

Business Result Intermediate

Student's Book Answer Key

1 | Working life

Working with words

1

Possible answers

positive: glamorous, varied tasks, regular exercise, never dull, the views

negative: uncomfortable conditions, demanding schedule, routine tasks (maintenance / safety checks), lonely, stressful

2

- 1 Ingrid is an NGO worker.
(NGO stands for Non-Governmental Organization and is an organization that is not run by any government, but which may receive funding for certain projects from a government's development fund.) Mansour is an air traffic controller.
- 2 Ingrid likes her work because she sees results and has a sense of achievement. She dislikes it because the bureaucracy and corruption can be depressing. Mansour likes his work because it's challenging and rewarding. He dislikes it because it can be exhausting.

3

Possible answers

Ingrid is helping people in need, so this is similar to being a doctor in some ways. Mansour's job isn't really like being a pilot, although he works with them.

4

- | | | | |
|--------------|---------------|--------------|--------------|
| 1 worthwhile | 4 challenging | 7 routine | 10 stressful |
| 2 dull | 5 fun | 8 depressing | 11 rewarding |
| 3 demanding | 6 glamorous | 9 varied | |

Business communication skills

2

The second listening is more formal for the following reasons: the speakers use titles (*Mr, Dr*); they use more formal phrases, such as *I'm delighted to meet you*.

3

Luc Akele: area manager, in charge of sub-Saharan Africa operations, oversees projects and makes sure money is well spent, reports to main sponsors.

Jo Johansson: deals with fund applications.

Walter Mayer: responsible for medical donations programme, handles inter-government work.

4

1 e, h

2 a, b, g

3 c, d, f

Phrases c, d, and g are slightly more formal. Phrase f is appropriate in both formal and informal situations.

5

1 deal with

3 oversee

5 handle

2 in charge of

4 responsible for

6 involves

Practically speaking

1

Phrase 4 isn't a response to show interest - it is generally used to get more information about the other person.

3

1 A recruitment consultant?

3 So tell me, ...

5 Really?

2 That sounds ...

4 Oh, right.

Language at work

1

Suggested answers

works – a general fact

focus – a general truth about the organization's activity

visit – an action often repeated (used with an adverb of frequency)

2

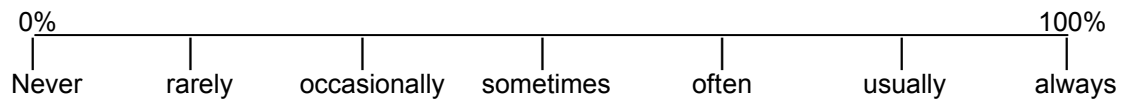
1 Sentence b. Sentence d can also be answered *yes / no*, although 2 is more likely.

2 Sentences a, c, and d.

3 Sentence d is indirect. Check students realize that the verb moves to the end because of the phrase *Can I ask ...?* Ask students for other similar expressions: *I'd like to know ...*, *Could you tell me ...?*, *I was wondering ...*

4 Sentences c and d don't use an auxiliary verb. This is because they are questions where the answer is the subject of the question.

5



6

1 occasionally 2 always 3 rarely 4 sometimes 5 rarely

Case study

Discussion

1

Possible answer

Networking is important for companies as it enables them to establish connections with individuals and other companies, who might become clients or partners. It is also important for individuals, as it may help them progress in their careers.

2

Possible answers

advantages: a fast and efficient form of business networking, a good way to get results, it also sounds fun and means you meet a lot of different people at one event.

disadvantages: it costs money to attend, you may not have enough time to decide whether someone is a useful contact, it could be seen as an unnatural way of meeting people.

3

Possible answers

In theory, international speed networking could work via videoconferencing or webcams in order to avoid the problems of travel. Alternatively, it could be combined as part of a conference event over a few days.

2 Projects

Working with words

1

- 1** Volunteerism is a movement within some businesses to encourage staff to offer some of their time and skills for free to help a good cause.
- 2** Employees in the reading have worked on
- community and social projects
 - conservation, teaching, caring, or building
 - building an extension to a school
 - redecorating a community centre.
- 3** As well as benefiting the people who receive the help from volunteers, such as the local community, the volunteers themselves also benefit in the following ways:
- gain new skills
 - improve teamwork
 - gain new ideas and insights
 - learn from the experience of others
 - learn how to organize a project.
- 4** Samira has learnt how to organize a schedule and how to deal with a budget.

2

- | | | | |
|---------------------|-------------------|-----------------|--------------------|
| 1 objectives | 3 schedule | 5 budget | 7 resources |
| 2 update | 4 deadline | 6 skills | 8 teamwork |

3

- 1 & 2** deadline - the end of the week
schedule - they are behind schedule because of the holiday
resources - at first it was hard to know how to allocate these
budget - she has stayed within it
teamwork - it's essential
update - she receives updates every two days

2

- | | | | |
|-----------------|-------------------|-------------------|---------------|
| 1 meet | 4 on | 7 within | 10 get |
| 2 behind | 5 ahead of | 8 delegate | |
| 3 up | 6 allocate | 9 on with | |

3

Possible advice for the colleague

- meet all the deadlines
- don't fall behind schedule - if you do, try to catch up and even finish ahead of schedule
- find out what resources you have and allocate them to your team members
- always stay within the budget
- make sure your team members get on with their jobs
- ask for regular updates from each person in order to maintain control
- make sure everything is on track

Business communication skills

1

decorating - still painting the ceiling, needs another day or so
lighting - it's finished
carpets - still waiting, need to call suppliers
action - meet team to allocate tasks for final stages

2

1 are things going	4 happening with	7 finished that
2 so good	5 still painting	8 to recap
3 back on track	6 are we with	9 to plan

3

a 1, 4, 6	b 2, 3, 5, 7	c 8, 9
-----------	--------------	--------

5

1 Bruno	2 Josie and Samira	3 Josie and Samira
---------	--------------------	--------------------

6

1 A	3 O	5 O	7 O	9 D
2 A	4 O	6 D	8 A	10 S

Practically speaking

1

- | | | |
|---|---|----------------------------------|
| 1 | a | I'm returning your call. |
| | c | It's (name) here. |
| | e | What can I do for you? |
| | f | I'm calling about / for / to ... |
| 2 | b | Thanks for your help. |
| | d | Thanks for calling. |

Language at work

1

Sentence 1 uses the present continuous because it describes an action at the moment of speaking.

Sentence 2 uses the present simple because it describes a repeated or regular action.

2

Both questions refer to 'now' or time 'around now', rather than 'in general'. However, question 1 uses the present continuous because it refers to a current or temporary action taking place at, or around the time of speaking. Question 2 also refers to a moment at the time of speaking, however, the verb *need* is a state verb. State verbs are not normally used in the present continuous form. If students are having problems with this, then the rule completion in 3 will help.

