



PRE-INTERMEDIATE BUSINESS ENGLISH COURSE BOOK

NEW EDITION

MARKET LEADER



David Cotton David Falvey Simon Kent



www.longman.com



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David Cotton David Falvey Simon Kent

with John Rogers



Map of the book

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Unit 12 Products page 106	Discuss your favourite products	Reading: Fruits of the rainforest – <i>Financial Times</i> Listening: Five people talk about the best thing they have ever bought	Adjectives for products Passives	Presenting a product	Minerva A.G.: Choose innovative products for a store Writing: report
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What is Market Leader and who is it for?

Market Leader is a pre-intermediate-level business English course for businesspeople and students of business English. It has been developed in association with the *Financial Times*, one of the leading sources of business information in the world. It consists of 12 units based on topics of great interest to everyone involved in international business. This new edition features new authentic texts and listenings throughout, reflecting the latest trends in the business world.

If you are in business, the course will greatly improve your ability to communicate in English in a wide range of business situations. If you are a student of business, the course will develop the communication skills you need to succeed in business and will enlarge your knowledge of the business world. Everybody studying this course will become more fluent and confident in using the language of business and should increase their career prospects.

The authors



David Falvey (*left*) has over 20 years' teaching and managerial experience in the UK, Japan and Hong Kong. He has also worked as a teacher trainer at the British Council in Tokyo, and is now Head of the English Language Centre and a Principal Lecturer at London Metropolitan University.

Simon Kent (*centre*) has over 15 years' teaching experience, including three years as an in-company trainer in Berlin at the time of German reunification. He is currently a Senior Lecturer in business and general English, as well as having special responsibility for designing new courses at London Metropolitan University.

David Cotton (*right*) has over 35 years' experience teaching and training in EFL, ESP and English for Business, and is the author of numerous business English titles, including *Agenda*, *World of Business*, *International Business Topics*, and *Keys to Management*. He is also one of the authors of the best-selling *Business Class*. He is a Senior Lecturer at London Metropolitan University.

John Rogers, who contributed new material to this edition, is also the author of the Practice Files at each level of the series.

What is in the units?

Starting up

You are offered a variety of interesting activities in which you discuss the topic of the unit and exchange ideas about it.

Vocabulary

You will learn important new words and phrases which you can use when you carry out the tasks in the unit. A good business dictionary, such as the *Longman Business English Dictionary*, will also help you to increase your business vocabulary.

Discussion

You will build up your confidence in using English and will improve your fluency through interesting discussion activities.

Reading

You will read authentic articles on a variety of topics from the *Financial Times* and other newspapers and books on business. You will develop your reading skills and learn essential business vocabulary. You will also be able to discuss the ideas and issues in the articles.

Listening

You will hear authentic interviews with businesspeople. You will develop listening skills such as listening for information and note-taking.

Language review

This section focuses on common problem areas at pre-intermediate level. You will become more accurate in your use of language. Each unit contains a Language review box which provides a review of key grammar items.

Skills

You will develop essential business communication skills such as making presentations, taking part in meetings, negotiating, telephoning, and using English in social situations. Each Skills section contains a Useful language box which provides you with the language you need to carry out the realistic business tasks in the book.

Case study

The Case studies are linked to the business topics of each unit. They are based on realistic business problems or situations and allow you to use the language and communication skills you have developed while working through the unit. They give you the opportunity to practise your speaking skills in realistic business situations. Each Case study ends with a writing task. A full writing syllabus is provided in the Market Leader Practice File.

Revision units

Market Leader Pre-Intermediate also contains four revision units, based on material covered in the preceding three Course Book units. Each revision unit is designed so that it can be done in one go or on a unit-by-unit basis.

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OVERVIEW ▼

- Vocabulary**
Career moves
- Reading**
Ten ways to improve your career
- Listening**
Discussing ways to improve your career
- Language review**
Modals 1: ability, requests and offers
- Skills**
Telephoning: making contact
- Case study**
Fast-Track Inc.



Nothing will work unless you do.

Maya Angelou, US author

Starting up

A Discuss these questions.

- 1 How ambitious are you?
- 2 Do you have a career plan? Where do you want to be in 10 years' time?
- 3 Which of the following would you prefer to do?
 - a) Work for one company during your career
 - b) Work for several different companies
 - c) Work for yourself

B Which of the following areas do you work in (or would you like to work in)? Why?

- | | |
|-----------------------|----------------------------------|
| 1 Sales and marketing | 4 Administration and personnel |
| 2 Finance | 5 Production |
| 3 Management | 6 Research and development (R&D) |

C What should you do to get ahead in your career? Choose the four most important tips from the list below. Compare your ideas in a group and try to agree on a final choice.

- 1 Change companies often
- 2 Use charm with your superiors
- 3 Attend all meetings
- 4 Go to your company's social functions
- 5 Be energetic and enthusiastic at all times
- 6 Be the last to leave work every day
- 7 Find an experienced person to give you help and advice
- 8 Study for extra qualifications in your free time

Vocabulary

Career moves

A The phrases below all include the word *career*. Match them to their correct meanings. Use a good dictionary to help you.

- | | |
|------------------------|--|
| 1 career move | a) chances to start/improve your career |
| 2 career break | b) ideas you have for your future career |
| 3 career plan | c) something you do in order to progress in your job |
| 4 career opportunities | d) period of time away from your job to, for example, look after your children |

B Complete these sentences with the verbs from the box. Use a good dictionary to help you.

make take ~~have~~ decide offer

- Employees in large multinationals *have* excellent career opportunities if they are willing to travel.
- Some people a career break to do something adventurous like sailing round the world or going trekking in India.
- One way to a career move is to join a small but rapidly growing company.
- Certain companies career opportunities to the long-term unemployed or to people without formal qualifications.
- Ambitious people often on a career plan while they are still at school or university.

C Look at the groups of words below. Cross out the noun or noun phrase which doesn't go with the verb in each group.

- | | | | |
|---------------|---|---------------|---|
| 1 <i>make</i> | a fortune
progress
a living
a training course | 4 <i>do</i> | research
a mistake
a job
your best |
| 2 <i>get</i> | progress
a promotion
the sack
a nine-to-five job | 5 <i>take</i> | a pension
time off
early retirement
a break |
| 3 <i>earn</i> | a bonus
a part-time job
money
40 thousand | 6 <i>work</i> | flexitime
anti-social hours
overtime
an office job |

D Complete each sentence with the appropriate form of a word partnership from Exercise C.

- Goran is 59, but he does not want to In fact, he is taking on more work!
- When you, you can arrange your own schedule, so this is very convenient when you have children.
- Luke is quite ambitious and does not want to be a sales assistant all his life. In fact, he hopes to very soon.
- Most university lecturers have to in their specialist area.
- In addition to your salary, you will for achieving monthly targets.

Reading

Ten ways to improve your career

A Discuss these questions in pairs.

- 1 What helps when trying to move ahead in your career? Think about personal factors (e.g. ambition, motivation, etc.) and workplace factors (e.g. promotion opportunities, etc.).
- 2 What practical advice could you give to someone who wants to get ahead in their career? Make a list of three to five points.

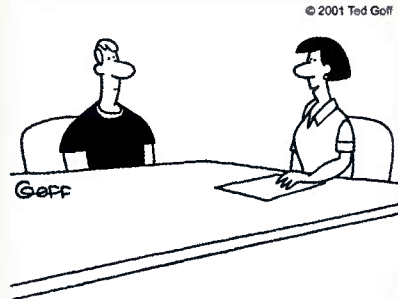
 Vocabulary file page 157

B Scan the article quickly to find out if any of the points you have listed in Exercise A are mentioned.

Ten ways to improve your career

Ajilon Finance, a leading staffing and recruiting services firm, offers the following tips for getting ahead in your career.

- 1 Make a list of your priorities and outline your tasks for the day. Write down your short- and long-term goals, evaluate your progress frequently and stay focused.
- 2 Are you really present? You may physically be at work, but are you there mentally?
- 3 Learn how to work through others. Delegating tasks is an important skill to master at any level.
- 4 Always look for opportunities to broaden your skills. For example, you can attend professional development seminars.
- 5 Socialise with colleagues. This will help you learn about what's happening in other departments.
- 6 Create your own goals. Determine where you want to be professionally and what skills you need to reach that goal.
- 7 Be comfortable with being uncomfortable. Accept challenges that force you to try something new.
- 8 Be clear about what you want. If you believe you deserve a promotion, ask for one.
- 9 Take time off and relax. Attending to your personal life and doing things that make you happy will help your performance at work.
- 10 Seek satisfaction. If you're disappointed by your current career, look for ways to transform your job into more of what you want. If this does not solve the problem, maybe it's time to look for a new position.



"You're in line for a promotion. Unfortunately, the line is six miles long."

'If you follow this advice, you will significantly increase your opportunities to earn more money, get promoted sooner and move ahead faster,' says Mr Lebovits, President and Chief Operating Officer of Ajilon Finance.

From *Business Wire*

C Decide which tip each of the following sentences could be added to.


	Tip		
a) These are also a great way to network with influential people.	2	3	4
b) Each day, take a small step that brings you closer to that target.	5	6	7
c) If your boss refuses, ask him or her what you need to achieve in order to qualify for one.	6	7	8
d) It will also establish you as a team player within the company.	5	9	10
e) Pay attention to every single task that you do.	1	2	3
f) You may discover a secret talent or a hidden passion.	2	7	8

D Match the verbs (1–5) with the noun phrases (a–e) to form expressions from the article.

- | | |
|----------------|--------------------|
| 1 to reach | a) a promotion |
| 2 to get ahead | b) a skill |
| 3 to evaluate | c) a goal |
| 4 to deserve | d) in one's career |
| 5 to master | e) one's progress |

E In pairs, discuss which three of the ten tips in the article are the most important.

Listening
Improving your career

A  **1.1 Listen to two people, Debbie and Nikola, discussing *Ten Ways to Improve Your Career*. Complete the table below with the number of the three tips they consider the most helpful.**

	Debbie	Nikola
1	Tip no	Tip no
2	Tip no	Tip no
3	Tip no	Tip no

B Discuss these questions.

- 1 What do you think is the relationship between Debbie and Nikola? Why?
- 2 In your opinion, where are they from, and how old are they?

C  **1.2 Listen to these extracts from the discussion and complete them.**

- Debbie If you want to move ahead in your career, you also need to evaluate your progress regularly. If you do that, you get a better idea of¹, and also of the areas that you need to².
- Debbie When a challenge presents itself, you have to³. If you play it safe all the time, if you just settle⁴, you'll never move ahead in your career.
- Nikola If you always do what you've always done, you'll only get⁵.

D Look at Nikola's comment in Exercise C. Do you agree with it? Why (not)?

Language review

Modals 1: ability, requests and offers

Modal verbs are very common in English. Match these functions to the examples: making an offer, describing ability, making a request.

- | | |
|---------------------------------------|---|
| • | • |
| <i>Can you help me?</i> | <i>I can speak French and Spanish.</i> |
| <i>Could you repeat that, please?</i> | <i>He could speak four languages before he was ten.</i> |
| • | |
| <i>Can I help you?</i> | |
| <i>Would you like a drink?</i> | |

➔ page 118



A Rearrange the words in 1 to 9 to make questions from a job interview. Then decide whether each question is a) making a request, b) making an offer or c) asking about ability.

- 1 get you can I anything?
Can I get you anything? (making an offer)
- 2 details contact your confirm I could?
- 3 can you software package use this?
- 4 speak languages any other you can?
- 5 about tell you job us your present more could?
- 6 tell your current salary me you could?
- 7 would you as soon as possible your decision let us know?
- 8 start you when can?
- 9 like coffee some more you would?

B Match the questions in Exercise A with the interviewee's answers below.

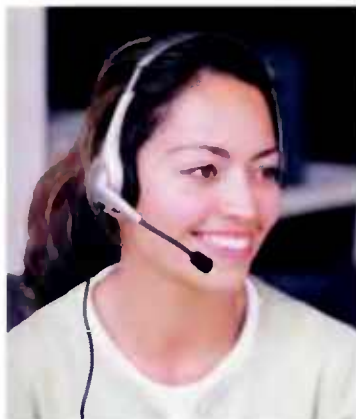
- a) It's 43 thousand. *b*
- b) Yes, I use it a lot in my current job.
- c) I can let you know next week.
- d) Thank you. A coffee, please.
- e) Yes, the address is the same, but my e-mail has changed.
- f) I'd love some. Thank you.
- g) Well, I'm currently responsible for European sales.
- h) Yes, I can speak French and Spanish.
- i) My notice period is two months.

C Complete these sentences with the appropriate form (positive or negative) of *can*, *could* or *would*.

- 1 I like to work overtime, even if the pay was very good.
- 2 I speak any foreign languages when I was ten years old.
- 3 I use a computer of course, but unfortunately I use spreadsheets. It's something I really want to learn.
- 4 If possible, I like to work regular hours.
- 5 Five years ago, I speak English at all.

D Tick the sentences in Exercise C that are true for you. Rewrite the other ones so as to make them true. Then discuss your answers in pairs.

Skills

Telephoning:
making contact

A What kinds of telephone calls do you make in English? What useful telephone expressions do you know?

B 1.3, 1.4, 1.5 Listen to three phone calls and answer these questions.

- 1 What is the purpose of each call? 2 Do the callers know each other?

C 1.3 Listen to the first call again. Complete the expressions on the right so they have the same meaning as the ones on the left.

- | | |
|-------------------------------------|--|
| 1 Can I talk to ...? | I'd ... <u>like</u> ... <u>to</u> ... <u> speak </u> ... <u> to </u> ... |
| 2 Just a moment ... | Thank you. |
| 3 I'll connect you. | I'll |
| 4 Am I speaking to Carmen Diaz? | Hello. Carmen Diaz? |
| 5 Yes, it's me. | |
| 6 The reason I'm calling is ... | Yes, I'm your advert ... |
| 7 Can I have your name and address? |
your name and address? |

D 1.4 Listen to the second call again and complete these phrases.

- A Hello. ... Could .. I .. speak ..¹ to Andrea, please?
 B² she's not here at the moment. Can I³ a⁴?
 A Yes, please.⁵ Jacques from Intec.⁶ you
⁷ her I won't be able to⁸ the training course on Saturday.
 She can⁹ me¹⁰ if there's a problem. I'm¹¹
 0191 498 0001.
 B OK. Thank you. Bye.

E 1.5 Listen to the third call again. Underline each phrase the speaker uses.

- Dave Hi, John. Dave here.
 John Oh, hello, Dave. How are things? / How are you?¹
 Dave Fine, thanks. Listen, just a quick word / quick question.²
 John Yeah, go ahead.
 Dave Do you think you could give me / let me have³ the fax number for Workplace Solutions? I can't get through to them. Their phone's always busy / engaged.⁴
 John I've got it here / right in front of me.⁵ It's 020 7756 4237.
 Dave Sorry, I didn't hear / catch⁶ the last part. Did you say 4227?
 John No, it's 4237.
 Dave OK. Thanks. Bye.
 John No problem. / Don't mention it.⁷ Bye.

F Study the Useful language box below. Then role-play the telephone calls.

Student A: Turn to page 136.

Student B: Turn to page 139.

Useful language

Making calls

Could I speak to Laurie Thompson, please?
 Yes, this is Ernesto Badia from KMV.
 I'm calling about ...
 Could you tell him/her that I rang?
 Could you ask him/her to call me back?

Receiving calls

Who's calling, please?
 Could you tell me what it's about?
 I'll put you through.
 Can you hold?
 I'm afraid there's no answer. Can I take a message?



Background

Fast-Track Inc., based in Boston, US, sells corporate training videos and management training courses. Fast-Track is looking for a new Sales Manager for its subsidiary in Warsaw, Poland. Fast-Track advertised the vacancy only inside the company as it believes in offering career opportunities to its staff.

The subsidiary's recent sales results were poor. Sales revenue was 30% below target. The reasons are:

- Sales representatives are not motivated and staff turnover is high.
- The previous manager had no clear strategy for developing sales in the area.
- Very few sales contracts were made.

A new appointment

There are three candidates for the position. They all already work for Fast-Track either in Boston or in Poland. Here is an extract from the job description for the position.

The successful candidate will be responsible for:

- developing sales, achieving results and increasing customer numbers
- managing the sales team so that it is more motivated, dynamic and effective

He/She will be:

- a natural leader
- energetic, confident and outgoing

He/She will have:

- strong sales ability
- organisational and interpersonal skills
- a good academic background and suitable experience
- numeracy skills and the ability to handle administration
- linguistic ability

The position will involve frequent travel throughout the region.

Profiles of the candidates

🔗 1.6, 1.7, 1.8 Read the essential information about each candidate on page 13. Then listen to the interview extracts.



Barbara Szarmach

Polish, aged 30

Education Finished secondary school. Diploma in Marketing.

Experience Has worked for Fast-Track as a sales representative since leaving school. Has a good knowledge of computing.

Achievements Has had the best sales results of the team during the last five years.

Languages Excellent Polish and Russian. English – good vocabulary but not very fluent.

Interviewer's comments Very strong personality. Energetic and confident. Sometimes appeared aggressive during the interview. Will she be a good team player?



Tadeusz Vajda

Polish, aged 52

Education University degree (Engineering)

Experience Wide experience in a variety of industries. Joined Fast-Track five years ago as Regional Manager for the south of Poland.

Achievements Has been fairly successful, increasing sales by 12% over the five-year period.

Languages Fluent Polish and English.

Interviewer's comments Very calm and relaxed, he moves and talks slowly. A hard worker. Not creative but happy to get ideas from the creative members of a team. Current staff think he is practical and reliable.



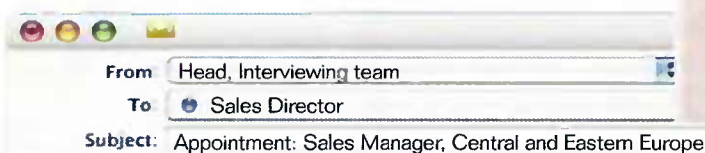
Task

- 1 Work in groups. You are members of the interviewing team. Discuss the strengths and weaknesses of each candidate. Decide who to select for the vacant position. Note down the reasons for your choice.
- 2 Meet as one group. Discuss your choices. Decide who should fill the vacant position.

Writing

Complete this e-mail from the head of the interviewing team to Liz Steiner, Sales Director of Fast-Track. Write about at least three strengths of the candidate you have chosen. Then explain how these strengths relate to the job description.

 *Writing file* page 133



Dear Liz,

We recently interviewed three candidates for this position.

We have decided to appoint ...

I will briefly describe the candidate's strengths and explain the reasons for our decision. ...

Eva Rheinberger

German, aged 42

Education University degree (History)

Experience Over 15 years as a sales representative in Germany, the US and Poland. Joined Fast-Track a year ago.

Achievements A good sales record in all her previous jobs. In her first year with Fast-Track her sales results have been satisfactory.

Languages Fluent German, English and Polish.

Interviewer's comments Quiet but knows her own mind. Rather nervous at the interview. Might be good at team building but would probably depend too much on other people. Likes administration. Didn't seem to have many ideas about the future of the company.



OVERVIEW

- Vocabulary**
Shopping online
- Listening**
Multi-channel retail
- Reading**
Worry for retailers
- Language review**
Modals 2: *must, need to, have to, should*
- Skills**
Negotiating: reaching agreement
- Case study**
Lifetime Holidays



Bad ideas don't get better online.
IBM advertisement

Starting up

books and magazines
designer clothes CDs
perfume holidays
groceries jewellery
travel/concert tickets

Vocabulary

Shopping online

- A** What do you or don't you like about shopping? What are the advantages of shopping online?
- B** Which of the items on the left have you bought online? Why?
- C** Which of those items would you *not* buy online, and why? Give three reasons why some people prefer not to buy goods and services online.
- A** Choose the correct word to complete each sentence.
- 1 We offer a *discount* to customers who buy in bulk.
a) refund b) discount c) delivery
 - 2 We ask customers who are not fully satisfied to goods within seven days.
a) discount b) refund c) return
 - 3 In order to get a full, customers must send back goods in the original packaging.
a) discount b) refund c) return
 - 4 Goods will be within 24 hours of your order.
a) despatched b) purchased c) exchanged
 - 5 Goods are kept in our until ready for delivery.
a) stock b) storage c) warehouse
 - 6 Products and services offered at a large discount are generally a(n)
a) sale b) bargain c) offer

- B** Combine words from boxes A and B. Make phrases that match the definitions (1–7). For example, *credit card details* – 2 *the name, number and expiry date on your credit card.*

A
 credit card cooling off money back
 method of interest-free out of after-sales

B
 guarantee stock period credit
 -details service payment

- 1 the time when you can change your mind and cancel an order
- 2 the name, number and expiry date on your credit card
- 3 the way you choose to buy the goods you want
- 4 when you can pay some time after you buy, but at no extra cost
- 5 when the goods you require are not available
- 6 a promise to give your money back if you are not happy
- 7 the help you get from a company when you start to use their product

Listening

Multi-channel retail



▲ Indira Thambiah

- A** Work in pairs. Discuss which words from the box you could use to complete the sentences below about Argos, the UK's largest multi-channel retailer.

channel enquire identical integrated online
 order run store telephone website

- 1 Our experience shows that customers will sometimes buy, sometimes order on the and sometimes go into the stores to pick up goods. So we need to understand what our customers want.
- 2 Our operations are fully integrated. The prices that we show on the are to the prices that you would pay in the
- 3 You can call up a call centre and about an that you placed through any
- 4 We don't operations side by side; we run a truly multi-channel offer.

- B** 2.1 Now listen to the interview with Indira Thambiah, Head of E-Commerce at Argos, and complete the sentences in Exercise A.
- C** 2.2 Here are some of the keys to successful online selling, in Indira's experience. Listen to the second part of the interview and number each point in the order in which she mentions them.
- a) to be very clear about the price of the product and about any promotions
 - b) to be very clear to the customer about what the delivery options are
 - c) to provide good images and good information
 - d) to understand or recognise what the customer wants
- D** Work in pairs. Discuss whether you think these statements are true or false.
- 1 A lot of people research products online and then go to the store to pick that product up.
 - 2 Customers on the high street behave very differently from customers online.
 - 3 A good website is one that is easy to navigate, easy to find, and easy to transact with.
- E** 2.3 Listen to the last part of the interview. Are the statements in Exercise D true or false, in Indira's experience?

Reading

Worry for retailers

- A** In pairs, discuss two positive and two negative ways in which online shopping affects the retail business.
- B** Match these words and phrases from the article (1–7) with their meanings (a–g).
- | | |
|---------------------|---|
| 1 the high street | a) a situation in which you have to make a very difficult choice |
| 2 cut-throat | b) to go to different shops to compare prices and quality before you buy something |
| 3 a dilemma | c) operating in a building, not on the Internet |
| 4 bricks-and-mortar | d) the difference between the cost of buying or producing something and the price you sell it for |
| 5 dual pricing | e) the street in a town where you can find most shops and banks |
| 6 a margin | f) setting two different prices online and in shops for the same goods |
| 7 to shop about | g) extremely or unfairly competitive |
- C** Skim the article and find out why some retailers are worried.

Worry for retailers as web shopping clicks into place

by Elizabeth Rigby

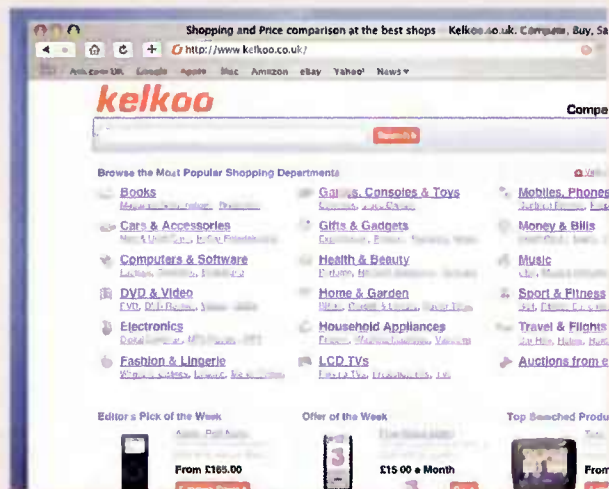
For traditional stores, online shopping has become a cause for concern in a difficult retail environment. The Internet is accounting for more spending than ever. In addition, it also makes it easier for consumers to compare prices across a far bigger selection of items than a trip to the high street.

'The way the Internet encourages people to shop about is having a big impact on the market,' says Nick Gladding of Verdict Research, a consultancy. Internet retailers have been able to offer cut-throat prices because they do not have to bear the cost of

running a physical shop.

Price-comparison websites such as Kelkoo, where a shopper can compare prices on any product from DVDs to Prada perfume to get the best deal, make the market even more competitive. 'It is a lot more competitive online because you are always just one click away from a rival,' says a CEO.

Retailers selling electrical goods have been particularly hit by the Internet, as items such as televisions and DVD players become more common purchases. This creates a dilemma for retailers who sell products both online and in shops.



Some bricks-and-mortar retailers are adopting a model of dual pricing in order to keep their position online while maintaining margins in their shops. Mr Gladding says dual pricing will become harder to practise as consumers become better at surfing the Internet. 'In the longer run, prices must come together,' he says.

To be successful in operating in the online and offline world, retailers should probably try to integrate the two as much as possible. Some businesses, for example, have set up their operation to allow customers to shop online, over the telephone or in stores.

FINANCIAL TIMES

D Answer these questions about the article.

- 1 Give two reasons why online shopping makes the market extremely competitive.
- 2 Why are retailers who sell products both online and in shops in a difficult position?
- 3 Why is the practice of dual pricing only a short-term solution, according to Mr Gladding?
- 4 How can retailers make the best of both the online and offline world?



Language review

Modals 2: *must*,
need to,
have to, *should*

- We use *should* or *shouldn't* to say that it is a good or a bad idea to do something.

Online retailers should acknowledge all orders by e-mail.

Websites shouldn't be too complicated.

- We use *have to* or *need to* to say that something is necessary or very important.

The site has to work quickly and effectively.

Online retailers need to offer guarantees to their customers.

- We use *don't have to* or *don't need to* if something is not necessary.

You don't have to queue when you buy online.

If you buy now, you don't need to pay anything until next year.

- *must* is very similar to *have to*.








I really must try to spend less money online.

- But *mustn't* is **not** the same as *don't have to*. You use *mustn't* to say that somebody is not allowed to do something.

You mustn't use the Internet at work for personal purposes. (= Don't use the Internet at work for personal purposes.)

page 119

A Read these rules of an online book club. Then answer the questions.

-  You must be 18 or over.
-  You shouldn't give your password to anyone.
-  You don't have to buy every month.
-  You don't have to buy our recommendations.
-  You need to buy ten books per year.
-  You don't have to pay after each purchase.
-  You must pay within three months.

- 1 Can you join if you are 17? *No*
- 2 Can you give your password to a friend if you want to?
- 3 Is it necessary to buy a book every month?
- 4 Is it necessary to buy the recommendations?
- 5 Can you buy only five books per year?
- 6 Is it necessary to pay after each purchase?
- 7 Is it necessary to pay within three months?

B Complete these sentences (1–8) with suitable endings (a–h).

- | | |
|--|---|
| 1 It's getting late | a) so we don't need to order any more yet. |
| 2 I can work from home | b) so we must not make a mistake. |
| 3 I've been transferred to Madrid | c) so you must not forget to back up the files. |
| 4 This deal is too important to lose | d) so you'll have to stay and finish it. |
| 5 We lost our database once before | e) so I have to learn some Spanish. |
| 6 I'm afraid this report is urgent | f) so we have to go. |
| 7 I think we're all in agreement | g) so I don't have to go into the office much. |
| 8 We've still got plenty of stock in the warehouse | h) so we don't need to discuss it any further. |

C Look at the transcript of the interview with Indira Thambiah on page 146. Then write a list of tips for an online retailer. For example, *Your website must be easy to use.*


Skills

Negotiating:
reaching
agreement

- A** Work in two groups, A and B. Group A looks at the negotiating tips below. Group B looks at the negotiating tips on page 136.
- 1 Each group agrees on the five most important negotiating tips on their list.
 - 2 Then form new groups with members from Groups A and B. Agree on a *single* list of the five most important tips from *both* lists.


Negotiating tips: Group A

- Be friendly.
- Have clear aims.
- Tell the other side what you want.
- Listen carefully.
- Pay attention to the other side's body language.
- Don't change your plan during the meeting.
- Never be the first to make an offer.

- O**  2.4, 2.5, 2.6 You will hear three parts of a negotiation between Michelle, the manager of a bookstore chain, and a website designer. Listen to each part and complete the chart.

Negotiating point	What Michelle wants	What the designer wants	What they agree
Schedule for setting up the website		<i>Two months</i>	
Payment terms	<i>Fixed amount. \$6,000</i>		
Website design			<i>Two covers per page</i>



C  **2.4, 2.5 Listen again to the first two parts of the conversation. After each part, complete the missing words. Then check your answers with a partner.**

Part 1

Michelle Let's talk about the time for setting up the website. We want it in a month's time. That's the end of July.

Designer It's a bit early. I was hoping to have two months to do the job. If I finish in one month, *will* *you* *agree*¹ to reduce the number of pages?

Michelle Yes, that's no problem. Just do the best you can. Our² is to have the website up and running as soon as possible.

Designer OK then,³.

Part 2

Michelle Now about payment. You want to charge us \$50 an hour. That works out at \$400 a day, I believe.

Designer Yes, that's the⁴ for the job.


Michelle Well,⁵ to pay you a fixed amount for the work. We can⁶ you \$6,000.

Designer I see. Do you⁷ ask you why you want to pay that way?

Michelle Well, you see, that way we can control the cost of the project. If we pay you per hour, the cost could become high. It could get out of control. This way, we know where we stand.

Designer I see. \$6,000. Mmm, that could be all right, I suppose,⁸ I get some money in advance.⁹ paying me half when I start the work and half at the end?

Michelle Yes, I think we could arrange that. OK. I¹⁰ that.

D  **2.6 Listen again to the third part of the conversation. Note down all the expressions for agreeing and disagreeing. Decide whether they express a) strong, b) polite or c) hesitant agreement or disagreement.**

E **Role-play this situation.**

A representative of a website maintenance company meets a company manager to negotiate a maintenance contract.

Website representative: turn to page 136.

Company manager: turn to page 139.

Read your role cards. Then do the negotiation.

Useful language

Stating aims

We'd like to have it in a month's time.
We must have delivery by the end of next week.

Making concessions

If I have to finish in one month, I'll need to have an extra designer.
That could be all right – as long as I get some money in advance.

Rejecting suggestions

We'd prefer to pay you a fixed amount.

Bargaining

How about paying me half when I start the work?

Focusing the discussion

Let's talk about the time for setting up the website.

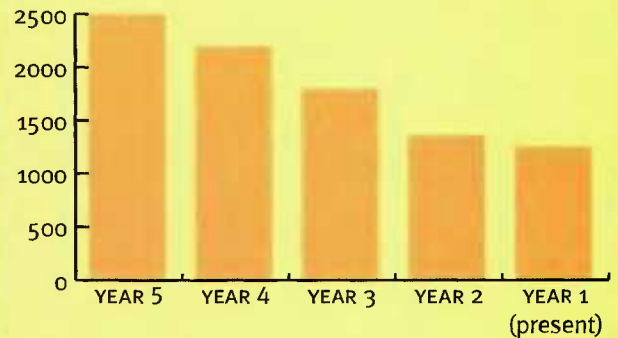
Background

Lifetime Holidays is a package holiday firm. It has many high street shops and a large catalogue of holidays. However, it is currently facing problems. Fewer people are visiting its shops, and demand for its holidays has fallen. Most of its customers are aged over 50, so it now wants to appeal to a wider range, especially those aged 30 to 50. The solution seems to be to sell holidays online.

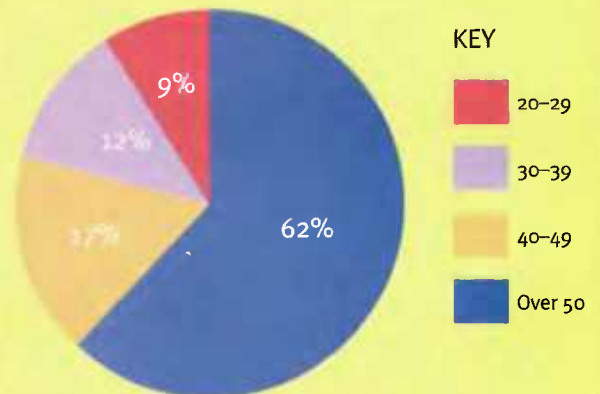
As Lifetime has no experience of e-commerce, they want to join with an existing online company, DirectSun. DirectSun is a low-budget holiday website. It offers cheap flights to a small range of destinations and can arrange accommodation, insurance and car hire. It has a good customer base, but it wants a bigger catalogue of holidays to offer.

The two firms have met several times and are now ready to negotiate the details of a possible joint venture.

Lifetime Holidays sold (last 5 years)



Customer profile by age



www.directsun.com

DIRECT SUN

SPECIAL OFFERS
Book a flight

FLIGHTS
Book the best flights

For your holiday

- Car hire
- Accommodation
- Insurance
- Flights
- Company information
- How to use this site

LATE DEALS
Click here for late deals

Great Prices from DIRECT SUN

Destination	Depart	Price
Greece	15/06	€105
Cyprus	08/06	€135
Portugal	12/06	€139
Canaries	10/06	€125
Baleares	21/06	€125
Spain	30/05	€105

SUN HOLIDAYS
Find a suitable holiday

Sign up now

Holiday search

- Late deals
- Special offers

Task

Work in two groups. You are either

a) a director of Lifetime Holidays (turn to page 139)

b) a director of DirectSun (turn to page 141).

Read your role cards and prepare for the negotiation.

Then, following the agenda below, negotiate each point. Try to reach an agreement on a joint venture.

AGENDA

- 1 Length of contract
- 2 Range of holiday destinations
- 3 Car hire and insurance
- 4 Advertising budget
- 5 Joint venture structure



Writing

As a director of Lifetime Holidays *or* as a director of DirectSun, complete the letter to the person you negotiated with. Summarise what you agreed.

Writing file page 130

25th August

Dear Sir,

Below is a summary of the points we agreed at our recent meeting. ...

OVERVIEW ▼

- Vocabulary**
Describing companies
- Listening**
A successful company
- Reading**
The world's most respected companies
- Language review**
Present simple and present continuous
- Skills**
Presenting your company
- Case study**
Valentino Chocolates



“Be everywhere, do everything, and never fail to astonish the customer.”

Anonymous

Starting up

A Which of these companies would you like to work for? Why?

- 1 a family owned company
- 2 a multinational company
- 3 your own company (be self-employed)

Vocabulary file page 157

B Which of these business sectors do you work in (or would you like to work in)? Can you name a company in each sector?

- | | |
|------------------------------|---|
| • Telecommunications / Media | • Transport |
| • Engineering | • Vehicle manufacturing |
| • Retailing | • IT (Information Technology) / Electronics |
| • Construction | • Food and drink |
| • Tourism | • Pharmaceuticals / Chemicals |
| • Banking and finance | • Other |

Vocabulary Describing companies

A Complete the sentences below with words and phrases from the box.

share price workforce profit ~~turnover~~
subsidiary market share head office

- 1 The amount of money a company receives from sales in a particular period is called its ... *turnover*
- 2 The money a company makes after taking away its costs is its
- 3 A company which is more than 50% owned by a parent company is called a

- 4 The employees in a particular country or business are called the
- 5 The percentage of sales a company has in a particular market is its
- 6 The main building or location of a large organisation is its
- 7 The cost of a company's shares is its

B Complete the extract from a company report with appropriate words or phrases from the box in Exercise A.

FINANCIAL PERFORMANCE

I am pleased to say the company has continued its excellent performance. We are changing, growing and doing well at a difficult time for the industry. ... *Turnover* ...¹ was €57.2 million, an increase of 15% on last year, and² rose by 5% to €6.4 million.

We are a highly competitive business. We have increased our³ to 20%. Consequently our⁴ has risen and is now at an all-time high of €9.6.

Increased production and strong demand have had a positive effect on our cash flow, so we are able to finance a number of new projects. We have successfully moved to our new⁵ in central London. We are now planning to start full production at the recently opened Spanish⁶ in October.

Finally, thanks once again to our loyal and dedicated⁷. Our employees will always be our most valuable asset.

C Complete the chart below with the information from the box.

Company	Main activity	Nationality
Cisco Systems	Internet equipment supplier	American
	Car manufacturer	
Bacardi Martini		Spanish
	Travel and financial services provider	American
Bayer		German
	Clothing manufacturer	
Sony	Electronic goods maker	
AP Møller-Maersk		Danish

Make sentences about the companies. For example

Cisco Systems is an American IT company which supplies Internet equipment.

D Now talk in the same way about your own company or one you know well.

Listening

A successful company



▲ Peter Jelkeby

A Work in small groups. Agree on the three most important factors from those listed below that can make a company successful.

- focusing on how to increase market share
- having a strong company culture
- having user-friendly packaging
- having good designers who also understand production
- responding to the needs of the workforce
- starting with a simple business idea that is easy to understand

B 3.1 Peter Jelkeby, IKEA's UK Deputy Country Manager, talks about four factors that make IKEA a successful company. Listen and number the four factors in Exercise A in the order in which he mentions them.

C 3.2 Listen to the second part of the interview and complete these notes.

IKEA manages to stay ahead of the competition by:

-¹ the market and the customer²
- understanding how the³ are acting
- being not only about products, but also about⁴ to people's needs

D 3.3 Listen to the final part and decide which of the following was the interviewer's question.

- 1 What new projects are you currently involved in?
- 2 How can you keep up your performance at such a difficult time for the economy?
- 3 What are the things a successful international business must do?
- 4 Where are you planning to expand in the next five years?

Reading

The world's most respected companies

In a survey for the *Financial Times*, 1,000 respondents (all of them Chief Executive Officers) across 25 countries identified the companies they respect most and gave the reasons for their choices. The criteria used for ranking include, among others, innovation, shareholder value, customer service and community commitment (i.e. supporting the community by creating jobs, protecting the environment, giving money to charity, etc.).

A Work in pairs. Ask each other questions to complete the tables.

Student A: Turn to page 137. Student B: Turn to page 143.

B Work in pairs.

Student A: Read article 1. Student B: Read article 2.

As you read, make a note of the key information about your company.

