



9 Competition

Learning objectives in this unit

- Talking about competition
- Comparing products and companies
- Saying prices
- Comparing and choosing

Case study

- Making a supermarket competitive

Starting point

- 1 Do you work in a competitive industry / business?
- 2 Who are your competitors, locally and globally?
- 3 Where are they?

Working with words | Competition

- 1 48▶ Listen to a manager talking about the company Accor, and complete this fact file.

accorprofile

- 1 _____ employees
- 2 In nearly _____ countries
- 3 Over _____ hotels worldwide

MARKET SEGMENTS AND LOCATION

PRICE	HOTEL CHAIN	WHERE
Budget	Motel 6	4 _____
Economy	5 _____	Asia-Pacific
Mid-range	6 _____	worldwide
Top range	Sofitel	worldwide



Sofitel Magic Lagoon Khao Lak Hotel, Phuket, Thailand

**2** Discuss these questions in small groups.

- 1 Which of these do you think are important for hotels to be competitive?
- 2 When you choose a hotel, which three are most important?

Price ___	Delivery time ___
Choice and range ___	Staff ___
Technology ___	Quality ___
Services ___	Something else ___
Location ___	

3 48▶ Listen to the manager again and tick (✓) the areas she mentions.**4** Work with a partner. Discuss which categories in **2** are important for you and your competitors. Do you offer something special?**5** 49▶ Complete these sentences with adjectives from the list. Then listen and check your answers.

low expensive wide up-to-date good high cheap friendly

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

6 Work with a partner. Use the adjectives in A to describe the items in B. You can use some adjectives more than once.

*Example: low / high prices
low / high quality*

A	B
low / high	prices
good / bad	choice and range
cheap / expensive	location
fast / slow	technology
up-to-date	quality
wide	service
	delivery time

»» For more exercises, go to Practice file 9 on page 94.

7 Prepare a short presentation on how your company (or a company you know well) is competitive.

- Explain how you are competitive in your industry (e.g. price, choice)
- Explain what your company offers with adjectives from **6**.

Example: We offer good service.

8 Give your presentation to your partner or to the class.

i »» Interactive Workbook »» Glossary

Language at work | Comparatives



- Do you normally buy these products or services from a shop / office or from a website? Why? Compare your answers with the rest of the class.
 - music
 - holidays or airline tickets
 - clothes
 - property
 - food and drink
 - financial advice and loans
 - electrical goods
- Where does your company sell its products or services? In shops, over the Internet, or elsewhere?
- 50▶ Listen to these interviews with two business owners. Who runs
 - a web-based mail order company?
 - a high street shop?
- 50▶ They describe the competitive advantages of their companies. Listen again and complete this table.

Company 1	Company 2
a ¹ _____ service	⁵ _____ prices
staff are ² _____	⁶ _____ stocks
staff are ³ _____	⁷ _____ delivery
products are ⁴ _____	a ⁸ _____ choice

- Complete these rules for forming comparatives.
 - One-syllable adjectives (*low, fast, etc.*): add ____.
 - Adjectives ending in -y (*friendly, etc.*): replace the -y with ____.
 - Long adjectives (*experienced, up-to-date, etc.*): put _____ before the adjective.
 - Some adjectives are irregular: *good* → _____, *bad* → *worse*.
- Complete this text with the comparative forms of the adjectives in brackets.

Multichannel Selling

Modern companies use multichannel selling. In the past, customers went to a high street shop because staff were ¹ *friendlier* (friendly) and gave ² _____ (good) advice. But they also preferred online shopping because it offered a ³ _____ (wide) selection with ⁴ _____ (cheap) prices. Nowadays, successful companies must offer customers both ⁵ _____ (easy) shopping with a website, and ⁶ _____ (experienced) help from a high street shop.

» For more information and exercises, go to Practice File 9 on page 95.



7 Work with a partner. Make sentences from the table below. Student A begins the sentence. Student B finishes the sentence. Change roles after each sentence.

*Example: A Supermarkets have a wider choice ...
 B Supermarkets have a wider choice than small shops.*

A			B
DVDs	wide choice	than ...	small shops
Supermarkets	difficult / easy to learn		mineral water
English	up-to-date		sea travel
Wine	big		CDs
Sales managers	expensive / cheap		Chinese
Flying	fast		sales reps
	low prices		
	experienced		

8 Work with a partner. Take turns to compare your company with a competitor. Compare areas such as

- price
- products / service
- choice
- staff
- delivery.

