

# Review 3

## Quality

**1** Make expressions by matching a verb on the left with the words on the right.

- |             |                                    |
|-------------|------------------------------------|
| 1 struggle  | a) something a number one priority |
| 2 take      | b) an end in itself                |
| 3 make      | c) to keep up                      |
| 4 fall into | d) something for granted           |
| 5 become    | e) a person's aesthetic sense      |
| 6 appeal to | f) a trap                          |
| 7 get       | g) TQM or other quality schemes    |
| 8 adopt     | h) the job done                    |

**2** Find an expression in Exercise 1 that means:

- a) have difficulty in continuing to do something well   
b) expect something to always happen in a particular way, and not think about any possible problems   
c) develop into an activity you do for its own sake

**3** Fill in the missing letters to complete the text about different ideas of quality.

To the marketing manager, quality is about (1) m~~e~~sting the customer's needs and (2) ex~~p~~eriations.  
To the design engineer, who works with tight (3) spec~~ifi~~cations and strict (4) tol~~er~~ances, quality is about whether the design is (5) f~~u~~l for pur~~ch~~ase, and whether the product (6) perf~~or~~mms its intended functions. To the process engineer, quality is about using (7) l~~o~~on manufacturing to ensure that there is minimum (8) w~~or~~king (of effort, money, time and materials). To the quality auditor, quality means the correct application of (9) pro~~ce~~ductures, and (10) comp~~ar~~atence with international (11) st~~an~~dards such as ISO 9001. To the end user, quality means that the goods are not (12) def~~ect~~urent or (13) da~~te~~deaded in any way. Any service that is provided has to be (14) rel~~ie~~able.

**4** Complete the sentences using the words in the box.

faults improvement practice requirements  
specifications standard

- If you have a system of continuous improvement, you should be able to eliminate all design faults.
- The process of 'benchmarking' is where best practice is based on the industry standard.
- Technical requirements in areas like safety are often based on statutory requirements imposed by the government.

**5** Add one word to each sentence to make correct passive forms.

- Is this machine serviced regularly?
- Is the machine serviced at the moment?
- Has the machine serviced recently?
- Was the machine serviced last month?
- Was the machine serviced during the lunch break yesterday, when production stopped for an hour?
- Is the machine going to be serviced next month?
- The machine could have been serviced last month.
- The machine should have serviced last month.

**6** Match 1–7 with a–g so that both expressions have approximately the same use in a presentation.

- |                                 |                            |
|---------------------------------|----------------------------|
| 1 This graph shows the ...      | <input type="checkbox"/> c |
| 2 I think that covers ...       | <input type="checkbox"/> d |
| 3 In other words, ...           | <input type="checkbox"/> e |
| 4 Is that clear so far?         | <input type="checkbox"/> b |
| 5 So, now let's turn to ...     | <input type="checkbox"/> f |
| 6 Just to digress a moment, ... | <input type="checkbox"/> g |
| 7 Basically, ...                | <input type="checkbox"/> a |

- a) By the way, ...  
b) Does that make sense?  
c) Now I'd like to look at ...  
d) What I mean is ...  
e) As you can see, ...  
f) That's all I want to say about ...  
g) I must emphasize that ...

**7** Write the pairs of expressions from Exercise 6 next to the most appropriate headings below.

Referring to graphics: 1 e

Digressing: 6 a

Restating/Reformulating: 3 d

Emphasizing: 7 g

Checking understanding: 4 b

Ending one point: 2 f

Moving on: 5 c

**8** Put the words in bold in the correct order to make some common email expressions. Mark the expressions I (informal), N (neutral) or F (formal).

- |  |                          |
|--|--------------------------|
| 1 grateful / I / be / would / you / if / could ... reply by Wednesday. | <input type="checkbox"/> |
| 2 me / posted / keep / .   | <input type="checkbox"/> |
| 3 sorry / I'm / about / very ... the trouble caused.                   | <input type="checkbox"/> |
| 4 see / can / it / to / you / ?  | <input type="checkbox"/> |
| 5 find / solution / a / I'm / we / sure / can / .                      | <input type="checkbox"/> |
| 6 informed / keep / of / please / you / could / me ... developments.   | <input type="checkbox"/> |
| 7 worry / don't / get / I'll / it / onto / .                           | <input type="checkbox"/> |
| 8 sincere / please / our / apologies / accept / .                      | <input type="checkbox"/> |
| 9 sure / make / I'll ... the goods reach you by Friday.                | <input type="checkbox"/> |
| 10 me / let / please / do / what / plan / know / you / to / .          | <input type="checkbox"/> |

# Review 4

## Feedback

### 1 Fill in the missing letters to complete the sentences about team-building.

- 1 A touchy-fece exercise is one where people express themselves honestly and physically.
- 2 If a lot of hard thinking goes on, then the thinking involves much effort.
- 3 A well-known saying states that 'The whole is greater than the sum of its parts'.
- 4 If you have enthusiasm and the determination to work hard at something, then you show conhinictment.
- 5 If you accomplish a goal, it is the same as saying that you achieve it (succeed in doing it).
- 6 If you believe in an idea or a strategy, then you built it. (phrasal verb)
- 7 No one is perfect, but with effort we can overcomme our short comings.
- 8 If somebody is held accountable for their thoughts and actions, then they have to explain them and be willing to be criticized.
- 9 Try to stay calm. Don't lose your temper and get angry.
- 10 We have to go right back to the beginning and start from screch.

### 2 Complete the descriptions using the two most appropriate adjectives from the box.

aggressive    charismatic    cooperative    helpful  
impatient    individual    motivating    obsessive  
stressed    unpredictable

- 1 A bully is \_\_\_\_\_ and \_\_\_\_\_.
- 2 A team player is \_\_\_\_\_ and \_\_\_\_\_.
- 3 A leader is \_\_\_\_\_ and \_\_\_\_\_.
- 4 A workaholic is \_\_\_\_\_ and \_\_\_\_\_.
- 5 A maverick is \_\_\_\_\_ and \_\_\_\_\_.

### 3 Match expressions 1–8 with their meanings a–h.

- |                          |                            |
|--------------------------|----------------------------|
| 1 burn out               | <input type="checkbox"/> h |
| 2 settle in              | <input type="checkbox"/> d |
| 3 pull together          | <input type="checkbox"/> a |
| 4 pass the buck          | <input type="checkbox"/> c |
| 5 get on/along well with | <input type="checkbox"/> e |
| 6 let someone down       | <input type="checkbox"/> g |
| 7 pull your weight       | <input type="checkbox"/> f |
| 8 take it easy           | <input type="checkbox"/> b |
- a) work with other people to achieve something
  - b) relax and not let things worry you
  - c) make someone else deal with something that you should take responsibility for
  - d) become familiar with a new job
  - e) have a friendly relationship with someone
  - f) do your share of the work
  - g) disappoint someone, because you didn't do what you promised
  - h) be unable to continue working because you have worked too hard

### 4 Match each verb with a noun. Several answers are possible, but the clues in brackets will guide you to one particular solution.

- |                      |  |
|----------------------|--|
| 1 meet <u>c</u>      | a) a budget (= not change)                 |
| 2 set <u>f</u>       | b) a date (= set/decide)                   |
| 3 fix <u>b</u>       | c) a deadline (= finish at the right time) |
| 4 miss <u>d</u>      | d) a deadline (= fail to reach)            |
| 5 achieve <u>g</u>   | e) a milestone (= arrive at)               |
| 6 stick to <u>a</u>  | f) a target (= decide/fix/establish)       |
| 7 establish <u>h</u> | g) a target (= be successful after effort) |
| 8 reach <u>e</u>     | h) a timeframe (= make it exist)           |

### 5 Complete the sentences using the correct form of the verbs in brackets. They are all past modals.

- A: I regret what I did. I (1) \_\_\_\_\_ (should/do) things differently.  
B: No, don't blame yourself. You (2) \_\_\_\_\_ (could/not/do) anything else. I (3) \_\_\_\_\_ (would/act) in exactly the same way if I'd been in your shoes.  
A: You're wrong. Things (4) \_\_\_\_\_ (might/be) very different if I hadn't been so stupid. I (5) \_\_\_\_\_ (ought/not/pay) attention to that terrible advice in the astrology section of my magazine.

### 6 Cover Exercise 5 and complete the sentences below using third conditionals.

- 1 If I \_\_\_\_\_ (be) in your shoes, I \_\_\_\_\_ (act) in exactly the same way.
- 2 If I \_\_\_\_\_ (not/be) so stupid, things \_\_\_\_\_ (be) very different.

Before you check your answers, look at the modal verb you used in the second part of each sentence. Did you use *would* both times? What two other modals are both possible and common?

### 7 Reformulate the aggressive remarks as diplomatic questions. Use the words in brackets.

- 1 Come to my office right now! (can/word/you/my office) \_\_\_\_\_?
- 2 Why did it happen? (do/have/idea/why) \_\_\_\_\_?
- 3 It would have been a disaster! (do/realize/could/happened) \_\_\_\_\_?

### 8 Underline a word or expression in the memo below that is similar in meaning to: *consequently, due to, in conclusion, moreover*.

Because of increased raw materials costs, it will be necessary to increase the price of all our products in the next quarter. Therefore, we need an urgent meeting to decide on the exact amount and timing of the increases. In addition, we need to discuss how to present this price rise to our customers. There might also be a case for reducing costs by outsourcing some of our production to a low-cost country. Overall, there is a lot to discuss, so please keep your schedules free for a full-day meeting on Monday 31 August.

Does using the new words in the instructions make the text more formal or more informal?

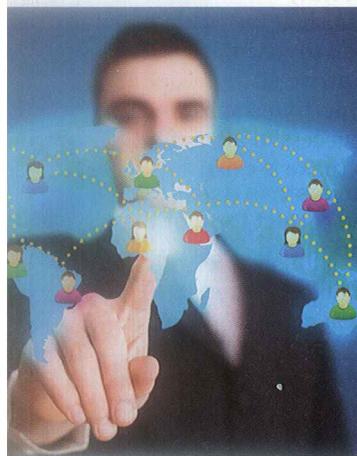
- ▶ social media marketing strategies
- ▶ attitudes to social media marketing

### 5.1 About business Social media marketing

#### Discussion How would you sell ...

- 1** Read the definition of social media marketing (SMM) below. Then, with a partner, discuss your reactions to the examples of SMM strategies as **a) consumers** and **b) users of social networks.**

↓ negative and positive reactions



Social media marketing (SMM) programs introduce products or companies to social networking services like Twitter, Facebook, Google+, YouTube and blogs. They encourage social media users to interact with the product or company, developing loyalty and spreading the message to other users. The promotional message then appears to come from a trusted, third-party source as word of mouth, rather than from the brand or company itself. Such programs are most effective when online marketing platforms are combined in a digital marketing mix.

Some examples of popular SMM  
strategies are:

- Monitoring brand image by tracking key words in blogs and discussion forums.
- Inviting customers to participate in games and competitions.
- Giving users points, badges or discounts for visiting stores or scanning products with their smartphones.
- Having employees represent the company on Twitter or in LinkedIn® and Facebook groups.

25

Which sites do you use more often?

#### Listening for detail

- 2** **2:01** Listen to a podcast interview with Michelle Hudson, a marketing blogger, and answer the questions.

- 1 What SMM practices does Michelle object to?
- 2 Why does Michelle feel these practices are damaging?

- 3** **2:01** Choose the correct answers, then listen again and check.

- 1 Michelle says that all / some / no digital marketers are breaking the law.
- 2 The interviewer says that paying to place viral videos is new / wrong / normal.
- 3 According to Michelle, social media users are trusting / honest / naive.
- 4 Sponsors pay more for tweets with a large following / expert knowledge / loyal friends.
- 5 Selling friends on social media is not detected / not forbidden / not allowed.
- 6 To be paid to use Twitter you need a fake account / a made-up name / a real account.

#### Scan reading

- 4** Scan the text opposite to find out what these names refer to in the article.

1 Vegas    2 Revinate    3 TripAdvisor®    4 ScanBuzz™    5 Radian6

#### Reading for detail

- 5** Read the article carefully and mark these statements **T** (true) or **F** (false).

- 1 Good customer feedback encourages hotels to give good customer service.
- 2 Revinate has many competitors that pick up on keywords in the hotel industry.
- 3 Online travel agents and review sites represent a threat that hotels have no idea how to deal with.
- 4 ScanBuzz helps pharmaceutical companies to know which physicians and institutions to lobby.
- 5 Radian6 provides a control panel of key data in several different business sectors.
- 6 Socially-reactive marketing uses social networks to respond to what customers are saying.

T

F

F

T

T

F

#### Discussion

- 6** In small groups, discuss your reactions to what you have heard and read. What guidelines should marketers be given? Explain and justify your views.

