



# 9 Logistics

## Learning objectives in this unit

- Talking about logistics and supply chains
- Placing and handling orders
- Leaving voicemail messages
- Using reported speech to talk about problems or disagreements

## Case study

- Solving a logistics problem

## Starting point

- 1 What does the term 'logistics' mean?
- 2 Have you ever experienced problems with delivery of goods at home or at work? What happened?

## Working with words | Logistics and supply chains

- 1 How long would you expect to wait for a new computer after ordering it?
- 2 Read this article and answer questions 1–2.
  - 1 How does Dell do business differently from other companies?
  - 2 How does this affect its suppliers?

## Dell does it differently

Conventional **manufacturers** have to keep supplies of **raw materials** in order to produce their goods. Ordinary **retailers** too, have to keep the appropriate stock levels to satisfy their **clients'** needs. Enormous sums of money are tied up in this **inventory**. By contrast, Dell only builds once it has received an order and delivery takes on average seven to ten working days from the date the order is placed. By dealing directly with consumers through mailshots, advertisements, and the Internet, it bypasses

**distributors** and shopkeepers. And Dell's performance is truly breathtaking: its factories construct 80,000 machines per day and it can operate without **warehouses**. When an order is placed, the firm orders **components** from their **suppliers**. In addition, suppliers are expected to give credit even though Dell is paid in advance. This means that Dell has already been paid by its customers before it has to pay its own bills. Everything is so **streamlined** that it demands expert logistics and management of the **supply chain**.



- 3 Match the words in **bold** from the text in 2 to definitions 1–11.

- 1 people who sell products to the public: \_\_\_\_\_
- 2 stock: \_\_\_\_\_
- 3 the place where goods are stored: \_\_\_\_\_
- 4 parts you need to construct something: \_\_\_\_\_
- 5 designed for optimal efficiency: \_\_\_\_\_
- 6 the series of processes and companies involved in making and selling a product: \_\_\_\_\_
- 7 customers: \_\_\_\_\_
- 8 the 'middleman' between the manufacturer and retailer: \_\_\_\_\_
- 9 providers of goods: \_\_\_\_\_
- 10 producers: \_\_\_\_\_
- 11 the basic substances used to make something: \_\_\_\_\_

**4 Work with a partner. Talk about the differences between Dell and a traditional supply chain. Use words from the list to complete the two flow charts.**

*distributor retailer manufacturer (x2) customer (x2) supplier (x2)*

**1 Traditional supply chain**

supplier \_\_\_\_\_

**2 Dell supply chain**

supplier \_\_\_\_\_

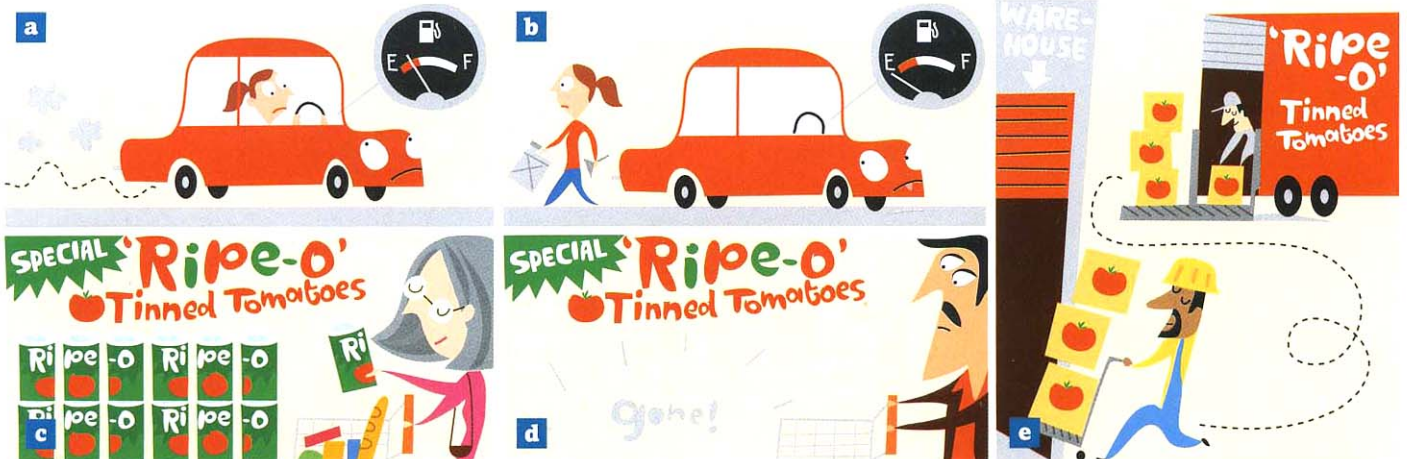
**5 36▷ Steve Zackon also works in the computer business. Listen to this interview and answer questions 1–3.**