Example: My company is more expensive than our competitor, but we offer a higher quality service.

Practically speaking | How to say prices

1 51▶ Listen and tick (✓) the prices you hear.

¥2,860 ___ \$50 ___ €29.99 ___ ¥170 ___ €11.75 ___
 \$26.80 ___ \$28.60 ___ ¥2,690 ___ ¥2,960 ___ \$7.15 ___
 \$500 ___ €17.50 ___ \$7.50 ___ €11.79 ___ \$30 ___

2 51▶ Listen again and complete this price information.

- 1 Price of phone: _____
 Price of calls per month: _____ for ten hours
 _____ for five hours
- 2 Delivery free on orders of _____ or more
 Delivery per item: _____
 Delivery for four items: _____
- 3 Normal price: _____
 Discount with customer card: _____
 Final price: _____

3 Work with a partner. Take turns saying the prices you ticked in 1.

Business communication | Comparing and choosing

Javier Sampedro works for a chain of shops. His company wants to update its website and sell products online. Javier asked two web design companies, Weblines and ITE, for quotes. He compares the quotes for his managing director at their weekly meeting.

1 52▷ Listen and complete the table.

	Weblines	ITE
Lower prices?		✓
Smaller company?		
Older company?		
Better quality of work?		
More experience with online businesses?		
Faster delivery?		

2 52▷ Listen again and complete these sentences.

- How do they _____?
- ITE is _____.
- Are they _____?
- The quality is _____.
- The _____ of ITE is the two people have experience in the online marketing and sales industry.
- The _____ of Weblines is they don't usually work with online businesses.
- There's no _____.
- I _____ ITE.
- Let's _____ them.

3 Put a–i in 2 into categories 1–4.

- Asking about differences: a, _____
- Talking about similarities: _____, _____
- Talking about differences: _____, _____, _____
- Choosing: _____, _____

4 Work with a partner. Student A, ask Student B about differences and choose one from each pair.

- Transportation for work: a motorbike or a bicycle?
- Employ a new person for your department: put an advert in a newspaper or use a recruitment agency?
- English lessons: in a classroom with a teacher or online?

Student B, talk about the similarities and differences.

*Example: A I want a motorbike or a bicycle for work. How do they compare?
B A bicycle is cheaper, but ...*

Now change roles and discuss these.

- Food for a conference: local or foreign dishes?
- A two-day training course: at work during the week or in a five-star hotel at the weekend?
- A holiday this summer: at home or abroad?

» For more exercises, go to Practice file 9 on page 94.

5 Work with a partner and discuss some quotes. Student A, turn to file 19 on page 107. Student B, turn to file 48 on page 115.

① » Interactive Workbook » Email and » Exercises and Tests

Key expressions

Asking about differences

What's the difference?
How do they compare?
Are they better?

Talking about similarities

X does ..., but Y also ...
There's no difference.
... is similar (to ...)

Talking about differences

They're (cheaper) / more ...
The advantage of ... is ...
The disadvantage is ...

Choosing

Let's choose ...
This one's better.
I prefer ...

① » Interactive Workbook
» Phrasebank

Making a supermarket competitive

Background

Shopping around

Competition between supermarkets is very strong. In the UK there are four major supermarkets and Morrisons is number four. The image of Morrisons is low prices, a wide range of food, and friendly staff.

Tesco, the number one supermarket, has small shops in towns and big shops outside towns. It also has a healthy eating range of food and a loyalty card for regular customers. Tesco sells non-food products too like TVs, washing machines, and furniture.

Sainsbury's has an expensive image, but it has some economy products, and with the help of English chef, Jamie Oliver, more people shop there now. It has many 'green' and fair-trade products too, and quality is very important. Sainsbury's trains all its staff to know more about its products.

Discussion

- 1 What do the three supermarkets do to stay competitive?
- 2 Which supermarket do you shop at? Why do you go there?
- 3 Which points in the text are important for you when you shop at a supermarket?

Task

- 1 You work for Morrisons. You need to find ways to improve its competitiveness. Work in groups of four, and divide into Pair A and Pair B. Read your information below.

