

2019 Cracking BEC HIGHER Listening

猫刀老师

Schedule

- ▶ 1–2nd Hour Part 1
- ▶ 3–4th Hour Part 2
- ▶ 5–6th Hour Part 3



基础+方法

► 基础你准备好了吗？



- ▶ accessories
- ▶ profit margins
- ▶ strategic
- ▶ badge
- ▶ marketing consultant
- ▶ penetration rate
- ▶ calculator
- ▶ controlled experiment
- ▶ alliance
- ▶ negotiating



Listening Part 1

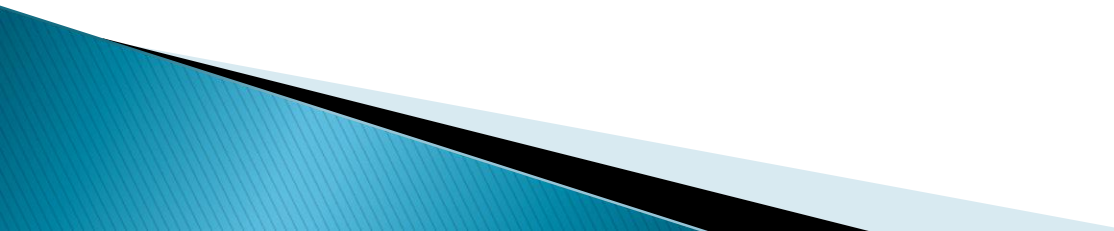
- ▶ 1.词组/句子单词看原文认识但是听力中听不懂/反应不过来/听得半懂不懂怎么办?



1.变音规则



变音规则

- ▶ 1.连读
 - ▶ 辅音+元音
 - ▶ ten of you main activities
 - ▶ individual interview detailed information
 - ▶ a couple of hours travel expense
 - ▶ supermarkets assessment
 - ▶ timetable of group activities
 - ▶ Small amount of
- 

▶ 2.失去爆破

▶ ~~爆破音~~ + 爆破音 t / d / k / g / b / p

▶ good to work job description

▶ great colleagues fantastic pay outdoing

▶ ~~爆破音~~ + 摩擦音 s / th / v / f / w / m / n / r / h / l

▶ Outside shortlist outline lead the group

▶ Upgrade their ability managed stress

▶ Corporate market

- ▶ 3.弱读
- ▶ 辅音+en/on
- ▶ bitten britian certain pattern
- ▶ garden written

▶ 2.拿到题目究竟应该如何下手？



2.做题顺序



前 / 中 / 后

看 / 听 / 想 / 写

LISTENING

Approximately 40 minutes (including 10 minutes' transfer time)

PART ONE

Questions 1-12

- You will hear a representative of SGC, a telecoms company, giving a talk to a group of business students about SGC.
- As you listen, for questions 1-12, complete the notes using up to three words or a number.
- After you have listened once, replay the recording.

SGC

SGC's strengths

- strong brand identity in all current markets
- particular focus on carpeted market
- high-quality networking resulting from investment
- new package of customer care maintains satisfaction
- high level of innovation leading to innovation

SGC's strategic initiatives for the future

- to start promoting image of being honest and approachable
- to start using new forms of advertising in attractive formats
- to reduce cost by 25%
- to increase income from data transmission revenues
- to establish several alliances

Market opportunities

- service providers moving to next generation products
- high penetration rates leading to increased revenues

Listening

PART TWO

Questions 13-22

- You will hear five people talking about workshops they have recently attended.
- For each extract, there are two tasks. For Task One, choose the reason the speaker gives for attending the workshop from the list A-H. For Task Two, choose the outcome of attending the workshop from the list A-H.
- After you have listened once, replay the recording.

Task One - Reason for choosing to attend

- For questions 13-17, match the extracts with the reason for attending the workshop, listed A-H.
- For each extract, choose the reason for attending the workshop that each person mentions.
- Write one letter (A-H) next to the number of the extract.

- Speaker 1 C to learn how to achieve innovation.
- Speaker 2 B to widen network of contacts.
- Speaker 3 D to deepen understanding of theory.
- Speaker 4 E to increase effectiveness in research.
- Speaker 5 F to manage information more effectively.
- Speaker 6 G to explore issues in managing recruitment.
- Speaker 7 H to consider methods of performance appraisal.
- Speaker 8 A to examine evidence of changing trends.

Task Two - Outcome of attending

- For questions 18-22, match the extracts with the outcome of attending the workshop, listed A-H.
- For each extract, choose the outcome of attending the workshop that each person mentions.
- Write one letter (A-H) next to the number of the extract.

- Speaker 1 A A report was produced for senior staff.
- Speaker 2 B Job specifications were revised.
- Speaker 3 C A project team was established.
- Speaker 4 D Information was made available to all staff.
- Speaker 5 E Achievement targets were introduced.
- Speaker 6 F Outside advice was sought.
- Speaker 7 G A new position was created.
- Speaker 8 H An external survey was commissioned.

LISTENING

Approximately 40 minutes (including 10 minutes' transfer time)

PART ONE

Questions 1-12

- You will hear a recording that a training manager has made for his assistant, describing plans for a training day that he will be running with his colleague, Julia.
- As you listen, for questions 1-12, complete the notes using up to three words or a number.
- After you have listened once, replay the recording.