- 1 What are the main differences between his business and Dell?
- 2 How does he keep control of his stock?
- 3 How does Steve follow the progress of his orders?

**6 36▷ Listen again. Complete the phrases in *italics*.**

- 1 We have to keep a lot of components \_\_\_\_\_ *stock*.
- 2 How do you make sure that you don't *run* \_\_\_\_\_?
- 3 It tells us what we have left, if it's \_\_\_\_\_ *order* ...
- 4 You never want to *run* \_\_\_\_\_ *of* basic items.
- 5 It's really not good to be \_\_\_\_\_ *of* stock.
- 6 It just warns us we're *low* \_\_\_\_\_ stock.
- 7 You don't want to *stock* \_\_\_\_\_ *on* components ...
- 8 If there's an essential package, I \_\_\_\_\_ *track of* it very closely.

**7 Match five of the phrases in *italics* from 6 to pictures a–e.**



»» For more exercises, go to Practice file 9 on page 118.

**8 Work with a partner. Ask and answer questions 1–6. Talk about work and / or home.**

- 1 Have you got anything on order at the moment?
- 2 What important supplies are you running low on?
- 3 How often do you run out of something essential?
- 4 When was the last time something you wanted to buy was out of stock?
- 5 What do you like to stock up on?
- 6 How do you keep track of your spending?

**9 Work with a partner and take turns to**

- say what you can do to make sure you don't run out of essential supplies at work
- describe what you know about your company's supply chain.

## Exchanging information | Placing and handling orders

**1** Gisele Kern works for a computer assembler in Hamburg. Read her email to Composource, a Singapore-based supplier, and answer questions 1–4.

- 1 What does she want to order?
- 2 Is she a regular customer?
- 3 When does she want delivery?
- 4 How will she pay?

From: giselekern@abracomp.com  
Subject: Order – motherboards

Dear Sir / Madam

I would like to place an order for 2,000 motherboards. This is a repeat order. We need these urgently so please send them asap. Please charge it to our account as usual.

Kind regards,  
Gisele Kern  
Abracomp

**2** Underline the useful phrases for placing an order in the email in 1.

**3** 37▷ Two weeks later, Gisele is still waiting for the components. She calls her supplier, Composource, to find out what is happening. Listen and complete the supplier's information.

Account: <i>Abracomp</i>	Quantity: <i>2,000</i>
Account reference:	Dispatched: Yes / No
Date of order:	Date and time dispatched:
Product description:	

**4** 37▷ Listen again and complete these phrases.

- 1 I'm \_\_\_\_\_ an order I placed two weeks ago.
- 2 I'd like to \_\_\_\_\_ what has happened to it.
- 3 I see. Can I take your \_\_\_\_\_?
- 4 When did you \_\_\_\_\_ the order?
- 5 We put it \_\_\_\_\_ to our warehouse.
- 6 \_\_\_\_\_ my information, it was dispatched that afternoon.
- 7 Something \_\_\_\_\_ gone wrong.
- 8 I'm not \_\_\_\_\_ this at all.
- 9 Could you \_\_\_\_\_ for me?
- 10 Certainly, \_\_\_\_\_ immediately.
- 11 This is a \_\_\_\_\_ problem for me.
- 12 I'll be \_\_\_\_\_ I can.
- 13 I really want to know what's \_\_\_\_\_ to it.

