

14

Processes

Learning objectives in this unit

- Talking about processes
- Making and changing future plans
- Getting someone's attention
- Using the passive to talk about processes

Case study

- Introducing new processes

Starting point

- 1 Work with a partner. Brainstorm the stages for any of the following processes.**
 - applying for a job
 - moving your office
 - buying a house
- 2 Compare your stages with another pair. Who has the most stages? Are they all necessary?**

Working with words | Processes

1 Read this company information and answer questions 1–2.

- 1 What kind of fuel do you use in your car? How is biodiesel different?
- 2 Is the oil from the jatropha plant a recent discovery?

D1 Oils Building its biodiesel business

D1 Oils is a UK-based global producer of biodiesel. We design, build, own, operate, and market biodiesel refineries. Our vision is to be the world's leading biodiesel business.

Our refinery can produce 8,000 tonnes of biodiesel per year from vegetable oils, including jatropha.

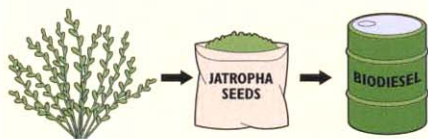
The jatropha plant originated in South America, where its leaves and seeds were used as medicines. It has also been used for centuries to make oil lamps.



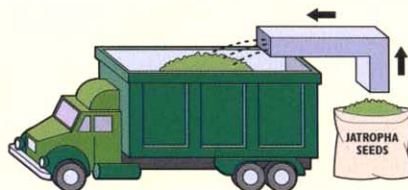
2 57▷ A biofuels company wants to open a new refinery. The CEO, Dr Karl Kirstler, is explaining the process to potential investors. Listen and answer questions 1–3.

- 1 Is the basic procedure complex or simple?
- 2 What are the main stages of the process?
- 3 What is the end product?

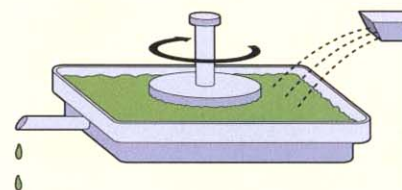
3 57▶ Listen again and complete sentences 1–6.



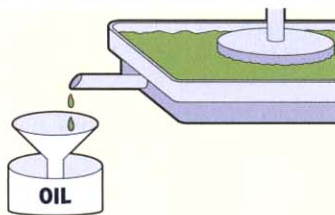
1 Make _____ the biodiesel fuel _____
_____ the jatropha plant.



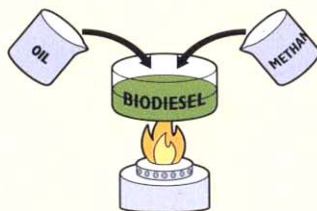
2 Trucks _____ the seeds.



3 _____ them (the seeds) _____
a grinder.



4 Oil is _____ of the
seeds.



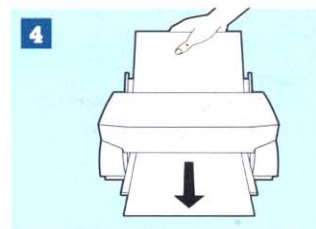
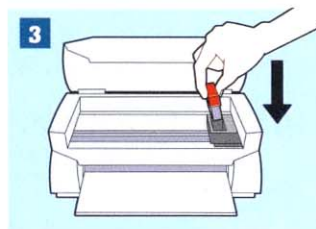
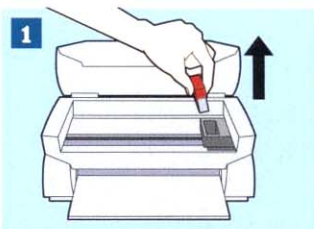
5 _____ it and _____ it with
methanol.



6 _____ it _____ any transport
vehicle.

4 Work with a partner. Look at this process of recycling printer ink cartridges. Which verb phrases in 3 can you use to describe the actions in stages 1–4?

Example: Take the cartridge out of the printer.