TRAINING DAY FOR STANDFORD'S

THINGS TO DO

Ring Swan Hotel, request (1) camera recorder (in addition to other equipment booked).

Cancel (2) car hire n. monoplane OHP.

Remind participants to bring the (3) case study n. notebook they've received to the training day.

Tell Standford's that the title of the talk by the guest speaker is now (4) benefit from coaching n. leadership team work management.

PROGRAMME

Morning

9.15: Talk on: The value of (5) physical fitness in business

10.00: Workshop: (6) team motivation n. employee customer investor

11.15: Discussion: (7) performance in recruitment n. improvement revenue

12.00: Role play: (8) negotiating strategies n. complaint customer

1.00: Lunch

Afternoon

2.30: Session: (9) problem shooting n. Real life practical study

Presentation: (10) management models n.

Workshop: (11) succession planning n.

Keynote speech: n. coffee break

PART TWO

Questions 13-22

- You will hear five different people talking about the issues involved in having new buildings constructed and advice about new construction projects.
- For each extract, there are two tasks. For Task One, decide what problem occurred with the construction project from the list A-H. For Task Two, choose what advice about new construction projects each speaker gives from the list A-H.
- After you have listened once, replay the recording.

Task One - Problem with new construction project

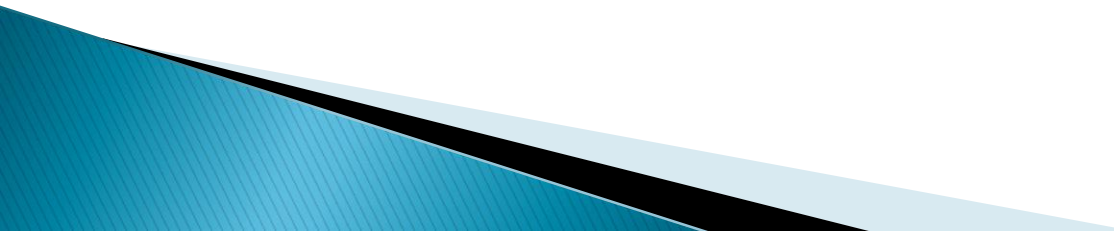
- For questions 13-17, match the extracts with the problem that occurred with the new construction project, listed A-H.
- For each extract, choose the problem that occurred with the new construction project.
- Write one letter (A-H) next to the number of the extract.

- 13 Speaker 1 location space budget link road X fixed miss opening
A A completion stage on the building was missed.
- 14 Speaker 2 turn out plan control DDP spending on installations exceeded projected figures
B Spending on installations exceeded projected figures.
- 15 Speaker 3 technical get on access new equipment The managers' offices were poorly located
C The managers' offices were poorly located.
- 16 Speaker 4 parking X fall behind dead line Equipment was inadequately tested
D Equipment was inadequately tested.
- 17 Speaker 5 schedule real overlook new equipment insufficient parking space was provided for delivery vehicles
E Ineffective air-conditioning was installed.
- 18 Speaker 6 Plans failed to include access to the site Contractors' costs went over budget
F Insufficient parking space was provided for delivery vehicles.
- 19 Speaker 7 Check machines Check machines
G Plans failed to include access to the site.
- 20 Speaker 8 Contractors' costs went over budget
H Contractors' costs went over budget.

Task Two - Advice about new construction projects

- For questions 18-22, match the extracts with the advice about new construction projects, listed A-H.
- For each extract, choose the advice about new construction projects.
- Write one letter (A-H) next to the number of the extract.

- 18 Speaker 1 group look at detail Use an external company to research the site
A Use an external company to research the site.
- 19 Speaker 2 internally reger company Negotiate good deals for servicing agreements
B Negotiate good deals for servicing agreements.
- 20 Speaker 3 check out previous customer standards Invite firms to tender for parts of the project
C Invite firms to tender for parts of the project.
- 21 Speaker 4 other option consider more Set up a special team to manage the expansion
D Set up a special team to manage the expansion.
- 22 Speaker 5 sale contract regular check Investigate alternative methods of expansion
E Investigate alternative methods of expansion.
- 23 Speaker 6 Consult senior staff on details Only use reputable contractors
F Consult senior staff on details.
- 24 Speaker 7 Set stages of completion for different parts
G Only use reputable contractors.
- 25 Speaker 8 Set stages of completion for different parts
H Set stages of completion for different parts.

- ▶ 1. 明确背景
 - ▶ 2. 路标词
 - ▶ 3. 空格预测
 - ▶ 4. 速记
 - ▶ 5. 查缺补漏
 - ▶ 6. 检查
- 

1.明确背景

PART ONE

Questions 1–12

- You will hear the head of recruitment at Buyright Supermarkets plc talking to a group of job applicants who are attending the company's assessment centre.
- As you listen, for questions 1–12, complete the notes using up to three words or a number.
- After you have listened once, replay the recording.

Buyright Supermarkets Assessment Centre

Briefing notes

- 1 Buyright have invited people to attend the assessment centre.
- 2 The discussion groups will have to solve a problem connected with
- 3 In the team challenges, everyone will have a chance to
- 4 The interviews will concentrate on the participants'

Questions 1–12

You will hear the head of recruitment at Buyright Supermarkets plc talking to a group of job applicants who are attending the company's assessment centre.

