VOCABULARY
Making plans

A **Match the verbs in the box to the nouns below (1–5). Each word partnership describes a way to plan effectively. Use a dictionary to help you if necessary.**

collect	consider	do	~~estimate~~	forecast

1 estimate costs
2 ..... sales
3 ..... research
4 ..... information
5 ..... options

B **Match the verbs in Box A to the nouns in Box B. Make as many word partnerships as you can.**

EXAMPLE: write/implement a plan

A

arrange	implement	keep to	meet	prepare	rearrange	write

B

a budget	a deadline	a meeting	a plan	a report	a schedule

C **A managing director talks about the planning of a new sales office in the United States. Complete this text with nouns from Exercises A and B. One noun is used twice.**

Recently, we decided to open a new sales office in New York. First, I arranged a meeting[1] with the finance department to discuss the project. We prepared a .....[2] with details of the various costs involved. Then we collected .....[3] about possible locations for the new office. We considered two .....[4] – one in Greenwich Village and the other near Central Park. After doing some more .....[5], I wrote a .....[6] for the Board of Directors.

Unfortunately, we made a mistake when we estimated the .....[7], as the exchange rate changed, so we didn't keep within our .....[8]. We overspent by almost 20 per cent. We had to rearrange the .....[9] for moving into the building because the office wasn't redecorated in time. The Board of Directors was unhappy because we didn't meet the .....[10] for opening the office by December 15. It finally opened in January. However, we forecast .....[11] of at least $1,000,000 in the first year.

D CD2.29 **Listen and check your answers to Exercise C.**

E **Choose one of these events and tell your partner how you will plan it. Try to use some of the vocabulary from Exercises A–C above.**

1 A team-building weekend for your department / sports club
2 An event to mark your company's/organisation's 100th anniversary
3 A party to celebrate the return of a close friend after two years abroad
4 The opening of a new store

*See the **DVD-ROM** for the i-Glossary.*

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LISTENING
How important is planning?



Ian Sanders

A CD2.30 **Ian Sanders is a business consultant and the author of *Unplan your business*. In the first part of the interview, he answers the question 'How far ahead should businesses plan?'. Listen and complete these notes.**

- Depends on .....[1].
- Three-year contracts should have a plan for .....[2].
- Three years is a long time for .....[3] businesses and new businesses entering the market in the field of .....[4].
- Ian likes the idea of a .....[5] plan, because it's very .....[6].
- Problem with business planning: it can sometimes be business .....[7].

B CD2.31 **Listen to the second part and complete this audio script.**

I think the best business plans are ones that are .....[1] and .....[2] enough to take into account changing markets and changing situations. Any plan that is too .....[3] or too set in .....[4] becomes very unwieldy, because it can't accommodate economic changes, market changes, ...[5] changes.

C **Which word in Exercise B refers to the ability to change easily, and which two words or phrases refer to the opposite?**

D CD2.32 **Listen to the final part and answer these questions.**

1 What is it important for entrepreneurs to do?
2 Ian talks about an entrepreneur he met recently. What business had the entrepreneur set up?
3 Why did the entrepreneur eventually succeed?

*Watch the interview on the **DVD-ROM**.*

E **What are the advantages and disadvantages of writing a business plan?**

READING
To plan or not to plan

A **Which of these would you normally find in a business plan?**

1 business aims
2 opening hours
3 management team
4 financial forecast
5 staff holidays
6 assessment of the competition

B **Read the article on the opposite page and complete this chart.**

name	job/position	company	type of company	location
Dan Scarfe				
David Hieatt				
Rajeeb Dey				
Paul Maron-Smith				

C **Read the article again and answer these questions about the four people in Exercise B.**

1 How many people did not write a business plan for their present companies?
2 Who thinks that setting fixed aims involves too much time and is not valuable?
3 Who says that some plans don't work because we don't know what will work?
4 Who thinks that planning often leads to doing nothing?
5 Who provided the finance for the companies themselves?
6 Which of the four is not against business plans?

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FT

When there's no Plan A

by Jonathan Moules

Dan Scarfe, Chief Executive of Windsor-based software development company Dot Net Solutions, says that he has never written a business plan for the company he founded in 2004.

