

Business matters

Warm-up

Don't be afraid to fail

What does it take to start up? A brilliant idea? A great team? Money? Actually it takes all of those things. But more than anything, it takes belief. The belief that there is significance to the problem being addressed, and that the solution is something the consumer wants. It is really amazing how most large companies have such humble stories about how they started up. All of them started with nothing but just plain conviction.

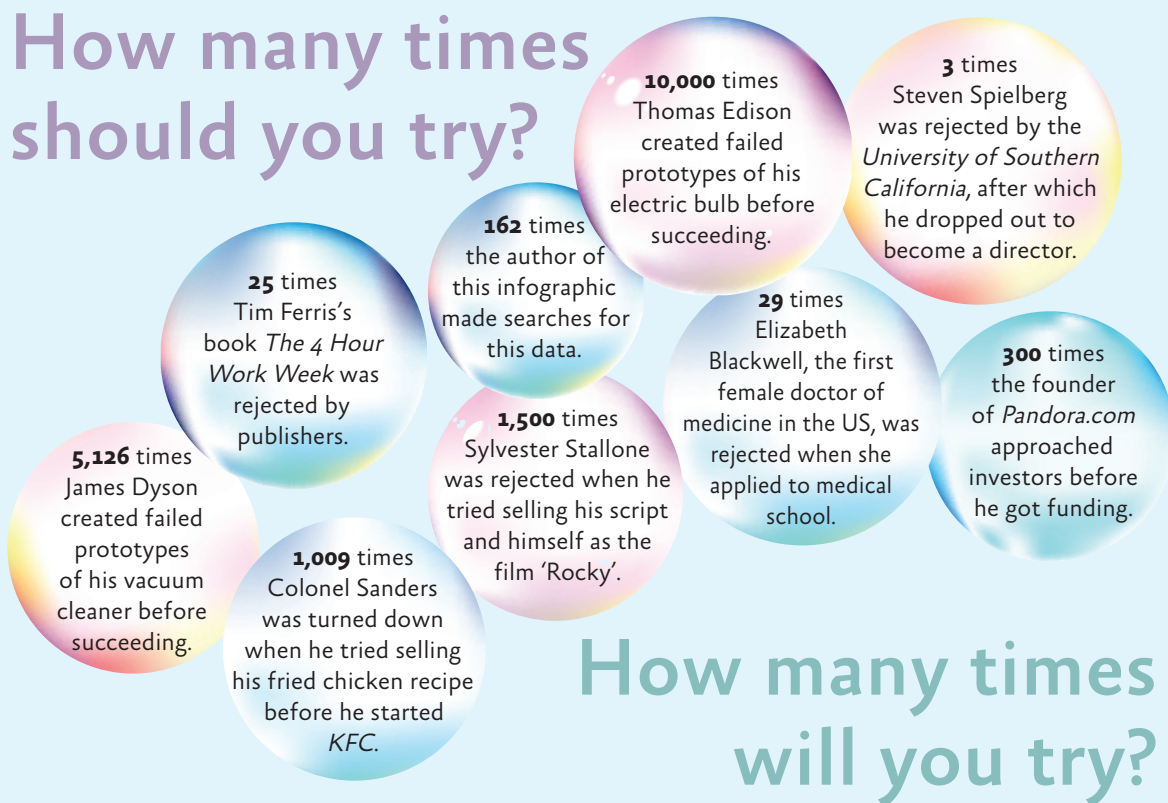


Have a look at the infographic. Then get into pairs and answer the questions (1–7) below. Use the phrases from the LanguageBox on page 50.

In this unit you are going to

- analyse and present company profiles (*Speaking B1*)
- write a company profile (*Writing B1*)
- write a circular e-mail in order to introduce a new co-worker (*Writing B1*)
- read an article about the success story of *Amazon* (*Reading B1*)
- listen to the founder of *Vresh Clothing* talking about how they got started (*Listening B1*)
- listen to a presentation on a crowdfunding website (*Listening B1*)
- listen to a talk on how to write a company profile (*Listening B1*)
- practise trouble-free grammar: Passive constructions with modal verbs (*Language in use B1/B2*)
- boost your vocabulary:
Talking about different types of companies and structures
Delegating tasks.