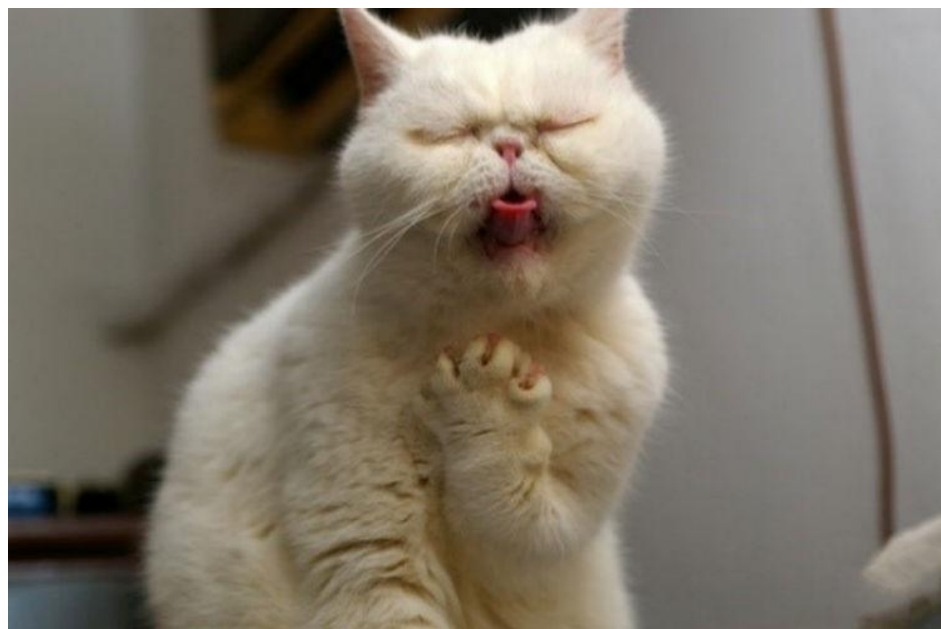
Questions 1–12

You will hear a representative of SGC, a telecoms company, giving a talk to a group of business students about SGC.

Questions 1–12

- You will hear a recording that a training manager has made for his assistant, describing plans for a training day that he will be running with his colleague, Julia.

- ▶ 3. 听着听着就不知道听力讲到哪里了
/很容易错过题目怎么办?



3.路标词

- ▶ 题内**内容词**
- ▶ 句间**连接词**



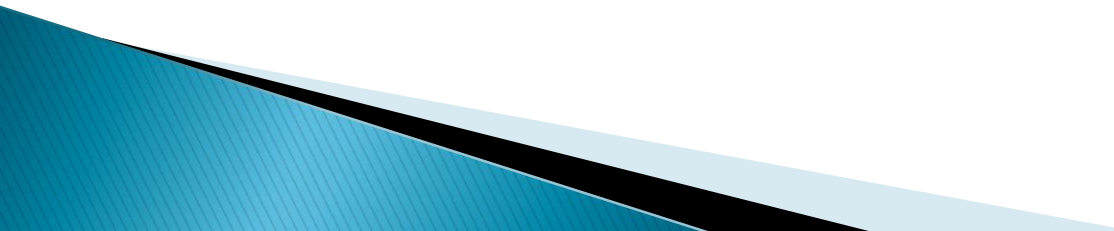
路标词-内容词

- ▶ 作用：定位，警示答案出现
- ▶ 要求：容易识别，不被替换
- ▶ 原则：实词（介词）
- ▶ 一题二三词
- ▶ 空格前后
- ▶ 小标题
- ▶ 词性优先级：n-v/adj
- ▶
- ▶

- ▶ 专有名词/数字/时间
- ▶ 特殊名词（非话题，上文未出现）
- ▶ 空格词组
- ▶ 动词/形容词
- ▶
- ▶ 空格前vs空格后
- ▶ 原词vs替换
- ▶ 答案前vs答案后

T1

Briefing notes

- 1 Buyright have invited people to attend the assessment centre
 - 2 The discussion groups will have to solve a problem connected with
 - 3 In the team challenges, everyone will have a chance to
 - 4 The interviews will concentrate on the participants'
 - 5 The participants should already have prepared their
- 

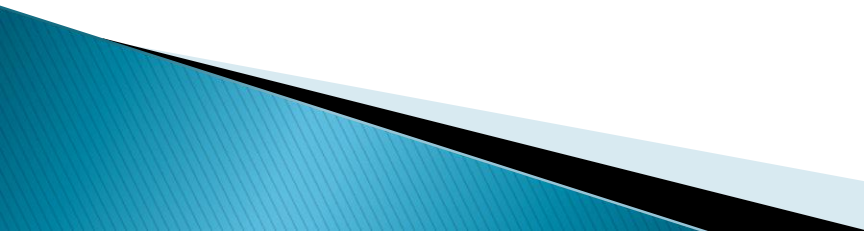
T1

Briefing notes

- 1 Buyright have invited people to attend the assessment centre
- 2 The discussion groups will have to solve a problem connected with
- 3 In the team challenges everyone will have a chance to
- 4 The interviews will concentrate on the participants'
- 5 The participants should already have prepared their