5 These phrases are from audio 57▶. Put them in the order (1–6) you would use them in to describe the process in 4.

- ___ a Once ..., you're ready to ...
- ___ b The basic procedure is ...
- ___ c Essentially, there are ... main stages.
- ___ d First of all, ...
- ___ e Having done / finished / brought, etc. ..., you ...
- ___ f Finally, ...

▶▶ For more exercises, go to Practice file 14 on page 128.

6 Choose one of these processes and list the main stages using the phrases from 5.

- loading new software on to a computer
- interviewing people for a job
- preparing for a business trip
- going through an airport – from arriving at the entrance to getting on the plane

7 Work with a partner. Take turns to describe your processes from 6. Does your partner think you included every stage?

8 Work with a partner. Prepare a visual aid to show the stages of a process you are very familiar with. Then present the process to the rest of the class.

📄 ▶▶ Interactive Workbook ▶▶ Glossary

Tip | pick up

The meaning of *pick up* is different here from the one you learnt in Unit 6. Here it literally means to take hold of something and lift it up.

Socializing | Planning future contact



- 1 58► An investor, Anton Golovkov, speaks to Karl Kirstler, the CEO of a biofuels company, after his presentation to a group of investors. Listen to their conversation and answer questions 1–3.**
- 1 Why is Anton interested in Karl's talk?
 - 2 Anton makes two invitations to Karl. What are they?
 - 3 How does Karl say 'yes'? How does he say 'no'?
- 2 Work with a partner. Take turns to make invitations using prompts 1–5. Respond positively or negatively.**
- Example: A Would you like to join us for a drink?
B That would be nice. / I'd love to, but I ...*
- 1 join / drink
 - 2 give / training session
 - 3 go to / cinema
 - 4 attend / conference
 - 5 meet / dinner
- 3 59► Karl calls Anton on Monday. Listen to their conversation and answer questions 1–2.**
- 1 What is the change of plan?
 - 2 What is the main reason for the change?
- 4 59► Listen again and complete these sentences.**
- 1 There's been a slight _____.
 - 2 _____, we won't be able to give you a date at this stage.
 - 3 I _____. These things happen.
 - 4 It's _____ that we can't meet soon.
- 5 Work with a partner. Use the situations in 2 again but change your plans.**
- Example: I'm sorry, but there's been a slight change of plan. I won't be able to join you for a drink because ...*
- 6 Three months later, Karl receives an email from Anton. Complete the email with the more formal phrase, a or b, from 1–6 below.**

Dear Dr Kirstler

You may remember that about three months ago we met at your investors' presentation in Tallinn. At the time ¹____ which, as a result, meant we weren't able to proceed with your proposal.

²____ for ³____. However, since then the position is clearer and ⁴____ Moscow to present your investment proposal to a group of investors. We ⁵____ meet you. Please find full details of the group in the attached document. ⁶____ too short notice for you to join us in Moscow?

I look forward to hearing from you.

Sincerely
Anton Golovkov

- 1 a there was a slight change of plan / b something came up
- 2 a I would like to apologize / b Sorry
- 3 a messing you around / b any inconvenience caused
- 4 a I would now like to invite you to / b how about joining us in
- 5 a 'd love to / b would all appreciate the opportunity to
- 6 a I was wondering if next week would be / b Would next week be

- 7 Karl has to change his plans. Read his email to a close colleague. Complete it with five of the less formal phrases in 6. You may need to change the form of the verb.

Hi Robert
 I ¹ _____ meet you here next week, but ² _____.
 Do you remember Anton Golovkov from the Tallinn seminar. Well, he's finally invited me to Moscow. ³ _____ for ⁴ _____ but you know how important this is. ⁵ _____ Stockholm the week after?
 Best wishes
 Karl

» For more exercises, go to Practice File 14 on page 128.

- 8 Work with a partner. Have two phone calls. Use phrases from 6.

