



# 16 Success

## Learning objectives in this unit

- Talking about achievements
- Reporting back on and evaluating research
- Generalizing
- Using contrasting language

## Case study

- Acting on research

## Starting point

- 1 Match these products to the country / region which first manufactured them or where explorers first discovered them. Check your answers in File 45 on page 146.

### Products:

silk, potatoes, coffee, black pepper, chocolate, rubber

### Countries / Regions:

Central and South America, Peru, India, China, Ethiopia, Mexico

- 2 Which countries are now the leading producers of the products in 1?
- 3 How important are these products in your country / company?
- 4 How different would the world be if they hadn't been discovered?

## Working with words | Fact-finding and achievement

- 1 Look at the pictures in the article below. One material is used in the manufacture of these three products. Which material do you think it is?
- 2 Read this article and see if you were right in 1. Then answer questions 1–2.
  - 1 What route did the product take to get to Europe?
  - 2 How is it different nowadays for people to discover new products or techniques?

## A perfect product

It has been an enormously important product over the ages. Its qualities of strength, light weight, and softness make it the perfect material for products such as quality clothing, parachute material, medical sutures, racing bike tyres and even a wide variety of cosmetic products like moisturizer and shampoo. But silk has not always been readily available. The Chinese jealously guarded the mysteries of silk production until (so one of the legends goes) two monks **came across** some silkworm eggs and **managed** to smuggle them out of the country, risking their lives, but taking the **know-how** with them as far as Byzantium.

The secrets of silk gradually spread through India and the Middle East, reaching Europe,

where Italy was the first European country to **succeed** in establishing a successful silk manufacturing industry in the thirteenth century. France then borrowed the **expertise** of the Italian workers to create its own silk industry.

It was not easy to get the secrets of silk manufacturing out of China. But, in today's business world, it's far easier to share knowledge and skills, and to **find out** about new products or techniques. By **searching** on the Internet or even jumping on a plane to the other side of the globe, it is possible to **look for** ways of improving products, without endangering the lives of the people who make the discovery.



**3 Match words or phrases in bold from the text in 2 to definitions 1–4.**

- 1 skills / knowledge: \_\_\_\_\_, \_\_\_\_\_
- 2 achieve / become able to: \_\_\_\_\_, \_\_\_\_\_
- 3 discover: \_\_\_\_\_, \_\_\_\_\_
- 4 try to find: \_\_\_\_\_, \_\_\_\_\_

**4 Work with a partner. Use words from 3 to talk about your own or your company's achievements.**

*Example: My company managed to sell 10,000 units last year.  
My expertise in accounting is useful in my job, as I have to do the books every month.*

**5 70▶ Listen to three extracts about success and failure. Match them to pictures a–c.**



**6 70▶ Listen again. Match a word from A to a word from B to make adjective + noun phrases.**

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

**7 Which of the phrases you made in 6 deal with successes and which with failures?**

**8 What other adjective + noun phrases can you make from the words in 6? Use your phrases to describe what is happening in the pictures in 5.**

» For more exercises, go to Practice file 16 on page 132.

**9 Work with a partner. Student A, turn to File 39 on page 145. Student B, turn to File 46 on page 146. Take turns to ask each other about some events. Use phrases from 6 and 8.**

**10 Work with a partner. Describe one of the following using words from 3 and 6.**

- a training session
- a work event
- a new product

## Meetings | Reporting back



- 1 How popular are traditional handicrafts and furnishings in your country? Where do most of them come from?
- 2 71, 72▷ Trimpo is a retail chain selling traditional goods in shops across Europe. Paul O'Reilly is the chief buyer at the business's head office in Brussels. Two of his team have been on fact-finding trips abroad. Listen to Paul's conversations with Olli and Sandrine and complete this table.

	Olli	Sandrine
Destination		
Impressions and verdict		
Next step		

- 3 72▷ These phrases are from the first conversation. Listen to the second conversation again and write phrases that mean the same.
  - 1 How was your trip? \_\_\_\_\_
  - 2 I'll fill you in on everything. \_\_\_\_\_
  - 3 So, what were your overall impressions? \_\_\_\_\_
  - 4 I was impressed with ... \_\_\_\_\_
  - 5 What makes you say that? \_\_\_\_\_
  - 6 This underlines the importance of ... \_\_\_\_\_
  - 7 What we need to do now is ... \_\_\_\_\_
  - 8 We should focus on ... \_\_\_\_\_
- 4 Choose a phrase from 3 to complete this conversation. Compare your version with a partner.
 

