

## Unit 1

### 01

Dahlia is Indian.  
Raquel is Brazilian.  
Randy is American.  
Lukasz is Polish.  
Tiziana is Italian.  
Charlotte is British.  
Yuko is Japanese.  
Jacob is South African.

### 02

Japan  
Japanese  
British  
Italy  
Italian  
India  
American  
Brazilian  
Polish  
Africa

### 03

- 1 I'm from India. I'm a receptionist for an American company.
- 2 Hello. I'm from Brazil. I'm a human resources manager. I work for an Italian company.
- 3 Hi. I'm a sales rep. I'm from the USA, but my company is Japanese.
- 4 Hello. I'm Polish and I'm a team leader for an Indian company.
- 5 Hi. I'm a personal assistant from Italy. I work for a Polish company.
- 6 Hello. I'm the Chief Executive Officer for a British company and I'm from the UK.
- 7 Hello. I'm Japanese. I'm a technician for a Brazilian company.
- 8 I'm a financial director from South Africa. I work for a South African company.

### 04

**Interviewer** So where is your company exactly?  
**Zuckerberg** It's in Palo Alto, in California.  
**Interviewer** You are a CEO, so are you at work all the time?

**Zuckerberg** Yes, I am. But my work colleagues are also my friends. For example, Dustin Moskowitz, Head of Engineering, is a friend from college. And Adam D'Angelo is my Chief Technology Officer. We're old friends from school.

### 06

**1**  
**A** What's his name?  
**B** Mr Gorski.  
**A** How do you spell that?  
**B** G-O-R-S-K-I.  
**A** Thanks.

### 2

**A** What's your company?  
**B** Lufthansa.  
**A** How do you spell that?  
**B** L-U-F-T-H-A-N-S-A.  
**A** Thanks.

### 07

**Alek** Hello. My name is Alek Gorski. That's G-O-R-S-K-I. We have an appointment with Mrs Da Rocha.  
**Eva** How do you do, Mr Gorski? I'm Eva, Maria Da Rocha's assistant.  
**Alek** Pleased to meet you, Eva. This is my assistant, Elzbieta Wozniak.  
**Eva** Nice to meet you, Elzbieta. Sorry – how do you spell that?  
**Elzbieta** Elzbieta? That's E-L-Z-B-I-E-T-A.  
**Eva** E-L-Z-B-I-E-T-A. Thanks. Just a moment. Maria, your visitors are here.  
**Maria** Alek. It's good to see you again.  
**Alek** And you. How are you?  
**Maria** I'm fine. And you?  
**Alek** Not so bad. Maria, do you know Elzbieta? She's my new assistant.  
**Maria** No. How do you do, Elzbieta?  
**Elzbieta** Pleased to meet you.

### 08

**Maria** See you soon, Alek.  
**Alek** Yes, goodbye Maria.  
**Maria** Nice meeting you, Elzbieta.  
**Elzbieta** Nice meeting you, too.  
**Maria** Bye. Have a good journey.  
**Alek** Thanks. Bye.

## Unit 2

### 09

**William** Nice to see you again, Natasha. Do you know Malik?  
**Natasha** No. Hello, I'm Natasha Darcy. Nice to meet you.  
**Malik** You too. Where do you work?  
**Natasha** I'm with Perfect Match. It's a small recruitment company. We provide staff – especially in the pharmaceuticals industry. What about you?  
**Malik** I work for a company called RiskLink. We produce software for financial services companies.  
**Natasha** Oh right. What about you, William? Do you still work in electronics?  
**William** Well, yes, but I don't have a job right now. That's why I'm here. I want to find something in the automobile industry, if possible.

### 10

pharmaceuticals	hospitality
electronics	finance
recruitment	automobile

### 11

Kikkoman is a Japanese company and we sell four hundred million litres of soy sauce every year. We employ six thousand, five hundred people in total. We export soy sauce all over the world, including Asia, North America, Australia, and Europe. We also develop new products for the pharmaceuticals industry. Restaurants, supermarkets, and Asian food shops buy our products and we also provide lessons in Japanese cooking – using Kikkoman products of course!

### 12

**A**  
Our first business area is Food and Food Service. We produce sugar and cooking oil. The company has restaurants, cafés, and food shops. It provides meals for restaurants, schools, and hospitals.

- B**  
**A** Our second business area is Bio Pharma. Here we produce pharmaceuticals and medicines.  
**B** And do you export these products?  
**A** Yes, we do. We export medicines to countries around the world. And we develop new biotechnological products.

- C**  
**A** The third area, Entertainment and Media, is now the main business of CJ. The company produces films for the Korean market and abroad.  
**B** Does the company import films too?  
**A** Yes, it does. We import films from foreign production companies like DreamWorks, and we have eight cable TV channels in Korea and a chain of cinemas.

- D**  
**A** The fourth business area is Home Shopping and Logistics. We provide a home shopping service for customers, twenty-four hours a day.  
**B** Do customers buy on the Internet?  
**A** Yes, they do, but also on satellite TV. We have a logistics centre. It provides transport and delivery services.