How many times should you try?



How many times will you try?

- 1 What is the infographic about? What is its main message?
- 2 Which figures do you find most fascinating?
- 3 Why do you think society / scientists may reject brilliant ideas in the beginning?
- 4 What are possible reasons why people fail with their ideas and projects?
- 5 How is failure viewed in our society?
- 6 Which character traits are essential for bringing an idea to life?
- 7 Which dreams do you have? How do you motivate yourself to achieve your dreams?

LanguageBox

The infographic deals with ... Its main message could be ...
 Looking at the figures, I have to say that I find ... most interesting because ...
 Another surprising figure is ...
 I also could not believe that ...
 One reason why the majority/ minority of people ...
 From my experience, I can tell ...
 Let's not forget to mention that ...
 Almost equally important is ...
 In our society, failure is considered to be ...
 ... could be the reason why ...
 In order to ... you should ...

Reading

The success story of Amazon



Get into pairs and answer the following questions.

- 1 Do you prefer shopping online or at a real store? Explain.
- 2 What are the advantages and disadvantages of online shopping? Discuss.
- 3 Which was the last product you bought online? Why did you buy it online?
- 4 What are your favourite online stores? Give reasons.



Have a look at the VocabBooster. Match the phrases in A with the phrases in B to make meaningful collocations. Use an online dictionary if necessary. Sometimes there is more than one possibility. Then get into pairs and compare your results.

VocabBooster

A	B
to turn out	1 the distinct edge
to focus on	2 on marketing expenses
to take	3 relationship with the customer
to lead	4 word-of-mouth recommendation
to cut down	5 with a purchase
to invest money in	6 the needs of the customer
to maintain a	7 to become the largest online retailer
to rely on	8 in innovation
to be satisfied	9 the customer
to be the leader	10 the market
to understand	11 keeping the customer happy



Scan the article *The success story of Amazon* and underline the phrases from the VocabBooster in activity 2. Read the sentences and make sure you understand them. Compare your results with a partner.



The success story of *Amazon*

¹ *Amazon* was started under the name *Cadabra* in 1994 by Jeff Bezos. It went online as *amazon.com* in 1995. What started out as an online bookstore has turned out to become the largest
⁵ online retailer on the planet. The company's name *Amazon* has truly become as big as the *Amazon* river from which it took inspiration. What was it that made the difference and today makes *Amazon* accepted globally as the best
¹⁰ place to buy goods online. It was the focus on the customer and correct prediction of future shopping trends that helped *Amazon* take the distinct edge and get ahead of its competitors. The initial business plan of founder Jeff Bezos
¹⁵ was different from the others. At the start of the 21st century, when many of the e-companies couldn't survive, it was *Amazon* that was leading the market from being a start-up just a few years back. It was accepted that Bezos' unusual plan
²⁰ worked after all. *Amazon* soon started selling everything from music CDs, software, tools, toys, sporting goods and even groceries. But *Amazon's* biggest invention was *Kindle* e-book, which it launched
²⁵ in November 2007. With its easy usability and the availability of online editions increasing day by day, the customers shifted from hardcover to e-books comfortably. *Kindle* sales contributed heavily to *Amazon's* revenue.
³⁰ But what made all the difference in *Amazon's* growth to profits of about 90 billion dollars and 300,000 employees is due to the customer experience they deliver. Jeff Bezos' masterstroke was in cutting down on marketing expenses and
³⁵ investing them in keeping the customer happy. He cut down on advertising expenses and thus gave free shipping to the customers. Free shipping and the lowest prices on the planet made it a difficult option to ignore. Everyone
⁴⁰ was attracted to buy at *Amazon*. But the secret

to the success of *Amazon* is how they maintained their relationship with the customer.

This is the story of a man who wanted to give his son a *PS3* as a surprise gift. After four days of not receiving it, he called the customer
⁴⁵ representative and explained to him the whole story. And the representative assured him of delivery the very next day. When the man asked how much he should pay, the representative replied, "Nothing". And this man went on to
⁵⁰ write an article in the *New York Times* which was read by millions of potential customers.

