K YfVYgW`fY]VYb`Ub  
fN]Y`!`?`i bXYb`gck ]Y`6`c[ VY]hfÅ[ Y`[ YbYf]YfYbž`X]Y`a Ub`XUbb  
k Y]hYfVYUfVY]hYb`\_Ubb"

7\Uh; DH`a `ÅW`h][ Yg`Hcc`a`]h; fYbnYb

8Ybb`X]YgY`Dfc[ fUa a Y`\_ØbbYb`j ]Y``gW`bY``Yf`U`g`A YbgW`Yb`XUg  
b`hYfbYh`bUW`b`b`U`hYb`Xi fW`ZcfghYbž`X]Y`VYnc[ Yb`Ui Z`Y]b  
VYgh]a a hYg`H\Ya U`fY`Yj Ub`h`gY]b`\_ØbbhYb`"8Ug`YfgdUfh`cZhj ]Y`  
F`YW`YfW`YUfVY]h`8cW`b]W`h`bi f`X]Yg`8]Y`Dfc[ fUa a Y`\_ØbbYb  
XUb`\_]fYf`5`[ cf]h`a Yb`X]Y`[ YZ bXYbYb`b`U`hY`Ui W`gc  
j Yf\_bØdZYbž`XUgg`ni a`]bXYgh`g]bbj c``i bX`n]Y`ZØ`fYbX  
YfgW`Y]bYbXY`HYI hY`Yb`hghY\Yb`I bX`X]Yg`k ]fX`]bYb`\_ØbZh][  
]a a Yf`VYggYf`[ Y`]b[ Ybž`Y`\_Ø[ Yf`g]Y`dfc[ fUa a ]Yfh`i bX  
hfU]b]YfhYf`g]Y`g]bX`"Gc`YI ]gh]YfYb`ni a `6Y]gd]Y``\Yi hY`VYfY]hg  
gc[ YbUbbhY`[ YbYfUh]j Y`?`±GmghYa Yž`X]Y`Ub\UbX`Yf\_UbbhYf  
A i ghYf`bYi Y`b`U`hY`[ YbYf]YfYb`\_ØbbYb"

E i U`]h`Åh`XYf`9f[ YVb]ggY`\`Åb[ Yb`j ca`I`gYf  
UV

9]bYg\_ÖbbYb`X]Y`7\UhdFc[ fUa a Y`UVYf`fbcWŁ`b]WŁh  
gY`VghghÀbX][ `i bX`Y][ Yb]b]h]Uh]j `XYb\_Yb"G]Y`VfUi WŁYb`XYb`j cb  
A YbgWŁYb`[ Y[ YVYbYb`a di`g`Vnk "Dfca dh[ YbUbbhYb`5i ZhfU[  
Gi WŁY`bUWŁ ` `i bX` ; YbYf]YfY`XUfUi g "I bX`X]Y`E i U`hÀh`XYf  
j cb`]bYb`[ Y`]YZfhYb`9f[ YVb]ggY`fHYI hYž`6]`XYfž`NY]WŁbi b[ Ybž  
J]XYcg`i gk "Ł3`G]Y`Àb[ h`k Y]h[ Y`YbX`j cb`XYf`E i U`hÀh`XYf  
Dfca dhg`UVž`X]Y`XYb`? ≠Dfc[ fUa a Yb`[ Y[ YVYb`k YfXYb` `U`gc`j cb  
XYf`b hY``][ Ybn`i bX`?ca dYhYbn`]fYf`a YbgWŁ`WŁYb`I gYf"

8cWŁ`gY`Vgh`XUbb`\_ÖbbYb`X]Y`Dfc[ fUa a Y`Ymh]WŁ`bi f`X]Y`b\U`hY  
j YfUfVY]hYb`i bX`]b`a Y`f`cXYf`a ]bXYf`YZZ`\_h]j Yf` : cfa  
k ]YXYf[ YVYbž`X]Y`g]WŁ`gWŁcb`]a `BYhn`VYZ]bXYb"" <Yfi a !gd]bbYb  
i bX`hfÀi a Ybž`ZUbhUg]YfYb`i bX`[ Ubni`bYi Y`≠XYb`gck ]Y  
@Ògi b[ gUbgaÀhY`Yb h k ]W\_Y`bž`XUg`\_ÖbbYb`X]Y`fY]b`c[ ]gWŁ  
XYb\_YbXYb`Dfc[ fUa a Y`fbcWŁ`b]WŁh"8 Ug`]gh`bcWŁ`Y]b`Df]j ]Y[  
j cb`i bg`A YbgWŁYb"