3

1 simple

2 continuous

3 continuous

4

1 is he doing

2 is fixing

3 knows

4 repairs

5

1 What are you working on this week?

2 Do you like travelling?

3 How often do you work late?

4 Are you having any problems at work at the moment?

5 Who are you talking to right now?

6 How many people are in your English class today?

7 What are you thinking at the moment?

8 Do you understand the word 'deadline'?

Case study

Discussion

3

1 **unfriendly**: large amounts of energy, uses a lot of water, wastes glass and plastic, new furnishings.

2 **friendly**: energy-generating dance floor, low-energy lighting, rain water used in toilets.

3 | Leisure time

Starting point

Possible answers

- 1 Work-life balance is the balance between the time a person spends on work and on leisure.
- 2 If employees are not expected to work long hours, this might actually improve productivity. Employees could be more motivated and less tired. If employees are less stressed and have fulfilling lives outside work, they might also be less likely to take time off sick or leave the company.
- 3 Answers will vary. Note that there could also be rules or laws relating to working hours in their countries.

Working with words

1

- 1 In his old job Todd worked fifteen-hour days. In his new job he usually finishes by 5.10 p.m. Students can comment on the hours they work.
- 2 Todd tells his employees to go home by 5.10 p.m. and not to work at the weekend or take work home.
- 3 Students comment on their own workplace.

3

Possible answers (with relevant quotes from listening)

Nina (Student A)

Statement 2 (Score = 1) *I got home at midnight ...* Statement 7 (Score = 0) *I've still got five days holiday left from last year ...*

Florin (Student B)

Statement 5 (Score = 2) *Did you go out again last night?*

Statement 6 (Score = 1) *... this Saturday ... I'll join him and the sales team from Kyoto for golf.*

Statement 7 (Score = 2) *I used it (holiday) all for my walking tour in Morocco.*

Florin appears to have a slightly better work-life balance than Nina because he manages to take his holiday and he has free time to watch TV. Nina has to work late and has difficulty finding time for leisure.

4

1 do 2 take 3 work 4 make

8

1 tired 2 excited 3 boring

Having completed this, students should be able to answer the question as follows:
The *-ed* form describes how a person feels.

Business communication skills

1

Department in week 1: human resources

Department in week 2: marketing

Travel to: Copenhagen

Weekend plans: go to the country with Kris

Need to buy: a few things for the room

2

Questions

- 1 Do you like
- 2 Is this
- 3 What sort of
- 4 How is
- 5 How do you find

Mirella's responses

- Yes, it's great.*
Yes, it's my first time out of Brazil.
Walking around the city.
It's fine.
... the family has been very nice.

4

- | | |
|--------------------|---------------------|
| 1 's interested in | 3 isn't crazy about |
| 2 's fond of | 4 isn't keen on |

6

Extension no: 351

Press 9 for an outside line.

Company no.: 00 46 096 745 6745

Email: mirella_2@dipris.se

Mirella checks her spelling by clarifying it with names of everyday objects (S for sugar, E for egg).

Practically speaking

2

Anyway, I'd better get on.

I need to go now, I'm afraid.

I should get back to work.

Possible context for the other phrase: I'll get back to him in a minute = referring to calling someone back.

Business Result

3

Yes, me too. Thanks for your help. Thanks for calling.

Language at work

1

Possible questions

How was your holiday? Did you enjoy the conference?
Have you ever been to Spain? Have you ever been to Japan?

2

How was your weekend? Good thanks.
Did you go to the gallery on Saturday? Yes, I did. It was fascinating.
Have you ever been there? Yes, a couple of times.
Have you met Mirella? No, I haven't.

3

- 1 F (*I've only just arrived.*)
- 2 T (*Yes, I did.*)
- 3 F (*Have you ever been there? Yes, a couple of times.*)
- 4 T (*Have you met Mirella? No, I haven't.*)
- 5 T (*I've just organized a desk for you ...*)
- 6 F (*Leif played tennis at the weekend.*)
- 7 T* (*I haven't played for ages.*) *We don't know the exact date.

4

1 c 2 d 3 a 4 b

5

I haven't played tennis for ages. = *for* + a period
I haven't seen you since January. = *since* + a specific time

6

- 1 booked
- 2 Have you ever been Note: it could be *Did you go* if the speaker knows that it had been planned at one stage, but is unsure if the trip happened in the end.
- 3 lived
- 4 haven't seen
- 5 changed
- 6 Did you go
- 7 for
- 8 since

4 Services and systems

Working with words

1

- 1 The first (a) is about The Guardian (a newspaper).
The second (b) is about Lloyds TSB (a bank).
The third (c) is about Expedia.com (an online travel agency).
- 2 Answers will vary.

2

- Speaker 1:** website c (travel)
Speaker 2: website b (banking)
Speaker 3: website a (information search / online news)

3

Possible answers

user-friendly, up-to-date, accurate, immediate, convenient, secure, time-saving, efficient, cost-effective

5

- 1 & 2 First person:** courier service – deliver orders on time, maintain excellent relationships with customers.
Second person: mobile phone news update service – he always knows what's happening, easier to make decisions.
Third person: online shopping – it's faster and always open, helps to manage time.
Fourth person: crèche – lets her work full-time and still have time with her child in the middle of the day.

Business communication skills

2

- 1 It was slow.
2 In a few weeks.
3 It looks similar to the old database, but the bottom half is different.
4 It suggests room types and availability. You can type in notes about customers. Drop-down menus help match the customer to the room.
5 It won't work as well without detailed information from the customer (who might be unwilling to give this).

3

- 1 c 2 e 3 a 4 h 5 b 6 f 7 d 8 g

4

a 1c, 2e, 3a, 6f, 7d, 8g

b 4h, 5b

5

Possible answers

- 2 As soon as you press this button, it starts to look for the customer's name.
- 3 It looks very similar to the old system, but what's different is the quantity of information it can store.
- 4 So, as well as storing basic information, it also finds more information.
- 5 The more the information you get, the easier it is to target customers.
- 6 One downside is that the system is more complicated, but on the plus side it is faster.