Toyota	Microsoft
• produces what customers really want	• gives a lot of money to charity.....
•	•
•	•

Article 1

Customer service

by Rod Newing

The main factor for the success of Toyota, the number-one company for customer service, is not only its customer focus, but also its products. Toyota provides the products that customers most want to buy, and designs models that meet people's changing priorities. In particular, it has responded to the industry trend by providing smaller, more environmentally friendly cars, such as the Prius, a hybrid car with both petrol and electric engines.

However, Toyota's after-sales service too is very much appreciated. 'They do everything to make clients satisfied,' says one respondent.



Toyota's reward for its world-beating customer service is not just to be the world's most profitable carmaker. It is on course to become the world's biggest producer.

Three very different computer companies fill the second,

third and fourth slots – Dell, IBM and Microsoft. IBM and Dell are nominated for being customer-focused, while Microsoft scored more highly on products.

FINANCIAL TIMES

Article 2

Commitment to communities

by Alison Maitland

Microsoft scores most highly in the eyes of chief executives for demonstrating commitment to, and investment in, communities.

Among the reasons they give are the work of the Bill and Melinda Gates Foundation, the company's 'respect for local community needs' and the large sums it spends on sponsorship.

'Bill Gates' contributions to charity have dramatically changed the image of Microsoft,' says one CEO.

Toyota, in second place, has 'a commitment to train local suppliers and employees,' says another respondent. Another



says the autos company contributes to the protection of the environment.

Third is Coca-Cola, which 'provides a lot of employment' and 'adapts to the culture of every country'. BP and McDonald's take fourth and fifth place, and GE comes sixth. The next generation of

respected companies, says one CEO, will be those that develop environmental technology and medical treatments for global use and that contribute to world peace and safety.

FINANCIAL TIMES

C After reading, ask your partner what he or she has learnt about Toyota and Microsoft. Add the new information to your table in Exercise B.

Language review

Present simple
and present
continuous

Complete the rules with the following phrases.

future arrangements ongoing situations and actions **factual information**
 routine activities and habits temporary situations

We use the present simple to:

- give ... **factual information**¹
*Our company **produces** parts for the car industry.*
- talk about²
*I always **check** my e-mail first thing in the morning.*

Some verbs are almost always used in the present simple rather than the present continuous, for example *like, want, know, need*.

We use the present continuous to:

- describe³
*We're constantly **improving** the design of our products.*
- describe⁴
*She's **staying** in Frankfurt till the end of the month.*
- talk about⁵
*We're **opening** a new subsidiary next week.*

 page 120

A Complete these sentences with either the present simple or the present continuous form of the verbs in brackets.

- 1 We normally **hold** (hold) our sales conference in Spain, but this year we (hold) it in Poland.
- 2 Although we (use) our own sales rep at the moment, we generally (use) agents in Japan.
- 3 It normally (take) us two years to develop a new product.
- 4 We don't often (raise) our prices more than 5%, but this time we (raise) them 10%.
- 5 Usually our Sales Director (deal) with important customers.
- 6 We usually (recruit) from within the company, but this time we (advertise) externally.
- 7 We (rent) offices until our new headquarters are ready.
- 8 The company (want) to achieve record sales this year.

B Complete this job advertisement with either the present simple or the present continuous forms of the verbs from the box.

look	have	offer	employ	be	offer
prepare	consider	need	grow		

SALES MANAGER

We **are**¹ one of the largest mobile phone retailers in Europe. We² independent and impartial advice on mobile phones. We³ more than 800 stores in 10 countries, and we⁴ fast.

We⁵ over 3,000 workers. Currently we⁶ the next stage in our development, and we⁷ for major growth outside Europe.

We⁸ for people who are reliable, confident and enthusiastic. We⁹ experienced people who want to work for an expanding company. We¹⁰ a competitive salary and private health insurance. We are willing to reward staff with attractive performance-based bonuses.

Ring 020 7946 0008 for an information pack.

Skills

Presenting your company

A Which of these suggestions do you agree with?

To make an effective presentation, you should:

- 1 find out as much as possible about your audience.
- 2 introduce yourself (name, position, company).
- 3 start with a joke.
- 4 outline the structure of your talk.
- 5 vary the tone of your voice.
- 6 refer to your notes as often as possible.
- 7 use clear visual aids.
- 8 summarise your main points.

B  3.4 Listen to a presentation about Tara Fashions. Complete the chart.**Tara Fashions**

Where is the head office?

Córdoba, Spain

What does it sell?

Who are its customers?

Annual turnover?

Annual net profits?

Number of stores:
in Spain?
in other European cities?

Strengths?

Future plans?

C  3.4 Listen again. Which of the suggestions in Exercise A does the speaker follow?**D** Think about your company, or any other company you know. Study the Useful language below, and use the headings in Exercise B to help you prepare a presentation about it. Then work in pairs. Make a presentation about the company. Ask questions after your partner's presentation.

Useful language

Outlining the presentation

First, I'll give you some basic information.
Secondly, I'll talk about our stores in other countries.
Next, I'll talk about career opportunities.
Last of all, I want to look at our future plans.

Introducing new information

Here's some basic information.
Let me add a few figures.
Let's have a look at some statistics.
What are our strengths?

Ending the presentation

To conclude, I want to tell you about our future plans.
Finally, a few words about our new project.
Thanks very much for listening to my talk.
Thanks for coming to my presentation.



Background

Valentino chocolates are made in Turin. They are luxury products with a unique taste, and have won many international awards.

Expansion

The company has expanded rapidly over the past ten years. It now has almost 300 employees, 75 company-owned shops, and a turnover of €90 million. However, in the last two years, sales growth has slowed down and costs have risen. This has caused a fall in profits.

3.5 Listen to this excerpt from a board meeting. Make notes under the four headings below.

Reasons for falling profits

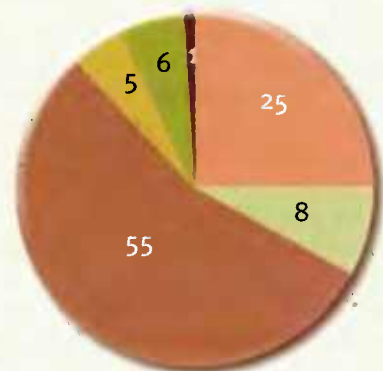
Prices

Production

Demand

Staff morale

Chart 1: Valentino's main products (as a % of turnover)



KEY

Valentino Classic Bars

Raw chocolate

Packaged chocolates

Exclusive handmade chocolates

Chocolate drinks

Biscuits and cakes

The future

Valentino's owners have set aside €1.5 million to invest in their company so that it continues to expand and becomes an international business. Here is an excerpt from a company profile that a business journal did recently:

Valentino can continue to grow, but only if it develops new products and finds new markets.

So, the problem is: how should Valentino invest the €1.5 million? Chart 2 lists the ways in which it could do that.

Chart 2: Investment options

Option	Cost	Benefit
1 Buy new machinery	€200,000	End the delays caused by the old machines breaking down
2 Invest in more research and development	€200,000	Develop new products such as a low-fat chocolate drink, new biscuits/cakes
3 Buy out a local competitor	€1.5 million	Reduce local competition
4 Set up a factory in the US	€1.3 million	Manufacture chocolates in a major new market
5 Finance a market survey and research trips to the US	€100,000	Assess the market potential for Valentino products Contact agents
6 Invest in an existing group of cafés	€500,000	Become a partner in cafés which sell and promote Valentino chocolates
7 Set up online sales	€150,000	Increase sales and profits
8 Buy a new fleet of cars	€500,000	Increase motivation of the sales staff



Task

You are directors of Valentino. Meet to discuss your investment plan.

- 1 Work in pairs. Decide how to spend the €1.5 million. Prepare a presentation of your investment plan, with reasons for your choices.
- 2 Meet as one group and present your ideas.
- 3 As one group, agree on a final investment plan.

Writing

As a director of Valentino Chocolates, write a proposal document to your CEO in which you:

- list the investment options you have chosen;
- give arguments for each option, as well as cost and anticipated benefit.

The beginning has been written for you.

➔ *Writing file* page 131



INVESTMENT PLAN

1 Objectives

To solve our current problems and enable Valentino to become a competitive international business, we propose an investment of €1.5 million.

2 Strategy and implementation

The Board of Directors has agreed the following investment plan:

Revision

1 Careers

Vocabulary

Complete this text with the best word for each gap, a), b) or c).

Laura has always been ambitious. She is still at secondary school, but she has already¹ on a career plan. She knows exactly what she wants. She does not dream of² a fortune, she just wants to work for one of the big IT companies and³ research in informatics.

'Some people just want to⁴ a lot of money,' she says. 'For me, that's not a top priority. Of course I'd like to make a good⁵, but what's really important is to⁶ a job that I love. What I want more than anything else is to work for a dynamic company that's strong on R&D and that can⁷ attractive career opportunities.'

- | | | |
|--------------|------------|-------------|
| 1 a) thought | b) decided | c) followed |
| 2 a) making | b) moving | c) taking |
| 3 a) work | b) make | c) do |
| 4 a) win | b) do | c) earn |
| 5 a) life | b) live | c) living |
| 6 a) have | b) make | c) work |
| 7 a) take | b) offer | c) improve |

Modals

Decide which of these sentences

- a) talk about ability
b) make a request
c) make an offer.

- 1 She can stand up for her needs. □
- 2 Would you check this employment contract for me, please?
- 3 Hello. Could I speak to Mr Babadjanian, please?
- 4 I'm afraid he's not in at the moment. Can I take a message?
- 5 Would you like to talk to his personal assistant?
- 6 If Arno phones, tell him to call back tomorrow, would you?
- 7 Can I make a phone call?
- 8 I left Westbury because I couldn't see any future with them.
- 9 Would you like to take a break?
- 10 I can't attend all meetings.

Skills

Match the pairs of sentences which could go together in telephone conversations.

- | | |
|--|---|
| 1 I can't get through to them, I'm afraid. | a) Would you like to leave her a message? |
| 2 I'm afraid Mrs Lopez isn't here at the moment. | b) I'm on 072 445 2397. |
| 3 If there's a problem, he can call me back. | c) Did you say 14 or 40? |
| 4 Her number has changed. Hold on, please. | d) Their phone's always engaged. |
| 5 Sorry, I didn't catch the number. | e) I'll put you through. |

Writing

- A** Turn to the Fast-Track Inc. Case study. Go through the job description on page 12 and the profile of the second candidate, Tadeusz Vajda, on page 13. Then choose the appropriate phrase from each pair in the box to complete Tadeusz's letter of application below.

As regards	At the end	want	look forward
However	Finally	would like	wait
sincerely	About	In addition	
faithfully	With reference	But	

ul. Garbarska 75
90 112 Łódź
Poland

Fast-Track Inc.
377 West Main Street
Boston, MA 02116
USA

16 March

Dear Sir or Madam,

.....¹ to your recent advertisement on our Intranet, I
.....² to apply for the position of Sales Manager for Central
and Eastern Europe.

I have been working as Fast-Track Regional Manager for the south of
Poland for five years. During this period, I focused on developing sales,
so that they increased by 12%.

.....³, I also gained extensive experience of sales and of
managing teams in a wide variety of industries in Poland and in
neighbouring countries.

.....⁴ my academic background, I have a degree in financial
engineering from the University of Kraków.

.....⁵, I am bilingual in Polish and English and I know the region
extremely well, as I have travelled frequently throughout Poland and other
central European countries.

I believe that this combination of practical experience and qualifications
makes me an ideal candidate for the Warsaw post.

I⁶ to hearing from you.

Yours.....⁷,

T. Vajda

T. Vajda

- B** Now study the profiles of the other two candidates on page 13. Write a letter of application for one of these candidates.

2 Selling online

Vocabulary

Complete the sentences with the words that are hidden in the grid horizontally and vertically.

B	A	R	B	I	T	O	L	A	I	R
E	X	T	A	L	I	A	T	I	O	N
O	P	U	R	C	H	A	S	E	D	C
D	D	I	G	C	A	N	C	E	L	R
E	I	S	A	P	P	O	R	A	V	E
S	S	T	I	N	R	E	F	U	N	D
P	C	O	N	D	E	L	L	O	N	I
A	O	C	D	E	T	A	I	L	S	T
T	U	K	O	B	U	L	K	O	N	I
C	N	O	S	E	R	V	I	C	E	R
H	T	U	N	Z	N	W	Y	A	B	O

- If the goods you require are out of, it means they are not available.
- A is a price reduction often expressed as a percentage of the original price.
- Because of cybercrime, many people do not like to give their credit-card online.
- Customers who are not satisfied can the goods within a week.
- I am afraid we cannot give you a if you cannot produce a receipt.
- A is something that you buy for a price that is lower than normal.
- If we do not receive the goods within the next three days, I am afraid we shall have to our order.
- Interest-free is an arrangement by which you buy goods now and pay later, at no extra cost.
- It is difficult for small traders to compete with large companies which buy and sell in
- Like traditional retailers, online businesses have to provide a good after-sales
- We all our goods from our central warehouse in Toulouse.
- Unfortunately, the goods we from SRB are below the usual quality this time.

Modals

For each of the sentences below, one or two options are correct. Cross out any option that is incorrect or does not make sense.

- No e-commerce service mislead the consumer by giving false information or too little information.
a) mustn't b) should c) has to

- 2 Online retailers give warnings about material that may be unsuitable or inappropriate for children or other consumers.
 a) don't need to b) have to c) must
- 3 Customers print out or save all information about the online transaction.
 a) should b) shouldn't c) mustn't
- 4 E-retailing services be difficult to use, otherwise customers will be discouraged.
 a) shouldn't b) don't have to c) need to
- 5 Any advertising on the website conform to the standards of the National Advertising Authority.
 a) must b) has to c) shouldn't
- 6 The retailer deliver within 30 days if the consumer agrees.
 a) shouldn't b) mustn't c) doesn't have to
- 7 Customers do business only with online retailers who are certified safe.
 a) don't have to b) should c) need to

3 Companies

Vocabulary

Complete the sentences below with words from the box.

competitive per cent performance profit share
 share price subsidiary turnover workforce

- 1 I am pleased to report that the financial of our company has been excellent. was €24 million, an increase of eight on last year, while rose by 7% to €1.9 million.
- 2 Although the market place for our products continues to be highly, we have increased our market to 19 per cent. As a result, our has risen to €2.1.
- 3 Unfortunately, we had to close down our Antwerp, which has meant a 2% cut in our

Present simple and present continuous

Complete the text below with the appropriate present simple or continuous form of the verbs in the box.

employ grow interview open own want

Our company is among the ten largest in the country. We already¹ SANWA International, the successful chemicals company. In addition, we² to break into the new consumer markets of Central and Eastern Europe. For example, we³ a new subsidiary in Bratislava next month. That is why this week I⁴ candidates for the top jobs in Slovakia. We⁵ well over 3,000 people, and this number⁶ all the time.

OVERVIEW ▼

- Vocabulary**
Verb and noun combinations
- Listening**
The Innovation Works
- Reading**
Three great ideas
- Language review**
Past simple and past continuous
- Skills**
Successful meetings
- Case study**
Fabtek

‘Eureka!’

Archimedes (287–212 BC), Greek mathematician

Starting up

A Which of the following statements do you agree with? Which do you disagree with? Why?

- 1 There are no *new* ideas.
- 2 Most of the best ideas are discovered by accident.
- 3 Research and development is the key to great business ideas.
- 4 There is nothing wrong with copying and improving the ideas of others.
- 5 The best way to kill an idea is to take it to a meeting.

B What should companies do to encourage new ideas?

Vocabulary

Verb and noun combinations

A Match the word partnerships (1–6) with their explanations (a–f).

- | | |
|---------------------------------------|---|
| 1 to take advantage of an opportunity | a) to offer a larger variety of goods |
| 2 to raise somebody's status | b) to do or provide something that is necessary |
| 3 to enter a market | c) to do something when you get the chance to do it |
| 4 to extend a product range | d) to make an important discovery or change |
| 5 to meet a need | e) to start selling goods or services in a new area |
| 6 to make a breakthrough | f) to make somebody look or feel more important |

- B** Read this extract from a talk by the head of a Research and Development Department. Then fill in gaps (1–6) with the correct form of a word partnership from Exercise A.

Great ideas are generated in different ways. Sometimes an idea may simply be when a company *takes advantage of an opportunity*.¹ to², to offer more choice to existing customers. Or a great idea could allow a company to³ which was closed to it before.


Companies which are prepared to spend a lot on R&D may⁴ by having an original idea for a product which others later copy, for example Sony and the Walkman.

On the other hand, some products are developed in response to customer research. They come

from customer ideas. These products are made to⁵, to satisfy consumer demand. Or the product does something similar to another product, but faster, so it saves time. Some people will buy new products because the product⁶ – gives them a new, more upmarket image.

Other people will buy any 'green' product which⁷ waste or⁸ the environment, even if it is more expensive.

If an idea is really good and the product⁹ a gap in the market, it may even¹⁰ an award for innovation.


- C**  4.1 Now listen and check your answers to Exercise B. Listen carefully to the last part, and complete the new word partnerships in gaps 7–10.

Listening

The Innovation Works

- A** Choose the correct answer for these questions in small groups.

- 'Brainstorming' is:
 - a new way of dealing with business correspondence.
 - a technique to help people produce a lot of ideas.
 - a lively discussion among academics.
- If something happens 'out of the blue', it happens:
 - suddenly, when nobody expects it.
 - whenever it is necessary.
 - after a lot of preparation and planning.
- eBay is:
 - a website through which business people can network.
 - a famous travel agency's website that specialises in adventure holidays.
 - a website where people buy and sell goods worldwide.

- B**  4.2 Kate Pitts is Head of the Innovation Works at Reading University. Listen to the first part of the interview, and decide whether these statements are true (T) or false (F).

- The Innovation Works was set up to help the university interact with students more effectively.
- Business people can use the Innovation Works for problem-solving and team-building.
- They use special wallpaper that people can draw and paint on.
- Not all people have a chance to speak during their brainstorming sessions.
- They encourage people to look at problems from different points of view.

- C**  4.3 Listen to the second part and answer these questions.

- What is the main difference between the two types of innovation Kate Pitts mentions?
- What are two reasons why she thinks eBay is particularly effective?



▲ Kate Pitts

Reading

Three great ideas

A Discuss these questions.

- 1 What examples of great business ideas do you know?
- 2 What makes a business idea a really *great* idea? Brainstorm as many points as you can. For example
It results in an increase in sales and profit.

B Work in groups of three. Make quick notes in answer to the questions below about your article.

- Student A: Read article 1.
Student B: Read article 2.
Student C: Read article 3.

- 1 What industry sector is the article about?
- 2 What is the great idea?
- 3 What makes the idea unusual?
- 4 What problem does this idea solve?
- 5 What are the benefits of this idea?

Student A

Penske-Wynn	
1	<i>car dealership</i>
2
3
4
5

Student B

PepsiCo	
1	<i>food and beverages</i>
2
3
4
5

Student C

Million Dollar Homepage	
1	<i>Internet advertising</i>
2
3
4
5

C Ask your partners the five questions in Exercise B and make notes as you listen.

Article 1

Ferrari attraction

by Bernard Simon

The Penske-Wynn car dealership in Las Vegas had a problem when it opened. About 1,500 people a day were trooping in to admire the Ferrari and Maserati sports cars parked on the showroom floor. Staff spent as much time on crowd control as selling cars.

The dealership began charging a \$10 entrance fee to anyone not intending to buy a car or not bringing one in for service.

With about one-fifth of the daily visitors claiming to be prospective buyers,

the dealership could bring in close to \$100,000 a month in admission fees – as well as selling 20–30 cars a month, of which a little more than half are used models. Prices for the cars range from \$170,045 for a Ferrari F430 coupe to \$254,150 for a 612 Scaglietti. An analyst observed that it was interesting that people were paying to enter a car showroom, while General Motors almost had to pay people to come to its dealerships.



FINANCIAL TIMES

Article 2

PepsiCo's sweet taste of success

by Anita Jain

If all goes to plan, Florida's sweetest and juiciest oranges will soon grow in Punjab.

5 Farmers in the northern Indian state grow mostly wheat and rice. However, four decades of intense cultivation have
10 led to a sharp drop in the underground water level and made the soil poorer.

Because of this, the farmers joined with the
15 state government and PepsiCo of the USA to experiment with planting different varieties of citrus fruit from Florida and
20 California, whose soil and weather are comparable

with those of the Punjab.

For PepsiCo and other Western food companies this kind of initiative is the key to long-term competitiveness in one of the world's fastest-growing consumer markets.

30 'The government wants diversification, the farmers want higher income, and the company wants local availability of citrus,' said PepsiCo India's executive director of exports.

A quarter of Punjab State's agricultural revenues could come from citrus by 2015, local officials estimate.

FINANCIAL TIMES



Article 3

Million Dollar Homepage

by Kate Mackenzie

Twenty-one-year-old Alex
Tew was looking for ways
to raise money for his uni-
versity studies. In August
5 2005, he had what he called
'the perfect idea': 'simple,
catchy and cheap'. He
opened a one-page website,
divided it into a million pix-
10 els (or dots), and sold the
space as advertising. He
sold his pixels for one dollar
each, the minimum pur-
chase being 100 pixels.

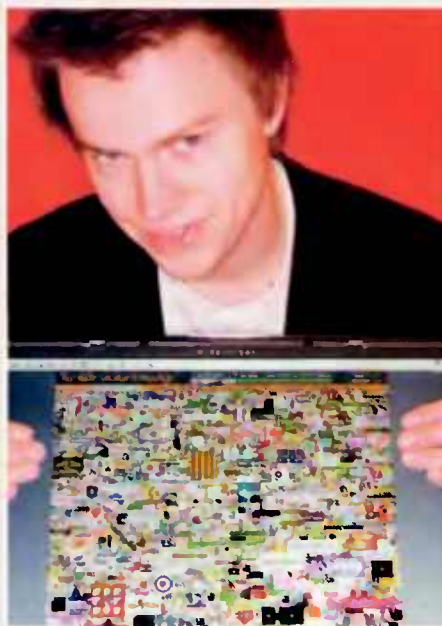
15 Tew spent the money
generated by the first
sale on promoting his web-
site, the 'Million Dollar
Homepage'. After a couple

20 of months of intense media
coverage, he had sold about
\$400,000 worth of pixels.

Because of its high traf-
fic and low prices, his site
25 was in great demand
among companies that
needed advertising space,
including *The Times* news-
paper and Yahoo. In late
30 January 2006, the last pix-
els were sold, and Tew
became a millionaire.

Tew knows that this
idea will only work once,
35 but he says he has learnt a
lot about business, and he
is already working on his
next venture.

FINANCIAL TIMES



D Discuss these questions in pairs.

- 1 Would you pay to visit a car showroom, or any other showroom? Why (not)?
- 2 What projects are your government and global companies working on together?
- 3 What are the possible advantages and disadvantages of governments and global companies working together on projects?
- 4 Why do you think Alex Tew's idea received some criticism?

Language review


Past simple and past continuous

Study these examples.

- a) *Our company was selling* products online long before all its competitors.
(past continuous)
- b) *We were trying* to produce a new design when suddenly we *had* a great idea.
(past continuous) (past simple)
- c) *Last year, we spent* a lot on advertising and so *attracted* lots of new customers.
(past simple) (past simple)

Now read through these rules.

- We use the **past continuous** to talk about something that was going on around a particular time in the past, as in example a).
- We often use the **past continuous** to describe an action which was already in progress when something else happened, as in example b).
- We use the **past simple** to talk about actions or events that we see as completed, as in example c).

 page 121


A Read the first part of the Max Factor story and complete it with the correct form of the verbs in brackets.

In many parts of the world, Max Factor has become a famous brand of cosmetics. Yet few people know that Max Factor, who was born in Poland in 1877, is also the name of the inventor of those cosmetics. Apparently, it was while Max¹ (*worked / was working*) as an apprentice to a pharmacist, mixing all kinds of potions, that he² (*developed / was developing*) an interest in cosmetics.

He³ (*lived / was living*) in Moscow when he⁴ (*opened / was opening*) his own shop, selling a range of handmade cosmetics.

B Now complete the second part of the story with either the past simple or the past continuous of the verbs given.

The story goes that one day, some members of the Russian nobility¹ (*notice*) the beautiful make-up worn by some travelling theatre actors who² (*perform*) for them. So they³ (*appoint*) Max Factor the cosmetic expert for the royal family.


In 1904, Factor⁴ (*emigrate*) to the USA. He⁵ (*create*) a new kind of make-up for cinema actors in Los Angeles, where he⁶ (*live*). By the time he⁷ (*introduce*) his products to the public, all major actresses⁸ (*visit*) his salon.

Skills

Successful meetings

A Which of the following do you agree with? Why?

- 1 The best number for a meeting is six people or fewer.
- 2 Never have food or drink during a meeting.
- 3 Always start and finish a meeting on time.
- 4 You should sit round a table when you have a meeting.
- 5 A meeting must always have a leader.
- 6 At a formal meeting each person should speak in turn.

B  4.4 Freestyle is a sports equipment company. It has developed a new product, a pair of swimming goggles which adapt to each person's face and eyesight. The Marketing Department held a meeting to discuss the launch of the product. Listen to the meeting. Then answer these questions.

- 1 What are the two aims of the meeting?
- 2 Why does Katharina want to launch the goggles early in the year?
- 3 Which months for the launch do the participants discuss?
- 4 Which types of shops does Julia want to target?

C 4.4 Listen again. Tick the expressions which Inge, the chairperson, uses.

- 1 Can we start, please?
- 2 The purpose of this meeting is to decide the date of the launch.
- 3 Katharina, what do you think?
- 4 OK, let's hear a few more views.
- 5 Nadia, how do you feel about this?
- 6 You're right, Katharina. Let's get back to the point.
- 7 OK everyone, I think on balance we agree ...
- 8 I want us to talk about sales outlets now.

D 4.4 Listen to the meeting again and complete these extracts.

Katharina I'm in *favour*¹ of February or March. There's a gap in the market for our products. Why wait any longer?

Inge ... Kenneth, what's your opinion?

Kenneth Mmm, I² about February. It's a bit early in the year. I³ we⁴ in May or June. People go on holiday then.

Nadia ... The price should be high. I'd say, at least £50.

Katharina⁵ a minute. I thought we were talking about the launch date, not about promotion or price.

Inge ... Which outlets do you think we should target?

Julia⁶ we should start with the specialist stores. That's where most swimmers buy their goggles.

Inge What⁷ by specialist stores, Julia?

Useful language

CHAIRPERSON

Beginning the meeting

Can we start please?
Right, let's begin.

Asking for comments

What do you think?
How do you feel about this?

Clarifying

What do you mean by ...?
Sorry, I don't quite understand.

Stating the aim

The main aim of the meeting is to ...
The purpose of this meeting is to ...

Changing the subject

Let's move on now to ...
The next item on the agenda is ...

Summarising

OK, let's summarise.
Right, let's recap ...

PARTICIPANTS

Giving opinions

I think ...
I'm in favour of ...

Agreeing

I think you're right.
I (totally) agree.

Interrupting

Hold on (a moment).
Can I say something?

Making suggestions

Perhaps we should ...
We could ...

Disagreeing

I don't know about that.
(I'm afraid) I don't agree.

E Role-play. Work in groups of up to five people. Role cards are on pages 137, 140, 141, 143 and 144.

Freestyle has developed a new tennis racket called Worldbeater. It is light but gives players increased power and control. It will be launched in the US. The Marketing Department holds a meeting to discuss a strategy.

Read your role card. Then hold the meeting. At the end, the chairperson should summarise your decisions.



Introduction

Fabtek is a small company based in Hamburg. It has produced a revolutionary type of fabric called Protean.

🎧 4.5 Listen to an excerpt from a company presentation and complete the fact sheet about Protean. Use up to three words each time.

PROTEAN FACT SHEET

PROTEAN'S MAIN FEATURES

- 1 Made from fibres¹ nylon and polyester; can be made very thick, or so thin that it can let some² through.
- 2 It is very soft to the touch, and also³.
- 3 Can be made in any⁴.

FABTEK'S FUTURE PLANS

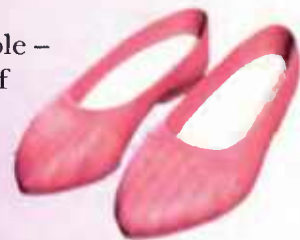
- Fabtek believes that Protean has great⁵.
- Wants to increase sales by⁶ other manufacturers to produce new products with Protean.
- Already has a licensing agreement with Azra, a⁷ which has created some⁸ using Protean.

Here are three of Azra's award-winning products.

1 'Dazzle' – A range of shoes for young women

Selling points:

- Light and comfortable – adapt to the shape of a person's foot
- Their colour can be changed at any time
- Shiny, smart and very durable
- Ideal for dancing



2 Protean steering wheel

Selling points:

- Better grip for drivers
- Safer than all other steering wheels
- Very pleasant to the touch
- Low production costs



3 Protean watch straps

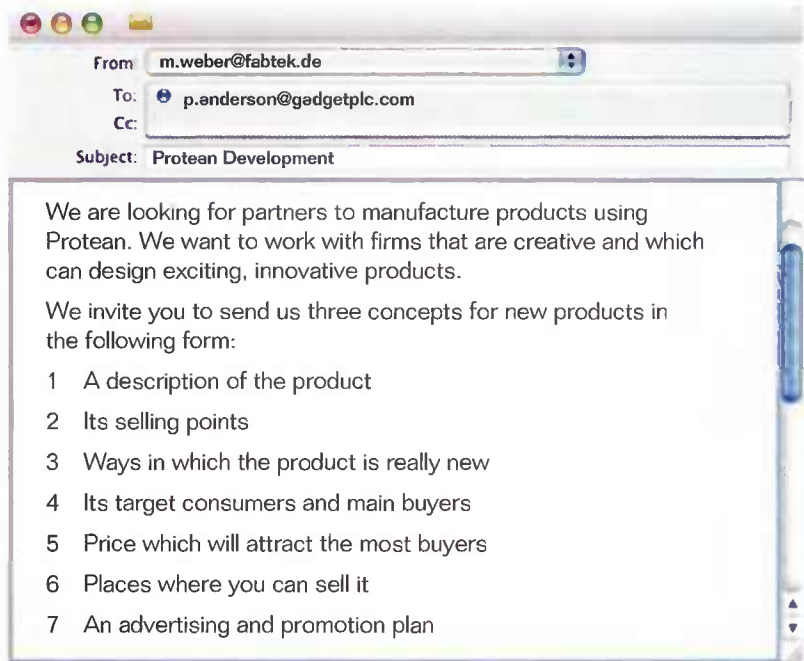
Selling points:

- Waterproof and easy to clean
- Anyone can wear them – non-allergic
- More beautiful than other straps
- Light up in the dark



An opportunity for Gadget Plc

Recently, Fabtek contacted Gadget Plc, a company with over 2,000 products and a worldwide network of sales offices. Gadget has designed and developed many best-selling electronic, household and automobile products. Fabtek has asked Gadget to come up with new ideas for using Protean. Here is an extract from an e-mail which Fabtek's Chief Executive sent to Gadget's Development Manager.




Task

Work in small groups. You are a member of Gadget's Product Development Department.

- 1 Hold a meeting to propose ideas for exciting new products which use Protean. Use the points in the e-mail as a guide. Discuss the advantages and disadvantages of each proposal.
- 2 Choose the three products which you will propose to Fabtek in order to get a licensing agreement.

Writing

You are a member of Gadget Plc's Product Development Department. The Chief Executive of Fabtek has asked you to write a short report on *one* of the products you have chosen. Outline the product's key features and say why it presents a commercial opportunity.

 Writing file page 135



GADGET PLC

New Product Development Team

REPORT

Introduction

This report lists the key features of an exciting new product made from Protean. It also looks at its key selling points and examines its commercial potential.

...

OVERVIEW ▼

- Listening**
Dealing with stress
- Reading**
A career change
- Vocabulary**
Stress in the workplace
- Discussion**
Stressful jobs
- Language review**
Past simple and present perfect
- Skills**
Participating in discussions
- Case study**
Genova Vending Machines

“The trouble with the rat race is that even if you win, you are still a rat.”

Lily Tomlin, US actress

Starting up

A Add the verbs from the box to the phrases below to create some common stressful situations.

going finding having making being travelling queuing going

- | | |
|----------------------------------|----------------------------|
| 1going..... to the dentist | 5 to the hairdresser |
| 2 in the supermarket | 6 an interview |
| 3 stuck in a traffic jam | 7 a speech |
| 4 a place to park | 8 by air |

Which of these situations is the most stressful for you? Can you add any others to the list?

B What do you do to relax? Which of these activities are the most effective for you and why? In what other ways do you relax?

playing a sport reading eating/drinking having a bath
walking gardening massage shopping listening to music
watching TV meditating surfing the Net

C Rank these situations from 1 (most stressful) to 9 (least stressful). Then discuss your choices.

- making a presentation to senior executives
- leading a formal meeting
- telephoning in English
- writing a report with a tight deadline
- negotiating a very valuable contract
- meeting important visitors from abroad for the first time
- asking your boss for a pay rise
- dealing with a customer who has a major complaint
- being afraid of losing your job

Listening

Dealing with stress



▲ Alan Bradshaw

A What do you think are the main causes of stress at work?

B **5.1 Alan Bradshaw is a director of In Equilibrium, a stress management consultancy. Listen to the first part of the interview and complete these notes.**

- The most common cause of stress is usually a¹ of things rather than².
- For example, a very bad combination is where someone is under a lot of³, but they also feel that they have no⁴, and they feel unsupported.
- That combination can cause severe stress and⁵. People in that situation often feel that nothing they can do will make⁶, and that's a very bad feeling.

C **5.2 Listen to the second part of the interview and answer this question.**

What are the two main ways in which In Equilibrium helps companies deal with stress?

D **5.3 Listen to the third part of the interview. Choose the correct answer, according to Alan Bradshaw. Then discuss whether you agree with him.**

- 1 *Men / Women* report less stress.
- 2 *Men / Women* are better at asking for and getting support.
- 3 *Men / Women* don't like to appear vulnerable.
- 4 *Men / Women* are in fact often more vulnerable.
- 5 *Men / Women* cope with pressure better.

E In your opinion, which of the following apply more to men or women. Why?

Men / Women

- 1 are better time managers.
- 2 are less worried about deadlines.
- 3 have more pressure outside work.
- 4 are less ambitious.
- 5 worry more about making mistakes.
- 6 pay more attention to detail.
- 7 are better at doing many things at the same time.
- 8 are more likely to become angry when stressed.

Reading

A career change



▲ Philomena Tan

A Before you read the article, discuss these questions.

- 1 Do you prefer a slow or a fast pace of life? Why?
- 2 What can people do to have a good work–life balance?
- 3 Some people say they would like to ‘leave the rat race’. What do you think they mean?

B Read the article below. Then decide whether these statements are true (T) or false (F).

- 1 Philomena had always wanted to be a market research consultant, but she soon found the job too stressful.
- 2 One day, she realised she was not giving enough care to her husband because of her job.
- 3 It took her more than five years to achieve a good work–life balance.
- 4 She did not write her first book exclusively for business people.
- 5 These days, she works up to 70 hours a week, but she is happy.

Slow down, you move too fast

 by Roslyn Guy

Philomena Tan knows all about stress. By her early 30s, she was a successful, highly paid market research consultant who sometimes
5 worked till 10 p.m. ‘We had a lot of meetings and deadlines; we had to win projects, so I was writing proposals, making presentations, supervising staff,’ she says.

10 For a long while, she loved her job and there were perks – lots of travel, for instance – but it was never what she had planned to do with her life. Like so many others,
15 she just got involved in a career that had started accidentally.

Tan had studied psychology, and she was also good with statistics and computers. In the early 1980s,

20 these were a rare and valuable combination of skills, so Tan made steady progress up the corporate ladder. But the turning point came the year she spent the entire week
25 of her husband’s birthday in Brisbane running market research groups while he was home alone in Melbourne.

It made her examine her life and
30 think about what she was really contributing to society. Tan planned her escape carefully. She saved money and returned to study. A decade later, it has all
35 come together, and she is happy. The research she did for a doctorate in psychology not only added to her qualifications as a

psychologist and psychotherapist,
40 but gave her the raw material for her first book, *Leaving the Rat Race to Get a Life*, a handbook for anyone seriously considering changing the pace of their lives.

45 These days, Tan is in private practice in her local community, does yoga and chooses her own hours. She rarely works more than four days a week and, because she
50 sees clients in the evening, she keeps her afternoons free to catch up with reading, meet with friends or research her next book. She is happy. ‘When you are working up
55 to 70 hours a week, you don’t have time for this,’ she says.

From <http://www.theage.com.au>

C Complete these phrases with verbs from the box.

do do keep make make spend

- 1 to a presentation
- 2 to a week somewhere
- 3 to research
- 4 to one’s afternoons free
- 5 to yoga
- 6 to steady progress

D In pairs, discuss these questions.

- 1 What three questions would you most like to ask Philomena Tan if you could interview her?
- 2 What are the advantages and disadvantages of stressful jobs?

Vocabulary

Stress in the workplace

A Match the words (1–5) to their definitions (a–e).

- | | |
|--------------|---|
| 1 lifestyle | a) a time or date by which you have to do something |
| 2 workaholic | b) a system where employees choose the time they start and finish work each day |
| 3 workload | c) the way people choose to organise their lives |
| 4 deadline | d) someone who cannot stop working and has no time for anything else |
| 5 flexitime | e) the amount of work a person is expected to do |

B Complete each sentence with an appropriate word from the list in Exercise A.

- I worked until 11 o'clock at night to meet the for presenting the report.
- I work six days a week and never have a holiday. My girlfriend says I'm a
- Karl has a heavy at the moment because several colleagues are off sick.
- She gave up a highly paid job to join a meditation group in India. She's completely changed her
- A system can help to reduce stress levels of employees by giving them more control over their working hours.

Discussion

Stressful jobs

A Look at the words in the box. Discuss where to put the jobs in the stress league below. Then turn to page 140 and check your answers.

Actor	Hairdresser	Librarian	Banker	Bus driver	Teacher
-------	-------------	-----------	--------	------------	---------

Your place in the stress league

Rating is from ten to zero: the higher the rating, the greater the pressure

Miner	8.3	Musician	6.3	Accountant	4.3
Police officer	7.7	6.2	4.3
Construction worker	7.5	Social worker	6.0	Solicitor	4.3
Journalist	7.5	Sales assistant	5.7	Architect	4.0
Airline pilot	7.5	Stockbroker	5.5	Optician	4.0
Advertising executive	7.3	5.4	Postman	4.0
.....	7.2	Psychologist	5.2	3.7
Doctor	6.8	Diplomat	4.8	Vicar	3.5
Film producer	6.5	Farmer	4.8	Nursery nurse	3.3
Fire fighter	6.3	Vet	4.5	2.0

Source: University of Manchester Institute of Science and Technology

B Is your own job (or one you intend to do) included in the table? Do you think it is in the right place?