## Internet research

Search for the keywords *klout score*. How useful are measures of influence for individuals or brands? How can you increase your score?

**Glossary PAGE 154**

dodgy  
double-edged sword  
endorse  
gripe  
lobby  
stack up  
sucks  
thrive

## Social marketing doesn't have to suck

Many people regret the way some marketers offer cash or other rewards in return for lying to one's friends, while other dodgy companies self-bundle of 10,000 Twitter followers to help a particular brand look well loved. However, the ongoing collision of marketing and social networks 10 doesn't have to involve trickery or deception.

Picture this: you're sitting by the pool at a Vegas resort, when you decide to tweet a picture of 15 where you are to your friends at their fluorescent-lit offices. A few minutes later, a waiter shows up with an ice-cold beverage on the house, explaining, 'Thanks for 20 the tweet.' Guess what your next tweet will be about? Staying at the BEST HOTEL EVER!!

That's the scenario proposed by Marc Heyneker, co-founder 25 of Revinate, one of a new generation of Web-based tools that help companies monitor what people are saying about them. Similar tools are commonplace,

30 typically picking up on keywords on Twitter, Facebook, Yelp and so on, but Revinate is different in that it specializes in a single vertical market: the hotel industry. 35 Individual hotels and chains can see how they stack up to the competition and respond to isolated or repeated gripes and praise.

40 Heyneker says the hotel industry has been 'sitting on the sidelines': Their business has been disrupted by the double-edged sword of online travel agents and 45 review sites like TripAdvisor®, but hotels are often 'clueless' as to how to deal with the new landscape. Revinate typically pays for itself if it results in one extra 50 booking per month. In its first seven months, the service has signed up 491 hotels, including smaller individual hotels, Vegas resorts and popular hotel chains; 55 Heyneker plans to take on the restaurant business next.

Medimix's ScanBuzz™ applies a similar approach to help the

medical industry listen in on what 60 people are saying about hundreds of pharmaceutical products and brands. A company looking to market a drug to fight a particular disease can monitor the social 65 web to research how many misdiagnoses are made and try to educate the relevant doctors and hospitals about the disease's symptoms. Meanwhile, Radian6 70 tackles the same job for consumer packaged goods, technology and other verticals, taking a more general approach than Revinate's hotel or Medimix's medical industry dashboards.

Nowhere in these marketing schemes are people paid to lie to their friends: businesses use information in a purely reactive 80 way. All the data they access is on the open web, so any privacy concerns should be minimal. In the end, all that this socially-reactive marketing does is make 85 businesses more responsive to what their customers are saying about them, and it's hard to see how that could be a bad thing. By reacting quickly and 90 appropriately to conversations on the public web, businesses have a better chance of thriving in the unforgiving and increasingly powerful court of public opinion.

Adapted from <http://www.wired.com>



- ▶ the four Ps and the four Cs
- ▶ marketing techniques
- ▶ collocations relating to marketing

## 5.2 Vocabulary The marketing mix

### Discussion

**1 Explain what you think is meant by these quotations. Do you agree with them?**

'Marketing is what you do when your product is no good.' Edwin Land, Inventor of Polaroid photography

'Business has only two functions – marketing and innovation.' Milan Kundera, Czech writer

**2 Read the text below and find the answers to these questions.**

- |                         |                          |
|-------------------------|--------------------------|
| 1 What are the four Ps? | 3 What is mix coherency? |
| 2 What are the four Cs? | 4 What are mix dynamics? |

## The marketing mix

The most common variables used in constructing a marketing mix are *price*, *promotion*, *product* and *placement*. These are sometimes referred to as the four Ps. Each of these ideas can also be seen from a consumer's perspective. So, *product* converts into *customer solution*, *price* into *cost*, *place* into *convenience* and *promotion* into *communication*. These are the four Cs.

The concept of mix coherency refers to how well the components of the mix are blended together. For example, a strategy of selling expensive luxury products in discount stores has poor mix coherency between product and placement. Mix dynamics refers to how the mix is adapted to a changing business environment, to changes in the organization's resources and to changes in the product life cycle.

**3 Decide how successful the mix coherency and mix dynamics are in these examples. Use the four Ps or the four Cs to explain your answers.**

- 1 An upmarket women's hairdressing franchise is opening salons in underground railway stations.
- 2 Accessories and spare parts for a popular portable cassette player are now only available by mail order or on the Internet.
- 3 A distributor of T-shirts decorated with ecological symbols and slogans is advertising in women's fashion magazines.
- 4 An executive training company is promoting courses in business letter writing on TV.
- 5 A video games company distributes discount coupons at football matches.

### Listening

**4 The marketing techniques below are part of the promotion strand of the marketing mix. Match the marketing techniques 1–6 with their descriptions a–f.**

- |    |                      |             |
|----|----------------------|-------------|
| 51 | undercover marketing | e → stealth |
| 32 | e-marketing          | a           |
| 23 | direct marketing     | b           |
| 44 | product placement    | f           |
| 65 | viral marketing      | d → worms   |
| 16 | advertising          | c           |

- a) using electronic media like email or SMS to promote products
- b) promoting products to target customers, for example, through addressed mail
- c) persuading people to buy a product or service by announcing it on TV, radio or in other media
- d) marketing that spreads from consumer to consumer, often online
- e) marketing in which customers do not realize they are being marketed to
- f) putting products or references to products in media like films or video games

**5 2:02–2:07 Listen to six examples of marketing techniques. Match them with the categories 1–6 in Exercise 4.**

## Collocations

6 Complete the marketing collocations in sentences 1–10 with words from the box.

bring declining enter flood leader niche  
research segmentation share study

- The same product may interest teenagers in Europe and professionals in Africa: determining market \_\_\_\_\_ is about adapting the marketing mix to these different customer subgroups.
- Most companies are reluctant to invest in promoting a product if it faces a \_\_\_\_\_ market.
- A custom-made product can be profitable if the company identifies and develops a small market segment or \_\_\_\_\_ market effectively.
- Companies often try to capture market \_\_\_\_\_ by cutting prices or offering special deals.
- Market \_\_\_\_\_ is needed in order to estimate the cost of doing business in a particular area.
- The purpose of conducting a market \_\_\_\_\_ is to obtain information about customers' needs and how well they are met.
- The company with the biggest sales in the sector is known as the market \_\_\_\_\_.
- Manufacturers sometimes \_\_\_\_\_ the market with cheap products to 'buy' new customers.
- Every great idea needs a manufacturer who is willing to invest in order to \_\_\_\_\_ it to market.
- The quickest way for large retail chains to grow is to \_\_\_\_\_ new foreign markets.

### Glossary PAGE 154

blend  
coupon  
marmalade  
razor  
SMS  
spare  
stealth  
subliminal

### Internet research

Search for the keywords *Maslow's marketing filter*. Apply this technique to the ideas you developed in Exercise 8.

## Discussion

7 The following sales promotion techniques are often used to stimulate sales. Give examples of these techniques. Use the products in the box to help you.

holidays music printer cartridges soft drinks software

- BOGOF: buy one get one free
- loss leaders: products sold at a low price to encourage sales of another product
- tying: making sales of one product depend on the customer buying another
- cashback: money returned after the customer has paid for something
- bundling: selling several products together as one combined product

8 Discuss solutions to these case studies. Explain how you would improve the marketing mix, what techniques you would use and what sales promotion techniques would help.



### Old Orchard

Old Orchard is a high quality apple juice made using organic fruit and traditional methods. It is sold at a premium price in restaurants and tea shops. Market share and profit margins are declining. How can Old Orchard update its image and diversify into new markets?

### Crunchy Morning

Crunchy Morning make an exciting new range of breakfast cereals with unusual flavours, e.g. mint, grapefruit, strawberry and marmalade. How can Crunchy Morning capture market share in a saturated market?

### That Touch Cosmetics

That Touch Cosmetics are well-known in Western Europe for their sensibly-priced skin care and beauty products for women. New management have ambitious objectives for growth. How can That Touch grow in what seems to be a mature market?

- ▶ question tags
- ▶ negative questions

### Refresh your memory

#### Question tags

Positive statement + negative tag

You're a frequent flyer, aren't you?

Negative statement + positive tag

You don't want to arrive exhausted, do you?

Use the same auxiliary or modal in the tag  
You can't afford failure, can you?

If there's no modal, use do.

You need First Class service, don't you?

#### Negative questions

In contractions, put *n't* with the auxiliary  
*Don't you agree?*

In the uncontracted, formal form, put *not* after the subject  
*Do your sales team not deserve the best?*

▶ Grammar and practice  
pages 130–131

### 5.3 Grammar Questions for persuading

#### Question tags for encouraging and persuading

- 1** With a partner, persuade each other that your sales skills are really not so bad, as in the examples.

- 1 A: (bad/cold calling) *I'm really bad at cold calling!*  
B: (good/meeting) *But you're good at meeting clients, aren't you?*
- 2 B: (not good/English) *I'm not very good at speaking English!*  
A: (can/Spanish) *But you can speak Spanish well, can't you?*
- 3 A: (terrible/remember faces)  
B: (never/forget names)
- 4 B: (afraid/upset customers)  
A: (never/a complaint yet)
- 5 A: (worried/forget something in my quotation)  
B: (everything last time)
- 6 B: (concerned/give too many discounts)  
A: (not give/next time)
- 7 A: (terrible/closing the sale)  
B: (can't sell/every customer)
- 8 B: (not good/answer objections)  
A: (have to/very patient)
- 9 A: (bad/asking for orders)  
B: (not get/if not ask)
- 10 B: (pessimistic/exceed my objectives)  
A: (like/get a bonus)



#### Negative questions

- 2** With a partner, take turns to make and answer customer objections using the negative questions in the box.

aren't you worried    don't you ever    don't you think  
wouldn't it be better    wouldn't you agree

- 1 A: I don't really need a new car because ... *I like my old one.*  
B: I understand. But ... *aren't you worried that your old car will be expensive to maintain?*
- 2 B: I'm uncomfortable about investing in the stock market because ...  
A: I see your point. But ...
- 3 A: I'm not interested in tablet PCs because ...  
B: I know what you mean. But ...
- 4 B: I don't think buying a flat is a good idea because ...  
A: I agree. But ...
- 5 A: We haven't budgeted for new software because ...  
B: I see. But ...
- 6 B: I'm not ready to book a holiday now because ...  
A: Point taken. But ...
- 7 A: I prefer to keep my old phone because ...  
B: I see what you mean. But ...
- 8 B: We're unwilling to change supplier because ...  
A: I take your point. But ...



## Internet research

Search for the keywords  
How to close a sale.  
Compile a class list of  
your top five tips for  
closing a sale.

## Pronunciation

- 3** **2:08–2:09** Listen to the two questions below. Pay close attention to the intonation at the end. Which one asks for information? Which one suggests someone will agree?

- You don't happen to know how many you ordered last year, do you?
- You don't really want to run out of components, do you?

- 4** **2:10** Questions with falling intonation are useful for persuading. Listen to eight questions from a training seminar about closing the sale. Decide whether each question is for getting information (*I*) or persuading (*P*).

1 \_\_\_\_\_      3 \_\_\_\_\_      5 \_\_\_\_\_      7 \_\_\_\_\_  
2 \_\_\_\_\_      4 \_\_\_\_\_      6 \_\_\_\_\_      8 \_\_\_\_\_

- 5** Here are more questions from the sales seminar. Add suitable tags.

- Just a question. You couldn't possibly give me a discount, \_\_\_\_\_?
- It's out of the question. We couldn't possibly sell at a loss, \_\_\_\_\_?
- So we agree that you'll try to get approval for the budget, \_\_\_\_\_?
- You don't happen to know the date of the next finance meeting, \_\_\_\_\_?
- You didn't by any chance send me an email yesterday, \_\_\_\_\_?
- Still no news from your purchasing department; we started to discuss delivery dates, \_\_\_\_\_?
- It's already week five, so clearly, there's no way we could deliver before March, \_\_\_\_\_?
- I don't suppose you could agree to postpone delivery until May, \_\_\_\_\_?

- 6** With a partner, practise saying the questions in Exercise 5 with appropriate intonation. Invent suitable responses.

## Listening and speaking

- 7** **2:11** Listen to attendees at the sales training seminar playing a game, and complete the rules.

One person is the customer.  
The sellers have to persuade the  
customer to buy something by \_\_\_\_\_.  
The customer mustn't \_\_\_\_\_.

- 8** In small groups, play the game yourselves.

- 9** Make these sales arguments more persuasive by changing them to negative questions, as in the example.

After a hard morning's work, your employees need a good, healthy lunch.