## 13

- 1**  
**A** Do you export these products?  
**B** Yes, we do.
- 2**  
**A** Does the company import films too?  
**B** Yes, it does.
- 3**  
**A** Does CJ provide financial services?  
**B** No, it doesn't provide financial services.
- 4**  
**A** Do you import medicines?  
**B** No, we don't. We export medicines.

## 14

- 1**  
**A** Can I have your phone number?  
**B** Certainly. It's oh-seven-seven-eight, four-five-six, three-six-five.
- 2**  
**A** What's the price for that mobile phone?  
**B** It's forty-five dollars sixty.

- 3**  
 One thousand three hundred employees work here.
- 4**  
 We started the company in two thousand and one.

## 15

- A** Hello, Giorgio's.  
**B** Hello. Can I book a private room in your restaurant for next Monday, please? It's for a group of twenty.  
**A** Twenty people? Yes, of course. Can you give me your name, please?  
**B** Yes, sure. It's Toshiko Hori. But the booking is in the name of BKD ...
- B** That's fine. So do you have set meals for groups?  
**A** Yes, we do.  
**B** Can you tell me the prices?  
**A** Yes, certainly. Twenty-five pounds or thirty-five pounds.  
**B** Can you repeat that, please?  
**A** Twenty-five and thirty-five.  
**B** OK. Um ... it's for a group of twenty. Can I have a special price?  
**A** I'm sorry, but we don't have special prices for food. But if you have wine, maybe we can do ...
- B** Can you confirm my booking by email?  
**A** Yes, of course. Can I have your email address, please?  
**B** Sure. It's t dot hori at bkd ...  
**A** ...sorry, can you speak more slowly?  
**B** T dot hori at bkd dot ...  
**A** Sorry, can you spell Hori?  
**B** It's H-O-R-I at bkd dot com.

## 16

- A** Hello, Giorgio's.  
**B** Hello. Can I book a private room in your restaurant for next Monday, please? It's for a group of twenty.  
**A** Twenty people? Yes, of course. Can you give me your name, please?  
**B** Yes, sure. It's Toshiko Hori. But the booking is in the name of BKD ...
- B** That's fine. So do you have set meals for groups?  
**A** Yes, we do.  
**B** Can you tell me the prices?  
**A** Yes, certainly. Twenty-five pounds or thirty-five pounds.

- B** Can you repeat that, please?  
**A** Twenty-five and thirty-five.  
**B** OK. Um ... it's for a group of twenty. Can I have a special price?  
**A** I'm sorry, but we don't have special prices for food. But if you have wine, maybe we can do ...

## 17

- Eurooffice** Eurooffice, Customer Service.  
**Customer** Hello, I'd like some information, please.  
**Eurooffice** Yes, how can I help you?  
**Customer** Do you have a catalogue to order from?  
**Eurooffice** No, we don't. But you can see all our products online.  
**Customer** OK. Err, is the delivery free?  
**Eurooffice** For orders over thirty pounds, yes. Otherwise we charge three pounds ninety.  
**Customer** Right, and do you do express delivery?  
**Eurooffice** We do next day delivery on orders over thirty pounds. Other orders take two days.  
**Customer** And can we return products?  
**Eurooffice** Oh yes, you can return any product within fourteen days of delivery.  
**Customer** OK, and finally do you do international deliveries?  
**Eurooffice** No, I'm afraid we only deliver in the UK.  
**Customer** OK. That's all, thanks for the information.  
**Eurooffice** You're welcome. Goodbye.  
**Customer** Bye.

## Unit 3

### 18

Good morning. Today, I'd like to tell you about Spectrum Brands. We're a global company with our head office in Atlanta and a technical centre in Madison, Wisconsin. We do our research and development there. We also have twenty-one factories in North America and four more in Latin America: in Guatemala, Brazil, and Colombia. There are two factories in Europe: in Germany and the UK. Oh,

and there's also one in China. Now moving on to sales, there are about forty sales offices worldwide. There are ten in North America, thirteen in Latin America, three in Asia-Pacific, fourteen in Europe, and one in Dubai for customers in the Middle East and Africa. We also have thirty-eight distribution and packaging centres around the world.

## 19

- A** Dubai is a great location for a conference. The weather is always good.
- B** What about the airport? Are there lots of international flights?
- A** Yes, there are. And there isn't a problem with transport from the airport because public transport is excellent in Dubai.
- B** But is there a good place for a conference?
- A** Yes, there is. It's the Dubai International Exhibition and Convention complex. It's perfect.

## 20

- Receptionist** Hello, the Dubai Grand Hotel. Can I help you?
- Sadler** Hello. This is Raymond Sadler of Sadler Business Services. I'm calling about your meeting rooms ...
- Receptionist** ... and there's Internet access and a fax in each room.
- Sadler** That's great. Thanks for your help.
- Receptionist** You're welcome.
- Sadler** Goodbye.
- Receptionist** Goodbye.