A 1 \_\_\_\_\_ in Australia?

B It could have started better!

A 2 \_\_\_\_\_?

A Well, the airline lost my suitcase. Otherwise it went very well, thanks.

B So 3 \_\_\_\_\_ of the operations there?

A I have to say that, on the whole, 4 \_\_\_\_\_ everything apart from one area.

B 5 \_\_\_\_\_.

A Well, it seems like there are real problems with cash flow.

B I suppose this 6 \_\_\_\_\_ to find a better system of payment.

A Yes, we really 7 \_\_\_\_\_ on improving this aspect of the business before we do anything else.

» For more exercises, go to Practice file 16 on page 132.

**5 Work with a partner.** You both work for *K@ravanzerai*, a travel agency specializing in adventure activity holidays. Report back to each other on a fact-finding mission. Student A, turn to File 40 on page 145. Student B, use the information below.

**Student B**

**Situation 1**

You are Student A's boss. Ask for a report on his / her trip. Ask him / her to justify his / her opinions. Identify action for the future.

**Situation 2**

You have been on a fact-finding trip to Brazil to find out about eco-holidays. Student A is your boss and will ask you to give a general evaluation of the trip and emphasize what you consider important. Read this information and prepare to report back on what happened.

**Destination:** Brazil

**Contact:** Nelson Dos Santos, Brazilian tour operator

**Business:** Green holidays

**Impressions:** Very well organized. Good supervision of visitors. Medical kit. Expert on the rain forest. Very good team of guides. Comfortable base-camp facilities. Difficult to get to base camp. Staff speak limited English.

**Verdict:** A good prospect if access and language barrier can be improved.

**Next step:** Try to convince him to join us. Send someone as guinea pig to see what the holidays are really like. Take photos for brochure.

**6 Work with a partner.** Think of a challenging situation you have experienced. Tell your partner what happened and what you learnt from the experience.

**This might have been**

- a job interview
- going on a business trip
- using English on the phone.

**i** » Interactive Workbook » Email

## Key expressions

**Asking for feedback**

How was your trip?  
How did it go in / at / with ...?  
What were your overall impressions?  
So, give me an overview.

**Introducing feedback**

I'll / Let me fill you in on ...  
I'll / Let me bring you up to date on ...

**Giving a general evaluation**

It could have gone better.  
It wasn't what I expected.  
I was pleasantly surprised.  
I was quite impressed with ...  
There were no big surprises.

**Asking for a justification**

What makes you say that?  
Tell me more.  
Why do you say that?

**Emphasizing**

This underlines the importance of (+ *-ing*)...  
This highlights the need to (+ verb)...

**Identifying future action**

What we need to do now is ...  
I think the next step is to ...  
We need to concentrate on ...  
We should focus on ...

**i** » Interactive Workbook  
» Phrasebank

## Practically speaking | How to generalize

**1 Underline** the words in this list that we use to make generalizations.

*on the whole particularly all in all especially overall  
mainly in particular mostly in general generally speaking*

**2 73▷ Work with a partner.** Take turns to make sentences with prompts 1–7 using as many of the words you underlined in 1 as you can. Listen and compare your answers.

**Example:** *In general / generally speaking, I prefer to travel by train.  
I mainly / mostly prefer to travel by train.*

- 1 I / prefer / travel / by train
- 2 we / operate / in / the Far East
- 3 I / thought / it / was / an excellent presentation
- 4 we / don't / work / at weekends
- 5 it / was / a great trip
- 6 we / communicate / in English
- 7 I / was / very happy / with the way it went

**3 Work with a partner.** Make sentences about these ideas using words / phrases you underlined in 1. Then compare your sentences with another group. Say how you feel about

- a trip you've been on
- travelling
- your work
- your progress in English
- your company's recent performance.

## Language at work | Contrasting language

- 1 Paul has concerns about working with Mr Tran, in particular about the size of Mr Tran's factory and the language barrier. Read Sandrine's email to Paul. How good is she at reassuring Paul?**

Dear Paul

Thanks for your email. I can quite understand your concerns.

**1 Reliability of supplies**

Even though Mr Tran's factory is small, it is efficient and well organized, so he should be able to satisfy commitments.

**2 Language**

Despite having language problems, with a mixture of English and French, we will be able to get by. Although he may not be a great linguist, I think he is an energetic and committed businessman. I can understand that you are worried. However, if we manage to convince Mr Tran to come and see us, I think that you will be as impressed as I was. I think it will be worth it in the long run, despite the potential problems.