## 7\Uh; DH`\_Ubb`b]WŁh` ci h`cZ`h\Y`Vcl XYb\_Yb

CXYf`UbXYfg`Zcfa i`]Yfh`8]Y`Dfc[ fUa a Y`\_ÖbbYb`b]WŁh` ci h`cZ`h\Y  
Vcl`XYb\_Yb ""8Yg\U`V`\_Ubb`a Ub`a ]h`]fYf`<`]ZY`nk Uf`HYI hY`k ]Y  
Dcghg`ni f`@YUX!; YbYf]Yfi b[ `i bX`GhUbXUfX!A U`]g`ni f  
6Yn]Y`i b[ gdZY[ Y`a ]h`?i bXYb`YfghY`Ybž`X]Y`Ui Z[ fi bX`XYf`]b  
]\bYb`Ybh\U`hYbYb`Gh]WŁk cfhY`i bX` : cfa i`]Yfi b[ Yb`Y]bY`J ]Y`nU`  
XYf`UXfYgg]YfhYb`@YgYf`Ubgd fYWŁYb`/gdYn]Y`XUbbž`k Ybb`X]YgY  
Y]b][ Y[ Y`a Y]bgUa Y`A Yf\_a U`Y`Ui Zk Y]gYb` `k ]Y`ni a `6Y]gd]Y`ž  
XUgg`g]Y`U`Y`ZØf`dfcXi n]YfYbXY`I bhYfbY`a Yb`UfVY]hYbž`X]Y`a ]h  
@]YZfdfcV`Ya Yb`i bX`c\Yb`9bYf[ ]Y`cghYb`\_Àa dZYb`i bX`#cXYf  
Ui Z[ fi bX`XYg` : UWŁ!`i bX` : Ø\fi b[ g\_fÀZhYa Ub[ Y`g`DfcV`Ya Y`a ]h  
XYf`DYfgcbU`VYgWŁUZZi b[ `UVYb"

GWŁk ]Yf][ \_Y]hYb`VYfY]hYh`Yg`XYb`Dfc[ fUa a Yb`UVYf`a Y]gh`gWŁcbž  
X]Y`ja `BYhn`[ YZi bXYbYb`b\U`hY`gdfUWŁ`WŁ`gc`ni`j YfdUW\_Ybž`XUgg  
g]Y`X]Y`5XfYggUhYb`fUi Z[ fi bX`]fYf` : i b\_h]cb`]b`XYf`Cf[ Ub]gUh]cbž  
U`gc`ni a `6Y]gd]Y`K Yf\_g!ž`9]b\_Ui Zg!`cXYf`DYfgcbU`Y]hYfŁ`Ui WŁ  
Ya ch]cbU`Ubgd fYWŁYb` `k Ug]ja `A Uf\_Yh]b[ !`i bX`]bgVYgcbXYfY  
J Yfhf]YVgdfcnYgg`k ]WŁh][ `]gh"

⇒a '6&6!J Yfhf]YV`\_ca a h'a Ub'a ]h  
5``[ Ya Y]bd`ÀhnYb 'a Y]gh'b]W\h'k Y]h

8 Ug`Y]» h'k Ybb`Yg'i a `X]Y`U``[ Ya Y]bY`?i bXYbUbgd fUW\Y`Vnk "  
XUg` : `U[ [ Y!nY][ Yb!]a !A Uf\_h `[ Y\hž`\_ÒbbYb`X]YgY`GmghYa Y  
Xi fW\Ui g`\]ZfY]W\Y`Hcc`g'gY]b" 5bXYfg`g]Y\h'Yg`YXcW\`Ui gž'k Ybb  
Yg`]a '6&6!J Yfhf]YV`ni a '6Y]gd]Y`XUfi a `[ Y\hž`XYb  
?Ui ZYbhgW\Y]Xi b[ gdfcnYgg`]a '6i m]b[ !7YbhYf`[ Yk ]ggYf  
I bhYfbY\`a Yb`[ Yn]Y`h'j cfUbni hfY]VYb`cXYf`VY]`6YghUbXg\_i bXYb  
XYb`@]YZYfi a ZUb[ `ni `Yf\`O\Yb"