What about the other jobs in the table?

If your job is not included, where would you place it?

C Discuss these questions.

- Do you like working under pressure? Why or why not?
- What deadlines do you have to meet in your daily life? Which are the most difficult to meet?
- Why do people become workaholics?

Language review

Past simple and present perfect

Answer the questions about the sentences in italics.

1 *She has worked in Warsaw for five years.*

- Does she work in Warsaw now?

2 *She worked in London for three years.*

- Does she work in London now?


Which sentence (1 or 2) uses the past simple? Which uses the present perfect?

We use the past simple:

- to talk about completed actions that happened in the past.
*They **worked** over last weekend to meet the deadline.*
- to refer to a definite moment or period in the past.
*They **made** the presentation on Monday.*

The present perfect connects the past and the present. We use the present perfect:

- to talk about past actions that affect us now.
*Our company **has just introduced** flexitime and everyone's delighted.*
- to talk about life experiences.
*I've **worked** with many companies where stress was a problem.*
- to announce news.
*The CEO **has appointed** a new management team.*

 page 122

A Cross out the incorrect sentence in each pair.

1 Stress levels have increased in recent years.

~~Stress levels increased in recent years.~~

2 The role of women changed dramatically over the past 100 years.

The role of women has changed dramatically over the past 100 years.

3 He has worked as a stress counsellor since 1999.

He worked as a stress counsellor since 1999.

4 I resigned two months ago.

I have resigned two months ago.

5 Have you ever been to a stress counsellor before?

Did you ever go to a stress counsellor before?

6 I have seen a stress counsellor last week.

I saw a stress counsellor last week.

B Write the time expressions from the box under the correct heading.

Past simple

two years ago

Present perfect

so far

~~so far~~ ~~two years ago~~ ever in 1999 yet just
yesterday for the past two weeks already never
last Monday during the 1990s over the last few years
since 2001 when I was at university

Now talk about your life using the time expressions from the box.

C Work in pairs. Ask and answer questions about the subjects below.

- attend a conference
- travel abroad on business
- be late for an important meeting
- make a presentation
- make a telephone call in English
- go on a training course

A *Have you ever attended a conference?*

B *Yes, I have.*

A *Where was it?*

B *In Madrid. I went there two years ago with colleagues.*

Skills

Participating in discussions



A 5.4 A human resources manager and two colleagues are discussing ways of improving the staff's health and fitness. Listen and note down their suggestions.

B 5.4 The speakers use several expressions to make suggestions. Listen again and fill in the missing words.

- 1 We all staff a free medical checkup.
- 2 having a no-smoking policy in the staff restaurant?
- 3 I think we the food.
- 4 True. We the menus and offer healthier meals.
- 5 setting up a counselling service, Vincent?

C 5.5 Later in the same meeting they discuss whether to buy group membership to their local Sports Centre. Listen and tick the expressions they use. Then write A if the expression shows agreement, or write D if it shows disagreement.

- 1 Mm, I don't know. ✓ D
- 2 It sounds interesting, but it could be very expensive. ✓ D
- 3 I agree with you, Tanya. It'd cost a lot ...
- 4 I don't agree at all. It's got a very good pool and sauna.
- 5 Yes, it's worth checking out, I suppose.
- 6 A sauna is very relaxing, I must admit.
- 7 Maybe, but there are so many other things we could do.

D Work in pairs. You work in the human resources section of a large company. Discuss how to deal with the problems below. Use expressions from the Useful language box to help you.

- 1 More and more staff are taking time off work because of stress-related problems.
- 2 A large number of employees are suffering from headaches, backache and chest pains because of overcrowded offices, poor ventilation, and badly designed furniture and equipment.
- 3 Some employees are depressed because they feel they have no control over their work and are never involved in decision-making.

Useful language

Making suggestions

We could offer staff a wider choice of food.
 Why don't we change the menus?
 How about offering healthier meals?
 What about having a no-smoking policy?
 I think we should send out a questionnaire.
 (strong suggestion)

Giving opinions

I think that we should ask the staff.
 I feel that we have to consider the cost.
 I'm sure/convinced/positive that people would like it.
 Yes, but on the other hand it will make some people unhappy.

Agreeing

Yes, that's right.
 I think I agree with you.
 Exactly.
 Good./Excellent idea./Great.
 I completely agree.

Disagreeing

Yes, but what about the cost?
 I'm not sure I agree.
 I really don't agree.
 (strong disagreement)
 I'm not sure that's a good idea.
 For me, that's out of the question.



Background

Genova Vending Machines (GVM) is part of a multinational company, based in Zurich, Switzerland. GVM merged with another company 18 months ago. As a result of the merger, the management:

- cut the workforce by 15%.
- introduced open-plan offices.
- proposed that salary payments and staff recruitment should be done by outside companies instead of by the Human Resources (HR) Department. If this happens, there will be redundancies in the department.

Most staff are now worried about job security and morale is low. In particular, staff in the HR Department complain of being overworked and severely stressed. Absenteeism is high and several staff have recently resigned.



Consultants' findings


The management has asked a group of consultants to study the problems in the HR Department. Here is the first part of their report.

Pressure from the redundancy process

Since last year, the HR staff have had to make many colleagues from other departments redundant. Some of the HR staff involved in this have suffered great emotional strain.

Further staff cuts

There is a new rumour about possible further redundancies. The unions have said that they will recommend strike action if this happens.

 5.6 Listen to these interview excerpts with various staff members. Make notes under the appropriate headings in the second part of the report.

Heavy workloads

1
2

Space problems

3
4

The new HR Director

5
6



Task

- 1 You are members of the group of consultants studying the problems in the HR Department. Work in small groups to discuss these questions.
 - Which problems do you think are the most serious?
 - What should the management do to solve the problems?
- 2 Meet as one group. Work out an action plan to reduce the stress in the HR Department.

Writing

As leader of the Stress Management Team, write the Recommendations section of a report to GVM's Managing Director outlining your practical suggestions for stress management in the company in both the short and long term.

 *Writing file* page 135

Recommendations

After analysing the consultants' findings, the Stress Management Team met on 12 September for an extensive discussion. The following recommendations were made:

Entertaining

OVERVIEW ▼

- Listening**
Corporate entertaining
- Vocabulary**
Eating and drinking
- Reading**
Corporate entertainment
- Language review**
Multi-word verbs
- Skills**
Socialising: greetings and small talk
- Case study**
Organising a conference



‘There’s no such thing as a free lunch.’

Anonymous

Starting up

- A** Imagine you have to entertain a group of foreign business people. Which of the following activities would you choose? What would you add?
- historic sites
 - bar/nightclub
 - theatre
 - opera/concerts
 - wine tasting
 - horse racing
 - motor racing
 - golf
 - football
 - tennis
 - restaurant
 - art galleries
- B** Many companies spend a lot of money on corporate entertaining. Do you think the money is well spent? Why or why not?

Listening

Corporate entertaining



▲ Lionel Prenat



▲ Isabelle Macart

- A** 6.1 Listen to the interview with Lionel Prenat, Assistant Sales Director at the Novotel London West hotel. Then answer these questions.

- 1 What corporate events does he mention, apart from trade shows? Complete the words.
 - a) ex_____n
 - b) ___rk_____s
 - c) ___m_____s
 - d) _____
 - e) __G__
- 2 What is Novotel’s top priority? Complete this sentence.
‘The most important thing is to make sure we provide the right venue, the most suitable venue for the, for them to their aim and their

- B** 6.2 Isabelle Macart is Assistant to the General Manager at Novotel London West. Listen to the first part of the interview, and decide whether these statements are true (T) or false (F).

- 1 The ‘Five Senses Experience’ is a programme about tasting food from the five continents.
- 2 It is designed for groups of between five and 90 people.
- 3 It gives people the opportunity to experience how they use their senses in their daily life.

- C**  **6.3 Listen to the second part of the interview and cross out the words which are not spoken.**

'... the great thing about the 'Five Senses' programme is that it gets most people talking freely, it breaks down cultural barriers and it gives people a memorable shared experience. It can help them to communicate successfully with and work with new colleagues, clients and customers in ways that are much more effective.'

Vocabulary

Eating and drinking

- A** Put the following into a logical order for entertaining in a restaurant.

- | | | | |
|---|-------------------------------------|-------------------------|--------------------------|
| a) Look at the menu | <input type="checkbox"/> | e) Have the main course | <input type="checkbox"/> |
| b) Ask for the bill (<i>BrE</i>) / check (<i>AmE</i>) | <input type="checkbox"/> | f) Have a dessert | <input type="checkbox"/> |
| c) Book a table (<i>BrE</i>) /
Make a reservation (<i>AmE</i>) | <input checked="" type="checkbox"/> | g) Order a starter | <input type="checkbox"/> |
| d) Leave a tip | <input type="checkbox"/> | h) Have an aperitif | <input type="checkbox"/> |

- B** Put each word in the box next to the appropriate group of adjectives to make word partnerships about restaurants.

atmosphere food location prices ~~restaurant~~ service

- | | |
|---|--|
| <p>1 an elegant
a stylish <i>restaurant</i>
a popular
an exclusive</p> | <p>4 to serve delicious
tasty
local
regional
exotic</p> |
| <p>2 fast
friendly
efficient</p> | <p>5 to be in a convenient
an ideal</p> |
| <p>3 a cosy
a friendly
a welcoming</p> | <p>6 to charge reasonable
fair</p> |

- C** You plan to take a foreign visitor out to dinner. Rank these factors in order of importance when choosing a restaurant.

- atmosphere
- food
- location
- prices
- service

Then, compare and discuss your ranking in pairs. Use some of the phrases in Exercise B to help you.

- D** How would you describe a typical dish from your country to a foreign visitor? Use these phrases to help you.

It's a meat dish / fish dish / rice dish / vegetarian dish / etc.

It's a kind of seafood / vegetable / dessert / etc.

It's quite spicy / rich / hot / sweet / salty / etc.

It tastes a bit like chicken / lamb / etc.

It's served with rice / pasta / a salad / etc.

Reading

Corporate entertainment

A Discuss these questions.

- 1 How important is corporate entertaining
 - a) in your country?
 - b) in your company/organisation?
- 2 Think about business visitors to your country.
 - What places would you like them to visit?
 - What events would you recommend?
 - What other types of entertainment could you offer?

B Which of the following events and activities would business people from your country enjoy most?

- | | |
|--|---------------------------|
| 1 a Premier League or World Cup football match | 4 hot-air ballooning |
| 2 the Wimbledon tennis tournament | 5 staying at a health spa |
| 3 destroying a car with a tank | 6 flying a jet fighter |

C Read the article below. Tick (✓) all the activities in Exercise B which are mentioned.

Corporate thrills reach new highs

Entertaining is no longer about cocktails and canapés – instead, it's toys and tanks.

London firms are now taking their favourite clients on driving lessons. The only difference is, it involves a tank, as well as target practice using the vehicle's guns. The winner of the day's contest gets a chance to run over a car with the tank.

'A lot of traditional corporate hospitality events like racing at Ascot and tennis at Wimbledon have been around for so long, and so many companies have actually done these things,' says Rachel Elnaugh, an entrepreneur. 'But every year they have the same clients they need to entertain, so they have to come up with new and exciting ideas.'

Another event aimed at thrilling clients involves flying a jet fighter, reminiscent of the movie *Top Gun* with Tom Cruise. But catching the imagination of corporate customers is expensive.

Entertaining at events like the Henley Regatta near London costs \$600 a day,



while a corporate hospitality seat at the Wimbledon tennis tournament can set you back \$2,000.

'The budgets are huge. But it is much more cost-effective to keep that customer than to try and find new ones,' Elnaugh says.

A day in a tank costs \$400 a head, while a 30-minute flight in a jet adds up to \$1,000. If you want something more authentic, a ride in a MIG-29 jet fighter in Russia will set you back \$18,000.

'Entertainment firms are always looking out for new ideas, and increasingly they are actually creating events in response to what is in the media and what is popular,' Elnaugh says.

Corporations are now able to offer trips up Everest or treks across Antarctica for their clients.

They try to offer a once-in-a-lifetime experience their clients are unlikely to forget, but hot-air ballooning and visits to health spas are still more usual.

From <http://www.cnn.com>

D Work in pairs. Complete three questions about the text above.

Student A: Turn to page 137. Student B: Turn to page 143.

E Complete these sentences with words from the article.

- 1 Companies have to come new and exciting ideas.
- 2 In Russia, a ride in a jet fighter will you \$18,000.
- 3 Entertainment firms are always looking new ideas.

Language review

Multi-word verbs

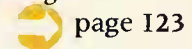
A multi-word verb is a verb and one or two particles (prepositions or adverbs).


- It is sometimes possible to guess the general meaning of multi-word verbs from the context.

*August is too early for our conference. Let's **put it off** until October. (= to delay, to arrange to do something at a later date)*

- However, sometimes the meaning is difficult or impossible to guess.

*I **turned down** their offer. (= to refuse)*




A  **6.4 Two colleagues, Ana and Ben, are talking about their company's programme for some Taiwanese visitors. Listen to excerpts from their conversation and answer these questions.**

- 1 Why did Alice have to change the hotel reservation?
- 2 What would the visitors like to do before they leave?
- 3 What happened two years ago?

B **Complete the conversation with Ben's replies (a–h) below.**

- 1 'Alice is *looking after* our guests from Taiwan.'
e)...She loves taking care of visitors, doesn't she?.....
 - 2 'She had to change the hotel booking because several extra visitors *turned up*.'
.....
 - 3 'Our Sales Manager is *taking them out* tonight.'
.....
 - 4 'And they all want to *look around* the city before they go.'
.....
 - 5 'I certainly *look forward to* meeting their new Chief Executive.'
.....
 - 6 'I hope all staff can *take part in* the visitor programme.'
.....
 - 7 'They want us to visit them next year. We said we'd like to *take up* their invitation.'
.....
 - 8 'It was a shame to *turn down* their invitation to their sales conference two years ago.'
.....
- a) 'Do they really? It's a pity there aren't many places to *visit*.'
- b) 'I agree. It was a mistake to *refuse*.'
- c) 'I know. She told me three more people *arrived unexpectedly*.'
- d) 'Jeff has always loved socialising. I'm sure he'll *entertain* them very well.'
- e) ~~'She loves taking care of visitors, doesn't she?'~~
- f) 'So do I. It would be great if all of us *got involved in it*.'
- g) 'That's really kind. Of course we've got to *accept*.'
- h) 'Well, I think we're all really *excited that we're going to* meet her at last.'

 **6.4 Listen again to check your answers. Then practise the conversation excerpts in pairs.**

C **Look at all the verbs in *italics* in the conversation in Exercise B. Study how the verbs Ben uses can help you understand the multi-word verbs used by Ana.**

Skills

Socialising:
greetings and
small talk

A What do you say to a business contact when:

- 1 you introduce yourself?
- 2 you introduce another person?
- 3 you are introduced to another person?

B  6.5 Listen to five conversations at a conference. Match up the speakers in each conversation. Then decide whether they know each other.

Speaker 1	Speaker 2	Do they know each other?
1 Liz	a) Linda Eriksson
2 James	b) Jurgen
3 Julia	c) Lisa
4 John	d) Jane	... <i>Yes</i> ...
5 Carla	e) Sam Clarke

C  6.5 Try to complete conversations 2 and 4 below. Then listen again and check your answers.

Conversation 2

- A James, *have* you¹ Sam Clarke?
- B No. Hello, Sam. to meet². I think we both³ Bill Carlton. I used to⁴ with him in Spain.
- C Oh, yes ... Bill. He's in Moscow now.
- B Really? I didn't know that. him my⁵ next time you see him.
- C Yes, I will.

Conversation 4

- A Hi, I'm John.
- B Hello, John.⁶ to meet you. I'm Lisa from the Munich office.
- A Oh, Munich. I've never been, but I⁷ it's a⁸ city, very lively.
- B Yes, it is. It's great. You should come. The conference is going to be there next year.
- A I'd⁹ to. I'll look¹⁰ to it.

D Look at the expressions below. Which are said by a) a host? b) a guest?

Label each expression either H (for host) or G (for guest).

- 1 Can I get you a drink? *H*
- 2 Yes, it's just down there on the left.
- 3 It all looks good. What do you recommend?
- 4 Would you like me to show you round?
- 5 Help yourself to some food.
- 6 Yes, please. I'll have a white wine.
- 7 Can I give you a lift to the airport?
- 8 Yes, I'd love to see some of the sights.
- 9 Could you tell me where the toilet is, please?
- 10 It's very kind of you to offer, but there's a taxi coming for me at 11.00.

E Match the sentences from Exercise D in logical pairs. For example,

Can I get you a drink? (1)

Yes, please. I'll have a white wine. (6)

Useful language**Introducing people**

Jurgen, this is Lisa.

Anita, do you know Dr Olafson?

Have you met Nigel?

Peter, I'd like you to meet

Steve Jones.

Making small talk

'How's business?' 'We're having a great year.'

'How are things?' 'It's really busy at the moment.'

Responding

Pleased to meet you.

Nice to meet you.

Good to see you again.

Requests

Could I use your phone, please?

Do you mind if I take one of your brochures?

Offers

Can I give you one of my cards?

Would you like to have dinner with us tomorrow night?

F Work in pairs. Role-play the conversation below.

You are at a conference. You recognise someone you met at a conference two years ago. Introduce yourself and make small talk. Use your role card to prepare for the conversation.

Participant A

- You met B two years ago at a conference on Customer Care in Frankfurt.
- You own a small firm which sells office equipment.
- It's your first day at the conference – you arrived late last night.
- You haven't seen the city yet.
- You are staying at the Grand Hotel in the city centre (a good choice: room service and the facilities are excellent).
- You are leaving in three days' time.
- You think the conference will be very interesting.

Participant B

- You met A two years ago at a conference on Customer Care in Frankfurt.
- You are the sales manager for a large telecommunications company.
- You have been at the conference for three days.
- You have visited the city (beautiful old cathedral, interesting museum, excellent restaurants, but very expensive).
- You are staying at a small hotel outside the city (a bad choice: room too small, too far from the centre of the city).
- You are leaving tomorrow.
- The conference is boring – the speakers talk too much and go overtime.

Organising a conference

Background

VMI, an international financial services company based in Valencia, Spain, is holding its first international conference later this year. The Chief Executive, senior managers at head office and about fifty managers from its overseas subsidiaries and sales offices will attend. The aims of the conference, in order of priority, are:

- to allow managers to get to know each other and become a stronger international team.
- to thank managers for their hard work.
- to discuss how the company can improve its products and services.

The conference will take place in July. Participants arrive on Friday evening and leave on Monday morning. The budget is \$2,000 per participant.

This is an important event and the Marketing Department must plan it carefully.

Listening

6.6 Listen to two colleagues in the Marketing Department discussing the planning of the conference. Make notes about the four features the conference venue must have.

Conference venue specifications

-
-
-
-

The marketing team sent out a questionnaire to find out what type of venue the participants preferred. They have selected four to choose from. All prices include the cost of flights.

Preferred location

- | | | | |
|---------------|----|----------|----|
| • Seaside | 24 | • City | 28 |
| • Out of town | 23 | • Island | 25 |



Task

You are members of VMI's Marketing Department.

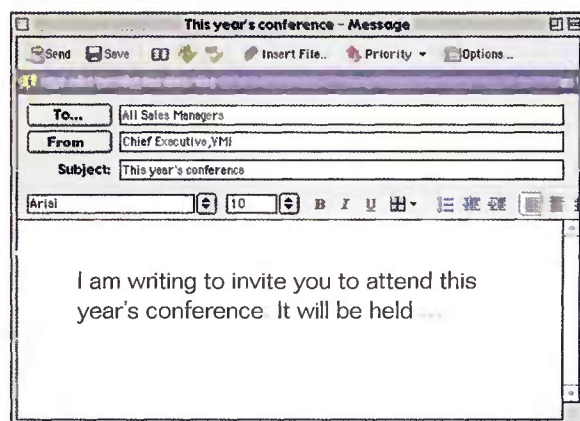
- 1 Work in small groups. Discuss which hotel best meets the requirements of the conference.
- 2 Meet as one group and listen to each other's ideas.

Writing

As Chief Executive of VMI, write an e-mail inviting the overseas sales managers to attend this year's conference. Inform them of the dates, the purpose of the conference and the details of the location.



Writing file page 133

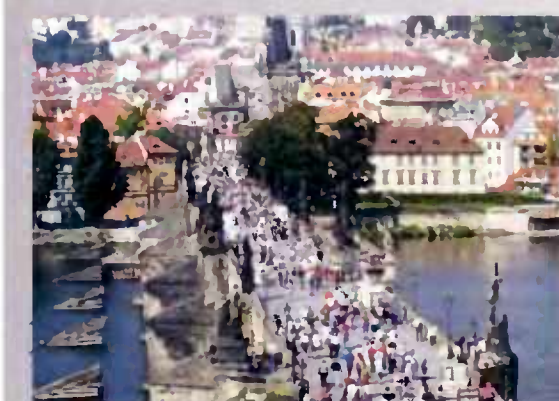


Hotels



1 Long Beach Hotel, Casablanca, Morocco

- Seaside location
- 5-star hotel
- Two large conference rooms but no seminar rooms
- Large swimming pool, sauna, tropical garden, shops and nightclub
- Price: \$1,500 per participant, including meals and all entertainment at the hotel (it is a one-hour drive to the town)
- Advantage: Very attractive beach
- Disadvantage: Few cultural attractions



2 Hotel Moda, Prague, Czech Republic

- 4-star hotel
- One conference room and two seminar rooms
- Spacious bedrooms. Large swimming pool (open to the public), sauna, Jacuzzi, hairdressing salon, satellite TV
- Price: \$950 per participant, including meals and two guided tours
- Advantage: Low cost means more money for cultural tours, sightseeing, the opera, etc.
- Disadvantages: Half an hour by underground to the city centre. Heavily booked in summer



3 Hotel Matong, Tioman, Malaysia (an island off the east coast)

- 5-star hotel
- Wide choice of large and small conference rooms
- Spacious grounds with tropical gardens
- Golf course, tennis courts and football pitch
- Price: \$1,350 per participant, including meals
- Advantages: Beautiful island setting – peaceful and quiet
- Disadvantage: Not very accessible



4 Hotel Colossus, Las Vegas, USA

- 5-star hotel
- Magnificent architecture in the Greek style
- Huge rooms, with spacious balconies. Own casino
- Outstanding conference facilities. Seminar rooms available at extra cost
- Price \$1,950, including meals and one tour. \$50 spending money for the casino
- Advantages: Easy access from airport. Many extras such as free use of car included in the price
- Disadvantage: Many tourists visit the hotel day and night

4 Great ideas

Vocabulary

Match the verbs (1–6) with the nouns that they go with. Then complete each sentence below (a–f) with the correct form of one of these verb/noun combinations.

- | | |
|-------------|----------------|
| 1 to win | a breakthrough |
| 2 to make | a gap |
| 3 to fill | a market |
| 4 to extend | a need |
| 5 to enter | a range |
| 6 to meet | an award |

- Azra the sport and leisure two years ago with high-quality trainers costing just €50.
- If you listen carefully to the markets, your products are more likely to a real
- Last year, Julia Wyman, a young entrepreneur from Melbourne, for her creativity.
- Our company has begun to its of products in the hope of increasing sales.
- Pharmaceutical companies are hoping to a major in the search for effective cancer drugs.
- Their new hand-held computer is not just an exciting product – it really in the market.

Past simple and past continuous

Complete this text with the correct past simple or past continuous form of the verbs given.

Julia Wyman now lives in Australia, but she was born in the Philippines. Her parents, who are both engineers,¹ (*supervise*) the construction of a power station there at the time. In the 1980s, they² (*move*) to Canada.

While she³ (*study*) business administration at the Toronto College of Economics, Julia⁴ (*have*) her first great idea. She⁵ (*create*) a system that would enable companies to get better, more useful feedback from their customers. Two years later, she⁶ (*do*) research into types of company organisation when another interesting idea⁷ (*come*) to her. She⁸ (*modify*) the traditional, hierarchical company structure in a way that⁹ (*improve*) the flow of communication and¹⁰ (*give*) employees greater autonomy.

Dayton & Cooper soon¹¹ (*hire*) her as a consultant, and later¹² (*offer*) her a post in Melbourne, where they¹³ (*set up*) their new headquarters.

5 Stress

Past simple and present perfect

In each sentence, put the verb given in the correct tense, past simple or present perfect.

- your lifestyle (*change*) since you got a promotion?
- François is suffering from exhaustion. He (*be*) away from the office all this week.
- How long Marc (*stay*) in his previous job?
- I (*hear*) an interesting talk on stress-related illnesses at the conference last week.
- I (*miss*) the deadline once again. My boss will be furious!
- Lucille (*be*) already a workaholic when she (*be*) a student.

- 7 Monique (earn) a lot more money in her previous job, but she finds her new one more relaxing.
- 8 Peter (offer) to work overtime before I asked him.
- 9 Why you (complain) about the workload? That's why you lost your job!
- 10 You'll have to excuse the boss. He (be) under a lot of stress recently.

Writing

Read the letter below and supply suitable bits of information (1–4) to complete it. Then write the missing paragraph, explaining why you are leaving the company. Include these points:

- Say how long you have been under stress
- Give three reasons why the stress is so extreme
- Say you saw a stress counsellor, and what advice she gave you.

12 Boulevard Jean Jaurès
69623 Villeurbanne

CTS International
FAO Mrs Belmaker
Head of Human Resources
3 Place Renault
69025 Lyon

..... 1

..... 2

I am sorry to have to inform you that, after careful consideration, I wish to hand in my resignation.

My first two years at CTS were exciting and very motivating. Like the other people in my team, I always gave the best of myself, while I also felt that I was learning a lot. My superiors were easy to talk to, and there was always someone to listen to you.

However, the takeover by Southbury changed everything.

.....

.....

.....

.....

Although the normal period of notice is three months, I was wondering if you could possibly let me leave in two weeks' time. If this is not convenient, I could work on a part-time basis until my contract officially ends.

..... 3

..... 4

M. Brugal
Monique Brugal

Read this article, then choose the best sentences (a–f) to complete the gaps (1–4). Note that you will need only four of the six sentences given.

Drugs companies to cut down gifts for doctors

by Andrew Jack

The pharmaceutical industry across the whole European continent now has to follow a tough new code of practice.

Drugs companies will have to limit the entertainment they provide to doctors. This follows accusations that companies entertain doctors in order to influence prescribing patterns.

.....¹ It puts a strict limit on hospitality and gifts that can be offered to doctors or other drug prescribers.

For example, pharmaceutical companies are no longer allowed to offer healthcare professionals personal gifts. Any gift offered should be relevant

to office use, and its value restricted to ten euros.

.....²
The code also places tight limits on the widespread practice of companies funding doctors' travel to scientific conferences in order to gain credibility for their products.³

In addition, payment for spouses is no longer allowed.

There will be sanctions and annual audits to ensure everybody follows the code.

Some countries, including Sweden, the UK, France and Spain, have already brought in tough industry codes of practice.⁴

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- a) It is sometimes difficult to refuse a gift without causing offence.
- b) Drug companies are now allowed to pay only economy air fares for doctors when travel is justified.
- c) However, a few other EU countries may have to change their culture to meet the demands of the new proposals.
- d) In reality, they do not even know that this code of practice exists.
- e) Invitations to sporting or other leisure events are no longer allowed, either.
- f) The code tries to respond to such criticism.

OVERVIEW ▼

- Vocabulary**
Word partnerships
- Listening**
Successful marketing
- Reading**
Selling dreams
- Language review**
Questions
- Skills**
Telephoning:
exchanging information
- Case study**
Kristal Water



“ Business has only two functions – marketing and innovation. ”

Peter F. Drucker (1909–2005), Austrian management expert

Starting up

A ‘The four Ps’ form the basis of the *marketing mix*. If you want to market a product successfully, you need to get this mix right. Match the ‘Ps’ (1–4) to the definitions (a–d).

- | | |
|-------------|---|
| 1 Product | a) the cost to the buyer of goods or services |
| 2 Price | b) informing customers about products and persuading them to buy them |
| 3 Promotion | c) where goods or services are available |
| 4 Place | d) goods or services that are sold |

B 7.1 Listen to four consumers talking about different products. Decide which of the four Ps each speaker is discussing: product, price, promotion or place.

C Think of some products you have bought recently. Why did you buy them? Which of the four Ps influenced your decision to buy?

D Tell your partner about a marketing campaign that impressed you.

Vocabulary file
page 158

Vocabulary

Word partnerships

- A** For each group of words (1–5):
 a) fill in the missing vowels.
 b) match the words to the definitions (a–c).

1 market	r _ e s _ e _ r c h s _ g m _ n t s h _ r e	a) the percentage of sales a company has b) information about what customers want and need c) a group of customers of similar age, income level and social group
2 consumer	b _ h _ v _ _ _ r p r _ f _ l _ g _ _ d s	a) description of a typical customer b) where and how people buy things c) things people buy for their own use
3 product	l _ _ n c h l _ f _ c y c l _ r _ n g _	a) introduction of a product to the market b) length of time people continue to buy a product c) set of products made by a company
4 sales	f _ r _ c _ s t f _ g _ r _ s t _ r g _ t	a) how much a company wants to sell in a period b) how much a company thinks it will sell in a period c) numbers showing how much a company has sold in a period
5 advertising	c _ m p _ _ g n b _ d g _ t _ g _ n c y	a) a business which advises companies on advertising and makes ads b) an amount of money available for advertising during a particular period c) a programme of advertising activities over a period, with particular aims

- B** Choose a well-known brand for each of these categories.

- cars *Mercedes*
- newspapers and magazines
- watches/jewellery
- clothing

Give typical consumer profiles for each brand. Include the following:

- age
- sex
- job
- income level
- other products the consumer might buy

 Vocabulary file page 158

- C** What sort of advertising campaign could you have in your country for each of the brands you chose in Exercise B? How else could you try to increase the sale of each brand?

Listening

Successful marketing



▲ Jonathan Turner

- A** 7.2 Listen to the first part of an interview with Jonathan Turner, Managing Consultant at Oxford Strategic Marketing, and complete the notes.

Keys to successful marketing

- have a passionate curiosity for the ...*customer*...¹
- get a deep understanding of their² and their³
- analyse all the business⁴ and market⁵ constantly
- have a strong business⁶
- have an instinctive understanding of how⁷

- B** Work in small groups. Discuss in what ways the following points also contribute to successful marketing.
- an awareness of the company's strengths and weaknesses
 - an understanding of the opportunities and threats the company faces
 - good communication skills
 - a good, creative campaign

Which one do you think Jonathan will mention next?

- C** 7.3 Now listen to the second part of the interview and see if you were right. Do you agree with Jonathan?
- D** 7.4 Listen to the last part of the interview and answer these questions.
- 1 What kind of company is Oxford Strategic Marketing working for at the moment?
 - 2 How does the technique called 'market segmentation' work?
 - 3 What did Oxford Strategic Marketing do for their client?
 - 4 What was surprising about the results of the research?

Reading

Selling dreams

- A** Discuss these questions in pairs.
- 1 Which celebrities from your country have appeared in advertisements? What kind of products do they endorse?
 - 2 Which world-famous film stars and sportspeople have appeared in advertisements? In your opinion, which of those ads was the most effective?
- B** Before you read the article, match these questions (1–6) with their possible answers (a–f).
- | | |
|--|--|
| 1 When was Chanel No 5 created? | a) Because advertising budgets are getting larger. |
| 2 Who is Marianne Etchebarne? | b) It's a thriller. |
| 3 How much did the film cost? | c) She is Chanel's artistic director. |
| 4 What kind of film is it? | d) She says it is a pure commercial. |
| 5 Why are brands looking at new ways of connecting with consumers? | e) Eighty million pounds. |
| 6 What does Ms Etchebarne think of the film? | f) In 1912. |

- C** Read the article and correct the answers (a–f) in Exercise B. They are all wrong.

No 5: The film

by Vanessa Friedman



Chanel No 5 has been the number-one fragrance in the world almost continuously since its creation in 1921, an extraordinary achievement in an industry that sees an average of almost 300 perfumes launched every year, and where the average shelf life for a fragrance is only two or three years.

In some markets, however, Chanel No 5 slipped. In order to regain the top spot, and attract a new generation of perfume wearers, Chanel launched a new ad campaign which centres on a 'commercial' directed by *Moulin Rouge* director Baz Luhrmann, starring Nicole Kidman, and lasting almost three minutes.

The short 'film' is a fairy-tale romance. It tells the story of the most famous

woman in the world (Kidman), who flees a horde of paparazzi and jumps into a taxi where she meets a young writer (Brazilian star Rodrigo Santoro). He does not know who she is, and they share a romantic weekend in his garret before she returns to her responsibilities and the outside world.

Although there is a large Chanel double C illuminated in lights outside the garret, Chanel No 5 is not actually featured in the film, being present only in the final shot in the form of a diamond pendant in the shape of a No 5. 'I think people get into the story and want to live it,' says Marianne Etchebarne, international marketing director of Chanel fragrances. 'It is a commercial

that is a real piece of art. No 5 is the ultimate luxury brand of the market, and this new campaign will be the strongest to date in terms of making all women dream about No 5.'

Chanel's £18 million ad is just a particularly dramatic example of a trend toward alternative marketing. Carolyn Carter, president and chief executive of Grey Global Group, says: 'Every target group is becoming more resistant to the traditional advertising methods, so brands have to look at different ways to move people. Therefore there is a shift towards other strategies like product placement in films, direct marketing and sponsorship.'

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- D** Discuss these questions.

- Imagine you want to promote a brand. Which of these strategies would you most like to use and why?
 - celebrity endorsement
 - product placement in films
 - direct marketing
 - sponsorship
- Are there any advertisements or commercials that you regard as 'art'? Why?

Language review

Questions

- In questions which we can answer with either *yes* or *no* we put an auxiliary verb before the subject.
'Do you like the marketing plan?' 'Yes, it's very comprehensive.'
'Is the price going up next year?' 'No, it's high enough.'
'Have they agreed to the credit terms?' 'Well, they're thinking about them.'
- To ask for more information we use question words like *what*, *why*, *where*, *when* and *how*. We put the question word before the auxiliary verb.
When are they planning to launch?
How should we promote it?

 page 124

A Correct the grammatical mistakes in these sentences.

- 1 What means *market niche*? *What does market niche mean?*
- 2 How much it cost?
- 3 Why you don't sell it?
- 4 When it must be finished?
- 5 Did you went to the fair last week?
- 6 Is coming your boss tomorrow?

B The letter below is part of an authentic consumer survey on wines.

- 1 Write the words in the questions in the correct order.
For example, 1 *Which group do you belong to?*
- 2 Answer the questions.

Dear Mr Paz-Andrade

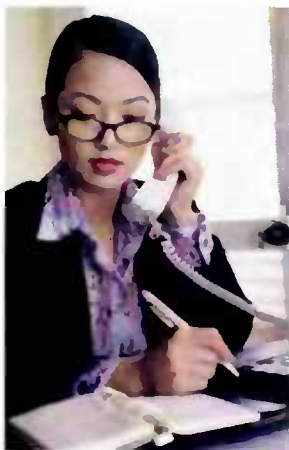
We are conducting a consumer survey on international wines. We place great value on your personal opinion and, therefore, request your support.

QUESTION	ANSWER
1 group you do belong to which?	self-employed <input type="checkbox"/> employed <input type="checkbox"/> retired <input type="checkbox"/>
2 you old how are?	under 30 years <input type="checkbox"/> 30–50 years <input type="checkbox"/> over 50 years <input type="checkbox"/>
3 which do you prefer wines?	white wine <input type="checkbox"/> red wine <input type="checkbox"/> rosé wine <input type="checkbox"/>
4 how do you drink often wine?	seldom <input type="checkbox"/> occasionally <input type="checkbox"/> once a week <input type="checkbox"/> often <input type="checkbox"/>
5 do you spend usually how much of wine on a bottle?	up to £5 <input type="checkbox"/> £5–£7.50 <input type="checkbox"/> more than £7.50 <input type="checkbox"/>
6 do have you a cellar at personal wine home?	no <input type="checkbox"/> yes: <input type="checkbox"/> small <input type="checkbox"/> large <input type="checkbox"/>
7 many bottles of wine how you have selected during the last year?	fewer than 36 bottles <input type="checkbox"/> more than 36 bottles <input type="checkbox"/>
8 you know do wine growing areas which?	Chianti <input type="checkbox"/> Nahe <input type="checkbox"/> South Australia <input type="checkbox"/> RheinhessenBurgundy <input type="checkbox"/> Bordeaux <input type="checkbox"/> Rioja <input type="checkbox"/>
9 when selecting wine, you do the various growing areas take into account?	yes <input type="checkbox"/> no <input type="checkbox"/> occasionally <input type="checkbox"/>
10 taste which you prefer do?	white wine <input type="checkbox"/> red wine <input type="checkbox"/> dry <input type="checkbox"/> medium dry <input type="checkbox"/> sweet <input type="checkbox"/>

- C** Work in pairs. Ask each other the questions. (If your partner doesn't drink wine, ask questions about another drink.)
- D** Work in groups. Think of a product and prepare a consumer survey for it. Then form new groups. Use your consumer surveys to find out about each other's buying habits.

Skills

Telephoning: exchanging information



- A** 7.5 Listen to four people giving their telephone numbers. Tick the correct numbers.
1 244252 2 881990 3 020 8045 1930 4 0033 2399 0324
- B** Write down some telephone numbers you know. Dictate them to a partner. Check that your partner has written the numbers correctly.
- C** 7.6 Work in pairs. Say the alphabet in English. Check each other's pronunciation. Then listen to the recording of the alphabet.
- D** Choose an address and dictate it to your partner. Spell each word when you dictate. Check that your partner has written the information correctly.
- E** 7.7 Listen to the first part of a conversation between a Sales Director, Martin, and his Sales Manager, Fiona. Answer these questions.
- Did they meet their sales targets?
 - How has their market share changed?
 - What were their total sales?
 - How much did they spend on shampoo advertising?
- F** 7.8 Now listen to the second part and complete the chart.
- | | |
|------------------------|-------|
| 1 Customer's name | |
| 2 Nationality | |
| 3 Telephone number | |
| 4 Meeting day and date | |
- G** 7.7, 7.8 Listen to the conversation again. Tick the phrases in the Useful language box Martin uses to check information, to ask for information and to end the conversation.