Best wishes

Sandrine

- 2 Underline the different contrasting words in the email in 1.**
- 3 What is *despite* followed by?**
- 4 Transform this sentence using the words you underlined in the email.**  
*Their head office was impressive, but the firm was losing money.*

» For more information and exercises, go to **Practice file 16** on page 133.

**5 Work with a partner.**

- 1** Your company is based in France and has regular dealings with UK customers. Your company is proposing a change of working hours from 9 a.m.–5 p.m. to 10 a.m.–6 p.m. Student B, point out the negative aspects. Student A, try to persuade your partner that it's a good idea.

Negative	Positive
Finish work later	Avoid the morning rush hour
Shorter evenings	Will be coordinated with UK colleagues
Different hours to other family members	Extra hour in bed in the morning

- 2** Your company is proposing a change of logo. Student A, point out the negative aspects. Student B, try to persuade your partner that having a new logo is a good idea.

Negative	Positive
People are unfamiliar with it	More modern feel
Design process is expensive	Opportunity for new promotional campaign
New stationery needed is expensive	Easier to distance company from past disasters

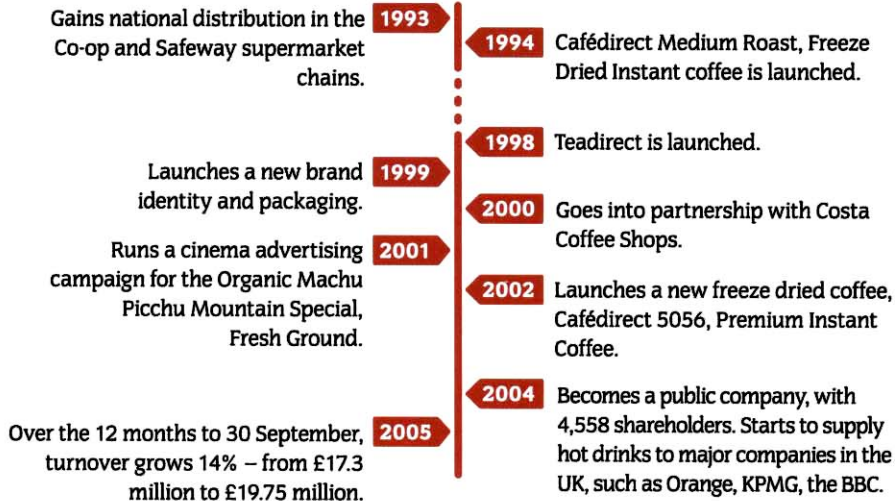
- 6 Work in small groups. What criticisms could people make of the organization where you work? What can you say to counter these criticisms?**

## Acting on research

### Background

#### Cafédirect

Cafédirect is the UK's largest Fairtrade hot drinks company. It was founded in 1991. In 2001, it was ranked 54th on the UK's first index of fast-growing inner-city businesses, the Inner City 100. In 2002 it was ranked as the sixth-largest coffee brand in the UK. This company history shows its rise to becoming one of the most popular hot drinks companies in the UK.



## The Expert View

Success depends on knowing your market and being able to respond to diverse needs. In a major global industry like tea and coffee, market conditions are very competitive. The challenge is how to meet the needs of both retail consumers (who buy their products at the supermarket) and those who buy their coffee in cafés and restaurants. These needs are very different, and vary between 'coffee cultures' (mainland Europe, North and South America) and traditional 'tea cultures' (the UK, Ireland, Poland). Only the biggest companies achieve significant presence across all markets. Others must specialize, so it's vital to know your consumers. For this reason, excellent market research is essential.

David Molian, Bettany Centre for Entrepreneurial Performance & Economics  
Cranfield School of Management

### Discussion

- 1 What has made this company so successful?
- 2 With more and more competitors offering similar products, what can a company like Cafédirect do to continue to be successful?

### Task

You work for a British company which imports high-quality tea from India and sells it to supermarket chains and specialist retailers in the UK. Recently you have been losing sales.

- 1 Work in groups of up to four. Each person in your group has been given a fact-finding mission to find out the reasons for the loss of sales. Read the details of your mission and prepare for a meeting with your group. Student A, turn to File 16 on page 138. Student B, turn to File 25 on page 141. Student C, turn to File 41 on page 145. Student D, turn to File 44 on page 146.
- 2 Have a meeting with your group following this agenda.

#### Agenda

- 1 Report back on research and conclusions
- 2 Discuss concerns about others' findings
- 3 Decide on future action

## Case study

## File 11 | Unit 2

Case study, Task, Exercise 2, page 17

### Group B

You are working on the launch party event.