6

Possible answers

Files on PCs compared with filing cabinets	
Benefits less space less paper less time needed for filing easily updated	Drawbacks often still need hard copies files easily deleted by accident computer files can be easily copied / stolen

Online banking compared with going into a bank	
Benefits faster more convenient always open cheaper for bank	Drawbacks can't solve problems or answer queries immediately lacks 'personal touch' could be less secure

Practically speaking

2

a 3

b 5

c 1

d 2

e 4

Language at work

1

1 longer

3 slow

5 better

2 easier

4 more positive

2

- 1 no improvement (*takes a little longer to learn how to use*)
- 2 small improvement (*slightly easier to find*)
- 3 big improvement (*definitely not as slow*)
- 4 big improvement (*they are far more positive*)
- 5 big improvement (*it's a great deal better*)

3

- | | |
|---|--|
| 1 much noisier (not <i>more</i>) | 5 much worse (not <i>much more worse</i>) |
| 2 not as dark as (not <i>darker</i>) | 6 as good as (not <i>as good than</i>) |
| 3 bigger (not <i>biger</i>) | 7 than me (not <i>that me</i>) |
| 4 much more convenient (not <i>convenienter</i>) | |

4

slightly (S), a great deal (B), nearly as ... as (S), not anything like as ... as (B), a little (S), significantly (B), far more (B), much less (B), marginally (S), not nearly as ... as (B), a lot (B)

Case study

Discussion

1

Possible responses

- 1 As well as receiving financial incentives for not driving to work, employees also benefit by not having the stress of driving to work. On the bus they can relax and read, or they can get fit and healthy by cycling to work. As the company also pays 72% of bus and rail passes they save money.
- 2 The company benefits by saving money on parking facilities and by being seen as environmentally friendly.
- 3 The local community benefits by having fewer cars on the road, therefore having less congestion and pollution.

2

Possible answers

Some more ways to reduce the number of cars even further could be to:

- penalize car drivers (they have to pay to park)
- provide buses to pick workers up
- provide information about which employees live near each other, so that drivers can pick each other up
- implement more ways for staff to work from home, so that on some days they don't need to travel in to work.

5 Customers

Starting point

Possible answers

external customers: visitors to a shop, trade customers, online customers.

internal customers: contact in sales office in Hong Kong, boss, receptionist, warehouse manager.

Working with words

1

Technogym produces fitness and biomedical rehabilitation equipment.

The customers mentioned are the fitness centres, private homes, and the Olympics.

2

1 services
2 satisfaction

3 care
4 expectations

5 requirements

3

1 3

2 2

3 1

4 5

5 4

4

1 services
2 satisfaction
3 supply

4 care
5 expectation(s)
6 requirement(s)

7 production

5

1 expect
2 supply
3 services
4 satisfied
5 expectations / requirements

6 expectations / requirements
7 services / care
8 service
9 cares
10 products

6

1 require

2 assess

3 monitors

4 ensure

5 provide

6 tailor

Business communication skills

1

- | | |
|-----------------------------|--------------------|
| 1 Type of hotels | 3 Number of hotels |
| 2 Age of current facilities | 4 Budget |

2

- | | | |
|------------------|-----------------|----------------|
| 1 find out about | 3 interested in | 5 possible for |
| 2 tell me | 4 deal with | |

4

- | | |
|------------------------------|------------------------------|
| 1 a meeting | 3 Elena and Sergio's meeting |
| 2 the start of Sergio's trip | |

5

- | | | | |
|-----------|-------|-------------|---------|
| 1 arrange | 2 How | 3 'd prefer | 4 suits |
|-----------|-------|-------------|---------|

7

- | | |
|---|---------------------------------|
| 1 to change the time of their appointment | 3 Wednesday |
| 2 work in general and the weather | 4 the appointment (to Thursday) |

8

26th: Meeting at 9.30 a.m.

28th: Tour at 3.00 p.m.

Practically speaking

1

- | | | | | |
|-----|-----|-----|-----|-----|
| 1 e | 2 c | 3 a | 4 b | 5 d |
|-----|-----|-----|-----|-----|

Language at work

1

- | | | | |
|--------------|-----------|--------------|----------|
| 1 're coming | 2 comment | 5 'm calling | 4 begins |
|--------------|-----------|--------------|----------|

2

1 and 4

3

a 1 b 4

4

1 continuous 2 simple

5

1 'm writing 2 are meeting 3 arrives 4 is coming

Case study

Discussion

1

Possible answers

Customers would expect a peaceful location, excellent food, and personalized service. The reviews suggest that customers don't receive expected levels of service and food quality.

2

Possible answers

Most students will probably agree that it is important to act on customer feedback and to see it in a positive way since it can help a business to improve. Many businesses are very customer-driven and rely on feedback to help them to be customer-focused. For hotels, negative online feedback can now really affect business, since many potential guests tend to search for online reviews. However, it is also worth noting that the negative feedback for Limewood Spa may be isolated cases. In this case the hotel might need to look into the issues before reacting too quickly to a couple of negative comments.

3

Possible answers

The feedback suggests that staff at Limewood Spa need training in customer service, as they all criticize employees. The food at the restaurant also receives poor feedback.

6 | Guests and visitors

Working with words

1

1 Overall, business travellers seem to be more positive than negative about business travel, with 78% saying they enjoy it, although many business travellers also point out the obvious drawbacks of being away from home (55% say it affects their personal life).

2 Answers will vary.

2

	Traveller 1	Traveller 2
Reason for visit	research trip (to find somewhere for a conference)	a trade exhibition
Where they are staying	The Patio Hotel	Hotel Dona Maria
Plans (professional / personal)	<ul style="list-style-type: none"> - find out about venues and entertainment - excursion to Cordoba - try some local specialities - do some shopping / buy souvenirs 	<ul style="list-style-type: none"> - meet colleagues - look round the old town - have a meal

3

1 sightseeing

2 conference

3 venue

4 facilities

5 hospitality

6 speciality

7 nightlife

8 exhibition

9 excursion

10 entertainment

5

a meet up with

b check in

c freshen up

d pick (someone) up

e drop (someone) off

f show (someone) around

g eat out

h look around

Business Result

Business communication skills

2

Morning: tour of facility with Aruna Singh.

Lunchtime: meet Jacinta and Dilip Patel for lunch.

Afternoon: meet the team.

3

- | | | |
|--------------------|---------------------|------------------------|
| 1 Welcome to | 5 let me take | 9 we'll catch up again |
| 2 finally meet you | 6 get you | 10 you'll get a chance |
| 3 your journey | 7 run through | 11 Make sure |
| 4 any trouble | 8 thought you could | 12 don't worry about |

4

a 2 b 1 c 7 / 8 d 7 / 8 e 6 f 5 g 4 h 3

7

1 Head of Public Relations

2 a guided tour in the morning and then a chance to meet the engineers over lunch

3 stay with Aruna at all times for their safety

8

1 On behalf of ... it gives me great pleasure to welcome you to ...

2 You will have the opportunity to ...

3 Can I remind you that ...

4 Please be sure to ...

Practically speaking

1

Suggested answers

Would you like a drink? is clearly the most formal and polite.