Useful language

Checking information

Sorry, did you say ...?
Sorry, I didn't catch that.
Could you repeat that, please?
Let me read that back to you.

Asking for information

Could you give me a few details?
What about the new range?
Did she say when she'd like to meet?

Finishing a conversation

OK, that's it.
Thanks very much. That was very helpful.
I must go now.
I think that's everything.

- H** Role-play this situation. One of you is the Marketing Director of a sunglasses manufacturer. The other is the European Sales Manager. Role-play a telephone call to talk about a focus group for the company's new range of sunglasses.
Marketing Director: Turn to page 138. Sales Manager: Turn to page 142.

Background

Kristal is a bottled water, manufactured by a US company, Hamilton Food and Drink Products (HFDP). According to HFDP, it comes from a spring deep under the rocks in Alaska, US. It is advertised as the purest water in the world. It has few minerals, and nothing is added to the water to change its taste. The water is targeted at people who want to have a healthy lifestyle.

The launch

Kristal was launched last year in California, US. It was advertised in health magazines with the slogan 'There is no purer drink in the world.' It is sold in clear glass bottles, in 1-litre sizes. Its price is \$3, which is higher than most competing brands. The brand name Kristal is printed in large black letters on the label, with a picture of a waterfall. The water is available in delicatessens and health food shops.

After six months, it was clear that the product launch was a failure. Sales were 60% below forecast, and very few people knew that there was a new bottled water product named Kristal.

The Marketing Department interviewed members of the public to find out what was going wrong.

🔗7.9 Listen to some typical comments from consumers. Make notes.

Chart 1: Price comparison

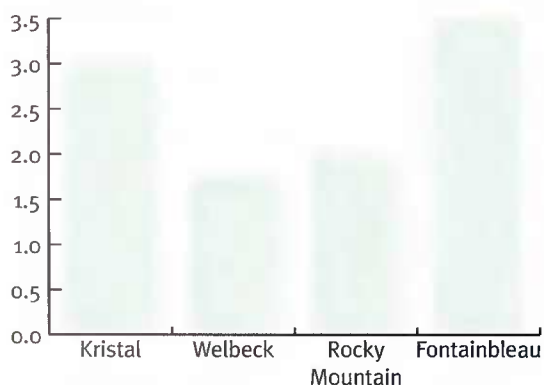
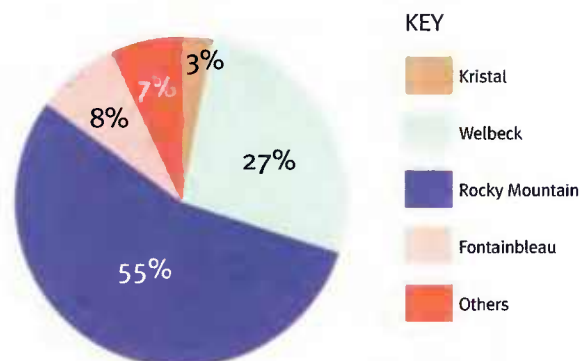


Chart 2: Market share



KEY

- Kristal
- Welbeck
- Rocky Mountain
- Fontainbleau
- Others

Chart 3: Product availability

	Kristal	Welbeck	Rocky Mountain	Fontainbleau
Supermarkets	x	✓	✓	x
Health food shops	✓	x	✓	✓
Convenience stores	x	✓	✓	x
Delicatessens	✓	x	x	✓

Task

- 1 Work in groups. Each group is a team in the Marketing Department. Hold a meeting to discuss what you should do to improve sales of Kristal. Use the questions in the box below as a guide.
- 2 Present your ideas to the other teams in the Marketing Department.
- 3 As a whole department, hold a meeting and decide what the company must do to improve the sales of Kristal.

Questions

- Product:** Does the product need to be changed, for example, offer it in a range of sizes?
- Price:** Is the price correct?
- Promotion:** Was it promoted in the correct way?
Is Kristal targeted at the right segment of the market?
If not, who should it be targeted at?
- Place:** Is it being sold in the right places?

What changes need to be made to relaunch the product?



Writing

As a member of the Marketing Department of HFDP, design a sales leaflet for the campaign to relaunch Kristal Water. The leaflet will be inserted into lifestyle magazines and sent out as part of a direct marketing campaign. It should attract attention and communicate the reasons why people should buy Kristal. It should also include a slogan.

➔ Writing file page 134

OVERVIEW

- Vocabulary**
Ways to plan
- Listening**
The secret of good planning
- Reading**
Planning for economic development
- Language review**
Talking about future plans
- Skills**
Meetings: interrupting and clarifying
- Case study**
The voice of business



‘Expect the best, plan for the worst, and prepare to be surprised.’

Denis Waitley, US productivity consultant

Starting up

- A** What do you consider when you plan these things?
- 1 a holiday
 - 2 a special family occasion, for example, a wedding
 - 3 an ordinary working day/week
 - 4 your career
- B** Which of the following do you use to plan your day or week? Which do you prefer? Why?
- desk or pocket diary
 - electronic organiser
 - asking someone to remind you
 - memory
 - notes stuck on board or fridge
 - writing on the back of old envelopes
- C** Discuss these statements.
- 1 Making lists of things to do is a waste of time.
 - 2 You should plan your retirement from an early age.
 - 3 If you make a plan, you should stick to it.

Vocabulary

Ways to plan

- A** Match the verbs in the box to the nouns (1–5). Each pair of words describes a way to plan effectively. Use a dictionary to help you.

estimate collect consider forecast do

- 1 ...*estimate*... costs
 2 sales
 3 research
 4 information
 5 options

- B** Match the verbs in the first box to the nouns in the second box. Make as many combinations as you can. For example, *write/implement a plan*.

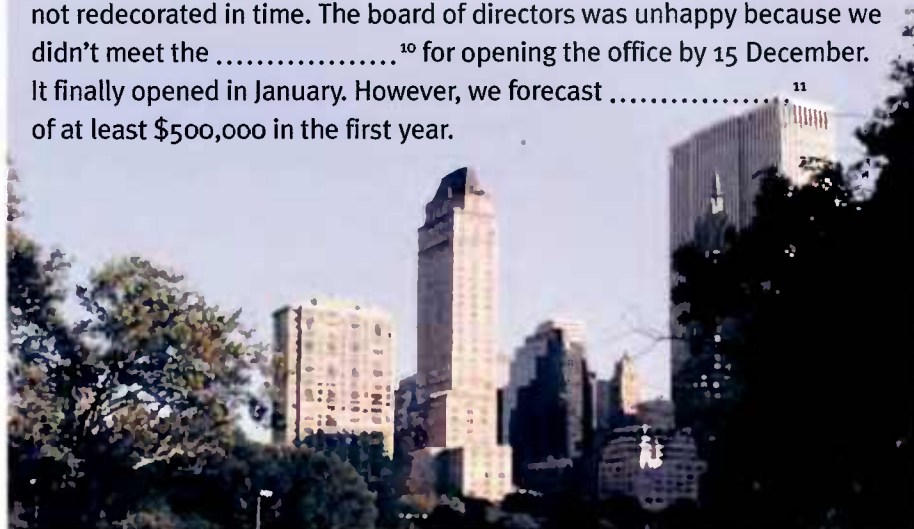
write rearrange meet arrange prepare keep within implement

a deadline a schedule a budget a plan a meeting a report

- C** A Managing Director talks about the planning of a new sales office in the United States. Complete the text with nouns from Exercises A and B.

Recently we decided to open a new sales office in New York. First I arranged a ...*meeting*...¹ with the finance department to discuss the project. We prepared a² with details of the various costs involved. Then we collected.....³ about possible locations for the new office. We considered two⁴ – one in Greenwich Village and the other near Central Park. After doing some more⁵, I wrote a⁶ for the board of directors.

Unfortunately, we made a mistake when we estimated the⁷ as the exchange rate changed, and so we didn't keep within our⁸. We overspent by almost 20 percent. We had to rearrange the⁹ for moving into the building because the office was not redecorated in time. The board of directors was unhappy because we didn't meet the¹⁰ for opening the office by 15 December. It finally opened in January. However, we forecast¹¹ of at least \$500,000 in the first year.



- D** 8.1 Now listen and check your answers to Exercise C.

- E** Choose one of the following events and tell your partner how you will plan it. Try to use some of the vocabulary from the exercises above.

- 1 A training weekend for your department
- 2 A party to celebrate your company's 100th anniversary
- 3 An event to relaunch a singer's career

Listening

The secret of good planning



▲ Teresa Graham

- A** 8.2 Teresa Graham OBE is an adviser to many businesses and also to the UK government's Better Regulation Commission. In the first part of the interview, she talks about what is important when planning in business. Listen and complete these notes, using up to three words each time.

Keys to good planning

- 1 It's important to have a clear idea about
- 2 for your business very carefully, and don't reinvent the wheel.
- 3 This structure will then lead you logically through that you need to do.
- 4 Tip: desktop market research is very valuable, but research carried out clients who really want to buy your service or your product breathes life into any plan.
- 5 So use your clients to market test your ideas and help you to

- B** What do you think Teresa means by *don't reinvent the wheel* (point 2 above)?

- C** 8.3 In the second part of the interview, Teresa talks about why it is important for a business to revise its plan regularly. Listen and answer these questions.

- 1 Which three things does she say a business plan is like?
 - a) a working tool
 - b) something you do for your bank for a particular day of the week
 - c) a template for any plan that you might produce for an external funder
 - d) a route map
 - e) an instrument that helps you research the marketplace
- 2 Which three sources of finance does she *not* mention?

a) a government grant	c) an equity partner	e) a business angel
b) a bank	d) a loan	f) leasing

- D** 8.4 Listen to the third part of the interview. Decide whether these statements are true (T) or false (F).

- 1 People are critical of SMEs because they do not usually have good business plans.
- 2 The best companies involve everyone in the creation of their plans.
- 3 William Kendall now owns a business called Green & Black chocolate.
- 4 Kendall was unable to find anyone who could run his old business as well as he could.
- 5 Kendall immediately asked Cadbury's if they wanted to invest in his new business.

- E** Tell your partner about something you planned well a) in business, and b) in your life. Then tell your partner about something you planned badly.

Reading

Planning for economic development

- A** Discuss these questions in pairs.
- 1 What facts do you know about the economy of Russia or of other 'developing economies'?
 - 2 What are some of the possible threats and opportunities for foreign investors in Russia?

- B** Read the article below to find out if any of the facts, threats or opportunities you listed in Exercise A are mentioned in the article.
- C** Read the article again. Are these statements true (T) or false (F)?
- 1 Nizhny Novgorod was once the capital of Russia.
 - 2 There are fewer people employed in the service industry than in agriculture.
 - 3 Maxim Avdeev is not absolutely sure that GAZ will employ at least half a million people.
 - 4 Not only European companies have invested in Nizhny Novgorod.
 - 5 Ikea is planning to have its furniture made in Russia.
 - 6 According to Viktor Kolchay, there will be less bureaucracy in future.
 - 7 Nizhny Novgorod's geographical location is one of its great assets.

Nizhny Novgorod: Striving for historic city's dream

by Stephan Wagstyl

Leaders of Nizhny Novgorod have sometimes dreamed of making their historic city on the banks of the Volga into the third capital of Russia – after Moscow and St Petersburg.

New hotels, offices and shopping centres are springing up, especially in Nizhny Novgorod city. The historic centre has been renovated, including a 15th-century castle overlooking the Volga. The priorities are now to boost the economy and the regional budget.

Agriculture in the Nizhny Novgorod region still employs half the workforce, although it accounts for only 1 per cent of production.

The industrial landscape is dominated by the GAZ vehicle factory, which makes about 230,000 vehicles a year, including lorries, buses and Volga cars. GAZ's main shareholder, Ruspromavto, plans to modernise production and concentrate on buses and commercial vehicles. Maxim Avdeev, Ruspromavto's chief executive, says: 'We intend to use Nizhny Novgorod as a development base for our vehicles. If our strategy is correct, we're hoping to create work for more than 500,000.'



Foreign investment is playing its part. For example, Japan's Asahi Glass has bought control of the Bor Glassworks, and financed a \$100m renovation. Valery Tarbeev, the chief executive, says quality has been improved radically. He says: 'It was clear in the transformation from central planning to the market economy we had to focus on quality not just for today but for the future.'

Other foreign companies include Coca-Cola, the US drinks group, which runs a bottling plant, Heineken, the Dutch brewer, which is investing \$73m modernising a Volga beer plant, and Ikea, the Swedish furniture retailer, which is

planning to invest \$90m in a retail centre.

Viktor Kolchay, the deputy governor for economic development, argues that business people will appreciate the governor's moves to improve bureaucratic efficiency and cut delay, notably by establishing a one-stop shop for investors. Nizhny Novgorod will focus on its attractions for investors, including a skilled workforce, good transport links, and its position at the heart of central Russia. Mr Kolchay says: 'We are at the crossroads of east-west and north-south trade routes.'

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- D** Look at the article and complete these sentences about future plans.
- 1 'We Nizhny Novgorod as a development base for our vehicles,' says Ruspromavto's Chief Executive.
 - 2 Mr Avdeev also says 'if our strategy is correct, we work for more than 500,000.'
 - 3 Ikea \$90m in a retail centre.
 - 4 Nizhny Novgorod on its attractions for investors.
- E** In pairs, discuss in what ways your city's or region's plans for the future are similar to, or different from, Nizhny Novgorod's.

Language review

Talking about future plans

- We can use verbs like *plan*, *hope*, *expect*, *would like* and *want* to talk about future plans.

Ruspromavto is hoping to create work for half a million people.

Nizhny Novgorod would like to attract more foreign investors.

- We often use *going to* to talk about more definite plans.

We're going to relaunch the series next year.

- We can also use the present continuous to talk about definite plans and arrangements.

We're meeting next Friday at 3 p.m.

page 125

- A** The Managing Director of a Hong Kong-based hotel group is talking to his managers about the group's future plans. Underline the plans that he mentions.

'Well, I think you all know by now that we're hoping to expand in China and we are going to move our headquarters from Hong Kong to Shanghai. We're planning to manage an executive complex in Dalian and we're also hoping to open a 240-room hotel next year in Zhongshan. We're expecting to make a profit within 5 years although we'd like to break even a bit earlier if possible. Within 10 years we want to become the major international hotel group in South-East Asia.'



- B** Match the verbs to their meanings.

- | | |
|----------|--|
| 1 hope | a) believe something will happen |
| 2 expect | b) decide in detail what you are going to do |
| 3 plan | c) wish something will happen |

- C** A salesperson is talking about the end-of-year bonus. Complete the conversation with verbs from Exercise B.

I'm¹ to get a bonus at the end of the year, but I haven't met all my sales targets, so I'm a little worried. My colleague June has met all her targets and she is² to get a good bonus. She is already³ to go on an expensive holiday abroad and has got lots of travel brochures.

- D** Tell each other about your plans and expectations for 1 to 6 below. For example

A *What are you going to do after this lesson?*


B *I'm hoping to/planning to What about you?*

A *Oh, I'm hoping to ...*

- | | |
|----------------------|------------------------|
| 1 after this lesson | 4 on your next holiday |
| 2 in the near future | 5 in your career |
| 3 this weekend | 6 when you retire |

Skills

Meetings:
interrupting and
clarifying

- A**  8.5 Listen to a meeting in which members of a planning group discuss relocating their head office. In which order are these points mentioned?
- a) the cost of moving
- b) when to move
- c) the advantage of using a specialised firm
- d) whether to use their own transport department
- e) how to communicate with staff
- f) which transport company to use



- B** Look at the extracts from the planning meeting in Exercise A. Decide whether each underlined expression is: a) interrupting or b) clarifying.
- 1 B I think July would be the best time. It's very quiet then, isn't it?
A You mean, we don't do too much business then?
- 2 C Could I just say something?
- 3 C In my opinion, we should do it department by department.
B How do you mean exactly?
- 4 B We've contacted two companies, National Transport and Fox Removals.
A Sorry, could I just comment on that, Mark?
- 5 B You know, there's another possibility. We could get our own people to do the moving.
A What? You think our transport department could do the job?
- C** Role-play this situation. The head of your department is leaving the company in a month's time. Your department plans to hold a farewell party. Discuss these questions with other members of the department.
- When and where will the party be? At work, in a restaurant or at another location?
 - How much should each member of staff contribute towards the cost of the party?
 - What sort of gift should you get? Who will present it?
 - Will there be a speech? If so, who will make it? Should it be serious or humorous? How long will it be?
 - What kind of entertainment will you have at the party?
 - What else do you need to plan?

Useful language

Dealing with interruptions

If you'll just let me finish ...
Just a moment, please.
I'd like to finish, if I may.

Interrupting

Could I say something?
Could I just comment on that?
Hold on a minute.
Sorry to interrupt but ...

Clarifying

How do you mean exactly?
What exactly do you mean by ...?
Are you saying ...?
So what you're saying is that ...

Background

European Business Associates (EBA) is a media company which makes radio and television programmes for broadcasting organisations all over the world. They have won a contract to produce a 30-minute radio programme aimed at working people. It will be broadcast throughout Europe, in English, at 7.00 a.m. three times a week.



Planning

EBA is about to plan its first programme. Recently it sent questionnaires to businesspeople, asking them what they would like in it. People were asked whether they thought topics were a) very interesting, b) quite interesting or c) not interesting. The results are given in Chart 1.

Chart 1: Interest in possible topics for the radio programme

Topics	Very interesting	Quite interesting	Not interesting
Company profiles	66%	15%	19%
Profiles of businesspeople	45%	12%	43%
Interviews with businesspeople	61%	22%	17%
Business update	72%	19%	9%
The future of business	25%	18%	57%
Investment advice (stock market tips)	36%	28%	36%
Book reviews	25%	32%	43%
Economic reports on countries	24%	35%	41%
Advice on personal finance	68%	11%	21%
Job vacancies	70%	18%	12%
Traffic and weather reports	52%	35%	13%

In addition to using questionnaires, EBA held focus groups in a number of European countries. These were some of the most common opinions.

- 1 'I want to know what the important news stories will be for that day. You know, what companies are publishing their annual results, that sort of thing. Up-to-date news on what's going on in business.'
- 2 'You only need one person to present the programme. Male or female, it doesn't matter. But they should be an experienced business journalist.'
- 3 'I'm interested in buying shares. I'd want some good tips. What to buy, what to sell – that'd be really interesting.'
- 4 'It would be great if you could give us weather and traffic reports. I'm always getting stuck in a traffic jam.'

8.6 Now listen to some other common opinions which were recorded at the focus groups. Make notes.

Task

Work in groups. You are members of the EBA planning team. You must plan the first programme. Use the key questions below to help you.

- 1 Discuss the key questions.
- 2 Then discuss any other ideas that you have.
- 3 Agree on a final plan for the first programme.

Key questions

- What will be the main components of the programme?
- How long, approximately, will each component be?
- What will be the order of the various items?
- Who should present the programme? Should there be one or two presenters? male or female? young or old?
- Should there be live interviews with business personalities?



Writing

As the producer of the new EBA business news programme, write a letter to a famous businessperson asking them for an interview. At the start of the letter you should introduce yourself and give brief details of the programme and its aims.

Dear ...

I am writing to you as the producer of the exciting new EBA business news programme.
...

Managing people

OVERVIEW ▼

- Listening**
Good managers
- Vocabulary**
Verbs and prepositions
- Reading**
Young managers
- Language review**
Reported speech
- Skills**
Socialising and entertaining
- Case study**
The way we do things



Management is nothing more than motivating other people.

Lee Iacocca, US industrialist

Starting up

- A** What qualities and skills should a good manager have? Choose the six most important from the list.

To be a good manager you need to:

- 1 like people.
- 2 enjoy working with others.
- 3 give orders.
- 4 listen to others.
- 5 make suggestions.
- 6 judge people's abilities.
- 7 plan ahead.
- 8 be good with numbers.
- 9 make good presentations.
- 10 be persuasive.

- B** If you are managing people from different cultures, what other qualities and skills do you need?



Vocabulary file page 157

Listening

Good managers



▲ Nigel Nicholson

- A** 9.1 Nigel Nicholson is Professor of Organisational Behaviour at the London Business School. Listen to the first part of the interview and complete the notes, using up to three words each time.

Managers of people

- 1 To be a good manager, you need to understand that there are themes which, such as families, or the fact that everyone wants to make a difference and needs to be respected.
- 2 In addition, you also need to understand how everyone is to the way you, as a manager, are.
- 3 The secret is to try to know what the world looks like of another person.
- 4 In order to do that, you need to be very good at asking questions and

- B** 9.2 Listen to the second part of the interview. Decide which statement best summarises Nigel's view of the changes in the way people behave at work.

- 1 The time people spend reflecting unfortunately reduces the amount of work they do.
- 2 People have to spend more time at work and are therefore under a lot of pressure.
- 3 People live very fast but should not forget to take time to stand back and reflect.
- 4 If people live too slowly, they cannot see where what they are doing fits into a bigger picture.

- C** 9.3 Listen to the third part of the interview. Decide whether these statements are true (T) or false (F).

- 1 Cultural differences are entirely superficial.
- 2 Individual differences between people are more important than cultural differences.
- 3 When you work in another culture, you realise that all people are the same.
- 4 You have to remember that people are unique and different individuals.

- D** Work in pairs or in small groups. Discuss these questions.

- 1 What would you find difficult if you had to go and work in a very different culture from your own?
- 2 What advice would you give to a foreign manager who is going to manage staff in your country?



Vocabulary

Verbs and prepositions

- A** Verb and preposition combinations are often useful for describing skills and personal qualities. Match the verbs (1–7) with the prepositions and phrases (a–g).

A good manager should:

- | | |
|---------------|--|
| 1 respond | a) <i>in</i> their employees' abilities. |
| 2 listen | b) <i>to</i> a deputy as often as possible. |
| 3 deal | c) <i>to</i> employees' concerns promptly. |
| 4 believe | d) <i>with</i> colleagues clearly. |
| 5 delegate | e) <i>with</i> problems quickly. |
| 6 communicate | f) <i>in</i> regular training courses for employees. |
| 7 invest | g) <i>to</i> all suggestions from staff. |

- B** Which do you think are the three most important qualities in Exercise A?

- C** Some verbs combine with more than one preposition. For example
'He **reports to** the Marketing Director.' (to a person)
'The Sales Manager **reported on** last month's sales figures.' (on a thing)

Say whether the following combine with *someone* or *something*.

	Someone	Something	Both
1 a) report to b) report on	✓		✓
2 a) apologise for b) apologise to			
3 a) talk to b) talk about			
4 a) agree with b) agree on			
5 a) argue about b) argue with			

- D** Complete these sentences with suitable prepositions from Exercise C.

- I agreed *with* her that we need to change our marketing strategy.
- I talk my boss every Monday at our regular meeting.
- We argued next year's budget for over an hour.
- He apologised losing his temper.
- We talked our financial problems for a long time.
- The Finance Director argued our Managing Director over profit sharing.
- I apologised Paula for giving her the wrong figures.
- Can we agree the date of our next meeting?

- E** Write three questions using some of the verb and preposition combinations above. Then work in pairs. Ask each other the questions.

Reading

Young managers

A Discuss these questions.

- 1 In your culture, how usual is it to see young people in management positions? What do people generally think of them?
- 2 What challenges do young managers face, compared to older ones?
- 3 What may be the advantages of being a relatively young manager?

B Answer these questions about the first part of the article.

- 1 Why is it important for young managers to make key people believe in them and trust them?
- 2 What should young managers do about their weaknesses, according to Mr Newhall?

Clever tactics for brilliant young managers

by David Stern

'If you're good enough, you're old enough,' a team manager once said when giving Michael Owen, a world-class goal-scorer, his first international game at the age of 18. Is the same true in business?

Young executives come back from business school armed with big ideas. But these may or may not win support from colleagues.

So what are the practical steps that young managers need to take in order to be welcomed?

'The biggest challenge is a basic lack of experience,' says Steve Newhall, a management consultant. 'This will affect how other people see you. You need to build credibility with your key stakeholders on a one-to-one basis in order to show that you are up to the job. You have got to have confidence in your ability to do the job. But remember that the people around you may not share that opinion.'

Young managers also need to recognise their own weaknesses – and then do something about them. 'You will need a good mentor straight away,' says Mr Newhall, 'someone who has plenty of experience and who gives you support and plenty of good advice.'

Some advice

- Act your age. Do not try to look like an older person or like a statesman.
- Dress your age, too.
- Avoid favouritism and cliques. Leaders win respect by treating people the same.
- Build coalitions right away. Show colleagues you are aware of your limited experience. And show that you are interested in getting advice, too.
- Keep a cool head, even when you are under a lot of pressure. Some colleagues will expect you to crack. Do not give them the satisfaction.
- Show respect to older

colleagues. They may be on a slower (or different) career path just because that is where they want to be. They have seen many young ambitious people come and go. Draw on their experience.
- Find the right balance between being enthusiastic and being over-con-



fidant. You have been selected for your youth and energy – draw on it. But don't overdo it.

- Under-promise and over-deliver. That motivating speech on your first day may sound pretty stupid if the market turns against you.

FINANCIAL TIMES

C Find words or phrases in the second part of the article which mean the following.

- 1 when one person or group is treated better than others in an unfair way
favouritism
- 2 a small group of people who seem unfriendly to other people
- 3 a group of people who agree to work together to reach the same objective
- 4 to lose control of yourself because of stress
- 5 when you think you are better or more important than other people
- 6 to work more or better than other people expect you to
- 7 that makes people feel enthusiastic and excited

D In pairs, discuss and agree on the three most important pieces of advice.

Language review

Reported speech

There are a number of ways to report what people say.

- We often use *say*, *tell* and *ask* to report speech.
 - 'The new job is challenging.' She **said** (that) the new job was challenging.
 - We use *tell* with an object.
 - 'The new job is challenging.' She **told her boss** (that) the new job was challenging.
 - We use *ask* (with or without an object) to report questions.
 - 'When do you want to start?' Her boss **asked** (her) when she wanted to start.
- We usually make the following changes in reported speech.
 - The verb goes back one tense (for example, from present simple to past simple).
 - Nouns and pronouns may change.
 - 'My new sales team is difficult to manage.' He **said** (that) **his** new sales team **was** difficult to manage.
- When we report things that are either very recent or generally true, we often use the same tense as the speaker.
 - 'I want to see Pierre.' Pierre, Susan **has** just phoned and **says** she **wants** to see you.
 - 'Training is important.' He **said** (that) training **is** important.

→ page 126

A Complete these sentences with the correct form of *say* or *tell*.

- He *said* that he was finding it difficult to manage people.
- He me that he was finding it difficult to manage people.
- She him to improve his performance.
- She they would never agree.
- My boss me not to pay the invoice.
- He that he worked for General Electric.

B Use *say*, *tell* and *ask* to report this dialogue between two company directors. For example, *Philip told Amanda/said (that) he wanted to motivate their managers more.*

- Philip I want to motivate our managers more.
 Amanda Are you delegating the less important decisions?
 Philip I think so. And I'm making more time to listen to their suggestions.
 Amanda That's good. Responding to their ideas is really important.
 Philip Is the department investing enough in training?
 Amanda Yes, it is. This year's budget is bigger than last year's.

C 9.4 Your colleague is away and you have been asked to check their voice mail. Listen to each message. Note down who rang and what was said or asked. Then write a short note for your colleague. For example:

Jenny rang about the conference. She said she'd found a hotel with good rates. She asked how many rooms you wanted to book.

Skills

Socialising and entertaining

A Socialising is an important part of good management. When socialising for business in your country, how important are the following?

- being on time
- the way people dress
- how you address people (first names or family names?)
- giving gifts
- shaking hands/kissing/hugging/bowing



- B** 9.5 Rachel, who is from the UK, is on a business trip to Russia. Alexandra is a Russian business contact. Listen to their conversation. Then answer these questions.

1 What does Alexandra invite Rachel to do? 2 Does Rachel accept?

- C** 9.5 Complete this extract from the conversation in Exercise B.

Rachel Well, it's very¹, Alexandra, but I think I'd like to relax at the hotel tonight² don't³. I'm a bit tired, quite honestly.

Alexandra Are you sure? You'd really enjoy it.

Rachel It's very kind of you, but perhaps⁴.

- D** 9.6 Marta is being entertained by Sven, who works for the company she is visiting on a business trip to Sweden. Listen to their conversation. Below are the answers to three questions. What were the questions?

1 Well, Marta, people like to be in the open air.
2 I usually watch television.
3 Well, generally I spend time with my children.

- E** 9.7 Listen to another conversation between Sven and Marta. What did Sven do to entertain Marta?

- F** 9.7 Listen again. In which order do you hear these sentences?

a) I'm glad you enjoyed the tour.
b) We'll be in touch soon.
c) I hope you have a good journey back.
d) Thanks for showing me round the city.
e) Thanks very much for your hospitality.
f) I really enjoyed the meal tonight.

- G** Role-play these situations.

1 You are having dinner with a business contact who tries to persuade you to try a type of food you hate. Refuse politely.
2 You meet a business contact in a foreign country. Find out the information below. Also, tell them about yourself using a) to d) as a guide.
a) how they spend their weekends
b) where they go for their holidays
c) what they do in the evenings
d) what kinds of hobbies and sports they like

Useful language

Making excuses

It's very kind of you, but ...
I'd like to take it easy/relax if you don't mind.
It's very kind of you, but another time perhaps.

Making conversation

What do you like to do in your spare time?
Where are you going for your holiday this year?
Can you tell me about any interesting places to visit?
What/How about you?

Showing interest

Interesting!
Really?

Saying goodbye/Thanking your host

Thanks very much for your hospitality.
I really enjoyed the meal.
Thanks for showing me round the city/town.
I'll be in touch soon.
Goodbye. All the best.



Background

Just over a year ago, two marine equipment manufacturers, Muller and Peterson, joined together to form a large company called Muller Peterson Marine (MPM). MPM's new sales team was made up of representatives of both companies. It was led by Muller's Sales Manager, and Peterson's Sales Manager became his deputy.

At the end of the first year, it has become clear that the two groups of sales representatives have very different aims, beliefs and ways of working. These are summarised below and on page 85.

Muller sales representatives

- They are mainly interested in increasing their basic salary and commission. They think the company's main aim is to maximise profit. If they do that, the company will be profitable.
- They promise their customers early delivery dates, but the company often cannot meet the dates and the customers complain.
- They send in short sales reports which are often late and incomplete. They usually forget to send written follow-up when customers place an order.
- They are happy with the present system of payment: low basic salary, high commission.
- They are very competitive, so they keep information about customers to themselves, rather than sharing it with their colleagues.
- They are aggressive when selling and put pressure on customers to buy. For example, they often offer expensive gifts to customers to build up loyalty.

Peterson sales representatives

- They believe in working as a team and supporting each other. They think the company's aim is to keep the customer happy and to build up good customer relations. If they do that, the company will be profitable.
- They believe that the company should always meet its delivery dates. Therefore they do not promise customers very early delivery.
- They send in well-written, informative reports on or before the deadline. They always provide written follow-up when a customer places an order.
- They would like a higher basic salary and a bonus paid to the team if they exceed their monthly sales target.
- They believe that staff should share information about customers with each other. This is the best way to maximise sales.
- They build up customer loyalty by gaining their trust. They do not put pressure on customers to buy. They do not believe in giving expensive gifts to customers.



Task

The Sales Manager and Deputy Sales Manager decide to hold a meeting with representatives of both groups. The purpose of the meeting is to decide what actions to take so that the sales representatives work together more effectively.

- 1 Divide into groups:
 - Group A Sales Managers (turn to page 136)
 - Group B Deputy Sales Managers (turn to page 138)
 - Group C Muller Sales Representatives (turn to page 139)
 - Group D Peterson Sales Representatives (turn to page 140)
- 2 Read your role cards and prepare for the meeting. Use the agenda as a guide for the meeting. It will be led by the Sales Manager and the Deputy Sales Manager.
- 3 Form new groups with people from groups A, B, C and D. Have a meeting and decide what actions you should take to improve the effectiveness of the sales team.

AGENDA

- 1 Relations between sales representatives
- 2 Delivery dates
- 3 Reports
- 4 Payment system
- 5 Sharing information
- 6 Customer loyalty

Writing

As the Sales Manager of MPM, write the Recommendations section of a report to the CEO about the actions agreed on in the meeting with the sales representatives.

 *Writing file page 135*

RECOMMENDATIONS

To enable the sales representatives to work together more effectively, we have agreed on the following three points.

Firstly, we should ...

Revision

7 Marketing

Vocabulary

A Add the appropriate noun to each group below to make three compounds each time.

- | | |
|---------|--------------------------------|
| 1 | range
launch
lifecycle |
| 2 | share
research
segment |
| 3 | budget
campaign
agency |
| 4 | goods
profile
behaviour |
| 5 | figures
forecast
targets |

B Use a compound from each group in Exercise A to complete these sentences.

- 1 If we increase our, we may have enough money for TV commercials next year.
- 2 Our is very broad. There is no need to expand it at present.
- 3 Their representatives are under pressure to meet
- 4 When people earn more money, demand for tends to go up.
- 5 How can we make sure that our new range is targeted on the right

Questions

Put the words in these questions in the correct order. Then use them to complete the dialogue below.

- a) increased / share / our / market / has
- b) it / what / start / time / does
- c) sales / finished / you / report / have / your
- d) fantastic / isn't / that
- e) furniture / about / new / what / range / our / of
- f) are / what / like / they
- g) tell / you / Marco / could
- h) going / how / things / are
- i) the / news / does / good / Susan / know

A Hi, Jeremy.¹

J Very well, thank you. It's been very busy!

A²

J Not yet, I'm afraid. But I've already gathered all the figures.

A Great.³

- J Well, I think we've had excellent results.
 A⁴
 J Yes, by 3.5%.⁵
 A Excellent! I'm impressed.⁶
 J No, not yet. Let's keep it a surprise till our meeting tomorrow.
 A Good idea. By the way,⁷
 J Nine, as usual.⁸ Otherwise I'm sure he'll forget.
 A I will, don't worry. Just one more thing.⁹
 J It's doing really well. Orders are pouring in, actually.

8 Planning

Vocabulary

In each sentence, cross out the verb which does not normally combine with the underlined noun.

- 1 We will ask them to *write /prepare /estimate* the report.
- 2 Let's try and *keep within /implement /rearrange /meet* the deadline.
- 3 It is our responsibility to *collect /prepare /implement /keep within* the budget.
- 4 They have *arranged /forecast /rearranged* the meeting for Tuesday 2 p.m.
Can you come?
- 5 What kind of plan have they *written /prepared /done*?

Reading

A Put these sentences in the correct order to write a paragraph about good planning.

- a) The most important thing is to know exactly what your goal is.
- b) The next thing after setting a deadline is to identify the tasks that are necessary to achieve your aim.
- c) Many people ask themselves what the secret of good planning is.
- d) You can then get on with them and work to a timetable.
- e) Once you have defined that, you have to decide by when you want to achieve it.

B Match these sentence halves to create a letter of invitation.

Dear Mr Mazari,

- | | |
|---|--|
| 1 As the Sales Manager of Interco-op Europe, I would like | a) to run a workshop on how to prepare a budget. |
| 2 I have read many of your articles on successful planning in the <i>Financial Echo</i> , | b) to your reply. |
| 3 At Interco-op, we believe | c) would be convenient. |
| 4 Therefore, we organise | d) would be particularly useful for our junior team members. |
| 5 We would be very grateful if you agreed | e) you can find time to accept our invitation. |
| 6 In addition, a focus on how to make accurate sales forecasts | f) and found them extremely interesting. |
| 7 We understand that you are very busy, but we hope | g) regular professional development seminars. |
| 8 Any Monday or Thursday in the next six weeks | h) staff training is of great importance. |
| 9 We look forward | i) to invite you to give a presentation to our Sales Team. |

Yours sincerely,

Linda Manasseh
Sales Manager

Writing

Write Mr Mazari's reply to the letter of invitation above.

- Thank Ms Manasseh for her invitation, and say you accept it.
- Suggest two dates when you are free; say which date is more convenient for you, and why.
- Remember to ask all the key information you need (e.g. type of business? / number of participants? / length of talk? etc.).
- Say how much you charge for this kind of work.
- End suitably.

9 Managing people

Vocabulary

Complete the text below with the verbs from the box.

believe communicate deal delegate invest listen respond

If you ask employees what qualities they value most in a manager, the majority will tell you that they need a manager who can¹ to them attentively and sympathetically. Obviously, nobody likes talking to a brick wall, and the ability to² clearly with colleagues is essential to anybody in a management position.

Secondly, when staff worry over certain issues, a good manager should³ to their concerns promptly and also⁴ with any problems as soon as they arise.

Trust is also rated very highly, so managers should also⁵ in their employees' abilities and be prepared to⁶ responsibilities to them whenever possible.

Finally, a good manager should also⁷ in regular professional development opportunities for their staff.

Reported speech

A Complete these sentences with *said* or *told*.

- 1 We the boss we found the project exciting.
- 2 She the new sales manager was not very good at motivating people.
- 3 She the new sales manager her team needed a training course.
- 4 The manager he was in a hurry. He me to ask his deputy.
- 5 They never us what happened. In fact, they never anything to anyone!
- 6 He a few words about the deal in his talk, but what he me in the break was more interesting.

B Use *asked*, *said* or *told* to report each line of this dialogue.

- Rob I have a problem at work.
 Sue Have you missed another deadline?
 Rob The problem is not my work, but the new manager.
 Sue What's wrong with her?
 Rob She can't communicate clearly. And she doesn't listen to people's concerns.
 Sue What are you concerned about?
 Rob I'm not worried about anything personally, but ...
 Sue Well, anyway. Have you tried talking to her?
 Rob Well, no, I haven't. She's only starting work next Monday ...

Rob told Sue (that) ...

Sue asked Rob if ...

Rob said ...

Reading

Read this article about the role of a manager. Then complete it by putting each phrase below (a–f) in the correct space (1–6).

In the past, many people believed that managers were there just to provide support for frontline staff. However, our understanding of the manager's function has improved.

We know that managers contribute to performance.

But how do they do that,¹?

Some experts argue that the day-to-day work of the manager consists of managing three things: organisation, communication and people.