	Student A	Student B
Call 1	You invited B to speak to a group of your colleagues on 13 May. However, you need to change this to 20 May. Call B.	You were invited to speak at a company on 13 May. The organizer, A, calls you.
Call 2	You have a meeting on 16 June with your close colleague, B. He / she calls you about it.	Call your close colleague, A, to change your meeting on 16 June because you are giving a talk that day.

- 9 Work with a partner. Using your own diaries, make a series of phone calls. Take turns to invite each other to an event from your schedule. Accept or decline the invitations according to your availability. If you accept, make another call to change the arrangement and explain why.

i » Interactive Workbook » Email

Key expressions

Inviting

I'd like to invite you to ...
 I was wondering if you would like to ...
 I'd be delighted if you would ...
 Would you like to join me ...?
 How about joining ...?

Accepting

That would be great / nice.
 I'd be delighted to.
 OK. I'll ...

Declining

I'd love to, but I'm afraid I ...
 Sorry, but I can't ...
 Thanks, but ...
 Sorry, but I'm a bit tied up ...

Changing plans and giving reasons

There's been a slight change of plan ... which means / because ...
 As a result, we won't be able to ...
 I would like to apologize for any inconvenience.
 Something's come up.
 Sorry to mess / for messing you around, but ...?

Responding to a change of plan

That's a pity.
 I understand.
 I'm sorry to hear that.
 Maybe next time.
 It can't be helped.
 It's a shame that ...
 Not to worry.
 These things happen / take time.

i » Interactive Workbook
 » Phrasebank

Practically speaking | How to get someone's attention

- 1 Which response a–g below can you *not* use to respond to phrases 1–6?

- Have you got a minute? ____
 - Are you busy? ____
 - Is this a good time? ____
 - Sorry to bother you ... ____
 - Can I interrupt you for a second? ____
 - Can I talk to you for a moment? ____
- Yes, what can I do for you?
 - Well, actually it's not a good time.
 - Yes, sure.
 - No, not at all.
 - Well, I am rather busy at the moment.
 - I am a bit busy, sorry.
 - That's OK.

- 2 Work in two groups, Group 1 and Group 2.

- Group 1, begin chatting with a partner or in small groups.
- Group 2, after a few moments, try to politely get the attention of one of the people in Group 1, then continue a conversation with them.
- Those in Group 1 with no partner must now try to get the attention of someone else. Continue until you have used as many of the expressions in 1 as possible.

Language at work | Passive forms

- 1** In your country, is most business done in the office or at social events, such as parties and business lunches? How important is meeting people socially or 'networking' for you?
- 2** 60▷ Listen to someone speaking at a training event on effective networking. Tick (✓) the points the speaker mentions.

Effective networking: How business is really done

- 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.

- 3** 61▷ Complete these sentences with the correct form of the verbs in brackets. Then listen and check your answers.

- 1 Business is _____ (do) through networking and meeting people.
- 2 A contract, or a job, can be _____ (win) or _____ (lose) on first impressions.
- 3 If you've been _____ (invite) out to a business dinner, ...
- 4 Hello, I was _____ (give) your name by a colleague.
- 5 Try to be _____ (introduce) by someone else.

- 4** Match the sentences in 3 to verb forms a–e.

- a infinitive form: _____ c past simple: _____ e present simple: _____
b present perfect: _____ d modal: _____

- 5** Match sentences a–d below to uses of the passive 1–3. More than one answer is sometimes possible.

- 1 To emphasize the result, rather than the person or cause: _____
- 2 When the person who does the action is unknown, unimportant, or too obvious to mention: _____
- 3 To talk about a process or how something is done: _____

- a I was given your name by a colleague.
b Jatropha plants are grown in hot climates.
c Fiat cars are produced in Turin.
d A mistake has been made.

» For more information and exercises, go to Practice file 14 on page 129.

- 6** Read these statements. Are they true or false for you? Make the false statements true for you and tell a partner.

- ‘My company was founded over twenty years ago.’ ‘Most of my work is done on the phone and by email.’
‘Employees can be sacked for being late where I work.’ ‘It's always important to be liked by the boss.’
‘Most of my colleagues have been employed by other companies at some stage.’