## 21

1

- A** Can you spell that?
- B** Yes, it's Nzogoung. That's N-Z-O-G-O-U-N-G.
- A** So that's M-Z-O-G-U-N-G.
- B** No, it's N as in New York, Z, O, G, O as in Oslo, U, N, G.
- A** Oh, I'm sorry. N-Z-O-G-O-U-N-G.
- B** That's right.

2

- A** OK. Can I have a contact number?
- B** Yes, it's three nine nine, six three four four.

- A** So, that's three three nine, six three three four. Is that right?
- B** No, it's three double nine, six three double four.
- A** Sorry, three nine nine, six three four four.
- B** Yes.

## 22

- A** Hello.
- B** Hello. Could I speak to Teresa Baum, please?
- A** I'm sorry, but she isn't here this morning. Can I help you?
- B** Could I leave a message for her?
- A** Sure.
- B** It's Richard Andac.
- A** Can you spell that, please?
- B** A-N-D-A-C.
- A** So that's A-N-D-A-C.
- B** That's right. And I'm calling about our meeting. Can she call me back as soon as possible?
- A** OK. Can I have a contact number?
- B** Yes, it's double oh double four, two zero seven, three nine nine, six three four four.
- A** Sorry, that's double oh double four, two zero seven, three nine nine, six three four four. Is that right?
- B** Yes.
- A** OK. I'll give her your message, Mr Andac.
- B** That's great. Thanks for your help.
- A** You're welcome.
- B** Goodbye.

## Unit 4

### 23

1

- A** Excuse me. I can't find the ticket office.
- B** You can use this ticket machine. Just insert your credit card here and touch the screen.
- A** Great. Thanks.

2

- A** Sorry, I need to switch off my mobile phone – the battery is low.
- B** It's OK. You can recharge it here.
- A** Oh. Thanks.

3

- A** Excuse me. I want to use the Internet, but I can't get a wireless connection.
- B** Can I see your laptop?
- A** Sure.
- B** OK. Click on the start menu and then on network ... now you need to key in your password.
- A** I don't have a password!
- B** Oh. Well you can't log on to the Internet without a username and a password.

4

- A** I can't stop the photocopier!
- B** Press the red button.
- A** It doesn't work.
- B** Here, let me help ... oh no!

## 24

First of all, the warehouse computer receives customer orders. Then, the computer tells a robot to find the correct box. Next, the robot finds the box and delivers it to a human co-worker. After that, the person takes the correct items for the order. And finally, the robot returns the box and starts again.

## 25

- Magda** Sorry, can you help me?
- Chen** Sure.
- Magda** How do I use the new Intranet?
- Chen** Do you have a password?
- Magda** Yes, it's here. I'm trying to key it in, but it doesn't work.
- Chen** That's because the password is in lower case letters. Don't use upper case letters.
- Magda** Oh!
- Chen** That's it. So here is 'Company News'. And you can also send messages.
- Magda** How?
- Chen** First of all, click on 'My Intranet'. Next click on 'Messages'. So it's similar to email. You have an inbox and you can send messages to people at work. OK?
- Magda** That's great. Thanks.
- Chen** Do you want a hand?
- Magda** That would be good. I don't know how to log out now.
- Chen** Errr. Close your messages and then click on 'sign out'.

## 26

1

We rent audio and visual products to individuals and companies. We often have problems with people losing the products, so this technology helps us to know exactly where each item is.

2

You can buy a microphone that you put into it and it records audio, so I don't need to take notes in meetings. I also store a lot of my documents so I can access them from anywhere.

## Unit 5

### 27

A Hi, Michelle. It's Rona.

B Oh, hello. How can I help?

A Well, Hanran Solutions telephoned.

They received our invoice for an order of scanners, but they say it's wrong. Did you print a hard copy of the original order form?

B No, but I always save their order forms. Let me open the folder. Erm, what was the date on it?

A The third of May.

B That's strange. It isn't here. Sorry about that. One moment. Did they attach the document to an email?

A Yes. I think they sent the email on the third.

B OK, here's an email from Hanran Solutions on the third with an attachment.

A That sounds good.

B Yes, it's an order for twenty scanners.

A Great. Can you forward the email to me?

B Sure.

### 28

**Janusz** Sorry I'm late. I was at the presentation on branding.

**Carlos** Wasn't that last week?

**Janusz** No, it was this morning at the Century Hotel.

**Carlos** Oh. Was it interesting?

**Janusz** Yes, it was, and there were lots of good questions at the end. The breakfast was good too! Anyway, why weren't you in the office yesterday?