Let's consider organisation to begin with. Everybody knows that businesses². One of the purposes of the manager, those experts believe, is to manage this change for the benefit of both the business and its people.

Secondly, managing communication is necessary to make everyone in the business share a common purpose³.

Finally, individuals need to be managed to ensure that they are motivated to do their work well,⁴.

In conclusion, we can see how the three elements of organisation, communications and motivation in turn⁵. The third element is particularly important. Indeed, there seems to be a strong link between how well managers carry out their motivational tasks⁶. If the managers fail, then the company fails; if the managers do well, then the company prospers.

- a) and how well employees perform
- b) and know their own role in achieving that purpose
- c) and what exactly do managers manage
- d) and that this work also gives them personal satisfaction and fulfilment
- e) are constantly changing and evolving
- f) determine the success and profitability of the business



OVERVIEW ▼

- Listening**
Handling conflicts
- Reading**
Conflict management
- Vocabulary**
Word building
- Language review**
Conditionals
- Skills**
Negotiating: dealing with conflict
- Case study**
European Campers

‘Smooth seas do not make skilful sailors.’

African proverb

Starting up

How good are you at managing conflict? Answer the questions in the quiz below. Then turn to page 138 to find out. Compare your score with a partner.

- 1 You are in a meeting. People cannot agree with each other. Do you
 - a) say nothing?
 - b) intervene and propose something new?
 - c) take sides with those you like?
 - d) suggest a 10-minute break?
- 2 Your two closest friends have an argument and stop speaking to each other. Do you
 - a) behave as though nothing has happened?
 - b) bring them together to discuss the problem?
 - c) take the side of one and stop speaking to the other?
 - d) talk to each one separately about the situation?
- 3 You see two strangers. One begins to hit the other. Do you
 - a) pretend to be an off-duty police officer, and ask them what is going on?
 - b) call the police?
 - c) shout at them to stop?
 - d) walk away quickly?
- 4 Your neighbours are playing very loud music late at night. Do you
 - a) ask them to turn it down?
 - b) do nothing?
 - c) call the police?
 - d) play your own music as loudly as possible?
- 5 You are in the check-in queue at an airport. Somebody pushes in. Do you
 - a) ask them to go to the back of the queue?
 - b) say nothing?
 - c) complain loudly to everyone about people jumping queues?
 - d) report them to an airport official?
- 6 A colleague criticises your work. Do you
 - a) consider carefully what they say?
 - b) ignore them?
 - c) get angry and criticise them?
 - d) smile, but wait for an opportunity to get back at them?

Listening

Handling conflicts



▲ Eileen Carroll

- A** Work in pairs or small groups. Make a list of common causes of conflict in companies and organisations.
- B** 10.1 Eileen Carroll is Deputy Chief Executive of the Centre for Effective Dispute Resolution, an organisation that helps to resolve business conflict. Listen to the first part of the interview. Does Eileen mention any of the causes you listed in Exercise A?
- C** 10.1 Listen to the first part again and complete each cause of conflict with one word.
-¹ expectations about what a contract can deliver
 - lack of² when expectations are not being met
 -³ badly or not at all
 - a change in⁴
 - change of⁵ structures
- D** 10.2 Eileen is a *mediator*, i.e. a person who tries to end a disagreement between two people or groups. Listen to the second part of the interview. What are the three key elements that help her resolve business disputes?
- E** Tell your partner about any experience you have of:
- 1 a conflict which was handled well
 - 2 a conflict which was handled badly.

Reading

Conflict management

- A** Discuss these questions.
- 1 What qualities does a mediator need?
 - 2 Disagreement is a form of conflict. In what ways can it make meetings and discussions more productive?

Vocabulary file page 157

- B** Work in groups of four. You are going to read some advice about handling conflict. Two of you work on Article A, and two on Article B (see page 92). In your pairs, match the words from the article (1–4) to their meanings (a–d) before you read. Then discuss the five pieces of advice and rank them in order of usefulness.



Article A

- | | |
|-----------------------------------|--|
| 1 to jump to conclusions | a) not to change your attitude or behaviour |
| 2 to move things forward | b) to make someone feel unimportant |
| 3 to be consistent | c) to make a situation better |
| 4 to talk down to somebody | d) to make a decision too quickly |

- Don't set up a meeting if it is something that you can deal with informally. Listen to all sides first, separately, so you can understand each person's views and feelings. Then set up a meeting. Don't jump to any conclusions before you go in.
- Too often, people think about what they want *done to* the other person. Instead,

you need to get people to think about what they *need from* the other person and what they can offer the other person to help move things forward.

- When you handle conflict, don't think of it as fighting a battle, but as a service you can offer your employees. Make sure you are consistent in how you handle conflict

across the organisation.

- Try not to talk down to people. Sometimes, managers start treating people like naughty school kids, but that doesn't work.
- You need to check what is motivating people. Sometimes an issue just begins to appear, but it's got deeper roots.

From the *Guardian*

Article B

- | | |
|-------------------------------------|---|
| 1 to move things forward | a) to make a decision too quickly |
| 2 to get in somebody's shoes | b) when you treat a person better than others unfairly |
| 3 favouritism | c) to make a situation better |
| 4 to jump to conclusions | d) to try and see things from someone else's point of view |

- Explore what is happening like someone who really wants to move things forward, not like an investigator. Go in, ask some questions, find out what's happening, if possible from both sides of the argument. Win people's trust early on.
- Treat people with respect. The best way to do that is to listen to what they're saying and to try to get in their shoes.

- Try to find a win-win scenario. You want both people to go away happy and for it to be good for the organisation. There must be no favouritism.
- What you really want people to tell you is three things: what's happening, their perception of what's going wrong, and what can be changed.

- Managers shouldn't jump to conclusions. Sometimes a person will come to see them to say they have an issue with someone and they decide what they are going to do without checking with the other person. There are two sides to every story.

From the *Guardian*

C Work with one person from the other pair.

- In your own words, tell each other about your two most useful pieces of advice.
- Tell each other if there is any advice in the articles that you do not completely agree with.

D Discuss these questions.

- How do people usually deal with personal conflict in your country? In what ways is it different from other countries you know?
- Conflict management often differs from one company to another. How do people handle conflict in your company? How does it differ from other companies?

Vocabulary

Word building

- A** Use the correct form of these words to complete the first two columns of the chart. Use a good dictionary to help you.

Noun	Adjective	Opposite
1 patience	... <i>patient</i>
2 calmness	nervous
3 weakness	strong
4 credibility*
5 emotion
6 consistency
7 sympathy
8	formal	informal
9 enthusiasm
10	creative*

- B** Opposite meanings of the adjectives above are formed in one of three ways:

- using a prefix *un-*, *in-*, *im-*; for example, *formal*, *informal*.
- using a different word; for example, *weak*, *strong*.
- using a paraphrase, e.g. (*) *not credible*, *not (very) creative*.

Complete the right-hand column of the chart with opposites of the adjectives.

- C** Use one of the adjectives or its opposite to complete the following sentences.

- He gets very angry if people are late for negotiations.
He is very ...*impatient*...
- She always has ideas and easily finds solutions to problems.
She is a very person.
- He never shows anger, enthusiasm or disappointment during a negotiation.
He is totally
- He always agrees with everything his negotiating partner suggests.
He is
- I told him I was feeling really bad, and all he asked was 'Will you be able to meet the deadline?'
How can anyone be so ?
- He likes people to feel comfortable and relaxed during a negotiation.
An atmosphere is very important to him.

- D** Look again at the adjectives and their opposites. Choose what you think are the best and worst qualities for a negotiator. Then compare your ideas with a partner and try to reach an agreement.

Language review

Conditionals

• **First conditional**

if + present simple, will + base form of the verb

This describes a possible condition and its probable result.

If we meet our sales target, we'll get a bonus.

• **Second conditional**

if + past simple, would + base form of the verb

This describes an unlikely condition and its probable result.

If he listened more, he'd be a better manager.

• **Conditionals and negotiating**

Conditionals are often used when negotiating.

If you give us an 8% discount, we'll make a firm order.

If we increased our order, they'd give us a bigger discount.

page 127

A Correct the grammatical mistakes in these sentences.

- 1 If you give us a 10% discount, we would place our order today.
- 2 If I would have more money, I would go on a cruise.
- 3 If I will go to London next week, I'll visit their sales office.
- 4 If I would work from home, I would have more time with my children.

B Combine phrases from columns A and B to make conditional sentences. For example, *if you pay in euros, we'll deliver within seven days*. More than one answer may be possible in each case.

- | A | B |
|-----------------------------------|----------------------------------|
| 1 pay in euros | a) pay you a higher commission |
| 2 order today | b) offer you a special discount |
| 3 finish everything tonight | c) reduce the price |
| 4 deliver by the end of the month | d) give you a signing-on bonus |
| 5 give us a one-year guarantee | e) pay all the transport costs |
| 6 exceed the sales target | f) give you a 5% discount |
| 7 pay all the advertising costs | g) deliver within seven days |
| 8 sign the contract now | h) give you the day off tomorrow |

C Discuss these questions in pairs.

What would you do if:

- 1 you saw two colleagues having an argument? *I wouldn't get involved*
- 2 a colleague criticised you?
- 3 you saw a colleague stealing something?
- 4 your boss never listened to your ideas?
- 5 your boss asked you to work till midnight?




What would you do if you saw two colleagues having an argument?

Skills

Negotiating:
dealing with
conflict

A Which of the following are good ways of dealing with conflict in a negotiation?

- 1 Avoid eye contact.
- 2 Smile a lot.
- 3 Sit back and appear relaxed.
- 4 Stop the discussion and come back to it later.
- 5 Say nothing for a long time.
- 6 Say 'I see what you mean.'
- 7 Find out why the other side is unhappy.
- 8 Focus on the issues, not on personalities.
- 9 Say something humorous.
- 10 Speak calmly and slowly.

B  10.3 A union representative meets a general manager. The representative is angry because the company's staff are no longer allowed to use the company car park. Listen to the conversation and answer these questions.

- 1 What is the general manager's first suggestion to solve the problem?
- 2 Why does the union representative reject the suggestion?
- 3 What solution do they finally agree on?

C  10.3 Listen again and complete the extracts.

- 1 Look, Tracy, I ..*understand*.. what you're, but it just isn't possible anymore.
- 2 We've got to do something about it. OK, this? we keep five spaces for staff, and it's first come, first served?
- 3 There is another How about if the staff park their cars in the car park near the station?
- 4 OK, Tracy. What if we help towards the cost? We be able to pay, say, 30 per cent.

D Discuss whether the extracts in Exercise C are examples of *calming people down* or *creating solutions*.

Useful language

Calming down

I understand what you're saying.
I can see your point of view.
Well, I know/see what you mean.
Why don't we come back to that later?
Let's have a break and come back with some fresh ideas.
You don't have to worry about ...

Closing a negotiation

Let's see what we've got.
Can I go over what we've agreed?
Let's go over the main points again.
OK, I think that covers everything.
We've got a deal.
Fine. Right. That's it then.

Creating solutions

A compromise could be to ...
How about if ...
What if ...
Let's look at this another way.
Another possibility is ...

E Work in pairs. Role-play this situation.

One day staff find that prices have risen by over 50% in the staff restaurant. This is because the company has stopped subsidising all drinks and meals. Their union representative meets the general manager to discuss the situation.

You are *either*:

the union representative (turn to page 140) or
the general manager (turn to page 144).



Background

Todd Foster became Marketing Manager of European Campers a year ago. The company, which was founded by Charles Holden, its Chief Executive, is based in Bordeaux, France. It makes and sells camping and outdoor equipment.

Todd, aged 34, is an American with a Master's in Business Administration (MBA). Since Todd joined the company two years ago, profits have risen dramatically and the company is enjoying great success.

A problem with the top salesman

Olivier Moyon has been with the company 12 years, and everyone agrees that he is a brilliant salesman. His results are outstanding. In fact, the sales from his area amount to 24% of the firm's total sales. Unfortunately, Olivier is very difficult to manage. Todd cannot control him properly and this is causing problems. Here are some examples of Olivier's unacceptable behaviour.




- He crashed his company car. He blamed bad road conditions, but Todd believes he had drunk too much alcohol.
- He spends far too much money on entertainment and gifts for his customers. His expenses are much higher than those of all the other representatives.
- He has still not introduced Todd to the biggest buyers in his areas. He says the buyers are too busy to meet Todd.
- He often ignores Todd's phone messages and misses important meetings.
- He only sent five sales reports last year instead of sending 12 (one each month).

Conflict

Two weeks ago, Olivier got a large order from a department store chain. The goods had to be delivered by the end of the month, at the latest. However, the Production Manager, Jacques Picard, told him that he could not produce the goods and deliver them by that date. Olivier became very angry and was extremely rude to him. Jacques complained to Todd about Olivier's behaviour. Jacques explained that a very good customer had placed a very large order, and this order had to be given priority. Jacques ended the conversation by saying, 'Olivier may be a good salesman, but he's rude and cares only about himself. He's impossible to work with.'

Todd Foster meets Olivier Moyon

 10.4 At the beginning of the week, Olivier arranged to meet Todd at the head office in Bordeaux. Listen to this extract from their conversation. Make notes.



Task

- You are negotiating as either:
 - Charles Holden, Chief Executive (turn to page 138) or
 - Todd Foster, Marketing Manager (turn to page 140).

You disagree about how to handle the problem with Olivier Moyon. Try to negotiate a suitable solution. Read your role card, prepare for your meeting and then negotiate a solution to the problem.

- Meet as one group and compare the decisions you have taken. Try to persuade your colleagues that your solution was the best.



Writing

You are Head of Human Resources at European Campers. Write a letter to Olivier Moyon, informing him of the result of the meeting between Charles Holden and Todd Foster.

 *Writing file* page 130

European Campers
100 avenue de la République
33405 Bordeaux

Dear Mr Moyon

I am writing to inform you of the outcome of the recent meeting between Charles Holden and Todd Foster. ...



OVERVIEW ▼

- Vocabulary**
Economic terms
- Listening**
Starting new businesses
- Reading**
The human touch
- Language review**
Time clauses
- Skills**
Dealing with numbers
- Case study**
Marcia Lee Jeans

You have to have your heart in the business and the business in your heart.

Thomas J. Watson (1874–1956),
founder of IBM

Starting up

- A** What conditions are important for people starting new businesses? Choose the *three* most important from this list. Can you think of any others?
- low taxes
 - skilled staff
 - low interest rates
 - cheap rents
 - stable economy
 - good transport links
 - training courses
 - high unemployment
 - a strong currency
 - government grants
- B** Many economies contain a mix of public- and private-sector businesses. Think of companies you know in the areas below. Which are public-sector companies and which are private-sector companies?
- post office
 - TV/newspapers
 - energy
 - cars
 - rail
 - water
 - telecoms
 - airlines
- C** Many companies in the UK have been privatised. What are the trends in your country? Talk about the business sectors in Exercise B.

Vocabulary

Economic terms

A Match the economic terms (1–10) to their definitions (a–j).

- | | |
|--------------------------------|--|
| 1 interest rate | a) total value of goods and services produced in a country |
| 2 exchange rate | b) general increase in prices |
| 3 inflation rate | c) cost of borrowing money |
| 4 labour force | d) price at which one currency can buy another |
| 5 tax incentives | e) percentage of people without jobs |
| 6 government bureaucracy | f) people working |
| 7 GDP (gross domestic product) | g) low taxes to encourage business activity |
| 8 unemployment rate | h) money from overseas |
| 9 foreign investment | i) official rules/regulations/paperwork |
| 10 balance of trade | j) difference in value between a country's imports and exports |

B Try to complete this economic profile without looking back at the terms in Exercise A.

The economy is stable following the problems of the past two years. By following a tight monetary policy the government has reduced the *inflation... rate*.....¹ to 2%. After going up dramatically, the *i..... r.....*.....² is now down to 8%. The last six months has seen a slight improvement in the *e..... r.....*.....³ against the dollar. The *G.....*.....⁴ has grown by 0.15%. Exports are increasing and the *b.....* of *t.....*.....⁵ is starting to look much healthier.

The *u..... r.....*.....⁶ continues to be a problem as it is still 16%. In order to stimulate the economy and attract *f..... i.....*.....⁷ the government is offering new *t..... i.....*.....⁸ as well as making a renewed effort to reduce *g..... b.....*.....⁹. Finally, a large skilled *l..... f.....*.....¹⁰ means there could be attractive investment opportunities over the next five years.

C  11.1 Listen to the report and check your answers to Exercise B.**D Write sentences about the economic profile of your country.**

Listening
Starting new businesses



▲ Roger Mumby-Croft

A 11.2 Professor Roger Mumby-Croft is Head of the Enterprise Centre in the Business School at Oxford Brookes University. Listen to the first part of the interview. What are the main problems facing new businesses, in his experience?

B 11.3 Listen to the second part and decide which of the following was the interviewer's question.

- 1 What advice do you give to people starting their own companies?
- 2 Why are there so few agencies which really help new businesses?
- 3 How can new businesses get help to grow and become successful?
- 4 Why do so many new companies have problems with business planning?

C 11.4 Listen to the third part of the interview. Decide whether these statements are true (T) or false (F).

- 1 The managing director was confident that the electrical engineers would be able to build and grow a business.
- 2 The engineers needed help in order to develop their product.
- 3 The product they developed was problematic from an environmental point of view.
- 4 It took two years to develop their business skills.
- 5 Their turnover this year will be over a million pounds.
- 6 They were able to grow properly because they had recognised their weakness.

Reading
The human touch

A Discuss these questions.

1 There are four key ingredients when starting a new business: an innovation, a good team, the right market opportunity, and the right financing strategy. In what ways are they important? These phrases may help you.

If you have (an innovation), you can

Without a good (team), you can't

If you want to, you have to have

It is impossible to if you haven't got

2 In your opinion, which of those four ingredients is the most important? Why?

B Go through the article quickly to find the four elements that a good team needs.

A good team needs:

- 1 the ability to.....
- 2
- 3
- 4

How to add the human touch

By Doug Richard

When thinking about how you start your business, getting the right team together will be the most important and the most difficult decision you make.

The reason is simple. No one person has all the skills, experience, contacts or reputation that are required to get a business up and running. So, in order to succeed, you will have to form a core team of 15 people.

Before that, however, you can only know who else you need by knowing your strengths and your weaknesses. Having a great business idea does not mean that you have the skills to manage others. The hardest of all your decisions 25 may be to let someone else lead the company you founded.

What, then, does the team need?

30 First, it needs the ability to sell – and in particular the ability to persuade others to buy into your vision.

Second, the team needs 35 the ability to count. The business is managed by



40 managing the flow of cash. It may be the accountant's job to do your books, but it is your responsibility to understand them so well that you use them to drive the business.

Third, the team needs 45 experience. There are three types: customer experience, product experience and start-up experience. If you are going to sell an Internet service to restaurants, you need experience in the development of Internet services and the experience of running 55 restaurants. If your team

has only one or the other, you will either know what product to build or how to build it, but not both.

60 Fourth, the team needs to have contacts, relationships, a network. Having people who can help you informally or formally will 65 help your business succeed.

Finally, you and your team must be fully aware that starting a business 70 means giving up two things – time and money. It frequently means working evenings and weekends, and being last in line for 75 payment. Succeeding with an innovation-based company takes everything: all of your time, all your great ideas, lots of personal sacrifices – and it may take all 80 of your money.

There is no magic formula to building a business. It is like putting together the pieces of a puzzle. But it is worth remembering that the team is the most important piece.

FINANCIAL TIMES

C Read the article carefully. Then decide whether these statements are true (T) or false (F) according to the article.

- 1 If you want your new business to succeed, you yourself first need to gain all the necessary skills and experience.
- 2 New entrepreneurs sometimes rightly decide to let another person lead the company they started up.
- 3 Good cashflow management is a necessary condition for a business to be successful.
- 4 An effective team will have experience in three key areas.
- 5 You need to put in a lot of time and effort before you can enjoy the rewards of owning a fast-growing start-up.
- 6 Building the right team is the magic formula to setting up a successful business.

D Work in groups of three or four. Think about a business you could start as a group. Consider these questions.

- What kind of business would it be?
- What do you already have as a group? Think about
 - skills
 - experience
 - contacts
- What other strengths do you have? What about your weaknesses?
- What difficulties do you think you may face? How will you overcome them?

Language review

Time clauses

Time clauses provide information about actions and events in the past, present and future.

- We often use *when* to introduce time clauses.
 - *He remembers **when** he first joined the company ...* (past time)
 - ***When** there are few jobs, young people tend to study more.* (present time)
 - ***When** I'm on the plane, I'll read all the contracts.* (future time)
- We can also use *while*, *before*, *after*, *until* and *as soon as* to introduce time clauses.
 - *Many new high-tech companies started **while** the economy was growing.*
 - *We need to arrange our finance **before** we can develop the business.*
 - ***After** we meet the candidates we'll decide how many to employ.*
 - ***Until** inflation is under control, planning will be difficult.*
- When we use a time clause to talk about the future, the verb in the time clause is in the present tense or the present perfect tense.
 - ***As soon as** they **sign** the contract, we'll announce the deal.*
 - *We'll make the decision **when** we've finished the budget.*

➔ page 128

A Match the sentence halves to make appropriate sentences.

- | | |
|-------------------------------------|---------------------------------------|
| 1 We'll have breakfast in the hotel | a) could you check these figures. |
| 2 Please talk to your line manager | b) when the conditions are right. |
| 3 Until we have full employment, | c) as soon as interest rates fall. |
| 4 We won't hire new staff | d) until we get new business. |
| 5 While you're waiting for the fax, | e) before you sign the contract. |
| 6 We can set up in that country | f) our economy will not improve. |
| 7 While I'm with this company, | g) before we go to the office. |
| 8 Consumer spending rises | h) I want opportunities for training. |

B Complete these sentences with *when*, *while*, *before*, *after*, *until* or *as soon as*. More than one answer may be possible in each case.

- Don't make a decision we've seen the report.
- I'm meeting with Atsuko this afternoon. Send her up she arrives.
- Let's sort out this problem she gets here.
- I'm coming to Paris tomorrow afternoon. I'll phone you I arrive.
- Can you type this report for me I'm away?

C Kate North is an American who works in London. Read about her work routine and underline the most appropriate words.

I usually get to work *before* / *as soon as* / *until*¹ my boss arrives and *as soon as* / *while* / *before*² I arrive. I check my e-mail and post. I usually try to answer all important enquiries *until* / *as soon as* / *before*³ I go to lunch. *As soon as* / *Until* / *While*⁴ I'm having lunch, I often discuss problems with colleagues. *When* / *Before* / *Until*⁵ I work long hours, I can take time off another day. I have a lot of flexibility over *as soon as* / *when* / *until*⁶ I arrive at the office and *before* / *when* / *while*⁷ I leave, depending on the daily workload.

D  11.5 Listen to the recording and check your answers.

E Work in pairs. Tell each other about your own work routine.



▲ Kate North

Background

Marcia Lee Jeans is based in New York. Its brand is well known in the United States. The jeans sell in the upper price ranges and appeal to fashion conscious people aged 15 to 40. They are distributed in major department stores throughout the country. At present, the jeans are made in the US by a number of factories on the East coast, none of which are owned by Marcia Lee Jeans. Competition in this segment of the market is strong, so the company has to keep costs as low as possible in order to remain profitable.

MARCIA LEE JEANS

In the next ten years, Marcia Lee plans to expand in Europe and South-east Asia so that it becomes a global company. To do this, it has decided to build its own factory in an overseas country. The factory will have approximately 2,000 workers who will produce the jeans. These workers will be recruited locally. Denim, the raw material which is used to make the jeans, will be imported from several countries.

The company is considering four countries as a location for the factory. There is some information about each country on page 105. They are code-named A, B, C and D.

Task

You are members of the planning committee which must choose a location for the new factory.

- 1 Work in pairs. Discuss the four countries and rank them in order of suitability as a location.
- 2 Work in small groups. Discuss the advantages and disadvantages of each location.
- 3 Meet as one group, with one of you leading the discussion. Decide which is the most suitable location for the new jeans factory.

Writing

Write a letter to the head of the chamber of commerce of the country you have chosen. In the letter you should introduce Marcia Lee Jeans and suggest a possible meeting in order to discuss the proposal further.



Writing file page 130

COUNTRY A

Economy

- Growth rate: 2% per year
- Inflation rate: 5%
- Interest rates: 10%–15%
- Unemployment rate: 25%–30%
- The country has a lot of debt and is trying to modernise its economy.

Transport

- Good rail network but poor roads
- New international airport
- The main seaport is in poor condition.

Labour

- Unskilled labour available. A lot of training needed for jeans production
- No unions in most industries
- Wage rates: very low

Comments

The country has a military government. Bribery is common. Political problems: the people in the north want to become an independent state. The government will contribute 30% towards the cost of a new factory.

COUNTRY B

Economy

- Growth rate: 1.5%
- Inflation rate: 0.5%
- Interest rates: 8%–10%
- Unemployment rate: 3%
- A modern industrial country with many manufacturing industries

Transport

- Has a fully integrated road and rail network
- International airport
- No seaport

Labour

- Not a lot of skilled labour available
- Strong unions
- Wage rates: high

Comments

The country has a stable government. It is a member of a large trading group. There are strict new laws on pollution. There are no tax incentives for building new factories. Business tax is very high.

COUNTRY C

Economy

- Growth rate: 8%
- Inflation rate: 10%
- Interest rates: 4%–6%
- Unemployment rate: 12%
- Currency exchange rate: unstable

Transport

- Good transport around the main seaports
- Small but well-managed airport
- Road network needs investment

Labour

- Not much skilled labour available
- Very strong unions in the clothing industry
- Wage rates: low but rising fast

Comments

The first free elections for a democratic government were held last year. There are limits on the profits which companies can take out of the country. Not much paperwork required for importing and exporting goods. There is a strong protest movement against international companies, which are accused of harming local firms.

COUNTRY D

Economy

- Growth rate: 4%
- Inflation rate: 5%
- Interest rates: 8%–12%
- Unemployment rate: 12%
- Government encourages the privatisation of industry

Transport

- Road and rail network is in poor condition
- Government has started a big investment programme for the transport system. It will take 5–10 years to complete.

Labour

- Large supply of skilled workers, but they are not used to working long hours
- Strong unions
- Wage rates: low

Comments

A lot of paperwork is required for new businesses. There are problems with air and water pollution. Profits are tax free for the first three years after a factory has been built. Companies must pay 5% of their profits into a fund for training their workers.

OVERVIEW ▼

- Vocabulary**
Describing products
- Listening**
Best buys
- Reading**
Fruits of the rainforest
- Language review**
Passives
- Skills**
Presenting a product
- Case study**
Minerva A.G.



gramophone with horn, 1930s



wind-up gramophone, 1940s



record player, 1950s

“If you don’t sell, it’s not the product that’s wrong, it’s you.”

Estée Lauder (1906–2004),
US founder of cosmetics company

Starting up

- A** Describe some of your favourite products. Why do you like them? What do they say about you? Which of these products could you not do without?
- B** What product would you most like to own? Why?
- C** Do you agree or disagree with these statements? Give reasons for your answers.
 - 1 Using animals to test new products is wrong.
 - 2 Multinational companies which manufacture products in developing countries help the world economy.
 - 3 Companies spend far too much on launching and promoting new products.

➔ *Vocabulary file*
page 158

Vocabulary

Describing products

- A** Check that you know the meanings of the adjectives below. Then work in pairs. Think of products that match the words.

attractive economical expensive fashionable
reliable comfortable practical popular

- B** Write adjectives with the opposite meanings to those in Exercise A.

un-

in-

im-

unattractive



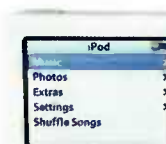
reel-to-reel tape recorder, 1960s



CD Walkman, 1990s



cassette Walkman, 1980s



mp3 player, 2000s

C Complete these sentences with the words from the box.

well high best long hard high

- 1 IBM manufactures*high*..... -tech computer products.
- 2 Timberland makes a range of-wearing footwear.
- 3 Ferrari produces-quality sports cars.
- 4 Coca-Cola and Pepsico both developed-selling soft drinks.
- 5 Duracell sells-lasting alkaline batteries.
- 6 Levi jeans are a-made clothing product.


D Use the adjectives in Exercise C to describe other companies and products. For example, *Nestlé makes many of the world's best-selling food products.*

E Match the verbs (1–8) to their meanings (a–h). Then put the verbs into a logical order to show the life cycle of a new product.

- | | |
|---------------|--|
| 1 launch | a) to stop making |
| 2 test | b) to build or make |
| 3 promote | c) to introduce to the market |
| 4 manufacture | d) to change in order to improve |
| 5 modify | e) to try something in order to see how it works |
| 6 discontinue | f) to make a plan or drawing |
| 7 design | g) to increase sales by advertising, etc. |
| 8 distribute | h) to supply to shops, companies, customers |

Listening

Best buys

A  12.1 Six people were asked the question 'What is the best thing you have ever bought?' Listen and match each person with the thing he/she mentions.



a bed



b house



c car



e play kitchen



d pair of wellies



f book



1 Sharon



2 Marina



3 Mark



4 Nada



5 Fiona



6 Clare

B  12.1 Listen again and answer these questions.

- 1 Which speaker has lived abroad for a long time?
- 2 Which speaker is a manager?
- 3 Which two speakers certainly have children?
- 4 Which two speakers value comfort more than appearances?

C Work in pairs. Read the transcripts (page 156) and agree on the interview you like best.

Write three questions you would like to ask that person if you could interview him/her.

Reading

Brand image

A Discuss these questions.

- 1 • What are the most popular brands of soft drinks in your country?
 - What image does each brand try to project?
 - What kind of customers does each brand target?
- 2 What special features does each of the best-selling soft drinks in your country have that similar products do not? Think about:
 - name/taste/colour/etc.
 - association with celebrities
 - alleged health benefits/etc.

B Go through the article quickly to find this information.

- 1 Brazil's top-selling soft drink
- 2 three companies which dominate the global soft-drinks industry
- 3 a famous energy drink which does not contain guaraná
- 4 the population of Brazil

Fruits of the rainforest in a profitable harvest

By Andrea Walsh

1

For centuries, the residents of Maués, a tree-covered area the size of Belgium on the Amazon River, have cultivated a bright-red, caffeine-loaded berry called *guaraná*. Locals pick the berries, then slowly toast the seeds to remove all traces of bitterness. Finally, they are ground to a fine powder or pressed into bars, which can later be dissolved in water.

2

The fruit's energy-giving qualities have made it a popular ingredient in energy drinks around the world. Now, though, a new *guaraná* venture demonstrates how smart Brazilian producers are trying to add value at home and sell branded products overseas.

AmBev, the Brazilian beverage company that buys most of the *guaraná* produced in Maués, uses it to make *Guaraná Antarctica*, the top-selling soft drink that is something of a national passion and a symbol of national pride



like supermodel Gisele and football great Ronaldo. Now AmBev managers are aiming to capitalise on the uniquely Brazilian qualities of their drink to win new customers around the world, initially in Spain, Portugal and Japan.

3

However, the obstacles are tremendous. The global soft-drinks industry is dominated by such companies as Coca-Cola, Pepsi and Cadbury Schweppes, which all have huge marketing budgets.

Another challenge lies in the fact that most energy drinks, with the exception of Austria's Red Bull, contain *guaraná*. Most of them also contain vitamins and stimulants such as sugar, ginseng and caffeine. So AmBev is working hard to distinguish its product from the rest by emphasising its use of traditional *guaraná* from Maués, while for other soft drinks, *guaraná* is only one of many ingredients.

4

Going global may prove difficult, but at least for *guaraná*, there will always be 180 million enthusiastic consumers in Brazil. The nation is already the world's third largest soft-drinks market, and its population is growing more rapidly than that of Western Europe. For the inhabitants of Maués, their local speciality will be in high demand in years to come.

FINANCIAL TIMES

G Read the article carefully. Then choose from the list below the heading which best summarises each section. You will need four headings only.

- A national passion goes global
- A secure future
- Guaraná*: some historical background
- Making *guaraná*: an age-old process
- The advantages of globalisation
- The challenges of going global
- The most popular fruit in the world
- Think globally, act locally

P Work in groups of three or four to discuss these questions.

- Guaraná* has energy-giving qualities. What do *you* eat or drink to get more energy?
- What would be a good advertising slogan for marketing *Guaraná Antarctica*
 - worldwide?
 - in your country?

Language review

Passives

- We make passive verb forms with the verb *to be* + past participle.
Guaraná Antarctica is made in Brazil.
- We often choose a passive structure when we are not interested in, or it is not necessary to know who performs an action.
Guaraná is already used in several soft drinks.
- If we want to mention who performs an action, we can use *by*.
The global soft drinks market is dominated by three huge companies.
- We can use the passive to describe a process, system or procedure.
Finally, the seeds are ground to a fine powder.

page 129

A Use this table to make passive sentences. For example, *Diamonds are mined in South Africa*. Then make similar sentences about products from your own country.

Diamonds	Microchips	produce	Poland	Kuwait	Japan
Semiconductors		manufacture		The United States	
Electronic goods	Coffee	make	Finland	Switzerland	
Leather goods	Oil	refine	Malaysia	Brazil	
Watches	Coal	grow	Spain	South Africa	
Mobile phones	Copper	mine	Zambia	China	

B Change these active sentences into the passive so that they sound more natural. For example, *The gold variety of the kiwifruit is planted worldwide*.

- Workers plant the gold variety of the kiwifruit worldwide.
- Workers in France make these Renault cars.
- Farmers grow this rice in India.
- The employers asked the staff for their opinions.
- A mechanic is repairing my car at the moment.
- Somebody has found the missing file.
- Somebody made this toy in Japan.

C This article describes how a health-care company develops new products. Complete it with passive forms of the verbs in brackets.

The idea for how our company's new products *are developed*.¹ (develop) is not new – it² (model) on the well-known example of the Body Shop. When a new product³ (plan), the first step is to send Product Development Agents to the region of the developing world chosen for the project. They start by finding materials that⁴ (use) in the product. Then links⁵ (arrange) with local suppliers.

Wherever possible, products⁶ (manufacture) locally as well, although the finished product⁷ (export) for sale mostly in the developed world. Normally, products⁸ (ship) in large containers and⁹ (package) in their final form only when they reach their destination.

The Product Development Agent identifies and establishes links with local material suppliers. After that he or she ensures that these links¹⁰ (maintain). The agent is also responsible for producing the goods safely so that human rights¹¹ (respect) and local workers¹² (not exploit).

Skills

Presenting a product

- 12.2 Listen to a sales manager presenting a product to some buyers. Which of the adjectives below does she use?**

attractive fashionable stylish robust elegant user-friendly
high-quality well-designed reliable flexible popular practical

- 12.2 Listen again to the presentation. How does the sales manager describe the product? Fill in the missing words and phrases.**

- As you can see, it's *attractive* and
- The tower of wood.
- Let me its dimensions.
- It in three colours.
- Its is just under £25.
- It's for storing CDs and CD-Roms.
- It has several which should appeal to our customers.
- is that it's easy to select the CD you want.
- The tower is well-designed. It's, and user-friendly.
- It really does of music lovers.

- Work in small groups. Choose one of the products shown. Then turn to its Information file on page 142. Prepare a short presentation about your product. Invent any additional information that you wish.**

Then form new groups and present your products to each other. Answer any questions that you are asked about them.



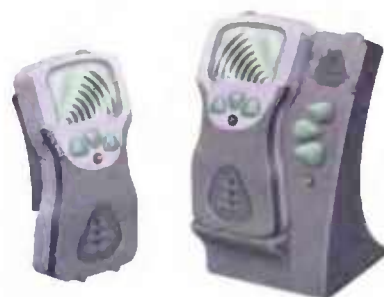
Outdoor heater



Leather attaché case



Juice extractor



Baby monitor

Useful language

Introducing the product

This is our new product.
I'm going to tell you about our new product.

Describing the product

Let me tell you about its special features.
It's made of leather/wood/steel/aluminium.
It weighs just 2.3 kilos.
It comes in a wide range of colours.

Stating the product's uses

It's ideal for travelling.
It's designed to be used with any type of material.

Mentioning selling points

It has several special features.
A very useful feature is the energy-saving design.
Another advantage is its very small size.

Inviting questions

Does anyone have any questions?
Would anyone like to ask a question?



Background

Minerva A.G., based in Munich, Germany, is a chain store which sells a range of stylish, innovative products. Many of its products feature new technology, but the stores sell everything from furniture and fashionable clothes to kitchenware and household goods. It is well-known for its original designs and high quality. On the window of every store are the words *Creativity, Imagination, Style, Novelty, Originality*.

Customer satisfaction survey

Minerva A.G. sent questionnaires to all its customers. Here is an extract from the Marketing Department's report.

3 Our customers say:

- 3.1 Minerva A.G. has very few 'great new products' for customers with busy lifestyles.
- 3.2 The range of products is not as wide as it used to be.
- 3.3 There are too many high-tech products. Customers want fewer products but more original ones.
- 3.4 Most products are over €100. Customers who are looking for gifts think they are too expensive.
- 3.5 There are not enough special offers to encourage customers to spend more.

Need for new products

Chairperson Ulrika Nielsen and her directors have invited several foreign firms to present their new products to the Minerva A.G. board. All the companies are well-known for their innovation. The directors will choose the best and most exciting products for Minerva A.G.'s stores.

COMPANY A

Weight Monitor

Special features:

- Measures how much body fat you have
- An LCD display shows changes in your weight
- Easy-to-read graphs and charts
- Holds health and weight records for up to five years
- Price: €45



COMPANY B

Personal Satellite Navigation System

Special features:

- Pocket-sized
- Download any world city map from your computer
- No need to carry a street map ever again
- Includes tourist information
- Slim, lightweight
- Colours: silver or black
- Price: €320



COMPANY C

Virtual Passenger

Special features:

- Chats, tells jokes, plays music, asks questions
- Keeps you awake
- Stops boredom
- 20,000 word memory – knows your interests
- Automatically opens windows
- Alarm function if driver falls asleep
- Ideal for sales reps
- Price: €500



COMPANY D

Floating Globe

Special features:

- Appears to float in the air because it is controlled by magnets
- Rotates
- Lights up
- Many physical features highlighted, for example mountain ranges
- Ideal for the home or office
- Price: €220

**Task**

- 1 Work in small groups. Choose one of the companies above and prepare a presentation on its product. (Or, if you prefer, think of another product which the company is about to launch.) Invent any information you wish.
- 2 Form new groups and present your products. Try to persuade the Minerva A.G. directors to buy large quantities. When you are not presenting, play the role of a Minerva A.G. director and ask questions about the products.
- 3 After all the presentations, discuss which product is the most exciting and innovative.