Pair A

You work in the team for product selection. What changes can you make so Morrisons is more competitive? Make a list of five ideas. Think about

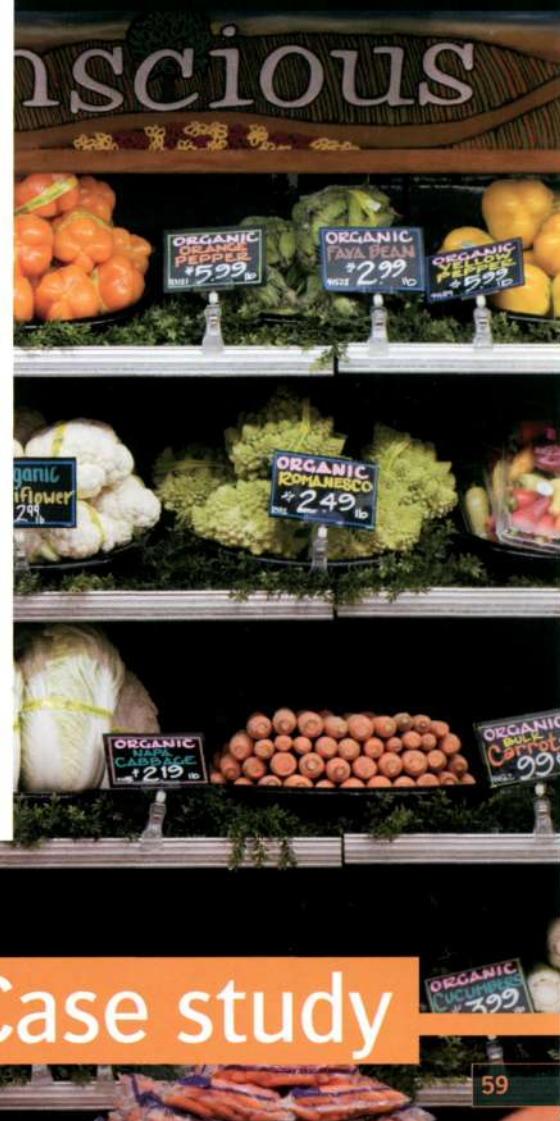
- Product range
- Product price
- Where do your products come from?
- Why do / don't you buy certain products?

Pair B

You work in the team for company image. What changes can you make so Morrisons is more competitive? Make a list of five ideas. Think about

- Staff training
- Staff experience
- Company image
- What image is good for a supermarket?

- 2 Now hold a meeting and present your ideas to the other pair. Decide on five ideas you want to keep.
- 3 Turn to File 21 on page 108 to read what Morrisons did. How do your ideas compare?



Case study

File 16 | Unit 5

Language at work, Exercise 5, page 32

Student A

1 You weren't at a presentation last week. Your partner was. Check if the report below is correct.

Example: *A Was it on Tuesday morning?*

B Yes, it was. / No, it wasn't. It was on Thursday morning.

Presentation: Future Plans

Time: Tuesday morning (?)

Present: Jan, Lydia, Janusz, Carlos (?)

Venue: The conference room (?)

Speaker: Managing Director (?)

2 Now answer your partner's questions about this report.

Presentation: Profits for this year

Time: Wednesday morning

Present: Jan, Lydia, Janusz, Carlos, Piotr

Venue: The conference room

Speaker: Financial Director

File 17 | Unit 8

Business communication, Exercise 6, page 52

Student A

You are Chen. Here's your calendar on Thursday.

Thursday	
0900-1000	Visit factory
1000-1100	Return at 11.10
1100-1200	
1200-1400	12.10-13.10 Lunch with Ania

File 18 | Unit 6

Business communication, Exercise 7, page 40

Student A

Role-play these situations.

1 It's the first morning of an annual conference. It's your first time at the conference. The first session is in Room 125, but where is it? Student B speaks to you.

2 You are in Reception at your company. A visitor wants to see Sara Olsen who is on the third floor. Speak to him / her.

File 19 | Unit 9

Business communication, Exercise 5, page 58

Student A

You and your partner need to choose a new courier company for important deliveries, and a hotel for some two-day training seminars around the country.

- You have quotes from two courier firms.
- Your partner has quotes from two hotels.
- Take turns to ask and tell each other about the quotes, and then make a choice together.

Company: Speed Merchants

Price: €10 per kilometre

Online tracking: Uses up-to-date satellite technology to find a fast route. You can check your package online.

Location: Centres in over 20 cities.

- very friendly staff on the phone

- no discounts

Company: Go Fast

Price: €9.95 per kilometre

Guaranteed delivery: Money back if late.

Location: Centres in 18 cities.