**Carlos** There were terrible problems with flights from Rome, so I ...

### 29

**Piotr** Hello?

**Lydia** Hi, Piotr. It's Lydia. You called.

**Piotr** Yes, I just wanted to check if you called Ron Peters.

**Lydia** Yes, I did. Yesterday.

**Piotr** What did he say? Is there a problem?

**Lydia** No, not really. He can do the presentation, but not in the morning.

**Piotr** Why didn't he want to speak then?

**Lydia** No idea. Anyway, I telephoned the Century Hotel. They have a free room at lunchtime.

**Piotr** That's fine. Did you book it?

**Lydia** No, I didn't. Sorry about that. I'll call them now and I'll check with Ron Peters.

**Piotr** Great. Thanks Lydia.

### 30

decide

decided

telephone

telephoned

want

wanted

call

called

invite

invited

### 31

1

A Hello, sorry I'm late. There were problems with my flight.

B That's OK.

2

A Did you call the Century Hotel?

B No, I didn't. Sorry about that. I was really busy last week.

3

A Did you email the report?

B No, I'm really sorry. I forgot.

## 32

**Joe** Joe speaking.

**Mandy** Hi, Joe. It's Mandy again.

**Joe** Hi, Mandy.

**Mandy** I'm sorry Joe, but we've got a problem with the order for Gosport. We did all the baseball bats and T-shirts yesterday, so I can ship them tomorrow. But the logos on the caps didn't work. The colours are wrong. We need to fix the machine today and print them again. I'm really sorry.

**Joe** OK. Don't worry. I know the Purchasing Manager at Gosport, so I'll speak to him and explain the situation. But can you help me? We need to give another delivery date for this.

**Mandy** Sure. I'll call the factory now and I'll let you know as soon as I can.

**Joe** That would be great. Thanks a lot.

## Unit 6

### 33

**Visitor** This is nice.

**Host** Yes, I eat here about once a month. Do you like sushi? It's very good here.

**Visitor** Yes, I do, but ...

**Waitress** Hello, are you ready to order?

**Host** Yes, I think so. We'd like a bottle of sparkling water ... and would you like to order first?

**Visitor** OK. I'll have the grilled vegetables, please.

**Waitress** OK.

**Host** And I'd like some sushi, please.

**Waitress** OK, so grilled vegetables and sushi. Would you like salad or some french fries?

**Visitor** Not for me, thanks.

**Host** No, thanks.

**Host** How was your meal?

**Visitor** Very nice, thank you.

**Host** Would you like a dessert?

**Visitor** No, thanks. I'll have a coffee.

**Host** Me too ... excuse me?

**Waitress** Yes?

**Host** We'd like two coffees, please.

**Waitress** Sure.

**Host** And could I have the bill, please?

## 34

**Enzo** Hello, can I join you?  
**Giang** Yes, please take a seat. My name's Giang Bai. How do you do?  
**Enzo** My name's Enzo Matti.  
**Giang** Is this your first time in Vietnam?  
**Enzo** Yes, it is. I'm with a textile company in Italy. Here's my card.  
**Giang** Thank you. Here's mine. So you're from Italy. That's a long way to travel. How long did your journey take?  
**Enzo** Err, it took about forty-eight hours, I think. I came to Ho Chi Minh City last night, but I left Bologna two days ago. I flew to Milan and then to Shanghai. I had a day in Shanghai so I met some colleagues there yesterday.  
**Giang** Were you on the ten o'clock flight last night?  
**Enzo** That's right.  
**Giang** Oh, we were on the same flight then!  
**Enzo** Really?

## 35

**Giang** So how did you become a sales manager in textiles?  
**Enzo** Well, my family was always in textiles. My father had his own company in Bologna and I worked for him.  
**Giang** Why did you leave?  
**Enzo** Well, I went to university and I studied Business Management. Then I wanted to work abroad, so I left the family company and spent time in the United States.  
**Giang** So when did you join your current company?  
**Enzo** In two thousand and three.

## 36

**Simon** Can I join you?  
**Nathalie** Yes, of course.  
**Simon** I hear you work for GST.  
**Nathalie** Yes, that's right.  
**Simon** My name's Simon Turing. I'm with Tulsa Filters. You're one of our customers.  
**Nathalie** Ah yes. Pleased to meet you. I'm Nathalie Anderson, and this is my colleague, Brent.  
**Brent** Nice to meet you.  
**Simon** And you. So what do you think of the conference?

**Nathalie** The conference? Very interesting.  
**Simon** Do you come here every year?  
**Nathalie** No. This is my first time. But Brent here is a regular!  
**Simon** Do you know a lot of people here, Brent?  
**Brent** No, not many. The faces change every year. Erm, would you like another drink?  
**Simon** No, thanks.  
**Nathalie** No, thanks. I'm fine.  
**Brent** Well, please excuse me. I need to go to my room before dinner.  
**Simon** Sure. See you later maybe.