Writing

As a Minerva A.G. director, write a short report on one of the products which you saw presented. Recommend whether Minerva A.G. should place a large order for the product or not.



Writing file page 135

10 Conflict**Vocabulary**

Choose the best words to complete this text.

To recognise conflict situations and deal with them before they get very bad is one of the responsibilities of anybody who is in a management position. A good number of personal qualities are necessary in order to handle conflict successfully.

First of all, you have to be¹ towards the two sides involved, and show that you really want to understand their problem.

It is often a good idea to try and solve the² side of the conflict to begin with, because it is difficult for people to think or even express themselves clearly as long as they are full of feelings such as anger, fear or hatred. Of course, you yourself cannot become angry or upset, because if you run out of³, you will only make things worse. As some people say, you should try and remain cool,⁴ and collected at all times.

Secondly, a certain amount of⁵ will also help you, as very often you cannot apply old solutions to new problems.

Another key quality is⁶. Indeed, if you change your behaviour or attitude depending on who you talk to, you will probably make enemies and you may soon lose your⁷.

- | | | |
|-------------------|------------------|-------------------|
| 1 a) formal | b) strong | c) sympathetic |
| 2 a) enthusiastic | b) arrogant | c) emotional |
| 3 a) patience | b) loyalty | c) aggressiveness |
| 4 a) nervous | b) calm | c) weak |
| 5 a) creativity | b) profitability | c) informality |
| 6 a) enthusiasm | b) consistency | c) weakness |
| 7 a) energy | b) satisfaction | c) credibility |

Reading

Read this e-mail from Max, a senior sales representative, to Jeff, his sales manager. Then complete it by putting each phrase (a–e) in the correct space (1–5).



Dear Jeff,

I was hoping to be able to talk to you about my problem, but as you know I have to visit a lot of customers this week.¹ Whenever I'm in the office, you are in a meeting or in one of our branches.

For that reason, I have decided to write instead. So at least when we meet we'll both have had time to think about what to do.

I'll go straight to the point. I have been here four years, I love this company, and I think our sales team is great.²

Since Dan, Bert and Phil started working here, things have deteriorated a lot. I and my colleagues certainly do not mind them being much younger than the rest of us.

.....³ For example, they never share any information about customers with us. Besides, they are arrogant and sometimes even rude, not only towards us, but towards customers as well. Some of our long-standing customers have told us.⁴

It has become very difficult for me to work with those new reps. They have destroyed our team spirit, and I'm afraid they are damaging the image of our company as well. I think that customer service is important, that's why I was proud of working here.

I and some of my colleagues are now quite demotivated.⁵

I hope we can meet next week to discuss all this. Thanks for your time.

Best wishes,

Max

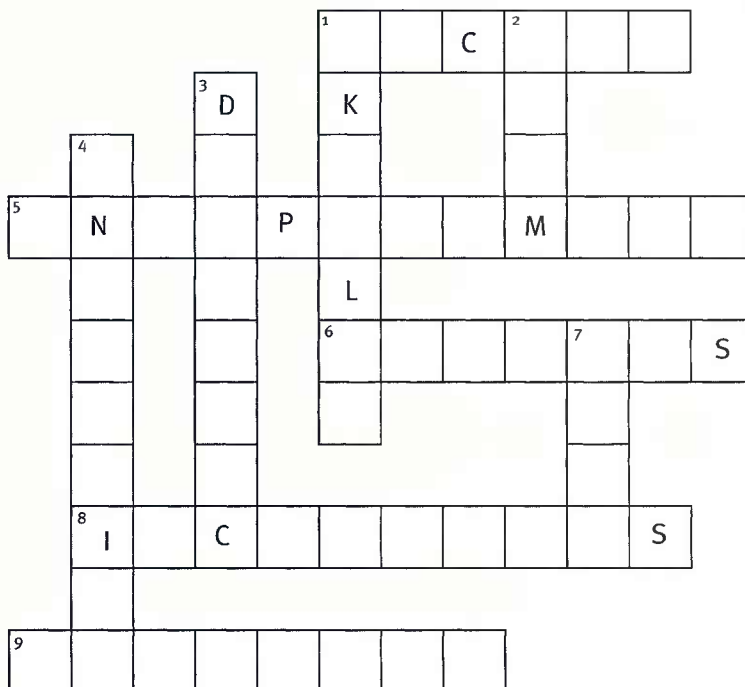
- a) I would be very surprised if you hadn't heard any of those complaints yourself.
- b) Maybe I should say it *was* great.
- c) I'm afraid that if things do not improve, I won't be able to work here much longer.
- d) What we *do* mind, though, is their being so un-cooperative.
- e) I am aware that you are extremely busy as well.

Writing

Write Jeff's reply to Max's e-mail above.

- Thank Max for his e-mail. Say why it is important for you to know about this problem.
- Explain why you cannot meet Max next week. Say when you will be available.
- Say what you plan to do in the meantime.
- Tell Max you value his work. Ask him to be patient.
- End on an optimistic note.

Use the clues to complete the crossword puzzle.



Across

- 1 Many economies contain a mix of public- and private-..... businesses. (6)
- 5 The percentage of people without jobs is called the rate. (12)
- 6 are increasing, so the balance of trade is beginning to look better. (7)
- 8 The purpose of tax is to encourage business activity. (10)
- 9 The rate is the cost of borrowing money. (8)

Down

- 1 Paying low taxes and having staff are important conditions for people starting new businesses. (7)
- 2 Some experts say that building a good is the first step when starting a new business. (4)
- 3 GDP stands for 'gross product'. (8)
- 4 A continuing increase in the prices of goods and services. (9)
- 7 The price at which one currency can buy another is called the exchange (4)

Time clauses

Match the sentence halves to make appropriate sentences.

- | | |
|---|---|
| 1 I wouldn't recommend investing there | a) after we've interviewed all the candidates. |
| 2 Our visitors would like to see our new laboratory | b) maybe you could phone our new supplier. |
| 3 As soon as the goods have arrived, | c) until the government offers adequate tax incentives. |
| 4 Until their economy is stable, | d) we'll let you know. |
| 5 While I go through the contract, | e) when salaries go up. |
| 6 In some countries, you never talk business | f) you shouldn't invest in that region. |
| 7 We can only decide who's best for the job | g) before they return to Beijing tomorrow. |
| 8 Demand for luxury goods often increases | h) while you're having lunch. |

1 Modals 1: *can/could/would*

Form

- + I/You/He/She/It/We/They **can** go.
- I/You/He/She/It/We/They **can't** (= **cannot**) go.
- ? **Can** I/you/he/she/it/we/they/go?

Uses

1 We use *can* and *could* to:

- make requests.

Can I make a phone call?

Could you tell me the time, please? (a little more formal)

- give or refuse permission.

You can use my mobile phone.

You can't go in there. It's private.

- make an offer.

Can I help you?

I can take you to the station if you like.

- describe ability.

Paola can speak Chinese.

When he was younger, he could (= was able to) run a marathon in under three hours.

- say that something is possible or impossible.

You can make a lot of money if you work hard.

I can't get through to them. Their phone's always engaged.

2 We also use *could* to refer to future possibilities.

I think we could increase our market share in the long term.

3 We use *would* to:

- make requests.

Would you open the door for me, please?

- make offers.

Would you like a glass of water?

- describe imaginary situations.

I would buy a Ferrari if I had enough money.

2 Modals 2: necessity and obligation: *must, need to, have to, should*

- 1 We often use *must, need to* and *has/have to* to say that something is compulsory or necessary.

We **must** be patient when our goals are for the long term.

Companies **have to** advertise to let consumers know they exist.

I **need to** have the figures before next Monday's meeting.

- 2 We use *had to* to refer to a past obligation.

When I lived in Tokyo, I **had to** learn Japanese.

- 3 We use *should* and *shouldn't* to give advice or to suggest the right course of action.

A CV **should** be printed on good-quality notepaper.

It **shouldn't** be more than two pages long.

Should often follows the verbs *suggest* and *think*.

I suggest/think we **should** aim at the top end of the market.

- 4 We use *should* to say that something is likely in the future.

Interest rates **should** come down soon – that's what the economists are predicting.

- 5 We use *don't have to* and *don't need to* if something is not necessary.

You **don't have to** queue up when you buy online.

If you buy now, you **don't need to** pay anything until next year.

- 6 We use *must not* when things are forbidden or against the law.

Drivers **must not** park their vehicles by a traffic light.

Compare the uses of *must not* and *don't have to* in the sentence below.

In many companies, employees **must not** wear jeans, but they **do not have to** dress formally.

3 Present simple and present continuous

Present simple

Form

- + I/You/We/They **work**.
He/She/It **works**.
- I/You/We/They **don't** (= **do not**) **work**.
He/She/It **doesn't** (= **does not**) **work**.
- ? **Do** I/you/we/they **work**?
Does he/she/it **work**?

Uses

1 We use the present simple to:

- give factual information about permanent activities.
*Valentino **makes** luxury chocolates.*
 - describe a state that doesn't change.
*He **looks** like his father.*
*Nothing **succeeds** like success.*
 - talk about routine activities, repeated actions or habits. This use of the present simple is associated with adverbs of frequency.
*We usually **have** our weekly sales meeting on Mondays.*
*I often **travel** abroad on business.*
*We sometimes **get** complaints, but not many.*
- 2 There are verbs that we normally use only in simple tenses, not in continuous tenses. For example *believe, belong, depend, know, like, love, mean, own, remember, understand, want*, etc. These verbs describe states, not actions.
*It **depends** on the exchange rate (NOT *It is depending ...)*
*The premises **don't belong** to them. (NOT *The premises aren't belonging ...)*
*What **do** they **want**? (NOT *What are they wanting ...)*

Present continuous

Form

- + I **am working**.
He/She/It **is working**.
You/We/They **are working**.
- I **am not working**.
He/She/It **isn't** (= **is not**) **working**.
You/We/They **aren't** (= **are not**) **working**.
- ? **Am** I **working**?
Is he/she/it **working**?
Are you/we/they **working**?

Uses

We use the present continuous to:

- describe activities in progress at the moment of speaking.
*She's **talking** to him on the phone right now.*
- describe temporary situations.
*The delegation **is staying** at the Hilton until Friday.*
- refer to future arrangements.
*He's **starting** a new job next week.*
- describe changing situations.
*We're **developing** a new marketing strategy.*

4 Past simple and past continuous

Past simple

Form

+ I/You/He/She/It/We/They **worked**.

– I/You/He/She/It/We/They **didn't** (= **did not**) **work**.

? **Did** I/you/he/she/it/we/they **work**?

Uses

- 1 We use the past simple to refer to states and actions which finished in the past.

*He **left** for Australia yesterday.*

*When I was young, I **wanted** to be a pilot.*

- 2 The action can be short, long or repeated.

*They **took** a taxi to get here.*

*The flight **lasted** ten hours.*

*I **took** the same train every day.*

- 3 Remember that some verbs are normally used in simple tenses only (see section 2, page 120).

*They **owned** five shops in Madrid alone. (NOT *They were owning ...)*

*We **didn't know** the market forecast. (NOT *We weren't knowing ...)*

***Did** our guests **like** the food? (NOT *Were our guests liking ...)*

Past continuous

Form

+ I/He/She/It **was working**.

You/We/They **were working**.

– I/He/She/It **wasn't** (= **was not**) **working**.

You/We/They **weren't** (= **were not**) **working**.

? **Was** I/he/she/it **working**?

Were you/we/they **working**?

Uses

We use the past continuous to:

- talk about actions that were not yet finished and continued over a period of time.

*At that time, we **were still trying** to solve our recruitment problem.*

Sometimes this period of time includes another event which is completed.

*She **had** an accident while she **was driving** to work.*

*I **was talking** to him on the phone when I **heard** an explosion.*

- refer to situations that were changing over time in the past.

*During the 1980s, many of the older industries **were closing** down.*

*At that time, we **were coming** out of recession and things **were improving**.*

5 Past simple and present perfect

Present perfect

Form

+ I/You/We/They **have worked**.

He/She/It **has worked**.

– I/You/He/She/It/We/They **haven't** (= **have not**) **worked**.

? **Have** I/you/we/they **worked**?

Has he/she/it **worked**?

Uses

1 We use the present perfect to:

- talk about actions that continue from the past to the present.

*We **have been** in this business for over 50 years.*

(= We are still in business.)

- talk about past events that have an impact in the present.

*Recently profits **have fallen** sharply because of strong competition.*

*Genova **has had** to cut costs by reorganising the workforce.*

- talk about life experiences.

*He's **worked** in a number of different firms.*

*I've **been** to London on many occasions.*

*She's never **had to** lead a team before. (= in her life up to now)*

2 Because the time reference includes the present, we use time expressions that refer to both present and past.

***So far**, we **have captured** 30% of the market.*

***This week**, I've **written** three long reports.*

***Over the last few days**, I **have had** too much work to do.*

Present perfect versus past simple

1 We use the past simple for completed actions that happened in the past.

*Alex Tew **created** his website in August 2005.*

2 Because the time reference is past, we use time expressions that refer to finished past time.

***Last year**, we **increased** turnover by 15%.*

***Five years ago**, we **didn't have** an overseas subsidiary.*

*She **joined** the company **three months ago**.*

3 The decision to use the past simple or present perfect depends on how we see the event. If we see it as related to the present, we use the present perfect. If we see it as completed and in the past, we use the past simple.

*I've **known** Bill for many years.*

(= We are still in touch.)

*I **knew** Bill when I was at college.*

(= We don't keep in touch.)

6 Multi-word verbs

- 1 A multi-word verb is a combination of a verb and one or two particles (like *at, away, down, in, on, up*).
- 2 Types of multi-word verbs
 - without an object
*The photocopier has **broken down**.*
*Something has **come up**.* (= happened)
 - with an object – separable
 The direct object can come after the verb or before the particle.
*Could you **turn on** the coffee machine? / Could you **turn** the coffee machine **on**?*
 - with an object – inseparable
*The director cannot **do without** his secretary.* (NOT *The director cannot do his secretary without.)
- 3 In many cases, the multi-word verb is more informal than its synonym.
*How did you **find out**?* (= discover the information)
*We **set off** early.* (= departed)
- 4 Many multi-word verbs are idiomatic; in other words, their meaning is difficult to interpret. However, it can help if you understand the meanings of the particles. For example:
 - **away** (creating distance)
*I'm **going away** next week.*
*Don't **run away**. I need to talk to you.*
 - **on** (continuing)
***Carry on** the good work!*
*The meeting **went on** until seven o'clock.*
 - **over** (considering)
*I need time to **think it over**.*
*Come and see me, and we'll **talk it over**.*
 - **up** (completing)
*Some urgent matters need **clearing up**.*
***Drink up**. We've got to go.*

(For further information, consult the *Longman Dictionary of Phrasal Verbs*.)

7 Questions

Yes/No questions

In questions that can be answered with either *yes* or *no*, we put an auxiliary verb before the subject.

Are you coming?	Yes, I am. / No, I'm not.
Can you drive a truck?	Yes, I can. / No, I can't.
Do you know his name?	Yes, I do. / No, I don't.
Did you arrive on time?	Yes, I did. / No, I didn't.
Have you heard the news?	Yes, I have. / No, I haven't.
Will you have time?	Yes, I will. / No, I won't.

Open questions

- 1 We use question words such as *what*, *who*, *where*, *when*, *why* and *how* to ask for more information. The question word comes before the auxiliary verb.

To ask about	We use
a thing	What is the brand name? Which door is it?
a person	Who is the Chief Executive?
a place	Where do you come from?
a reason	Why are you putting up your prices?
a moment in time	What time did the meeting start? When did the goods arrive?
a period of time	How long did you stay in Beijing?
the number of times	How many times have you been to China?
quantity (with plural nouns)	How many cases did you order?
quantity (with uncountable nouns)	How much money do you have on you?
the way you do something	How do you manage to read so quickly?

- 2 We use *what* if there are many possible answers and *which* if there are fewer possible answers.
- What** is their policy?
Which of these cases is yours?
- 3 If *who* or *what* is the subject of the sentence, the word order is the same as in a statement.
- Who** looks after the travel arrangements?
What happens when things go wrong?
- 4 If *who*, *what* or *which* asks about the object, we put the auxiliary before the subject.
- Who** shall I get in touch with?
What number did you ring?
Which restaurant have you chosen?
- 5 The question word *how* can be followed by an adjective or adverb.
- How big** is the warehouse?
How good is your Spanish?
How well do you speak Spanish?
How far is the hotel from here?
How often do you travel abroad?

8 Future plans

- 1 We use the present continuous for future arrangements.

*What **are you doing** next weekend?*

*We're **visiting** our suppliers next week.*

- 2 We also use *going to* for arrangements, plans and intentions.

*What **are you going to do** next weekend?*

*We're **going to** visit our suppliers next week.*

*I'm **going to** talk to you today about my company.*

- 3 But we do NOT use the present continuous to make predictions for the future. Compare:

*The transport strike **is going to cause** a real problem.*

(= This is anticipated for the future.)

*The transport strike **is causing** a real problem.*

(= The strike has started and the effects are present.)

- 4 Some verbs, like *anticipate*, *expect*, *look forward to*, *hope* and *plan*, automatically refer to the future. These verbs can be used in either the simple or continuous form.

*I **look forward to** seeing you soon.*

*I **am looking forward to** seeing you soon.*

*We **hope** to do better next year.*

*We **are hoping** to do better next year.*

*We **plan** to attract more foreign investment.*

*We **are planning** to attract more foreign investment.*

Other future forms

- 1 *Will* is very often used for predictions.

*The forecast says that tomorrow **will** be warm and sunny.*

*I don't think they **will** complain.*

*She **won't** like what you've written about her.*

- 2 We use the contracted form *'ll* to make spontaneous offers.

*I'**ll** help you write the report if you like.*

(= I'll help you **now**, or when you want me to help you.)

9 Reported speech

We use reporting verbs like *say*, *tell* and *ask* to report what other people say.

1 Reporting words just said

- In this case, the situation is still present.
*The boss **says** she **wants** to see you immediately.*

2 Reporting words said in the past

- Words that are said in one place at one particular time may be reported in another place at another time. Because of the change in time, there may be a change of tense or modal auxiliary. A different pronoun is used to suit the context.

Actual words

Reported words

'We are not going to panic.'

He said they were not going to panic.

'I left my briefcase at work.'

She said she (had) left her briefcase at work.

'I've already spoken to her.'

He said he had already spoken to her.

'We won't know before Friday.'

She said they wouldn't know before Friday.

'I can't give you a lower price.'

He said he couldn't give me a lower price.

- Would*, *could* and *should* do not change.

'I would tell you if I could.'

She said she would tell me if she could.

'You should be more careful.'

He said I should be more careful.

3 Say versus tell

- We do not usually use a person object (*me*, *us*, etc.) after *say*.
*She **said** she would come later.* (NOT *She said me ...)
- But after *tell*, we indicate who receives the information.
*She **told me** she would come later.* (NOT *She told she would ...)
- We can use *that* directly after *say*, but not directly after *tell*.
*He **said that** he understood the reason.* (NOT *He told that ...)
- Tell* also means 'to inform' or 'to instruct'.
*He **told me** he was interested in my proposal.*
*She **told me** to hurry up.*

4 Reporting questions

- We use *ask* (with or without an object) to report questions.
- Note the word order in the reported question: (1) question word (2) subject (3) verb.

Actual words

Reported words

– in open questions

(*When / Why / How / What / etc.*):

'When do you want to take your vacation?'

He asked (him) when he wanted to take his vacation.

'How long is the conference?'

He asked (her) how long the conference was.

– in *yes/no* questions:

'Do you want to take your vacation in July or August?'

He asked (him) if / whether he wanted to take his vacation in July or August.

'Will you be able to attend the conference?'

He asked (her) if / whether she would be able to attend the conference.

10 Conditionals

First conditional

(*if* + present simple, *will* + base form of the verb)

In these two examples, the speaker feels that there is a real possibility that they will increase their order and that their visitors will be late.

If we increase our order, they'll give us a higher discount.

If our visitors are late, we won't be able to take them to the theatre.

Second conditional

(*if* + past simple, *would* + base form of the verb)

- 1 When the situation is less likely to happen or be accepted, we use the second conditional.

If we had more money to spend, we would be interested, but we don't.

- 2 Sometimes the condition is logically impossible to fulfil.

If he was the Queen of England, he'd sell Buckingham Palace.

Points to remember

- 1 The position of the *if* clause and the main clause can be changed.

I would lend him some money if he needed it.

If he needed it, I would lend him some money.

- 2 We cannot use *will* or *would* in the *if* clause.

*If I ~~will~~ go to Japan, I'll probably go to a tea ceremony.

knew

*If I ~~would know~~ the answer, I would tell you.

- 3 It is possible to use *If I were* rather than *If I was*, especially when giving advice.

If I were the minister of finance, I'd reduce taxation.

If I were you, I'd buy those shares now.

- 4 Instead of *would*, we can use *might* or *could*, depending on the meaning.

If he relaxed more, he might enjoy this new challenge.

If he wanted to, he could become CEO.

11 Time clauses

- 1 We use time clauses to provide information about actions and events in the past, present and future.

*Do you remember **when** you had your first interview?* (past time)

***When** your customers are unhappy, they'll usually tell at least 20 other people.* (true all the time)

***When** I find the missing documents, I'll bring them to you.* (future time)

- 2 We use a present tense, not *will*, to refer to future time in a time clause.

***Until** inflation **is** under control, planning **will be** difficult.* (NOT *will be under control)

***Once** we **finish** the project, we'll have more time.* (NOT *will finish the project)

*Can you look at this **before** you **leave**?* (NOT *will leave)

*The share price will rise **as soon as** we **announce** the merger.*

*I'll see you **when** the meeting **finishes**.*

- 3 Note that:

- a present perfect in a time clause refers to a future situation.

*I'll get back to you **as soon as** we **have decided** what to do.*

*She'll write to you **after/when** she's **spoken** to her boss.*

*We won't know the results **until** we've **received** all the sales reports.*

- *while* means 'during the time that' or 'at the same time as'.

*I like to listen to music **while** I'm working.*

*I was working late at the office **while** she was out socialising.*

***While** I was in Italy, I went to see Alessandro.*

for/since/during

- 1 We use both *for* and *during* with periods of time, but *the* is usually used after *during*.

*I haven't seen her **for** a month.* (NOT *during a month)

*What are you planning to do **during** the vacation?*

*He fell asleep **during** the meeting.*

- 2 We use *since* with points in time.

*The company has expanded fast **since** it was founded.*

***Since** Martin joined the company two years ago, profits have risen dramatically.*

12 Passives

Form

- + It's **done**. It's **being done**. It **was done**. It **has been done**.
It **will be done**.
- It's **not done**. It's **not being done**. It **wasn't done**. It **hasn't been done**.
It **won't be done**.
- ? **Is it done?** **Is it being done?** **Was it done?** **Has it been done?**
Will it be done?

Passives can also be formed with modal verbs.

Can it be done? It **can't be done**. It **should be done**. It **would be done**.
It **might be done**.

Uses

- 1 We choose a passive structure when we focus on the action itself rather than who performs the action.
*Tea **is grown** in Sri Lanka.*
*Our quality procedures **are strictly monitored**.*
*The new machine **has been installed**.*
- 2 We can use *by* to mention who performs an action.
*All her clothes **are designed by** Armani.*
*The first computer **was invented by** Alan Turing.*
*Kristal **is a bottled water which is manufactured by** a US company.*
- 3 We often use the passive to describe a process, system or procedure, as in the extract below.

Naming a new product

*Before a product **is launched**, focus groups **are set up** and a name **is chosen**. Potential consumers **are asked** to give their impressions, and these **are matched** against the desired brand image. Once the name **has been decided**, it **must be registered** so that it **cannot be used** by other manufacturers.*

- 4 We often use the passive in impersonal constructions beginning with *it*. These constructions are frequently found in reports and the minutes of meetings.
***It was agreed** that the budget should be increased.*
***It was decided** to implement the new policy immediately. (or **It was decided** that the new policy should be implemented immediately.)*
***It was felt** that an early decision had to be made.*

Letters

Salutation

When you know the name of the recipient:

Dear Mr/Mrs/Ms/Miss von Trotta

Note: In AmE Mr., Mrs. and Ms. include a full stop/period, e.g. Mr. von Trotta

When you don't know the name of the recipient:

Dear Sir or Madam (BrE)

Dear Sir or Madam: (AmE)

Main point

It is a good idea to put the main point at the beginning of the letter. People read the first paragraph carefully, but not always everything else.

Use the pronoun *we* when writing for your company. This is more formal than *I*.

Endings (BrE)

When you know the name of the recipient:

Yours sincerely

When you don't know the name of the recipient:

Yours faithfully

Endings (AmE)

Yours truly,

Sincerely,

Sign the letter with both first and second names. Then print your name and position under the signature.

Common abbreviations

Re: regarding
pp (on behalf of) when you sign the letter for another person

Enc(s). documents are enclosed with the letter

cc: copies (The names of the people who receive a copy are included in the letter.)

European Business Associates

26 Rue de Glion
1820 Montreux
Vaud Canton

Mr Heinrich von Trotta
Schneemans AG
Hapsburger Platz 1
80333 Munich

3 May 200-

Dear Mr von Trotta

Re: Invitation to speak at next conference

On behalf of European Business Associates we would like to invite you to be a keynote speaker at our 'Responsible Technologies for the Global Economy' conference planned for 19-21 October next year.

European Business Associates is Europe's leading business-oriented media production company. We broadcast business programmes for television and radio throughout the European Union, including *Business Tod@y* every morning from 07.00 on CNM.

We would be very pleased if you would present for us at the conference. As Europe's leading manufacturer of environmentally friendly high-tech equipment, we believe you could help many other companies move in the same direction.

We hope this invitation is of interest and look forward to hearing from you.

Yours sincerely

Brigitte Sea

Ms Brigitte Sea
Events Manager

Encs. Conference brochures
cc: Jean Thornett-Smith
Senior Director

Investment plans

TRESSSEL INVESTMENT PLAN

1 Rationale

In recent years, Tressel has become one of Europe's leading brands of sportswear. It is now on its way to becoming a global brand. However, in the last two years, sales have declined, causing a sharp decrease in the profits. This has been caused mainly by three factors: fierce competition in the industry bringing prices down; a fall in demand; production problems.

2 Objectives

To remedy the problems outlined above and make Tressel a more competitive business internationally, an investment of €2.5 million was proposed.

3 Options and benefits

The Board of Directors has agreed the following investment plan.

- Firstly, we need to invest in market research. This should give us a better understanding of our target customers' changing needs and desires, which can then guide product development.
- Product research and development is the second area that we need to develop, as we have relied heavily on the success of our traditional products. While these will probably continue to account for more than 50% of our turnover in the next two or three years, we will not stay ahead of the competition if we do not vary our range.
- Finally, setting up online sales should widen our customer base, increase sales, and make us more competitive.

4 Cost

Investment in market research	€900,000
Investment in research and development	€1,300,000
Setting up online sales	€300,000

5 Timeline

Market research: to be completed in three months' time, i.e. by the end of June.

R&D: ongoing process to be speeded up from July.

Online sales: website up and running by September.

6 Evaluation

The heads of the departments concerned will hand in a monthly progress report. The Board will then meet to assess the progress made in all three areas.

There is no set layout for an investment plan, but the information should be well organised. The various sections should have a clear heading and be in a logical order.

The rationale gives background information relevant to the reasons for the plan.

The objectives are the goals which your investment will enable you to achieve.

This section gives details of the areas you have chosen to invest in and of the benefits they are likely to provide.

Breakdown of the total amount of money invested.

The timeline shows the period of time during which you expect the various stages of the plan to be reached.

This section gives information about the mechanism you have put in place to assess the progress made.

Faxes

Faxes have the following headings: *To/From/Fax number/Date/Number of pages/Subject.*

The style of the fax can be formal, as in a business letter, or informal. This depends on who you are writing to.

Points can be numbered for clarity.

Regards is often used for the ending. More formal endings (*Yours sincerely/Yours faithfully*) are also acceptable, if you prefer.

Fulton Chamber of Commerce

Fax Transmission

To Thierry Baptiste, CEO **Fax no.** +33 769 76980
From James Baker **Fax no.** +44 1858 740675
Date 5 April 200- **Pages** (including this page) 1
Subject Your letter, 2 April 200-

Dear Mr Baptiste
 Thank you for your letter of 2 April asking about the possibility of opening a factory for the manufacture of your products in Fulton. Let me answer some of your questions.

1 Employees

Yes, Fulton has a large workforce of well-trained and hard-working possible employees available.

2 Infrastructure

Road and rail links to the main cities in the UK, the airports and the ports are excellent.

3 Local tax

In certain situations it is possible to arrange favourable tax conditions for start-up organisations.

If you would like to discuss the possibilities further, please call my office to arrange a meeting for when you visit the UK. I look forward to hearing from you.

Regards

James Baker

James Baker
 Chief Development Officer

Notices

Drucker and Drucker SOLICITORS

STAFF NOTICE

On Thursday 29 July there will be a staff and management meeting to discuss opening a New York branch of the company.

We look forward to hearing your suggestions as to how to ask for volunteers for relocation.

Joanna Grey
 Office Manager
 26 July 200-

Notices are used to inform people about changes of plan or to give instructions or warnings.

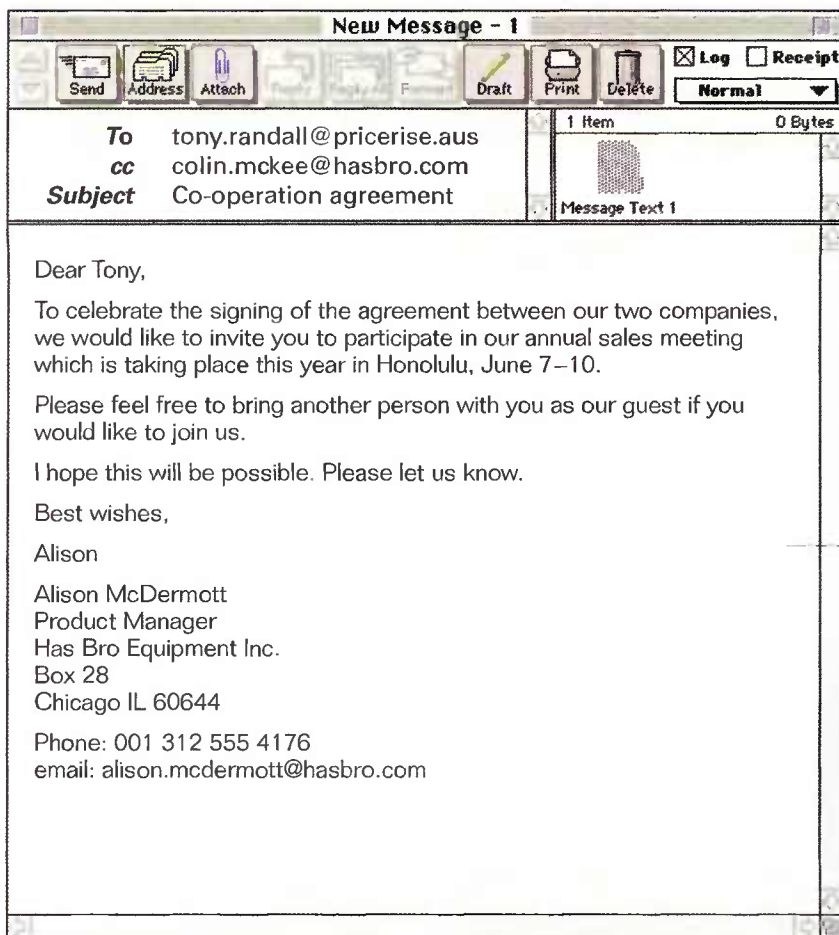
Notices need a clear heading.

Information must be clear. The tone is normally formal.

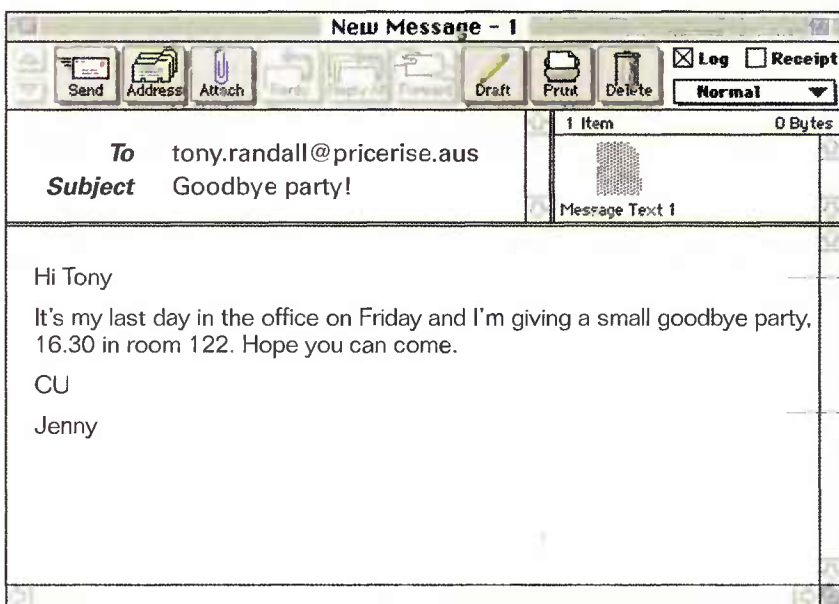
The name and position of the person who wrote the notice and the date must be included.

E-mails

E-mails can have a formal business style or a very informal style, similar to spoken English.



This semi-formal style is similar to a standard business letter, but less formal and usually shorter. The ending is *Best wishes* rather than *Yours sincerely*. This style is best used when you are sending an e-mail to somebody who is outside your company, or whom you do not know very well. The focus is on giving or asking for information quickly.



The informal style is most suitable for e-mails within your company and for people whom you know well. The greeting is often *Hi*, *Hello* or even *How are you?* *Cheers* is a common ending, or sometimes the ending is omitted. Sometimes the writer will only use small letters. The style is much closer to spoken than to written English.

Sometimes people use abbreviations if they want to save time:
 CU = see you
 thx = thanks
 RUOK? = are you OK?

Sales leaflets

Sales leaflets must be clear, simple and easy to understand.

Sullivan's Summer Sun Savers

Book your Greek summer holiday before the end of April and save up to 20% on normal prices!

For full information about our range of exclusive holidays call **01807 476 666** for our **FREE** brochure.

Provide some way for the public to contact you.



Reports

A report should be well organised with information in a logical order. There is no set layout for a report. It will depend on:

- the type of report
- the company style.

The format used here is suitable for formal reports:

- title
- executive summary
- introduction
- findings
- conclusion
- recommendations

Business Software plc

Product report

Executive summary

We have been contacted by Lenz AG, a German manufacturer of mobile telephones, and asked about the possibility of a co-operation agreement. We would adapt our business software for use in their products. Tests show that their product is a very good one and popular with our target market.

Introduction

This report will look at:

- the hardware manufacturer and their equipment
- software that could be used on their mobile phones
- the advantages of working together
- recommendations for action

Findings

- 1 Lenz has been developing cheap, small-scale electronic devices for 35 years. In the last five years, they have focused on more expensive mobile phones for businesspeople. These have been very successful. One in four mobile phones for the business market is a Lenz.
- 2 Our new 'Executive Organiser' software has a lot of attractive features for the travelling businessperson (e.g. address book, e-mailware, voice recorder, streetfinder function, etc.).
- 3 Market research shows that there is a big interest in our products being used on machines apart from computers.

Conclusion

The two companies have products which fit well together.

Recommendation

We should have a meeting with representatives from Lenz as soon as possible to discuss a joint venture between our companies, with the aim of putting our software onto their mobile phones.

Tracy Cruickshank
Research and Development Director
19 October 200 -

The *executive summary* is a summary of the main points and conclusion of the report. It gives the reader a quick overview of the total situation.

The *introduction* shows the points that will be looked at.

The *findings* are the facts discovered.

The *conclusion* is what you think about the facts and how you interpret them.

Recommendations are practical suggestions to deal with the situation and ideas for making sure future activities run more easily.

1 Careers, Skills, Exercise F, page 11

Student A

- 1 You receive a call for your colleague, Laurie Thompson. Laurie is not in the office at the moment. Take the caller's details and say that Laurie will call them back.
- 2 You are Laurie Thompson. Telephone the person who called about the job advertisement. Offer to send an application form. The closing date for applications is in two weeks' time.

2 Selling online, Skills, Exercise A, page 18

Negotiating tips: Group B

- Be strong and try to win.
- Prepare carefully before you negotiate.
- Ask a lot of questions.
- Have a lot of options.
- Summarise often the points you agree on.
- Change your strategy during the negotiation if necessary.
- Never show any emotion.

2 Selling online, Skills, Exercise E, page 19

Website maintenance company representative

You want:

- 1 A three-year contract
This allows you to offer the best service to customers and it will be profitable for you.
- 2 To test the website each month
This will give the best level of service to the client and increase your earnings.
- 3 Response time – 24 hours
You want the company to contact you by e-mail if there is an emergency. You want up to 24 hours to solve any problems.

9 Managing people, Case study: The way we do things, page 85

A Sales Manager

You will lead the meeting with the support of the Deputy Sales Manager. It is your job to listen to the representatives' opinions and to agree on an action plan which will:

- improve the atmosphere in the department
- encourage staff to work together effectively.

Note: You are impressed by the Muller sales representatives. You think their ambition and energy are good for the company. They are also successful in financial terms.

3 Companies, Reading, Exercise A, page 24

Student A

- 1 Look at the Community commitment table below to give your partner the information he or she needs.
- 2 Ask your partner questions to complete the Customer service table below.

Examples:

- Which country is (Microsoft) from?
- Which company is in (first/second/etc.) position?
- Which industry sector is (Microsoft) in?