Now, it is one of Microsoft's five key partners in the UK and a leading player in the hot new area of cloud computing – and to Scarfe, that is proof that setting fixed objectives is a complete waste of time.

"Writing software, or starting a new business, is incredibly difficult to plan for," he says. "You're effectively trying to second-guess exactly what you may want down the line, based on marketing conditions and varying customer demand." Whilst short-term business budgeting and strategy is vital, long-term business plans are less so." Twitter, Facebook and cloud computing were not even concepts a number of years ago, Scarfe notes, so there would be no way he could have planned for them.

David Hieatt, co-founder of Howies, the ethical-clothing manufacturer based in Cardigan, claims that a business plan is really just a guess.

"There are some brilliant business plans written, but they fail because the customer wants to do business differently," he says. "The awful truth is we don't know what will work."

He claims that the secret is to be flexible – although this often takes a lot of courage. For example, in 2001, Hieatt phoned up all of Howies' retailers and said he was going to introduce organic cotton. The initial effect of this spur-of-the-moment act was disastrous.

"We lost all our wholesale accounts overnight because they said nobody would pay £27 for a T-shirt," he recalls.



Hieatt and his colleagues managed to rescue the situation by launching a catalogue to sell products. It proved to be a turning point for Howies. "Losing all your shop accounts in one day is not great for business, but it's probably the best thing we did," Hieatt concludes. Now, the company sells 80 per cent of its products through this medium.

Others argue that business planning is often a reason for inaction. Rajeeb Dey launched Enternships, a student internship matching service. "I never wrote a business plan for Enternships, I just started it," he says – although he admits that it is easier for Internet-based businesses to do this.

Perhaps unsurprisingly, Dey and Scarfe have entirely self-financed their businesses. Venture capitalists and private investors do not usually approve of this casual attitude to planning.

To Paul Maron-Smith, Managing Director of Gresham Private Equity, a business plan is rather like a car's dashboard, guiding the entrepreneur along the road to success.

But even he admits that problems can arise when business plans become too fixed. "The aim of a business plan is to give the stakeholders a good idea of where the business is heading," he says. "Sure, there are going to be some forecasts in there that are not going to be accurate, but they are a best guess at the time."

D **Discuss these questions.**

1 In which sectors is it difficult to plan?
2 How far ahead should you plan?
3 How often should you review plans?
4 What reasons are given for and against having business plans?
5 What is your opinion of business plans? How useful do you think they are?

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LANGUAGE REVIEW

Talking about future plans

- We can use verbs like *plan, hope, expect, would like* and *want* to talk about future plans.
  Coca-Cola ***is hoping*** *to more than double its number of bottling plants in China over the coming decade and* ***would like*** *to triple the size of its sales to China's middle class.*
- We often use *going to* to talk about more definite plans.
  We're ***going to*** *open a new dealership this summer.*
- We can also use the present continuous to talk about definite plans and arrangements.
  *I'****m meeting*** *the accountants on Tuesday.*

→ *Grammar reference* page 149



A **The CEO of a large supermarket chain is talking to her managers about the group's future plans in relation to the World Cup. Underline the plans that she mentions.**

'Well, as you all know, we are hoping that the World Cup spirit will get more customers through our doors. We are planning a wide range of activities to capitalise on our football links and are expecting to sell more televisions, food and drink. We are also going to sell official merchandise before and during the tournament. We would like to get some big-name endorsements and want to sell stickers and trading cards. Then we are going to launch a digital site to promote our association with football legends. We are hoping to be the supermarket of choice for our country's football fans.'

B **Match the verbs (1–3) to their meanings (a–c).**

1	hope	a)	believe something will happen
2	expect	b)	decide in detail what you are going to do
3	plan	c)	wish something would happen

C **A salesperson is talking about the end-of-year bonus. Complete this conversation with the verbs from Exercise B in the correct form.**

I'm .....[1] to get a bonus at the end of the year, but I haven't met all my sales targets, so I'm a little worried. My colleague Jan has met all her targets and she is .....[2] to get a good bonus. She is already .....[3] to go on an expensive holiday abroad and has got lots of travel brochures.