Do you want a drink? sounds quite informal and could almost be considered impolite in certain contexts.

Do you fancy a drink? is also less formal but would be acceptable in many contexts.

Can I get you a drink? is fairly neutral and can be used safely in most situations.

2

1 fine 2 would 3 please 4 sounds 5 love 6 time

Language at work

1

- 1 it is where they assemble the units
- 2 dust
- 3 **a** clothing must be made from synthetic materials (no wool or cotton because natural fibres produce particles)
b no jewellery can be worn

2

necessary

room is dust-free, special overalls (bunny suits), clothes made of synthetic materials, helmet and air filter mask, strict procedure for putting on bunny suits

not necessary

getting undressed

against the rules

clothes made of natural fibres, wearing jewellery or watches

3

1 e

2 a, g

3 c, d

4 h

5 b

6 f

Case study

Discussion

1

Possible answers

Problems

- project is behind schedule
- relationships between managers and teams is getting worse
- meetings are long and outcomes are unclear
- communication problems
- different attitudes

Reasons

From the reading we should understand that there isn't a problem with the standard of work, so the issues must be due to cultural differences. For example, one side is taking longer to arrive at final decisions and the end conclusions are not being defined. There is clearly a language problem - this is probably due to different accents and maybe some differences in their 'Englishes'. It is possible that the Indians have a more relaxed attitude to time and deadlines, whereas the Swedes are not being direct enough in their use of language.

2

Possible answer

AKA could provide intercultural training to both sides. This would raise awareness of the cultural differences between the two nationalities and would encourage the people involved to see situations from the other culture's perspective. This should lead to a better working relationship.

3

Possible answers

- find out as much as possible about the country's culture
- attend intercultural training courses
- learn the local language
- speak to other people who have relocated to that country and find out about their experiences

7 | Security

Working with words

1

- 1 In the first reading the security breach was theft of information from databases as a result of unauthorized access. In the second, the employee stole in full view of security cameras.
- 2 Personal information was stolen in the first case; DVDs and CDs were stolen in the second case.
- 3 A credit agency and its customers in the first case; the company where the thief was employed in the second case.

2

Security measures

password
security pass
security cameras
security staff
monitor

Security breaches

unauthorized access
identify theft
stealing
entering a system without passwords

4

- 1 safeguard 2 deter 3 monitor

5

- 1 insure ... against
- 2 prevent ... from / stop ... from
- 3 check ... for / scan ... for
- 4 prevent ... from / stop ... from / deter ...from
- 5 safeguard against / protect against
- 6 check ... for / monitor ... for / scan ... for

6

Possible answers

protects against worms and hackers (anti-virus software)
deters burglars from breaking in (CCTV)
stops someone from logging in to private data (password)
insures against unauthorized entry (security pass)
scans for illegal objects (X-ray machine)
safeguards against thieves (burglar alarm)
prevents someone from opening a lock (lock and key)

Business communication skills

1

Some possible answers

ID card

- + easy to make, easy to check by photo
- can be forged, easy to lose, must be checked by people

PIN number

- + very secure, can be changed quickly, can be combined with swipe card for extra security – easy to forget, someone might steal it by watching

Key

- + cheap, small
- easy to lose, steal, or copy

2

- 1 current system is identity badges, new system is swipe cards
2 the advantage is that every person's ID can be checked, the disadvantage is that staff will have to swipe every time they go through a door

3

- | | | | | | |
|-----|-----|-----|-----|------|------|
| 1 f | 3 e | 5 b | 7 l | 9 j | 11 i |
| 2 h | 4 d | 6 g | 8 c | 10 a | 12 k |

4

- a 1, 2, 6 b 3, 4, 12 c 8, 10, 11 d 5, 7, 9

5

Student A notes

Current situation

- problems with underground car park
- employee's bag stolen

Changes

- install CCTV in car park and corridors by the end of the month
- these are connected to screens in reception

Student B notes

Current situation

- problems with virus on the network
- hacker tried to read employee information

Changes

- install new software to scan computers
- start new system of passwords
- new password every month from department manager

Practically speaking

2

1 S 2 S 3 C 4 C 5 C 6 S 7 S 8 S

Language at work

1 a 2 b

2

present perfect simple: b

present perfect continuous: a

3

1 've been working 2 've completed 3 met 4 've understood

5

1 result 2 reason 3 reason 4 reason

6

1 Consequently = so / therefore / as a result 3 because of = due to
2 In order that = so that 4 in order to = to

Case study

Discussion

1 - 3

Possible answers

- 1 The bad publicity for the security firm may mean that customers lose confidence in it and take their business elsewhere.
- 2 The company could write a letter to all of its customers and assure them of the security measures being used and any changes that are being made.
- 3 The company could – change its passwords more regularly – issue passwords to fewer people.

Task

2

Possible answers

	Advantages	Disadvantages
1	you could know about all the staff	very time consuming
2	limits information leaving the building	we need employees to be able to work from home
3	this would mean there are fewer staff to check (in 1)	it might be inconvenient to limit the numbers
4	limits information leaving the building	USB devices are more convenient than using laptops
5	makes sure everyone is aware of the situation and requirements	time consuming
6	would improve morale and stability	expensive and suggests you can't trust employees
7	the information is centralized and controlled	impractical, inconvenient, and still means data can be accessed externally
8	will stop anyone without the password	people always forget passwords

8 | Working together

Starting point

John Lennon and Paul McCartney

They were the songwriting partnership in The Beatles and worked in the music industry. Although they always signed their songs as Lennon and McCartney, they reportedly wrote many of the later songs separately and took input from each other. They inspired each other through the competitive nature of their partnership.

Domenico Dolce and Stefano Gabbana

Dolce and Gabbana is a famous Italian brand in the fashion industry which was set up by two young designers.

Philips and Douwe Egberts

Philips makes electronic household goods and Douwe Egberts produces coffee. The two companies have collaborated to produce coffee machines which use easy-to-use coffee capsules.

Crédit Lyonnais and Tour de France

Crédit Lyonnais is a French bank which has sponsored the Tour de France cycling race for a number of years. The famous yellow jersey worn by Tour de France champions also shows the name Crédit Lyonnais.

Working with words

4

1 Disagree 2 Agree 3 Agree 4 Agree 5 Agree 6 Agree

5

take responsibility
team player
work closely
join forces

complementary skills
common ground
form alliances
joint venture

mutual benefit
shared goals

6

1 complementary skills
2 join forces
3 take responsibility
4 mutual benefit

5 form alliances
6 work closely
7 joint venture
8 shared goals

9 team player
10 common ground

Business communication skills

2

Nikos's plan: hold a series of informal meetings for staff.

How it will work: people can meet informally and develop a relationship.

Timescale of plan: seven or eight meetings by the end of next month.