*After a hard morning's work, don't your employees need a good, healthy lunch?*

- They deserve more than grabbing a hamburger or eating a sandwich at their desks.
- They've earned the right to sit down to a proper meal in a restaurant.
- There's a better way to keep them satisfied and motivated all afternoon.
- You know that not being able to eat properly is one of the main reasons staff quit their jobs.
- Your staff would appreciate receiving luncheon vouchers as part of their compensation.
- You'd like to actually save money because luncheon vouchers are tax-deductible.
- It will be nice to do something positive for every employee.

- 10** Using question tags and negative questions, persuade a partner to buy one of the following.

- a 1975 Volvo with 650,000 km on the clock
- a collection of records of pre-war opera singers
- a small 1960s house 50 metres from an oil refinery
- a 4 x 3 metre painting of a tiger in the jungle
- a 33-year-old racehorse
- a camping holiday in Scotland in November

- ▶ identifying sales techniques
- ▶ expressions for dealing with objections
- ▶ selling a study trip

## 5.4 Speaking Dealing with objections

### Discussion

**1** Decide to what extent you agree with each statement. Choose from *I agree/It depends/I disagree*. Then compare your answers with a partner.

- 1 Customers will pay more to buy from people they like.
- 2 Customers make objections because they want to be persuaded.
- 3 Selling ideas to friends or family is no different from selling products to customers.
- 4 The customer is always right.

**2** Imagine you're selling these products and services. What objections will the customer probably make, and how would you answer them?

- 1 A health club subscription
- 2 A private swimming pool
- 3 A custom-designed software package

### Listening

**3** 2:12–2:14 Listen to three exchanges between sales representatives and their customers. What mistakes do the salespeople make?

**4** 2:15–2:17 Listen to three improved versions of the exchanges in Exercise 3. Decide which of the common sales techniques below each salesperson is using.



**A** Welcome objections and try to establish agreement: listen to the customer's objections and use persuasive questions to show understanding.



**B** Use the 'Feel, Felt, Found' formula: tell the customer you know how they feel, but give an example of other customers who felt the same way but found they were wrong.



**C** Redirect the objection to obtain more information: use objections as an opportunity to find out what the customer's position really is.

### Persuading

**5** 2:15–2:17 With a partner, complete the expressions for dealing with objections in the checklist. Then listen again and check your answers.

#### Useful expressions: Dealing with objections

##### Welcome objections and establish agreement

I know exactly what you \_\_\_\_\_.  
There's always too much to do, \_\_\_\_\_?  
You don't want ..., \_\_\_\_\_ you?

##### Redirect the objection

I'm glad you \_\_\_\_\_ that \_\_\_\_\_.  
So \_\_\_\_\_ me, is the membership fee the only \_\_\_\_\_ to signing up?  
So, if I can ..., are you \_\_\_\_\_ to sign up today?

##### 'Feel, Felt, Found'

I understand \_\_\_\_\_ you \_\_\_\_\_. A lot of our customers \_\_\_\_\_ that way at \_\_\_\_\_. \_\_\_\_\_, they soon \_\_\_\_\_ they were saving money.

##### Check that the customer agrees

Does that make \_\_\_\_\_?  
Are you \_\_\_\_\_ with that?  
Does that \_\_\_\_\_ your question?

## Internet research

Search for the keywords *how to make customers love you*. Take a class vote for the top ten ideas.

### 6 Match objections 1–6 with the answers used to redirect them a–f.

- 1 Your price is too high.
  - 2 We haven't budgeted for it.
  - 3 I like your main competitor's offer.
  - 4 I'll think about it.
  - 5 I only work with one supplier.
  - 6 Your lead time is too long
- a) You're probably wondering what's different about our service, aren't you?
  - b) Do you mean, why are our prices higher than the competition?
  - c) You are wondering if this merits a budget extension, is that right?
  - d) Is the delivery date the only obstacle to ordering today?
  - e) If I can offer the terms you need, could you make a decision today?
  - f) Can I ask if there's a particular reason for only using them?

### 7 With a partner, write responses to each objection, starting each sentence with the words given. Then change partners and practise dealing with them.

- 1 We have a freeze on new investments. Call me back in six months' time.  
Is the freeze the only \_\_\_\_\_?
- 2 Your competitor offered us the same service for 20% less.  
I'm glad you \_\_\_\_\_. But have you asked yourself \_\_\_\_\_?
- 3 I have doubts about your product's reliability and durability.  
I understand how \_\_\_\_\_. A lot of our customers \_\_\_\_\_. But later,
- 4 I can't afford the insurance on a new car.  
If I can \_\_\_\_\_, would you \_\_\_\_\_?
- 5 I'm not sure that Head Office will be very pleased if we change our procedures.  
You're probably wondering \_\_\_\_\_. Are you comfortable \_\_\_\_\_?
- 6 We need the parts now. We can't wait two weeks for delivery.  
Do you mean that if \_\_\_\_\_?

## Brainstorming

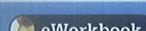
### 8 Work in small groups. You have started a company which organizes study trips for students and young business people to learn about business and culture in another part of the world. Brainstorm the following details about your study trip, as well as your own ideas.

cost   destination   length of stay   social activities  
travel and accommodation arrangements   type of organizations visited

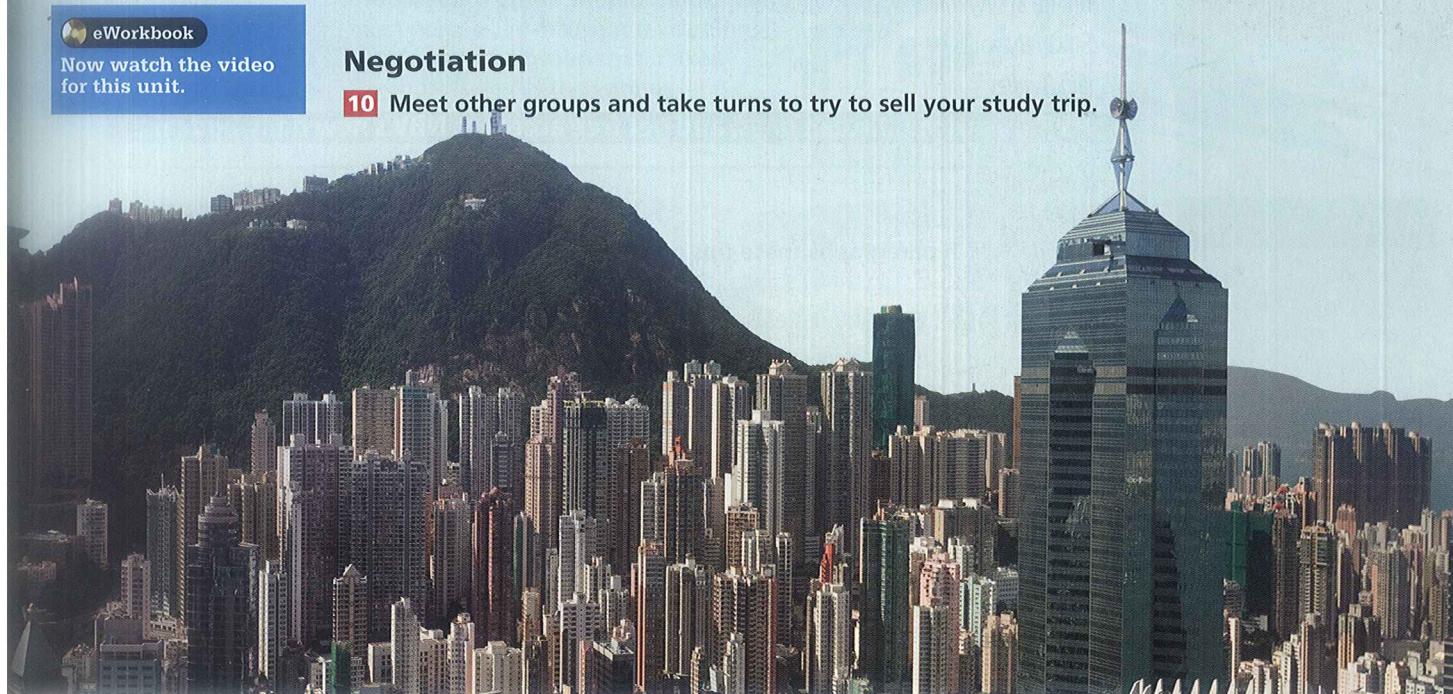
### 9 Predict at least five objections you expect your clients to raise. Think of answers to these objections and practise overcoming them.

## Negotiation

### 10 Meet other groups and take turns to try to sell your study trip.



Now watch the video for this unit.



- ▶ paragraph function and content
- ▶ the tripling technique
- ▶ writing a mailshot

## 5.5 Writing Mailshots and sales letters

### Discussion

**1** Choose the correct answers, then discuss your choices.

#### A good mailshot should

- be as short as possible / neither too long nor too short / as long as necessary.
- put the most important point at the beginning / in the middle / at the end.
- be written in first person style (I) / second person style (you) / third person style (it).
- focus on features / benefits / costs.
- always have a PS / never have a PS / have a PS and a PPS.

### Model

**2** Read the sample mailshot below and choose a label for each paragraph.

Action Benefits Credentials Hook Promise PS

Dear Reader,

#### New Business View multimedia magazine



- 1 How do today's business leaders keep up to date without trawling through hundreds of pages of newspapers and magazines?
- 2 They rely on New Business View – the only digital multimedia magazine to bring you all the latest business news, trends and opinions on one handy, multi-format disk. Subscribe to NBV, and we guarantee you'll never need to buy another magazine!
- 3 Be the first to know about mergers and takeovers, marketing trends and management tools. Watch, listen and read, on DVD, in the car, or on your PC. NBV gives you a deeper understanding of the issues that matter, whoever you are, wherever you are and whenever you want. 'Better than an MBA' – NBV is your private briefing from the world's best business specialists.
- 4 NBV is used by executives in leading companies, large, medium and small, all over the world. Over half of America's top business schools recommend it as part of their programmes.
- 5 You too can enjoy a better view of the world of business. Subscribe now for twelve months or more, and receive three issues totally free of charge. Just fill in the attached form, or subscribe online at [www.newbusinessview.com](http://www.newbusinessview.com).

Sincerely yours,

Jim Bradley

**6 PS Reply within fifteen days, and get free access to NBV's new daily podcast!**

Glossary PAGE 155

briefing  
credentials  
grab someone's  
attention  
handling  
PPS  
PS  
trawl through  
USP

### Analysis

**3** Decide which paragraphs these tips on writing mailshots and sales letters refer to.

- 1 Don't forget to make it clear what you want – 'if you don't ask, you don't get!'
- 2 Give references which will persuade the reader that your product really delivers what it promises.
- 3 Tell the customer your USP – what only your product or service will deliver.
- 4 Provide additional motivation to act on the message.
- 5 Give readers details of the advantages they will enjoy.
- 6 You have less than five seconds to grab the reader's attention and make them want to read your message.

## Internet research

Search for the keywords *advance fee fraud* to find out how dishonest writers persuade their victims to give them money.

### 4 Decide which part of a sales letter or mailshot you would put these sentences in.

- 1 Can you honestly say you would never prefer to stay in bed than to go to work?
- 2 I will call you early next week to arrange a demonstration of the software.
- 3 Over 20% of Fortune 500® companies are already using our system.
- 4 Please feel free to call me for more information or to arrange an appointment.
- 5 There are only two kinds of company – market leaders and market followers. Which is yours?
- 6 This offer is available for a limited time only; call early to avoid disappointment!
- 7 Within six months you can expect a return on investment that no other consultancy can deliver.
- 8 Your company will enjoy significant gains in productivity, reliability and staff morale.

### Language focus

#### 5 Sales letters and mailshots frequently build persuasive arguments by tripling: describing features and benefits in threes. Find and highlight four more examples of tripling in the letter in Exercise 2. What patterns of words are used in each group: verbs, nouns, adjectives, etc.?

... all the latest business news, trends and opinions.

Be the first to know about mergers and takeovers, marketing trends and management tools.

#### 6 Use the tripling technique to build these arguments. Add two more ideas to each sentence.

- 1 The multimedia dictionary is ideal for students, \_\_\_\_\_ and \_\_\_\_\_.
- 2 Regular sessions in your mini-gym will make you fitter, \_\_\_\_\_ and \_\_\_\_\_.
- 3 Our office software helps you improve productivity, save \_\_\_\_\_ and increase \_\_\_\_\_.
- 4 In this seminar you'll learn how to plan, \_\_\_\_\_ and \_\_\_\_\_ a presentation.
- 5 The new Porsche has improved handling, a redesigned \_\_\_\_\_ and \_\_\_\_\_.
- 6 In less than an hour, you'll be able to start using home architect software; in less than a day and \_\_\_\_\_.
- 7 The Norisko investment plan means you can save for a new house, \_\_\_\_\_ and \_\_\_\_\_.
- 8 By the end of this CRM course, you'll have learnt how to handle difficult customers, how to \_\_\_\_\_ and \_\_\_\_\_.