## 37

**A** Hello. Can I help you?  
**B** Yes, please. I have an appointment with Mr Cannon, but there's nobody in Reception.  
**A** Oh dear. Is this your first time here?  
**B** Yes, it is.  
**A** Well, come with me. I can take you to his office.  
**B** Thanks very much. After you.  
**A** OK, right ... here's John Cannon's office. Please go in and take a seat.  
**B** Thank you.  
**A** I think John's just next door. I'll call him. Can I get you something?  
**A** A coffee?  
**B** Oh, yes, please.  
**A** OK, I'll ask him to bring you one. Have a good meeting. Nice talking to you.  
**B** Yes, and you. Bye.

## Unit 7

### 38

works  
 is  
 manages  
 deals  
 plans  
 organizes  
 products  
 departments  
 computers  
 controls  
 develops  
 resources

## 39

**Security** Good morning sir.  
**Jim** Hello, I have an appointment at Whitley's.  
**Security** Do you want the factory or the offices?  
**Jim** The offices.  
**Security** Well, you go along this road and turn right. Go past the factory to the offices, but don't park there. Look for the car park sign and drive down below the offices and go into the car park there.  
**Jim** That's great. Thanks a lot.

## 40

**Jim** Good morning. I have an appointment with Olivia Gonzalez.  
**Receptionist** OK. What's your name, please?  
**Jim** Jim Berman.  
**Receptionist** One moment. Can you sign here, please?  
**Jim** Sure.  
**Receptionist** And this is your visitor's pass.  
**Jim** OK. Thanks.  
**Receptionist** Please take a seat. Ms Gonzalez will be right down.

**Olivia** Hello Jim.  
**Jim** Hi Olivia. Nice to see you again.  
**Olivia** Nice to see you, too. Did you find us OK?  
**Jim** Yes, no problem. Your directions were very clear.  
**Olivia** Good. Would you like a coffee first?  
**Jim** Actually, I'm fine.  
**Olivia** OK. Let me show you round.  
**Jim** Great.

**Olivia** So, this is Production and that's the main production line.  
**Jim** How many people work on it?  
**Olivia** About thirty I think. But let me introduce you to Diego. He's in charge of Production ...

## Unit 8

41

energetic  
imaginative  
careful  
friendly  
practical  
focused  
patient  
experienced

42

**Anton** OK. So we have a student for the summer job. Let's discuss the web editor position next. Who do we have?

**Sandra** There were lots of emails for this one, but there are only two people really. First of all, there's Monica. I spoke to her on the phone and she's very friendly. At the moment she works in publishing.

**Anton** Is she an editor?

**Sandra** Yes. She has a lot of experience in book editing, but she says she's good at editing websites because she does some in her free time for friends and small businesses.

**Anton** OK. That sounds like a possibility. What about the other person?

**Sandra** Here's his picture. Do you recognize him?

**Anton** Yes, who is he?

**Sandra** It's Roberto. He was the student on our summer placement last year.

**Anton** That's right. Roberto! I remember him. Very energetic! Really nice young man.

**Sandra** Exactly. Anyway, now he has a qualification in IT.

**Anton** But why is he applying for the web editor job? He doesn't have any experience in editing and he isn't very good at working on his own.

**Sandra** I know, but he liked it here so much last summer he wants a job. I think he's perfect for the position of web production assistant.

**Anton** Exactly. Let's offer him that and then invite Monica for an interview. I'd like to see the websites she worked on as well.

**Sandra** Sure. I'll send you the links.

43

1

**A** Come on Sandra. It's twelve o'clock. Let's go for lunch.

**B** Sorry, I'm not going for lunch today. There's no time.

**A** Why? What are you doing?

**B** Anton and I are interviewing someone.

**A** What? Now?

**B** It's for the web editor position. She's waiting in Reception. Sorry. See you later.

**A** Bye.

2

**A** Where's Chantelle?

**B** She isn't working here today. She's at home.

**A** Why?

**B** She's finishing her report. Her boss wants it for seven thirty tomorrow morning.

3

**A** Where are Bill and Sofia going?

**B** They're doing the training course for that new finance software all day.

**A** When are they back?

**B** At about a quarter to six.

44

1

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**A** What? Now?

**B** It's for the web editor position. She's waiting in Reception. Sorry. See you later.

**A** Bye.

45

2

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**A** Why?

**B** She's finishing her report. Her boss wants it for seven thirty tomorrow morning.

3

**A** Where are Bill and Sofia going?

**B** They're doing the training course for that new finance software all day.

**A** When are they back?

**B** At about a quarter to six.

46

1

**A** Where are you going?

**B** Home.

**A** But it's only twelve o'clock.

**B** I know. But I'm working from home this afternoon.

2

**A** When are they back from the training course?

**B** At about five forty-five.

3

**A** She's working on that report today.

**B** When does her boss want it?

**A** For seven thirty tomorrow morning.

4

**A** What time does your train leave?

**B** At ten past eleven.

47

**Kasia** Hi Bruno. It's Kasia here.

**Bruno** Hi Kasia. How are you?

**Kasia** Fine, thanks. Listen, we need to meet about the plan for staff to work from home. Can we arrange a meeting on Thursday with Dolores and Chen? Is two o'clock OK for you?