T2

SGC's strengths

- 1 strong identity in all current markets
 - 2 particular focus on market
 - 3 high-quality resulting from investment
 - 4 new package of maintains satisfaction
 - 5 high level of leading to innovation
- 

T2

SGC's strengths

- 1 strong identity in all current markets
- 2 particular focus on market
- 3 high-quality resulting from investment
- 4 new package of maintains satisfaction
- 5 high level of leading to innovation

SGC's strategic initiatives for the future

- 6 to start promoting image of being *and*
- 7 to start using new forms of in attractive formats
- 8 to reduce by 25%
- 9 to increase income from revenues
- 10 to establish several

Market opportunities

- 11 service providers moving to products
- 12 high leading to increased revenues

SGC's strategic initiatives for the future

- 6 to start promoting image of being and
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- 8 to reduce by 25%
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Market opportunities

- 11 service providers moving to products
- 12 high leading to increased revenues

T3

PROGRAMME

Morning

9.15: Talk on: The value of (5) in business

10.00: Workshop: (5)

11.15: Discussion: (7) **Afternoon**

12.00: Role play: (8) 2.00: Session: (9)

1.00: Lunch

3.15: Either

Presentation: (10) '.....'

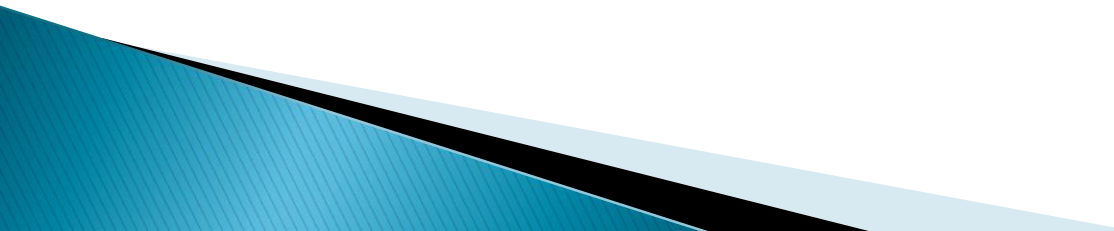
or

Workshop: (11) '.....'

4.00: (12)

5.00: Finish

路标词—句间连接词

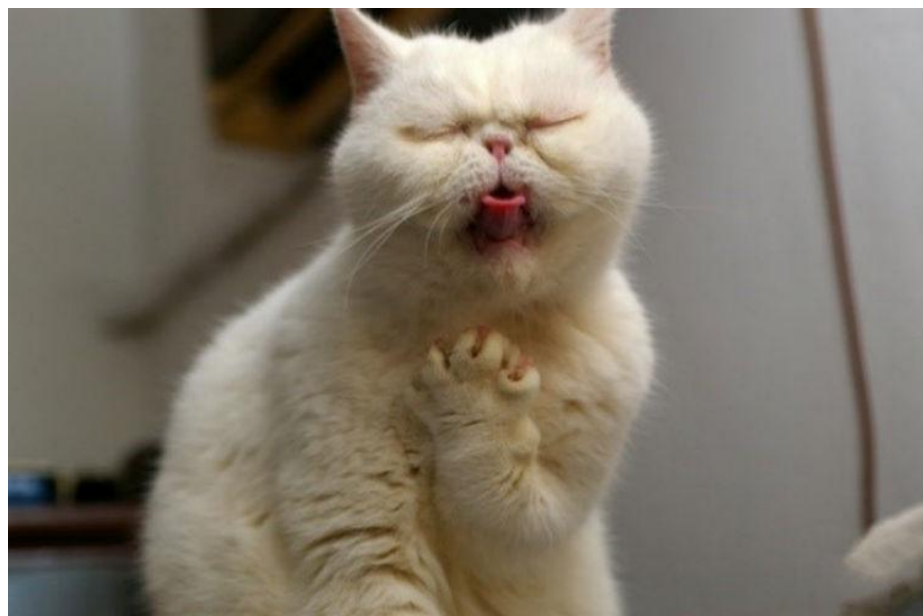
- ▶ First, from beginning , to begin with ,
 - ▶ and also , and , meanwhile,
 - ▶ As for , according to , referring to
 - ▶ Another ,then , once ,
 - ▶ So, finally , last but not least
- 

T2

SGC's strengths

- 1 strong identity in all current markets
- 2 particular focus on market
- 3 high-quality resulting from investment
- 4 new package of maintains satisfaction
- 5 high level of leading to innovation

- ▶ 4.知道讲到这道题但是错过答案词/不知道填谁做答案怎么办？



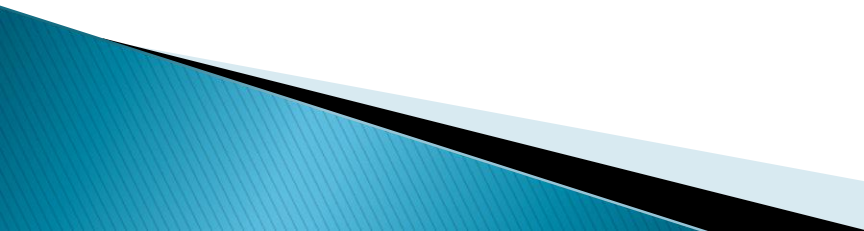
4.空格预测



空格预测

- ▶ 1.词性
 - ▶ n: 单复数
 - ▶ v: do to do doing done
 - ▶ adj
- ▶ 2.词义
 - ▶ 翻译：商务背景+语感
- ▶ 3.可能单词
 - ▶ 注意：词汇难度，避免重复