What he needs before he can launch it: a list of Buckler's key people.

3

a big event which will be fun - Carmen wants ideas on this

Business Result

4

1 expect	4 plan	7 timescale	10 likely	13 long
2 leave	5 take	8 By	11 term	
3 Over	6 intend	9 step	12 chances	

5

a 1, 4, 6, 10, 11, 12, 13 b 3, 5, 7, 8 c 2, 9

Practically speaking

1

1 a, c, d 2 b, e

Language at work

1

- 1 She is optimistic about the schedule and thinks that they should be in the new premises by the end of June as planned.
- 2 She predicts that there could be trouble and some people will leave because of the changes.

2

1 I'll / will	3 going to	5 going to
2 could / might	4 should	6 'll / will

3

a should	c ll	e going to
b will	d might / could	f going to

4

Possible answers

- 1 I'm going to finish on time.
- 2 She should be here in fifteen minutes.
- 3 We might not reach our targets if sales don't improve.
- 4 I might apply for the job.
- 5 It'll be there in two days.

Case study

Discussion

1 - 3

Possible answer

- 1 a group of people who work together, but who are located in different places and 'meet' using their PCs

Business Result

9 | Logistics

Working with words

2

- 1 Dell does not have to keep raw materials or maintain stock levels in warehouses. It builds the product once it has the order. It advertises and delivers directly to customers and so doesn't need distributors and shopkeepers. It is also paid by customers before having to pay its suppliers, so there are no cash-flow problems.
- 2 Suppliers have to give credit to Dell, even though Dell has the money.

3

- | | | | |
|--------------|----------------|----------------|------------------|
| 1 retailers | 4 components | 7 clients | 10 manufactures |
| 2 inventory | 5 streamlined | 8 distributors | 11 raw materials |
| 3 warehouses | 6 supply chain | 9 suppliers | |

4

- 1 supplier → manufacturer → distributor → retailer → customer
2 supplier → manufacturer → customer

5

- 1 His business is tiny by comparison, but it is also much more personal. He can give more time to discussing customer needs and deals with any problems in the shop. He also has to keep lots of components in stock.
- 2 using bar codes and a database
3 by tracking them

6

- 1 in 2 out 3 on 4 out 5 out 6 on 7 up 8 keep

7

- a run low on b run out of c in stock d out of stock e stock up on

Business communication skills

1

- 1 2,000 motherboards
2 yes (because she says it's a repeat order and to charge it to her account as usual)
3 as soon as possible
4 on account

2

Suggested answers

I would like to place an order for ...
We need these ...

... please send them asap
Please charge it to our account ...

3

Account reference: PG 278

Date of order: 11th February

Product description: motherboards

Dispatched: yes

Date and time dispatched: 11th February, afternoon

4

1 following up

2 find out

3 account details

4 place

5 straight through

6 According to

7 must have

8 happy about

9 check it out

10 I'll look into it

11 real

12 as quick as

13 happened

Practically speaking

1

1 leave a message and a contact number

2 call back during office hours

3 hold

2

1 b, f,

2 e, g

3 a

4 c, d, h

3

First: Identifying yourself (3)

Second: Giving the time of your call (2)

Third: Giving a reason for the call (4)

Fourth: Leaving a contact number (1)

Language at work

1

Problem with order: it was sent by sea not by international courier.

Solution: to send 400 by courier immediately.

2

1 Can you tell me what has happened to it?

2 It went two weeks ago.

3 We've sent it by sea.

4 Do you know where it is?

Business Result

3

1 b, c 2 d 3 a 4 e

4

1 say 2 tell 3 say

5

Message from: Linda

Time: 3.30

Message: Have sent 400 motherboards by courier.

Linda told carrier this was top priority.

Arriving in two days.

Reference / tracking number: HA 9872367

Case study

Discussion

1 – 5

Possible answers

- 1 home improvement products (DIY)
- 2 Orders were delayed and customers were unhappy with the customer service. This happened because the company grew, but the logistics system was unable to cope with the large numbers of orders. Each store was a logistically independent unit which made it difficult to coordinate supply and demand.
- 3
 - cuts out parts of the process (e.g. middlemen)
 - leads to faster delivery times
 - company can operate without warehouses
 - lower costs
 - higher sales
- 4 & 5 Students can make their own suggestions for 4 and then turn to the *File* in 5 to compare their ideas with what actually happened when Maersk helped Castorama.

Task

2

Suggested answers

- 1 Staff can't track the progress of an order.
- 2 Each store is responsible for dealing with suppliers and documentation of orders which individual managers don't have time for.
- 3 Delivery times are not reliable because of traffic and problems finding the stores.
- 4 Transportation costs are high.
- 5 Too much room for human error with stock control system.
- 6 Getting popular items direct from suppliers takes too long.

10 | Facilities

Working with words

1

1 has hosted an opera, attracts tourists, includes a fine restaurant, and stands in the centre of the city among museums and churches

2 an interactive experience, a customer centre, and a restaurant

3 opera house, car plant, factory, museums, churches, and restaurant

2

1 well-equipped

3 spacious

2 state-of-the-art and / or up-to-date

4 beautifully maintained

3

1 spacious, up-to-date

3 old-fashioned

2 badly-equipped, run-down

4

1 not exactly

2 fairly, quite, pretty

3 really

4 extremely

6

1 really

3 fairly

5 not exactly

7 pretty

2 very

4 extremely

6 very

Business communication skills

2

1 why don't

3 have you thought about

2 we could always

4 Couldn't we do

3

1 there isn't enough space for both ideas

2 they choose the crèche – they don't choose the relaxation area because employees may spend too long there

4

1 difficult

3 reservations

5 have

2 having

4 better

6 putting

5

I really like it. Good idea. Sorry, but I don't think that would work. Great! Exactly!

Business Result

6

Possible answers

A

Advantages: good for creating team spirit, creates image of modern up-to-date company.

Disadvantages: difficult for meeting visitors, staff may feel they are always being watched.

B

Advantages: employees feel rewarded with own space, easier to make phone calls.

Disadvantages: hard for management to monitor staff, creates individualistic culture.