**Bruno** Sorry, I'm busy then. What about the morning?

**Kasia** OK. What time are you free?

**Bruno** Nine thirty is good for me.

**Kasia** I can't meet between eight and ten. I've got interviews.

**Bruno** Are you busy after that?

**Kasia** Dolores and I have an appointment with someone from the bank at twelve, so let's meet before that.

**Bruno** Is ten fifteen good for you?

**Kasia** Yes, a quarter past ten on Thursday is fine, but I don't know about Dolores and Chen. I think Chen has a factory visit in the morning.

**Bruno** OK. Can you call Dolores and I'll phone Chen?

**Kasia** Sure.

**Bruno** Thanks. Bye.

## Unit 9

48

**Interviewer** How big is the Accor group?

**Manager** Well, we employ one hundred and seventy thousand people in nearly a hundred countries. And we have over four thousand hotels worldwide.

**Interviewer** So, very big.

**Manager** Yes, we are, but the hotel industry is very competitive – there are a lot of big chains out there.

**Interviewer** That's true. So, with so many competitors, how does Accor stay competitive?

**Manager** Well, one reason is that we are the only international group with hotels in every market segment. This means we can offer all our customers a wide choice. For example, Motel Six is a chain of budget hotels in North America. They offer the customer a cheap option. Then at the economy level there's the All Seasons brand in the Asia-Pacific region. You pay more at these hotels, but they offer very good service with friendly staff.

**Interviewer** What about hotels for the business traveller who wants more comfort and services?

**Manager** OK. This is the mid-range market segment. So, we're talking about hotels like Novotel. The quality at a Novotel hotel is very high with modern, up-to-date business facilities like meeting rooms and office services. Location is also important for the customer at these hotels so they are easy to find in city centres or at international airports.

**Interviewer** And what if money is no problem for the customer?

**Manager** Then you choose a Sofitel hotel. It's expensive, but it offers five-star quality and each one also offers the visitor something else. Because each country is different, every Sofitel hotel is different and gives the customer a special experience.

49

- 1 We can offer all our customers a wide choice.
- 2 They are low-price hotels and offer the customer a cheap option.
- 3 They offer very good service with friendly staff.
- 4 The quality at a Novotel hotel is very high with modern, up-to-date business facilities.
- 5 A Sofitel hotel is expensive, but it offers five-star quality.

50

- 1
  - A Our competitive advantage is that we provide a better service.
  - B What do you mean exactly?
  - A Well, our staff are more experienced than our competitors' staff. They get six weeks' training before they start.
  - B So they can give good advice to your customers?
  - A Yes, that's right. And our staff are friendlier than other shops. We know our customers well because we often see them.
  - B What about the products?
  - A Well, when there's a new product on the market, we're always the first shop in town to stock it. Customers know that our products are more up-to-date. They come here first to see the technology.
- 2
  - B What are your competitive advantages?
  - C Well, the first one is the price. We offer lower prices than our competitors.
  - B That's because you don't have any shops?
  - C Yes, but also because we buy products in large quantities. We have thirty thousand cubic metres of storage space, so we have bigger stocks than all our competitors.
  - B Is that an advantage for delivery, too?
  - C Yes, of course. Because we have large stocks we provide faster delivery. We always deliver in two or three days. And we offer a wider choice – five thousand different products.

51

- 1
  - A We have a special low price on this model this month. Only twenty-nine euros ninety-nine.
  - B That's not bad.
  - A And then you pay only seventeen euros fifty a month. That's for ten hours of calls.
  - B Ten hours a month. I don't need ten hours.
  - A Well, if you prefer five hours a month, it's only eleven seventy-five.
- 2
  - A Is delivery free?
  - B Yes, it is, if you order more than five hundred dollars of goods.
  - A And if I don't?
  - B Then there's a delivery charge of seven dollars fifteen cents per item.
  - A So that's about thirty dollars for four items.
  - B Yes, twenty-eight sixty to be exact.
- 3
  - A That's two thousand, eight hundred and sixty yen, please.
  - B I have a customer card.
  - A OK, so that gives you a discount of one hundred and seventy yen today. So that's two thousand, six hundred and ninety yen.

52

- Managing Director** So, did you look at the two quotes for the website?
- Javier** Yes briefly. Err ... here they are.
- Managing Director** OK. How do they compare?
- Javier** For price, ITE is cheaper.
- Managing Director** Yes, so I see. Why is that?
- Javier** They're a smaller, newer company. It's two brothers. Weblines is older and it has about twenty staff.
- Managing Director** Are they better?
- Javier** The quality is similar. Weblines produces very nice sites, but ITE also does good work. The advantage of ITE is the two people have experience in the online marketing and sales industry. The disadvantage of Weblines is they don't usually work with online businesses.