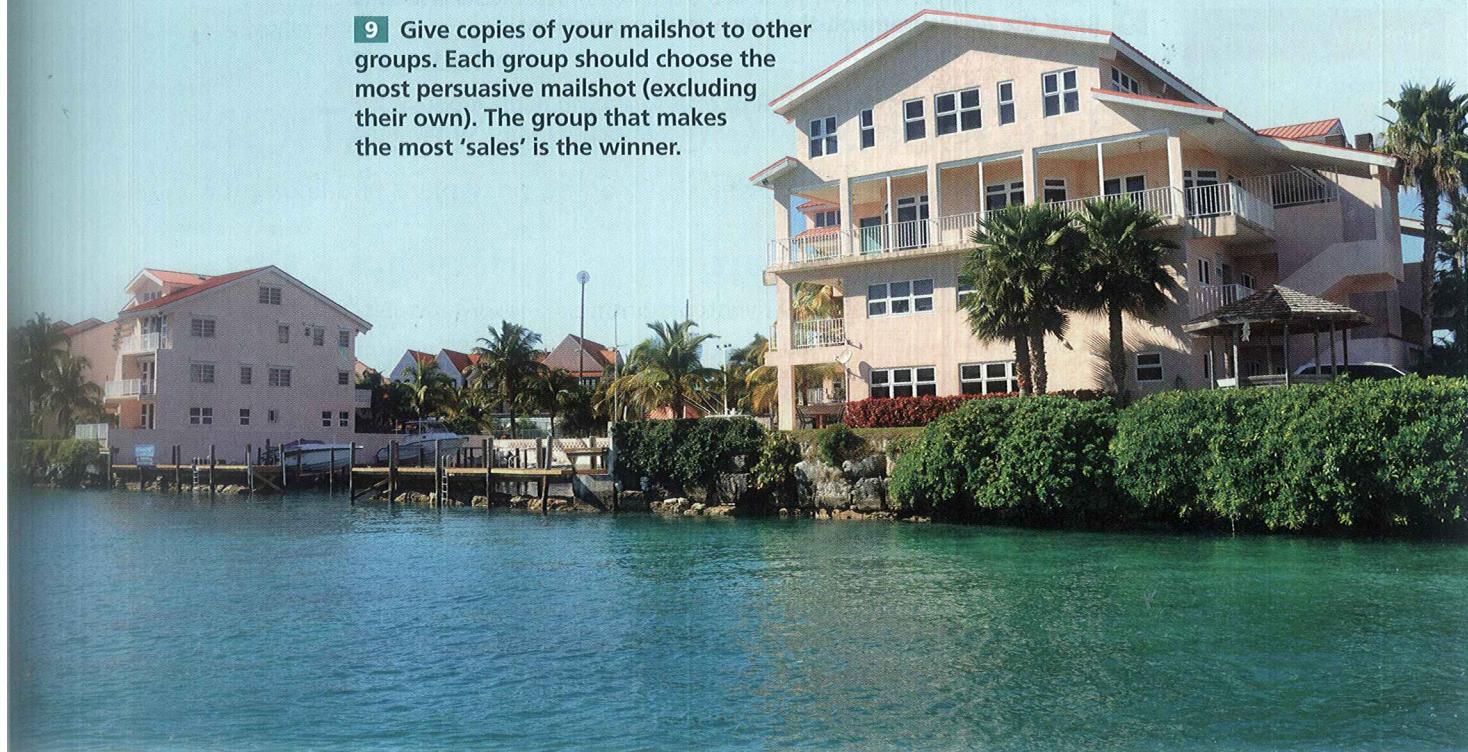
### Output

#### 7 In small groups, write a mailshot for an electric bicycle, timeshare flats, a book club or a mail order catalogue. Start by deciding the following features:

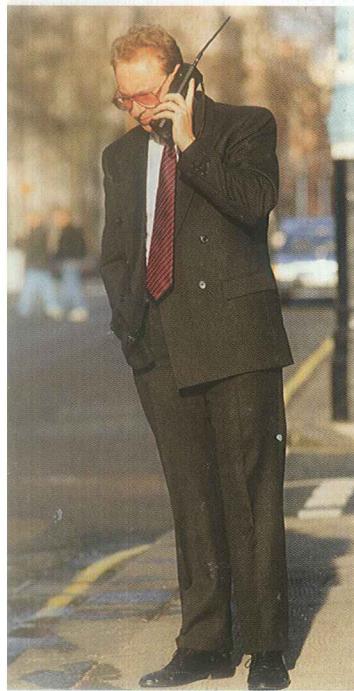
- who the target market is
- what the USPs of the product are
- what its benefits are
- what its credentials are
- how you can grab the reader's attention
- what you want the reader to do
- what you can put in your PS.

#### 8 Write your mailshot. Remember to build persuasive arguments by tripling.

#### 9 Give copies of your mailshot to other groups. Each group should choose the most persuasive mailshot (excluding their own). The group that makes the most 'sales' is the winner.



- ▶ mobile phones for a courier firm
- ▶ negotiating a deal



## 5.6 Case study Backchat Communications

### Discussion

- 1 The first hand-held mobile phone was marketed in 1983. It weighed half a kilogram and cost \$3,500. How have they changed since then? How will they continue to evolve?

### Reading for implication

- 2 Read the introduction to the case, and answer questions 1–4 below.

'Min Su, have you any idea where Jung Ju is?' asked Thomas Ibáñez, Seoul Deliveries' office manager.

'No, I'm sorry, I don't know,' replied Min Su, looking up from a bank of computer screens. 'He should have been back from a delivery an hour ago, but there's no sign of him.'

'I see.' The Frenchman was frustrated.  
10 Running an efficient courier and delivery service was not easy in a city of ten million people and three million vehicles, but became especially difficult when drivers went missing. The old saying that  
15 'time is money' was never truer than in the courier business.

'I suppose you've tried calling his mobile?' asked Ibáñez.

'Yes, Mr Ibáñez,' said Min Su, 'but  
20 he's on voicemail. Or more likely it's the battery. The drivers' mobiles are so old, the batteries are flat by the middle of the afternoon.'

'All right. Thanks, Min Su,' said Ibáñez.  
25 'Let me know as soon as you find out where he is. Oh, and listen, could you get in touch with Backchat Communications, and ask them to send us a proposal to renew our mobile phone fleet? They had  
30 an ad in the subway for phones with GPS. If we had those, we wouldn't have this problem. We desperately need to upgrade our technology.'

- 1 Why is Thomas concerned about Jung Ju?
- 2 Why do you think the saying 'time is money' is important in the courier business?
- 3 Jung Ju's mobile is on voicemail. How does Min Su explain this? What other explanations can you think of?
- 4 Thomas thinks GPS may help. Why is this useful for a courier firm?

- 3 Read the advertisement, then answer the questions.

### Glossary

PAGE 155

Bluetooth™  
courier  
flat  
fleet  
GPS  
handset  
keep up with  
won

## BACKCHAT COMMUNICATIONS

Most popular mobile phone deals      Monthly price plans and line rental

### Basic ★★

400 minutes/month  
20,000 won/month\*  
Handset features:  
voice and text,  
built-in camera

### Smart ★★★

800 minutes/month  
40,000 won/month\*  
Additional features:  
mp3 player, video  
games, Bluetooth

### Hi-tech ★★★★

1,200 minutes/month  
60,000 won/month\*  
Additional features:  
email, PDA, FM radio,  
TV, GPS

\* 12 months minimum      Discounts negotiable for 18- and 24-month contracts

- 1 Why are the Smart and Hi-tech plans more expensive than the Basic plan?
- 2 Why are Backchat prepared to negotiate discounts for longer contracts?
- 3 Which phone deal seems best for Seoul Deliveries' a) drivers? b) admin staff?  
c) managers?



### Listening for detail

- 4 2:18 Listen to a conversation at Backchat between the Sales Manager, Harry Lim, and his assistant. Complete the notes.

Customer	Seoul Deliveries
Contact name	(1) _____
Position	(2) _____
Approx. number of units required	(3) _____
User profiles and needs	Admin staff - would like (4) _____ Managers - need (5) _____ Drivers - management want to motivate drivers with something (6) _____
Possible objections	Drivers may object to (7) _____ (remind them about (8) _____) Managers may object to drivers (9) _____ and (10) _____

### Internet research

Search for the keywords *future of mobile phones* to find out more about what we can expect in the future. Hold a class vote to decide on the most useful and the most useless applications.

### Brainstorming

- 5 Divide into two groups, sellers with Backchat and buyers with Seoul Deliveries. Your goal is to negotiate the best possible deal. Discuss your strategy and what your main negotiating aims will be.

### Negotiation

- 6 Work in small groups of two to four, with at least one buyer and one seller. Negotiate a deal. Write what you agree on the order form below.

### ORDER FORM

Plan	Number of contracts	Period of contracts	Discounts
Basic (20,000 won/month)			
Smart (40,000 won/month)			
Hi-tech (60,000 won/month)			
Extras	Number (paid)	Number (free)	
Spare battery			
Bluetooth™ headset			
Game and TV pack			

- 7 When you have finished your negotiation, calculate your score. Sellers: turn to page 118. Buyers: turn to page 120. Compare your score with other buyers/sellers to see who negotiated the best deal.

- building a brand
- ideas for a new business

## 6.1 About business Developing a business

### Discussion

**1** Decide which of the motivations below is the most and least important when you start a business. Number the factors from 1–5 (1 = most important; 5 = least important).

- The fun of creating new products or services
- The freedom of being your own boss
- Making money quickly so that you can sell the business
- The satisfaction of providing quality goods and services
- The excitement of taking risks

### Scan reading

**2** Read the article opposite and match the headings below with paragraphs 1–5.

- a) Go with your instinct
- b) Follow your heart
- c) Stay involved
- d) Start small
- e) Partner up

**3** Complete the chart with the main milestones in the company's development.

Fresh – Milestones			
1991–1994	1991 Opened first store, Nuts About Beauty	2000–Soon	2001–Present
1993 1994 2000 2004 2007 Soon	Opened second store Bamboo Skincare Signature collection Retail stores Glamour Fresh	2000–Soon	2001–Present

**4** Read the article carefully and mark these statements T (true), F (false) or ? (don't know).

- 1 Fresh produces special beauty products for shoulders.
- 2 LVMH has a controlling interest in Fresh.
- 3 Fresh only sell their products in their own stores.
- 4 Lev Glazman and Alina Roytberg founded Fresh in 1991.
- 5 The products are all made from exotic ingredients.
- 6 The founders share the same skills.
- 7 Turnover in 2001 was \$14 million.
- 8 The couple do not spend every day managing the company.



### Listening

**5** 2:19–2:22 Listen to four successful entrepreneurs reacting to the article. Match speakers 1–4 with the summaries a–d. Which do you agree with?

- a) The founders were simply lucky.
- b) Fresh is where it is now because the company has always moved forward.
- c) The key to their success is enthusiasm.
- d) They made a wise decision giving up a majority stake in Fresh.



### Discussion and presentation

**6** In small groups, brainstorm some possible ideas for a new business. Choose the best one and present it to the class. Think about the following issues:

- why the product or service will be a success
- how much investment you will need and how you will raise the money
- whether you will manage the business yourself or bring in experts
- whether you will keep a majority stake or sell the company
- what the medium- or long-term outlook for the business is

### Internet research

Search for the keywords *bootstrapping business* to find out more about do-it-yourself financing. Can you find any examples of companies that bootstrapped at the beginning?

# Five simple rules for building a blockbuster brand

By Rosalind Resnick

**W**hen Lev Glazman and Alina Roytberg founded their company in 1991, they never imagined that one day their cosmetics brand Fresh would be rubbing shoulders with companies like Louis Vuitton, Christian Dior and Moët & Chandon.

But today, with 15 stores, 400 retail distribution outlets and 180 employees worldwide, Fresh has matured into an internationally-known brand. Sold in Barneys and other high-end retail stores, Fresh enjoys the backing of majority owner LVMH Group, the Paris-based luxury goods marketer.