Practically speaking

1

(Linking words in brackets)

1 I can't apply for the job because it's in Madrid. Besides, I don't have the right experience. (Besides)

2 We chose this design because it's very modern and on top of that, it's cheaper. (on top of that)

3 Starting work at 8.00 a.m. means I avoid rush hour and also have longer evenings. (also)

4 I like it here - my new colleagues are very helpful, as well as being friendly. (as well as)

5 The company offers flexitime, which creates a better working atmosphere, and in addition to that, we have increased productivity. (in addition to that)

2

Possible answers

1 The reason I'm taking this new job is because I dislike my current boss and also the pay is very low.

2 I need to buy a new car. Mine is ten years old and on top of that, it often breaks down.

3 I need to take a holiday. I'm very tired. Besides, I've had no days off work for a year.

4 Studying English is crucial for me. It's important for work, and in addition to that, it's useful for holidays abroad.

Language at work

1

Possible answers

coffee lounge, fitness area, parking, showers, canteen, drinks machines, lockers, first aid

2

1 c (lockers)

3 b (coffee lounge / relaxation area)

2 a (running machines / gym)

3

1 much

3 a few

5 a lot of / a little

7 a few

2 any

4 some

6 many

Business Result

4

countable nouns: running machines, shelves, places, chairs, employees

uncountable nouns: spare time, space, clothes

5

uncountable nouns: some, a lot of, any, much, a little

countable nouns: some, a lot of, any, many, a few

6

1 a few, a little, some, not much, not many,

2 a lot, much, many

3 any, some, a lot, a few, a little

4 not much, not many, any, a lot

7

1 a lot

2 any / some

3 a little

4 some / much

5 much

8

Possible answers

A lot of the employees are more relaxed.
There are a lot of chairs now.

There are some running machines.

Case study

Discussion

1–3

Possible answers

- 1 Both sides help to promote each other. The profit-making business sells more products and associates itself with a good cause so gains good publicity. The non-profit organization gains cheap advertising and raises money for its cause.
- 2 The companies probably chose these non-profit organizations because their typical customer base is also likely to be interested in these causes. For example, one of Yoplait's target markets will be middle-aged women, who will have a particular interest in the Foundation. Although there is no obvious link, students might also have some suggestions about why Vodafone chose to work with an autism charity. For example, as a mobile phone company, Vodafone emphasizes communication between individuals. Autistic people have problems connecting with others, so supporting such a charity ties in with the concept of improving communication.
- 3 One danger with this kind of partnership is if, for example, the profit business suffers some kind of PR disaster or gets bad publicity and this is then connected with the non-profit organization. Another problem could be if the business has to end its cause marketing to save money, because the charity may then suddenly lose a valued source of funds.

11 | Decisions

Working with words

1

Possible answer

Suma involves everyone in the process from the beginning, whereas ideas at Mitsubishi seem to begin with management and then go to all the employees. With Ford the process is less democratic, with most decision-making taking place at management level only.

2

Audio 45: Ford

Audio 46: Suma

Audio 47: Mitsubishi

4

1 consultation
2 confrontation

3 concession(s)
4 compromise

5 consensus

5

1 hierarchy
2 brainstorm
3 put forward

4 options
5 backing
6 majority

7 in favour of
8 go for
9 carry out

6

Possible phrases

put forward a suggestion / an opinion / an idea / ideas
have an opinion / a say / an idea / ideas
express an opinion
make major decisions / a suggestion
reach a consensus
evaluate ideas / an idea / a suggestion / an opinion
carry out major decisions / a suggestion
avoid confrontation
make up your mind

Phrases in the listening

put forward an idea
have a say
express (their) opinions
make suggestions
reach a consensus

evaluate (the) ideas
carry out (major) decisions
avoid confrontation
make up your mind

Business communication skills

1

1 S (Stefan) 3 P (Patrick) 5 S (Stefan) 7 I (Ilse)
2 I (Ilse) 4 S (Stefan) 6 P (Patrick)

2

1 a, e 2 b, k, l 3 j 4 c, d, f 5 g, h 6 i

Practically speaking

1

1 come on 3 the thing is
2 let's face it 4 to be honest

2

a 3 b 1 c 4 d 2

Language at work

1

Possible answer

Jeff will probably advise them not to move because they should be aiming to maintain their current customer base.

2

1 had 2 don't keep 3 will

3

1 c 2 a 3 b

4

1 if not = unless 2 just imagine = What if

5

1 win / 'll go 5 will you do / retire
2 listened to / would avoid 6 will you do / offer
3 'd understand / explained 7 would you react / relocated
4 cooperated / 'd make

12 | Innovation

Working with words

2

1 To create an atmosphere where people are able to have their best new ideas.

3

- | | |
|-----------------|---|
| 1 concept | 6 catalyst |
| 2 brainchild | 7 come up with (note change of tense from text) |
| 3 innovative | 8 obstacle |
| 4 'a-ha' moment | 9 prototype |
| 5 facilitators | |

4

- 1 How can I get a new job?
- 2 How can I find someone to invest in my prototype?
- 3 How can I start my own catering business?

5

	Job / Company	Technology	Idea
dynamic	✓		
original			✓
reliable	✓		
revolutionary			✓
simple			✓
sophisticated		✓	
traditional	✓		

Business communication skills

2

Points 1 and 2 are in the wrong order.

- | | |
|-----------------------------|-------------------------------|
| 1 Current company situation | 3 Finding a mission statement |
| 2 How we want to be seen | |

3

- | | | | |
|-----|-----|-----|-----|
| a 4 | c 2 | e 3 | g 5 |
| b 7 | d 1 | f 6 | |

Business Result

4

Words that describe the company, including the views of the oldest and newest customers.

5

- 1 let's look at this 3 You'll notice that
2 As you can see,

6

He thinks that employees often have no idea what the mission statement of their own company is.

7

- 1 That's everything I want to say for the moment.
2 Thank you all for listening.
3 The main reason for this meeting is to ...
4 Are there any questions?
5 We think it's a good idea because ...

Practically speaking

1

3, 5, 4

2

a 1 b 4 c 2 d 5 e 6 f 3

Language at work

1

most valuable assets
delivers the best sound quality
that's the furthest of*
participants are happiest

* Note that a student may use the comparative *further than*, which is also acceptable here.

2

- 1 films like Toy Story and Shrek 2
2 a new videoconferencing system

3

For most people, DreamWorks Animation (DWA) is probably best known for producing films like *Toy Story* and, recently, *Shrek 2*, which was the third highest-grossing film of all time. However, the company's latest release isn't a film, but what may be the most sophisticated videoconferencing system the world has ever seen.

4

1 b

2 c

3 a

Case study

Discussion

1 - 3

Possible answers

- 1 **Kenguru car:** small, stylish and easy to park, gives user freedom and independence.
Pump: powered by sun's heat, needs no electricity, has no moving parts, cheap to produce.
- 2 **Kenguru car:** wheelchair users.
Pump: farmers or manufacturers of central-heating.
- 3 **Kenguru car:** could be targeted at wheelchair users, health-care centres, and hospitals. It might also be targeted at old people's homes.
Pump: could be marketed to governments and NGOs in countries in the developing world. With global warming and scarce water resources, the market demand may also grow around the world.