»» For more exercises, go to Practice file 9 on page 118.

### Tip | Clarifying

Remember that to clarify spelling, we can use common words (names, cities, countries) to illustrate a letter.

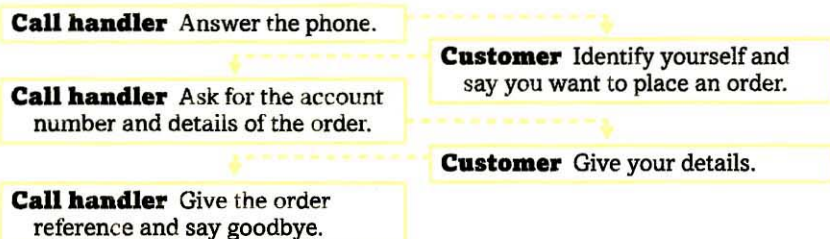
*That's P for Peter, A for Australia.*

For easily confused numbers (18 and 80, etc.), say each individual digit after the number.

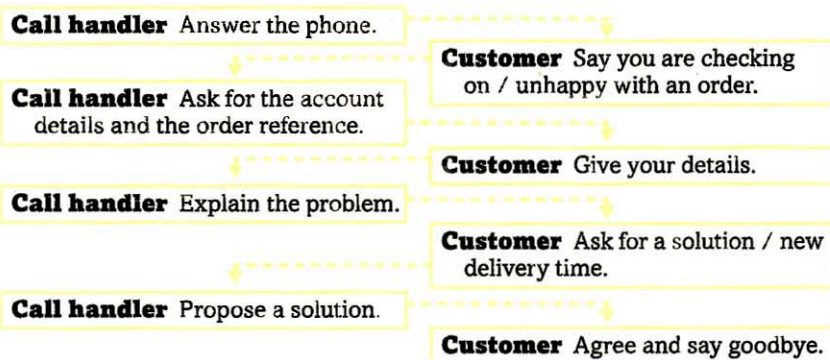
*The number is eighteen – one, eight.*

- 5** Work with a partner. Take turns to role-play two situations using this flow chart. In one situation you will be a customer, and in the second situation a call handler. In each situation you will have two conversations. Student A, turn to File 22 on page 140. Student B, turn to File 30 on page 142.

**Conversation 1**



**Conversation 2**



» Interactive Workbook » Email

**Key expressions**

**Placing an order**

I'd like to place an order.  
This is a repeat order.  
Please send them asap.  
Please charge it to my account.

**Asking for details**

Do you have an account with us?  
Can / could I take / have your account details, please?  
When did you place the order?  
Can I ask when you placed the order?

**Checking on an order**

I'd like to find out about an order.  
I'm chasing / following up an order.  
Could you check it out for me?  
I really want to know what's happened to it.

**Explaining what happened**

We put it (straight) through to ...  
According to my information, ...  
It was dispatched on ...

**Complaining**

I'm not happy about this.  
This is a real problem for me.  
This is unacceptable.

**Promising action**

I'll look into it immediately.  
I'll check it out straight away.  
I'll find out.  
I'll get back to you (within the hour).  
I'll be as quick as I can.