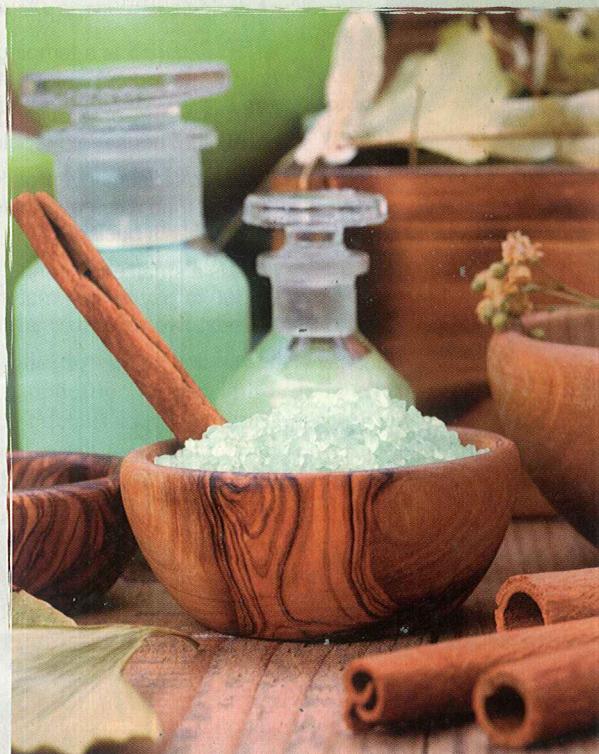
Glazman and Roytberg hired a CEO to run day-to-day operations in 2007, but remain co-presidents and continue to guide Fresh's creative and product development strategies. The husband-and-wife team owns a minority stake in the company and works closely with LVMH's corporate management. 'Having LVMH as our strategic partner gives us the opportunity to open new markets and to develop R&D,' Glazman says. 'We still have complete autonomy in terms of creative control and continuous development of the brand.'

Many entrepreneurs would like to emulate their success story. Here are the couple's five simple rules for product and brand development.

**1** Growing up in St. Petersburg, Russia, Glazman saw that women like his mother yearned for beauty products in their Soviet-era homeland. 'She would buy a lot of things on the black market, and if she'd got caught, she would have gone to jail,' Glazman recalls. 'But by introducing me to things that weren't so available, she created in me a passion for fragrance.' When he later moved to the US, he met Roytberg, an aspiring fashion designer, and married her in 1990. With a small investment from friends and family, Glazman finally realized his passion in 1991, when he and his wife opened their first store, Nuts About Beauty, in New York. Two years later, they changed the name to Fresh.

**2** Initially selling products made by other companies, the couple decided to launch their own line of soaps in 1992. 'Soap was the easiest to start with because we could create the formula,' says Glazman, who initially found a manufacturer in the South of France to produce small batches. Fresh

got its big break when its soaps were picked up by Barneys department store in 1994 and celebrities began singing their praises. Before long, the company had 500 products, including shower gels, fragrances, lotions and other beauty products made from soy, sake, sugar and Umbrian clay.



**3** Unlike some beauty-product companies, Fresh doesn't rely exclusively on market research for ideas. Instead, Glazman and Roytberg create products they would want to use themselves. It helps that Glazman has a nose for fragrances and Roytberg a knack for packaging. 'You have to trust your instincts,' Glazman says. Adds Roytberg, 'We found the best market research happens while listening to our customers in the store.'

**4** As Fresh began to grow, its founders quickly realized that they could only go so far on their own. They told *Entrepreneur* magazine they borrowed \$10,000 from family members to open their first store and rang up \$14 million in sales in 2001. In 2000, they signed a deal with LVMH, giving it a majority stake in their company. In return, they acquired the capital, management talent and distribution channels necessary for expansion without sacrificing the autonomy they had enjoyed. 'Our focus is on expanding distribution and opening new markets like Asia,' Glazman says. Roytberg says the company plans to enter China next fall.

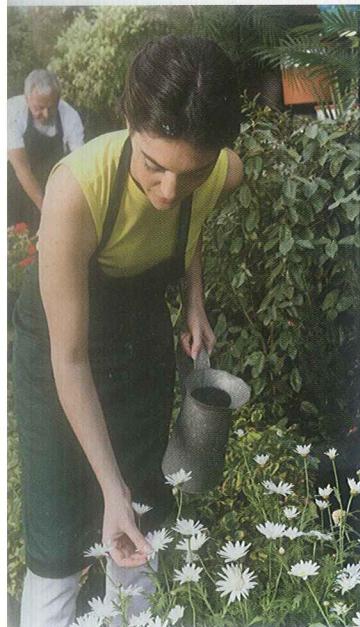
**5** Glazman and Roytberg remain as passionate as ever about nurturing their home-grown brand. Freed from day-to-day management responsibilities, the duo can now focus exclusively on creating new products. Says Roytberg, 'If you're a gardener and you put a seed in the ground and water it and take care of it, you want to see it flower. The opportunity to get your products into the hands of people globally makes it more exciting to come to work every day.'

## Glossary PAGE 155

- batch
- knack
- nurture
- ring up
- rub shoulders with
- sing somebody's praises
- stake
- yearn

outstanding fiction  
that hasn't been completed  
or doesn't exist yet

- ▶ types of funding
- ▶ steps in a funding application
- ▶ phrasal verbs



## 6.2 Vocabulary Funding a start-up

### Discussion

- 1** Work in small groups. You are financial advisors to start-ups and small companies. What sources of funding would you recommend in the following situations?

- 1** **BUSYBODIES** is a temping agency providing clerical help to other companies. It needs a new photocopier/printer but it does not have the cash available to buy it.
- 2** **FIXA** is a start-up providing home help for all sorts of everyday tasks or problems: gardening, household repairs, cleaning, ironing, etc. It needs £8,000 to cover start-up costs.
- 3** **DON BEAL** is an inventor. He has patented a new type of car engine which is 50% more efficient than existing engines. He needs money to produce a prototype but wants to keep control of his business.
- 4** **ASC** is a small engineering company that has temporary cash flow problems. It needs £1,500 to pay for raw materials. They are expecting to be paid £5,000 in outstanding bills in the next two weeks.

### Defining words

- 2** Read the advice leaflet about business funding. Match the types of funding in the box with the correct descriptions.

bank loan    equity finance    friends and family    grants    leasing    overdraft    self-funding

1 \_\_\_\_\_

Drawing on personal savings and credit cards can cover start-up costs without having to wait for other people's decisions.

The downside is that using credit cards can be expensive in the long term.

2 \_\_\_\_\_

Regular repayments can make it easier to budget.

On the other hand, repayment schemes can cause cash flow problems. You may also need to provide security, such as business assets, or a guarantor.

3 \_\_\_\_\_

This can be a very flexible option for short-term or day-to-day requirements.

The disadvantage is that they usually bear a higher interest rate than other loans.

4 \_\_\_\_\_

They might be willing to provide an interest-free loan or not require security.

On the other hand, funding from this source can put strain on your relationships.

5 \_\_\_\_\_

You get your funding, while the investor only realizes their investment when the business is doing well. You also get their expertise.

On the downside, it's hard to raise this finance, and your own influence and share of the profits will be smaller.

6 \_\_\_\_\_

These appear to be a source of cheap financing.

However, there is often strong competition, and you may be required to provide matching funds. You may also need to prove a wider benefit to the community.

7 \_\_\_\_\_

You can spread the cost of acquiring assets and maintenance may be covered.

But it's more expensive than if you buy outright, and you don't own the assets until the end of the agreement.

- 3** Look back at your answers in Exercise 1. Would you change any of your recommendations?

- 4** Find words or phrases in the advice leaflet that mean:

- 1 the amount of money you pay back each month
- 2 money coming into and out of your business
- 3 an item you agree to give if you fail to pay
- 4 a person who takes responsibility if you fail to pay
- 5 debt which you pay back without any additional charge
- 6 money you provide alongside government funding
- 7 the cost of keeping something working

## Scan reading

- 5 Read the seven steps in an application procedure. Number the steps in the correct order.

**Seventh HEAVEN**  
Angel Investors Group

**THE SEVEN STEPS TO HEAVEN**

The booklet cover features a purple header with the logo and a black main section with the title. To the right, there is a white box containing a numbered list of steps:

- Screening meeting If they didn't *turn you down* at Step 2, our review committee will invite you to a screening meeting. Be prepared to make a ten-minute pitch and answer any questions that *come up*.
- Self-assessment Before *putting forward* your business plan for our consideration, you must *work out* if angel capital – and specifically capital from our group – is right for your company.
- Due diligence If your presentation is successful, interested investors will *check out* the statements made in your business plan, presentation and financial projections. They will go over your team's background and track record in detail.
- Funding When all parties are happy with the terms and language contained in the term sheet, the deal can *go through*.
- Online application Once you have decided to submit a plan, complete our application online. This is designed to identify the most important details about your business so that our internal review committee can *weed out* the non-starters.
- Term sheet On successful completion of the due diligence process, interested angel group members will *draw up* a term sheet that *sets out* the structure of the investment deal, including type of equity and board of directors representation.
- Presentation to membership If you *get through* the screening meeting, you will be invited to make a 30-minute presentation to our full membership, the goal being to convince members that your proposal is worth investigating in detail.

- 6 Complete the sentences with the phrasal verbs in *italics* in Exercise 5.

- 1 Only two per cent of business plans *complete* the complete funding process.
- 2 Problems often *arise* in the early stages.
- 3 Business angels may *reject* proposals for no apparent reason.
- 4 Angels always *assess* an entrepreneur's background thoroughly.
- 5 It's worth getting a lawyer to *review* any contracts rather than trying to write them yourself.
- 6 The term sheet *outlines* all the conditions of the deal.
- 7 A lot of hard work is necessary before the deal finally *goes through*.
- 8 In your pitch, you should *present* clear and convincing arguments.
- 9 Get help if you can't *afford* how much finding to apply for.
- 10 The screening meeting allows investors to *reject* poor applications at an early stage.

Glossary PAGE 155

asset  
household  
outstanding  
pitch  
raw materials  
temping agency  
track record  
weed out

## Listening

- 7 2:23–2:26 Listen to four entrepreneurs explaining why their proposals were turned down. Decide which reason from the box each person mentions.

financial forecasts based on assumptions    inadequate financial returns  
lack of market awareness    lack of skills in the management team  
lack of trust    no clear exit route    no growth potential  
no track record or proof of concept    too complex

## Internet research

Search for the key words *business angels* to find out more about their role in financing start-ups.

## Discussion and presentation

- 8 Work in small groups. You work for a corporate finance firm bringing together investors and entrepreneurs. Using relevant phrases and vocabulary from the previous exercises, draw up a list of Dos and Don'ts for start-ups looking for funding.

- 9 Work with a partner from a different group. Present and compare your lists.

- ▶ will be doing
- ▶ will have done
- ▶ will have been doing

### Refresh your memory

**Future continuous will be doing**

Actions in progress at a future time.

I'll be driving home at six.

**Future perfect will have done**

Looking back on events from a time in the future.

We will have merged by 2020.

**Future perfect continuous**

Emphasizing actions before a time in the future.

I'll have been working all week.

▶ Grammar and practice pages 132–133

### 6.3 Grammar Future continuous and future perfect

#### Future continuous

- 1 Work with a partner. Think about your work/study schedule for the next few weeks. Ask your partner what he/she will be doing:

- this time tomorrow
- at 5 o'clock tomorrow afternoon
- this time next Monday
- the week after next.

Try to find similarities in your schedules and continue the conversation.

A: What will you be doing this time tomorrow?

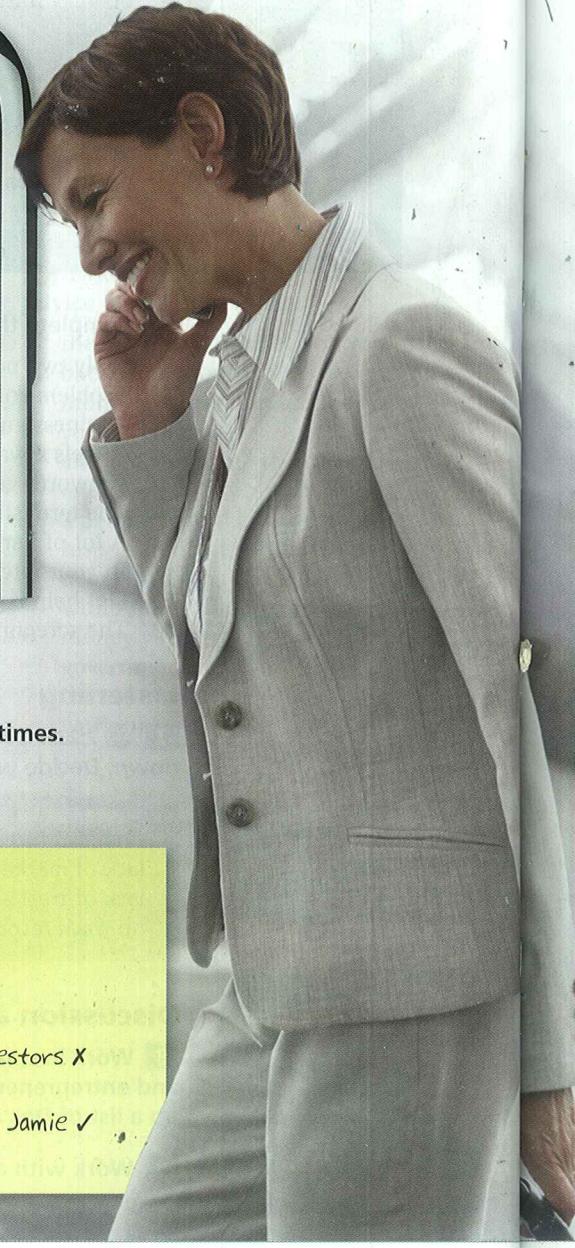
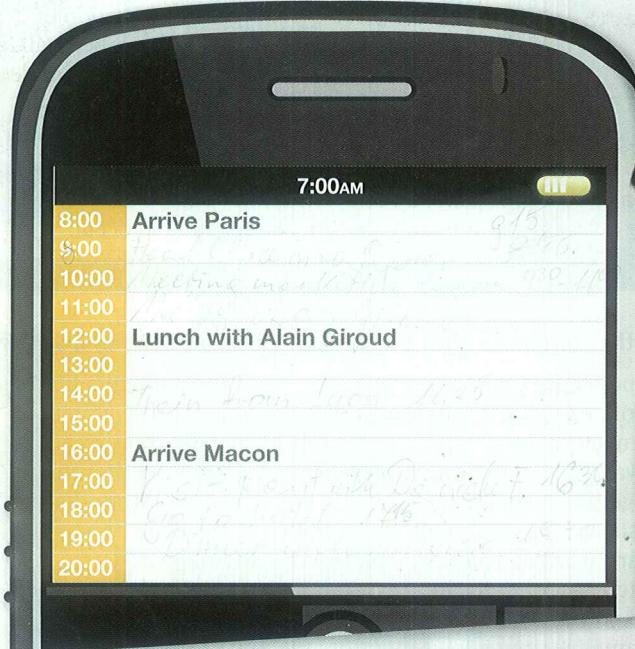
B: I'll be flying to Munich for a meeting at head office.