- staff were slow to answer the phone

- no way to check packages online

- offered free delivery for every ten

File 20 | Unit 8

Activity, Stage 2, page 53

Student A

MONDAY

09.00 doctor
11.00 – 12.00 HR weekly meeting
15.00 – 17.00 meeting with personnel agency

TUESDAY

13.00 – 14.00 lunch – out of office
15.00 – 17.00 team meeting

WEDNESDAY

15.00 – 17.00 meeting with department heads

THURSDAY

14.00 – leave work, take Jamie to dentist

FRIDAY

File 21 | Unit 9

Case study, Task, Exercise 3, page 59

Morrisons is top for quality products, customer service, and values

Morrisons is 'Retailer of the Year' for the second year! Retired owner, Sir Ken Morrison, collected his award in London.

These are the changes they made.

- Different logo to give a newer, more attractive image.
- Employed more qualified staff – butchers, bakers, etc. to prepare fresh food (more than other supermarkets).
- Freshly made food in store – bread, cakes, pizza, etc. (more than other supermarkets).
- Local products – 100% British lamb, pork, etc.
- Wide range of flowers and 'fair-trade' flowers at all prices: to offer more choice for all customers.

File 22 | Unit 10

Language at work, Exercise 11, page 63

There are three candidates for the job of line manager at the Recife factory.

- Look at this information.
- Compare and discuss the three candidates.
- Use the phrases in the list to help you.

... the most experienced ... the most popular
... joined the company earlier than ...
... speaks better Portuguese than ...

2 Who is the best candidate?

MARCIO	PAOLO	LUCY
Factory: Rio	Factory: Recife	Factory: Recife
Work history: Joined the company in 2003 as a line worker.	Work history: Joined the company as line worker last year.	Work history: Joined the company's Denver factory in 2001.
Became team leader for Production line 1 in 2006.	Became team leader for Production line 2 this year.	Became team leader in 2007. Moved to Recife six months ago.
Comments: Very popular with his team. He is looking for jobs in other companies.	Comments: Next month – training course in management skills.	Comments: Her team like her. She is taking Portuguese lessons.

File 23 | Unit 10

Practically speaking, Exercise 3, page 63

Student A

Here is your news. Tell your partner.

- 1 Everyone in your team likes the new team leader.
- 2 Your department manager is having dinner with the new Human Resources Manager tonight!
- 3 The company is opening three new factories abroad.

File 48 | Unit 9

Business communication, Exercise 5, page 58

Student B

You and your partner need to choose a new courier company for important deliveries, and a hotel for some two-day training seminars around the country.

- You have quotes from two hotels.
- Your partner has quotes from two courier firms.
- Take turns to ask and tell each other about the quotes, and then make a choice together.

Hotels: InCountry

Price: €5,000 (for ten people)

Facilities: Many hotels provide secretarial service with fax, Internet, printers.

Locations: Over 35 hotels. Hotels are in the countryside, but easy to find.

Leisure: Most hotels have swimming pools and gym facilities.

- all hotels are different and restaurants serve local dishes
- friendly customer service person on the phone

Hotels: Vacationworld

Price: €5,100 (for twelve people)

Facilities: All hotels have two or more meeting rooms.

Locations: 30 hotels near or in city centres.

Leisure: Ten Vacationworld Plus hotels have swimming pools, sauna, and gym.

- staff were polite and helpful
- all hotels are modern; restaurants serve wide range (Italian, Chinese, Indian, etc.)

File 49 | Unit 10

Practically speaking, Exercise 3, page 63

Student B

Here is your news. Tell your partner.

- 1 Your favourite colleague is leaving the company.
- 2 Your company won a new contract yesterday.
- 3 No one's receiving a pay rise this year.

File 50 | Unit 11

Business communication, Exercise 1, page 70

Student B

61▶ You are the hotel receptionist. Listen and write down information about Ms Chiang.

- why she needs a room _____
- how many nights? _____
- credit card details _____

File 51 | Unit 11

Business communication, Exercise 4, page 70

Student B

1 You are the receptionist at the Metro Hotel. Student A telephones to book a room.

- You have double rooms (cost \$150 per night) including breakfast.
- The hotel is to the right of the central train station.
- Take the caller's name and credit card details.

2 Now you need a hotel room. Telephone the Excelsior Hotel. Ask about:

- double rooms and cost for two nights
- breakfast (included?)
- location of hotel.

Your name is: P. Machowski

Credit card details:

- Mastercard
- 4352 8576 8346 1101
- Expiry date: 04/15

File 52 | Unit 11

Business communication, Exercise 7, page 70

Student B

You are a visitor at the hotel. Check in and ask for information on the following.

- dinner in room?
- times for breakfast?
- swimming pool?
- Internet access in the hotel?