This is what *Amazon* stands for, and this attitude has taken the company where no other company has gone before. *Amazon* relies on word-of-
⁵⁵ mouth recommendations and positive reviews that customers give. This helps millions of other people to make the right decision, and, at the end of the day, be satisfied with their purchase. *Amazon* is the leader in innovation, and is
⁶⁰ the first in making things simpler and more attractive for their customers. They provide an option for creating a wish list, and also suggest products we would be interested in based on the products and services we have bought.
⁶⁵ Today *Amazon* offers cloud-based storage and computing services and also streaming of movies and songs for a flat annual subscription. *Amazon* provides people the option to sell their products using their platform. The way *Amazon*
⁷⁰ treats its customers has been at the heart of the unbelievable success it has experienced. *Amazon* truly is a company that understands the needs of the customer and shows how to do business in the best way possible.

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Read the article *The success story of Amazon* again. Then complete the sentences (1–7) using a maximum of four words. Write your answers in the spaces provided. The first one (0) has been done for you.

0	Jeff Bezos, the founder of <i>Amazon</i> , initially named ____.	the company Cadabra
1	The company's later name is derived ____.	
2	<i>Amazon</i> has become enormously successful because they were focussing on the customer and ____.	
3	<i>Amazon</i> offered a huge array of products, but the business experienced a huge boost because of ____.	
	(Give one answer.)	
4	The reason customers opted for the e-book is ____.	
5	Jeff Bezos could deliver products free of charge by ____.	
6	The man published an article in the <i>New York Times</i> because they did not charge ____.	
7	Customers promote <i>Amazon</i> through ____.	
	(Give one answer.)	



Summarise the main information of the success story of *Amazon*. Take notes in the mind map. Then get into pairs and give your summaries. Take turns.



Listening

A Vresh start



Track 7

You are going to listen to an interview with Klaus Buchroithner, the founder of *Vresh Clothing*. While listening, answer the questions (1–6) using a maximum of four words. Write your answers in the spaces provided. The first one (0) has been done for you.



0	What type of clothing does the company sell?	<i>fair trade jeans</i>
1	Who inspired Klaus Buchroithner first to get into the fashion business?	
2	What is his educational background? (Give one answer.)	
3	What was his motivation to start his own project? (Give one answer.)	
4	What are an entrepreneur's most important character traits according to Klaus Buchroithner? (Give one answer.)	
5	How did he collect money for his project?	
6	What did the CEO of company like about Klaus Buchroithner?	

Please note: 50k = \$ 50,000



You are going to listen to Klaus' and Kevin's promotional video for *Kickstarter*, a crowdfunding website. After listening, answer the questions (1–4). Then get into pairs and compare your answers.

- 1 What are they collecting money for?
- 2 What is their motivation?
- 3 Where does the production take place?
- 4 How do they cut costs for the jeans?



Get together with another partner and discuss the following questions. Use the discussion phrases from page 13, act. 3.

- 1 Do you think their project can become successful? Give reasons.
- 2 Do you buy fair trade products? Why? / Why not?
- 3 Do you buy at shops which do not produce under fair conditions? Explain.
- 4 Do you share the view that companies should not sell products which were produced under substandard working conditions? Explain.
- 5 Who is to blame for exploiting workers in clothing factories – the company or the consumer? Give reasons.

Writing



Writing a circular e-mail



Have a look at the definition of circular e-mails/letters. Then get into pairs and discuss the questions on page 54.

A circular e-mail / letter is meant to be read by a large number of correspondents. It is an effective means of circulating information or introducing new products to mass people.

4 Business matters

- 1 What is a circular e-mail / letter? Explain.
- 2 What are its advantages?
- 3 Have you ever received a circular e-mail / letter? What was its purpose?
- 4 Have you ever bought a product because of a circular e-mail / letter? Explain.
- 5 What does it take for a circular e-mail / letter to be attractive for you as a customer?
- 6 Why do you / do you not consider circular e-mails / letters to be an effective means of customer communication? Give reasons.



2 Read the article on the importance or advantages of circular e-mails. Choose the correct heading (A–H) for each gap (1–5). There are two headings that you should not use. Write your answers in the spaces provided. The first one (0) has been done for you.