8 Ubb`\_ca a h'a Ub'a ]h`XYb`HYI h!`Vnk " `@Ögi b[ gj cfgW\`À[ Yb`XYf`? ≠  
Dfc[ fUa a Y'a Y]gh'b]W\h'k Y]h" 8Ybb`\]YfZØf`]gh`Yg`bchk YbX][ ž]b  
XYf`fgW\f]Zh]W\Yb`i bX`a ØbX`]W\YbŁ`?ca a i b]\_Uh]cb`a ]h`XYb  
N]Y`\_i bXYb`Ui ZXYb`gdYn]Z]gW\Yb`6YXUfZ`XYg`Yk Y`][ Yb  
I bhYfbY\`a Ybg`gck ]Y`XYf`9bhgW\Y]XYf`]b`]a `Y]bni [ Y\Yb`i bX  
]\bYb`]bX]j ]Xi Y`Y`DfcV`Ya `Ögi b[ Yb`ni `g\_]nn]YfYb`Vnk "  
Ui Zni nY][ Ybž`X]Y`XYfYb`≡gh]G]hi Uh]cb`i bX`fØbhk ]W`\_i b[ glŁN]Y`Y  
VYfØW\_g]W\h][ Yb"

? ≠GmghYa Y`g]bX`b]W\h`]a a Yf` ]bhY``][ Ybh ž  
UVYf``Y]ghi b[ gZÀ\][

8 ]Y`[ YbYfY`Y`GhÄf`Y`gc`W\Yf`? ≠Dfc[ fUa a g`k ]Y`7`Uh` DH`]gh`G]Y  
\_ÒbbYb`X]Y`]a `BYhn`VYfY]hg`j cf\UbXYbYb`≡Zcfa Uh]cbYb  
ni gUa a YbZUggYb`i bX`ghfi \_hi f]Yfh'k ]YXYf[ YVYb``G]Y`\_ÒbbYb`UVYf  
b]W\h`Y]bgW\ÄhnYbž`]bk ]Yk Y]h`X]YgY`ZØf`Y]bnY`bY`I bhYfbY\`a Yb  
fY`Yj Ubh'g]bX``G]Y`\_ÒbbYb`ni XYa `b]W\h`Y]bgW\ÄhnYbž`]bk ]Yk Y]h  
X]Y`VYhfYZZYbXYb`≡Zcfa Uh]cbYb`Ui W\`\_ØbZh[ `bcW\`fY`Yj Ubh'gY]b  
k YfXYb` `ni a '6Y]gd]Y`ž'k Y`]U\_hi Y``X]Y`DfY]gY`Xi fW\`X]Y`8YW`Y  
[ Y\Yb`cXYf# bX`g]W\`X]Y`?i bXYbk ØbgW\Y`a Ugg]j `ÄbXYfb``5`gc  
\_ÒbbYb`g]Y`Ui W\`b]W\h`\]YfUi ZUi ZVUi YbX`Yhk Ug`BYi Ygž  
Ni \_i bZh'gk Y]gYbXYg`Ybhk ]W`Y`b"

8 Yg\U`V`Ya dZ]Y\`h'g]W\`VY]`U``Yb`j cb`? ≠GmghYa Yb  
j cf[ YgW\`U[ YbYb`DfcV`Ya `Ögi b[ Yb`Y]bY`D`Ui g]V`]hÄhg!DfØZi b[ "  
8Ybb` ]bhY``][ Ybh `g]bX`X]YgY`GmghYa Y`bi f`gY\`f`VYX]b[ h`g]Y`g]bX

UVYf`YI hfYa `Y]ghi b[ gZÀ\][ ž'gcZYfb`g]Y`j cb`A YbgWXYb`\_`i [ dfc[ fUa a ]Yfh`i bX`[ i h`hfU]b]Yfh`k i fXYb"