D **Tell each other about your plans and expectations for 1–6 below.**

EXAMPLE: A: *What are you going to do after this lesson?*
B: *I'm hoping/planning to ... What about you?*
A: *Oh, I'm hoping to ...*

1 after this lesson
2 tomorrow
3 this weekend
4 on your next holiday
5 in your career
6 when you retire

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SKILLS

Meetings: interrupting and clarifying



A CD2.33 **Listen to a meeting in which members of a planning group discuss relocating their head office. In which order are these points mentioned?**

a) the cost of moving ☐
b) when to move [1]
c) the advantage of using a specialised firm ☐
d) whether to use their own transport department ☐
e) how to communicate with staff ☐
f) which transport company to use ☐

B **Look at these extracts from the planning meeting in Exercise A. Decide whether each expression in *italics* is a) interrupting, or b) clarifying.**

1 B: I think July would be the best time. It's very quiet then, isn't it?
A: *You mean*, we don't do too much business then?
2 C: *Could I just say something?*
3 C: In my opinion, we should do it department by department.
B: *How do you mean exactly?*
4 B: We've contacted two companies, National Transport and Fox Removals.
A: *Sorry, could I just comment on that, Mark?*
5 B: You know, there's another possibility. We could get our own people to do the moving.
A: *What? You think our transport department could do the job?*

C **Role-play this situation. A group of international VIPs is going to visit your company/organisation for three days. You need to plan the programme for the visit. Discuss these questions with other managers in the department.**

1 Where will the VIPs go, and what will they see? (e.g. inside the company/organisation, local sights, etc.)
2 Who do they need to meet?
3 Where will they stay?
4 How will they move around? (e.g. transport)
5 What sort of farewell event/dinner will you have on the final evening?
a) Will you have food? What? (e.g. snacks? a meal?)
b) Will there be a speech? Who will make it?
c) Who will attend? (e.g. special guests?)
d) Will there be any entertainment?
6 What sort of gifts will you give the visitors?
7 What else do you need to plan? (e.g. the itinerary – will they have any free time?)

USEFUL LANGUAGE

INTERRUPTING
Could I say something?
Could I just comment on that?
Hold on a minute.
Sorry to interrupt, but ...

DEALING WITH INTERRUPTIONS
If you'll just let me finish ...
Just a moment, please.
I'd like to finish if I may.

CLARIFYING
How do you mean exactly?
What exactly do you mean by ...?
Are you saying ...?
So what you're saying is that ...

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9

Case study

EUROPEAN PRESS AND MEDIA CORPORATION

A media company plans to launch a new health-and-fitness magazine

Background

European Press and Media Corporation (EPMC) is a large media company which produces magazines, and radio and television programmes. It has decided to bring out a new magazine for people interested in health and fitness. The magazine will be launched in the UK, then sold in overseas markets if it is successful. It will be supported by an online website.

Several teams within the company are preparing a plan for the new magazine. The team with the best ideas will receive a substantial cash prize.

Planning

Work in groups to compete for the cash prize.

- Think of ideas for topics that you could include in a new health-and-fitness magazine. For example weight loss, tips on fitness, etc. Write down the list of topics under the heading in the chart below.
- Evaluate the topics by ticking the appropriate column of the chart.

Chart 1 Interest in possible topics for the new magazine

topic	very interesting	quite interesting	not interesting



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Consider these questions and note your answers.

1 What are the aims of the new magazine?

2 Who is the target consumer?

3 What will be the magazine's name? number of pages? cover price?

4 How often will it appear? (once a week? twice a month? once a month?)

5 What will be the proportion of content to advertising? 80%/20%? more? less?

6 Will it have any special design features?

CD2.34 Now listen to two senior managers, who will choose the best plan for the new magazine. Note down the key points they discuss.

The marketing department is considering these promotions for the first issue of the magazine. In your groups, discuss the promotions and decide which is the best one for the first issue. Suggest other ways of promoting the new magazine.

- Include a free 20-page supplement with four healthy diets.
- Sell the first issue at half price.
- Add a mini magazine with diet and fitness plans.
- Offer a 25% discount for an order of six issues.
- Give a full refund if a customer orders 30 issues but is not happy at the end of that period.
- Send a selection of body lotions and eau de cologne if a customer orders 30 issues.