» Interactive Workbook  
» Phrasebank

**Practically speaking | How to leave a voicemail message**

- 38▶** Listen to three recorded messages. What are the instructions?
- Put phrases a–h below into categories 1–4.**
  - Leaving a contact number: \_\_\_\_\_
  - Giving the time of your call: \_\_\_\_\_
  - Identifying yourself: \_\_\_\_\_
  - Giving a reason for the call: \_\_\_\_\_

a Hi / Hello, this is ...  
b Call me back on ...  
c This is a message for ...  
d I was just wondering if ...  
e It's 6.30 p.m.  
f You can reach me on ...  
g I'm calling at ...  
h I was just calling about / to ...
- 39▶** In what order would you do 1–4 in 2? Listen to a message and compare it with your answer.
- Work with a partner. Take turns leaving these messages.**
  - You are arriving at the airport at 3.30 p.m. Your flight number is HG781. You hope someone can meet you. Your mobile number is 0773 654989.
  - You want to know when your car will be ready. Leave a message at the garage. Give your contact details.

## Language at work | Reported speech

**1 40▷** Linda works for Composource. She is checking on an order for their customer, Ulrika Svensson. Listen to their conversation.

- 1 What is the problem with the order?
- 2 What solution does Ulrika ask for?

**2** Read sentences 1–4 and write what was actually said.

- 1 I asked the warehouse to check what had happened to it.  
'Can you \_\_\_\_\_?'
- 2 They told me it had gone two weeks ago.  
'It \_\_\_\_\_.'
- 3 They said they'd sent it by sea.  
'We \_\_\_\_\_.'
- 4 I asked if they knew where it was.  
'Do \_\_\_\_\_?'

**3** Put sentences a–e below into categories 1–4.

- 1 Reporting statements: \_\_\_\_\_
  - 2 Reporting questions: \_\_\_\_\_
  - 3 Reporting requests: \_\_\_\_\_
  - 4 Reporting orders: \_\_\_\_\_
- a I asked the warehouse to check what had happened to it.  
b They told me it had gone two weeks ago.  
c They said they sent it by sea.  
d I asked if they knew where it was.  
e I'm sure I told them to send it by courier when I placed the order.

**4** Complete these rules with *say* or *tell*.

- 1 We \_\_\_\_\_ something.
- 2 We \_\_\_\_\_ someone something.
- 3 We \_\_\_\_\_ something to someone.

»» For more information and exercises, go to Practice file 9 on page 119.

**5 41▷** Ulrika is listening to a voicemail message from Linda. Listen and complete her notes.

Message from: \_\_\_\_\_  
Time: \_\_\_\_\_  
Message: Have sent \_\_\_\_\_ by \_\_\_\_\_  
Linda told carrier this was \_\_\_\_\_  
Arriving in \_\_\_\_\_  
Reference / tracking number: \_\_\_\_\_

**6** Gisele's boss, Peter, is very unhappy about the mix-up. Work with a partner and role-play a conversation between Ulrika and Peter. Ulrika – report back on Linda's message. Peter – ask questions and make comments.

**7** Work in small groups. Think of a time when you had a disagreement or a problem with a colleague, a client, or a supplier. Tell your group what happened and what was said.

## Solving a logistics problem

### Background

### DIY retailer calls in logistics experts

Castorama Polska belongs to the Kingfisher group of companies. Kingfisher is the third-largest home improvement retailer worldwide and has over 680 stores in eleven countries.

Castorama is the market leader in Poland with more than 30 stores and over 6,000 employees. Its products are sourced from around 700 suppliers in Asia, Europe, and Poland. Castorama's first store opened in Warsaw in 1997. In the following years the business in Poland grew rapidly, but so did their operational and economic challenges. As the number of stores grew, and demand for their products increased, it became more and more difficult to distribute stock to all their customers on time.

Each Castorama store operated as a 'logistically independent' unit – they each had different stock requirements and different ordering systems. Because there was no overall strategy, it was difficult to coordinate supply and demand. As a result, stock was often delayed or even lost, and orders quickly became outdated. The company's logistics costs went up, delays in orders increased, and customer satisfaction started to go down, ultimately leading to lost sales.

The company needed help to solve this problem. They called in the logistics consultants, Maersk Logistics, to help improve their supply chain, reduce costs, and increase customer satisfaction.