T1 1.48

- 6 In one of the simulations, participants will deal with a staff member who has been accused of
 - 7 The four groups have each been given of different colours.
 - 8 After this talk, the participants will be given the timetable of
 - 9 Before dinner there will be a in the West Room.
- 

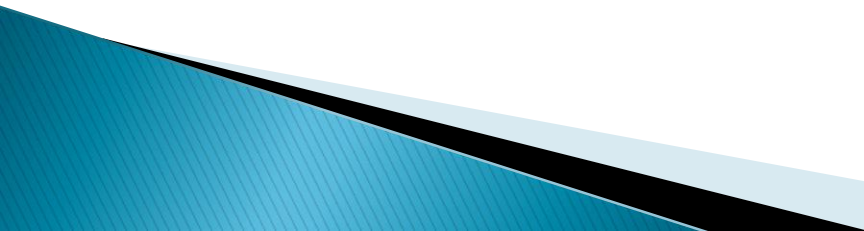
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- 7 The four groups have each been given of different colours.
- 8 After this talk, the participants will be given the timetable of
- 9 Before dinner there will be a in the West Room.

For the simulations, you'll be in threes. You'll be given a typical situation in a supermarket – like dealing with a worker suspected of stealing. Two of you will act this out while the third observes, and then you'll discuss what happened and what should be done. Don't worry, it isn't as difficult as it sounds, and we certainly don't expect you to be perfect managers yet!

You've probably noticed that you've been given red, yellow, blue or green name badges, and they're the four groups we've put you into. When I've finished talking to you, the four groups will go off to different rooms, where you'll be given the timetable of group activities and do some icebreaking exercises to get to know each other. At six thirty, there'll be a reception in the West Room, followed by dinner. After that, we'll be having a question-and-answer session with a panel of branch managers, so you'll be able to find out what it's like working for Buyright. Tomorrow will start with breakfast at eight, and the activities will go on until five thirty.

T2

SGC's strengths

- 1 strong identity in all current markets
 - 2 particular focus on market
 - 3 high-quality resulting from investment
 - 4 new package of maintains satisfaction
 - 5 high level of leading to innovation
- 

- ▶ 5. 第一遍听力开始我要做什么？ 第二遍听力我要做什么？



5.速记+补缺



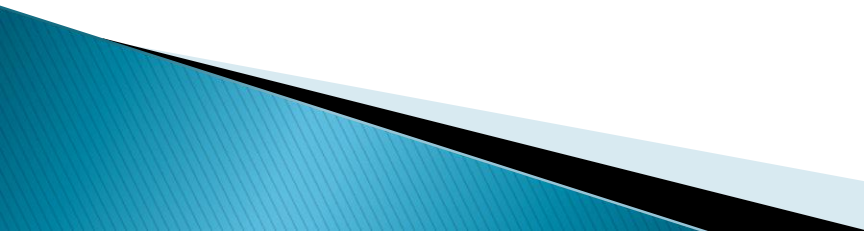
速记+补缺

- ▶ 起止：路标词+空格后
- ▶ 目标：同词性 + 同词义 + 1-3单词 + 重读
- ▶ 不记：题干 + 多个并列 + 弱读

- ▶ 补缺：单复数
- ▶ 其他备选项

T2

SGC's strengths

- 1 strong identity in all current markets
 - 2 particular focus on market
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SGC's strengths

- 1 strong identity in all current markets
- 2 particular focus on market
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SGC is very well positioned, possessing significant strengths. From our beginning, we've always made promises to have customer-friendly qualities, and this has led to our now having a powerful brand identity wherever we operate. That's something we're committed to maintaining. Within that 'total' approach to all markets in which we have controlled operations, we also have concentrated effectively on the corporate market, and this differentiates us from many of our competitors, who have devoted the majority of their efforts to the limited leisure sector. But it's not all selling – it's what you provide that really matters. That's why we've put so much in the way of time and money resources into setting up networks which operate with great efficiency and precision, and we will always search for ways to eliminate interference and downtime. Our dedicated approach also applies to our recently launched deal in customer care. We've been able to put this together by combining our relationship management resources in order to keep clients assured of the best in service at all times. And last but not least, is innovation, and here our strength is guaranteed by our technical expertise, which is very sophisticated and dynamically managed.