#### Your responsibilities:

- Booking the DJs and other acts.
- Organizing the special events, such as ethical clothing and make-up displays.
- Ordering all the food and drink for the event.
- Hiring and training staff.

**Your progress:** You have started booking people and so far the response is good. You have found local suppliers for most of the food and drink. You have advertised for staff and have a number of candidates. You need to interview candidates, hire them, and set up a training day.

**Problems:** The famous DJ you booked is no longer available. You have found a replacement but he is asking a lot of money which will take you over budget. You still need to find a supplier of organic beer.

## File 12 | Unit 4

Case study, Task, Exercise 2, page 29

### Student B

Summarize these results for your partner. Do not read out the figures, but compare the results of last year and this year.

*Example: The number of staff arriving late is a great deal higher than ...*

	Last year	This year
% of staff arriving late	53	87
% of staff doing flexitime	33	55
% of staff unable to find alternative parking (within walking distance of the company)	43	44

## File 13 | Unit 5

Case study, Task, Exercise 1, page 35

### Student B

You work for a business consultancy. Student A calls you. Ask for more information.

- What sort of reviews has the hotel received? What are the main problems?
- What sort of image does the hotel want to project?
- Arrange to visit the hotel. You are free on Thursday and Friday this week or Tuesday and Wednesday next week.

## File 14 | Unit 5

Business communication skills, Exercise 3, page 32

### Student B

You are the facilities manager for a chain of hotels in Croatia. Call your partner to ask about the services they offer. Ask if a visit is possible. Give this information to your partner.

- A chain of 3-star and 4-star hotels near the beach.
- One of the 3-star hotels has a fitness gym which is fifteen years old. You want to update that one and have new gym facilities in your other hotels.
- You have one 4-star hotel and three 3-star hotels.
- You have a comfortable amount set aside for installing these facilities.

## File 15 | Unit 6

Case study, Task, Exercise 3, page 41

- 1 Have a film made showing day-to-day business and the lives of employees in the Swedish company and day-to-day business and lives of employees in the Indian company. It would include interviews with staff describing what they do and how they go about their jobs. Show this to all employees.
- 2 Set up a virtual chat room so that colleagues can communicate anonymously with each other to air their problems, find out what the reasons might be, and to share thoughts about their own cultures.
- 3 Get an external trainer to run a training course for Swedish and Indian managers about how to raise intercultural awareness. The course includes role-plays and language training.
- 4 Have a 'culture sharing meal / day' where Swedish and Indian colleagues spend a part of the day sharing their cultural background with each other over Indian and Swedish food.
- 5 Bring Indian managers to Sweden for a visit to observe how Swedish employees go about their day-to-day business. These managers would then report their observations to their Indian employees.

## File 16 | Unit 16

Case study, Task, Exercise 1, page 101

### Student A

**Mission:** Face-to-face market research in local supermarket. Get customers to taste the tea.

**Result:** Not good because

- some customers don't ever drink tea
- other customers like the taste but think the price is too high
- many customers have never seen this brand in the supermarket before.

**Conclusion:** Need to persuade supermarkets to make tea more prominent on the shelves. Offer special deals.

## 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?

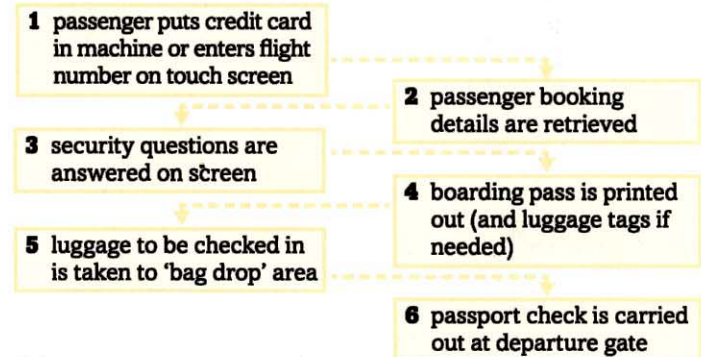
## File 27 | Unit 14

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 39 | Unit 16

### Working with words, Exercise 9, page 97

#### Student A

1 Ask your partner about these events. For each question ask *How did ... go?*

**Example:** *How did sales of the air-conditioning unit go?*

- sales of the air-conditioning unit
- the trip to Argentina
- the launch of the new organic beauty products
- the presentation on the company mission statement