A: What a coincidence! Me too. Will you be taking the eight-thirty flight?

B: No. I'll be leaving around noon.

#### Listening for detail

- 2 2:27 Linda Griffin, Business Development Manager for an American company, is on a business trip to Europe looking for possible joint venture partners. Listen to Bob Stone, Linda's assistant, leaving a message on her voicemail, and complete her schedule.



- 3 With a partner, take turns to ask and answer questions about what Linda will be doing at different times.

A: What will she be doing at 9 o'clock?

B: She'll be travelling to head office by taxi.

#### Future perfect

- 4 With a partner, look at Linda's to-do list and say what she will ✓ or won't ✗ have done by Friday.

To do (by Friday?)  
 call Bob ✓  
 write up trip report ✗  
 do PowerPoint slides ✗  
 email Alex ✓  
 prepare pitch to new investors ✗  
 speak to CFO ✓  
 buy birthday present for Jamie ✓  
 book flight to Rome ✗

## Language focus

- 5 Sustain is a UK company offering environmentally sustainable solutions to the building industry. Read Sustain's company history and complete sentences 1–6 below.



By the time Sustain reaches its fifth anniversary,

- 1 it had been trading for five years. (trade)
- 2 John Gregor had been managing director for three years. (be)
- 3 it had sold solar panels for one year. (sell)
- 4 it had opened offices in Richmond for two years. (have)
- 5 it had received government grants for one year. (receive)
- 6 it had bought Housesmart for one year. (own)

### Glossary PAGE 156

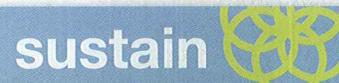
black tie  
fancy dress  
plant  
sustainable

- 6 Sustain is holding a party next week to celebrate its fifth anniversary. Read the invitation to the party. Complete the sentences about the guests' activities.

- 1 At 7.15, arrived at the hotel
- 2 At 8.00, had dinner
- 3 At 10.00, left the hotel
- 4 At midnight, went home

- 7 Read the conversation between Sue, the event planner, and John Gregor. Complete the conversation with the questions she asked. Use the future continuous.

- Sue: Mr Gregor, I was wondering whether I could just ask you a few questions so that we can get all the planning right.  
John: No problem. What would you like to know?  
Sue: Firstly, what time (1) will you arrive?  
John: Personally, not until 7.30. I'll miss the cocktails unfortunately.  
Sue: And (2) will you need a parking space?  
John: No, I won't. I'm coming by train.  
Sue: Fine. And how many awards (3) will you give?  
John: Three. Half an hour should actually be long enough.  
Sue: Fine. Just a few practical things. (4) Will you have the vegetarian option?  
John: No, not for me, thanks.  
Sue: OK. And finally, (5) will you wear fancy dress?  
John: Certainly not. Black tie. But I think some of the younger staff may enjoy dressing up.



### FIFTH ANNIVERSARY BALL

5 November  
Start 7pm  
Huntingdon Hotel\*

Bring a guest  
Black tie or fancy dress

7.00–7.30 Cocktails on the lawn  
7.30–9.30 Three course dinner (vegetarian options available)  
9.30–10.30 John Gregor gives company awards  
10.30–11.30 Jazz band  
11.30–2.00 Disco

\*Hotel parking must be booked in advance, if needed

## Discussion and presentation

- 8 Work in groups. Sustain would like to expand, but will require a bank loan to do so. You have been asked to make a business plan for years 6–10. Complete the table with your own ideas. Say what you will be doing in each year, and what you will have achieved by your tenth anniversary.

Plan

Year 6

Year 7

Year 8

Year 9

Year 10

- 9 Present your business plan to the rest of the class. Vote to decide who has the best plan.

## Internet research

Search for the keywords *environmentally sustainable solutions* to find out more about changes in the construction business.

- ▶ listening for advice on fielding questions
- ▶ expressions for commenting on questions
- ▶ giving a 60-second talk

#### 6.4 Speaking Presentations: taking questions



#### Discussion

**1** Work in small groups. The question and answer session is an important but unpredictable part of most presentations. Decide whether you agree or disagree with the statements on the right.

#### Listening for detail

**2** 2:28 Juliette Duncan, a presentations specialist, is giving a seminar on Perfect Presentations. Listen to the first part of her talk. What four pieces of advice does she give for fielding questions?

- If there are no questions, it means that you've given a really good presentation.
- It's better to answer questions during the presentation rather than waiting till the end.
- There's only one type of question: awkward!
- The question and answer session is an opportunity, not a threat.
- When answering a question, keep it brief.
- Never admit that you don't know the answer to a question. Bluff if necessary.

#### Glossary PAGE 156

awkward  
bluff  
do your homework  
field  
nod  
recap  
threat

#### Internet research

Search for the keywords *presentations taking questions* to discover more tips on handling a question and answer session.

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_
- 4 \_\_\_\_\_

**3** 2:29 Listen to the second part of Juliette's seminar. She mentions five types of question. Complete the list.

#### Five types of question

- 1 Useful
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_
- 4 \_\_\_\_\_
- 5 \_\_\_\_\_

**4** 2:29 Match each type of question in Exercise 3 with the advice below. There is one extra piece of advice. Then listen again and check your answers.

- a) Make sure the question is irrelevant, be diplomatic and go on.
- b) You've already answered these questions in your talk. Remind the questioner and go on.
- c) Elicit questions by answering one of your own.
- d) They clarify what you're saying. Thank people for asking them.
- e) Ask somebody in the audience if they can answer the question.
- f) Don't bluff or lie. If you don't know the answer, offer to find out. If you don't want to answer, say so.

## Presentation skills

5 With a partner, find suitable words to complete the expressions in the checklist for commenting on questions. Use the words in the box.

asked assure get glad question raises recap relevant remember words

### Useful expressions: Commenting on questions

#### Useful questions

That's a very good \_\_\_\_\_.  
I'm \_\_\_\_\_ you raised that point.

#### Awkward questions

I'm afraid I don't have the figures with me. Can I \_\_\_\_\_ back to you on that?  
So, in other \_\_\_\_\_ you're asking ...  
I understand your position, but I can \_\_\_\_\_ you we've done our homework.

#### Irrelevant questions

To be honest, I think that \_\_\_\_\_ a different issue.  
I'm not sure that's really \_\_\_\_\_ to the discussion today.

#### Unnecessary questions

I think I covered that in Part Two, but let me just \_\_\_\_\_.  
Well, you may \_\_\_\_\_ in the slide about growth forecast, I mentioned ...

#### No questions

A question I'm often \_\_\_\_\_ is: 'Where do you see the firm in five years?'

## Speaking

6 Imagine your partner has given a talk about a company. Write five questions about the company using the prompts below.

- 1 last year's profit figures
- 2 when the company was founded
- 3 the reasons for their successes
- 4 who invented the company logo
- 5 what colour they prefer

7 Work with a partner. One of you is the presenter and the other is the questioner. The questioner starts by saying that they have no questions, so that the presenter has to start the session. The questioner asks his or her questions from Exercise 6. When you have finished, swap roles.

## Explaining and reformulating

8 A speaker is answering questions after a presentation about a new wind turbine. Complete his answer using the expressions for explaining and reformulating in the box.

In other words It's quite simple so That's why To be precise To put it into perspective

- (1) \_\_\_\_\_, really. Our turbine is the most efficient on the market.
- (2) \_\_\_\_\_, 20% more efficient than any of our competitors'.
- (3) \_\_\_\_\_ we're convinced that we'll meet our sales targets next year.
- (4) \_\_\_\_\_, we will sell more than 450,000 units in the European market in the next twelve months. (5) \_\_\_\_\_ that's twice as many units as this year,
- (6) \_\_\_\_\_ the future is rosy.

## Presentation

9 Work in groups of three. Each member of the group should prepare a 60-second talk on one of the following topics.

- your future career plans
- a business idea you think will work
- the economy of your home town/country
- a subject of your own choice

10 When you are ready, tell the class the subject of your talk so that they can prepare at least three questions each to ask you. Then take turns to deliver your talks and answer the questions with appropriate comments.

- structure
- impact collocations
- writing a company profile

## 6.5 Writing A company profile

### Reading and discussion

**1** Read the article below and answer the questions.

- 1 What are the three key points to remember about writing for publication online?
- 2 How would you adapt your writing style, the content and the format for the six contexts in paragraph 1?

### Writing a winning company profile

Sooner or later you're going to need a company profile, whether it's for your website, a customer proposal, a social media site, a business plan, a brochure or a magazine article. You'll adapt your style, the content and the format depending on who you're writing for, but in today's business environment, it's increasingly likely that you'll be writing for publication online.

#### The F-pattern

Research shows most people read online text in an F-pattern. At first they read complete lines, but as they move down the page, they read two thirds, half, then only a quarter of each line. By the end of the text they're only reading the first word or two of each line – if they're still reading at all! So put your key ideas in the F if you want them to be read: use impact words and collocations in the first two paragraphs and in the first few words of subsequent sentences.

#### An elevator pitch in writing

Your company profile is a written version of your elevator pitch, so keep it short and snappy. Customers will only remember three main ideas; one of the three must be why your company is different from the rest.

#### Winning hearts

Finally, a winning company profile builds trust by making an emotional connection with the reader: highlight the human side of your business to win their hearts as well as their minds.

### Model

**2** Read the company profile opposite and mark these statements **T** (true) or **F** (false).

- 1 Bowie's is different because it combines one-on-one consulting with online merchandising.
- 2 Bowie's core values are trust, integrity, commitment and high value products.
- 3 Bowie's keeps stock to a minimum by using a just-in-time production system.
- 4 If a customer receives the wrong size or colour, they just take it back to their salon.
- 5 Fear of making a fashion mistake is not a sufficient reason for a customer to return goods.
- 6 Bowie's annual fun day out brings employees' family and friends together.