SGC's strategic initiatives for the future

- 6 to start promoting image of being *and*
- 7 to start using new forms of in attractive formats
- 8 to reduce by 25%
- 9 to increase income from revenues
- 10 to establish several

Market opportunities

- 11 service providers moving to products
- 12 high leading to increased revenues

SGC's strategic initiatives for the future

- 6 to start promoting image of being and
- 7 to start using new forms of in attractive formats
- 8 to reduce by 25%
- 9 to increase income from revenues

So: a very good current situation. But we won't rest here, and our success will continue to grow as we develop. We want to boost the perceptions of SGC. We feel we are already perceived in the markets as dynamic, as refreshing, and to this we want to add honest and friendly – crucial concepts in the twenty-first century business world. You'll have noticed that we've recently re-packaged our portable products, and we're going to explore previously untried methods of advertising in order to cement this in eye-catching ways. Look out for our message in the most unexpected of places! And one of our selling points is going to be our target to slash broadband call charges, which will come down by over ten per cent in the next half-year, and delivery times, which we aim to bring down by a quarter – thus outdoing all our competitors. As a result, the extra custom and loyalty we believe this will generate will mean a growth in revenues from data transmission, while holding those from commercial

10 to establish several

Market opportunities

11 service providers moving to products

12 high leading to increased revenues

transactions steady – no mean feat in a market this competitive. Finally, as we look ahead, we see the path into the future as involving an approach based on co-operation, which is why we'll be setting up a number of alliances. These will be with a variety of appropriate providers and enable truly global penetration.

As for the market, I don't need to tell you that telecoms is a world of often dramatic ups and downturns, but there are some clear opportunities that emerge within the industry. Service providers are competing keenly in terms of the sophistication of the products they package, and so they are migrating from current generation to next generation products in order to be able to offer improvements in capability. This fact alone should guarantee vibrancy in the market. Meanwhile, another exciting opportunity is the rise in revenue sources we should all be seeing as a result of penetration rates, which should soon pass the one hundred per cent mark in some countries.

OK, well, if there are any questions, I'll be happy to answer them . . .

T3

THINGS TO DO

- Ring Swan Hotel, request (1) (in addition to other equipment booked).
- Cancel (2)
- Remind participants to bring the (3) they've received to the training day.
- Tell Stanford's that the title of the talk by the guest speaker is now (4) '.....'.

T3

THINGS TO DO

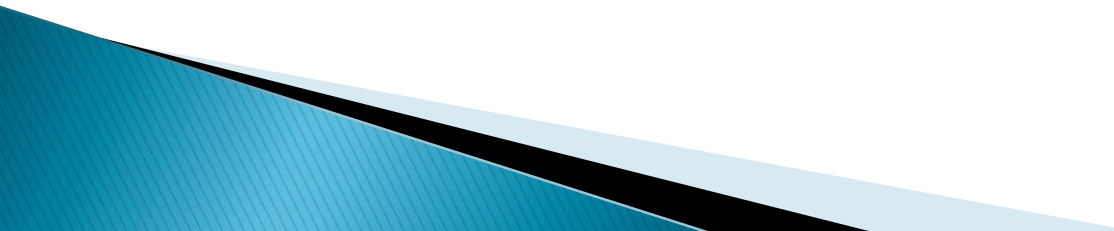
- Ring Swan Hotel, request (1) (in addition to other equipment booked).
- Cancel (2)
- Remind participants to bring the (3) they've received to the training day.
- Tell Standford's that the title of the talk by the guest speaker is now (4) '.....'

I hope you don't mind me leaving a recording, but something has cropped up and Julia and I have had to go off to head office, so we can't speak to you in person. We've finalised our plans for the management training day we're putting on for Standford's on the seventeenth of next month, so could you take the necessary action, please.

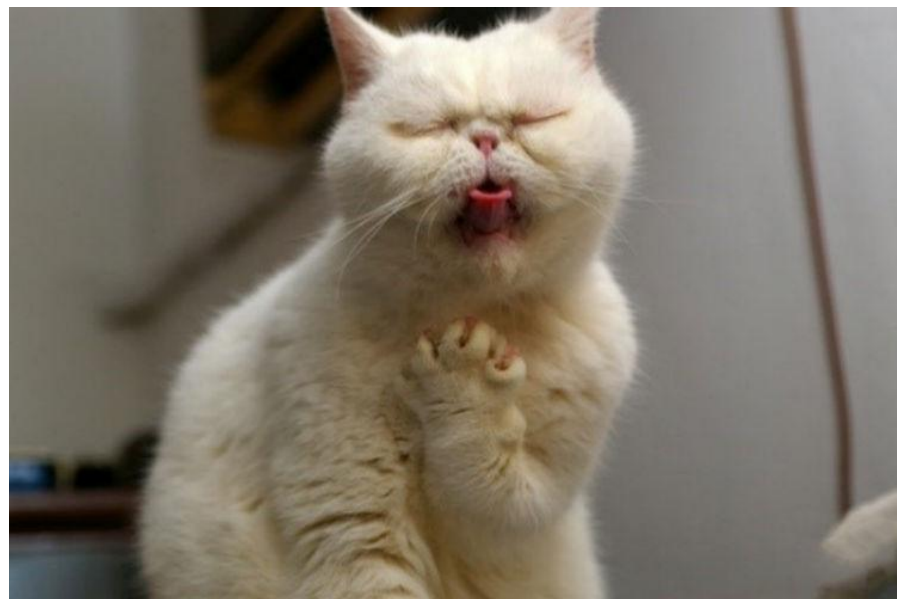
The most urgent thing is to contact the venue, that's the Swan Hotel, and get them to provide a camcorder as well as the video recorder and TV we've already booked, as ours isn't working and I don't think we can get it fixed in time. And at the same time, because we've rethought how to run the first workshop, we won't be needing the OHPs after all, so you might as well cancel those.