SURVEY: WORLD'S MOST RESPECTED COMPANIES							
Companies with five nominations or more							
Community commitment				Customer service			
Rank	Name	Country	Sector	Rank	Name	Country	Sector
1	Microsoft	USA	IT	1	Toyota	Japan	Engineering
2	Toyota	Japan	Engineering	2	Dell	IT
3	Coca-Cola	USA	Food/Beverage	3	USA	IT
4	BP	UK	Energy/ Chemicals	4	Microsoft	USA	IT
5	McDonald's	USA	Media/Leisure	5	USA	Media/Leisure
6	General Electric (GE)	USA	Electrical/ Electronics	6	Southwest Airlines	Transport
7	IBM	USA	IT	7	Wal-Mart
8	Johnson & Johnson	USA	Healthcare	8	McDonald's	USA	Media/Leisure
9	Disney	USA	Media/Leisure	9	General Electric (GE)	USA	Electrical/ Electronics
10	Unicef	USA		10	Germany	Engineering

4 Great ideas, Skills, Exercise E, page 39

Role card A

Chairperson

You will lead the meeting. Ask for participants' opinions, encourage discussion and help them reach agreement. You must decide the following points concerning the marketing of Worldbeater.

- 1 Its selling price
- 2 Its target consumer
- 3 Special offers for first purchase
- 4 Advertising/promotion

6 Entertaining, Reading, Exercise D, page 52

Student A

1 Complete these questions about the article *Corporate thrills reach new highs*, using the answers to help you.

- 1 Why always have to come up with new and exciting ?
Because every year some of the clients they have to entertain are the same.
- 2 How much to entertain someone at the Henley Regatta?
\$600 a day.
- 3 a ride in a MIG-29 jet fighter ?
\$18,000.

2 Ask your partner your three questions. Help with the answers if necessary.

7 Marketing, Skills, Exercise H, page 67

Marketing Director

You want to do the following when the European Sales Manager calls you.

- 1 Note down when and where the focus group meeting will take place.
- 2 Suggest that these people attend the meeting:

Irina Pavlovskaya
Tel no. (812) 275 6381
She is a Marketing Consultant based in Moscow, Russia.

Csilla Ambrus
Tel no. (361) 339 4032
She is Head Buyer for a department store in Budapest, Hungary.
- 3 Ask the European Sales Manager about last month's sales results in France. Did they increase or decrease?

9 Managing people, Case study: The way we do things, page 85

B Deputy Sales Manager

You will help the Sales Manager to run the meeting. It is your job to listen to the representatives' opinions and to agree on an action plan which will:

- improve the atmosphere in the department
- encourage staff to work together effectively.

Note: You are impressed by the Peterson sales representatives. You think they have a very positive attitude. You think their efficiency and good customer service are important for the future success of the company.

10 Conflict, Starting up, page 90

Key

Give yourself the following marks.

- | | | | | | |
|--------|--------|--------|--------|--------|--------|
| 1 a) 2 | 2 a) 2 | 3 a) 3 | 4 a) 4 | 5 a) 4 | 6 a) 4 |
| b) 3 | b) 3 | b) 4 | b) 2 | b) 2 | b) 3 |
| c) 1 | c) 1 | c) 2 | c) 3 | c) 1 | c) 1 |
| d) 4 | d) 4 | d) 1 | d) 1 | d) 3 | d) 2 |

Results

- 6–11 You need to improve your conflict management skills.
 12–17 You are quite good at conflict management in certain situations.
 18–22 You are good at conflict management in most situations.
 23–24 You are excellent at conflict management. You should be working for the United Nations.

10 Conflict, Case study: European Campers, page 97

Charles Holden

You like both Todd Foster and Olivier Moyon. Olivier is a difficult employee, but you have been friends with him for years. He is very valuable to the company. You'd like to keep Olivier if possible and to find ways of dealing with the situation.

1 Careers, Skills, Exercise F, page 11

Student B

- 1 You want to apply for the job in the advertisement. Call Lochlin Plc and ask for Laurie Thompson.
- 2 Some time after you call Lochlin Plc, Laurie Thompson calls you back. Ask about how you can apply for the job. You also want to know when the closing date for applications is.

Lochlin Plc Sales representatives

Exciting new career opportunities
for the right people.
Have you got the qualities we need?

Call Laurie Thompson on
020 7946 4021
for more information.

2 Selling online, Skills, Exercise E, page 19

Company manager

You want:

- 1 A one-year contract
You want to see how well the company does the job and if they are reliable before giving them a long contract.
- 2 To have the website tested every three months
You want the maintenance costs to be as low as possible. However, you would like to have weekly checks on the security of the website.
- 3 Response time – two hours
You want to contact them at any hour by phone if there is an emergency. You want the maintenance company to solve any problems within two hours.

2 Selling online, Case study: Lifetime Holidays, page 21

Director: Lifetime Holidays

The points you need to negotiate are listed below, together with your negotiating position for each one.

Negotiating point

Length of contract

Destinations

Customers

Car hire and insurance

Advertising budget

Investment and profits

Project management

Your position

- Three years
e.g. 'We need a three-year contract.'
- Focus only on your Mediterranean holidays
- Aim at the 30–50 age group
- Do not offer these services at present
- £100,000. Share costs on a 50/50 basis
- Media: Mail shots and press advertising
- 60% Lifetime Holidays/40% DirectSun
(Your company is bigger and better known.)
- Suggest that your company manages the project as you have greater management experience and knowledge.

9 Managing people, Case study: The way we do things, page 85

C Sales representatives (Muller group)

You should give your opinions about the points on the agenda. Try to persuade the Sales Manager and the Deputy Sales Manager to accept your point of view, but help them to work out an action plan which will improve the effectiveness of the team.

Note: You usually meet your sales targets and often exceed them.

4 Great ideas, Skills, Exercise E, page 39

Role card B

Participant

You have the following opinions concerning Worldbeater.

Selling price:	\$240 approximately
Target consumer:	Professional players and serious club players
Special offer for first purchase:	30 free tennis balls
Advertising/promotion:	Specialist magazines such as <i>Professional Tennis</i>

5 Stress, Discussion, Exercise A, page 45

Actor	7.2	Hairdresser	4.3
Teacher	6.2	Banker	3.7
Bus driver	5.4	Librarian	2.0

9 Managing people, Case study: The way we do things, page 85

D Sales representatives (Peterson group)

You should give your opinion about the points on the agenda. Try to persuade the Sales Manager and the Deputy Sales Manager to accept your point of view, but help them to work out an action plan which will improve the effectiveness of the team.

Note: You often meet your sales targets but rarely exceed them.

10 Conflict, Skills, Exercise E, page 95

Union representative

The workers are very unhappy with the price increases. They think that the subsidised restaurant is part of their terms and conditions of work. They are also angry that management did not discuss their plans with them first. You want to negotiate a solution to the problem. Your objectives are:

- 1 to get subsidised meals back immediately, or
- 2 to postpone the cuts in subsidies until the staff have been properly consulted.

10 Conflict, Case study: European Campers, page 97

Todd Foster

You want Olivier Moyon to leave the company. Try to persuade Charles Holden to let Olivier go. If Charles does not agree, try to negotiate a suitable solution to the problem.

2 Selling online, Case study: Lifetime Holidays, page 21

Director: DirectSun

The points you need to negotiate are listed below, together with your negotiating position for each one.

Negotiating point	Your position
Length of contract	<ul style="list-style-type: none"> Five years e.g. 'We need a five-year contract.'
Destinations	<ul style="list-style-type: none"> Offer all the holidays in both companies' catalogues
Customers	<ul style="list-style-type: none"> Aim at all age groups
Car hire and insurance	<ul style="list-style-type: none"> Provide these services as they are very profitable for your company.
Advertising budget	<ul style="list-style-type: none"> £300,000 – at least! Share costs on a 70%/30% basis (70% Lifetime Holidays) Media: Include radio advertising
Investment and profits	<ul style="list-style-type: none"> 50/50 basis
Project management	<ul style="list-style-type: none"> Suggest that your company manages the project because of your greater experience and knowledge of selling online.

4 Great ideas, Skills, Exercise E, page 39

Role card C

Participant

You have the following opinions concerning Worldbeater.

Selling price:	\$150
Target consumer:	All tennis players, all age groups
Special offer for first purchase:	Free tennis at a local club
Advertising/promotion:	Advertisements in national/local newspapers and television commercials

11 New business, Skills, Exercise D, page 103

Student A

Ask and answer questions to complete the information in your tables. For example, *What's the population of Tokyo?* (Twenty-six point four million OR Twenty-six million, four hundred thousand).

Biggest cities (population in millions)

1 Tokyo
2 Mumbai (Bombay)	18.2
3 Mexico City
4 São Paulo	17.8
5 New York	16.6
6 Lagos

Computers per 100 people

1 Luxembourg	73.2
2 Singapore	45.8
3 United States
4 Switzerland
5 Australia
6 Denmark	37.7

Oldest populations (% aged over 65)

1 Italy
2 Greece	17.9
3 Sweden
4 Japan	17.1
5 Spain	17.0
6 Belgium

Cars per 1,000 people

1 Lebanon
2=Brunei	576
2=Luxembourg	576
4 Italy
5 Iceland	510
6 Germany

7 Marketing, Skills, Exercise H, page 67

European Sales Manager

You want to do the following when you call the Marketing Director.

- 1 Tell the Marketing Director when and where the focus group takes place.

Details are as follows:

Location Commercial Institute
 5 Rue Pierre Charron
 Paris

Date/Time Friday 29 July at 14.00

- 2 Note down the names of two people who the Marketing Director wishes to invite to the focus group.

- 3 Answer his or her questions about last month's sales results in France.

Details are as follows:

Total sales €3.2 million

Sales were 8% higher than the same period last year.

12 Products, Skills, Exercise C, page 111

Product 1: OUTDOOR HEATER

Function: To heat the air outside a building

- Gives out a lot of heat for 26 hours
- Powered by propane gas
- Easy to regulate the heat
- Light and easy to move
- Can be used in all weathers
- Easy to clean
- Attractive design

PRICE: €299

Product 2: LEATHER ATTACHÉ CASE

Function : To carry business documents

- Expandable case with desktop facility
- Twin combination locks
- 3 compartments
- 2 extra pockets
- Pen and credit-card holders
- 2-year guarantee
- Dimensions: 40cm (height) 49cm (width) 15cm (depth)

PRICE: €70

Product 3: BABY MONITOR

Function : To check the health of a sleeping baby

- Works up to a 100-metre range
- Powered by mains or battery
- Low-battery indicator
- Adjustable volume
- Has a belt clip and also a stand
- Easy to use and very light
- 3-year guarantee

PRICE : €48

Product 4: JUICE EXTRACTOR

Function : To extract juice from fruit and vegetables

- Juices whole fruit and vegetables (hard and soft)
- Powerful motor
- Easy to pour juice
- Safety locking lid
- All parts easy to remove and can be washed in a dishwasher
- Stainless steel filter
- 10-year motor guarantee, 3-year parts and labour guarantee
- Free recipe book

PRICE : €68

3 Companies, Reading, Exercise A, page 24

Student B

1 Ask your partner questions to complete the Community commitment table below.

Examples:

- Which country is (Microsoft) from?
- Which company is in (first/second/etc.) position?
- Which industry sector is (Microsoft) in?

2 Look at the Customer service table below to give your partner the information he or she needs.

SURVEY: WORLD'S MOST RESPECTED COMPANIES							
Companies with five nominations or more							
Community commitment				Customer service			
Rank	Name	Country	Sector	Rank	Name	Country	Sector
1	USA	IT	1	Toyota	Japan	Engineering
2	Toyota	Japan	Engineering	2	Dell	USA	IT
3	USA	Food/Beverage	3	IBM	USA	IT
4	BP	UK	4	Microsoft	USA	IT
5	McDonald's	USA	Media/Leisure	5	Disney	USA	Media/Leisure
6	General Electric (GE)	USA	Electrical/ Electronics	6	Southwest Airlines	USA	Transport
7	IBM	USA	IT	7	Wal-Mart	USA	Retail
8	Johnson & Johnson	8	McDonald's	USA	Media/Leisure
9	USA	Media/Leisure	9	General Electric (GE)	USA	Electrical/ Electronics
10	USA		10	BMW	Germany	Engineering

4 Great ideas, Skills, Exercise E, page 39

Role card D

Participant	
You have the following opinions concerning Worldbeater.	
Selling price:	\$180
Target consumer:	All tennis players, all age groups
Special offer for first purchase:	A free T-shirt with the Freestyle logo on it
Advertising/promotion:	Advertising in clubs, at public tennis courts and in the press

6 Entertaining, Reading, Exercise D, page 52

Student B

<p>1 Complete these questions about the article <i>Corporate thrills reach new highs</i>, using the answers to help you.</p> <p>1 How much to spend a day ? \$400 a head.</p> <p>2 a corporate hospitality seat at the Wimbledon tennis tournament ? \$2,000.</p> <p>3 companies huge amounts of money on entertainment? Because keeping a customer is more cost-effective than looking for a new one.</p> <p>2 Ask your partner your three questions. Help with the answers if necessary.</p>
--

4 Great ideas, Skills, Exercise E, page 39

Role card E

Participant	
You have the following opinions concerning Worldbeater.	
Selling price:	\$200
Target consumer:	People with money and fashion-conscious tennis players
Special offer for first purchase:	A 20% discount off any Freestyle product
Advertising/promotion:	Endorsement contracts with famous players or film stars

10 Conflict, Skills, Exercise E, page 95

General Manager
You think the staff restaurant still offers good value for money, despite the cuts in subsidies. Prices are roughly similar to those in other companies in your area. The company has to reduce costs or the staff's salaries will be affected. You want to negotiate and get a good solution to the problem. Your objectives are:
<ol style="list-style-type: none"> 1 to listen carefully to what the union representative says 2 to explain why the cuts in subsidies are necessary.

11 New business, Skills, Exercise D, page 103

Student B	
Ask and answer questions to complete the information in your tables. For example, <i>What's the population of Mumbai?</i> (Eighteen point two million OR Eighteen million, two hundred thousand).	
Biggest cities (population in millions)	Computers per 100 people
1 Tokyo 26.4	1 Luxembourg
2 Mumbai (Bombay)	2 Singapore
3 Mexico City 18.1	3 United States 45.5
4 São Paulo	4 Switzerland 42.1
5 New York	5 Australia 41.1
6 Lagos 13.4	6 Denmark
Oldest populations (% aged over 65)	Cars per 1,000 people
1 Italy 18.2	1 Lebanon 732
2 Greece	2=Brunei
3 Sweden 17.4	2=Luxembourg
4 Japan	4 Italy 539
5 Spain	5 Iceland
6 Belgium 16.7	6 Germany 506

1 Careers

1.1 (N = Nikola, D = Debbie)

- N Mm. Lots of helpful advice here ... Debbie? ... What do you think?
- D Um, just a sec ... Right ... Well, I'd say the most useful tip from this list was the one about creating your own goals. I've always believed that if you don't know where you want to go, well, you'll never get anywhere ...
- N ... you'll be stuck.
- D Exactly. Stuck in the same old job for the rest of your life! Right. Next, 'be comfortable with being uncomf...'
- Oh, sorry, no. That's my third point, actually. What I've chosen is 'make a list of your priorities ...
- N ... and outline your tasks for the day?'
- D Yep. That's the one. It's logical, isn't it? First you need to set your objectives, and once you've done that, you need to prioritise them. And if you want to move ahead in your career, you also need to evaluate your progress regularly, as it says here. If you do that, you get a better idea of what you're good at, and also of the areas that you need to work on.
- N It's all connected with feedback, isn't it? Mm ... And what's your last point then?
- D Well, as I said a minute ago, 'be comfortable with being uncomfortable'.
- N Mm. I wasn't too sure how to interpret that one ...
- D Well, my understanding of this is that when a challenge presents itself, you have to take it on. I mean, if you play it safe all the time, if you just settle into a routine, you'll never move ahead in your career.
- N That reminds me of a quote I read recently.
- D Yeah?
- N It said 'If you always do what you've always done, you'll only get what you've always got.'
- D Mm, I really like that. It's so true, isn't it? You can't make progress if you don't take risks, sometimes. Now, Nik, your turn. Which of these ten tips do you think are the most useful?
- N Hard to believe, but my first one is the same as yours!
- D Really! That's so interesting ... A meeting of minds!
- N For me, this was the easiest to decide on. I believe that once you've established your own goals, in many ways all the rest follows. Anyway, the second piece of advice I chose is 'always look for opportunities to broaden your skills'. Some companies – like mine, for instance – look after their employees' professional development really well, but others don't, and in that case it's your personal responsibility to look for suitable opportunities. And finally, my third point was 'Are you really present?', because I believe it's crucial to be 100% focused on whatever task you're engaged in. But now, after talking with you, I think I'd like to change it. I like what you said about being uncomfortable. We really have to try something new. If we don't, we'll never grow professionally or even personally.
- D So, if we compare our final ranking, our number one and number three are the same. We just differ on the second point.
- N That's right, yes. Mm. I quite enjoyed discussing this article with you ...

1.2 (N = Nikola, D = Debbie)

- D ... if you want to move ahead in your career, you also need to evaluate your progress regularly ... If you do that, you get a better idea of what you're good at, and also of the areas that you need to work on.
- D ... when a challenge presents itself, you have to take it on. ... if you play it safe all the time, if you just settle into a routine, you'll never move ahead in your career.
- N If you always do what you've always done, you'll only get what you've already got.

1.3

- A Good morning, VTS. Which department, please?
- B I'd like to speak to Carmen Diaz in human resources, please.
- A Thank you. Hold on, I'll put you through.
- C Hello. Human resources.
- B Hello. Is that Carmen Diaz?
- C Speaking.
- B Yes, I'm phoning about your advert in Careers Now. Could you send me an application form, please?
- C Certainly. Can I take some details? Could you give me your name and address, please?
- B Yes, sure, it's Christophe Boiteaud, which is B-O-I-T-E-A-U-D. And my address is ...

1.4

- A Hello. Could I speak to Andrea, please?
- B I'm afraid she's not here at the moment. Can I take a message?
- A Yes, please. This is Jacques from Intec. Could you tell her I won't be able to make the training course on Saturday. She can call me back if there's a problem. I'm on 0191 498 0001.
- B OK. Thank you. Bye.

1.5

- A Hi, John. Dave here.
- B Oh, hello, Dave. How are you?
- A Fine, thanks. Listen, just a quick word.
- B Yeah, go ahead.
- A Do you think you could let me have the fax number for Workplace Solutions? I can't get through to them. Their phone's always engaged.
- B I've got it here. It's 020 7756 4237.
- A Sorry, I didn't catch the last part. Did you say 4227?
- B No, it's 4237.
- A OK. Thanks. Bye.
- B No problem. Bye.

1.6 (BS = Barbara Szarmach)

Extract 1

- BS What's my aim? Well, to be honest, I would like to get to the top as soon as I can. I'm very ambitious. And if I get the job, I don't see why I couldn't become a director in a few years' time. That's what I really want.

Extract 2

- BS I applied for the job because I think I've got a lot to offer. I'm competitive and I like to win. I know a few people think I'm difficult to work with. Maybe that's true, but I get results. That's the main thing.

1.7 (ER = Eva Rheinberger)

Extract 1

ER If you choose me, I'll start by improving our sales team. I want people to enjoy working in our sales department. Everyone in the team must help each other, and help me as much as possible. That way, we'll get good results.

Extract 2

ER I've got a lot of sales experience, and I've always been successful wherever I've worked, especially during the past year. I think I could lead a team well. I'm the head of our local business club, and I like organising people and telling them what to do. I'm a very fast learner. I'd enjoy going on a training course to help me do the job better.

1.8 (TV = Tadeusz Vajda)

Extract 1

TV I want to do a good job for the company. I think we should expand slowly over the next five years. We're in a very competitive market, so I won't take too many risks. I think we could increase our market share in the long term, but we must be patient and realistic.

Extract 2

TV I feel I have the ability and experience to do this job. I'm a 'safe pair of hands', as they say. People respect me because I have good judgement.

2 Selling online

2.1 (I = Interviewer, IT = Indira Thambiah)

- I Argos sells goods in its high-street stores and online. How do you run these operations successfully side by side?
- IT The key to our success is that we treat the customer as a single individual, and we don't treat customers as online customers or store customers. Our experience shows that customers will sometimes buy online, sometimes order on the telephone and sometimes go into the stores to pick up goods. So we need to understand what our customers want at any one time or what our customers want depending on the product that they're buying, and serve those customers in the most appropriate way. In terms of our operation, our operations are fully integrated. The prices that we show on the website are identical to the prices that you would pay in the store. You can call up a call centre and enquire about an order that you, you placed through any channel, whether that's the store, the website or the telephone. And if you buy something from the website and you don't like what you've got, you can return that item to a store. So running a multi-channel operation is the key to our success. We don't run operations side by side; we run a truly integrated multi-channel offer.

2.2 (I = Interviewer, IT = Indira Thambiah)

- I What do you think are the keys to success in online selling?
- IT I think the most important thing is to understand that customers use websites for lots of different reasons. Some people are coming to a website to actually buy something on that day; um, other people, uh, and a lot of people, are coming to a website to acquire information either about a product, um, or about the retailer, um, and the key to selling online is

to understand or recognise what the customer wants when they're on your website and try and provide that information. So the keys for us are providing good images and good information – technical information on all of the products that we sell; being very clear about the price of the product and any promotions that are running alongside those products; being very clear to the customer about what the delivery options are for each individual product; and then, allowing them to find all of that information and then buy once they're ready.

2.3 (IT = Indira Thambiah)

- IT The key is to understand that not everybody wants to buy from a website, um, and for us, a lot of our customers will, will research products online and then go to the store to pick that product up. Um, and so it's about understanding that customers online behave very similarly to customers on the high street: they come and browse, and then they think about it, and then they come back and buy. And again it's going back to understanding that customers are people, they're not online customers or store customers, they're just customers, um, and that they will want to do different things at different times. Um, so the key's making a site that is easy to navigate, easy to find, um, and easy to transact with. And if you can get those key things right, then customers will keep coming back to you.

2.4 (M = Michelle, D = Designer)

- M Let's talk about the time for setting up the website. We want it in a month's time. That's the end of July.
- D It's a bit early. I was hoping to have two months to do the job. If I finish in one month, will you agree to reduce the number of pages?
- M Yes, that's no problem. Just do the best you can. Our priority is to have the website up and running as soon as possible.
- D OK then, agreed.

2.5 (M = Michelle, D = Designer)

- M Now about payment. You want to charge us 50 dollars an hour. That works out at 400 dollars a day, I believe.
- D Yes, that's the normal fee for the job.
- M Well, we'd prefer to pay you a fixed amount for the work. We can offer you \$6,000.
- D I see. Do you mind if I ask you why you want to pay that way?
- M Well, you see, that way we can control the cost of the project. If we pay you per hour, the cost could become high. It could get out of control. This way, we know where we stand.
- D I see. \$6,000. Mmm, that could be all right, I suppose, as long as I get some money in advance. How about paying me half when I start the work and half at the end?
- M Yes, I think we could arrange that. OK. I agree to that.

2.6 (M = Michelle, D = Designer)

- D Now, the design of the website. Will we have book covers on it?
- M Absolutely. I'd like to display a large number of book covers on every page. They'd really attract people's attention. What do you think?
- D It's a bit too much, I'd say. A lot of pictures take too long to download. I'd prefer one big image. How about that?
- M Mmm, I don't know. People like to see the book covers. It draws them into the website, believe me.

- D Maybe you're right. How about two covers per page, then?
- M OK, that sounds reasonable. Now, what else do we need to discuss before you get started?

3 Companies

3.1 (I = Interviewer, PJ = Peter Jelkeby)

- I What are the factors that make IKEA such a highly successful company?
- PJ I think for IKEA, it starts with a very simple, straightforward business idea that is easy to understand, easy to work with, both for customers as well as co-workers actually. Added to that, we have a strong culture in the company that links this together. I think that's one of the big reasons for us being successful worldwide.
- We have designers who are not only good on designing good-looking products, they understand production, they're working closely with our trading offices around the world, they're going into suppliers, developing with suppliers products in the production line. Then, from there on, it's about the packaging, how we transport, flat packages, how we bring it into the store, easy to put on the shelf; and then of course, for the customer, easy to bring home.

3.2 (I = Interviewer, PJ = Peter Jelkeby)

- I How do you stay ahead of the competition in your business?
- PJ That again is linked to understanding the market, the customer needs, the trends about that, how people live; of course, also understanding how the competitors are acting, what is going on in the market, price developments, new ways of meeting the customer and being aware of the, the trends and how we tackle that. But I think by the end of the day, I think IKEA, we are not only about products, we are about offering solutions to people's needs and understand that actually we can be very smart and make it practical and not only again good-looking furniture.

3.3 (PJ = Peter Jelkeby)

- PJ I think again, er, stay true to yourself; er, be aware of the market you enter into, but still build on your strengths; don't complicate it, in that sense, but still find this kind of combination of, er, we are IKEA in this case, and this is the local market. Where is the differences, what do we need to adjust and adopt; what do we need to understand? And then, er, have an offer that fits that.

3.4 (MR = Marta Rodríguez)

- MR Good morning, everyone. Thanks for coming to my presentation. My name's Marta Rodríguez. I'm Personnel Director of Tara Fashions. I'm going to talk to you today about our company. First, I'll give you some basic information about Tara Fashions. Then I'll talk about our overseas stores. After that I'll outline the strengths of the company. Next I'll talk about career opportunities with Tara. And finally I'll mention our future plans. I'll be pleased to answer any questions at the end of my talk.
- Let me start with some basic facts about Tara. The company started in 1978. We are a family-owned business and our head office is in Córdoba, Spain. We sell clothes for men and women, and our customers are mainly fashion-conscious people aged 20 to 35. We

have 15 stores in Spain. All the stores are very profitable.

Right, those are the basic facts.

Let me add a few figures. We have an annual turnover of about €260 million. Our net profits last year were approximately €16 million. We have a workforce of just over 2,000 employees. So those are the numbers. Now about our overseas stores. We have four large stores in France and another ten in other European countries. We are planning to open five new stores next year. What are our strengths? We keep up with fashion trends. If we spot a trend, we can bring out a new design in 15 days. And we get it to the stores very quickly. We deliver to stores twice a week. And we sell our designs at the right price.

OK, now what about career opportunities? It's quite simple. If you are ambitious and fashion-conscious, we have opportunities in all areas of our business. We will welcome you with open arms.

Finally, a few words about our new project. We are planning to open a new store in New York next year – on Fifth Avenue. This will give us a foothold in the US market. We're very excited about this new development.

Well, thanks very much for listening to my talk. Are there any questions?

3.5 (A = Anna, B = Benito, C = Carla)

- A ... as we can see from this chart, our pre-tax profits have fallen from 8.9 million euros three years ago to 6.4 million last year. That's almost 30%, it's a dramatic decrease. Of course, we know that one of the reasons for this fall is that there's been widespread price-cutting in the industry. Some of our competitors are now offering quality chocolates at considerably lower prices. But surely this doesn't explain everything. There must be other reasons. Yes, Benito?
- B Well, one thing I have noticed certainly is that more and more people in my sales team are becoming demotivated. I've looked into this, and it seems to me that staff are disappointed by the fall in demand. We all had great expectations about our new products, especially the biscuits and cakes we launched six months ago, but they are just not selling well. In addition, even demand for our Classic Bar is falling ...
- C I think that's a very good point. I know that motivation among production staff too is at an all-time low. The thing is, our machinery is now quite old. Some of the machines keep breaking down, and of course this causes delays in production.
- A Right. Well, it seems to me that at least we now have a better picture of the situation. Now, the question is, what are we going to do about it?

4 Great ideas

4.1

Great ideas are generated in different ways. Sometimes an idea may simply be when a company takes advantage of an opportunity to extend its range, to offer more choice to existing customers. Or a great idea could allow a company to enter a market which was closed to it before.

Companies which are prepared to spend a lot on R&D may make a breakthrough by having an original idea for a product which others later copy, for example Sony and the Walkman.

On the other hand, some products are developed in response to customer research. They come from customer

ideas. These products are made to meet a need, to satisfy consumer demand. Or the product does something similar to another product, but faster, so it saves time. Some people will buy new products because the product raises their status - gives them a new, more upmarket image. Other people will buy any 'green' product which reduces waste or protects the environment, even if it is more expensive.

If an idea is really good and the product fills a gap in the market, it may even win an award for innovation.

4.2 (KP = Kate Pitts)

KP The Innovation Works at Reading was developed specifically to help the university to interact with business, and it's a special sort of space, a different sort of environment, where businesses can come and develop new product ideas or use creativity techniques to solve problems or to do business development or team-building. And it looks very different from a normal office or the sort of, the sort of, er, facility you would find in a hotel. You can write on all the walls, they're all whiteboard; um, we use some creative brainstorming software which is interactive and anonymous, so that it means that everybody's voice is as loud as everybody else's when you're doing a brainstorming session.

We use a lot of different techniques to get people to think hard about the things that they're doing or that they want to understand more about, so we do quite a lot of making people think differently, and look at problems from different directions.

4.3 (I = Interviewer, KP = Kate Pitts)

I What is one of the greatest new business ideas, in your opinion?

KP I think there are two types of innovation. The first type of innovation is where somebody has a wonderful idea that is apparently out of the blue. I think this happens very rarely. The second sort of innovation is where somebody takes an idea and moves it into a completely new space. I think eBay is particularly effective, because it took the idea of auctions - buying and selling things that people could do in their own location - and it made it accessible to anybody with access to the Internet. It also addressed an unfulfilled need, so something people wanted to do but had no way of doing in the past. And that was to get rid of all the things that they really didn't need to use any more, and to make money at doing it as well.

4.4 (I = Inge, Ka = Katharina, Ke = Kenneth, N = Nadia, J = Julia)

I Right, can we start, please? The main aim of the meeting is to decide the date of the launch. After that, we'll talk about our marketing strategy and decide which sales outlets we should target. OK, when are we going to launch the goggles? Katharina, what do you think? Should it be early next year or should we wait until the summer?

Ka I'm in favour of February or March. There's a gap in the market for our products. Why wait any longer? The goggles are technically advanced - let's just cash in on that.

I Thanks, Katharina. OK, let's hear a few more views. Kenneth, what's your opinion?

Ke Mmm, I don't know about February. It's a bit early in the year. I suggest we launch in May or June. People go on holiday then. It's a peak period for buying goggles.

I Thanks, Kenneth. Nadia, what's your view? You're a keen swimmer, I know.

N In my opinion, February's the best time. We could promote them in swimming pools and opticians. The price should be high. I'd say, at least £50.

Ka Hold on a minute. I thought we were talking about the launch date, not about promotion or price.

I You're right, Katharina. Let's get back to the point.

OK everyone, I think on balance we agree - we prefer the earlier date. Let's move on now to marketing. Julia, which outlets do you think we should target?

J I think we should start with the specialist stores. That's where most swimmers buy their goggles.

I What do you mean by specialist stores, Julia? Are you thinking of sports goods outlets, you know, stores which only sell sports equipment?

J Exactly. They should be our main target.

4.5

Now, I'd like to move on to our most successful product, Protean. As I'm sure you know, our new fabric was named after Proteus, the Greek sea god who was able to take on different roles and shapes. Indeed, Protean can be used for a wide variety of products because it is extremely flexible. Let me give you some basic information about Protean's three main features.

Firstly, it is made from fibres that are similar to nylon and polyester. These fibres are coated with a metallic substance, so that the fabric can conduct electricity. In addition, the fabric can be made very thick or very thin - so thin in fact as to become translucent, - to let some light pass through. Secondly, as you can experience for yourselves from the samples that are going round, not only is it very soft to the touch, but it's also strong and long-lasting.

Finally, it can be made in absolutely any colour.

To conclude my presentation, I'd like to tell you about our future plans.

We at Fabtek believe that Protean has enormous sales potential. We are currently trying to increase sales by licensing other manufacturers to produce interesting new products with Protean. We already have a licensing agreement with Azra, a Swiss firm, which has created some award-winning products using Protean. You can find the details of some of those products in the leaflet in your folder.

5 Stress

5.1 (I = Interviewer, AB = Alan Bradshaw)

I What are the most common causes of stress at work?

AB Well, usually it's a combination of things, er, rather than one cause. Some combinations are worse than others. Er, for example, a very bad combination is where someone is under a lot of pressure, but they also feel that they have no control and they feel unsupported. That combination can cause severe stress and depression. People in that situation often feel helpless - that nothing they can do will make any difference, and that's a very bad feeling.

5.2 (I = Interviewer, AB = Alan Bradshaw)

I How do you help companies to deal with stress?

AB Well, we help in two main ways: er, firstly, by investigating causes of stress, what we call stress risk assessment. The idea of this is to identify problem areas and/or groups, hotspots, where the risk of stress is high. Secondly, we train managers by raising their awareness of stress and giving them skills to prevent and reduce stress at work.

5.3 (I = Interviewer, AB = Alan Bradshaw)

- I Do you think that men and women deal with stress differently?
- AB Yes, I do. Er, women tend to, er, report more stress, they talk more, um, about their problems. Er, but they usually, in my experience, have better coping strategies. They're better at asking for and getting support, especially from their managers. Men report less stress, in my experience. They don't like to appear vulnerable. The truth is, they are often more vulnerable and have poor coping strategies. Men are not good at getting support when they need it, and they find it difficult to talk to their managers about stress.

5.4 (V = Vincent, M = Monica, T = Tanya)

- V I think we should do a lot more to improve our staff's health and fitness. What do you think, Monica?
- M I agree. There are all sorts of things we could do to help staff to become more healthy and stay healthy. For one thing, we could offer them a free medical checkup every year.
- V Right. That's a good idea. A lot of firms do that. And how about having a no-smoking policy in the staff restaurant? What do you think about that, Tanya?
- T Mm, I don't think I like the idea very much. It wouldn't be good for morale. A lot of our staff smoke – they'd be against it, I'm sure of that. I think we should improve the food. A lot of the dishes aren't healthy – there's far too much fatty food, not enough fish, fruit and vegetables.
- V True. We could change the menus and offer healthier meals. I like that idea.
- M What about setting up a counselling service, Vincent? Some staff are under a lot of stress. It affects their work and they need professional help.
- V I don't know, Monica. It'd be very expensive to set up a service like that. Anyway, we have a company doctor. That's her job, isn't it?

5.5 (V = Vincent, T = Tanya, M = Monica)

- V I've got another suggestion. We could talk to the manager of our local sports centre and arrange a company membership. What do you think, Tanya?
- T Mm, I don't know. It sounds interesting, but it could be very expensive. A group fee for all our staff would probably cost a fortune.
- V What's your opinion, Monica?
- M I think you're right, Tanya. It'd cost a lot and I'm not sure how many staff would actually use the centre. Some people say it hasn't got many facilities.
- V I can't agree with you there. It's got a very good pool and sauna. If we could negotiate a low membership fee, it might be worth considering, surely.
- T Yes, it's worth checking out, I suppose. A lot of staff might enjoy having a swim at lunchtime or after work. And a sauna is very relaxing, I must admit.
- M Maybe, but there are so many other things we could do. Things which are less expensive, but they'd improve people's health just as much. Let me tell you about a few ideas I have ...

5.6

- 1 Yeah, that's exactly the problem: I just can't cope any more ... So many people have lost their job, you wonder when your turn will come. And of course all these redundancies mean that fewer people have got to do more work. On top of that, there's a lot of paperwork, a lot more than last year. The bureaucracy's just unbelievable. And if that wasn't bad

enough, there're all those meetings you've got to attend, most of them just a waste of time, if you ask me.

- 2 You can ask anyone in this department, and we'll all tell you that we have to spend far too much time on administrative tasks. But my other complaint is that we have far less freedom than before. There's a lot of control, and our work is monitored very closely. It's very stressful when you feel you are being watched all the time!
- 3 I certainly feel under a lot of pressure. I find it difficult now to focus on my work simply because there isn't enough space, and we have no privacy either. None of us likes to work in an open-plan office. I and three others are cooped up in a small area where there isn't even a window.
- 4 I love what I do, but the problem is that it's become really difficult to work in such a noisy environment. The office has become a nightmare, you're trying to do your stuff and then five telephones start ringing around you. I'm interrupted hundreds of times a day. We all are.
- 5 Well, we all know that the company has known better times, but things really started to go very wrong when Mrs Henderson, the new director, was appointed. That may sound like an awful thing to say, but I know it's an opinion most of my colleagues share. We need someone we can talk to, someone who will listen to what we have to say. But talking to her is like talking to a brick wall. She never tries to understand our point of view.
- 6 As far as I'm concerned, the main problems are the threat of further staff cuts, and also the unreasonable workload. We've already talked enough about that, I think. But there's another source of stress in this department, I'm afraid, and that's our new director. I've been patient, we've all been patient and hoped she'd change somehow, but she didn't. She just won't make the effort to listen to us. And whenever she speaks, it is to criticise. We meet our targets, we take work home, but she'll never say 'Well done!'. It's very demotivating.

6 Entertaining

6.1 (I = Interviewer, LP = Lionel Prenat)

- I What range of services does Novotel London West offer for corporate entertaining?
- LP We offer a, a wide range of, er, of possibilities for corporate entertaining here at Novotel London West. We have a large conference room which, er, in fact can hold up to 3,000, reception-style. That room can be sub-divided into smaller conference rooms. We can do anything from a trade show, exhibition, workshops, um, seminars, conference, AGM, er, anything, er, can be done here at the Novotel London West in terms of corporate entertaining. But the, um, the most important thing is to work with, um, with, with the objective of our clients. They have a message they want to communicate, and that's the most important thing I would say – to, to make sure, as the venue, we provide the right venue, the most suitable venue for the clients, um, for them to achieve their aim and their objectives.

6.2 (I = Interviewer, IM = Isabelle Macart)

- I Can you tell us about the 'Five Senses Experience'?
- IM So, the 'Five Senses Experience' is a new facility housed within the Novotel London West which appeals specifically to the corporate meeting and incentive market. Whilst food is the subject, there is much more to it than just flavour and eating. As suggested by the name, the focus is on each individual's five senses, using a series of exercises that confuse, stimulate, test and hone each of the senses. So designed to accommodate groups from five to nine people, it gives people a chance to experience how they use their senses in their daily life. And it's sometimes amazing when they realise the impact, er, their senses have on each other. This experience is both a lot of fun and extremely informative.

6.3 (IM = Isabelle Macart)

- IM Our clients use the 'Five Senses' for many different purposes, from client entertainment to team building. Because the great thing about the 'Five Senses' is that it gets people talking, it breaks down barriers and it gives people a memorable shared experience. It can help them to communicate with and work with colleagues, clients and customers in ways that, that are much more effective.