Task

Work in your groups. You are all members of the EPMC planning team.

1 Agree on a plan for the first issue. Use the key questions below to help you.

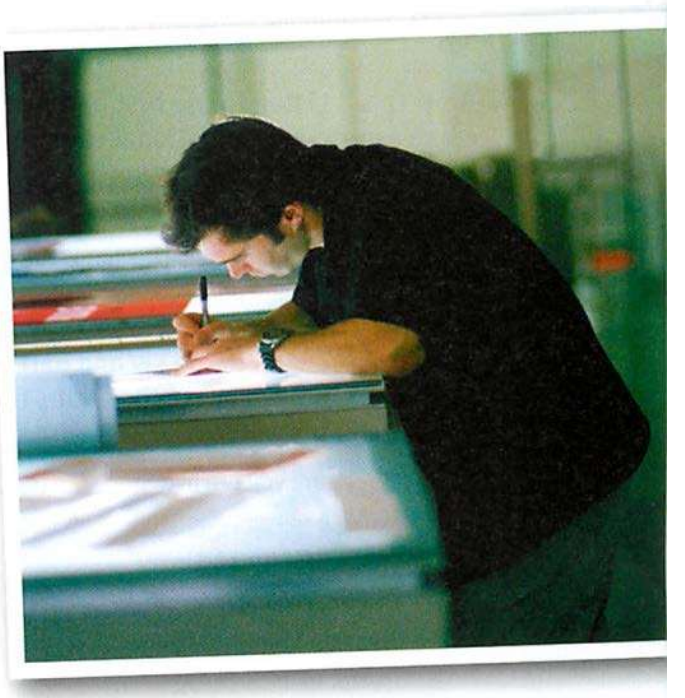
2 Present your plans for the first issue and for the new magazine as a whole to the other groups.

3 Choose the best plan for the new magazine. Take a vote if necessary.

Key questions

- What sections and topics will the first issue include?
- What special features will it have?
- What will the front page of the first issue look like?
- How will the magazine be promoted?
- What will be on the website? Will the website be free?

Watch the Case study commentary on the ***DVD-ROM.***



Writing

As the Editor of the new health-and-fitness magazine, write a letter to a famous person asking them for an interview. At the start of the letter, introduce yourself and give brief details of the new magazine and its aims.

Dear …
I am writing to you as Editor of EPMC's exciting new health-and-fitness magazine.

Writing file page 128

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3 International conference calls

A **Discuss these questions.**

1 Do you enjoy using the phone? Why? / Why not?
2 What is a conference call? How is it different from a regular phone call?
3 Have you ever been involved in a conference call? How successful was it?
4 What do you think are the differences/ similarities between conference calls and face-to-face meetings?
5 What do you think the biggest problems are?

B CD2.35–2.40 **Listen to six short extracts from conference calls. What do you think is the problem in each situation?**

C CD2.35–2.40 **Listen again and match the extracts (1–6) to these types of problem (a–f).**

a) getting cut off	☐
b) background noise	☐
c) speaking too fast	☐
d) unknown speaker	☐
e) leaving the main topic	☐
f) interrupting / stopping a speaker talking	☐

D CD2.41 **Listen to the first part of a talk by an expert on international conference calls.**

1 Which of the problems in Exercise C are mentioned?
2 According to the expert, what is the biggest / most common problem?

E CD2.42 **Listen to the second part of the talk and complete these tips for participants.**

1 Make sure you are in a q_____ p_____.
2 Avoid e_____ and d_____.
3 Prepare for the call in a_____.
4 When speaking, stay on t_____.
5 Signal or label what you s__.
6 Try not to i_____.
7 Wait to be invited to c_____.