Oh, and when you send the programme to the participants, could you point out that the case study we've already circulated to them is for the discussion slot: otherwise I'm sure half of them will forget to take it with them.

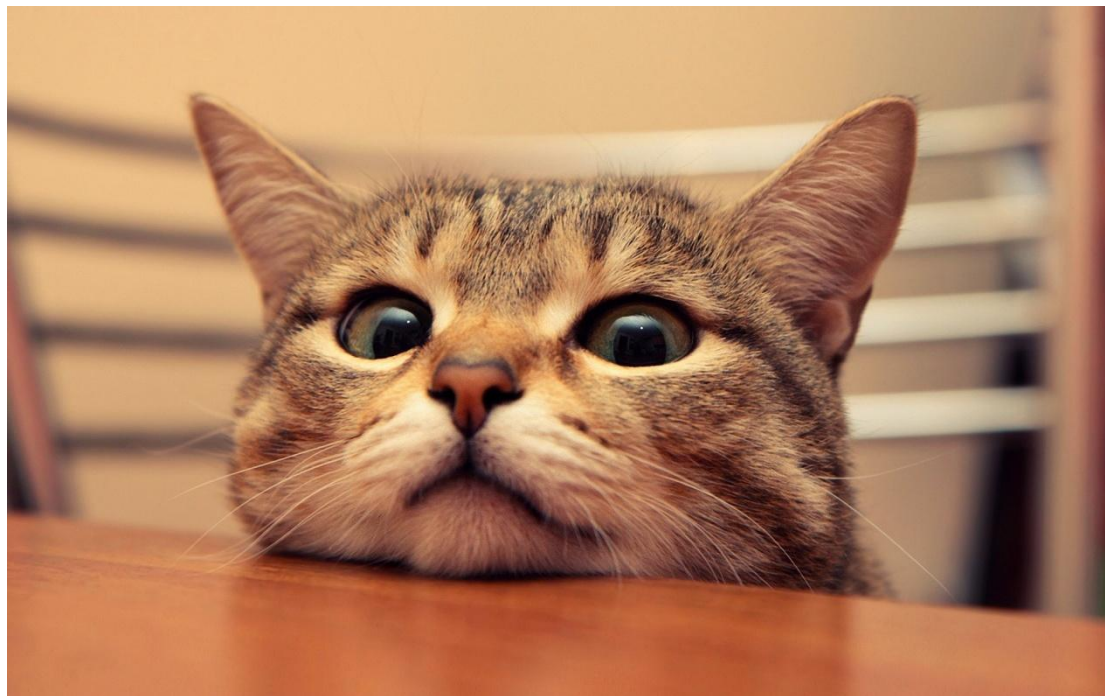
检查

- ▶ 时间：听完后？最后10分钟？
 - ▶ 内容：语法
 - ▶ 逻辑
 - ▶ 拼写
- 

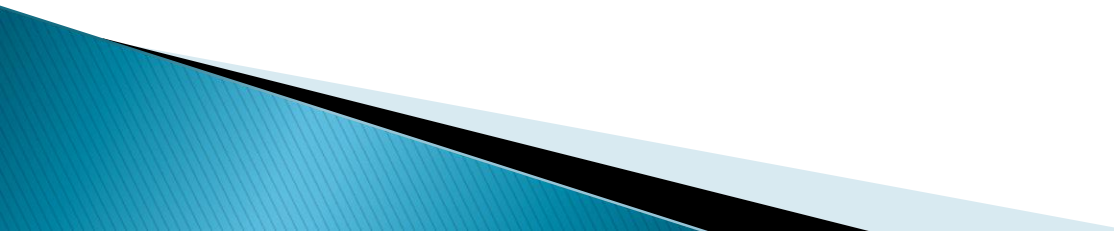
- ▶ 6.为什么我大部分题目做对了但是总有几题会写错？



6. 常考陷阱



常考陷阱

- ▶ 多个备选项
 - ▶ 路标词后置
 - ▶ 空格前后不匹配
- 

Briefing notes

1 Buyright have invited people to attend the assessment centre

▶ T2-6 1.56

7 to start using new forms of in attractive formats

8 to reduce by 25%

▶ T4 1.30

Unicorn's contact centres in different (3) are connected.

There was a two-thirds reduction in the number of (4) across several departments.

T1

Good morning, and welcome to the Buyright Supermarkets assessment centre. My name is Jackie Shellens, and I'm the head of recruitment. I'll be looking after you for these two days.

As you know, we've invited you here to choose ten of you for places on our management training programme. Of the original seventy applicants, we've shortlisted you twenty-four to go through this assessment process, which I'll outline now.

You'll be taking part in six main activities this evening and tomorrow: a team discussion, team challenge, psychometric tests, individual interview, presentation and simulations. You'll be given more detailed information about each before you do it, but I'll just outline them briefly.

First, the two team activities: for the discussion you'll be given a problem involving planning, and you'll have to find a solution in a group of six. In the same group, you will have team challenges and you'll take turns to lead the group. These will take place outside, and will include crossing a snake pit without getting bitten – don't worry, they aren't real snakes! – and rounding up a flock of sheep, where you'll be playing the roles of the sheep, sheepdogs and shepherd.

The psychometric tests are written tests and they will take you a couple of hours. You'll be interviewed individually by two people, and they'll focus on your personal qualities, using the psychometric tests as a starting point. The same two people, and the rest of your group of six, will be the audience for the presentations we've asked you to prepare.