**Managing Director** How fast can they do the work?

**Javier** There's no difference. They both need four months.

**Managing Director** Four?

**Javier** That's fairly normal.

**Managing Director** I see. Well, what do you think?

**Javier** Erm. I prefer ITE. They're cheaper, they're professional, but also easy to talk to. I like their work – it's more modern.

**Managing Director** Fine. Let's choose them.

**Javier** Good. I'll call them today.

## Unit 10

### 53

1

A Right. So, is that everything?

B Erm, there's a small problem with my assistant. She wants more money, but I can't give her a pay rise.

A Oh I see. Can she do some overtime?

B Yes. That's a good idea!

2

A What's the matter?

B I have a really big problem. The Managing Director wants to reduce staff numbers in my department. So someone has to lose their job. But who?

A That's a difficult decision.

B Yes, it is!

3

A So, what's your final decision?

B I don't know. I can't decide.

A Why don't you ask everyone in your team?

B No. That's a bad idea. There are eight people so we'd get eight different opinions. We'll never find a solution that way.

### 54

**Richard** Morning, Adriana. How was your weekend?

**Adriana** Fine, thanks.

**Richard** Is Jorge coming?

**Adriana** Yes, but he's speaking to the team leader on line two at the moment. I think he was late again.

**Richard** What? Again?

**Adriana** That's three times this month.

**Richard** OK, let's start. How are things on production line one?

**Adriana** Marcio, the team leader, says they are still having problems because the line is slow.

**Richard** Didn't the new components arrive on Friday?

**Adriana** No, but the supplier says they are arriving later today.

**Richard** And when are you going to the factory in Recife?

**Adriana** Tonight. I'm leaving at six.

**Richard** So, is Marcio dealing with the new components when you're in Recife?

**Adriana** Yes. He's fine. He can organize the changes.

**Richard** Good. Who are you meeting in Recife tomorrow?

**Adriana** Pedro, the Line Manager, and the team leaders.

**Richard** So what are the problems in Recife?

**Adriana** The biggest problem is that production's slow. Pedro says the new components don't work well.

**Richard** Are these the same components we're waiting for?

**Adriana** That's right!

### 55

**Richard** Hello.

**Adriana** Hi, Richard. It's Adriana.

**Richard** How are things in Recife?

**Adriana** Not good, I'm afraid. The problem is bigger than we thought.

**Richard** Oh no! Not because of the new components? They were so expensive!

**Adriana** No, I know they were the most expensive solution, but they were also the best idea.

**Richard** So what's the real problem?

**Adriana** Well, Pedro says the new components are worse than the old components, but the team leaders say they are better, and I agree.

**Richard** So are you saying the problem isn't technical?

**Adriana** That's right. I think it's a personnel problem. Do you know that staff turnover in Recife is the highest? Our other factories are about thirty per cent lower.

**Richard** Wow. That is surprising. So the problem is the team?

**Adriana** No, not the team. It's the Line Manager. The biggest problem is Pedro. No one likes him.

### 56

Oh no. That's terrible.  
Really? How amazing.  
Great. That's fantastic!  
Wow. That is surprising.  
I'm sorry. How disappointing.  
Good. That's excellent news.

### 57

**Director** So. Did you read the report?

**Line manager** Yes.

**Director** And? What's your opinion?

**Line manager** I think it explains some of the problems, but not all. For example, we have the highest prices, so in my opinion that's one reason. But some customers also say that our delivery times are slow.

**Director** I agree. And it isn't just delivery that's slow. Look at the figures for the call centre. We have the longest call times. Do you think they need more training?

**Line manager** I don't think so. All the staff get regular training. Maybe it's a problem of teamwork. I think we should make them feel part of a team where people like working.

**Director** Hmm. I'm not so sure.



## Unit 11

### 58

- A Hello. Is this the check-in for all BA flights?  
 B Yes, it is. Do you have your passport and ticket?  
 A Here you are.  
 B And how many bags are you checking in today?  
 A None. I just have hand luggage.  
 B OK. Would you like a window or an aisle seat?  
 A Err, aisle please.  
 B OK. So your flight leaves from gate forty-nine at six fifty-five, but boarding starts half an hour before. You're in seat five C.  
 A Thanks.

### 59

- A When is your trip to Canada?  
 B Next week.  
 A Why are you going?  
 B To visit the sales offices. I'm going to visit Toronto first to see the sales reps there.  
 A Great. Are you going to Vancouver as well?  
 B No, I'm not going to have time. But I'm going to spend a day in Quebec to present the new product to Dominic and his team.  
 A Oh! Quebec is beautiful.  
 B Yes, I think we're going out in the evening to see the old city and have dinner.  
 A When are you coming back?  
 B On Thursday, but I'm going to take Friday off to have a nice long weekend.  
 A Good idea!

### 60

#### 1

- A Here you are. The terminal is there.  
 B Thanks. How much is that?  
 A Eighteen pounds, please.  
 B Er ... here's twenty. Keep the change. Can I have a receipt?  
 A Sure.