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

#### **Product: hand-knitted sweaters**

- Projected sales: 5,000 units
- Actual sales: 2,000 units

#### **Trip abroad: fact-finding trip to India**

- People: lots of important people, masses of knowledge
- Result: established partnership with top expert

#### **Launch of new product: white wine**

- Details: wine buyers invited to taste new wine
- Result: problem with bottling process – wine tastes bad – buyers not interested

#### **Presentation: company's position in the market**

- Details: not enough research done on competition
- Result: colleagues bored and managers unimpressed

## File 40 | Unit 16

### Business communication skills, Exercise 5, page 99

#### Student A

##### Situation 1

You have been on a fact-finding trip to Nepal to find out about climbing holidays. Student B is your boss and will ask you to give a general evaluation of the trip and emphasize what you consider important. Read this information and prepare to report back on what happened.

**Destination:** Nepal

**Contact:** Magnus O'Neill, New Zealander – famous amateur climber, friendly and lively

**Business:** Climbing holidays

**Impressions:** Too wild and independent. OK for very fit, experienced mountaineers, but too much for beginners.

**Verdict:** Needs to do more on safety. Improve comfort of base-camp facilities.

**Next step:** Too much work to do. If we carry on with this type of project, we need a more reliable team, better comfort, and much better safety. Recommend not working with him.

##### Situation 2

You are Student B's boss. Ask for a report on his / her trip. Ask him / her to justify his / her opinions. Identify action for the future.

## File 41 | Unit 16

### Case study, Task, Exercise 1, page 101

#### Student C

**Mission:** Research into activity of competitors. Visit tea trade fair.

**Result:** Useful because

- competitors offer wider range of products, including popular fruit teas
- other competitors are successful with Fairtrade products.

**Conclusion:** To be competitive, need to evolve, create new products, appeal to the serious tea drinker.

## File 42 | Unit 9

### Case study, Task, Exercise 1, page 59

#### Student B

You interviewed Toyztime employees at one of the main stores. You asked them this question: 'What problems are you having with stock?'

1 Read the comments carefully.

2 Take turns to report what you heard to your partner. Listen to what your partner says and find a corresponding comment from an employee.

**Example:** *A One customer told me that they went to a Toyztime store to buy ...*

*B Right. It sounds like they do have a problem there. An employee I spoke to said that their deliveries are often late because ...*

#### Toyztime employees' comments

- 'I'm responsible for dealing with our suppliers but I don't have time to do this, keep on top of all the documentation, and run the store too. This means I sometimes don't get around to ordering low-stock items or new products that we should be stocking. I'm sure the other store managers have the same problem. And, if we don't have items in stock, we lose our customers.'
- 'When we run out of stock on popular products it takes ages to get more from our suppliers.'
- 'Very often our deliveries are late because the drivers can't find us or because the traffic is heavy in the rush hour. It is quite tricky as, like some other Toyztime stores, we are in the back streets of the city – but it shouldn't happen as often as it does.'
- 'When customers call to ask about deliveries and when certain items will be in stock, we have no way of checking if stock has been dispatched and when it's likely to arrive in store.'
- 'Our stock control system sometimes shows that we have more items in stock than we actually do. I do try to remember to update it when a product is purchased but sometimes I forget.'
- 'I've had to put our prices up to cover the rise in transportation costs. Our pricing is not very competitive any more.'

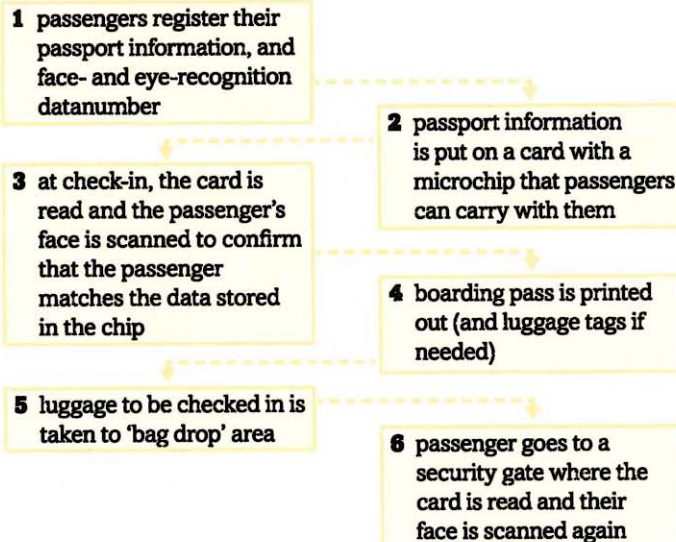
## File 43 | Unit 14

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