13 Breakdown

Working with words

1

1 c (electrical products)

2 a (food products)

3 b (clothing)

2

1 defective

2 damaged

3 defect

4 failure

3

1 c

3 e

5 a

7 d

2 g

4 h

6 f

8 b

4

Possible answers

1 let us down, unreliable, misunderstanding

2 defective, defect, damaged, faulty, incompatible, failure

3 let us down, unreliable

5

Possible answers

a gone wrong, faulty, out of order, unreliable

b defective, defect, down, unreliable, bug, faulty, incompatible

c down, gone wrong, (power) failure, faulty

d misunderstanding, unreliable

Business communication skills

2

1 **Situation / problem:** in an office - boss gives too much work

Diagnosis: poor communication

Solution / cure: speak to her and explain how you feel, ask for an extension on deadline

2 **Situation / problem:** in a shop - faulty laptop; it crashes

Diagnosis: battery problem

Solution / cure: buy a new battery

3

1 matter	4 like	7 think	10 exactly	13 sounds
2 keeps	5 tried	8 sort	11 always	14 best
3 mean	6 were	9 How	12 say / mean	15 should

4

a 1, 9	c 3, 10, 12	e 5, 6, 7, 14
b 2, 11	d 4, 13	f 8, 15

5

2 h	4 e	6 a	8 j	10 i
3 f	5 b	7 d	9 c	

Practically speaking

1

1 d	2 a	3 b	4 c
-----	-----	-----	-----

2

The listener in 2 and 3 doesn't understand.

3

person understands: 1 and 4
person doesn't understand: 2 and 3

Language at work

1

1 e, f	2 a, c, g	3 d	4 b
--------	-----------	-----	-----

2

1 Is the job too difficult?
2 I don't have enough time.
3 It's easy enough to do.

3

both

4

It's used to say that something is more than ideal.

5

1 adjectives 2 before / after

7

Possible answers

- a Someone badly dressed at a job interview.
A You should always wear a good quality suit for an interview.
B I don't have enough money to buy one.
- b Someone has too much work to do.
A You could ask a colleague to help you.
B No, it would take too long to explain how to do the work.
- c Someone is asleep at work.
A If I were you, I'd go to bed earlier
B I don't feel tired enough to sleep until 1.00 a.m.
- d Someone is stuck in a traffic jam on the way to work.
A You have to call your boss.
B I haven't got enough credit on my mobile phone.

Case study

Discussion

1 – 2

Possible answers

- 1 The producers benefit from this arrangement. This could be seen as a good thing for the producers because it gives them a fair price, guarantees them an income, and allows them to produce what they like using available materials. The company also benefits as the producers are likely to be more loyal. However, it could also be seen as bad because it might lead producers to become complacent and produce lower standards of work.
- 2 Problems with this arrangement could be that it ignores customer needs. It may also result in poorer quality products for the customer, and they might well be able to find better quality products at lower prices elsewhere.

Starting point

Possible answers

applying for a job

see job advert → write letter and CV → attend interview

moving your office

find new location → book removal firm → send out new contact details → decide what needs to be moved where

buying a house

decide budget → compare estate agents → choose one → look at houses → apply for mortgage → make an offer → move in

Working with words

1

1 Biodiesel is different to petrol-based fuel because it is made out of plants and vegetable oils.

2 No, it has been used for centuries.

2

1 The procedure is fairly simple.

2 There are two main stages: growing and processing.

3 The end product is a good quality fuel which you can use in any transport vehicle.

3

1 Make / out of

3 Feed / into

5 Mix / heat

2 pick up

4 taken out

6 Put / into

4

Possible answers

1 Take the cartridge out of the printer

2 Put it (the cartridge) into an envelope.

3 Put the new cartridge into the printer.

4 Feed the paper into the printer.

5

a 5

c 2

e 4

b 1

d 3

f 6

Business communication skills

1

- 1 Anton represents a group of investors who are interested in the plans for a new refinery.
- 2 Firstly, he invited him to visit Moscow, and secondly, to join him for a drink (*I'd like to invite you to ..., Would you like to join me for ...*).
- 3 Karl responds to the invitations with these expressions: *That would be great* and *I'd love to, but I'm afraid I have another appointment.*

3

- 1 The change of plan is that the meeting will have to wait.
- 2 The reason is that colleagues of Anton want to look at other types of biofuels as well as Karl's jatropha plant.

4

- | | |
|------------------|--------------|
| 1 change of plan | 3 understand |
| 2 As a result | 4 a shame |

6

- | | | |
|-----|-----|-----|
| 1 a | 3 b | 5 b |
| 2 a | 4 a | 6 a |

7

- | | |
|-------------------------|---------------------------|
| 1 'd love to | 4 messing you around |
| 2 something has come up | 5 How about joining us in |
| 3 Sorry | |

Practically speaking

1

- | | | |
|--------|--------|--------|
| 1 d, g | 3 d, g | 5 d, g |
| 2 c, g | 4 c | 6 d, g |

Language at work

2

- Do your research before the event. ✓
- Make sure you meet new people.
- Start conversations by mentioning someone you both know. ✓
- Pay attention to the speaker.
- Introduce other people to each other.
- Find someone to introduce you to the person you want to meet. ✓
- Learn people's names and don't forget them.
- Don't leave without the numbers of important contacts.

Business Result

3

1 done 3 invited 5 introduced
2 won/lost 4 given

4

a 5 b 3 c 4 d 2 e 1

5

1 a (it may also be 2, although it is likely that the mutual contact person's name will be mentioned in the conversation that follows), d

2 b, c

3 b, c

Case study

Discussion

2

Possible answers

Other methods include

- tickets with barcodes that can be scanned into machines at the airport
- a code number you type into a self check-in machine
- an online checking-in link on the company's website.

3

	Advantages	Disadvantages
1 for passengers	<ul style="list-style-type: none">• faster / less time waiting• fewer queues• online booking and checking-in allows more flexibility in ticket choice / seat	<ul style="list-style-type: none">• impersonal• passengers may make mistakes entering information• assumes everyone uses computers, or is comfortable with technology• real check-in staff ask security questions, unlike machines, so airline security may be compromised• luggage still has to be checked in as normal
2 for airlines	<ul style="list-style-type: none">• cheaper in long term (once investment is made)• fewer staff required• easier to fill planes	<ul style="list-style-type: none">• needs large initial investment in technology• passengers will need help using the technology

Working with words

1

- 1 He isn't surprised because his staff are so enthusiastic and motivated.
2 members of staff or patients

3

- 1 flexible
2 hard-working, motivated, dedicated
3 helpful, motivated (caring would also be possible)
4 caring, patient
5 enthusiastic
6 dependable

5

- 1 patience, confidence
2 dedication, motivation, ambition
3 enthusiasm
4 punctuality, flexibility, creativity, dependability

6

- | | |
|---------------|---------------------------|
| 1 flexibility | 4 confidence |
| 2 patient | 5 motivation / dedication |
| 3 punctuality | 6 dedicated |

Business communication skills

2

Possible answers

- 1 Found it difficult when he first came to work here.
2 (no extra information)
3 Likes (solving problems with machinery). Dislikes meetings. Likes being given a job and getting on with it.
4 Work on being a team player.