#### 2

- A Can I help you?  
 B Err, I'd like something for my children. How much do these cost?  
 A They're twenty-nine euros each.  
 B OK. I need two. Can I pay by credit card?  
 A Sure.

#### 3

- A Hello. Can I help you?  
 B I'd like to change five hundred dollars into euros, please.  
 A Certainly. The exchange rate is one point two three today. Is that OK?  
 B Er ... what's the total?  
 A Four hundred and six euros.  
 B OK.  
 A Do you want the notes in fifties?  
 B Yes, that's fine.  
 A So that's four hundred and six euros and your receipt.  
 B Thanks very much.

### 61

- Receptionist** Hello. Clarion Hotel.  
**Jenny** Hello. I'm calling from Dublin airport. I've missed my flight, so I'd like to book a room for the night. Do you have any vacancies?  
**Receptionist** Yes, we have a double room at one hundred and twenty euros.  
**Jenny** Does that include breakfast?  
**Receptionist** Yes, it does.  
**Jenny** Great. Can I book a room, then?  
**Receptionist** Certainly. Can I have your name?  
**Jenny** It's Ms Chiang. C-H-I-A-N-G.  
**Receptionist** And I need your credit card details.  
**Jenny** Sure. It's Visa.  
**Receptionist** And what's the card number?  
**Jenny** 6674 8596 8374 6374.  
**Receptionist** And the expiry date?  
**Jenny** Zero three, fourteen.  
**Receptionist** OK, Ms Chiang. That's a double room for just one night. You can check in any time now.  
**Jenny** Sorry, where is the hotel exactly?  
**Receptionist** We're on the airport grounds. There's a free bus from the terminal.  
**Jenny** Thanks very much. See you later.

### 62

#### 1

- Receptionist** Good evening, madam.  
**Jenny** Hello. My name is Chiang. I have a reservation for tonight.  
**Receptionist** That's right. Can I see your credit card, please?  
**Jenny** Here you are.  
**Receptionist** Thank you. Your room is on the fifth floor. Room five-oh-one. The lift is over there.  
**Jenny** Thanks. What time is breakfast served?  
**Receptionist** It's between five and ten a.m. There's also dinner in the hotel restaurant this evening until ten.  
**Jenny** Do I need to book a table?  
**Receptionist** No, you don't.

#### 2

- Receptionist** Hello. Reception.  
**Jenny** Hello. This is Ms Chiang in room five-oh-one. Can I have a wake-up call, please?  
**Receptionist** Certainly. What time is that for?  
**Jenny** Six a.m., please. Also, can you order me a taxi to the airport terminal for seven o'clock?  
**Receptionist** Yes, we can arrange that.  
**Jenny** Sorry, there's one other thing. Do the rooms have Internet access? I can't log on.  
**Receptionist** Yes, they do, but there's a problem with the connection this evening. Sorry, we're trying to fix it now.  
**Jenny** OK. I'd also like dinner in my room. Do you have room service?  
**Receptionist** Yes, one moment, please ...

## Unit 12

### 63

**Greta** Hello, Greta Helsing speaking.

**Barati** Hi Greta, it's Barati in Kathmandu.

**Greta** Oh, hi Barati.

**Barati** Hi. Thanks for your email about the Palmarosa oil. We've sent it and it's going to arrive on the twenty-seventh. I know you have a tight deadline, but we've had a few problems here.

**Greta** Don't worry. The twenty-seventh is OK. I can change the schedule by a week.

**Barati** Have you taken lots of orders for the soap?

**Greta** Yes, there's been a lot of interest.

**Barati** Great. Have you seen some of the other products on our website?

**Greta** Yes, I have. They look really interesting.

**Barati** You should come and visit us sometime. Have you ever been to Nepal?

**Greta** No, I haven't, but I'd love to!

### 64

**Greta** At the moment, the schedule is about a week late. The situation is that the raw material from Nepal has just arrived and we've already taken it to the warehouse. So the aim is to get the soap on the shelves by Valentine's Day.

**Soledad** But what's the deadline for this? I know we need it for February the fourteenth, but what date is the launch?

**Greta** We plan to launch it on January the twentieth.

**Soledad** But Martin, how much time do we need for production?

**Martin** Production isn't a problem. But we haven't got a final package yet.

**Greta** I know. I've spoken to the designers again today. We'll have the packaging by the thirty-first of October.

**Martin** OK. So we'll have the final product by the end of December?

**Greta** That's right. Around the twentieth.

**Soledad** Why don't we deliver the product at the beginning of January? The shops are going to want it earlier than the twentieth.

**Greta** OK. Then, let's start delivery from the warehouse on January the second. Is everyone happy with that date?

**Martin / Soledad** Fine. No problem.

**Greta** Right. So, to summarize, I'm going to call our packaging people – again. And we're going to tell clients they'll have the product by January the ...?

**Soledad** Let's say January the fifth. I'll tell them. And I'm going to prepare some press releases as well.

**Greta** Great.