F **Read these notes made by another participant on the final part of the talk and decide whether the sentences below are true (T) or false (F).**

Call leaders

- Make sure everyone knows when call will be – send e-mail reminder and numbers or passwords
- Pay attention to time zones for international calls – very early or very late not popular with all!
- Like meetings, make sure you have agenda and goals, so everyone is clear about purpose
- Conference-call meetings take longer than face-to-face meetings – not too many agenda items
- Need to open and close call + important for the call leader to begin on time and welcome participants
- Do a roll call at the start. Get people to introduce themselves – helps to build relationships
- Signal the move from introduction to actual talk
- Begin with: 'We're ready to go. I've heard from John, Katja and Marina. Have I missed anyone?'
- If a lot of people / big meeting, tell those not speaking to go on mute, to reduce noise
- End with summing up + reminder of action points
- Set date and time of next meeting

1 The times of conference calls are important.
2 An agenda is not important for conference calls.
3 Conference calls tend to be slower than face-to-face meetings.
4 The call leader should introduce everyone at the start.
5 A summary of the main points by the call leader is important.

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Task

You are managers in a multinational company which needs to reduce costs and is looking at ways to do this.

1 **Work in groups of four. Look at the agenda below. Turn to the correct page and study your role card. Prepare for the conference call.**

Student A: Turn to page 134.
Student B: Turn to page 132.
Student C: Turn to page 137.
Student D: Turn to page 139.

Hold the call and discuss the points. Decide what to do.

2 **Following your call, in pairs write some tips on how to participate effectively in international conference calls.**

Do:
Don't:
Be careful of:

Compare your tips with another pair.

Agenda

1 Introduction of regular conference calls
2 Timing of calls
3 Training courses
4 AOB



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UNIT C

Revision

7 New business

VOCABULARY

Complete the sentences below with the words in the box.

balance	domestic	exchange	foreign	government
inflation	interest	labour	tax	unemployment

1 China's gross ..... product is about $5 trillion.

2 The ..... rate has decreased because people have gone back to work as the economy recovers.

3 Companies are worried about paying pensions as the ..... force grows older.

4 The government has offered ..... incentives to new companies in hopes of boosting the economy.

5 Businesspeople say that ..... bureaucracy makes starting a new business difficult.

6 It's common for companies to spend money overseas, but some people think that too much ..... investment in their country is a bad idea.

7 Exports have increased recently, which makes the ..... of trade much healthier.

8 Borrowers are enjoying the low ..... rate, but savers hope it increases soon.

9 Travellers from Britain to the Eurozone are enjoying a good ..... rate this year.

10 The ..... rate has dropped to 1%, thanks to the government's monetary policy.

TIME CLAUSES

Choose the best word or phrase to complete each sentence.

1 *As soon as* / *Until* the contract was signed, everyone cheered.

2 Can you please come to my office *when* / *after* the meeting?

3 Larissa said she'd phone *as soon as* / *while* she arrives in London.

4 Martin checked the projector carefully *when* / *before* he started his presentation, then began right on time.

5 Olga can't sign the contract *until* / *while* she gets Andre's approval.

6 Pierre learned to speak some Japanese *as soon as* / *while* he was working in Tokyo.

7 *Until* / *After* the delivery is confirmed, we won't release the payment.

8 We have to improve the sales forecasts *before* / *after* we can approve the project.

9 We went out *when* / *after* the meeting to celebrate the merger we'd agreed.

10 *When* / *While* I first started out as a manager, I made a lot of mistakes.

11 Yusuf got to know Peter *when* / *as soon as* they worked together for three years in Saudi Arabia.

12 Zeynep was able to write the report *until* / *while* he was waiting for his plane.

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WRITING

You have recently become the European distributor for ChuTools, a new Chinese power-tool manufacturer. You want H&G, a big DIY chain, to sell ChuTools. Write an e-mail (80–100 words) to Alan Sykes, Purchaser at H&G, introducing ChuTools and asking for a meeting to discuss a deal. You have worked with Alan before and you know him well.

ChuTools

- Based in Shenzen
- Produces a range of DIY power tools – drills, saws and garden tools
- Mid-range price
- Very high quality for price – have received excellent reviews in trade press
- Company wants to support retailers with marketing and promotion, including prizes and special offers

8 Marketing

VOCABULARY

Cross out the word in each group that does not form a word partnership with the word in bold.

1 **advertising** share / campaign / budget / agency
2 **consumer** behaviour / profile / launch / goods
3 **market** goods / research / share / segment
4 **product** launch / lifecycle / range / segment
5 **sales** forecast / range / figures / target

QUESTIONS

A Put these words in the correct order to make questions.