6.4 (A = Ana, B = Ben)

- A Alice is looking after our guests from Taiwan.
- B She loves taking care of visitors, doesn't she?
- A She had to change the hotel booking because several extra visitors turned up.
- B I know. She told me three more people arrived unexpectedly.
- A Our Sales Manager is taking them out tonight.
- B Jeff has always loved socialising. I'm sure he'll entertain them very well.
- A And they all want to look around the city before they go.
- B Do they really? It's a pity there aren't many places to visit.
- A I certainly look forward to meeting their new Chief Executive.
- B Well, I think we're all really excited that we're going to meet her at last.
- A I hope all staff can take part in the visitor programme.
- B So do I. It would be great if all of us got involved in it.
- A They want us to visit them next year. We said we'd like to take up their invitation.
- B That's really kind. Of course we've got to accept.
- A It was a shame to turn down their invitation to their sales conference two years ago.
- B I agree. It was a mistake to refuse.

6.5

Conversation 1

- A Hello, I'm Liz.
- B Oh, hello again, Liz. How are you? It's Jane; we met in Paris last year.
- A Oh yes, I didn't recognise you. Your hair's different. I'm fine, and what about you?
- B I'm very well thanks.
- A And how's business?
- B It's going well, especially in Italy.
- A Great.

Conversation 2

- A James, have you met Sam Clarke?
- B No. Hello, Sam. Good to meet you. I think we both know Bill Carlton. I used to work with him in Spain.
- C Oh, yes ... Bill. He's in Moscow now.
- B Really? I didn't know that. Give him my regards next time you see him.
- C Yes, I will.

Conversation 3

- A Julia, do you know Jurgen?
- B Yes, of course. Hello, Jurgen. Good to see you again. How are things?
- C Fine thanks, Julia. It's great to see you.

Conversation 4

- A Hi, I'm John.
- B Hello, John. Pleased to meet you. I'm Lisa from the Munich office.
- A Oh, Munich. I've never been, but I hear it's a great city, very lively.
- B Yes, it is. It's great. You should come. The conference is going to be there next year.
- A I'd love to. I'll look forward to it.

Conversation 5

- A Carla, I'd like you to meet one of our best customers, Linda Eriksson from SRT in Sweden.
- B Hello, Linda. Nice to meet you. I've heard a lot about you.
- C Not all bad I hope!
- B Not at all. It's good to be able to put a face to a name.
- C Absolutely!

6.6 (A = Alex, M = Max)

- A: Only six more weeks to go till the big day! I'm already full of trepidation!
- M: So am I! We know we've got to get this right. It's a key event for the company, and it will affect our image.
- A: I'm sure it will. That's why we have to be careful when choosing the venue. So, let's put our heads together ... What sort of venue do we need? Let's try and come up with a list of essentials.
- M: It's certainly got to have a spacious conference room.
- A: Absolutely! We're expecting over 70 delegates, so we'll definitely need a large conference room. In addition, let's not forget that at times the participants will have to split up into special interest groups, so we'll need access to a number of seminar rooms as well. How many do you reckon?
- M: Preferably four, I'd say, but if we can have more, all the better ... Now then ... what else?
- A: Remember the problems we had last year with late arrivals and early departures? Some people spent more time on the airport shuttle than they did on the plane!
- M: Yeah, that was pretty disastrous. We can't allow that to happen again. The venue's got to be within reasonable distance of an international airport.
- A: Right. Let's recap and see what we've got so far ... Three things, I think: reasonable access to an international airport as you've just said. Next, one large conference room, and then preferably four or more seminar rooms. We're getting there ... Anything else?
- M: Fun, of course! All work and no play makes managers dull conference participants. So the venue's got to provide a wide choice of leisure activities.
- A: Fine. Let me write that down ... so ... a wide choice of leisure activities. Yeah, I agree, that's important. The conference programme's really intensive, so the delegates will need to relax, I'm sure.

7 Marketing

7.1

- A I really wanted it, but when I tried to buy it, I just couldn't get it anywhere. My friend heard that it was in one shop and he queued up for ages, but they'd run out by lunchtime.
- B The company held a party on a river boat to launch their new campaign. It was absolutely fantastic. We also got a free gift at the end.
- C The shoes were really expensive but definitely worth it. I think the fact that they are so expensive really distinguishes them from the competition.
- D I've had this briefcase for 20 years and it still looks good. The material is high quality and long-lasting.

7.2 (I = Interviewer, JT = Jonathan Turner)

- I What do you think is the key to successful marketing?
- JT Well, I think, if you're talking about an individual marketer, then, er, I'd be thinking about three broad areas. I think, firstly, having a really passionate curiosity for the customer – really being prepared to do a lot of hard work to get a deep understanding of their needs, er, their behaviours, and everything that really motivates them. Now you've got to get close to them by, yeah you've got to talk to them, you've got to be meeting them regularly, a lot of marketers don't do that. But you've also got to be able to do the hard analysis of all the business data and market research and constantly analysing the data and trends to, er, pick up what's, er, going to be affecting them and their behaviours.
- So that's customer closeness, um, and that has to be combined with a really strong business sense, um, an instinctive understanding of how your company makes money. So, the job of a marketer being to match the consumer need that we just talked about, with a company's assets and capabilities, so that in the end you make some money, you make a profit. Um, if you don't know the numbers, if you don't know what you make and lose money, you won't be successful and your company won't be successful.

7.3 (JT = Jonathan Turner)

- JT I think the last thing is that, as a marketer, you have to have, um, really great communication skills because you're often responsible for things like profit or pricing, but in reality it's another department that actually controls it or delivers it. So it could be sales or finance that are actually affecting pricing, even though marketing may be nominally responsible for it. So as a marketer you have to have great, sort of, influencing skills, communication skills, to get people to understand what's behind the strategies, but also to be motivated to deliver them for, for you and for the business. So, I think those are the three things – passionate curiosity for the customer; a strong instinctive understanding of how to make money in the business; and really strong communication skills.

7.4 (I = Interviewer, JT = Jonathan Turner)

- I Can you give us an example of how Oxford Strategic Marketing helps companies with their marketing strategy?
- JT Well, we're working for a major bank just now and, um, to help them develop their marketing strategy – in particular, their customer strategy, using some of the, er, techniques I mentioned before. er, in particular market research. Now, a good marketing strategy is

based upon a real understanding of customers as I've said, but, beyond that, being able to group customers, to understand who are the most attractive to your company and who are the least attractive; and then being able to target your offer and design your offer to meet the needs of the most attractive groups better, er, than your competitors do. Now, a really good way of doing this is using a technique called customer segmentation – it's a market research technique, it's statistical, um, and what it does is just group similar types of people together, based upon their behaviours, uh, their attitudes, where they live – those sort of things. So what we did for these er, um, this client of ours was to design a questionnaire, to, er, commission it, and then of course to analyse the research and, er, what we did was we found that statistically, um, there were probably about eight groups of customers that mattered in this market place, um, and before, the bank had really just been looking at one group of customers – everybody.

7.5

I
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7.6

A B C D E F G H I J K L M N O P Q R S T U V W
X Y Z

7.7 (M = Martin, F = Fiona)

- F Hello.
- M Hello, Fiona. This is Martin. How are things going?
- F Fine, thanks.
- M I haven't received your sales report yet for the quarter. Any problems?
- F Oh, no. Sorry, Martin. I've been really busy lately. But I can tell you, we've had excellent results.
- M Good.
- F Yeah. We've met our sales targets and increased our market share by two per cent. Our total sales were over £1.2 million.
- M Over 1.2 million. Great! Well done! What about the new range of shampoos?
- F Well, we had a very successful product launch. We spent £30,000 on advertising it and ...
- M Sorry, did you say 13,000?
- F No, 30,000. We advertised in the national press, took out space in trade magazines and did a number of presentations to our distributors. It was money well spent. We've had a lot of orders already and good comments from customers.
- M I'm really pleased to hear that.

7.8 (M = Martin, F = Fiona)

- M Anything else to report?
- F Yes, there is one thing. One of my biggest customers will be visiting London next week. She'd like to have a meeting with you.
- M Fine. Could you give me a few details? What's her name?
- F It's Mrs Young Joo Chan.
- M Sorry, I didn't catch that.

- F Young Joo Chan. I'll spell that for you. Y-O-U-N-G J-O-O C-H-A-N. She's Korean actually. She's chief buyer for HDS. Let me give you her telephone number: 82 2 0735 8879. OK? Why not give her a ring? She's expecting to hear from you.
- M I'll do that. But first, let me read that back to you. It's Young Joo Chan from HDS. Telephone number 82 2 0735 8875.
- F No, 82 2 0735 8879.
- M OK. I've got that. Just one more thing. Did she say when she'd like to meet?
- F Yes, she said next Thursday or Friday – that's the 17th or 18th.
- M What about Friday the 18th? I'll give her a call. Right, I think that's everything.
- F Fine. I'll get that report to you by the end of the week.
- M Right. Bye for now.
- F Bye.

7.9 (I = Interviewer)

- 1 I Have you ever bought Kristal bottled water?
A Yes, I tried it when I saw it on television.
I What did you think of it?
A Nothing special. Just like any other water, but a bit more expensive.
- 2 I Kristal is more expensive than some other bottled waters. Do you think it's worth paying extra for this brand of water?
B Not really. It's got a fresh taste, I suppose.
I Do you think it's healthier than other bottled waters?
B Well, they say it is in the advertising. It could be, but I don't really know. I'll tell you in 40 years' time.
- 3 I Do you buy Kristal bottled water regularly?
C No. I can't find it in the supermarkets. If it's not in the supermarkets, where am I supposed to buy it?
- 4 I When I say Kristal bottled water, what word do you think of?
D Expensive. I haven't tried it because I can get a similar bottled water for half the price.
- 5 I Have you tried Kristal water?
E I've never heard of it. Where can you buy it?

8 Planning

8.1

Recently we decided to open a new sales office in New York. First I arranged a meeting with the finance department to discuss the project. We prepared a budget with details of the various costs involved. Then we collected information about possible locations for the new office. We considered two options – one in Greenwich Village and the other near Central Park. After doing some more research, I wrote a report for the board of directors.

Unfortunately, we made a mistake when we estimated the costs as the exchange rate changed, and so we didn't keep within our budget. We overspent by almost 20 per cent. We had to rearrange the schedule for moving into the building because the office was not redecorated in time. The board of directors was unhappy because we didn't meet the deadline for opening the office by 15 December. It finally opened in January. However, we forecast sales of at least \$500,000 in the first year.

8.2 (I = Interviewer, TG = Teresa Graham)

- I What are the most important things to do when planning in business?

- TG It's important to have a clear idea about your business goal. Don't worry about the jargon – it's often called mission statements or vision statements – but just remember that you cannot plan a journey without a destination in mind, so you need to know where it is you want to get to.

Choose the structure for your business very carefully, and don't reinvent the wheel. There is a lot of, er, good guides out there in the marketplace. This structure will then lead you logically and sequentially through all the activities that you need to do.

Planning is very, very important: for start-up businesses, new businesses, you can make your mistakes on paper; and for established businesses embarking on new projects, the same applies. One particular tip: desktop market research is great and is very valuable, but research carried out talking to real clients who really want to buy your service or your product breathe ... breathes life into any plan. Also, if you talk to clients and potential clients and find they don't like your offer, you can then find out what it is you would need to do in order for them to buy some adapted or revised offer. So use your clients to market test your ideas and help you to refine your plan. And again, this applies to both start-ups, new businesses, and established businesses; and with established businesses, it is always worth undertaking independent research. Sometimes clients prefer to talk to third parties, especially if they have concerns. And remember that this is the analysis of these concerns that helps shape the business moving forward, and make it a better business.

8.3 (I = Interviewer, TG = Teresa Graham)

- I How often do you think businesses should revise their plans?
- TG Knowledge collection never stops. So business plans must be regularly updated and used as working tools. The hard work that goes into a business plan – researching clients, competitors, the marketplace – will be repaid, again and again, if you keep it all up to date. A business plan isn't something you do for your board or your bank or for Tuesday or for Wednesday or your shareholders and then you use it as a door-stop. Your working business plan is a template for any plan that you might produce for an external funder, someone that you're looking to put money into your business to help you start, whether it's a bank or a business angel or an equity partner or even someone who might want to, um, to buy your business outright. So the business plans are your route map, and any diversion should be noted. The destination, of course, always remains the same.

8.4 (I = Interviewer, TG = Teresa Graham)

- I Can you give us some examples of businesses which were helped through good planning?
- TG Small and medium-sized businesses – SMEs as they're called in the trade – um, those that grow fast and profitably always have good business plans and good business-planning processes. And this has been identified as one of their critical success factors. And the best, and the best SMEs involve people in the creation of their plans to ensure ownership. There's no point in imposing a plan and then asking people to follow it slavishly. The worst employees will, the best won't. The best companies communicate them all to their staff. Everyone needs to know the destination and be inspired by it. Everyone needs to understand their

personal contribution to achieving the goals set out in the plans and they must have their targets and own them. um, um, accordingly. There's no business that is not helped by good planning. The best example, um, is Green & Black chocolate, which is quite, quite a famous one. Now that's owned and was run by a chap called William Kendall. Before he had that business, he owned a business called the Covent Garden Soup Company. And he wanted to sell that business, but he hadn't planned to sell it. And he found it very difficult to sell – it took him almost two years to sell that business because no one believed that they could run it as well as he could, so there was nothing in it for the purchaser. When he then made an investment in Green & Black, he immediately planned to sell the business, and what he did was he went to Cadbury's and said, 'Would you like to take a stake in my business?' and Cadbury's took ten per cent. Several years later, Cadbury's have now bought them out, and that's good planning.

8.5

- A We need to decide exactly when we're going to move. Any suggestions?
- B I think July would be the best time. It's very quiet then, isn't it?
- A You mean, we don't do too much business then.
- B Exactly. Our sales are always down that month and quite a few staff are away on holiday. We could move all the office equipment at the weekend. Do everything at once. That's the best way ...
- C Could I just say something?
- B Go ahead.
- C I think we should take longer to move. A weekend's too short. In my opinion we should do it department by department.
- B How do you mean, exactly?
- C Well, each week a different department would move. That way, there would always be people here who could handle customer enquiries, phone calls, and so on.
- B Hmm, I see what you mean. Maybe it would be better to phase the move over several weeks. Of course, we'll have to keep our staff informed at every stage of the move. We can do that mainly by internal e-mail. Now, moving on to the question of transport. We've contacted two companies, National Transport and Fox Removals.
- A Sorry, could I just comment on that, Mark?
- B Certainly.
- A I don't think it would be a good idea to use National. I've heard one or two things about them – I don't think they're too reliable. But Fox would be fine. They've got an excellent reputation in the trade.
- B OK, perhaps it would be better to use Fox then. You know, there's another possibility. We could get our own people to do the moving.
- A What? You think our transport department could do the job?
- B Why not? They're not too busy in July.
- A I don't think that's a good idea. This is a really big job. We need a specialised firm for that like Fox. They've got the experience and will do a good job, even if it does cost us a bit more. Also, Fox offers a free consultation service.
- B Mmm, you're probably right. I'll call Fox and discuss the relocation with them. I'll see if I can persuade them to lower their price a little.

8.6

- A I'd like a really interesting report on an important business topic. Something that makes you think. Plenty of facts and details. If a company's having problems, give us all the information. If there's a new tax affecting business, tell us all about it.
- B I think the presenters should be two young people with lots of personality, who know a bit about business. A male and female – that'd be perfect.
- C Please, please, don't be BORING. What about a funny story, something light which will make us laugh on our way to work?
- D The programme must be lively. Maybe you could have a topic for the day and get people to phone in with their opinions. Then we could talk about it at work.
- E We'd all like short interviews with important people. Maybe some advice – they could talk about mistakes they had made and how to avoid them.

9 Managing people

9.1 (I = Interviewer, NN = Nigel Nicholson)

- I What do managers need in order to be good managers of people?
- NN They need to understand that there are things that motivate everyone and these are some very familiar, common themes like, people care about their families, people – everybody wants to make a difference, everybody needs to be respected. But then the more difficult thing is to understand how everybody is unique and different, and different to the way you, as a manager, are. And the secret here, therefore, is to try to know what the world looks like from, through the eyes of another person, of each other person who reports to you. In order to do that, you need to perfect the art of asking questions and listening to people, and asking not just any questions but questions that really tell you about what a person's drivers, unique motivators are, and what a person's concerns are in this situation that you share.

9.2 (I = Interviewer, NN = Nigel Nicholson)

- I What changes have you noticed recently in the way people behave at work?
- NN Er, I think we – everything is moving much faster. We used to be, er, going at 50 kilometres an hour, and now we're going at 150 kilometres an hour. Um, people are doing, trying to do more and more in less and less time. And the most important thing is to stand back and take a, a strategic view, as from a helicopter, you might say, to see where what you're doing fits into a bigger picture, um, and to make time to reflect. We don't reflect enough – it's one of the things that gets driven out, gets destroyed by the amount of time pressure that we're under. So standing back is what I would recommend people to do.

9.3 (I = Interviewer, NN = Nigel Nicholson)

- I Managing international teams can present particular problems. How can managers prepare themselves for this?
- NN The hardest thing of course is to figure out what you take for granted that other people don't take for granted. Er, we, and it's because we take it for granted that we don't even think about it – the assumptions that we make. You step into another culture and you need to realise that you might understand what you don't take for granted any more, but do you

understand how much other people are taking for granted in the new culture? Otherwise, you know these cultural differences, although they're very important, to some extent are superficial. The real differences are still the important differences between people. You go and walk, work in another culture and just because people look the same through your eyes, that doesn't mean to say they are the same. They're unique and different individuals and you really need to remember that.

9.4

- 1 This is Jenny. I'm ringing about the conference. Great news! I've found a hotel with good rates. So how many rooms do you want to book?
- 2 Hi. This is Jason. I'm phoning about the management training course. I want to confirm my place on the course. By the way, who's leading it? Thanks.
- 3 Oh hello. This is Carol. I'm ringing about next Friday's meeting. I've got two questions. Firstly, how many people will there be at the meeting and secondly, what time will it finish? OK? Bye.
- 4 Hi. This is Maria from Finance. I'm phoning about the budget. How much did you spend on the Tokyo trip? I need to fill in the expenses claim by Friday.

9.5 (A = Alexandra, R = Rachel)

- A What are you planning this evening, Rachel?
- R Nothing really. Maybe I'll look over my notes for tomorrow's presentation.
- A Look, why don't you relax a little? I'm going to a restaurant tonight with a few colleagues – you've met one or two of them – would you like to come with us? It's in the town centre. We could have a few drinks afterwards.
- R Well, it's very kind of you, Alexandra, but I think I'd like to relax at the hotel tonight, if you don't mind. I'm a bit tired, quite honestly.
- A Are you sure? You'd really enjoy it.
- R It's very kind of you, but perhaps another time.

9.6 (M = Marta, S = Sven)

- M I don't know too much about Sweden really, Sven. What do people here like doing in their spare time?
- S Well, Marta, Swedish people like to be in the open air. They're very health conscious. So, they enjoy playing sports, football, tennis, skiing and ice-skating in the winter. And of course a lot of people have summer cottages, by the sea or lakes. So they go there at the weekends and relax. swim, go sailing, and so on.
- M Interesting. And what about you, Sven, what do you usually do after work? In the evenings?
- S I usually watch television. And often I have a sauna with my family. We enjoy that a lot. How about you, Marta?
- M Well, generally I spend time with my children, and read to them before they go to bed. After that, I sit down, chat to my husband, and then we argue about what to watch on television!

9.7 (M = Marta, S = Sven)

- M I've really enjoyed the trip, Sven. I'm sure we'll be doing a lot of business together in future.
- S Yes, there's a lot of potential in Sweden for your products, and we can help you build up sales here.
- M Good, I think so too. Thanks very much for your hospitality. I really enjoyed the meal tonight. And also

thanks for showing me round the city yesterday. It was fascinating. I feel I know Stockholm a bit now.

- S I'm glad you enjoyed the tour, Marta. We're very proud of our city, as you may know. Well, I hope you have a good journey back. We'll be in touch soon, I'm sure.
- M Yes, I'll call you as soon as I've talked to my colleagues about your proposal. We'll take it from there.
- S Goodbye, Marta. All the best.
- M Bye, Sven.

10 Conflict

10.1 (I = Interviewer, EC = Eileen Carroll)

- I What are the most common causes of disputes at work?
- EC There are a number of causes. The first, I would say, is unrealistic expectations about what a contract can deliver; um, lack of flexibility, when expectations are not being met – business people can be not as flexible, um, in the circumstances; lack of communication – communicating badly or not communicating at all; genuine differences of view about how a commercial arrangement is meant to work; a change in personnel, change of management structures; simply, a component in a piece of machinery failing; a specification not being sufficiently thought through: many, many reasons.

10.2 (I = Interviewer, EC = Eileen Carroll)

- I And how do you help to resolve such business disputes?
- EC As a mediator, I work with commercial parties in business disputes in a number of ways. Firstly, I will normally work for at least a day. I will set an agenda for the day. I will ensure that I get the personnel who have the ability to make the decision to get involved in the mediation process. I will ensure that we have a full and frank discussion with the parties in dispute about the issues as they understand them. I will ensure that I create an environment so that the parties are able to discuss difficult issues thoroughly, both together and privately. As a mediator, you have to exercise patience and you have to work skilfully with the parties to get a full understanding of not just the history, but particularly the benefits of resolving the dispute for the future. Three elements: creating focus, for a sufficient period of time: creating the right atmosphere for difficult conversations to take place; and making sure you have decision-makers willing to grapple with the issues.

10.3 (GM = General Manager, UR = Union Representative)

- GM We just don't have enough spaces for everyone. We need the spaces for managers and customers who visit us. Sorry, Tracy, but that's it.
- UR Well, you'll have to think again. Our staff arrive early. They need somewhere to park.
- GM Look, Tracy, I understand what you're saying, but it just isn't possible anymore.
- UR Well, that's a typical management attitude. The staff are not going to accept it. I warn you, Tom, this could lead to a strike.
- GM Oh come on, Tracy... you know we've got a parking problem. We've got to do something about it. OK, how about this? What if we keep five spaces for staff, and it's first come, first served.

- UR Sorry, that isn't good enough. It's not a solution to the parking problem, and you know it.
- GM There is another possibility. How about if the staff park their cars in the car park near the station?
- UR Some of them do that already. But they have to pay quite a bit, you know. The cost goes up every six months. You can't expect everyone to do that, surely.
- GM OK. Tracy. What if we could help towards the cost? We might be able to pay, say, thirty per cent.
- UR Yes ... it's worth considering. It might help.
- GM Right. I'll discuss this proposal at the next board meeting. Staff will park in the public car park, and we'll contribute thirty per cent towards the cost.
- UR Fine. That's it then.

10.4 (OM = Olivier Moyon, TF = Todd Foster)

- OM I've been thinking a lot recently, Todd. I think you probably know, I'm not happy here at all. And I feel I've got to do something about it.
- TF Really? What exactly is the problem?
- OM I think you know it, Todd. Jacques let me down badly with that order. He just wouldn't make any effort for me, so we've lost the order. It means I don't get the commission and it'll also affect my bonus.
- TF Olivier, you must understand, you can't promise a customer that we'll deliver in three weeks. It's a busy time at the moment. Jacques's working under a lot of pressure.
- OM Maybe, but let's face it, Jacques's no good as a production manager. He can't deal with pressure. He just says, 'Sorry, I can't help.' But it's not just Jacques ...
- TF Oh yes?
- OM Well, to be honest, I'm not happy with the way you run the department.
- TF I'm listening.
- OM The trouble with you is, you always want to know where I am, every second of the day. You give me no space. You want to control me all the time. How can I meet my sales targets if I have to spend all the time writing reports, answering your telephone messages and attending meetings? I've got to be out there selling, twenty-four hours a day.
- TF Maybe, but you can't just do what you like, when you like, Olivier. Discipline is important ...
- OM Discipline! Control! Look, I've had enough. I've given everything to this company. But no one cares. So, I've decided to resign. You'll get my letter in the morning and I'll send a copy to Charles. He won't be pleased, I'm sure. We've been friends for years. But I just can't work with you, Todd. There's no other solution.

11 New business

11.1

The economy is stable following the problems of the past two years. By following a tight monetary policy the government has reduced the inflation rate to 2 per cent. After going up dramatically, the interest rate is now down to 8 per cent. The last six months has seen a slight improvement in the exchange rate against the dollar. The GDP has grown by 0.15 per cent. Exports are increasing and the balance of trade is starting to look much healthier. The unemployment rate continues to be a problem as it is still 16 per cent. In order to stimulate the economy and attract foreign investment the government is offering new

tax incentives as well as making a renewed effort to reduce government bureaucracy. Finally, a large skilled labour force means there could be attractive investment opportunities over the next five years.

11.2 (I = Interviewer, RMC = Roger Mumby-Croft)

- I What are some of the problems facing new businesses, in your experience?
- RMC I think some of the problems facing new businesses are really to do with management skills. Often a new business is formed out of somebody who has a really good idea, has a really good hobby, has a, a really good knowledge of a certain thing, such as ... anything from biology to carpentry, and they form a business out of that core knowledge. The problem is they don't have enough business knowledge, er, to go around that, so enough knowledge of finance and book-keeping, of marketing, of, er human issues, HR issues, for want of a better word, er, or of the fact that these need to be, in a small business, integrated. So it really is a lack of business and management skills that I find is the real main problem with 90 per cent of the new businesses that I work with.

11.3 (I = Interviewer, RMC = Roger Mumby-Croft)

- RMC I think this is a very big problem, er, particularly in the UK. There are so many different agencies that say they help small businesses to get advice. It's very patchy – in some areas of the UK, they're very good. In other areas, they're very poor. And it's difficult for a lot of people starting a business or small businesses who have been in operation for a while to access them. Er, so, lawyers help small businesses, accountants help small businesses, banks say they help small businesses, increasingly universities help small businesses. And then you have a myriad of independent consultants who want to sell their services to small businesses. So there is a lot of help out there. The trouble is, it's a very fragmented and complicated picture and we often find that people running small businesses are so confused, they don't bother – and that's a problem, because they need to bother.

11.4 (I = Interviewer, RMC = Roger Mumby-Croft)

- I Can you give us an example of a successful new business, and why you think it succeeded?
- RMC We work with a company called MEPC, which owns business parks. They own a very big business park near here, down the A34, called Milton Park. And the MD of that park came to me and said one of the big businesses on the park was downsizing and that they had some very bright young electrical engineers who were thinking of going to Wales, where there is money available for the development of new businesses through the Welsh Development Agency. And he thought he didn't want to lose them. He thought that they could build a business on the park and therefore retain the business and grow a business, which would be good for the park. He asked me to talk to them. Now, they had a very good product. Er, they had a product which allowed for engines to be converted to using vegetable oil. So we helped them to develop their business planning. To some extent, they were in the right place at the right time. They had the right product from an environmental perspective, they had the right product from the point of view of oil prices going up, but what they didn't

have was any business skill. And so we spent two years with them, building their business skills, looking at their marketing, their sales, their financials, er, their structure issues of how they would build a company, and that was hugely important.

So whilst they were in the right place at the right time, whilst they did have the right technology product, they recognised that they didn't have business skills, and that recognition, I am sure, allowed them to grow properly. This year they will turn over between three quarters and a million pounds, which is very good in two years, and they are now forward planning their business on a proper business footing. So I think the reason that they have succeeded is they recognised what they didn't know and have built upon it, which is, the need for good business skills.

11.5

I usually get to work before my boss arrives and as soon as I arrive I check my e-mail and post. I usually try to answer all important enquiries before I go to lunch. While I'm having lunch, I often discuss problems with colleagues. When I work long hours, I can take time off another day. I have a lot of flexibility over when I arrive at the office and when I leave, depending on the daily workload.

11.6 See Course Book, page 103.

11.7

1

And here is the business news. This month inflation is up by 1.2 per cent. The unemployment rate is now 5 per cent giving an overall figure of 1,258,000.

2

Laser plc, the supermarket giant, reports that profits rose 12 per cent to just over \$1.8 billion, with sales increasing a healthy 18 per cent.

3

General Engineering said it would reduce its workforce by one-third over the next five years, resulting in the loss of 5,000 jobs.

4

The Central Bank has reduced interest rates by 0.5 per cent. Turning to the world economy, this will grow by 2.8 per cent next year.

12 Products

12.1

Sharon My house is the best thing I have ever bought, as it's the place my children have grown up in. It's full of memories, both good and bad, but it's a place we call home, and we feel safe and secure in it. Everyone is welcome.

Marina The best thing I've ever bought is a book about people from different religions. It made me think about how I deal with people and the way I do business in general. I can say that it changed both my understanding of and my attitude to life. I wholeheartedly recommend it to anyone whose job, like mine, involves managing people.

Mark The best thing I've ever bought was my bed. It's the place I spend most of my life in, and it was the first piece of furniture I bought here in Budapest, and it has served me very well over the last ten years.

Nada The best thing I've ever bought is my car, which I bought eight months ago. It's actually the first thing I've done for myself in all my life! I never thought of a car as something I actually needed, since I live in the centre of town, close to my workplace, but a friend talked me into it, saying it would make me feel more independent. And how right she was! Of course, it has its bad sides. I'm getting fatter day by day since I rarely go walking or cycling. No regrets, though!

Fiona Mm, I find that a rather difficult question! Well, I'm a very practical person, and I usually buy things that I really need. So, something that I bought and was very happy with was a pair of rubber boots. Where I live, it rains and snows an awful lot in autumn and winter. For years, I'd been trying to find nice, quality shoes that would keep my feet dry, but all in vain. My yellow wellies may not be the peak of elegance, but they are just the job. They are certainly one of the best things I have ever bought.

Clare Well, it would have to be the plastic play kitchen which I bought for my daughter's second birthday. I don't think I've ever, before or since, bought anything that has given any one person so much pleasure. I cannot count the hours she spent playing with it or the number of pretend cups of tea she made me in the accompanying plastic kettle. And now, five years later, it's enjoying a comeback, in the hands of her little brother!

12.2

This is our new product – a CD tower system. As you can see, it's attractive and stylish. The tower is made of wood and it holds twenty CDs. Let me tell you its dimensions. It's 33 centimetres high, 18 centimetres long and 20 centimetres wide. It comes in three colours: black, brown and white. And its selling price is just under £25 – a very competitive price.

It's ideal for storing CDs and CD-Roms. It has several special features which should appeal to our customers. Firstly it has a soft-touch mechanism. This means you just touch a button and the CD comes out smoothly and quietly. Another advantage is that it's easy to select the CD you want because the title is clearly displayed. A very useful feature too is that it's simple to use. You can open the CD case without taking it off its tray.

The tower is well-designed. It's robust, elegant and user-friendly. It's very flexible – I forgot to mention that – because the towers are modular, so you can put one on top of the other. That's a big advantage for people who have lots of CDs. And one other thing, you can save £15 if you buy two units instead of one.

I think the CD tower will be one of our best-selling products. It really does meet the needs of music lovers. It's so practical, it's a high-quality product, and great value for money.

Are there any questions you'd like to ask?

Numbers following the words indicate which unit the word first appeared in.
Words without numbers are extra words for discussion activities.

Work

a career plan 1	to get a promotion 1	to advertise a vacancy 1
a career move 1	to get the sack 1	to have a heavy workload 5
a career break 1	to take early retirement 1	to resign 5
career opportunities 1	to work flexitime 1	to take time off work 5
a vacancy 1	to work overtime 1	to be overworked 5
a job description 1	to recruit 3	to make somebody redundant 5
a competitive salary 3		
a performance-based bonus 3		

Ted is responsible **for** European sales. 1
Liz works **in** Finance. 1
He works **for** a company called FGC. 1
She wants to make a career **in** computers. 1
Max is **unemployed**. 1
In my free time, I study for **extra qualifications**. 1
My **notice period** is two months. 1
Bob is a **workaholic**. 5
Do you like working **under pressure**? 5

Specific activities

to do research 1
to make a presentation 5
to lead a meeting 5
to negotiate a contract 5
to attend a conference 5
to supervise staff 5
to write reports/proposals 5

Companies and organisations

Departments

Sales and marketing 1
Finance 1
Management 1
Administration and personnel 1
Production 1
Research and development (R&D) 1
Human Resources (HR) 5

a subsidiary 1
a package holiday firm 2
head office 3
a car dealership 4
a chain store 12

We have increased our **market share** to 25%. 3
Our **share price** is rising. 3
Our company **supplies** computer parts. 3
Our company **manufactures** clothes. 3

We **employ** over 300 workers. 3
We are an **expanding** company. 3
We are hoping to **expand** in China. 7
GVM **merged** with another company last year. 5

Describing people

ambitious 1	confident 1	rude 10	patient 5 / impatient 10
energetic 1	outgoing 1	calm 1	formal / informal 10
reliable 3	aggressive 1	relaxed 1	consistent / inconsistent 10
creative 1	persuasive 9	quiet 1	enthusiastic 1 / unenthusiastic 10
emotional 10			

Chris is a **hard worker**. 1
Sandra is a good **team player**. 1
Rob **knows his own mind**. 1
He cares only about himself. 10

Finance and money

a government grant 11
a strong currency 11
interest rate 11
consumer spending 11

to make a fortune 1
to make a living 1
to earn money 1
to earn a bonus 1
to overspend 7

to **invest** (money) in a company 3
to charge **an entrance fee** 4
to **estimate** costs 7
to **keep within** a budget 7
to make a profit 7
to break even 7

Sales revenue was 30% below target. 1

They want to **charge** us €50 an hour for the job. 2

Our company **spends** a lot of money **on** corporate entertaining. 6

Dinner for two at the Astoria will **set** you **back** \$80. 6

Each member of staff will **contribute towards the cost** of the party. 8

Jobs

Sales Manager 1
a sales representative 1
a sales assistant 1

a consultant 5
a rep 3
Marketing Manager 10

an accountant 5
a stress counsellor 5

Buying and selling

a bargain 2
a discount 2
a refund 2
after-sales service 2
interest-free credit 2

a retailer 2
turnover 3
a supplier 3
to purchase 2
to despatch 2

to shop about 2
to buy goods **in bulk** 2
to place an order 2
to exceed one's sales target 9

We still have plenty of **stock** in the warehouse. 2

We must have **delivery** by the end of the month. 2

Our company has a good **customer base**. 2

We **raised** our prices last month. 3

Products

books and magazines 2
designer clothes 2
CDs 2
groceries 2
jewellery 2

luxury products 3
handmade products 3
cosmetics 4

to **develop** a new product 3
to **launch** a product 3
to **manufacture** a product 3

Products can be ...

exciting 4
attractive 12
reliable 12
well-designed 12
elegant 12

economical 12
practical 12
stylish 12
user-friendly 12
innovative 12

fashionable 12
popular 12
robust 12
high-quality 12

Our products **appeal to** a wide range of customers. 2

What are the **key features** of this new product? 4

This new product has great **commercial potential**. 4

We have to extend our **product range**. 4

Countries and nationalities

Country	Nationality	Country	Nationality
Brazil 12	Brazilian 12	Malaysia 6	Malaysian
China 8	Chinese	Morocco 6	Moroccan
Czech Republic 6	Czech	the Netherlands	Dutch 8
Denmark	Danish 3	Poland 4	Polish
France	French 3	Russia	Russian 4
Germany	German 3	Spain 2	Spanish 3
Greece	Greek 4	Sweden 6	Swedish
India	Indian 4	Switzerland	Swiss 4
Italy	Italian 3	USA	American 3
Japan	Japanese 3		

Problems

Those machines often break down . 3	a fall in profits 3	to have an argument 10
Staff are becoming demotivated . 3	a delay 3	to handle a problem 10
Staff morale is low. 5	absenteeism 5	to sort out a problem 11
Our office is overcrowded . 5	to be depressed 5	to discuss a problem 11
The product launch was a failure . 7	to go wrong 7	to grapple with an issue / a problem 10

Our company is currently **facing** problems. 2
 Demand **for** our products has fallen. 2
 Sales growth has **slowed down**. 3
 It can be stressful to deal with a customer who has a major **complaint**. 5

Marketing and advertising

mail shots 2	customer loyalty 9
press/radio advertising 2	market niche 7
TV/radio commercials 4	marketing strategy 7
an advertising slogan 12	to satisfy consumer demand 4
a sales leaflet 7	to meet a need 4
celebrity endorsement 7	to launch an advertising campaign 7
direct marketing 7	to do market research 7
product placement 7	to endorse a product 7
a focus group 8	

Who are your **target consumers**? 4
 Which sales outlets do you think we should **target**? 4
 Are you sure our products are **targeted at** the right segment of the market? 7
 Competition in this segment of the market is strong. 11

Food and drink

black/white coffee	still/sparkling mineral water	red/white wine
tea with milk / with lemon	bottled/draught beer	dry / medium dry / sweet wine

Do you like your meat rare / medium rare / well done?

Telephoning

- | | |
|------------------------------|--------------------------|
| to call somebody | to dial a number |
| to ring up somebody | to dial the wrong number |
| to telephone somebody | to make a phone call |
| to phone somebody | to answer the phone |
| to give somebody a call | |
| to give somebody a ring | |

Saying numbers

International dialling code	Country code	Area code	Local number
00	271	2	403 5571
double oh	two seven one	two	four oh three, double five seven one

Some useful tips

- Your voice should go up for each group, except for the last one, when your voice goes down to signal that it is the end of the number.
- 'o' is usually spoken as *oh* in BrE, but as *zero* in AmE.
- '11', '22', etc. is usually spoken as *double one*, *double two* in BrE, but *one one*, *two two* in AmE.

Making calls	Receiving calls
<p>Hello, this is (Ana Berger), from (RTA International).</p> <p>Could I speak to (Sam Kurtz), please? I'd like to speak to (Sam Kurtz), please. Could you put me through to (extension 123), please?</p> <p>I'm calling about (the June conference). I'm calling to enquire about (your new product). I'm calling to confirm that (the meeting is at 9.30).</p> <p>Could you just tell (her/him) that I rang? Could you ask (her/him) to call me back? Could I leave a message?</p>	<p>Delta Engineering, good (morning). How can I help you?</p> <p>Who's calling, please? Can I ask who's calling? Which company are you calling from?</p> <p>One moment, please. I'll put you through.</p> <p>I'm sorry but her/his extension's busy. I'm afraid she's/he's in a meeting. I'm afraid she's/he's not in the office. I'm afraid she's/he's engaged right now.</p> <p>Would you like to call back later? Can I take a message? Would you like to leave a message?</p>

Checking information

- Sorry, I didn't catch (the street name).
 Could you spell it, please?
 Sorry, did you say (R-E-double T-A or double D-A)?
 Could you repeat that, please?
 Could I just read that back to you?





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