### The Expert View

Logistics is the process of creating a framework for the flow of resources within a business. Supply chain management is the management of relationships with suppliers, distributors and customers – its aim is to coordinate the different processes within the business, and between customers and suppliers. For effective supply chain management, both individuals and organizations need to learn how to build relationships and work together. To solve logistics and supply chain problems we need Technical Intelligence (IQ) as well as Emotional Intelligence (EQ) – our ability to build relationships.

Richard Wilding, Professor of Supply Chain Risk Management  
Cranfield School of Management

### Discussion

- 1 What kind of products do Castorama sell?
- 2 What went wrong? Why did these things happen?
- 3 What are the benefits of a well-designed logistics system?
- 4 What changes would you advise Castorama to make?
- 5 Turn to File 24 on page 141 to find out how Maersk helped Castorama to make changes. Did you have the same ideas?

### Task

You and your partner work for a logistics consultancy like Maersk Logistics. You have been called in by Toyztime, a large, growing chain of toy stores based in England. Toyztime is losing sales because of logistics problems. Like Castorama Polska, each of the 150 Toyztime stores operates as a 'logistically independent' unit.

You and your partner have collected information from people who were once regular customers and from employees at Toyztime. You will discuss and analyse this information and then make recommendations to the company directors.

- 1 Student A, turn to File 32 on page 143. You have collected information from Toyztime customers. Student B, turn to File 42 on page 145. You have collected information from employees. Take turns to report your findings to your partner.
- 2 Work with your partner. Make a list of the six logistics problems that need to be solved and discuss what can be done. Use your own ideas and ideas from Maersk Logistics' solution for Castorama (see File 24 on page 141).
- 3 Present your solution to another group.



# Case study

## File 20 | Unit 2

Case study, Task, Exercise 2, page 17

### Group C

You are working on publicity for the club and the launch party.

#### Your responsibilities:

- Advertising the launch party with leaflets and posters.
- Issuing special invitations for local business people.
- Recording a commercial for the local radio station.
- Setting up a website and making sure it is up to date.

**Your progress:** The leaflets and posters are ready. You are still waiting for the invitations. The website has been designed and is working well. The radio commercial has been recorded and needs to be approved by the team.

**Problems:** You need help to distribute the leaflets and posters. The website needs to be updated more frequently and expert help is expensive.

## File 21 | Unit 8

Case study, Task, Exercise 2, page 53

### Group A

Read these advantages of virtual working and share them with Group B.

- **More efficient use of time** – a team that stays in close contact and keeps an accurate record of its own progress is more likely to get something done on time and under budget.
- **Efficient use of training budget** – organizations that already have the necessary technology and skills for online communication have reported big savings on airfare, hotel and restaurant costs, and other expenses associated with face-to-face training.
- **Increased productivity** – too often organizations rely so much on meetings that a decline in overall productivity is experienced. Team members don't waste time walking down corridors, talking in the doorways along the way, and waiting for others to arrive.
- **Greater participation** – virtual team members can decide when and where they will participate and as a result they might feel able to participate more fully than they otherwise would.
- **Better use of individual time** – twelve minutes into a meeting, your reason for attending may be over. You could leave, then return later to 'listen in' and perhaps add something more.
- **Greater equality** – when you can't see the other people involved in the meeting, the organizational hierarchy doesn't completely disappear, but it does fade further into the background, allowing individuals to express their position more fully and easily.
- **Less air pollution** – when team members are able to work from home or the office, and avoid travelling for meetings, they lower their impact on the environment.

## File 22 | Unit 9

Business communication skills, Exercise 5, page 57

### Student A

#### Situation 1

##### Conversation 1

You are the customer. You work for an oil company. You want to order two drill pieces from S1 Engineering.

You have an account with the company. It is HK568.

Call S1 Engineering.

##### Conversation 2

You urgently need the pieces you ordered five days ago.

Call the company and find out about your order.

#### Situation 2

##### Conversation 1

You are a call handler for Haddows Trading, a fashion distributor. A customer calls you to place an order.