For the simulations, you'll be in threes. You'll be given a typical situation in a supermarket – like dealing with a worker suspected of stealing. Two of you will act this out while the third observes, and then you'll discuss what happened and what should be done. Don't worry, it isn't as difficult as it sounds, and we certainly don't expect you to be perfect managers yet!

You've probably noticed that you've been given red, yellow, blue or green name badges, and they're the four groups we've put you into. When I've finished talking to you, the four groups will go off to different rooms, where you'll be given the timetable of group activities and do some icebreaking exercises to get to know each other. At six thirty, there'll be a reception in the West Room, followed by dinner. After that, we'll be having a question-and-answer session with a panel of branch managers, so you'll be able to find out what it's like working for Buyright. Tomorrow will start with breakfast at eight, and the activities will go on until five thirty.

We hope to make our final selection of ten people for the management training programme very soon, and we'll write to you all within a week.

Oh, if you haven't claimed your travel expenses yet, don't forget to fill in your expenses claim form – there should be one in your information pack – and give it to me before you leave.

Now we'll get each group off to the right room, and make a start . . .

T2

SGC is very well positioned, possessing significant strengths. From our beginning, we've always made promises to have customer-friendly qualities, and this has led to our now having a powerful brand identity wherever we operate. That's something we're committed to maintaining. Within that 'total' approach to all markets in which we have controlled operations, we also have concentrated effectively on the corporate market, and this differentiates us from many of our competitors, who have devoted the majority of their efforts to the limited leisure sector. But it's not all selling – it's what you provide that really matters. That's why we've put so much in the way of time and money resources into setting up networks which operate with great efficiency and precision, and we will always search for ways to eliminate interference and downtime. Our dedicated approach also applies to our recently launched deal in customer care. We've been able to put this together by combining our relationship management resources in order to keep clients assured of the best in service at all times. And last but not least, is innovation, and here our strength is guaranteed by our technical expertise, which is very sophisticated and dynamically managed.

So: a very good current situation. But we won't rest here, and our success will continue to grow as we develop. We want to boost the perceptions of SGC. We feel we are already perceived in the markets as dynamic, as refreshing, and to this we want to add honest and friendly – crucial concepts in the twenty-first century business world. You'll have noticed that we've recently re-packaged our portable products, and we're going to explore previously untried methods of advertising in order to cement this in eye-catching ways. Look out for our message in the most unexpected of places! And one of our selling points is going to be our target to slash broadband call charges, which will come down by over ten per cent in the next half-year, and delivery times, which we aim to bring down by a quarter – thus outdoing all our competitors. As a result, the extra custom and loyalty we believe this will generate will mean a growth in revenues from data transmission, while holding those from commercial

T3

I hope you don't mind me leaving a recording, but something has cropped up and Julia and I have had to go off to head office, so we can't speak to you in person. We've finalised our plans for the management training day we're putting on for Standford's on the seventeenth of next month, so could you take the necessary action, please.

The most urgent thing is to contact the venue, that's the Swan Hotel, and get them to provide a camcorder as well as the video recorder and TV we've already booked, as ours isn't working and I don't think we can get it fixed in time. And at the same time, because we've rethought how to run the first workshop, we won't be needing the OHPs after all, so you might as well cancel those.

Oh, and when you send the programme to the participants, could you point out that the case study we've already circulated to them is for the discussion slot: otherwise I'm sure half of them will forget to take it with them.

Then you'd better ring Stanford's, and tell them that the guest speaker has agreed to change her topic to 'Benefits from coaching': we managed to persuade her that 'Financial instruments' would be too heavy for the end of the day!

Right, now we've finalised the programme, so could you get it typed up? Here's the running order. It's a nine o'clock start and naturally, we'll introduce ourselves and outline the programme. It'll be a good idea for us to make everybody really alert as a priority, so at nine fifteen we're starting with my talk on physical fitness, which is about its importance at work. The payoff is that Julia can take over at ten and do her session on team motivation – that'll be a workshop format.

Now that'll take us to a mid-morning break at ten forty-five. I don't think they should have too long, as we don't want to lose momentum. The obvious thing to follow the break is the discussion session, which we're calling 'Performance Improvement', because it's an extension and application of what Julia will have been talking about before the coffee break, and should provide food for thought. By the time that's over, at twelve o'clock, some of them will be beginning to lose concentration before lunch, and we should end the morning with a role play. This went so well last time. It'll be focusing on negotiating strategies. It should make an interesting session.

I think that'll leave them in a positive frame of mind for lunch at about one. Julia will start the afternoon at two with her session on troubleshooting. I'm sure participants will come up with plenty of questions about that. Then at three fifteen, we've got the two parallel sessions.

They can choose the presentation 'Management Models', which will be aimed mostly at the less experienced participants, but there'll be a workshop at the same time on 'Succession Planning', which might appeal mostly to more senior managers. It's something that too few companies think about until it's too late. Then at four o'clock, we'll bring everyone together for the keynote speech. We thought of setting aside a time for questions and answers, but quite honestly they've got most of the day for that, so we won't bother.

OK, that's all, so if you could deal with that today or tomorrow, I'd be most grateful.