8]Y` ; YZU\ f`XYf`5V\ Āb[ ][ \_Y]h`j cb`? =

; YfUXYž`k Y]`X]Y`? ≠Dfc[ fUa a Y`gc`Y]ghi b[ gZÀ\][ `i bX`VY]  
5i Z[ UVYbž`X]Y`XUg`J YfUfVY]hYb`j ]Y`Yf`8UhYb`YfZcfXYfbž`i bg  
A YbgWXYb`gc`\Ui g\cW\ØVYf`Y[ Yb`g]bXž`fi \h`a Y]bYg`9fUW hYbg  
`YXcW`Y]bY`[ fc»Y` ; YZU\ f`b`Y]bYf`gY\ f`]bhYbg]] Yb`? ≠Bi hni b[ `  
b]W h`bi f`ja `A Uf\_Yh]b[ !`i bX`J Yfhf]YVgVYfY]W ž`gcbXYfb`VY]`U`Yb  
DfcnYggYbž`X]Y`Yhnh]W\`Ui W\`9bhgWXY]Xi b[ Yb`YfZcfXYfbž  
gW\`U[ Yb`k ]f`X]YgYb`cXYf`YbYb`K Y[ `Y]b"

; YfUXY`k Y]`X]Y`? ≠GmghYa Y`cZh]a `<UbXi a XfY\Yb`ni a ]bXYgh  
n]Y`ZØ\ fYbX`YfgWXY]bYbXY`@Øgi b[ gj cfgW\`À[ Y`dfĀgYbh]YfYbž  
Z]bXYh`Y]bY`YW hY`DfØZ b[ `j cb`X]YgYb`]a `6Yhf]YVgU`hU[ ` \Āi Z]  
b]W h`a Y\ f`ghUhh` `gY]`Yg`Ui g`6Yei Ya `]W\`Y]h`cXYf`Ui Z[ fi bX`Y]bYf  
5fVY]hgØVYf`Ughi b[ "CXYf`k Y]`XUg`Y][ YbghĀbX][ Y`9bhk ]W\_Y`b`j cb  
@Øgi b[ Yb`X]Y`l gYf`gW\`]W h`ØVYfZcfXYfhž`k Ug`g]Y`g]W\`i bX`#cXYf  
UbXYfYb`YXcW\`b]W h`Y]b[ YghY\Yb`a ØW hYbž`k Yg\U`V`g]Y`]]YVYf  
Y]b`? ≠GmghYa `VYžFU[ Yb`U`g`VY]gd]Y`gk Y]gY`Y]bYb`? c`Y[ Yb`ni  
V]hhYb` ?Ubbgh`Xi `a ]W\`XUVY]`i bhYfghØhYbž 3

⇒a `6&6!J Yfhf]YV`[ Y\Yb`k ]W h][ Y`G\_]`g  
j Yf`cfYb

8Ug`\Y]» hž`X]Y`ZØf`XYb`J Yfhf]YV`j YfUbhk cfh]WXYb`A ]hUfVY]hYf`i bX  
: Ø\fi b[ g\_fĀZhY`bY\`a Yb`[ Yk ]ggY`5i Z[ UVYbž`X]Y`ni `]\fYf`i b\_h]cb  
[ Y\ØfYbž`b]W h`a Y\ f`cXYf`bi f`bcW\`VYX]b[ h`k U\ fž`k ]Y`Yhk U`XUg  
6Y!XYb\_Yb`[ Yk ]ggYf`K YW\gY`k ]f\_i b[ Yb`i bX`GUW\nk Āb[ Y`VY]`XYf  
@Øgi b[ gZ]bXi b[ ž`XUg`8i fW\!XYb\_Yb`XYf`@Øgi b[ g]XYYb`VYnØ[ `]W  
]\fYf`A UWVUf\_Y]h`]b`Y]bYa `VYgh]a a hYb  
l bhYfbY\`a Ybgi a ZY`Xž`XUg`E i Yf!XYb\_Ybž`i a `a Ø[ `]WXY  
U`hYfbUh]] Y`DfcV`Ya `Øgi b[ Yb`ni `YbhXYW\_Yb"

8]Yg`\_Ubb`a ]h`XYf`NY]h`XUni `ZØ\ fYbž`XUgg`VY]`]\bYb`[ Yk ]ggY  
]bhY`Y\_hi Y`Y` : Ā\][ \_Y]hYb`b]W h`a Y\ f`fk Y]hYf!ŁYbhk ]W\_Y`h`k YfXYbž