### Analysis

**3** Complete the structure guidelines with the words from the box. Refer to the company profile opposite to help you.

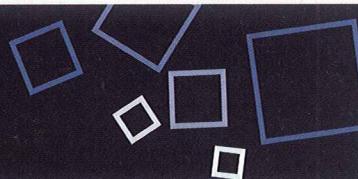
competitive financial  
guarantees history  
management mission  
technology USP values  
vision

#### Writing a company profile: structure guidelines

Section	Key content
Why	Our (1) <u>mission</u> – now Our (2) _____ – the future Our (3) _____ – our guiding principles
How	Our market & our (4) _____ advantage Our (5) _____ & our skills Our (6) _____ & our (7) _____ summary
What	Our solutions Our products Our (8) _____
Who	Our (9) _____ Our people Our partners Our clients
Close	Our (10) _____ Next step Our contact information
Other optional information	Legal & administrative details Company news Business plan Financial statements Current or completed projects Certificates Maps

# Bowie's Clothing Company

'PERSONAL FASHION CONSULTING'



- B**owie's Clothing Company brings a fresh and innovative approach to fashion distribution. Unlike other online boutiques, we offer personal fashion consulting via our partner network of hair and beauty salons. Providing a high-end shopping experience with top quality textiles and designer fashion at unbeatable Web prices is our mission. Building on customers' existing relationships with trusted fashion and beauty professionals, we aim
- 10 to exceed customer expectations and develop a 'customer once, client forever' model. To achieve this vision, our business model is based on trust, integrity and a commitment to providing added value for our customers, partners and staff.
- 15 As acknowledged experts in the latest fashions, our partner salons showcase Bowie's designs and make personal recommendations to their clients. Sophisticated predictive merchandising and production software enables us to run a lean, highly
- 20 efficient on-demand supply chain. Customers pick up orders from the salons, which reinforces the client-advisor relationship and allows us to provide a fast turnaround on returns and exchanges. With a proven track record for innovation, we are continually finding
- 25 ways of improving quality and reducing costs. Since starting business in 2004 with just five partner salons, our turnover has risen to over £12m; next year will see our network go international with new partner salons in Belgium, France and Germany.
- 30 We offer a constantly updated online catalogue of jeans, jackets and T-shirts for both men and women. We offer an unconditional no quibble guarantee and free returns service, whatever the reason. Most of all,
- 35 our customers can rely on the expert opinions of their personal fashion advisers to ensure they never make a fashion faux pas.

Bowie's is a family business, founded and managed by Sam Marques; once a year the whole production family meet up with our friends from partner salons all over the country for a fun day out. This is one way

40 to remind ourselves that the fashion business is all about people. When our customers look good, they feel good; when we achieve that goal, we feel good too.

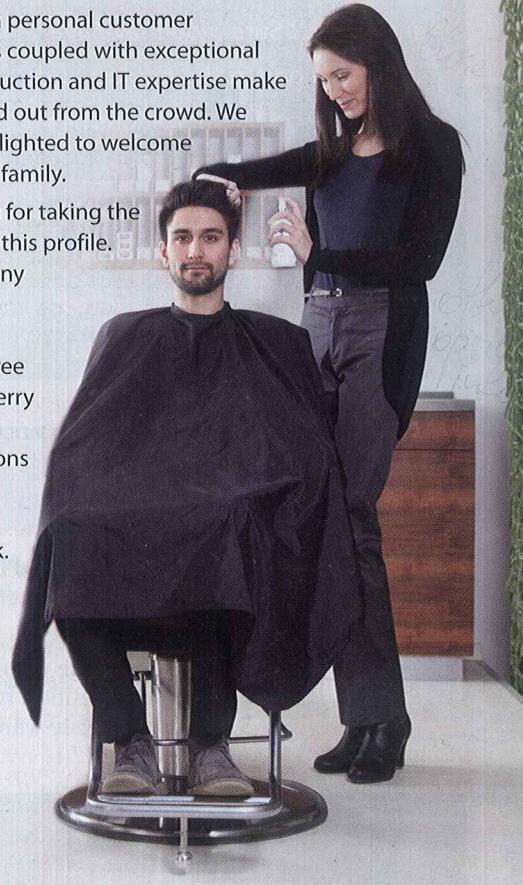
Long-term personal customer relationships coupled with exceptional design, production and IT expertise make Bowie's stand out from the crowd. We would be delighted to welcome you into our family.

45 50 Thank you for taking the time to read this profile.

If you have any questions or comments,

55 please feel free to contact Kerry Clarke, our public relations officer at

60 k.clarke@bowies.co.uk.



## Glossary PAGE 156

elevator pitch  
faux pas  
high-end  
quibble  
showcase  
snappy  
track record  
turnaround

## Internet research

Search for the keywords *F-pattern reading* to find out more about Web page design and how people read Web content. Check your favourite sites and blogs to see how well they accommodate *F-pattern* readers.

## Language focus

**4 Common collocations carry important information and give your text more impact.**  
Match the impact collocations in each set.

1 no quibble	a) experts	9 added	i) service
2 proven	b) updated catalogue	10 free returns	j) the crowd
3 acknowledged	c) guarantee	11 fast	k) value
4 constantly	d) track record	12 stand out from	l) turnaround
5 customer once,	e) business	13 fresh and innovative	m) Web prices
6 exceed	f) client forever	14 high-end shopping	n) supply chain
7 family	g) customer relationships	15 on-demand	o) approach
8 long-term personal	h) customer expectations	16 unbeatable	p) experience

## Output

**5 Write a company profile for a real or fictitious business of your choice. Choose a context (web page, customer proposal, business plan, etc.) and use the structure guidelines and impact collocations to help you.**

- ▶ starting a new business
- ▶ presenting a one-minute pitch for a new business

## 6.6 Case study Angels or demons?

### Discussion

- 1** Answer the quiz below about starting a business.

### ARE YOU CAPABLE OF MINDING YOUR OWN BUSINESS?

Could you start your own enterprise? Sure, you may have spotted a gap in the market and even devised a cunning business plan for filling it. But do you personally have what it takes to turn a commercial idea into a profitable reality? Take our test to find out. Answer Yes or No.

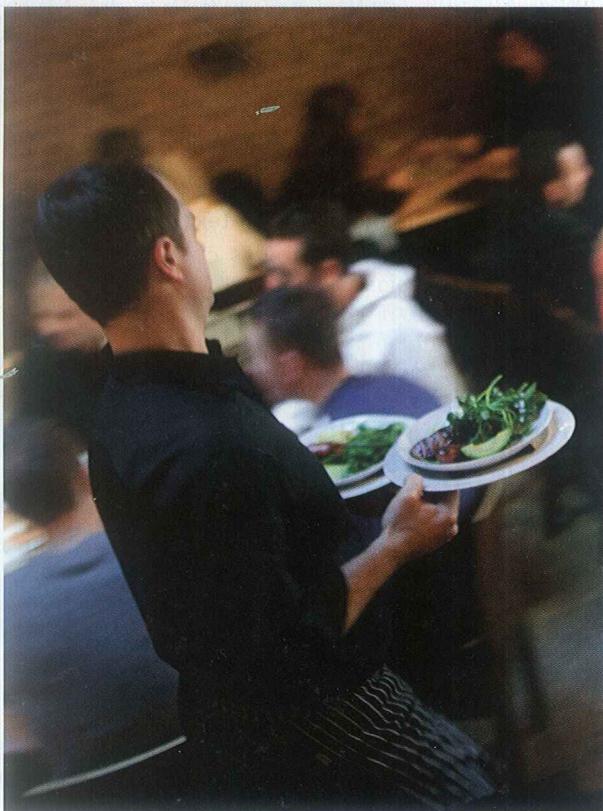
- 1** Are you ready for a complete change?
- 2** Are you up for learning hard and fast?
- 3** Are you willing to take advice from others?
- 4** Can you stay self-motivated, even when faced with disappointment and difficulty?
- 5** Can you be emotionally resilient?
- 6** Are you able to think laterally?
- 7** Are you able to build up good working relationships?
- 8** Can you manage your time?
- 9** Can you work under stress?
- 10** Are you good at financial management?

- 2** Compare your answers with a partner. Say what would be your strongest and weakest points.

### Reading

- 3** Kate Shapiro and Luis Hernández are friends and former co-workers living in Montreal, Canada. Read Kate's email to Luis and answer the questions.

- 1 Why was Luis depressed?
- 2 What does the winner of the fast pitch competition receive?
- 3 Why does Kate want to meet in a restaurant?



**EMAIL**

**From:** Kate  
**To:** Luis  
**Re:** Let's go for it!  
**Attachment:** Executive summary template

Hi Luis,

Hope you got home all right last night. After our meeting with the bank yesterday, you looked really down. We'll just have to accept it as part of the learning curve and look for the 50K elsewhere.

Anyway, I'm still really excited about our Kaluma restaurant idea. And I'm still upbeat about the fast pitch competition next week. Just the fact we've been accepted for it means we're in with a chance. I know they don't offer direct funding even if you win, but there are always angels or venture capitalists in the audience who may be interested in the idea if the pitch is a good one. So, let's go for it!

I've been doing a tonne of research on the net and I'm attaching an executive summary template which could help us get our pitch ready. Can we meet up Thursday to go over it? I thought we could eat at that new ethnic place in Cherry Street, you know, sort of get our minds focused in a real restaurant environment.

Drop me a line and let me know what you think.

Kate

**4** Before you listen, complete any information you can in the executive summary template.

### Listening

**5**  2:30 Two days later, Kate and Luis meet at the restaurant. Listen to their conversation and make notes to complete the rest of the template.

Business name:

Outline:

Target customers:

Core products and services:

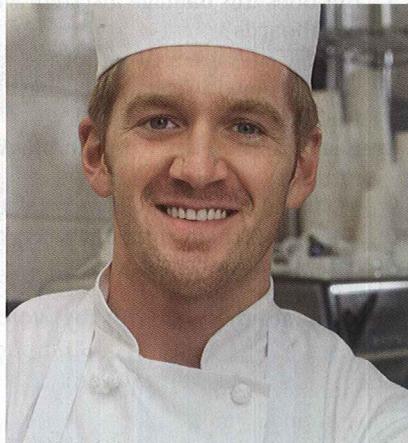
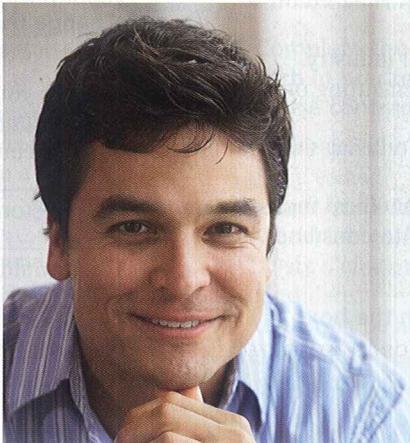
Management team:

Keys to success:

Financial summary:

Mission:

### Preparation



**6** Work in teams of three. Play the roles of Kate, Luis and Mario. Read the extract from the rules and, using the information on the template, prepare your pitch for the competition.

- 1 Pitches must be a maximum of 60 seconds, including any self-introductions and remarks. The microphone will be cut off automatically at the end of the 60 seconds, whether the pitch has finished or not.
- 2 Scoring is on a scale of 1–10 (1 = the lowest; 10 = the highest) for each of the following criteria: interest, clarity, persuasion and response to questions. The team with the highest combined score is the winner.
- 3 Each pitch will be followed by a three-minute question-and-answer session.

### Internet research

Search for the keywords *angel fast pitch competition*. How many fast pitch competitions can you find? Watch or listen to some of the winning pitches and choose the best one. Report back to the class.

Glossary PAGE 156

be up for  
boost morale  
cunning  
drop someone a line  
grab  
hype  
resilient  
upbeat

### Listening

**7**  2:31 Pitch coach, Darren Larkins, interrupts your preparation session to give you some last minute tips on making the perfect pitch. Listen to his advice and adjust your pitch if necessary.

### Presentation

**8** Each team has one minute to make their pitch, followed by a three-minute question-and-answer session. Other teams ask questions and act as judges. Use the score card to note down the points you give, but do not reveal them.

### Fast Pitch Score Card

Team	1	2	3	4	5
Interest					
Clarity					
Persuasion					
Response to questions					
TOTAL					

**9** When every team has made their pitch, add up the points. The team with the highest total is the winner.

# Review 5

## Selling more

**1** The words in bold are all in the wrong sentences. Move them so that the sentences make sense.

- 1 Michelle Hudson thinks dishonest digital marketers **bundle**. *Such a lot*
- 2 'Get paid to **praise**' is a popular search on Google.
- 3 Users can receive a fee for following particular **sidelines**.
- 4 Dodgy companies can sell you a **double-edged sword** of 10,000 Twitter followers.
- 5 But does this damage a system which is based on **dashboards**?
- 6 Review sites are a **tweet** for the hotel industry.
- 7 Unsure how to react, hotels have been sitting on the **tracks**.
- 8 Revinate **suck** key words in blogs and discussion forums.
- 9 Medimix provides **Twitizens** for the medical industry.
- 10 These tools help companies respond to consumer complaints and **trust**.

**2** Complete the text with the words in the box.

coherency convenience cycle environment  
marketing mix place price product promotion

The marketing mix is often defined as being the 'four Ps'. But seen from the customer's point of view, these should perhaps be the 'four Cs'. So (1) \_\_\_\_\_ becomes customer solution, (2) \_\_\_\_\_ becomes cost, (3) \_\_\_\_\_ becomes communication, and (4) \_\_\_\_\_ (distribution) becomes (5) \_\_\_\_\_.

This basic (6) \_\_\_\_\_ can be expanded to include sub-mixes. For example, the promotion variable can be further broken down into advertising, sales promotion, personal selling, publicity, direct (7) \_\_\_\_\_ and e-marketing.