Importance or advantages of circular e-mails

Circular e-mails circulate information relating to a company, its products and services etc. to a large number of people at a time. They play an important role in the growth and development of business. Their importance is briefly discussed below:

- 1 _____⁰: Circular e-mails are the easiest, simplest and most effective way to convey any information to a large number of people.
- 2 _____¹: Circular e-mails can be used for the wide promotion of products. As a result, organizations can save the cost of sending letters / e-mails to different parties separately and can gain an economic advantage.
- 3 _____²: Circulating information to each individual separately is a time consuming and laborious job. Circular e-mails help to overcome this problem. Through circular e-mails, we can communicate with a large number of people with a minimum effort.
- 4 _____³: Through circular e-mails, a company can inform potential customers about its products and services. In this way, new markets can be created.
- 5 _____⁴: Convincing and attractive circular e-mails can easily touch the reader's heart and thus help to enhance consumers' confidence on the company's products.
- 6 _____⁵: In circular e-mails, information like price, quality, utility, place of availability, etc. are mentioned in detail, which makes people more conscious about the product.

- A An economical solution
- B Increasing consumer's trust
- C Less effort
- D Enhancing word-of-mouth advertising
- E Creating public awareness
- F ~~Easy method of conveying information~~
- G Creating markets
- H Increasing e-mail distribution list

0	1	2	3	4	5
F					



You are doing a marketing internship at *Flixbus* in London. In order to inform staff about you joining the team, they have sent a circular e-mail. Read the e-mail and fill in the words from the VocabBooster.

VocabBooster

employee mentor ■ to stop by ■ see him/her around the building ■
fill our open internship position ■ is joining ■ will be assisting ■
delighted to welcome him/her ■ work closely



From: t.reed@flixbus.com
To: staff@flixbus.com
Subject: Employee announcement

Dear staff

... (your name)¹ *Flixbus* to
.....² in marketing. His/Her first day is on 9 July.

... (your name) is an excellent college student from Austria and
we are³ to the *Flixbus* team.

If you⁴, make sure you welcome
him/her to the company. ... (your name)⁵
in the marketing department.

His/Her new⁶ is Lily Lane, so if you have
questions or need to meet with ... (your name), you can talk with
Lily before he/she starts.

... (your name) will⁷ with the other market-
ing specialists. Take a moment⁸ and welcome
him/her to the company.

On a later occasion he/she will send an introductory e-mail to
all of you.

Thanks for joining me in welcoming ... (your name) to the team.

Kind regards

Tara



Your boss asked you to write a circular e-mail to present yourself to your colleagues. In your circular e-mail you should

- express your gratitude for being with *Flixbus*
- give general information about yourself
- highlight what you wish to make from this internship.

Make sure your circular e-mail is professional. Write about 200 words.

Language in use

Different types of companies and structures

1

Get into pairs. Have a look at the VocabBooster on page 56 and match the types of companies with their appropriate definitions. Then think of possible businesses for each company and write them in the grid. An example has been given.

7 Jobs _____ (have to / distribute) with participation and discussion, which means you invite questions and you are open to suggestions. There is a direct relationship between how much people are invited to talk about the job and how much they understand it, accept it, and become committed to it. You need to delegate in such a way that people walk away feeling, "This is my job; I own it."

2 A survey among the students of your school shows what they are unhappy with at school. Have a look at the results in the box and then make suggestions to improve the situation. Use passive constructions with modal verbs for your suggestions. An example has been given.

break after period three is too short ■ school buffet only sells plastic bottles ■ some exits are closed after 4 pm ■ too hot in the classroom during the summer months ■ teachers give too much homework during test-intensive periods ■ students are not aware of their grades during the school year ■ food at the school buffet too expensive ■ students' representative excluded from decision-making processes

0 The break after period three should be extended to 20 minutes.

1

2

3

4

5

6

7

Speaking

Delegating tasks



1

Read the text on developing your management skills and fill in the gaps with the words from the VocabBooster. Then get into pairs and compare your results.