1 market / the / research / Is / complete / ?
2 it / do / want / to / When / you / do / ?
3 at / to / website / Do / the / you / new / have / look / time / ?
4 survey / Did / read / you / the / ?
5 figures / the / Have / sales / seen / you / ?
6 model / How / we / should / describe / new / the / ?

B Match each question from Exercise A (1–6) to one of these answers (a–f).

a) Yes, I did. The results were interesting.
b) Yes, it is. We finished last week.
c) No, I haven't. Is there any good news?
d) Next Monday.
e) I don't know, but let's not say it's *new and improved*.
f) Yes, I do. I really want to see it.

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SKILLS

Complete the phone conversation below with the phrases in the box.

Could you give me Did they say when I didn't catch I should I'll e-mail you to Sorry, did you say Thanks very much What about

A: How did your meeting with H&G go?

B: Really well. They've placed an order totalling £50,000 over the next year.

A: .....[1] £15,000?

B: No, £50,000!

A: That's great! .....[2] a few details?

B: Sure. Basically, they want to buy up everything in the old range.

A: .....[3] the new range?

B: After they sell the old range through, they'll start buying the new one.

A: Which part numbers?

B: They really like AC5959 and AC4536.

A: Sorry, ...[4] that.

B: I said, they really like AC5959 and AC4536.

A: .....[5] they'd like the first delivery?

B: Next week! .....[6] confirm.

A: .....[7] for the great news.

B: My pleasure. .....[8] go now. Let's speak again soon.

9 Planning

VOCABULARY

Complete the e-mail below with the verbs in the box in the correct tense.

arrange consider do estimate forecast implement keep meet prepare write

To: Tomas@hcc.com
From: Jamal@hcc.com
cc: Leanna@hcc.com
Subject: Project update

Hi Tomas,

Here's a brief project update. We've .....[1] a meeting with the design team for next Monday. Before that meeting, Leanna is going to .....[2] a schedule to show how we can .....[3] the December 1 delivery deadline. We've already spent about €15,000, so I'm sure we aren't going to .....[4] within the budget. After the Monday meeting, we can .....[5] the options for Plan B, because obviously Plan A has already failed. If we .....[6] more research, we may be able to .....[7] higher sales and increase the budget. Also, when we .....[8] costs last year, we were expecting to manufacture here in Europe; however, we've found a factory in China that can do it cheaper, so we'll save some money there.

After the meeting next week, I'll .....[9] a formal report which will explain how we can .....[10] Plan B.

All the best,

Jamal

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SKILLS

Match the halves of these expressions.

1 If you'll just	a) comment on that?
2 Just a	b) to finish if I may.
3 I'd like	c) let me finish ...
4 Could I say	d) saying is that ...
5 Could I just	e) do you mean by ...?
6 Hold on	f) moment, please.
7 Sorry to	g) saying ...?
8 How do you	h) mean exactly?
9 What exactly	i) interrupt, but ...
10 Are you	j) a minute.
11 So what you're	k) something?

Cultures 3: International conference calls

Put the words in order to make tips for international conference calls.

1 time / on / Be / for / call / the / .

2 are / sure / in / place / Make / quiet / you / a / .

3 possible / If / , / call / use / the / a / for / headset / .

4 when / Use / you / the / are / 'mute' / not / button / speaking / .

5 conference call / Avoid / eating, drinking or / chewing gum / while / a / on / .

6 to / the / 'mute' button / use / If / you / to / really need / have a drink, / remember / .

7 advance / in / Prepare / the / for / call / . / you / what / Plan / to / need / say / may / .

8 may / you / need / hand / Have / to / any / documents / close / .

9 call leader / carefully / Listen / and / to be / by / invited to comment / the / wait / .

10 speak / you / When speaking, / each time / it / are / can be helpful / to / say / you / who / .

11 stay / topic / When / on / speak, / you / .

12 long/ Make / speeches / short / rather / contributions / than / .

13 not / Try / interrupt / to / speaking / when / people / are / they / .

14 as typing will / be / for / noisy / the other participants / Avoid / taking notes / on a computer / , / .

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