X]Y`g]Y`Z0f`Y]bY`dfcZYgg]cbY`Y`A Uf\_hVYUfVY]hi b[ `i bX`Y]b  
[ Yn]Y`hYg` : 0\fyb`XYf`?i bXYb`ni f[ Yk 0bgW\hYb`?Ui ZYbhgW\Y]Xi b[  
VfUi W\Yb"

8Ugg`VY]`Y]bYf`]bhYbg]j Yb`Bi hni b[ `X][ ]hU`Yf`Hcc`gž`X]Y  
nk Y]ZY`gc\bY`k Yfhj c``Y`<]Zga ]hhY`g]bXž`cZh`Ui W\`G\_]`g`j Yf`cfYb  
[ Y\Ybž`VYcVUW\hY`]W\`VY]`a Y]bYb`7cUW\]b[ g`]a a Yf`k ]YXYf`"Gc  
ni a `6Y]gd]Y`ž`k Ybb`]W\`a ]h`† b[ Yb`JYfhf]YV`Yfb`ni `?i bXYb`ZU\fy`  
: i b\_h]cb]YfhXUbb`XUg`BUj ]`b]W\h`cXYf`k i fXYb`8UhYb`b]W\h  
\_cffY\_hY]b[ Y[ YVYbž`ZY`\`h]\bYb`\Yi hY`b]W\hgY`hYb`Y[ `]W\Y  
Cf]Ybh]Yfi b[ ž`k ]Y`\_ca a Y`]W\`Ubg`N]Y`"

≠bhY`Y`\_hi Y`Y`5V\Àb[ ][\_Y]h`j cb`XYb`? ≠  
GmghYa Yb`j Yfa Y]XYb

9VYbgc`ghY`Y`]W\`]b`JYf`\_Ui ZghfU]b]b[ g`]a a Yf`k ]YXYf`ZYgh`J]Y`Y  
`0b[ Yfy`JYf`\_Ai ZYf`g]bX`]a `?cdžFYW\byb`b]W\h`a Y`f`Z]hž`k Y`]g]Y`]a  
5``hU[ `FYW\YbUi Z[ UVYb`ghYhg`a ]h`Y]bYa `HUgW\YbfYW\byf``0gYb`  
8UVY]`]gh`X]YgY`?ca dYhYbn`ni a `6Y]gd]Y`]b`DfY]gj Yf`Ubx`i b[ Yb  
cZh`k ]W\h[ ž`VY]gd]Y`gk Y]gY`i a `[ YXUb`\_]W\`ni `0VYfgW\`U[ Ybž  
k Y`W\Y`5i gk ]f`\_i b[ Yb`Y]b`dchYbn]Y`Yf`DfY]gbUW\`Ugg`Ui Z`X]Y  
; Yk ]bba Uf[ Y`\Uh"

8Ugg`Y]b`À\b`\_]W\Yf`JYf`i gh`j cb` : À\][ \_Y]hYb`Ui W\`a ]h`Y]bYf  
]bhYbg]j Yb`Bi hni b[ `j cb`? ≠Dfc[ fUa a Yb`k ]Y`7\Uh` DH  
Y]b\Yf[ Y\Yb`\_0bbhYž`XUf0VYf`gc`hYb`l bhYfbY\`a Yb`ni a ]bXYgh  
bUW\XYb`\_Ybž`i a `ni `j Yf\]bXYfbž`XUgg`]fY`A Uf`\_Yh]b[ !`i bX  
JYfhf]YVga ]hUfVY]hYf`j cb`XYf`\_0bgh`]W\Yb`≠bhY`][ Ybn`]bhY`Y`\_hi Y`  
UV\Àb[ ][ `k YfXYb`i bX`X]Y`?ca dYhYbn`j Yf`]Yfyb`ni `W\YW`\_Ybž`cV  
XYfyb`@0gi b[ gj cfgW\`À[ Y`0VYf`\_Ui dh`n]Y`Z0\fybX`g]bX"

? ≠GmghYa Y`]a `6&6!J Yfhf]YV`gY`Y`\_h]j `i bX  
[ Yn]Y`h`bi hnYb

8]Y`j cfUb[ Y[ Ub[ YbYb`5i gZ0\fi b[ Yb`gc``Yb`\_Y]b`Jchi a `[ Y[ Yb  
Y]bY`Bi hni b[ `j cb`7\Uh7DH`7c`]a `A Uf`\_Yh]b[ !`i bX  
JYfhf]YVgdfcnYgg`gY]b`"≠a `; Y[ YbhY]``5i W\`k ]f`j cb`D9H9F