Give this order reference: HTGS899.

##### Conversation 2

You receive another call from the customer.

There has been a problem with the order. Find out what the problem is and invent an excuse / explanation.

Promise to take immediate action. (You can send a delivery van today – no extra charge.)

## File 23 | Unit 10

Case study, Task, Exercise 1, page 65

### Student A

Read this information on visitor numbers at last year's event. Decide what attractions and facilities were popular, and make recommendations for this year's events to the rest of the committee.

### Total number of visitors: 358 (adults)

#### Numbers of visitors (approximately) that

- watched a promotional video about the work of the charity: 27
- rode on the Tour de France simulator: 152
- had lunch at the outdoor barbecue: 289
- took the guided tour of the factory: 95
- completed the quiz about the company: 43
- tried out the bikes on a special course: 235
- bought a lottery ticket for the charity (bicycles as prizes): 117
- had children who used the children's play area: 145
- used the outdoor café: 231

## 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?

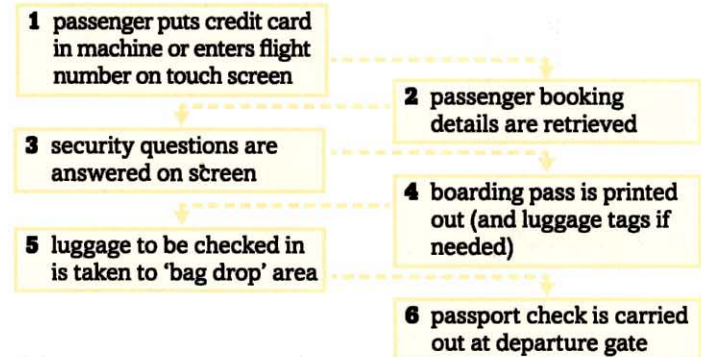
## File 27 | Unit 14

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 28 | Unit 8

Case study, Task, Exercise 2, page 53

### Group B

Read these disadvantages of virtual working and share them with Group A.

- **Over-reliance on email** – communication can take up to four times as long as one face-to-face meeting, especially as non-verbal communication transfers 63% of meaning.
- **Failure to respond to messages** – employees might have to wait for responses before they can continue their work. This means that their workflow is affected and they might waste a lot of time.
- **No socializing** – socializing with team members helps to improve relationships and often makes teamwork more effective. Face-to-face contact is also essential in building trust. Without trust, relationships can break down.
- **More time needed** – Multicultural teams can take up to seventeen weeks to become as effective as teams of the same culture, and without face-to-face contact this can take even longer.
- **Working over different time zones** – it is difficult to schedule meetings so that everyone can be involved.
- **Intercultural communication issues** – travelling to other countries increases awareness and understanding of cultural differences and this leads to improved communication. Without business travel, misunderstandings due to cultural differences are more likely.
- **Cost issues** – although virtual working means that less money will be spent on travel, the problems connected with developing effective virtual teams might actually cost the company more money in the long term.

## File 29 | Unit 10

Language at work, Exercise 8, page 64



## File 30 | Unit 9

Business communication skills, Exercise 5, page 57

### Student B

#### Situation 1

##### Conversation 1

You are a call handler for S1 Engineering, a company which provides spare parts for the oil industry.

A customer calls you to place an order.

Give this order reference: 965/LQ.

##### Conversation 2

Five days later you receive another call from the customer. Check the caller's account details and find out what the problem is.

Give the following explanation:

Explain that the order was delayed by two days because of a strike. The customer will receive the order later this afternoon.

#### Situation 2

##### Conversation 1

You are a customer from the fashion trade. You want to order fifteen green skirts from Haddows Trading, a fashion distributor. Your account number is VX890. Call Haddows Trading.

##### Conversation 2

You have just received the order from Haddows Trading. Unfortunately it contained fifty green shirts. You are very unhappy. Call and complain. Ask for a solution.