The elements of the mix have to blend together, and this is called (8) \_\_\_\_\_. Further, the mix has to be adapted to a changing business (9) \_\_\_\_\_, to changes in the organization's resources and to changes in the product life (10) \_\_\_\_\_.

**3** Complete the text with the expressions in the box.

bring the product to market face a declining market  
flood the market market leader market research  
market segmentation market share niche market

Start with some serious study – do some (1) \_\_\_\_\_. Then you might discover how the market is divided up: the (2) \_\_\_\_\_. If you have an innovative but specialized product, don't worry, there will be a (3) \_\_\_\_\_ for it somewhere. Once you've found a manufacturer, it's time to (4) \_\_\_\_\_. Your aim initially will be to capture (5) \_\_\_\_\_. To do this, you might have to (6) \_\_\_\_\_ with a large number of cheap products – even below cost. But if your product is a good one, and your competitors weak, then hopefully you will soon become the (7) \_\_\_\_\_. However, here is a word of warning. Consumer tastes change very quickly and unless you continue to innovate you will soon (8) \_\_\_\_\_.

**4** Add a question tag to the end of each sentence.

- 1 Sales are up again this quarter, aren't they ?
- 2 It's not just because of our new advertising campaign, is it ?
- 3 Profit margins look good as well, don't they ?
- 4 The new line of products won't be available until April, will it ?
- 5 She's told Mike about the delay, hasn't she ?
- 6 Let's break for coffee now, shall we ?

**5** Change the statements to negative questions to make them more persuasive.

- 1 It's time you looked at some alternatives.  
Isn't it time you looked at some alternatives?
- 2 You've been looking for a competitive edge.  
haven't you
- 3 Your customers ask for more functionality.  
do they
- 4 They would appreciate this model.  
wouldn't they

**6** Read the customer's statement. Then fill in the missing letters to complete the salesman's possible replies (1–5).

*Customer: The price is very high.*

- 1 If I could po\_\_\_\_\_ne your first payment until next year, would you be r\_\_\_\_y to s\_\_\_\_ up today?
- 2 I'm g\_\_\_\_ you me\_\_\_\_\_ that. You're probably wo\_\_\_\_\_g why the price is higher than our competitors.
- 3 I understand how you fe\_\_\_\_\_. A lot of our customers f\_\_\_\_t that this was m\_\_\_\_ th\_\_\_\_ they wanted to sp\_\_\_\_\_. But after using the product they fo\_\_\_\_d that the be\_\_\_\_s through increased productivity really justified the investment.
- 4 Is the price the o\_\_\_\_ re\_\_\_\_ you're not re\_\_\_\_ to sign up now?
- 5 Yes, I know ex\_\_\_\_ what you m\_\_\_\_\_. It's a big decision to make. But have you as\_\_\_\_ yo\_\_\_\_\_ why the price is set at that kind of level?

**7** Match the sentences in Exercise 6 with the uses below.

- a) Welcoming the objection         
b) Finding out the customer's position         
c) Use 'Feel, Felt, Found'

**8** Match the paragraphs from a mailshot with their descriptions below.

- |           |                          |               |                          |          |                          |
|-----------|--------------------------|---------------|--------------------------|----------|--------------------------|
| 1 Hook    | <input type="checkbox"/> | 3 Credentials | <input type="checkbox"/> | 5 Action | <input type="checkbox"/> |
| 2 Promise | <input type="checkbox"/> | 4 Benefits    | <input type="checkbox"/> | 6 PS     | <input type="checkbox"/> |
- a) saying what will happen if you use the product
  - b) saying how you will get an advantage in your life
  - c) finishing with a final reason to buy or act quickly
  - d) saying what the reader should do next
  - e) giving examples of existing users to establish credibility
  - f) getting people interested in the product

# Review 6

## New business

### 1 Fill in the missing letters to complete the article about creating a blockbuster brand.

It's not easy building a blockbuster (1) bobled but if you have passion, (2) createulty and a fantastic product, you too could be (3) rulerg shopers with famous (4) entreneureurs in the years to come.

Daley Okren, an (5) aspiratung chef, opened his first sandwich bar in London in 2009 with a small (6) investmet from family and friends. Initially selling basic sandwiches, he decided to (7) lauch a line of nutritionally-balanced, 'meal-in-one' rolls which soon had regular customers (8) serving their proucts. With a (9) knowled for developing new recipes, over the next two years Okren opened (10) outleuts across Britain. In 2012, the company (11) ran up a profit of £1.2 million.

Now, with a CEO handling the (12) day-to-day operations, Okren is able to concentrate on what he does best – creating new recipes. In the near future, he hopes to get the (13) backg of an international chain, in the form of a (14) managery staff in the company. This will give him the (15) control and management expertise necessary to take the company to the next level.

### 2 Complete the sentences with the correct form of the phrasal verbs in the box. The clues in brackets will help you.

check out come up draw up get through  
go through put forward set out turn down  
work out

- 1 When the new health and safety laws   , we'll have to change the way the factory operates. (be officially approved and accepted)
- 2 They rejected all the proposals we   . (suggest an idea so that people can discuss it and make a decision)
- 3 In her report she    her plans for reorganizing the department. (explain in a clear and detailed way)
- 4 It's a very confusing situation. I can't    what to do. (solve a problem by considering the facts)
- 5 Our brainstorming meetings usually generate a lot of ideas for new products, but only a few   . (reach a good enough standard to pass to the next stage)
- 6 Something important    in the meeting this morning. I need to tell you about it. (be mentioned or suggested)
- 7 We agreed the deal in principle; now our lawyers have to    the contract. (prepare and write)
- 8 We should    his story carefully – I don't know whether we can trust him. (make sure that something is true or correct)
- 9 We were very reasonable during the negotiations, but they    our final offer. (refuse)

### 3 Complete the sentences with the most likely form of the verb in brackets and either **will** or **will be doing**. Use contractions.

- 1 When I retire, I    (travel) around the world.
- 2 I won't be in the office on Monday – I    (travel) between Frankfurt and Berlin.
- 3 Is this seat free? No? Don't worry, I    (sit) over there.
- 4 This time next week I    (sit) under a palm tree drinking piña coladas.

### 4 Complete the sentences with the most likely form of the verb in brackets and either **will be doing** or **will have done**. Use contractions.

- 1 By the time he retires, he    (work) here for over thirty years.
- 2 I don't think Marcus will join us in the pub – he    (work) late to finish the report.
- 3 By six o'clock we    (interview) more than a dozen candidates.
- 4 You won't be able to reach me on my mobile this afternoon – I    (interview) candidates for the new sales job.

### 5 Cover the box at the foot of the page. You can use expressions 1–7 to answer questions after a presentation. Try to complete them without looking at the box. Then uncover the box and compare your answers.

- 1 I'm    I don't have the    with me. Can I    to you on that?
- 2 I think I covered that in Part Two, but just let me   .
- 3 To be   , I think that raises a difficult   .
- 4 I understand your position, but I can    you that we have done our   .
- 5    me explain. It's quite    really.
- 6 Our turbine is the most efficient on the market. To   , it's twenty per cent more efficient than any of our competitors'.
- 7 We will sell more than 450,000 units in the next twelve months. To    it into   , that's twice as many units as this year.

afraid assure back be figures get  
homework honest issue let perspective  
precise put recap simple

- ▶ accountancy as a career
- ▶ opinions on accountancy

## 7.1 About business Accountants

### Discussion

**1** With a partner, match the beginnings of these accountant jokes with their endings.

- 1 How many accountants does it take to change a light bulb?
  - 2 Why do accountants get excited on Saturdays?
  - 3 Why did the auditor cross the road?
  - 4 There are just three types of accountants.
- a) How much money do you have?
  - b) Those who can count and those who can't.
  - c) They can wear casual clothes to work.
  - d) Because he looked in the file and that's what they did last year.

**2** What image does each joke give of accountants? What reasons can you think of for the image accountants have?

### Listening

**3** Listen to a careers consultant talking about changing perceptions of accountancy and answer the questions.

- 1 What three reasons does the consultant give for accountancy's traditional image?
- 2 What three reasons does the consultant give for accountancy's image improving?

### Reading

**4** Read the title, first paragraph and last paragraph of the article opposite and answer the questions.

- 1 Do you think the 'future accountant' T-shirt really exists?
- 2 Why does the author think it might be ironic?
- 3 Is the author positive or negative about accountancy in general?

**5** Read the whole article. According to the author, which three personal characteristics do forensic accountants require?

**6** Complete the sentences with the correct option a-d.

- 1 According to current perception, the accountancy profession
  - a) contains more attractive members.
  - b) is better paid than in the past.
  - c) has too many job applicants.
  - d) seems less boring than before.
- 2 The difference between forensic accountants and most other accountancy professionals is that their work always
  - a) involves attendance at major crime scenes.
  - b) relates to information used in legal proceedings.
  - c) requires greater technical knowledge.
  - d) ensures that financial criminals get convicted.
- 3 Al Capone was finally sent to prison because
  - a) he was involved in a variety of crimes.
  - b) his financial affairs were exposed.
  - c) the Supreme Court convicted him.
  - d) his criminal gang betrayed him.
- 4 In the future, forensic accountants will
  - a) show how terrorist crimes get funding.
  - b) change attitudes to white-collar crime.
  - c) replace fingerprint experts on crime teams.
  - d) reduce levels of support for terrorism.

### Internet research

Search for the keywords *extreme accounting*. What does this involve? What do you think this idea is intended to achieve?

### Discussion

**7** In small groups, discuss the questions.

- 1 How far are you convinced that accountancy's image is improving?
- 2 To what extent do you think accountancy is a good career choice? Why?
- 3 Is technology likely to make accountancy easier or more difficult in the future? Why?

I RECENTLY SAW a student on a university campus wearing a T-shirt with the phrase 'future accountant'. Given the profession's traditional image problem, it must have been ironic, mustn't it?

- 5 Perhaps not. There are signs that accountancy is putting its traditional image problem behind it. Increasing numbers of graduates are applying to join the profession, motivated not just by the prospect of high salaries but also by a change in perception. Ironically, 10 it is partly its association with the twenty-first century's biggest financial scandals of Enron and WorldCom that has made accountancy become, well, trendier.

At the forefront of this image makeover is the specialism of forensic accounting, with its suggestion 15 of crime scene investigators and technicians in white coats. In reality, a forensic accountant's work is chiefly concerned with any investigation of financial data which will eventually be used in some form of litigation. Some of them work for law enforcement agencies 20 gathering evidence to support fraud and bribery charges. Others are expert witnesses who testify on either side in financial dispute cases.

While it might not always be *CSI Miami*, forensic accountants do need to develop some special skills 25 which relate to their roles as investigators. For instance, a forensic accountant's work can make them crucial figures in high-profile criminal cases like Enron, so a confident manner in court can be helpful. In addition, a systematic and analytical mind is essential. 30 For example, in a fraud case, they may need to search financial records thoroughly, looking for patterns of similarities and coincidences that might indicate a cover-up. Imagination – not a characteristic traditionally associated with accounting – is also part of their skill 35 set, as they dig deeper and try to get into the mind of suspected fraudsters.

Although the term 'forensic accounting' is relatively recent, the importance of accountants in legal matters has a long history. The most famous case in which

40 forensic accountancy has provided the pivotal evidence was in the conviction of the notorious Chicago gangster Al Capone. While Capone's criminal activities had included protection rackets and murder, he was finally convicted on the apparently lesser charge of 45 tax evasion. Elmer Irey, an official at the US Inland Revenue Service, believed that Capone's conviction could be obtained on the basis of a Supreme Court ruling that the income from organized criminal activity was also subject to taxation. A team of investigators 50 spent several years gathering evidence on Capone's net worth and expenditure, sometimes working undercover as members of his criminal gang. They ultimately succeeded in assembling the documentary evidence needed to convict him.

55 Many believe that future demand for forensic accountancy services will only get bigger. Stories of scams and frauds emerge daily in the media and, against the background of Enron and WorldCom, the problem of white-collar crime is being taken increasingly 60 seriously by policy-makers. The US Sarbanes-Oxley Act is just one example of this change in attitude.

But it's not just in the area of white-collar crime that forensic accountants will find future employment. Terrorists require money for their activities but need to 65 conceal their sources of funding to avoid capture. The role of the forensic accountant will be to reveal the money trail from terrorist suspects back to their sponsors. Their importance has recently led one senior British politician to liken forensic accountants to the fingerprint 70 experts of previous generations.

The future looks bright for accountancy, and there are enough exciting roles in the profession to ensure that its image is not quite what it once was. So, in case you 75 run into someone wearing a 'future accountant' T-shirt, think before you congratulate them on their irony. They might just be serious.

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bribery  
frontline  
fraudster  
makeover  
protection racket  
scam  
undercover  
white-collar crime

*Why it's trendy to be a future accountant*