- 7** Work with a partner or in small groups. Prepare a short presentation for the rest of the class on one of the following processes.

- Disciplinary procedures at work • How to get promoted quickly
- How my company was founded

Introducing new processes

Background

Airline needs to check on its check-in system

Air27 is a low-cost airline operating on routes throughout Europe. The company is very successful. It carries over 30 million passengers a year and has a total revenue of over two billion euros.

But Air27 is facing problems. It has kept fares low by using traditional check-in desks and not investing in alternative technology like some of its competitors. This means that the average passenger check-in time is more than two hours. At busy times, the company does not always have enough staff to check in everyone on time. This leads to long queues, unhappy passengers, more stress for check-in staff, and flights being delayed or taking off without passengers.

Passenger feedback suggests some people may not want to fly with Air27 again – they like the low fares but not the check-in experience. The situation is not helped by recent increased security measures. These slow down passengers' progress through the airport even more.

However, passenger numbers are increasing. The UK Department for Transport forecasts the number of air passengers will increase from 228 million in 2006 to 465 million by 2030. The current growth in UK passengers is 6.4% a year. Air27 knows it needs to invest in different methods of checking in passengers if it is to remain competitive.

Discussion

- 1 Would you choose to fly with Air27? Why / why not?
- 2 What other methods of checking in could Air27 consider?
- 3 What are the advantages and disadvantages of automatic check-in systems for passengers? And for airlines?

Task

Work in groups of three. You need to find a solution to Air27's problem. You will need to keep the current check-in system, but also decide which automatic systems the company should choose. The money for investment in two additional systems is available.

- 1 Read about alternative automatic check-in systems. Student A, turn to File 27 on page 141. Student B, turn to File 36 on page 144. Student C turn to File 43 on page 146.
- 2 Explain how your system works to the other members of the group.
- 3 Discuss the different check-in systems and decide which two are the best combination to solve Air27's problems.

The Expert View

Introducing a new process often meets with resistance from employees. Frequently, the organization is trying to improve efficiency by developing or streamlining its activities. In this case, it helps to involve the people who will be affected by the new process – they can help identify ways to improve efficiency. If reducing costs also means reducing staff numbers, employees will want to know how the changes will affect them. If new processes are the result of opportunities created by new technology, it's important to involve employees and customers in pilot schemes. Organizations should be prepared to listen to feedback and review their approach if necessary.

Graham Clark, Senior Lecturer in
Operations Management
Cranfield School of Management

File 24 | Unit 9

Case study, Discussion, Exercise 5, page 59

Maersk Logistics' solution for Castorama Polska

- Created an 'integrated logistics environment' which
 - handles the supply and distribution process as a whole, rather than separate stages
 - operates an information system based on purchase orders (a computer system that has information on all customer orders and purchases and automatically orders any products that Castorama are / will be running low on)
 - takes care of the negotiations with suppliers and all the documentation.
- Improved the online tracking system for products and information as follows.
 - Castorama staff can log on to the system and find out where a customer's order is at any time.
 - Staff can keep track of every order – when it was dispatched, how long before delivery, any changes in schedule, etc.
- Reduced lead times and transportation costs by
 - handling all the sourcing from European and Polish suppliers, including transportation
 - controlling transportation costs
 - channelling orders through one distribution centre in Central Poland – orders are repacked on to trucks and distributed to different stores throughout Poland
 - keeping the supply of key products up to date at central warehouse.

Results

- information is better
- efficiency has improved
- client satisfaction has increased
- sales are increasing
- confidence in Castorama's capabilities has improved – among customers and suppliers

File 25 | Unit 16

Case study, Task, Exercise 1, page 101

Student B

Mission: Research sales and marketing history. Find company data and analyse it.

Result: Surprising because

- sales decreased after company started exporting to mainland Europe – these consumers prefer coffee and herbal teas
- weak marketing campaign two years ago – expensive with bad results – concentrated so much on continental Europe that the key UK market was forgotten and sales dropped.