## File 31 | Unit 10

Case study, Task, Exercise 1, page 65

### Student B

Read this visitors' feedback from last year's event. Decide what attractions were popular, and make recommendations for this year's events to the rest of the committee.

### Comments and suggestions

'The Tour de France simulator was really amazing! Where can I buy one? I had a great day. Why don't you have more activities for children next year? And maybe a bicycle race?'

'We really enjoyed trying out the bikes on the special course. How about some cycle training next year?'

'The factory was very interesting and everyone was extremely friendly. The only thing was that there were a lot of people waiting for the Tour de France simulator, so we couldn't try it. Perhaps we can next year!'

'I liked seeing the factory, but my kids thought it was rather boring. What about having more family entertainment in the park outside? What about a display of extreme cycling?'

'We bought two bikes for our kids. The prices were very good and it was great to know we were helping the charity in their work at the same time.'

## File 32 | Unit 9

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

#### Student A

You interviewed some people who used to be regular Toyztime customers. Your partner has interviewed Toyztime employees at one of the main stores. You asked the customers this question: 'Why have you stopped shopping at Toyztime?'

- 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 a customer.

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

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

#### Toyztime customers' comments

- a 'I wanted to buy a particular toy at Toyztime for my grandson's birthday but they were out of stock. They told me they were expecting a delivery that Friday morning and said they'd keep one aside for me to pick up in the afternoon. When I went in at 3.00 p.m. on the Friday I was told that the delivery hadn't arrived yet. What a waste of my time! I won't be shopping there again.'
- b 'I was told by a sales assistant that a product I ordered would take about ten working days to arrive at the store for collection. I called after ten days to check if it had arrived. It hadn't and the person I spoke to couldn't even tell me when I might expect it to arrive! I couldn't wait any longer so got it from a different company.'
- c 'When I asked why the product I was interested in was cheaper at a competitor's store, the manager just told me they had had to put their prices up. As long as I know I am getting the products cheaper elsewhere, I won't be going back to Toyztime.'
- d 'I called to check if my local store had a certain toy I wanted in stock. The man I spoke to looked it up on the system and told me there were three in stock. When I got to the store though, there were none. It was the second time something like that has happened, so I've decided to buy toys elsewhere.'
- e 'Several times I've been into Toyztime to buy a toy and been told it's out of stock as it's such a popular item. Often it takes up to two weeks for them to get it in again. At some other shops they can get the item in for you the next day – I prefer to use shops that can do that for their customers.'
- f 'On two occasions now, I've seen new toys advertised on TV and expected Toyztime to sell them. When I went in to my local store, however, I was told that as the product was fairly new, it hadn't been ordered yet. Luckily I found what I wanted at another chain of toy shops the same day!'

## File 33 | Unit 13

### Language at work, Exercise 6, page 82

#### Student A

##### Situation 1

You are working in a new team. The problem is that most of your team work on the other side of the building. You need to talk to them face-to-face regularly, and you are wasting time by going to see them all the time.

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

##### Situation 2

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

- Get the company to buy desk fans.
- Change your working hours so you aren't working at the hottest time of the day.
- Work from home.
- Refuse to work until it's fixed.

## File 34 | Unit 13

### Case study, Task, Exercise 1, page 83

#### Student A

You are in charge of the website. Read these complaints you have received from customers.

##### Urgent

I ordered some goods from you two weeks ago. I have had a communication from my bank saying that there has been an attack on my account. Fortunately they have been able to protect my account, but can you assure me that your payment system is 100% trustworthy?

I want to buy something from your site, but I keep getting a message saying that there is an incompatible algorithm. What does that mean? Is there another way of paying?

Dear One World Bazaar,

It is very slow to download your site. Where we are we don't have broadband. I really want to order stuff from you but this is too frustrating.

PS Do you really need all the animations on your website? I don't see what they bring to it. It takes a lot of time to import the plug-ins.

## 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.'