VocabBooster

to determine ■ to think through ■ to delegate ■ to bring out ■ performance standards ■ investment ■ to increase ■ capacity ■ to develop ■ to measure ■ productivity



Develop your management skills

Learning how to _____¹ is not only about maximizing your own productivity and value; it is also about maximizing the _____² of your staff. Your job as a manager is to get the highest return on the company's _____³ in people.

The average person today is working at 50 percent of their _____⁴. With effective management and delegation skills, you can tap into that unused 50-percent potential to _____⁵ your staff's productivity.

Your job as a manager is to ⁶ people. Delegation is the means by which you ⁷ the very best in the people that you have.

The first step in learning how to delegate is to ⁸ the job. Decide exactly what is to be done. What result do you want? The second step in delegation is to set ⁹. How will you ¹⁰ whether the job has been done properly or not? The third step is to ¹¹ a schedule and a deadline for getting the job done.

2

Get into pairs. Have a look at the various departments. Think of at least one task which is performed by people working in this department and a required skill to successfully do the job. Take notes. Then choose one classmate for each department as the best person to do the task. Use passive constructions with modal verbs. An example has been given. Then compare your results with other groups.

departments	tasks	skill
0 Administration	<i>to oversee the business</i>	<i>to be good at multi-tasking</i>
1 Accounts		
2 Production		
3 Sales and Marketing		
4 Research and Development		
5 Legal		
6 Human Resources		
7 Transport		
8 Purchasing		

e.g.: *The task "overseeing the business" could be done by Daniela because she is great at multi-tasking.*

3

Have a look at the phrases in the VocabBooster and complete the dialogue below. Mind the tenses. Sometimes there is more than one possibility. Then get into pairs and compare your results.

VocabBooster

to talk about sth.

to need so.'s help

to take responsibility for sth.

to set a deadline for sth.

to have sth. ready by

to take sth. on

to have another project due

to take care of sth.

to commit oneself to

to have sth. together by

to reconvene

Ben: Claire, I need to ¹ my project with you. Do you have a minute?

Claire: Sure.

Ben: I am really busy with it and I don't think that I will ^{2a} all of it ^{2b} next week. I really should not have ³.

Claire: Oh, that's too bad. Do you ⁴ for this?

Ben: That would be great but don't you ⁵ next Friday?

Claire: I do but I am sure I'll ⁶ tomorrow. When exactly did our boss ⁷ your project?

Ben: I []⁸ hand it in by Friday 2 pm.

Claire: Which tasks do you want me to []⁹?

Ben: That's too kind of you. I could do with some administrative support.

Claire: No problem at all. I can []¹⁰ that. Should we []¹¹ after lunch and you talk me through?

Ben: That sounds perfect. Oh, Claire, I really owe you.

Claire: Don't worry about it.



Get into groups of three. You and two English-speaking students are doing an internship at *Vresh*. Your boss wants you to write a circular e-mail which will be e-mailed to all subscribers. The aim of the circular e-mail is to inform about the successful release of *Vresh* jeans and other summer offers of your choice. Numerous steps have to be taken beforehand. Therefore you call a meeting. One of you leads the meeting and has to delegate tasks.

In your meeting you should

- state the aim of the meeting
- list the various steps which need to be taken
- delegate tasks and responsibilities.

VRESH®

Talk for about five minutes. Use the information from the note. Use the phrases from the VocabBooster in activity 3 and the LanguageBox below. Take turns.

Discussion points

- enter contact details of new customers
- each one drafts a circular e-mail
- bring e-mail distribution list up-to-date
- set deadline
- collect ideas for summer offers
- inform boss about the outcome of the meeting
- choose photos for circular e-mail

Opening the meeting

Welcome everyone to today's meeting.

Today's topic is ... / The aim of our meeting today is ...

We have to talk about the following points: ...

Delegating tasks

Who can take responsibility for ...?

Who wants to take ... on?

... (name), could you take care of ...?

Do you think you can have something together by ...?

When should we reconvene?

What about the deadline?

Let's set the deadline for ... and reconvene on ...

LanguageBox



Taking on / Refusing a task

I could need ... (name's) help with ... because ...

I could do with ...

I would be willing to take ... on.

I have no problems being responsible for ...

I commit myself to ... by ...