Conclusion: Continental Europe is potentially big market. Need to launch new campaign there, but not forget importance of UK market.

File 26 | Unit 13

Case study, Task, Exercise 1, page 83

Student C

You work in logistics. Read these complaints you have received from customers.

Two months ago I placed an order for some wooden toys for my grandchildren. When I contacted you three weeks ago to say they hadn't arrived, you kindly sent me the order. Now not only do I have the order you re-sent, but this morning the original order finally arrived! What should I do with the extra order?

The Bohemian glassware you sent me is lovely. But one of the glasses is broken. They were inadequately wrapped. There just isn't enough packing for a long-distance order.

I am very upset because an item I ordered took over three weeks to reach me. I don't know if it is the postal service in my country, or the service in yours which is unreliable, but if you can't keep the two weeks promise then you shouldn't make it. I don't have much confidence in national postal services – have you considered UPS or DHL?

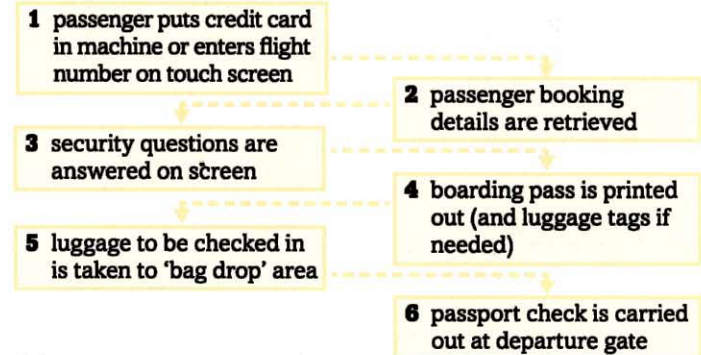
File 27 | Unit 14

Case study, Task, Exercise 1, page 89

Student A

Read the information about the check-in procedure and present it to your group.

Self check-in machines at the airport



Advantages

- will reduce costs because fewer check-in employees will be needed
- will reduce waiting times, leading to improved customer satisfaction
- passengers with only hand luggage can check in more quickly (e.g. business customers)

File 35 | Unit 10

Case study, Task, Exercise 1, page 65

Student C

Read this costing for the attractions and facilities for last year's event. Last year you went over budget on the event so make sure you don't this year. You have a total budget of €15,000. Decide what you think you can afford and make recommendations for this year's events to the rest of the committee.

- Promotional video about the work of the charity: no cost
- Tour de France simulator: €550
- Catering for outdoor barbecue: €3,000
- Guided tour of the factory: €195
- Quiz about the company: no cost
- Building a special course for bike trials: €1,200
- Charity contribution on sales of bicycles and / or clothing: €5,400
- Lottery tickets for the charity (bicycles as prizes): €500
- Public event insurance: €1,000
- Portable toilets: €450
- Children's play area: €550
- Overtime payments for staff: €2,000

File 36 | Unit 14

Case study, Task, Exercise 1, page 89

Student B

Read the information about the check-in procedure and present it to your group.

Online check-in

- 1 passenger goes to airline website and enters name and flight booking number
- 2 flight details are confirmed
- 3 passenger prints out their own boarding card
- 4 passenger arrives at airport
- 5 luggage to be checked in is taken to 'bag drop' area
- 6 boarding pass is scanned electronically at departure gate

Advantages

- will reduce costs because fewer check-in employees will be needed
- passengers will check in before arriving at the airport so there will be no waiting in queues – increased customer satisfaction
- business customers can check in at home or at work and will be more relaxed at the airport

File 37 | Unit 13

Language at work, Exercise 6, page 82

Student B

Situation 1

Listen to your partner's problem. Here are some possible solutions to give.

- Ask to move desks to be nearer your team.
- Arrange just one daily meeting at a halfway point in the building.
- Alternate days when you go to them and they come to you.

Situation 2

The air conditioning has broken in your building. It is summer and very difficult to work in these high temperatures.

- 1 Explain your problem to your partner.
- 2 Ask for advice.