G7<F9-69F / 'D5F HB 9F 'WXYW\_Yb'i bhYf'XYf', VYfgWxf]Zh' K YV!  
5]XYX!GY''b[ 'fK "5"G"Ł 'gY]h'J\fybž'k ]Y'a Ub'XUg'÷bhYfbYh'i bX  
GcW]U'A YX]U'ZØf'XYb'J Yfhf]YVgYfZc'[ 'bi hmYb' \_Ubb'"GY]h'5bZUb[  
XYg'J\fyg'hi b'k ]f'X]Yg'Ui W'VYnØ[ ' ]W'XYf'A Ò[ ' ]W\_Y]hYbž'X]Y' ? ÷  
GmghYa Y'ni a 'C dh]a ]YfYb'XYg'GU'YgZ' bbY''ja '6&6!J Yfhf]YV  
V]YhYb"

8UVY]'gWÅ'h'g]W'Zc'[ YbXY': Ui ghfY[ Y''\YfUi g. '÷ '6YfY]W  
K YfVi b[ 'Vnk "'k Ybb'Yg'df]a Åf'XUfi a '[ Y\hž'X]Y' 5hYbh]cb 'Vnk "  
5i Za Yf\_gUa \_Y]h'XYf'N]Y'\_i bXYb'ni 'k YW\_Yb'i bX'[ YbYfY''ZØf'X]Y  
[ Yk ØbgW'hY'6Y\_Ubbh\Y]h'Y]bYg'i bhYfbY\ a Ybg'cXYf'DfcXi \_hg'ni  
gcf[ Ybž'Yfk Y]gYb'g]W'gc'W'Y'Hcc'g'k ]Y'7\Uh' DH'U'g'gY\ f  
\]'ZfY]W"'÷'k Y]hYf'XYf'J Yf\_Ui Zg! 'Vnk "'J Yfhf]YVgdfcnYgg'VYnc[ Yb  
Ui Z[ Yk ]ggY'?i bXYb'YXcW'Zcfh[ YgWxf]hYb' ]ghž'i a gc'ghÅf\_Yf' ]gh  
XYf'J Yf\_Åi ZYf'a ]h'gY]bYf'9fZU\fi b[ ž'A Uf\_h\_Ybbhb]g'i bX  
Ya ch]cbU'Yb'÷bhY''[ Ybn'[ YZfU[ h"

?cb\_fYh'\Y]»h'X]Yg.'8Yf': U\_hcf'A YbgW'j Yf' ]Yfh'VY]'Y]bYf  
j YfghÅf\_hYb'? ÷Bi hni b[ 'ja 'J Yfhf]YV'b]W'h'Ub'6YXYi hi b[ ž'gc'Ub[ Y  
k ]f'X]YgY'Hcc'g'[ Yn]Y'h'bi hmYb'i bX'i bg'b]W'h'gY'Vgh'ni 'XYfYb  
<UbX'Ub[ Yfb'XY[ fUX]YfYb"  
DYhYf'GWxfY]VYf

Ni a '5i hcf

DYhYf'GWxfY]VYf' ]gh'÷\UVYf'XYf'6&6!J Yfhf]YVg!'i bX  
A UbU[ Ya YbhVYfUhi b[ 'D9H9F 'G7<F9-69F / 'D5F HB 9F ' ]b'÷gZY'X  
VY]'<Y]'Vfcbb'f**k k k "gWxfY]VYf!hfU]b]b[ "XYŁ"**9f' ]gh'i "U"  
FYZfYbh'Ub'XYf'÷? !5\_UXYa ]Y'A ØbW'Yb' ]b'K YghYf\Ua 'i bX'VY]  
K 9?5'÷Xi ghf]Ya YX]Yb' ]b'K ]Yb'gck ]Y'@Y\fVYUi ZhfU[ hYf'Ub'XYf  
<cW'gW'i 'Y'A Ubb\Y]a "

6Ygi W'Yb'G]Y'i bg'Ui Z.'ZY]gW'i bXWŁ"Uh