3

- | | | | |
|-----|-----|-----|-----|
| 1 c | 3 a | 5 e | 7 b |
| 2 f | 4 g | 6 d | |

Possible answers

She had a bad performance appraisal while she was working for the food company.
 She transferred to another subsidiary after she had had a bad performance appraisal.
 She was working in a subsidiary when she was asked to run it.
 She was asked to run the subsidiary after she had been transferred.

Case study**Discussion**

1 – 5

Possible answers

- 1 Answers will vary. Possible additional tips could be: the importance of preparation, the need to practise, the importance of speaking clearly.
- 2 Possible additional criteria could be
 - think about audience
 - non-distracting body language
 - good eye contact
 - simple visual aids
 - a clear ending
 - ability to answer questions
 - accurate language (grammar, vocabulary)
 - clear delivery / sound interested / clear pronunciation.
- 3 You need to think about the audience - what do they already know, and what don't they know? You also need to prepare the structure and the content carefully, along with any visuals. Most importantly, you need to practise.
- 4
 - The audience will not understand the language of the presentation, either because it may be delivered in a foreign language or because the listener doesn't understand certain technical terms.
 - Presentations are often structured differently in different countries, so a typical Anglo-Saxon model has a beginning, middle, and end, but in some cultures this isn't necessarily the norm.
 - A speaker may make a remark which is very culturally based; for example, a British speaker might make a joke or refer to something on British TV which a foreign audience doesn't know about.
- 5 The most common mistakes include: a lack of preparation and practice, and when the presenter clearly hasn't thought about the audience and they are either bored or confused.

Task

2

Possible answers

Presentation 1: The speaker possibly scores 2, as the topic is introduced, but not very clearly. Very few helpful phrases are used and the content isn't organized. The presentation is not very convincing at all because the speaker pauses and seems very uncertain.

Presentation 2: The second speaker will score much higher marks. The introduction is very clear and the speaker uses useful expressions, such as *I will be talking about...*, *Are there any questions?*, and the presentation is also fairly convincing because the speaker tells us about benefits, unlike the first speaker.

Starting point

Suggested answers

1 silk – China, potatoes – Peru, coffee – Ethiopia, black pepper – India, chocolate – Mexico, rubber – Central and South America

2 silk – China, potatoes – China, coffee – Brazil, black pepper – India or Vietnam, chocolate – Ivory coast (thought to be the leading producer of cocoa beans), rubber – India

Working with words

2

1 The route began in China and went through India and the Middle East to Europe.

2 People can discover new products and techniques via the Internet, or by visiting other countries.

3

1 expertise / know-how

2 succeed (in) / manage (to) (note change of tense from text)

3 came across / find out

4 searching / look for

5

1 c

2 b

3 a

6

complete waste of time

absolute flop

total disaster

significant breakthrough

great success

amazing achievement

real triumph

7

successes: significant breakthrough, great success, amazing achievement, real triumph

failures: complete waste of time, absolute flop, total disaster

8

Possible answers

complete disaster / flop / triumph / success
absolute disaster / triumph / waste of time
total flop / success / waste of time
significant achievement
great achievement / triumph
amazing breakthrough / success
real disaster / achievement / flop / waste of time / success

Business communication skills

2

	Olli	Sandrine
Destination	India	Vietnam
Impressions and verdict	impressive welcome from Mr Rahman, wasting their time; the factory is chaotic and old-fashioned; need to modernize old equipment; let the current contract run and look for someone else	factory is small, but the business is dynamic and efficient; his furniture is excellent quality; if they give him support, he could become better; there were a few communication problems
Next step	make sure the rest of the orders are completed; focus on improving their systems; review the situation in a couple of months	invite Mr Tran to visit them; develop the relationship

3

- 1 How did it go in Vietnam?
- 2 I'll bring you up to date.
- 3 Give me an overview.
- 4 I was pleasantly surprised.
- 5 Tell me more.
- 6 This highlights the need to
- 7 I think the next step is ...
- 8 We need to concentrate particularly on ...

4

- 1 How did it go
- 2 What makes you say that
- 3 What were your overall impressions
- 4 I was impressed with
- 5 Tell me more
- 6 highlights the need
- 7 need to concentrate / should focus

Practically speaking

1

on the whole, all in all, overall, mainly, mostly, in general, generally speaking

2

- 1 In general, I prefer to travel by train.
- 2 We mostly operate in the Far East.
- 3 I thought it was an excellent presentation overall.
- 4 Generally speaking, we don't work at weekends.
- 5 On the whole, it was a great trip.
- 6 We mainly communicate in English.
- 7 All in all, I was very happy with the way it went.

3

Possible sentences

I went on a trip to India and in general it went well. On the whole I enjoy travelling, and in particular air travel. Mostly work's OK, although some things irritate me, especially unhelpful people. Generally speaking my English is progressing well. Overall it hasn't been a good year at my company, mainly because of the restructuring.

Language at work

2

Even though Mr Tran's factory is small, it is efficient and well organized, so he should be able to satisfy commitments. Despite having language problems, with a mixture of English and French, we will be able to get by.

Although he may not be a great linguist, I think he is an energetic and committed businessman.

However, if we manage to convince Mr Tran to come and see us, I think that you will be as impressed as I was.

I think it will be worth it in the long run, despite the potential problems.

3

despite can be followed by a verb in the *-ing* form (*despite having*) and also by a noun (*despite the problem*)

4

Possible answers

Even though their head office was impressive, the firm was losing money.

Despite having an impressive head office, the firm was losing money.

Although their head office was impressive, the firm was losing money.

Their head office was impressive. However, the firm was losing money.

Their head office was impressive, despite the fact that the firm was losing money.

Case study

Discussion

1

Reasons for success

In general, it has been so successful because it has consistently brought out new products and promotional campaigns. Specific examples are

- national distribution in the Co-op and Safeway supermarket chains
- partnership with Costa Coffee shops
- cinema advertising campaign
- becoming a public company
- starting to supply hot drinks to major companies and organizations in the UK.

2

Possible answers

It may need to move into more markets, as it did from coffee to tea (1998), if it is to remain competitive. The company may need to move up-market or find niche markets. More investment in promotional activities may be necessary.