File 38 | Unit 13

Case study, Task, Exercise 1, page 83

Student B

You work in sourcing and marketing the products. Read these complaints you have received from customers.

Hi,
I have just received the hat I ordered. Unfortunately it's too big. It goes over my ears and I can't see anything! I think there's a problem with the way you describe your sizes. Normally I take size 56, but this is huge. Can I send it back for a smaller size?
Carlo

Hi
I ordered an amber ring from you to give to my mother for her birthday. It arrived yesterday and I have noticed that there is a dead insect inside the amber. Personally I find this quite interesting, but I'm afraid that my mother will not appreciate it. Could I send the ring back and get a replacement in time for her birthday? It's in two weeks.
Darren

I ordered one of your beautiful Swazi dresses, but when I tried it on it was much too tight. I am normally a large – but with these sizes I imagine I would need extra large!! Can you be clearer about the sizes?
PS I gave the dress to my niece – she looks lovely in it.

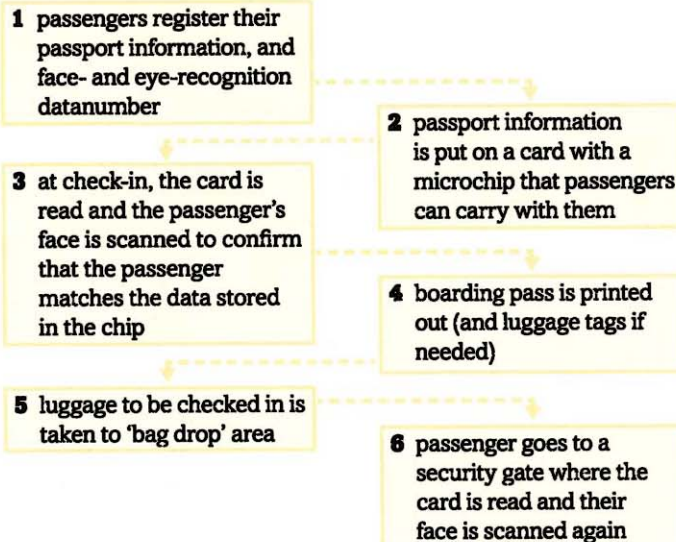
File 43 | Unit 14

Case study, Task, Exercise 1, page 89

Student C

Read the information about the check-in procedure and present it to your group.

Biometric check-in



Advantages

- simpler and faster airport check-in process
- increased security

File 44 | Unit 16

Case study, Task, Exercise 1, page 101

Student D

Mission: Focus group. Tea experts invited to discuss ways of improving product.

Result: Very helpful because

- better quality tea leaves needed to justify high price
- experts recommended selling weaker tea in mainland Europe – these consumers don't normally add milk.

Conclusion: Need to find new suppliers to cater for different tastes. Have two different ranges – one cheaper one for mass market, one more expensive, high-quality for specialist market.

File 45 | Unit 16

Starting point, Exercise 1, page 96

India black pepper

Mexico chocolate

China silk

Peru potatoes

Central and South America rubber

Ethiopia coffee

File 46 | Unit 16

Working with words, Exercise 9, page 97

Student B

- 1 Read this information, then answer your partner's questions about the success of each event.

Product: air-conditioning unit for the home

- Projected sales: \$400,000
- Actual sales: \$600,000

Trip abroad: fact-finding trip to Argentina

- People: trade fair not well publicized – not many people there
- Result: two weeks there – no useful contacts made

Launch of new product: organic beauty products

- Details: supermarket shoppers given free trials
- Result: positive response to free trials – shoppers buy additional products

Presentation: company mission statement for the coming year

- Details: lots of information, excellent use of PowerPoint, innovative mission statement
- Result: colleagues impressed and motivated

- 2 Now ask your partner about these events. For each question ask *How did ... go?*

Example: *How did sales of the hand-knitted sweaters go?*

- sales of hand-knitted sweaters
- the trip to India
- the launch of the new white wine
- the presentation on the company's position in the market